



CYNGOR LLYFRAU CYMRU  
WELSH BOOKS COUNCIL

# Operational Plan 2019/20



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
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**CONTENTS**

	Page
1 Foreword	3
2 Objectives and Core Functions of the Books Council	6
3 Welsh Government Objectives	7
4 Working in Partnership	8
5 Mainstreaming	12
6 Risk Management	13
7 Research and Appraisal	14
8 The Books Council's Work Programme for 2019/20	15
9 What resources will be available	22
10 Key targets	23
11 APPENDICES	
1 Budget 2019/20	26
2 Breakdown of Costs 2019/20	27
3 Publishing Grants 2019/20	28

## 1 Foreword

We are delighted that the Charities Commission is supportive of our proposed name change to 'Books Council of Wales'. Whilst this may seem a minor correction, it will position us more clearly as a national charity for Wales, equally supportive of and engaged with the two languages of the nation. The most commonly held misconception about our organisation is that we are only supporting Welsh-language content, as 'Welsh' in our context denotes to most people the language.

In the lead up to this decision, which is supported by our Executive Committee and will be formally ratified at our annual meeting in July 2019, we had extensive discussions about the branding of our organisation and the use of 'Books' in our title. We concluded that in the context of our core work, 'Books' does convey the majority of our multifaceted activities – awarding grants, distributing and wholesaling books, promoting reading and literacy, providing training and other services – and that we would also not want to risk losing the historic brand association with our heritage and achievements. One of our core activities, grant support to the book industry in Wales, is successfully projected by our name 'Books Council of Wales' which is recognised and understood by our core constituencies with whom we have close working relationships.

The two other core activities which may be less clearly understood by simply looking at our name are 'Reading Promotion' and 'Distribution Services'; both will be strengthened by creating a unique sub-brand for each, with stronger and more targeted communications and internal structural adjustments where appropriate, e.g. amalgamating two separate, regionally based teams (sales representatives and schools' officers) to address geographical inefficiencies, cutting down on journey times and creating a more joined-up and efficient approach.

For the Reading Promotion team, we will create a brand that will resonate with the target audiences, encompassing the myriad activities (World Book Day, Summer Reading Challenge, Book Quizzes etc.) currently coordinated. This team will focus on the Books Council's role as the national charity that puts reading and literacy at the very core of its work; by focusing on reading promotion for children and adults it will project our ambitions more succinctly, especially when proposing project ideas to third sector partners and funders. In support of this ambition to raise more money from new sources, we are working with the Institute of Fundraising to create a Fundraising Strategy which will be launched at our annual meeting. We are also investigating a number of potential partnerships with other British agencies that are unable to deliver coherent projects in both Welsh and English. A particular focus will be how to reach reluctant readers, building on the success of Quick Reads/Stori Sydyn.

The changes outlined above will be supported by a new logo and brand identity umbrella under which the departmental brands will be located. We will also launch a new corporate website this summer, which, through an entirely re-worked structure will communicate clearly our diverse work and also have a much greater emphasis on social media engagement, with a particular focus on audio-visual content.

We are looking forward to continuing our discussions with the Welsh Government with regard to our proposal for investment in our warehouse and distribution systems to ensure that services to our customer base will continue to operate smoothly in the long term. In order to strengthen business and financial skills we will continue a programme of professional development training, not only for publishers but also for independent booksellers, by cooperating closely with the Booksellers Association of Britain and Ireland.

We will be building on the successful partnerships we have developed with Arts Council Wales, Wales Arts International, Literature Wales, Wales Literature Exchange and the British Council, to nurture and create talent and skills to deliver the core objectives of Dr Siwan Rosser's report, *Survey of Books for Children and Young People: Final Report (2017)*<sup>1</sup>. Following a second successful year of 'Wales at London Book Fair', we are looking forward to discussing our joint bid for a cultural delegation to Frankfurt Book Fair 2019 with a view to scoping the possibility of a Wales national presence at Frankfurt in the short term, and aspiring to the longer-term aim of having Wales featured as guest of honour at the largest content fair in the world. We are also contributing to Welsh Government's strategy for international engagement for the cultural sector and will take part in stakeholder meetings with regard to the creation of Creative Wales.

