



CYNGOR LLYFRAU CYMRU
WELSH BOOKS COUNCIL

Operational Plan 2018/19



Noddir gan
Lywodraeth Cymru
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1 Foreword

We were delighted to publish Dr Siwan Rosser's report into the provision of Welsh-language Children's Books in November 2017 and were pleased by the reception given to it by key stakeholders in the industry; publishers, booksellers, authors and readers welcomed it warmly. For us, this insightful document is providing an excellent programme of works: some of the recommendations have already been implemented, several will require more strategic, longer-term interventions, whilst others will depend on additional funding being made available, not least with regards to original illustration and design, a notoriously costly undertaking for publishers.

Working in collaboration with the Welsh Government's Health and Social Services Department, and The Reading Agency, the Welsh Books Council is the delivery partner for the provision of the Reading Well scheme books in the Welsh language and will see the publication of over 40 books, for the first time making self-help titles in the field of Dementia and Adult Mental Health available in the Welsh language. It is hoped that one of the publishing legacies of this scheme will be to inspire new authors to write in those areas and add new and authentic Welsh voices to the canon of books available. This substantial injection of funding (£380k over two years) is a very welcome additional source of support for the industry against the backdrop of standstill funding against rising costs, especially on the book production side due to the weakness of sterling following Brexit.

Amdani, a new series of books, was launched at the Brecon and Radnor Urdd Eisteddfod: this series was conceived and developed in cooperation with the National Centre for Learning Welsh and is for the first time providing leisure reading at all levels to Welsh learners, acknowledging learning pathways by tailoring the style and vocabulary at the various levels. The books will be promoted through the Centre's courses, and early indications already show healthy sales. The series has also provided a novel model of cooperation for publishers, with 4 publishers taking part and marketing the series as a whole across their own programmes.

Both magazine franchises will be up for tender this year, and all the indications of the expressions of interest show that this year will be an especially competitive year with a number of new and promising entrants to the field.

The research on the economic impact of the Welsh book industry, undertaken on our behalf by Professor Max Munday of Cardiff University, will be published in the summer of 2018.

We have been asked to be the main delivery partner for the National Poetry Day (4th October) and we are working in close cooperation with the Jerwood Foundation to ensure a successful delivery in both languages. We have secured the support of Arriva Trains Wales, who will be promoting poetry across their network and at selected stations. We are also continuing our cooperation with regards to the celebration of the Year of the Sea as this year's Themed Year.

We will build on the highly successful collaboration with partners to secure a national presence for Wales at the London Book Fair 2018, and we are grateful to the Minister for his support in attending the event and several meetings. The stakeholder group will be submitting a formal business proposal by summer 2018 with a view to securing longer term funding, akin to other European nations.

The scoping exercise regarding the new distribution and finance systems for the Distribution Centre has been concluded, and we are intending to submit an application for a capital grant to the Welsh Government in the near future.

We are continuing to engage with key educational targets by providing materials to signpost schools to key texts in support of the Welsh language charter. Even deeper, more targeted engagement with schools and libraries via events is a key target for the Children's Books Department, and with that in mind we have secured for the second time a small grant (£15k)

from the Museums, Archives and Libraries Division (MALD) to administer the payments to libraries for the Summer Reading Challenge.

We agreed with some of the key recommendations of the Publishing and Literature Review, commissioned by the Welsh Government and decided to create the new role of Head of Business and Finance to strengthen the business component at our organisation. In response to the points raised about digital and PR expertise, we are intending to create the new role of PR and Digital Content Manager with the intention of opening a small office in Cardiff, as well as investigating a presence in Carmarthen, giving us, as a national body, the appropriate geographical presence.

HR advice and support, as well as payroll management, have been outsourced to Ceredigion County Council, with the intention of further drawing on their services regarding administering our pension scheme, Health and Safety advice etc.

Due to the substantial investment made via capital grants over the past three years, the Distribution Centre has made substantial cost savings, which were very welcome against the backdrop of a challenging market place.

2 Objectives and Core Functions of the Books Council

This Operational Plan has been prepared within the main objectives of the Books Council, as set out in its Constitution.

The Council's main objectives, as set out in its Constitution, are:

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 materials;
- d) to encourage and promote the publication of such books and other materials in Wales.

Core Functions

Much of the Council's work is devoted to providing the publishing trade with basic services and, inevitably, these are not short-term projects. Listed below are the core functions that are fundamental in enabling the Books Council to fulfil its work in accordance with the Constitution.

