

**“Books are a passport  
to another world”**

# Operational Plan 2021/22



CYNGOR LLYFRAU CYMRU  
BOOKS COUNCIL of WALES

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# 1 Celebrating 60 Years of Service to the Book Sector in Wales

In 2021, the Books Council of Wales celebrates 60 years of supporting the book sector in Wales and as we mark this milestone, we will continue with our core mission of supporting a thriving and inclusive publishing industry that tells the many stories of Wales – stories that inspire, delight, entertain and educate all of us whilst enabling other creative industries to turn those stories into films, podcasts, plays, TV programmes and video games to reach even wider audiences, both here in Wales and further afield.

2021 will also see the Books Council transfer to become a Charitable Incorporated Organisation, with an updated constitution and a newly formed Board of Trustees who will bring crucial expertise in supporting our work, with a particular focus on a new strategic plan. We are looking forward to continuing our close working relationship with our main funders, Creative Wales, as well as other departments within Welsh Government in order to contribute to the Well-being Objectives laid out in the Well-being of Future Generations (Wales) Act. The longstanding support from local authorities across Wales remains of crucial importance, alongside the close connections we have with the institutional and individual members of our charity.

This will also be our first year of operating with a new staffing structure following our organisation's first major internal re-organisation in two decades. Having the appropriate breadth and depth of skills and experiences at all levels of our organisation will enable us to not only deal with the immediate challenges brought by COVID-19, but also to ensure that we have the most effective structure in place for creating and responding to future opportunities.

Innovation and globalisation have been the main drivers of unprecedented change within the publishing landscape over the last 10 years, but none has been more fundamentally challenging than the COVID pandemic of 2020–21. It also brought into sharp relief the benefits that reading brings in terms of our health and well-being, and we will continue

to bring forward projects which deliver these benefits to our communities, in particular to our children and young people, and we are grateful for the ongoing support from Welsh Government's Education Department which underpins national schemes such as World Book Day, the Summer Reading Challenge and Quick Reads amongst others.

Unlike many other creative and arts sectors, the publishing industry in Wales was fortunate to have been able to remain productive throughout, producing some outstanding titles, engaging readers and helping them to navigate these challenging times. To reach new audiences we will further intensify our use of social media and other digital platforms, particularly to promote the steadily growing digital offer, especially in the Welsh language. We will continue to support and cooperate with libraries in Wales to ensure that the digital Welsh-language offer continues to improve.

We will work harder to provide equality of access and opportunity to people from diverse ethnic communities both within our own organisation and the wider book sector in Wales with a particular focus on authors, illustrators and designers. We will take positive steps to actively engage with diverse communities across Wales, but especially those who are underrepresented, taking action to increase participation and representation, and monitoring and requiring progress until equal opportunities for all are fully embedded in the sector we support. Like many other charities, we are deeply thankful to the many volunteers who generously give their time and expertise to support our work. Where this currently unpaid work creates barriers to participation from wider and more diverse communities, we will wherever possible put in place arrangements to remove them.

As the main representative body for the book sector in Wales, we will continue to adapt our processes and procedures to reflect the changing priorities of the sector in the wake of the pandemic. As has been the case for most of 2020 our administrative colleagues will continue

to work from home wherever possible, and the sub-committees' administration will remain agile and responsive as we enter a new phase of learning and adaptation. Safeguarding our warehouse staff is central to all our planning and we will continue to apply and adapt our working procedures, not only to protect our people but also the essential services which we provide to hundreds of booksellers, publishers, authors, schools and libraries across Wales and beyond according to demand and business activity.

The number of e-books and digital audio books available on our ffolio.cymru platform, launched in January 2021, will continue to increase ensuring the widest possible choice of formats to readers. Whilst the general shift to digital and online trading activities has brought some small relief, the impact of closed bookshops and the lack of economic activity, especially in the festival, heritage and tourism sectors, which underpin turnover during the summer months, will be felt for years to come and the continuing uncertainty for the coming year informs our planning. The substantial and sustained financial support from the Welsh and UK Governments and the UK Treasury was much needed and indeed very welcome; the two-pronged approach of economic recovery grants and targeted economic stimulus packages has stabilised the ground on which we will move forward in 2021–22 and we look forward to cooperating with Welsh Government to ensure that the sector continues to thrive.

