



# Operational Plan 2017/18



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## 1 Foreword

The publishing industry continues to undergo rapid and multifaceted change and whilst the anticipated demise of the printed book has not materialised, ebooks are now firmly established as an alternative format. Following years of substantial growth in ebook sales, internationally reported numbers are now static or declining whilst print book sales figures show a modest rise. Reading and buying habits have evolved and changed alongside technological advances. At one time it would have been almost impossible to imagine that newspapers, magazines or even whole books would be read on mobile phones; this is now commonplace especially amongst younger generations.

This trend continues to pose a particular challenge for bricks and mortar booksellers who had to adapt their business models to this new reality. At the same time live events such as literary festivals have never been more popular, indicating a keen interest in meeting authors and exchanging ideas. This does present an excellent opportunity for books shops to become cultural hubs that offer a wide variety of activities that capture the interest of the communities they are part of.

The financial settlement for 2017/18 includes a very much welcome overall increase in funding of 2.6% which has enabled us to add a new publisher to its revenue programme, Firefly, and to increase the number of supported posts for English-language publishers to 11. We are very grateful to the Cabinet Secretary for his continued support which enables the Council to promote books from Wales and the publishing industry in Wales as a whole. We look forward to the findings of the Review of the Support for Publishing and Literature in Wales in the hope that the recommendations will serve to further strengthen the industry.

The Welsh Government's scheme of themed years, with 2017 as the year of Myths and Legends, is an especially fertile topic for publishers in Wales and a catalogue will be prepared to showcase titles as well as author tours in partnership with Arriva Trains Wales a highly successful author tour, Tales on the Rails.

In acknowledgement of Welsh Government objectives in regard to Welsh for Adults, and thanks to the increase in funding we will be offering a tender for a series of books aimed at adult Welsh learners, a concept which we developed in close partnership with the National Centre for Welsh Learning.

Dr Siwan Rosser's report on the state of Welsh-language children's books is due to be completed shortly and we anticipate that it will form the basis of a new strategy which we will develop in partnership with relevant stakeholders.

The size of the Welsh publishing industry and its contribution to the Welsh economy is currently not fully understood and we intend to commission research that will investigate the field as a whole including services to the industry such as print and design and its impact on broadcasting and other media.

Notwithstanding the positive financial position for the coming year, and in view of the ongoing financial challenges within consumer markets, the Books Council is proactively seeking additional sources of income as to not be solely reliant on the income generated by its Distribution Centre (approx £3m p/a) and the services provided by other departments. We are continuing to explore opportunities for working in partnership including third sector organisations such as BookTrust, The Reading Agency and National Lottery in Wales and intend to deepen our relationships with existing partners.

## 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.

The Books Council is represented on the Arts and Creativity Forum chaired by the Cabinet Secretary for Economy and Infrastructure.

#### 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.

<b>Partner</b>	<b>Action in 2017/18</b>
Education and Public Services Group, Welsh Government	<ul style="list-style-type: none"> <li>• Exchange information and experience with regard to grant schemes and commissioning schemes</li> <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 Government's Language Strategy</li> <li>• Commission and promote books as part of the Welsh Government's themed years programme</li> <li>• Contribute to Bwrdd Technoleg Iaith</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> </ul>
BookTrust Wales	<ul style="list-style-type: none"> <li>• Participate in reading promotion scheme, explore further cooperation opportunities and exchange information on relevant projects</li> <li>• Exhibit at practitioner conferences</li> </ul>
Wales Literature Exchange	<ul style="list-style-type: none"> <li>• Exchange information on relevant projects</li> </ul>
MALD: Museums Archives and Libraries Wales	<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> </ul>

Libraries	<ul style="list-style-type: none"> <li>• Exchange information with CILIP Cymru/Wales on particular schemes</li> <li>• Exhibit at 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 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> </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	<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> </ul>
WJEC	<ul style="list-style-type: none"> <li>• Share information regarding commissioning educational material</li> </ul>
Arriva Trains Wales	<ul style="list-style-type: none"> <li>• Tales on the Rails scheme</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.

<b>Principle</b>	<b>Action in 2017/18</b>
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>

- 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 take 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.