- 1 Promote all aspects of the publishing industry in Wales by providing a range of services and by linking the interests of authors, publishers, booksellers and libraries and readers.
- 2 Distribute grants to help publish quality materials in both Welsh and English, ensuring that the products are widely available.
- 3 Assist and support authors through the provision of services and the awarding of grants/commissions that are channelled through publishers.
- 4 Promote interest in Welsh- and English-language books from Wales, together with other related material, by providing information and by a full programme of activity.

These core functions are supported by:

- i) Appropriate management structures
- ii) Training programmes
- iii) Effective financial control

3 Welsh Government Objectives

The Welsh Government funds the Welsh Books Council in order to enable it to deliver its strategic policy objectives within the field of publishing; this Operational Plan gives details of the Books Council's delivery programme to meet those objectives.

The Operational Plan also contributes to the Welsh Government's wider strategic objectives, which include commitments to ensure a strong and confident nation, lively and prosperous communities, and a fair and just society.

As noted in 'Looking Forward', the five-year Strategic Plan, the Council contributes to the following fields:

- Presenting the culture and heritage of Wales by means of a wide variety of reading material introducing the history and people of Wales
- Promoting and encouraging the use of Welsh by presenting it as a living, relevant language
- Promoting literacy and reading as essential life skills
- Contributing to a programme to tackle poverty and deprivation by providing reading material which is both varied and inclusive
- Contributing to the Welsh economy by supporting indigenous industries throughout Wales
- Integrating both cultures in Wales by providing support and services in respect of both languages
- Supporting the education sector by providing reading material that is supplementary to the educational materials sponsored by the Welsh Government
- Promoting Wales overseas by means of the country's rich literature and prestigious authors
- Contributing to the national discourse by supporting magazines in the field of current affairs and literature in addition to academic material
- Supporting digital materials and promoting innovation in the field.

As part of its central role in promoting the publishing industry in Wales, the Books 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 by supplying information about books from Wales in both languages and making the material available through bookshops and on-line. In accordance with the Council's Language Scheme, services to the public are available through the medium of either Welsh or English.

4 Working in Partnership

The Council will work in partnership with a wide range of bodies, including, naturally, the main partners within the publishing industry, namely publishers and booksellers.

The Books Council also has very close links with local authorities across Wales, and the Books Council's Schools Officers visit schools and libraries on a regular basis. The Council will also continue to work closely with MALD and a number of other educational organisations.

The Books Council will continue to arrange meetings with the National Library of Wales and Literature Wales to share information and explore opportunities for collaboration. The Books Council also has close links with the Society of Chief Librarians.

The Child Poverty Strategy commits the Council to give specific attention to this important field, and an annual progress report is presented to the Welsh Government. In addition to ensuring a supply of reading material for children of differing background, the Council also collaborates with the local authorities and library authorities in order to support disadvantaged areas.