As always, we have been fortunate to have been able to draw on the experience, skills and generosity of panel members, trustees and Council members and we remain indebted to their ongoing and unwavering support. We are fortunate to be able to depend too on colleagues determined to do their very best for the sector we serve; without them we would not be able to continue to respond to the unprecedented challenges and unexpected opportunities brought by this global pandemic.

## 2 Our Mission

Our main objectives, as set out in our constitution, are:

- (a)** to encourage and support the book industry in Wales 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 the two official languages of Wales, Welsh and English, or which are of Welsh interest.
- (c)** to organise events to support the promotion of books, reading and the book sector as a whole.
- (d)** to encourage and promote the publication of such books and other material in Wales.

## 3 Our Values

We believe

- ▶ in a book sector that thrives on creativity and collaboration
- ▶ that we need to be proactive in discovering and nurturing new talent
- ▶ that our nation's bilingualism enriches all aspects of our lives and communities
- ▶ that reading is good for our mental health and well-being
- ▶ that everyone should have access to books irrespective of their ability to afford them

# 4 Our Well-being Objectives

We believe in the transformative power of reading. It has been proven to support good mental health and well-being. A habit of reading more directly affects educational attainment than socio-economic status or family background. We know that children who read are happier and more empathetic. Welsh learners who form a habit of reading early in the language develop their language skills more quickly and are more likely to become active participants in their local communities. Reading groups bring people together and provide networks of mutual support, particularly in rural communities. Inspiring readers of all ages contributes to our understanding of our own identity and gives us a better understanding of the world view of others. Avid readers are likely to support their local bookshops and choose books published by Wales-based publishers where they see their own lives, culture and history reflected – their contribution to the foundational economy both as productive employees and consumers is significant.