This year will also see Phase 2 of the Reading Well Scheme for which we are The Reading Agency's delivery partner in Wales. We are very proud to be enabling this ground-breaking scheme as it will see some 50 books published for the first time in Welsh on themes of dementia and mental health. The implementation, however, has proven to be complex as terminology, devolved signposting and limited skills resources posed greater challenges than originally anticipated. The key priority remains the delivery of excellent, user-friendly and readable adaptations that make a real difference to Welsh-speaking communities.

Achieving growth and profit in a hugely competitive marketplace remains a key challenge for our commercial operations, and therefore we are continuing to adapt and change departments in order to capitalise on the talent, skills and capacity of our staff. To this end the former schools' officers have joined the sales team and the change in regional responsibilities will allow for increased and more meaningful contact with new customers. We are, and will be, piloting several innovative schemes that will facilitate our contact with parents, reluctant readers and Welsh learners, and we are proactively seeking third sector partners to realise those ambitions.

Schools remain of central importance, and we are looking to extend last year's pilot of the successful book fair scheme with the hope of being able to create a scalable model which includes local booksellers in the delivery model. We are also continuing our close cooperation with Welsh Government's schools' resources and curriculum teams, representing the publishing sector. The importance of the new curriculum to the development of the publishing sector in Wales cannot be underestimated. Whilst some skills currently exist within the sector, there is a need to develop a broader robust infrastructure and agile competence with the capacity to respond to the requirements posed by the new curriculum. We will continue to advocate for an increased, strategic investment in educational publishing in Wales. This investment would create jobs which are both highly skilled and flexible in location, but are often based in rural areas. It would also recognise the additional capacity which would be injected into a sector which already receives funding for leisure and cultural publishing. In the long term it would allow Wales to become independent of the large multinational publishers that dominate the British educational landscape whilst opening up new revenue sources for publishers in Wales. Most importantly, it would guarantee that the ambitions of the new curriculum are realised by independent publishers in Wales who have a long-term interest and commitment to deliver resources that are Made in Wales, for Wales.

In October 2018, the Welsh Government's Deputy Minister for Culture, Sport and Tourism wrote to the chairs of the Arts Council of Wales, Literature Wales and the Welsh Books Council about the independent review of support for publishing and literature in Wales, chaired by Professor Medwin Hughes. The letter emphasises how the relevant stakeholder

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<sup>1</sup> <http://www.cllc.org.uk/7082.file.dld>

organisations should continue to work together to ensure the sector goes from strength to strength and delivers even more for people across Wales.

As one of the leading bodies in literature and publishing in Wales, we have a long-standing and important working relationship with Literature Wales. The review identified the need to strengthen our relationship and to ensure greater joined-up thinking at a strategic level. We are deeply committed to forging closer bonds and to achieving the benefits that this will bring to the publishing industry, to writers and arts practitioners, to other partners and, most of all, to the public as readers, spectators and active participants. A strategic collaboration between both bodies will be developed during the 2019/20 financial year. We will also continue to implement the specific recommendations for the Books Council outlined in the review.

## 2 Objectives and Core Functions of the Books Council

This Operational Plan has been prepared in accordance with 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 by other means;
- 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 Welsh 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 through a full programme of activities.

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: Welsh Books Council Strategic Plan (2016)*<sup>2</sup>, 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 presenting 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 Welsh 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 online. In accordance with the Council's Language Scheme, services to the public are available through the medium of either Welsh or English.