Partner	Action in 2018/19
Welsh Government	<p data-bbox="738 230 834 264"><u>General</u></p> <ul data-bbox="703 275 1385 342" style="list-style-type: none"> <li data-bbox="703 275 1385 342">• Exchange information and experience with regard to grant schemes and commissioning schemes <p data-bbox="738 398 1267 432"><u>Education and Public Services Department</u></p> <p data-bbox="738 432 1171 465"><u>Curriculum & Assessment Division</u></p> <ul data-bbox="703 477 1417 779" style="list-style-type: none"> <li data-bbox="703 477 1417 589">• Coordinate World Book Day activities and the reading promotion schemes as part of the Welsh Government's National Literacy Programme <li data-bbox="703 589 1417 656">• Collaborate on the Quick Reads/Stori Sydyn project as part of the Basic Skills strategy <li data-bbox="703 656 1417 779">• Contribute to the Steering Group for Resources for the new curriculum and proactively encourage partnership working within the publishing sector <p data-bbox="738 835 1059 869"><u>Welsh Language Division</u></p> <ul data-bbox="703 880 1433 1104" style="list-style-type: none"> <li data-bbox="703 880 1433 913">• Contribute to the Language Technology Board <li data-bbox="703 913 1433 1025">• Cooperate with the National Centre for Learning Welsh to support the publication of the Learners Series Amdani and identify other resource gaps <li data-bbox="703 1025 1433 1104">• Contribute to the Government's Language Strategy and the target of a million Welsh speakers by 2050. <p data-bbox="738 1160 1385 1193"><u>Economy, Skills and Natural Resources Department</u></p> <p data-bbox="738 1193 1353 1227"><u>Tourism Development and Major Events Division</u></p> <ul data-bbox="703 1238 1393 1305" style="list-style-type: none"> <li data-bbox="703 1238 1393 1305">• Commission and promote books as part of the Welsh Government's themed years programme <p data-bbox="738 1361 1361 1395"><u>MALD: Museums Archives and Libraries Division</u></p> <ul data-bbox="703 1406 1385 1641" style="list-style-type: none"> <li data-bbox="703 1406 1385 1440">• Maintain and promote gwales/libraries <li data-bbox="703 1440 1385 1473">• Cooperate on reader development schemes <li data-bbox="703 1473 1385 1552">• Cooperate in order to develop the gwales/libraries website for use by the libraries <li data-bbox="703 1552 1385 1641">• Administer the Summer Reading Challenge Grant to Libraries <p data-bbox="738 1697 1225 1731"><u>Health and Social Services Department</u></p> <ul data-bbox="703 1742 1425 2000" style="list-style-type: none"> <li data-bbox="703 1742 1425 1843">• Administer Year 1 of the Reading Well Scheme for the publication of books on Dementia in collaboration with The Reading Agency <li data-bbox="703 1843 1425 1921">• Collaborate with Public Health Wales to ensure community engagement with the Reading Well scheme <li data-bbox="703 1921 1425 2000">• Proactively promote the scheme in libraries and bookshops

Arts Council of Wales / Wales Arts International / Literature Wales	<ul style="list-style-type: none"> • Cooperate on the Book of the Year Awards • Literature Wales to contribute to World Book Day activities • Contribute to the Reading Friends scheme • Contribute to the development of an international strategy for Literature from Wales • Cooperate for London Book Fair 2018
The Reading Agency	<ul style="list-style-type: none"> • Deliver the Reading Well scheme in the Welsh language (2018/19–2019/20) • Deliver the Great Summer Reading Challenge
Jerwood Foundation / National Poetry Day	<ul style="list-style-type: none"> • Deliver National Poetry Day in Wales in 2018
BookTrust Cymru	<ul style="list-style-type: none"> • Participate in reading promotion schemes, explore further cooperation opportunities, and exchange information on relevant projects • Exhibit at practitioner conferences
Wales Literature Exchange	<ul style="list-style-type: none"> • Exchange information on relevant projects • Cooperate for London Book Fair 2018
Libraries	<ul style="list-style-type: none"> • Exchange information with CILIP Cymru/Wales on particular schemes • Exhibit at annual CILIP conference • Arrange the Tir na n-Og Awards, partly sponsored by CILIP Cymru/Wales (Kathleen Cooks Bequest) • Cooperate with the Society of Chief Librarians Wales on reading promotion schemes
National Library of Wales	<ul style="list-style-type: none"> • Welsh Journals digitisation scheme • Cooperate on exchanging information between NLW catalogue and gwales database
Urdd Gobaith Cymru	<ul style="list-style-type: none"> • Several projects, including promoting the Tir na n-Og Awards and the Welsh-language Children's Poet Laureate
Voluntary Sector	<ul style="list-style-type: none"> • Secure the support of voluntary organisations and registered charities for reading promotion activities
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
S4C/BBC	<ul style="list-style-type: none"> • The Welsh-language Children's Poet Laureate (Bardd Plant Cymru) • Identify opportunities to promote reading and books by means of specific programmes
WJEC	<ul style="list-style-type: none"> • Share information regarding commissioning educational material
Arriva Trains Wales	<ul style="list-style-type: none"> • Tales on the Rails scheme, National Poetry Day
Other WGSBs	<ul style="list-style-type: none"> • Cooperate on staff training and HR matters