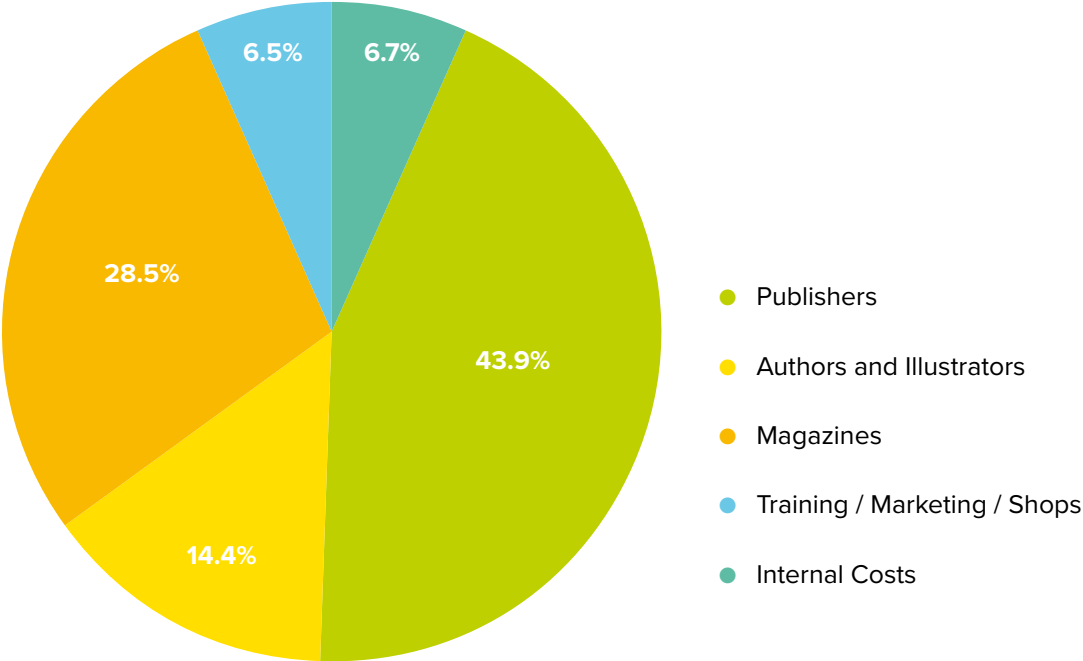
# 5 Our Plans

This financial year will no doubt be full of opportunities and challenges. Our plans reflect our intention to continue with our core aims while also building further on our work, particularly in the areas of children’s books, diversity & inclusion, and digital opportunities. Attracting and developing new publishers and publishing activities will be key to achieving those aims. We will focus on the opportunities brought by COVID-19 and, in close liaison with all our stakeholders, continue to adapt our procedures and services where it is necessary and makes sense to do so.

## 5.1 Publishing Development

In the context of Welsh-language publishing, the purpose of our grant schemes is to provide a wide range of high-quality and engaging books that mirror the large range of interests represented in Welsh-language readers of all ages. We support publishers to improve the quality of books, and to increase the variety of books and magazines published; we support high-quality authors, designers and publishers to write, illustrate, design and edit Welsh-language books and magazines. The publishing grant not only benefits publishers, but also has a profound impact on the foundational economy in Wales.

The impact and reach of the publishing grant



## 5.1.1 Welsh Language Content

In the context of Welsh-language publishing, the purpose of our grant schemes is to provide a wide range of high-quality and engaging books that mirror the large range of interests represented in Welsh-language readers of all ages. We support publishers to improve the quality of books, and to increase the

variety of books and magazines published; we support high-quality authors, designers, and publishers to write, illustrate, design and edit Welsh-language books and magazines. The publishing grant not only benefits publishers, but also has a profound impact on the foundational economy in Wales.

Objective	Benchmark or evaluation method	Target 2021/22
<b>Welsh Language Content</b>		
<b>Books</b>		
Support the production of a wide variety of quality books for adults and children.	No. of books produced	175
Ensure children's books provide a good balance between adaptation and original content (in line with the recommendations of the Rosser Report, 2017).	The medium-term aim is to achieve parity between originals and adaptations	50% original
Ensure investment in good quality authors.	No. of titles supported through Author Grant	20
Ensure investment in visually appealing books, which are well designed and with engaging content.	No. of titles supported through Design Grant	25
Ensure that publishers market books to the widest possible audience and that every book reaches its own market potential.	Average sales for books supported by programme grants	800 after 18 months
Ensure books produced are also available as e-books as a standard for original titles. This may not always be possible for translations from other languages due to rights issues, but publishers will be encouraged to consider e-books when entering co-edition contracts.	Percentage of e-book versions of relevant funded books	90%
Give support to publishers by providing 75% funding for creative editor posts.	No. of jobs [FTEs] supported	10
Continue to provide training for editors by offering courses and mentoring sessions.	No. of training sessions	5
Provide support for marketing activities by publishers, ensuring that booksellers are an integral part of any promotional events and activities.	No. of marketing grants provided	50

Objective	Benchmark or evaluation method	Target 2021/22
<b>Welsh Language Content</b>		
<b>Magazines</b>		
Ensure that the online news service currently funded remains focused on reach and impact.	Quarterly reports received on time and reporting on relevant criteria	100%
Run a successful tender process for the continuation of the online news service.	Process concluded and tender awarded	Tender awarded
Ensure a variety of printed and online Welsh-language magazines are funded and reach a diverse and growing market.	No. of magazines produced	16
Monitor average sales.	Sales to be reported in September 2021	Leisure – 1,900 News – 1,400 Children – 1,500 Literary & Cultural – 600
Digital platforms with 'free at the point of use' model.	Digital reach	Increase of 15%
Ensure magazines are produced and delivered to market on a timely basis.	Regular publishing schedules	98%

