



# Operational Plan 2011/12



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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 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, supporting the bookshops and improving marketing: these are the cornerstones of the strategy for developing the publishing industry in Wales. The additional funds provided by the 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 develop the creative regime through training. 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 Welsh Government in order to implement fully the far-reaching report of the National Assembly's Culture Committee, *Welsh Writing in English*.<sup>1</sup>

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 which, in the wake of the economic downturn, is a particularly challenging one. 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.<sup>2</sup> Commissioned by the Books Council, this strategically important report will steer our endeavours in the field of sales and marketing. 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. In addition, the Council will continue their discussions with the publishers and booksellers in order to ensure that the publishing industry in Wales is able to benefit from the increased sales of e-books. A substantial increase is foreseen in the sales of e-books in forthcoming years, presenting the publishing industry with several challenges regarding the variety of means of supply and sustainable business models. The National Library of Wales's vision of a Theatre of Memory, affords the ideal opportunity to set up a central digital repository.<sup>3</sup> This would be an invaluable resource for publishers and would greatly facilitate on-demand printing and e-book delivery.

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

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

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

Following the publication of the Wavehill report – *A Review of the development of the online news service Golwg 360* (September 2010) – the Council will continue to cooperate with the Golwg company to ensure that the service is further developed, and that it attracts new readers.

A number of sectors which include publishers, booksellers, libraries and education, depend on the Books Council's electronic systems, both to access information and to make purchases. It is imperative that the Council's systems provide a fast, reliable and continuous service.

As it faces the next financial round, the Council will re-examine its internal structures, and will assess the service it provides for the trade in order to ensure the development of the publishing industry in Wales in both languages.

## **2 Nature of the document**

This document outlines what the Books Council will achieve, within available financial resources, in the financial year April 2011 to March 2012.

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

Reference is made to relevant pages in the latest Corporate Plan.

## **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 Government Objectives

This Operational Plan has been prepared in response to the Welsh Government's Remit Letter for 2011/12.

As noted in the Remit Letter the Welsh Government funds the Welsh Books Council to deliver its strategic policy objectives within the field of publishing and the plan outlines the Books Council's delivery programme to meet those objectives.

The Operational Plan also contributes to the Government's wider strategic objectives 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 Council's reading promotion scheme and its role in supporting the Welsh Government's Language Strategy and the National Literacy Plan.

#### *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 Welsh 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 Literature Wales], the Welsh Language Board and the British Council. The Council also has strong links with local authorities throughout Wales as well as 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 Welsh 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.

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

<b>Partner</b>	<b>Action in 2011/12</b>
Department for Children, Education, Lifelong Learning	<ul style="list-style-type: none"> <li>• Exchange information and experience with regard to grant schemes and commissioning schemes</li> <li>• Publish children's books catalogue (annually) and subject catalogues</li> <li>• Coordinate World Book Day and to promote reading as part of the National Literacy Plan</li> <li>• Collaborate on Stori Sydyn / Quick Reads project as part of the Basic Skills strategy</li> </ul>
Arts Council of Wales/Literature Wales	<ul style="list-style-type: none"> <li>• Cooperate on Book of the Year Awards</li> <li>• Literature Wales to contribute to World Book Day</li> </ul>
Wales Literature Exchange	<ul style="list-style-type: none"> <li>• Exchange information on relevant projects</li> <li>• Cooperate on book fairs (especially Frankfurt/London)</li> </ul>
The Welsh Language Board	<ul style="list-style-type: none"> <li>• Requirements of the Language Plan</li> <li>• Exchange information</li> <li>• Investigate areas of collaboration to promote reading</li> </ul>
The British Council	<ul style="list-style-type: none"> <li>• Investigate areas of collaboration to promote books from Wales abroad</li> </ul>
CyMAL: Museums Archives and Libraries Wales	<ul style="list-style-type: none"> <li>• Develop gwales/libraries</li> <li>• Elements of reader development</li> </ul>
National Library of Wales	<ul style="list-style-type: none"> <li>• Welsh Journals digitisation scheme</li> <li>• Cooperate on exchanging information between NLW catalogue and gwales database</li> <li>• Theatre of Memory project</li> </ul>
Urdd Gobaith Cymru	<ul style="list-style-type: none"> <li>• Several projects including the promotion of the Tir na n-Og Awards, and the Welsh-language Children's Poet Laureate</li> </ul>
Communities First	<ul style="list-style-type: none"> <li>• 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</li> </ul>