5 Mainstreaming

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

Principle	Action in 2018/19
Equality	<p>Comply with the Council's equality policy. Ensure equal access to all services offered by the Council.</p> <p>Ensure transparency in the appointment of members to the Council's panels, including public advertisements. Comply with the Council's Language Plan.</p> <p>Through the grant schemes, support a wide range of publications that reflect the various interests of readers.</p>
Sustainable development	<p>Support the infrastructure of the publishing industry, in pursuit of a sustainable economy in Wales.</p> <p>Maintain and support training within the publishing industry to develop skills.</p> <p>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	<p>Continue to support and promote suitable reading material for reluctant readers in partnership with the Welsh Government.</p> <p>Support a wide range of reading material in Welsh and English.</p> <p>Support activity for the promotion of literacy and reading skills.</p>
Disability	<p>Comply with the requirements of the Equality Act 2010.</p> <p>Develop on-line access to information about books from Wales and the Council's services.</p> <p>Promote digital media and audio books.</p> <p>Assist libraries to secure a steady stream of large-print books in Welsh, produced to a high standard.</p>
Promoting the Welsh Language	<p>Comply with the requirements of the Council's Language Scheme.</p> <p>Support staff wishing to learn or improve their Welsh.</p>

- 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 by the Welsh Government. Staff will continue to work closely with Welsh Government officials in order to ensure a coherent and integrated approach to marketing and communication.

6 Risk Management

The Council is aware of the fact that the intrinsic creativity of the publishing industry does include an element of risk – an element that is an essential part of its nature and vital to its existence. As an organisation, we have a responsibility to understand, analyse and manage that risk to the best of our ability.

It is acknowledged that there is an element of risk inherent in any creative activity, including the publishing industry. Without it, there is a strong possibility that the industry would stagnate, thereby missing or refusing progressive opportunities to develop. The Council, through its Publishing Grants Panels, regularly takes risks by supporting and promoting material that is both bold and challenging. The Council is also eager to experiment with innovative schemes to market books and promote reading – whilst taking into consideration the possibility that some schemes will not perform as successfully as others.

Despite the current economic climate and its effect on sales, which could lead to supporting ‘safe’ reading material, the Publishing Grants Panels are well aware of their responsibilities to support a range of reading materials.

As noted above, responsibility is also a by-product of venturing, and the Council relies heavily on the experience of staff, members of specialist panels, and partners within the publishing industry, to manage the risk involved. The Publishing Grants Panels (both Welsh- and English-language) will supervise the output and performance of individual publishers by means of monitoring reports and appraisal meetings, and a training programme for publishers will assist them in identifying and managing risk.

The in-house Sales and Marketing/Distribution Centre teams will jointly scrutinise the marketing schemes and the sales/financial targets, reporting directly to the Management Team and the Chief Officers.

7 Research and Appraisal

In order for the publishing industry to secure the best value for money, it is imperative that research work is commissioned and schemes monitored regularly.

Most recently we published Dr Siwan Rosser's report into the provision of Welsh Language Children's Books, following the earlier Prys Jones Report. Dr Rosser's report has already been widely welcomed and discussed and it has been especially useful for our Children's Books Department, the Children's Books Panel and more specifically to the Grants Panel. The ambitious report contains a large number of targets, some of which have been implemented already, others require longer term strategic interventions and/or additional funding, whilst some need to be discussed more extensively by all stakeholders engaged in promoting the Welsh language more widely.

In response to one of the specific recommendations in relation to non-Welsh speaking parents who choose to educate their children in a Welsh-medium school, we have commissioned Beaufort to undertake research via parent focus group, and the findings will also support the decision-making processes of the Grants Panel in light of the Rosser Report.

A report on economic research and impact of the Welsh book industry has been commissioned, and will be undertaken by Professor Max Munday of Cardiff University; we intend to publish his findings in the summer of 2018.

Recently, the Council has also been conducting reviews of certain fields, specifically regarding magazines in both languages. The research into English-language magazines (the Bianchi Report) fed into the work of drawing up the specifications of the magazines tender for 2015–2019, with the corresponding research into Welsh-language magazines (the Green Report) relevant to the 2016–2019 licence period. The franchises for magazines in both languages are up for tender in 2018, and both sub-panels will be using that research as terms of reference.

We also look forward to receiving the Welsh Government's formal response to the Publishing and Literature Review, which will form the basis of further developments in the field.

8 What the Books Council will achieve in 2018/19

Listed below are a number of schemes that will be implemented by the Books Council in the 2018/19 financial year. These schemes are in accordance with the Council's objectives of promoting the publishing industry in Wales.

1 PUBLISHING GRANTS

Grants for Welsh-language materials

In the context of Welsh-language publishing, the aim of the Council's main grant schemes is to improve the quality of books, and to increase the variety of books and magazines published; this is achieved by supporting first-rate authors, designers and publishers to write, illustrate, design and edit Welsh-language books and magazines. The Council continues to develop these core schemes and will strive to maintain – as far as possible – the number of titles published.