Objective	Benchmark or evaluation method	Target 2021/22
<b>Welsh Language Content</b>		
<b>Sector-wide</b>		
Continue assessment of the content supported by the Books Council with regard to fair representation of the Welsh people in all their diversity, and develop a plan based on those findings.	Assess initial results and develop policy and strategy in time for 2022–23	
Continue to attract and develop a range of new publishers by regularly presenting the opportunities offered by the sector to new audiences, e.g. older members of Yr Urdd; the creative sector, e.g. CULT Cymru.	Actively seek out opportunities to raise awareness of routes into publishing for new and emerging publishers	
Develop the sector and promote good practice among grant-publishers.	Book publishers are offered training opportunities, with the aim of encouraging excellence and ensuring that they are fully aware of the latest developments within the industry	
Internationalisation: implement the Wales Literature Exchange Scoping Report <i>Internationalising Reading Experiences of Children and Young People in Welsh</i> (2020).	Encourage publishers to find international material for children to translate into Welsh and find markets for original Welsh texts	
Explore the potential for more Welsh audio books and secure delivery partnerships.		
Act on the findings of the Merched y Wawr research project 2020/21 into reading habits, and develop links for future research projects with other national bodies.	Analyse and disseminate results of MyW Survey and seek out opportunities to act upon those findings. Explore opportunities for similar projects with other national organisations	
Continue to support the publishing sector by facilitating Y Cwlwm Cyhoeddwyr and supporting them in their efforts to develop a Publishers' Association for Wales as an umbrella organisation for the entire publishing industry in Wales.		



## 5.1.2 English Language Content

The purpose of supporting English-language publications from Wales is to ensure the availability of a diverse range of titles that reflect Wales' distinctive culture by publishing authentic voices drawn from the diversity of lived experiences represented in our communities. By their very nature, English-language titles from Wales compete within the highly commercial and largely

multinational publishing industry which is focused on international best-sellers and volume sales. The purpose of our grant is to ensure that new voices from Wales have an opportunity to be published, that people in Wales have access to high quality content that is relevant to them, and to support publishing output which represents Wales and its rich cultural traditions at an international level.

Objective	Benchmark or evaluation method	Target 2021/22
<b>English Language Content</b>		
<b>Books</b>		
Ensure a variety of books that give insight into the rich multicultural communities of Wales and generally enrich the programme of those publishers supported via the Revenue Franchise Grant.	No. of Revenue titles published	49
Support independent Welsh publishers in remaining competitive with major publishers by awarding funding to retain developed authors or to develop new talent via the Author Advance Grants.	No. of Author Advances awarded	15
	Average sales expected for titles in receipt of Author Advance Grants	2,000
Support niche titles which make a valuable cultural contribution via the Individual Literary Book Grants.	No. of titles published	75
Encourage the use of imaginative marketing strategies aimed at reaching the widest possible market with a focus on generating vital sales revenue via the Marketing Grant.	No. of marketing grants provided	20
	Average sales expected for titles in receipt of a marketing grant	2,000
Support strategically important posts within the sector by providing grants of up to 75% of wage cost for marketing and editorial posts.	No. of full-time posts supported	9
Provide training opportunities for publishing staff.	No. of training sessions provided to publishers per annum	3
Support the publication of new editions of classic titles from English-language Welsh literature with the launch of a new Classics Grant.	No. of titles published	5

Objective	Benchmark or evaluation method	Target 2021/22
<b>English Language Content</b>		
<b>Magazines</b>		
Support established digital and print magazines that have a history of contributing to Welsh culture and provide a vital platform for high-quality content, analysis, and debate on a wide range of subjects with the Cultural Periodicals Grant.	No. of titles funded	6
	Minimum sales values, across print and digital platforms	1,000
	Digital platforms with 'free at the point of use' model, total number of website users	Increase of 10%
Support small-scale digital and print publications that showcase a variety of new creative talent with the Small Literary Magazines Grant.	No. of titles funded	4
	Minimum sales values per type of publication	400 – multi-focus literary magazines 300 – single-focus literary magazines
Ensure magazines are produced and delivered to market in a timely manner.	Content published to an agreed schedule	95%
Measure and report on the digital reach of magazines, with a view to encouraging widening that reach.	Books Council digital reporting matrix	100% submitted

Objective	Benchmark or evaluation method	Target 2021/22
<b>English Language Content</b>		
<b>Sector-wide</b>		
Support the publishing sector in developing a Publishers' Association for Wales as an umbrella organisation for the entire publishing industry in Wales.		
Continue assessment of the content supported by the Books Council with regard to fair representation of the Welsh people in all their diversity, and develop a plan based on those findings.		