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<sup>2</sup> <http://www.cllc.org.uk/1671.publicationFile.dld>

#### **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.

As one of the leading bodies in literature and publishing in Wales, we have a long-standing and important working relationship with Literature Wales. The review identified the need to strengthen our relationship and to ensure greater joined-up thinking at a strategic level. We are deeply committed to forging closer bonds and to achieving the benefits that this will bring to the publishing industry, to writers and arts practitioners, to other partners and, most of all, to the public as readers, spectators and active participants. A strategic collaboration between both bodies will be developed during the 2019/20 financial year. We will also continue to implement the specific recommendations for the Books Council outlined in the review.

The Books Council also has very close links with local authorities across Wales, and the Books Council's Sales and Information 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 backgrounds, the Council also collaborates with the education authorities and library authorities in order to support disadvantaged areas.



Partner	Action in 2019/20
Welsh Government	<p><u>General</u></p> <ul style="list-style-type: none"> <li>• Exchange information and experience with regard to grant schemes and commissioning books</li> </ul> <p><u>Education and Public Services Department</u> <u>Curriculum &amp; Assessment Division</u></p> <ul style="list-style-type: none"> <li>• Coordinate World Book Day activities and the reading promotion schemes as part of the Welsh Government's National Literacy Programme</li> <li>• Collaborate on the Quick Reads/Stori Sydyn project as part of the Basic Skills strategy</li> <li>• Contribute to the Steering Group for new Resources for the new curriculum and proactively encourage partnership working within the publishing sector</li> </ul> <p><u>Welsh Language Division</u></p> <ul style="list-style-type: none"> <li>• Contribute to the Government's Language Strategy and the target of a million Welsh speakers by 2050</li> <li>• Contribute to the Language Technology Board</li> <li>• Cooperate with the National Centre for Learning Welsh to support the publication of Amdani, the series for Learners, and identify other gaps in resources</li> </ul> <p><u>Economy, Skills and Natural Resources Department</u> <u>Tourism Development and Major Events Division</u></p> <ul style="list-style-type: none"> <li>• Commission and promote books as part of the Welsh Government's themed years programme</li> </ul> <p><u>MALD: Museums Archives and Libraries Division</u></p> <ul style="list-style-type: none"> <li>• Maintain and promote gwales/libraries</li> <li>• Cooperate on reader development schemes</li> <li>• Cooperate in order to develop the gwales/libraries website for use by the libraries</li> <li>• Administer the Summer Reading Challenge grant to libraries</li> <li>• Utilise the grant for the distribution of Darllen yn Well (Reading Well) titles to local authorities</li> </ul> <p><u>Health and Social Services Department</u></p> <ul style="list-style-type: none"> <li>• Administer Year 2 of the Reading Well Scheme for the publication of books on Dementia in collaboration with The Reading Agency</li> <li>• Collaborate with Public Health Wales to ensure community engagement with the Reading Well scheme</li> <li>• Proactively promote the scheme in libraries and bookshops</li> <li>• Contribute to the launch of Phase 2 (Mental Health &amp; Well being) of the scheme</li> </ul>