In addition to this core work, during 2018/19 the Council's priorities will be as follows:

- Planning for the future: at the end of the 2016/17 financial year, Gomer Press announced that they would be restructuring their company in order to strengthen the publishing side of the business. As a result, the total number of books published by them fell from 48 to 24. This meant that the Books Council was in a position to consider new programme publishers, to give more books to others, and to plan an increase in the grant for those that had not received an increase in funding for several years.
- The report undertaken by Dr Siwan Rosser on the Children's Books Market: this report was published in November 2017 and much work will be done during 2018/19 to implement its recommendations. This will include market research, training for publishers, and encouragement to plan strategically for the sector, as well as working closely with the Children's Books and Reading Promotion Department who will be leading on much of the work.
- Publishing books for Welsh-learners: in the wake of a reduction in Gomer Press's publishing programme, and an increase in the grant provided by the Welsh Government, an opportunity arose to establish and develop a partnership with the National Centre for Learning Welsh. This scheme was developed during 2017/18 and will be expanded during 2018/19 when 20 books, on specific levels which correspond to the curriculum, will be published. In addition to the strategic partnership between the Books Council and the National Centre for Learning Welsh, this scheme has seen four successful publishers co-operating closely for the first time to achieve a common goal.
- Welsh Magazines Tender: tenders to publish Welsh magazines will take place during 2018/19 and it is hoped to maintain a process that is attractive to new publishers as well as to ensure continuity in order to offer a standard and varied provision to the readers.
- Themed Years scheme: we will encourage publishers of books and magazines to address the themes by including them in their magazines, by applying for grants to publish books to tie in with the schemes, and by relaxing the guidelines for marketing books to allow publishers to promote relevant titles from their back-list as packs, or in relevant events arranged by other bodies that are promoting the themes.
- Training: there will be opportunities in 2018/19 to offer financial training provision of a high standard to the main publishers as well as continue to offer professional training in

specific areas that derives from the work on the books for Welsh-learners, children and young adults.

- The scheme to support booksellers will continue, and the Council will promote and market the titles supported by publishing grants by generic means, in addition to providing specific grants for publishers to promote new titles.
- The Council will support the publishing industry on a wider scale by maintaining an Information Warehouse (WBTI) for use by the industry, libraries and the general public, and by contributing towards the administration costs of Cwlwm Cyhoeddwy Cymru.

Grants for English-language publications

Support for English-language publications ensures a vibrant range of materials that reflect the distinctive culture of Wales, in the face of fierce competition within the Anglo-American publishing market. They provide readers in Wales with titles that are relevant to them and represent the culture of Wales on an international level. In administering the grant the Council will:

- provide support for infrastructure via the Supported Posts Grants and Revenue Grants in order to maintain funding for jobs in the sector. Furthermore, title-by-title marketing grants will be allocated to ensure that books reach readers and in order to provide publishers with the opportunity to generate vital income from sales.
- prioritise funding for new titles for adults and children suitable for a wide range of readers. This will include maintaining funding for popular books via the Author Advance Grants scheme and maintaining the standard of literary books via the Revenue Grant and the Individual Literary Book Grants.
- provide support for print and digital magazines that contribute to the English-language culture of Wales. This year a tender will be held to provide funding for a range of magazines to provide a vital platform for debate, analysis and good-quality writing on a wide range of subjects.
- ensure value for money by setting 18-month sales targets for books funded under the Revenue, Author Advance and Marketing schemes and a minimum sales threshold for magazines, monitoring both print and digital sales. Encouraging a balanced list of books from Revenue-funded publishers and monitoring the quality and cultural value of funded titles.
- focus on developing the sector and promoting good practice among publishers who are in receipt of grants. Training opportunities will be offered to publishers of books and magazines to encourage excellence and to keep abreast of developments within the industry. This year these will focus on developing business skills and financial management.
- continue to oversee the development and promote awareness of the Library of Wales series in consultation with the Series Editor and the publisher as it reaches its fiftieth title.
- work alongside librarians to ensure that libraries are aware of new titles in the field of Welsh writing in English.
- make the most of opportunities to forge partnerships and make a cultural and commercial contribution to the Welsh Government's themed years initiative.