Voluntary Sector	<ul style="list-style-type: none"> <li>• Secure the support of voluntary organisations and registered charities for reading promotion activities</li> <li>• Target two voluntary organisations to support World Book Day on a national level</li> </ul>
Wales TUC Cymru	<ul style="list-style-type: none"> <li>• Build on the relationship established during the National Year of Reading with a view to promoting books and reading in the workplace</li> </ul>
S4C	<ul style="list-style-type: none"> <li>• The Welsh-language Children's Poet Laureate (Bardd Plant Cymru)</li> <li>• Identify opportunities to promote reading and books through specific programmes</li> </ul>

#### Mainstreaming

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

<b>Principle</b>	<b>Action in 2011/12</b>
Equal Opportunities	<p>Comply with the Council's equality 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.</p> <p>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.</p> <p>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 Equality Law 2010. 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 Welsh Government's requirements regarding branding and will acknowledge the Welsh Government's support in events and publications as set out in the Remit letter. Staff will continue to work closely with Welsh Government officials in order to ensure a coherent and integrated approach to marketing and communication.

#### **4 What the Books Council will achieve in 2011/12**

##### 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 Welsh Government officials.

1 Publishing Grants

The budget for Publishing Grants in 2011/12 is £2,773,000. For a breakdown according to language of publication, see p.22 (Appendix 3).

2 Grants for Welsh-language materials

The Books Council will continue with the work of utilising the sum of £300,000 which was added to the Publishing Grant from 2010/11 onwards, and which was used to strengthen and extend three schemes already in existence, namely:

- 1 Strengthening the infrastructure of the publishing companies by supporting the posts of creative editors to be responsible for working closely with the authors in order to improve the quality of the material published. To date, 25 posts are being supported, two of which are full-time posts. The Council will continue with the work of providing training for editors, a scheme which began in 2010/11, through arranging one-day courses together with one-to-one mentoring sessions.
- 2 Payments for Authors – this scheme, which was very successful during the period 2003–10, has received further investment. We will continue to encourage the publishers to make the best use of the money. The main emphasis is on commissioning material which has widespread appeal.
- 3 Payments for Visual Materials scheme – the Council is now able to award grants towards the cost of purchasing the copyright of visual materials, and for the service of a designer, in addition to commissioning original art work. This has already made a difference during 2010/11 and its effect will be even more pronounced in 2011/12. The money will enable the publishers to produce more books that have a visual appeal, particularly factual books, and this is particularly important as regards providing for a wider audience of readers.

These three schemes will be constantly monitored; their aim is to improve the quality of the books published and to increase the range of titles available.

The performance of publishers, in the context of providing dependable advance information about forthcoming books, will continue to be monitored during 2011/12.

The Council will support 17 magazines during 2011/12 – those titles awarded franchises in November 2008, together with *Barn* which was awarded a franchise in November 2009 for the period 2010–12. During the period 2011/12 the Council will invite applications from magazines for support for the period 2012–15, and will adjudicate on those applications.

The Council will carefully monitor the development of Golwg 360, the online news service, in relation to the development scheme presented to the Council by Golwg Newydd.

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
- 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 75 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 3 titles in the Library of Wales series and further reprints of titles are necessary

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 of increased competition for grants
- 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
- In order to encourage a balanced list of titles, the Welsh Books Council will introduce appropriate 18-month sales targets for recipients of the Revenue Grant (three-year core funding) and monitor their value for money as well as their cultural value
- continue to monitor the effectiveness of the author advances and the marketing grants and their value for money
- continue to 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 magazines for three-year core funding grants, to run from April 2012.

### 4 Review of Welsh Writing in English

- The Books Council will continue to implement the recommendations of the Policy Review of Welsh Writing in English. The ongoing development of the

publishing industry in Wales and the support of titles of literary and cultural value and popular appeal will be the focus of 2011/12.

- 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
- Publishing Trade Awards – organise and hold the 2012 Awards – see 9 below
- Library of Wales series – as the most recent three-year publishing contract begins for this flagship series in April 2011, the Welsh Books Council will oversee its development and promote awareness of the series, while maintaining high editorial and production standards. The Welsh Books Council will develop plans for the future of the series in consultation with the Series Editor and the publisher.