Arts Council of Wales / Wales Arts International / Literature Wales	<ul style="list-style-type: none"> <li>• Cooperate on the Book of the Year Awards</li> <li>• Literature Wales to contribute to World Book Day activities</li> <li>• Contribute to the Reading Friends scheme</li> <li>• Contribute to the development of an international strategy for Literature from Wales</li> <li>• Cooperate for London Book Fair 2019</li> <li>• Participate in LW bursary panels</li> <li>• Invite LW in an <i>ex-officio</i> capacity to attend WBC Publishing Grants Panels</li> <li>• Cooperate on Bardd Plant Cymru</li> <li>• Extend joint training courses for illustrators and authors</li> <li>• Joint bid for Culture Delegation to Frankfurt Book Fair</li> </ul>
The Reading Agency	<ul style="list-style-type: none"> <li>• Deliver the Reading Well scheme in the Welsh language (2018/19–2019/20)</li> <li>• Deliver the Summer Reading Challenge</li> </ul>
Jerwood Foundation / National Poetry Day	<ul style="list-style-type: none"> <li>• Deliver National Poetry Day in Wales in 2019</li> </ul>
BookTrust Cymru	<ul style="list-style-type: none"> <li>• Participate in a reading promotion scheme, explore further cooperation opportunities, and exchange information on relevant projects</li> <li>• Exhibit at BookTrust Cymru conferences</li> </ul>
Wales Literature Exchange	<ul style="list-style-type: none"> <li>• Exchange information on relevant projects</li> <li>• Cooperate on a stall at the London Book Fair 2019</li> <li>• Joint bid for Culture Delegation to Frankfurt Book Fair</li> </ul>
British Council Wales	<ul style="list-style-type: none"> <li>• Partnership project researching Children’s Books in European languages suitable for translation into Welsh, funded by British Council Wales</li> <li>• Joint bid for Culture Delegation to Frankfurt Book Fair</li> </ul>
Booksellers Association of Britain and Ireland	<ul style="list-style-type: none"> <li>• Cooperate on existing schemes such as Books are My Bag</li> <li>• Assist in the establishment of Bookselling Wales</li> </ul>
Libraries	<ul style="list-style-type: none"> <li>• Exchange information with CILIP Cymru/Wales on particular schemes</li> <li>• Exhibit at the annual CILIP conference</li> <li>• Arrange the Tir na n-Og Awards, partly sponsored by CILIP Cymru/Wales (Kathleen Cooks Bequest)</li> <li>• Cooperate with the Society of Chief Librarians Wales on reading promotion schemes</li> </ul>
National Literacy Trust	<ul style="list-style-type: none"> <li>• Literary Hubs for Wales</li> </ul>
Read for Good	<ul style="list-style-type: none"> <li>• Extend the existing scheme, making more books available to children’s wards in hospitals</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>• Joint events such as Wales Week in London</li> </ul>
Urdd Gobaith Cymru	<ul style="list-style-type: none"> <li>• Several projects, including promoting the Tir na n-Og Awards and the Welsh-language Children's Poet Laureate</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> </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/BBC/ITV and other media providers	<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 by means of specific programmes</li> <li>• Engage with commissioners on a regular basis to discuss turning books into programming</li> </ul>
WJEC	<ul style="list-style-type: none"> <li>• Share information regarding commissioning educational reading material</li> </ul>
Transport for Wales	<ul style="list-style-type: none"> <li>• Tales on the Rails scheme, National Poetry Day</li> <li>• Investigate additional opportunities for cooperation</li> </ul>
Other WGSBs	<ul style="list-style-type: none"> <li>• Cooperate on staff training and HR matters</li> </ul>

## 5 Mainstreaming

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

Principle	Action in 2019/20
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>
Diversity & Inclusion	<p>Aim to increase the diversity amongst volunteers, especially with a view to increasing BAME representation, but also age, socio-economic background and disability.</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 online 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 use its new brand and logo in all its activities and materials to underline and communicate the name change, with a view to achieve the envisaged preception shift, i.e. that it is a national charity for Wales and committed to promoting reading and supporting the book industry in Wales across both Welsh and English.

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. The Council has a reciprocal arrangement with Literature Wales to attend grants and bursary panels in order to share information and expertise, which also helps to avoid duplication of funding.

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, and will report 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 that schemes are monitored regularly.

We published Dr Siwan Rosser's report into the provision of Welsh-language Children's Books in December 2017 (Dr Siwan Rosser, *Survey of Books for Children and Young People: Final Report, 2017*)<sup>3</sup>. Dr Rosser's report has already been widely welcomed and discussed and it has been especially useful for our Children's Books Department and the Children's Books Panel, and more specifically for the Publication Grants Panel. The ambitious report contains a large number of targets, some of which have already been implemented; 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 a parent focus group, and the findings will also support the decision-making processes of the Grants Panel in light of Dr Rosser's report.

A report on economic research and the impact of the Welsh book industry was undertaken by Professor Max Munday of Cardiff University; it was presented in the summer of 2018 and its findings will help to shape Welsh Books Council policy.