## 5.2 Services to the Book Sector

The wide range of services we provide to the book sector have very distinct purposes and are broadly based on the following areas:

- **Content Development:** to ensure and develop a high quality of editorial and design standards for books from Wales, with a particular focus on developing key areas;
- **Marketing & Promotion:** to support and amplify the efforts of individual publishers and bookshops and provide collective platforms with regard to particular themes or events. Industry and sector to attend festivals, events, conferences and fairs;
- **Digital & Data Management:** to support internationally adopted data systems to ensure accessibility of information about content from Wales and provide access to a standard book trade system such as EDI and BATCH; provide and develop platforms such as ffolio.cymru and gwales.com
- **Sales & Distribution Services:** distribution and wholesaling to independents, chains and online retailers, reaching new audiences worldwide; bespoke field-based sales services to libraries, schools, and tourism & heritage sectors; curate meaningful and relevant offers to support the differing needs and requirements of a diverse customer base.

Objective	Benchmark or evaluation method	Target 2021/22
<b>5.2.1 Content Development: Editing &amp; Design</b>		
Offer proofreading and copy-editing services to publishers, together with advice and guidance to the creative editors working in the publishing houses.	No. of manuscripts edited	170
Provide a design service of the highest quality to publishing houses, and work with smaller publishers to improve the visual aspect of their publications.	No. of book covers or design projects undertaken	110
Provide feedback to Publishing Development Sub-committees with regard to grant applications and areas requiring improvement.	Feedback given when sought	100%
Inform and deliver strategic priorities for publishers identified by Design Sub-committee.	Appropriate action taken	100%
Provide guidance to the sector through training and advice.	Involvement in relevant training arranged	100%

Objective	Benchmark or evaluation method	Target 2021/22
<b>5.2.2 Marketing &amp; Promotion</b>		
Create engaging digital content and assets to use on social media including Facebook, Twitter, Instagram, YouTube and AM to increase reach.	Increase in no. of users on social media platforms compared with year-end figures	25% increase
In consultation with stakeholders, create engaging multi-platform promotional campaigns in consultation with the sector, e.g. summer and Christmas catalogues, podcasts, short videos and animations.	Timely promotional campaign	Ongoing
Analyse the reach and impact of all digital platforms and activities with regard to the effectiveness of services, reach, messages and impact.	Increase social media reach	25% increase
Provide a regular newsletter to the sector and relevant stakeholders and contribute to regular meetings with publishers and booksellers.	Weekly newsletter sent	Ongoing
Maximise opportunities to share and adapt content from other industry organisations, for instance The Booksellers Association of the United Kingdom and Ireland and Independent Publishers Guild.	Partnerships established and maintained	Ongoing
Exploit all opportunities to promote books in the media, especially book reviews, by ensuring quality output rather than volume of content.	Expanded reach of book reviews	60 book reviews
Promote Wales' lively literature scene at events outside Wales, e.g. London Book Fair, Wales Week in London.	Develop links in literature events	Ongoing

Objective	Benchmark or evaluation method	Target 2021/22
<b>5.2.3 Digital &amp; Data Management</b>		
Provide, update and expand the offer and functionality of ffolio.cymru and gwales.com	No. of e-books available	1,500
Extend the use of bibliographical data standards such as ONIX 3, THEMA and ISNI to ensure that information about content from Wales is fully and freely available internationally. Provide training to publishers as needed.	Training sessions provided on metadata to publishers	1
Extend the use of EDI (Electronic Data Interchange) to facilitate electronic order processing and communications with booksellers, wholesalers, and other customers such as libraries.	EDI succession plan in place	EDI plan
Continue to develop the Council's own website www.books.wales to ensure ease of access to stakeholders regarding grants, services and information.	Regular website improvements	Ongoing
Incorporate the information of the Wales Book Trade Info website into the Council's own website with an emphasis on linking to relevant partners.	Transfer of data to main website	Transfer of data
Use data analysis tool to improve all digital platforms.	No. of websites with Google analysis	3