2 SALES AND MARKETING / INFORMATION SERVICES

- Maximise the sales to independent, specialist bookshops.
- Support customers on all Gwales Websites: Bookshops, Libraries and the general reader. Tools have been introduced to make gwales/shop more accessible and user friendly to ultimately allow greater accessibility to personal trade accounts.
- Promote electronic ordering for bookshops.
- Continue to support booksellers through the Outreach Scheme, and work with publishers to arrange book launches and author signing sessions.
- Administer an additional discount scheme for independent bookshops, with the aim of increasing sales.
- Ensure that all Cadw sites, National Museum sites, National Trust and Tourist Information sites have a relevant and wide-ranging selection of books from Wales in each of their outlets.
- Continue to promote and sell books from Wales through Waterstones and WHSmith, focusing especially on facilitating the ordering and distribution arrangements.
- Attend relevant Trade Fairs in order to ensure that every effort has been made to increase the number of non-traditional outlets such as galleries, gift shops and tourist attractions.
- Promote Wales's lively literature scene at events outside of Wales e.g. London Book Fair, Wales Week in London.
- Work in close cooperation with all publishers, Welsh- and English-language, based in Wales.
- Offering support to publishers on their bibliographical data and enhancing their metadata.
- The bi-annual Sales Conferences are by now well established with all the publishers, and the priority continues that information is shared internally and externally in an efficient manner.
- Sell and promote books on the theme of The Sea as part of the Welsh Government's promotion policy, in partnership with publishers and the book trade in Wales.
- Continue to hold regular meetings with wholesalers and head office buyers in the UK in the context of relevant books, to ensure maximum exposure outside Wales.
- Working with wholesale company Gardners to offer ebooks from Wales, in both Welsh and English, on gwales.com.
- Work in co-operation with bibliographical partners, such as Nielsen, to ensure full metadata on all titles.
- Increasing our social media presence; creating promotions and adverts to attract new followers on platforms such as Facebook, Twitter, Instagram and YouTube.

- Using Google Analytics to improve our understanding of how customers use our website.
- Promote the Book Tokens Scheme in cooperation with bookshops in Wales.
- Organise stands at the National Eisteddfod, the Urdd Eisteddfod and the Royal Welsh Agricultural Show. Working in cooperation with the Hay Festival to ensure that books from Wales have a very visible presence at the Festival.
- Oversee and develop our Spring, Summer and Christmas marketing campaigns through print (*Llyfrau'r Haf*, *Gwledd y Nadolig*, *Summer Reads* and *Festive Reads* catalogues) digital and broadcast media (TV advertisements).
- Publish 200 book reviews on the Gwales website.
- Keeping our websites (books.wales & wbti.org.uk) up to date.

3 PROMOTING BOOKS AND READING

- As a basis for this year's promotion work, the Council will continue to arrange the programme of activities to raise the profile of, and promote, children's books in both languages; this will include arranging the books competitions – BookSlam and Darllennos Gymru; presenting the Tir na n-Og awards to recognise excellence in the field of children's books, and promoting the Welsh-language Children's Poet Laureate/Bardd Plant Cymru scheme. There will be a continuing emphasis on monitoring and developing the schemes to ensure value for money.
- The @LlyfrDaFabBooks brand Authors' Tour campaigns will continue – working with authors, publishers, booksellers, schools and libraries across Wales. Ensure coverage to publications, projects or news relevant to areas of children and young people's literature in Wales on social media accounts @LlyfrDaFabBooks.

Co-ordinate projects in relation to the Welsh Government's themes – The Sea (2018) and Discovery (2019) – in partnership with Arriva Trains Wales.

- Arrange a programme of reading promotion activities in relation to the Welsh Government's National Literacy Programme. This will include coordinating the activities to celebrate Book Day 2019 and supporting the Summer Reading Challenge in conjunction with schools and libraries. Emphasis will be placed on targeting and reaching pupils within disadvantaged areas throughout Wales.
- Arranging visits by the Council's Schools Officers to primary and secondary schools, educational conferences and libraries throughout Wales. During these visits, the Officers will exhibit and present the wide provision of materials currently available, and their relevance to the requirements of the Curriculum.
- Strengthening the relationship between ourselves and the regional consortia and Welsh Government Education Departments creating promotional resources to support specific campaigns (e.g. the Welsh Language Charter and Cymraeg Campus).
- The Council is fully aware of the need to target reluctant readers, both children and adults. It will continue to implement the Child Poverty Strategy, which will help to ensure a supply of appropriate material; it will also emphasise the importance of literacy and reading as essential skills and as a powerful tool to tackle the effects of poverty

amongst families, children and young people. The continuation of the Quick Reads/Stori Sydyn series for young people and adults will contribute towards this scheme.