Independent research has also informed recent grant awards. For example, the research into English-language magazines (Tony Bianchi, *A Review of English-language Magazines in Wales, 2013*)<sup>4</sup> fed into the work of drawing up the specifications of the magazines tender for 2015–19 and the most recent round for 2019–2023, with the corresponding research into Welsh-language magazines (Andrew Green, *Adolygiad o Gylchgronau a Chyfnodolion Cymraeg 2015*, unpublished) relevant to the 2019–2023 licence period.

The Council commissioned market research specialists, Beaufort Research, to survey trends in reading Welsh-language books, and their report was presented in 2019. In addition, in response to the recommendations of Dr Rosser's report on Welsh-language reading material for children and young people, Beaufort conducted research specifically with parents in order to gain further insight into their needs. This will influence future policy in this important area.

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<sup>3</sup> <http://www.cllc.org.uk/7082.file.dld>

<sup>4</sup> <http://www.cllc.org.uk/4349.file.dld>

## 8 The Books Council's Work Programme for 2019/20

Listed below are a number of schemes that will be implemented by the Books Council in the 2019/20 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 2019/20 the Council's priorities will be as follows:

- Tender for Editorial Posts: The Council will advertise a tender for the posts of creative editors in the publishing houses to begin on 1 April 2020.
- Dr Siwan Rosser's Report – *Survey of Books for Children and Young People: Final Report* (2017) – this report was published in December 2017. It was warmly welcomed and has resulted in several areas of activity. The work will continue in 2019/20 to implement the recommendations of this report internally and in partnership with a number of other organisations. It will include developing the provisions for original picture books; developing content, form and ways of reaching audiences of young people; and developing guidelines to reach non-Welsh speaking parents who buy Welsh-language books for their children.
- Welsh Magazines Tender: the new tenders will begin on 1 April 2019 (four-year term) and two new titles (*Cara* and *Lysh*) will be published; it will be necessary to keep a close eye on these titles and on *Y Cymro* which will receive funding for one year to develop its place in the market. We will also work with the magazine publishers to promote the provision as a whole.
- 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 2019/20 to offer financial training provision of a high standard to the main publishers as well as continuing to offer professional training to editors and 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.

### 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. This year, the Revenue Grants and Supported Post grants will be put to tender for the period April 2020–March 2023.
- 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.
- In addition, print and digital magazines that contribute to the culture of Wales will be funded to provide a vital platform for debate, analysis and good-quality writing on a wide range of subjects. This year, support will be offered to new recipient Nation.Cymru, and training will be provided to support development in this dynamic area of publishing.
- ensure value for money by setting 18-month sales targets for books funded under the Revenue, Author Advance and Marketing schemes. We will encourage a balanced list of books from Revenue-funded publishers and monitoring the quality and cultural value of funded titles. This year a project will be undertaken to establish the most effective way to measure the digital reach of magazines which will encourage best practice in this area.
- 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 to encourage excellence and to keep abreast of developments within the industry. This year these will focus on marketing and publicity to increase sales.
- following the publication of the 50<sup>th</sup> title in the Library of Wales series, work will be undertaken to further develop partnerships and focus on initiatives to encourage the use of classic titles from Wales in education.
- support publishers to create a new Publishers Association for English-language companies in Wales and facilitate the administration of this process.
- work alongside librarians to ensure that libraries are aware of new titles in the field of Welsh writing in English.
- 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.