Recently, a research review was held into patterns of reading and purchasing Welsh books (the Beaufort Report), building on similar work undertaken in 2003, 2006 and 2012. This review, held in 2016, was particularly useful to the Publishing Grants Panel (Welsh-language) in helping them to prioritize work. The Publishing Grants Department also appraises the work of the programme publishers annually, by receiving reports and holding formal appraisal meetings.

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. A report was also commissioned on the field of Welsh books for children (the Prys Jones Report), and the work of implementing some of its recommendations is already in hand.

Further research into this important field is currently ongoing (the Rosser Report) and we look forward to receiving the final report in 2017.

During 2015, the Books Council has been working in partnership with Aberystwyth University in order to commission two research reports by means of the Knowledge Economy Skills Scholarship (KESS) and Access to Masters (ATM) schemes. One report focussed on digital opportunities for magazines, and the other on the reading patterns of Welsh-speakers aged between 16 and 25.

We also look forward to receiving the recommendations of the Publishing and Literature Review, commissioned by the Welsh Government, which will form the basis of further developments in the field.

## 8 What the Books Council will achieve in 2017/18

Listed below are a number of schemes which will be implemented by the Books Council in the 2017/18 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 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 will make every effort to protect these core schemes and will strive to maintain – as far as possible – the number of titles published.

In addition to this core work, during 2017/18 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 number of books published by them will fall over the next three years, from 48 to 24, in order for them to give more attention to promoting and marketing the titles published. These changes for 2017/18 and beyond will provide a focus for the department's work in 2017/18. There will be work to do in maintaining and supporting the Press over the first year, and ensuring that any new members of staff receive appropriate training. Similarly, it will be necessary to consider and plan carefully what opportunities are likely to be available to the other publishers from 2018/19 onwards in terms of developing their own publishing programmes. [See below.]
- The Rosser Report on the Children's Books Market: the final report compiled by Dr Siwan Rosser, the School of Welsh, Cardiff University, will be presented to the Publishing Grants Panel (Welsh-language) in June. It is expected that the report will include a number of action points that will have implications for the Department and the Books Council in the field of publishing and marketing books for children and young people.
- 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. The provision of leisure reading material for Welsh-learners has been very meagre. With the development of new standards and new learning structures to be piloted in 2017/18 and executed in 2018/19, this is an opportunity to create an initial collection of reading materials for Welsh-learners on four different levels. The aim is to offer a tender to publish 20 titles during 2017/18 and 2018/19. Intensive training will be included as part of the offer to publishers. Although it is not intended to publish at the same level into the future, it can be foreseen that there will be a call for a smaller, but constant, stream of similar books beyond this initial period.
- 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: 2017/18 will be an opportunity to consider and establish the training provision. It will be an opportunity to look anew at the way in which training is given to the editors, publishers and the Welsh-language magazines, and to see how training could be offered in partnership with the English-language publishers.
- 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 that 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. This will be extended this year to include support for an additional Revenue publisher, Firefly Press, bringing greater plurality to the provision of children's books. Support for posts will also be extended to include new posts at companies that will benefit from support from this scheme for the first time. 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. 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.
- 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.
- 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

- Independent, specialist bookshops will continue to be a priority.
- Administer an additional discount scheme for independent bookshops, with the aim of increasing sales.
- Sell and promote books on the theme of Legends as part of the Welsh Government's promotion policy, in partnership with publishers and the book trade in Wales.
- Continue to promote and sell books from Wales through chain stores and supermarkets, focusing especially on facilitating the ordering and distribution arrangements.
- Continue to support booksellers to visit events in the community through the Outreach Scheme, and work with publishers to arrange book launches and author signing sessions.
- Work towards developing a closer working relationship with Cadw, Tourist Information Centres and Museums throughout Wales to ensure that a good selection of attractive books from Wales is displayed in their retail outlets. Explore the possibility of increasing the number of merchandised point-of-sale solutions for non-traditional outlets such as galleries, gift shops and tourist attractions.
- Communicate effectively with publishers from Wales and beyond.
- The seasonal sales conferences will continue to be held, and more publishers will be encouraged to attend.
- 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.
- Promote the Book Tokens Scheme in cooperation with bookshops in Wales.
- Organise stands at both national eisteddfodau and the Royal Welsh Agricultural Show. Collaborate closely with the Hay Festival to ensure that a selection of books from Wales is available at the Festival.
- Continue to produce the advertising supplements *Llyfrau'r Haf*, *Gwledd y Nadolig*, *Summer Reads* and *Festive Reads*, together with various themed catalogues.
- Arrange a series of television advertisements to promote books from Wales.