- Cooperating with partners such as The Reading Agency, BookTrust Cymru and the coordinators of World Book Day UK, ensuring that there is a Welsh dimension to the schemes and activities provided.
- In the wake of the publication of Dr Siwan Rosser's Report – *Survey of Books for Children and Young People: Final Report (2017)* – on the field of literature for children and young people in Wales, particular attention will be paid to several of its recommendations and, specifically, cooperating with partners such as Urdd Gobaith Cymru and S4C to encourage new ideas, to raise the profile of children's literature and to develop ways of sharing information about books amongst teachers, prospective teachers and parents.

4 EDITING AND DESIGN SERVICES

- Offer a design service of the highest quality to publishing houses, and to work with smaller publishers in order to improve the visual aspect of their publications.
- Offer proofreading and copy editing services to publishers, together with advice and guidance to the creative editors working in the publishing houses.
- Continue to offer an internal editorial service to all Books Council departments.
- Commission 180 reviews of Welsh- and English-language books for the gwales.com website.

5 INFORMATION TECHNOLOGY AND COMMUNICATIONS

- Hold quarterly meetings of the in-house Technical Team.
- Review the Council's Information Technology Strategy with the Technical Team in order to set priorities and to oversee the work programme.
- Continue with the Books Council's schedule to update its computers in order to ensure a reliable service.
- Examine and develop means of working electronically in order to save resources and ensure value for money.

7 THE DISTRIBUTION CENTRE

- Extend the use of EDI to facilitate electronic communication with booksellers and wholesalers.
- Continue to benchmark the Distribution Centre's services on a monthly basis, and report back to the Chief Officers.
- Assess systems and business processes with regards to distribution and warehousing.
- Assess the advantages of setting up a packing system that is up-to-date and suitable for the distribution service.

- Continue to analyse and review the Centre's running costs, ensuring that a service of the highest standard is provided to publishers and booksellers.

8 STAFF DEVELOPMENT

- Continue to try to ensure that the Books Council's quality of leadership and management is of the highest order and follows best practice within the public sector in Wales.
- In response to the annual appraisal scheme, the Council will continue to identify opportunities to train and develop members of staff in order for them to gain flexible and transferable skills that will enable them to respond to any new opportunities.

9 ADMINISTRATION

- Continue to archive minutes of the Executive Committee meetings and the Council's meetings electronically, ensuring easy access to the public.
- Arranging to archive the Council's websites in cooperation with the National Library of Wales.

9 What resources will be available

The sums allocated by the Welsh Government for 2018/19 are shown below.

	2018/19
Core Funding	£
Towards Specialist Departments	749,000
General Overheads and Running Costs	351,900
	<hr/> 1,100,900
 Capital Grant	 30,000
 Grants for distribution	
Publishing Grants	2,548,100
	<hr/> 3,679,000 <hr/>

The following pages present detailed estimates for 2018/19.

Project funding is also available in 2018/19 from the Welsh Government's Department for Education and Skills:

Reader Development Schemes	£140,000
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It will be possible to undertake all the work described in this Plan in accordance with the funding allocated by the Welsh Government for 2018/19.

10 Key Targets

	2018/19 Target	Target	Target	Target	Target
Quarterly targets		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Manuscripts – Editorial Department	170	44	44	40	42
Titles – Design Department	110	30	30	25	25
Reviews on gwales	200	55	55	50	40
Distribution Centre	£4.05m gross £2.7m net	£830,250 gross £553,500 net	£1,012,500 gross £675,000 net	£1,275,750 gross £850,500 net	£931,500 gross £621,000 net
Promote the use of gwales. Targets for on-line sales to bookshops and individual customers (please note that GDPR regulations will have a short- to medium-term effect on individual users)	Shops: £2,981,420 Individuals: £60,000 gwales users: (-30%) 15,000	Shops: £596,284 Individuals: £14,000 gwales users: 12,000	Shops: £715,541 Individuals: £14,000 gwales users: 13,000	Shops: £1,132,940 Individuals: £23,000 gwales users: 14,000	Shops: £536,655 Individuals: £9,000 gwales users: 15,000
Outreach Scheme	Events: 350 Sales: £150k	60 £25,000	80 £40,000	130 £55,000	80 £30,000