## 2 SALES AND INFORMATION

- Maximise the sales to independent, specialist bookshops by the following means:
  - Support the booksellers to hold out-of-the-shop events with financial support through the Outreach Scheme.
  - ensure that publishers provide opportunities for the independent booksellers to be present at any book launches and author signing sessions.
  - administer an additional discount scheme for independent bookshops.
  - review the book tokens scheme to look for ways to maintain a system that supports the booksellers.
  - hold an annual meeting with the booksellers to see where services and collaboration can be improved.
- Continue to provide a wide range of books from Wales and about Wales in all Cadw sites, National Museum sites, National Trust and Tourist Information sites.
- 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. This will include promoting and selling books from Wales through Waterstones, WHSmith, Gardners and Amazon, focusing especially on facilitating the ordering and distribution arrangements.
- Introduce a Batch system as a payment administration and returns to shops option.
- Work in close cooperation with all publishers, Welsh- and English-language, based in Wales, offering support to publishers on their Bibliographical Data (metadata) giving them the opportunity to sell their new products in the Sales Conferences (which are held biannually).
- Sell and promote books on the theme of Discovery as part of the Welsh Government's promotion policy, in partnership with publishers and the book trade in Wales.
- Work in cooperation with bibliographical partners, such as Nielsen, to ensure full metadata on all titles.
- Review the books.wales website ensuring the use of Google Analytics in order to gain a better understanding of how our customers use our website.
- Arrange visits to primary and secondary schools, educational conferences and libraries throughout Wales to exhibit, present and sell the wide provision of materials currently available, highlighting their relevance to the requirements of the curriculum.
- Publish 170 book reviews on the gwales.com website.

### 3 COMMUNICATIONS AND MARKETING

- Work to embed and communicate the new brand across all media.
- Organise stands at the National Eisteddfod, the Urdd Eisteddfod and the Royal Welsh Agricultural Show (in collaboration with a bookshop).
- Work in cooperation with the Hay Festival to ensure that books from Wales have a very visible presence at the festival.
- Attend relevant trade fairs in order to ensure that every effort is being made to increase the number of opportunities to sell through 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.
- Increase our social media presence; creating promotional materials and advertisements to attract new followers on platforms such as Facebook, Twitter, Instagram and YouTube.
- Oversee and develop our print marketing campaigns in spring and summer, and at Christmas (*Llyfrau'r Haf*, *Gwledd y Nadolig*, *Summer Reads* and *Festive Reads* catalogues), digital marketing and broadcast media (TV advertisements).

### 4 PROMOTING BOOKS AND READING

- Develop a sub-brand under the new logo to highlight programme of events.
- Arrange a 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 Darllen dros Gymru.
  - presenting the Tir na n-Og awards to recognise excellence in the field of children's books in both languages.
  - arranging Author Tours campaigns – working with authors, publishers, booksellers, schools and libraries across Wales.
  - ensure coverage of publications, projects or news relevant to areas of children's and young people's literature in Wales on social media accounts @LlyfrDaFabBooks.
  - collaborate with Literature Wales to promote the Welsh-language Children's Poet Laureate/Bardd Plant Cymru scheme.
- Coordinate projects in relation to the Welsh Government's theme – Year of Discovery (2019) – in partnership with Transport for 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.
  - 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.
  - continue the Quick Reads/Stori Sydyn series for young people and adults to target reluctant readers, both children and adults.

- Continue to implement the Child Poverty Strategy, emphasising 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.
- 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). Support the work of developing resources for the new curriculum.
- Collaborate 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.
- Collaborate with the Grants Department to implement the recommendations of Dr Siwan Rosser's Report – *Survey of Books for Children and Young People: Final Report (2017)* – working 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.

## **5 EDITING AND DESIGN SERVICES**

- Offer a design service of the highest quality to publishing houses, and 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 170 reviews of Welsh- and English-language books for the gwales.com website.

## **6 INFORMATION TECHNOLOGY AND COMMUNICATIONS**

- Upgrade the Books Council's website to modernise the look and make it more user-friendly.
- Embed new logo where possible across public and customer facing platforms.
- Prepare a strong business case for a new system, trying to find a solution to some of the current problems.
- Develop the Sharepoint system as a means of sharing information internally and for committees, in order to save on printing and posting and sharing information regularly.
- Ensure that staff use effective ways of keeping electronic information that is easy to share and adapt and reducing duplication of processes.
- Prioritise work that strengthens the Council's ability to deal with a Cyber attack, and aiming to meet the requirements of Cyber Essential Plus by 2021.