## 3 PROMOTING BOOKS AND READING

- As a basis for the promotion work this year, 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 Darllen dros 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.

- As a result of bringing the Book Club to an end, and emphasizing the Council's commitment to promoting children's books in both languages, the @LlyfrDaFabBooks brand will be developed, with author tours to schools and libraries throughout 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 2018, 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.
- 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 in ensuring a supply of appropriate material and will emphasise the importance of literacy and reading as essential skills and 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.
- Commissioning materials and planning a promotional programme in respect of the Welsh Government's themed years scheme – Legends (2017) and the Sea (2018). This will provide an opportunity to cooperate with various bodies and other Welsh Government departments in a coordinated campaign.
- Cooperating with partners such as The Reading Agency, the BookTrust and the coordinators of World Book Day UK, ensuring that there is a Welsh dimension to the schemes and activities provided.
- Following the development of the Council's five year Strategic Plan, specific emphasis will be placed on particular fields, such as promoting reading amongst the 11+ age range, the need to raise awareness about children's books amongst teachers, extending the reading formats available, such as on mobile phones, and the importance of leisure reading to support the requirements of the Literacy Strategy.

#### **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 200 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.

## **6 GWALES.COM**

- Ensure that e-books from Wales, in both languages, are available through the gwales website.
- Ensure, through cooperation with wholesale company Gardners, that those e-books are also available to booksellers and librarians in Wales.
- Develop iOS, Web and Android Apps to enable publishers to create enhanced Welsh and Welsh-interest publications.
- Develop iOS, Web and Android Apps for magazines from Wales.
- Promote the gwales website and the work of the Books Council through electronic means such as Facebook, Twitter and YouTube.
- Develop the link between gwales and independent bookshops by promoting the scheme that offers commission on on-line sales.
- Publish 200 books reviews on the gwales website.
- Maintain the level of orders sent electronically from bookshops to the Distribution Centre.
- Consider ways of promoting the use of the gwales/libraries website following the reduction in the purchasing levels of public libraries.
- Cooperate with the National Library of Wales and other partners in the field of digitisation, e-books and exchanging bibliographical information.
- Ensure that information about books from Wales reaches the bibliographic agencies supplying information for catalogues in Welsh libraries.

## **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.
- Hold an assessment of the space needed within the Centre's warehouse with the intention of reducing rental costs by eliminating the need for an external unit.

- Assess the advantages of setting up a banking 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 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 2017/18 are shown below.

	<b>2017/18</b>
<b>Core Funding</b>	<b>£</b>
Towards Specialist Departments	749,000
General Overheads and Running Costs	351,900
	<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/>

The following pages present detailed estimates for 2017/18.

Project funding is also available in 2017/18 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 work described in this Plan in accordance with the funding allocated by the Welsh Government for 2017/18.

## 10 Key Targets

	<b>2017/18 Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
Quarterly targets		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Manuscripts – Editorial Department	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	Shops: £2,981,420 Individuals: £61,110 gwales users: (+748) 25,500	Shops: £596,284 Individuals: £14,975 gwales users: (+186) 24,942	Shops: £715,541 Individuals: £14,975 gwales users: (+186) 25,128	Shops: £1,132,940 Individuals: £24,090 gwales users: (+186) 25,314	Shops: £536,655 Individuals: £11,070 gwales users: (+187) 25,500
Outreach Scheme	Events: 350 Sales: £150k	60 £25,000	80 £40,000	130 £55,000	80 £30,000

	<b>2017/18 Target</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b>Targets per school term</b>		1 <sup>st</sup> Term	2 <sup>nd</sup> Term	3 <sup>rd</sup> 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
<b>Annual targets</b>				
The Centre's debtors' level	No more than 2%			