	2018/19 Target	Target	Target	Target
Targets per school term		1st Term	2nd Term	3rd Term
Schools Project	No. of visits: 500 Value of sales primary/secondary: £400,000	No. of visits: 150 Value of sales primary/secondary: £140,000	No. of visits: 200 Value of sales primary/secondary: £150,000	No. of visits: 150 Value of sales primary/secondary: £110,000
Annual targets				
The Centre's debtors' level	No more than 2%			

	2018/19 Target
Publishing Grants (Welsh-language)	
<u>Books</u>	
Number of titles published	215
Number of Scheme A (Author) titles published	20
Number of Scheme A (Visual Material) published	12
Average sales	1,000 after 18 months (for new titles published by Programme Publishers in 2016/17)
Number of supported editorial posts in the publishing houses	10
<u>Magazines</u>	
Total number of magazines published	15
Average sales of magazines	2,850 – Leisure 2,220 – Journalism 1,650 – Children 600 – Literary and Cultural
Publish regularly in accordance with the timetable	98%

	2018/19 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 cultural magazines (or supplements) published	5
Minimum sales of cultural magazines (print and digital)	1,000 – general magazines 500 – multiple-focus literary magazines 400 – single focus literary magazines
Publish regularly in accordance with the timetable	95%

BUDGET 2018/19

INCOME	£
Welsh Government	
Specialist Department Direct Costs	733,547
General Overheads and Running Costs	367,353
Capital Grant	30,000
Grants to be distributed	
Publishing Grants	2,548,100
Other sources of income for projects:	
Welsh Government: Department of Education and Skills	
Reading Promotion Schemes	155,000
Departmental Income	179,850
Distribution Centre	<u>2,683,243</u>
TOTAL INCOME	<u><u>6,697,093</u></u>
 EXPENDITURE	
Specialist Department Direct Costs including core programme activity	1,068,397
General Overheads and Running Costs	367,353
Capital costs	30,000
Grants to be distributed	
Publishing Grants	2,548,100
Distribution Centre	2,716,904
Surplus / (Deficit) for the year:	
Distribution Centre	(33,661)
Council	<u>–</u>
TOTAL EXPENDITURE	<u><u>6,697,093</u></u>

BREAKDOWN OF COSTS 2018/19**EXPENDITURE**

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
Specialist Department Direct Costs					
Editorial Department	102,657	12,100	(21,500)	(9,400)	93,257
Design Department	99,701	8,000	(23,500)	(15,500)	84,201
Sales and Marketing and Information Services Department	291,310	174,600	(104,000)	70,600	361,910
Department of Children's Books and Reading Promotion	49,864	40,000	(20,850)	19,150	69,014
Scheme to promote books in schools	101,415	28,750	(5,000)	23,750	125,165
Total Specialist Department Direct Costs	644,947	263,450	(174,850)	88,600	<u>733,547</u>
Support Services and General Overheads	231,103	136,250	–	136,250	367,353
Total Running Costs	876,050	399,700	(174,850)	224,850	<u>1,100,900</u>
Project Costs					
Reading Promotion Schemes	24,500	135,500	(5,000)	130,500	155,000
Total Project Costs	24,500	135,500	(5,000)	130,500	<u>155,000</u>
TOTAL COSTS	900,550	535,200	(179,850)	355,350	<u>1,255,900</u>
Capital Grant					<u>30,000</u>
Grants for distribution					
Publishing Grants					<u>2,548,100</u>

PUBLISHING GRANTS 2018/2019**Grants for Distribution 2018/19**

£
2,548,100

Welsh-language Publications

	£
Programme Publishers	389,000
Individual Publishing Grants	75,000
Performance Payments etc	6,000
Appointments and Training	190,000
Payments to Authors and Illustrators	325,000
Marketing	60,000
Booksellers	25,000
Electronic Publishing	1,471
Games	0
Magazines	345,300
Support for the Welsh-language Press	200,000
Welsh Learners	40,000
Vision from the Siwan Rosser Report	10,000
Market Research	10,000
Total Welsh-language Grants	1,676,771

English-language Publications

	£
Revenue Magazines	175,000
Revenue Books	234,202
Individual Publishing Grants	60,000
Small Grants and Training	12,500
Author Advances	54,000
Supported Posts	79,175
Marketing	44,452
Classics	28,000
Total English-language Grants	687,329

Administration	184,000
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Total Grants	<u>2,548,100</u>
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