- Upgrade the hardware and networks of both sites to accelerate processing and to reduce the updating work when the new system arrives.
- Hold at least 6 meetings of the in-house Technical Team.
- Provide appropriate training for staff to ensure that they make the most effective use of the technology.

## **7 THE DISTRIBUTION CENTRE**

- Develop a name that resonates with the commercial nature of the work and develop a brand identity under the new corporate logo and create a separate website outlining the activities, services offered as well as terms and conditions.
- Extend the use of EDI (Electronic Data Interchange) 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 the advantages of setting up a packing system that is up-to-date and suitable for the distribution service.
- Undertake a survey of the service and costs of various distribution companies in order to ensure value for money.
- 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 FUNDRAISING**

- Prepare a Fundraising Strategy that focuses on the type of projects that the Books Council will undertake, and what resources are available to implement this strategy.
- Develop fundraising resources including the database, feasibility study and marketing materials.
- Develop the Council's profile among bodies that distribute funding through meetings and networking.
- Develop new opportunities to recruit supporters and corporate sponsors.
- Implement a programme of approved grant applications.

## **9 FINANCE**

- Prepare a medium-term budget over the period of the new strategy to ensure effective and efficient use of resources to complete the strategy.
- Prepare the annual statutory accounts for 2018/19 by the agreed deadlines and receive a clean audit report.

- Review the Outreach Scheme and the help given to independent bookshops to ensure support, and to simplify the process of administering payments.
- Review the book tokens scheme to see whether there are opportunities to develop electronic book tokens.
- Develop a policy to release long-term book token creditors as income towards the strategic work of the Book Council.
- Ensure that any changes to the pension scheme are affordable to the Council for the future.
- Assess the level of administration costs to the Council to distribute grants and compare with other organisations within the sector.
- Ensure that the Operational Plan helps us to deliver Welsh Government policies, including the Well-being of Future Generations (Wales) Act 2015.

## **10 PROPERTY AND RESOURCES**

- Undertake a review of the Council's buildings and see where further investment is necessary.

## **11 STAFF DEVELOPMENT**

- Continue 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.

## **12 ADMINISTRATION**

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

## **13 GOVERNANCE**

- Look carefully at the present management structure, i.e. an Executive Committee and Council, to ensure that it is suitable for an organisation that can respond quickly to new opportunities and business challenges.
- Encourage further discussion on academic publishing in Wales, and explore financing structures together with the various responsibilities of different organisations to maintain and develop the field (i.e. the situation of the University of Wales Press).

## 9 What resources will be available

The sums allocated by the Welsh Government for 2019/20 are shown below.

	<b>2019/20</b>
<b>Core Funding</b>	<b>£</b>
Towards Specialist Departments	753,993
General Overheads and Running Costs	346,907
	<hr/>
	<b>1,100,900</b>
Capital Grant	30,000
<b>Grants for Distribution</b>	
Publishing Grants	2,548,100
	<hr/>
	<b>3,679,000</b>
	<hr/> <hr/>

The following pages present detailed estimates for 2019/20.

Project funding is also available in 2019/20 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 2019/20.

**10 Key Targets**

	<b>2019/20 Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b>Quarterly targets</b>		<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3<sup>rd</sup> Quarter</b>	<b>4<sup>th</sup> Quarter</b>
Manuscripts – Editorial Department	170	44	44	40	42
Titles – Design Department	110	30	30	25	25
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 online sales to bookshops and individual customers	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
<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>	
Schools project	Number of visits: 500 Value of sales primary/secondary: £400,000	Number of visits: 150 Value of sales primary/secondary: £140,000	Number of visits: 200 Value of sales primary/secondary: £150,000	Number of visits:150 Value of sales primary/secondary: £110,000	
<b>Annual targets</b>					
The Centre's debtors' level	No more than 2%				