#### 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 Cwlm y Cyhoeddwyr
- Support generic advertising

#### 6 Gwales.com

Continue to place emphasis on the development of gwales.com. These are the priorities for 2011/12:

- Promote the website through electronic means i.e. Facebook
- Develop the weekly promotional messages for users of gwales in order to promote the website.
- Continue to encourage publishers to send information about forthcoming books through electronic means, at least 3 months in advance
- To test and implement the procedure of transferring data from electronic forms to the database
- Commission c.400 books reviews and place them on gwales
- Maintain the level of orders sent electronically from shops to the Distribution Centre

#### 7 The Distribution Centre

- 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
- Continue to 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.
- Maintain 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
- Collaborate with the National Library of Wales and other partners regarding digitisation and e-books, and exploring the need for a Secure Digital Repository.
- 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. Re-launch the Nofel y Mis and Book of the Month scheme with new promotional materials for bookshops
- 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 the Welsh Government to ensure a continued presence from Wales at the Frankfurt Book Fair.
- Continue to monitor sales of The Book Club 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, educational conferences as well as libraries in order to show the wide range of material currently available and to promote sales.
- 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.
- Continue to support booksellers to visit events in the community through the Outreach Scheme and work with publishers to arrange author signing sessions.
- Administer an additional discount scheme for independent bookshops in order to increase sales.
- Coordinate World Book Day activities in 2012 and arrange a programme of activities to promote reading in connection to the Welsh Government's National Literacy Plan.
- Coordinate a programme of promoting the Quick Reads/Stori Sydyn scheme for reluctant readers
- Coordinate a series of educational catalogues in cooperation with DCELLS.
- Organise stands at the two national eisteddfodau and the Royal Welsh Agricultural Show. Collaborate closely with the nominated bookseller at the Hay Festival.
- 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 Cymru/Wales and the Urdd to organise the award ceremonies.
- Continue to promote the Welsh-language Children's Poet Laureate, in conjunction with the Urdd, S4C, Welsh Language Board and the Literature Wales.

#### 10 Editing and Design Services

The core services to the industry will continue, and the departments will collaborate with the publishers in order to maintain and raise editorial and design standards within the industry.

11 Information and Communications Technology

- Review the Council's ICT strategy and implement the recommendations of the Risk Assessment Audit.
- Continue discussions with Vista regarding hosting the Distribution Centre's fulfilment system.
- Continue the work of upgrading the Books Council's computer systems in order to ensure a dependable service

**5 What resources will be available**

The sums allocated by the Welsh Government for 2011/12 are shown below.

	<b>2011/12</b>
<b>Core Funding</b>	<b>£</b>
Running costs and core activity costs	1,258,000*
Capital Grant	25,000
<b>Grants for distribution</b>	
Publishing Grants	2,573,000
Support for Welsh-language Press	200,000
	<hr/>
	<b>4,056,000</b> <hr/>

\* A decrease of -3.97% was received in the running costs for 2011/12.

The following pages present detailed estimates for 2011/12.

Project funding is also available in 2011/12 from the Welsh Government's Department for Children, Education, Lifelong Learning:

Catalogues	£ 67,500
Reader Development Schemes	£337,000

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 2011/12.

## 6 Key Targets

	<b>2011/12 Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
Quarterly targets		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Manuscripts – Editorial Department	175	44	46	40	45
Titles – Design Department	100	26	26	24	24
Reviews on gwales	400	100	100	100	100
Distribution Centre	£4.58m gross / £3.05m net (a 5% increase on 2010/11 figures)	£0.99m gross £661,000 net	£1.17m gross £777,000 net	£1.53m gross £1,017,000 net	£0.89m gross £595,000 net
Promote the use of gwales. Targets for on-line sales to bookshops and individual customers	Shops: £3,180k Individuals: £63,000 gwales users: 8,600 (+1,800) 15,000	Shops: £700k Ind.: £13,000 gwales users: (+600) 13,800	Shops: £800k Ind.: £13,000 gwales users: (+400) 14,200	Shops: £1,100k Ind.: £22,000 gwales users: (+ 400) 14,600	Shops: £580k Ind.: £15,000 gwales users: (+400) 15,000
Outreach Scheme	Events: 460 Sales: £165k	65 £30,000	95 £43,000	170 £62,000	130 £30,000

	<b>2011/12 Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Book Tokens	£55,000	£6,500	£10,500	£25,000	£13,000
<b>Targets per school term</b>		<b>1<sup>st</sup> Term</b>	<b>2<sup>nd</sup> Term</b>	<b>3<sup>rd</sup> Term</b>	
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	
<b>Annual targets</b>					
The Centre's debtors' level	No more than 2%				