	<b>2017/18 Target</b>
<b>Publishing Grants (Welsh-language)</b>	
<u>Books</u>	
Number of titles published	215
Number of Scheme A (Author) titles published	20
Number of Scheme A (Visual Material) published	12
Average sales	1,000 after 18 months (for new titles published by Programme Publishers in 2014/15)
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	95%

	<b>2017/18 Target</b>
<b>Publishing Grants (English-language)</b>	
<u>Books</u>	
Number of Literature Grant titles published	75
Number of author advance titles published	15 (to be published) (+ 10 commissioned)
Average sales of author advance titles	2,500
Marketing Grants	20
Average sales of marketing grant titles	2,500
<u>Magazines</u>	
Number of 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 2017/18**

<b>INCOME</b>	<b>£</b>
Welsh Government	
Specialist Department Direct Costs	749,014
General Overheads and Running Costs	351,886
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
Departmental Income	184,750
Distribution Centre	<u>2,630,261</u>
<b>TOTAL INCOME</b>	<b><u><u>6,634,011</u></u></b>
 <b>EXPENDITURE</b>	
Specialist Department Direct Costs including core programme activity	1,073,764
General Overheads and Running Costs	351,886
Capital costs	30,000
Grants to be distributed	
Publishing Grants	2,548,100
Distribution Centre	2,661,350
Surplus / (Deficit) for the year:	
Distribution Centre	(31,089)
Council	<u>–</u>
<b>TOTAL EXPENDITURE</b>	<b><u><u>6,634,011</u></u></b>

**BREAKDOWN OF COSTS 2017/18****EXPENDITURE**

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
<b>Specialist Department Direct Costs</b>					
Editorial Department	99,865	13,500	(22,000)	(8,500)	91,365
Design Department	96,618	8,000	(22,000)	(14,000)	82,618
Sales and Marketing Department	223,786	157,500	(90,400)	67,100	290,886
Department of Children's Books and Reading Promotion	63,438	40,500	(21,850)	18,650	82,088
Scheme to promote books in schools	118,256	32,000	(3,500)	28,500	146,756
Information Services	59,801	15,500	(20,000)	(4,500)	55,301
<b>Total Specialist Department Direct Costs</b>	<b>661,764</b>	<b>267,000</b>	<b>(179,750)</b>	<b>87,250</b>	<b><u>749,014</u></b>
Support Services and General Overheads	229,432	122,454	–	122,454	351,886
<b>Total Running Costs</b>	<b>891,196</b>	<b>389,454</b>	<b>(179,750)</b>	<b>209,704</b>	<b><u>1,100,900</u></b>
<b>Project Costs</b>					
Reading Promotion Schemes	24,500	120,500	(5,000)	115,500	140,000
<b>Total Project Costs</b>	<b>24,500</b>	<b>120,500</b>	<b>(5,000)</b>	<b>115,500</b>	<b><u>140,000</u></b>
<b>TOTAL COSTS</b>	<b>915,696</b>	<b>509,954</b>	<b>(184,750)</b>	<b>325,204</b>	<b><u>1,240,900</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 2017/2018****Grants for Distribution 2017/18**

**£**  
2,548,100

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**Welsh-language Publications**

	<b>£</b>
Programme Publishers	350,000
Individual Publishing Grants	70,000
Performance Payments etc	10,000
Appointments and Training	200,000
Payments to Authors and Illustrators	300,000
Marketing	61,500
Booksellers	32,271
Electronic Publishing	5,000
Games	3,000
Magazines	355,000
Support for Welsh-language Press	205,000
Welsh Learners	75,000
Market Research	10,000
<b>Total Welsh-language Grants</b>	<b>1,676,771</b>

**English-language Publications**

	<b>£</b>
Revenue Magazines	173,100
Revenue Books	232,125
Individual Publishing Grants	60,000
Small Grants and Training	10,500
Author Advances	52,000
Supported Posts	81,850
Marketing	42,754
Classics	35,000
<b>Total English-language Grants</b>	<b>687,329</b>

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