	<b>2019/20 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) titles published	12
Average sales	1,000 after 18 months (for new titles published by Programme Publishers in 2017/18)
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%



	2019/20 Target
<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 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 2019/20**

<b>INCOME</b>	<b>£</b>
Welsh Government	
Specialist Department Direct Costs	753,993
General Overheads and Running Costs	346,907
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	140,000
Museums, Archives and Libraries	15,000
Reading Agency: Reading Well Scheme	190,000
Departmental Income	178,000
Distribution Centre	2,677,632
<b>TOTAL INCOME</b>	<b>6,879,632</b>
<b>EXPENDITURE</b>	
Specialist Department Direct Costs including core programme activity	917,993
Projects Expenditure	350,000
Central Services and Governance Costs	355,907
Capital Costs	30,000
Grants to be distributed	
Publishing Grants	2,548,100
Distribution Centre	2,677,632
<b>TOTAL EXPENDITURE</b>	<b>6,879,632</b>

**BREAKDOWN OF COSTS 2019/20****EXPENDITURE**

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
<b>Specialist Department Direct Costs</b>					
Editorial Department	93,537	12,100	20,000	(7,900)	85,637
Design Department	91,090	8,000	21,000	(13,000)	78,090
Sales and Information Department	359,412	88,200	26,000	62,200	421,612
Department of Children's Books and Reading Promotion	74,064	28,400	10,000	18,400	92,464
Communication and Marketing Department	43,540	119,650	87,000	32,650	76,190
<b>Total Specialist Department Direct Costs</b>	<b>661,643</b>	<b>256,350</b>	<b>164,000</b>	<b>92,350</b>	<b><u>753,993</u></b>
Support Services and General Overheads	197,662	158,245	9,000	149,245	346,907
<b>Total Running Costs</b>	<b>859,305</b>	<b>414,595</b>	<b>173,000</b>	<b>241,595</b>	<b><u>1,100,900</u></b>
<b>Project Costs</b>					
Reading Promotion Schemes	26,021	133,979	160,000	(26,021)	
Reading Well Scheme	49,032	140,968	190,000	(49,032)	
<b>Total Project Costs</b>	<b>75,053</b>	<b>274,947</b>	<b>350,000</b>	<b>(75,053)</b>	
<b>TOTAL COSTS</b>	<b>934,358</b>	<b>689,542</b>	<b>523,000</b>	<b>166,542</b>	<b><u>1,100,900</u></b>
<b>Capital Grant</b>					<b><u>30,000</u></b>
<b>Grants for distribution</b>					
Publishing Grants					<b><u>2,548,100</u></b>

**PUBLISHING GRANTS 2019/20****Grants for Distribution 2019/20**

£  
2,548,100

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**Welsh-language Publications**

	£
Programme Publishers	395,710
Individual Publishing Grants	60,000
Performance Payments etc.	10,000
Appointments and Training	218,364
Payments to Authors and Illustrators	344,650
Marketing	36,500
Booksellers	24,797
Electronic Publishing	1,250
Games	0
Magazines	380,500
Support for the Welsh-language Press	200,000
Welsh Learners	0
Vision from the Siwan Rosser Report	5,000
Market Research	0
<b>Total Welsh-language Grants</b>	<b>1,676,771</b>

**English-language Publications**

	£
Cultural Periodicals Grant	180,000
Revenue Publishers Grant	237,102
Individual Literary Book Grant	60,000
Literary Commission Grant	0
Small Magazines Grant	4,500
Training Grant	5,000
Author Advances Grant	54,000
Supported Posts Grant	88,550
Marketing Grants	* 45,177
Classics	10,000
Publishers Association	3,000
<b>Total English-language Grants</b>	<b>687,329</b>

Administration

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184,000

Total Grants

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**2,548,100**

* Marketing Grant	£45,177
Main Book Grant	£36,177
Small Grant	£9,000
Revenue Marketing Grant	0
Publicists	0