	<b>2011/12 Target</b>
<b>Publishing Grants (Welsh-language)</b>	
<u>Books</u>	
Number of titles published	215
Number of Scheme A (Author) titles published	20
Number of Scheme A (Visual Material) published	10
Average sales	1,100 after 18 months (for new titles published by Programme Publishers in 2009/10)
Number of supported editorial posts in the publishing houses	10
<u>Magazines</u>	
Number of leisure magazines published	11
Average sales of leisure magazines	3,100 (year ending September 2011)
Number of literary magazines published	6
Average sales of literary magazines	650 (year ending September 2011)
Publish regularly in accordance with the timetable	95%

	<b>2011/12 Target</b>
<b>Publishing Grants (English-language)</b>	
<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	650 (1,100 including Cambria's literary supplement)
Publish regularly in accordance with the timetable	95%

**BUDGET 2011/12**

<b>INCOME</b>	<b>£</b>
Welsh Government	
Running costs including core programme activity	1,258,000
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 Government: Department of Children, Education, Lifelong Learning	
Reading Promotion Schemes	337,000
Catalogues	67,500
Departmental Income	271,500
Distribution Centre	<u>3,079,029</u>
<b>TOTAL INCOME</b>	<u><u>7,811,029</u></u>
 <b>EXPENDITURE</b>	
Running costs including core programme activity	1,934,000
Capital costs	25,000
Grants to be distributed	
Publishing Grants	2,573,000
Support for Welsh-language Press	200,000
Distribution Centre	3,084,724
Surplus / (Deficit) for the year:	
Distribution Centre	(5,695)
Council	<u>-</u>
<b>TOTAL EXPENDITURE</b>	<u><u>7,811,029</u></u>

**BREAKDOWN OF COSTS 2011/12****EXPENDITURE**

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
<b>Running Costs</b> (including core programme activity)					
Editorial Department	92,412	21,200	(26,000)	(4,800)	87,612
Design Department	89,662	19,200	(19,000)	200	89,862
Sales and Marketing Department	237,112	183,750	(126,500)*	57,250	294,362
Children's Books Department	45,535	105,100	(68,200)	36,900	82,435
Scheme to promote books in primary schools	140,714	27,250	(1,250)	26,000	166,714
Scheme to promote books in secondary schools	38,187	12,475	(550)	11,925	50,112
Information Services	83,615	31,000	(20,000)	11,000	94,615
Support Services	305,913	86,375		86,375	392,288
<b>Total Running Costs</b>	<b>1,033,150</b>	<b>486,350</b>	<b>(261,500)</b>	<b>224,850</b>	<b><u>1,258,000</u></b>
<b>Project Costs</b>					
Reading Promotion Schemes	30,000	317,000	(10,000)	307,000	337,000
Catalogues		67,500		67,500	67,500
<b>Total Project Costs</b>	<b>30,000</b>	<b>384,500</b>	<b>(10,000)</b>	<b>374,500</b>	<b>404,500</b>
<b>TOTAL COSTS</b>	<b>1,063,150</b>	<b>870,850</b>	<b>(271,500)</b>	<b>559,350</b>	<b>1,662,500</b>
<b>CAPITAL GRANT</b>					<b>25,000</b>
<b>Grants for distribution</b>					
Publishing Grants					2,573,000
Support for Welsh-language Press					200,000
<b>TOTAL GRANTS FOR DISTRIBUTION</b>					<b><u>2,773,000</u></b>

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

**PUBLISHING GRANTS 2011/2012****Grants for Distribution 2011/12**

£  
2,773,000

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**Welsh-language Publications**

	£
Programme Publishers	395,500
Individual Publishing Grants	89,000
Performance Payments etc	46,000
Payments to Authors and Illustrators	365,000
Appointments and Training	250,000
Magazines	360,000
Audio Books	3,000
CD-ROMs/Games	10,000
Market Research	10,000
Booksellers	50,000
Marketing	75,000
	<hr style="width: 100%;"/>
	1,653,500
Support for Welsh-language Press	200,000
Total Welsh-language Grants	<hr style="width: 100%;"/> 1,853,500

**English-language Publications**

	£
Revenue Magazines	175,088
Revenue Books	252,112
Individual Publishing Grants	56,000
Commission Grants, Small Grants and Training	18,000
Author Advances	54,000
Supported Posts	64,018
Marketing	70,782
Publishing Trade Awards	6,500
Classics	55,000
Total English-language Grants	<hr style="width: 100%;"/> 751,500

Administration	<hr style="width: 100%;"/> 168,000
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Total Grants	<hr style="width: 100%;"/> 2,773,000
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