Objective	Benchmark or evaluation method	Target 2021/22
<b>5.2.4 Sales &amp; Distribution Services</b>		
Maintain excellent relationships by adding value through bespoke services and curated offers which are relevant to a wide range of customers such as Cadw, Waterstones, WHSmith, Gardners and Amazon.	Target sales to key accounts	£500,000
Focus on acquiring both new distribution clients and customers through offering additionality and advocating for the principle of supporting a Wales-based organisation.	New publishers' accounts net sales	£50,000
Provide the best customer experience by ensuring that all enquiries are answered in a professional and courteous manner in both languages.	No. of phone calls answered by customer services team	95%
Ensure a quality distribution service to all publishers, and that sales recover following COVID restrictions – especially in the tourism sector.	Distribution Centre sales	Gross sales: £3m Net sales: £2m
Promote the use of gwales.com and ffolio.cymru by working closely with the marketing team and by offering excellent customer services with regard to enquiries and after-sales support.	Sales to individuals  No. of registered gwales users	Gross sales: £70,000 15,000
Support independent bookshops through the outreach scheme, support for publisher and author events, regular bookseller meetings and advice on digital developments and business opportunities.	Impact of outreach scheme	Additional sales generated: £100K
Provide regular information to schools and institutional buyers about suitable content; encourage the use of local bookshops as suppliers.	Sales to schools and institutional buyers	£500K (incl. via bookshops)
Continue to review and evaluate the environmental impact of packaging materials and carriage arrangements by reducing the use of plastic and reducing unnecessary journeys and/ or working in partnership with other carrier arrangements.	Target level of returned books	20%
Expand the services offer through the continuous review of the needs of distribution clients, by investing in better systems, additional space, or additional services.	Evaluation carried out and trial with Rily Publications	Trial
Provide an annual assessment of improvements and value added to the benefit of the sector.	Annual assessment carried out	Assess

## 5.3 #lovereading – Promoting the Value of Reading

The appreciation for and love of books and reading runs right through our organisation. Helping all people, but especially children, to form a lifelong habit of reading is central to our work. Our emphasis is on reading for pleasure, which is not immediately tied to educational attainment. Research shows how

regular reading supports several positive outcomes, in terms of mental health and well-being as well as educational and professional success. Our programmes aim to raise the profile of, and promote, children’s books in both languages within school and leisure settings.

Objective	Target 2021/22
Liaise with Welsh Government officers, Education Consortia and Local Authorities to promote reading for pleasure and other curriculum resources, such as the Children’s and Young Adults’ Yearbook and other materials and digital content to support the delivery of the curriculum.	Regular dialogue with stakeholders about materials that promote reading for pleasure and educational resources
Promote reading for pleasure within schools by coordinating the BookSlam and Darllen dros Gymru reading challenges, ensuring that they are aligned with the aims and objectives of curriculum development.	At least 18 out of 22 local authorities participating in competitions. Develop a cross-curricular digital model within BookSlam
Support Welsh Government’s National Literacy Programme by <ul style="list-style-type: none"> <li>• coordinating the activities to celebrate World Book Day 2021.</li> <li>• 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.</li> <li>• continue the Quick Reads/Stori Sydyn series to target reluctant readers, both children and adults.</li> </ul>	New additional £1 Welsh-language title Increased curated Wales-specific content for SRC website Evaluation of Quick Reads campaign
Ensure coverage of publications, projects, or news relevant to the areas of children’s and young people’s literature in Wales on the @LlyfrDaFabBooks social media accounts.	*% increase in traffic within social media accounts
Promote and organise the Tir na n-Og Awards to recognise excellence in the field of children’s books in both languages and increase diversity in the judging panels to reach more diverse communities. Ensure the widest possible promotion throughout the media in Wales. Evaluate and provide feedback on submissions to develop the provision of R4P material for young readers.	Schools participating in shadowing scheme Media presence across all platforms during campaign Feedback via judges’ report to Publishing Development Sub-committee Diverse membership within judging panels
Collaborate with members and representatives of partner organisations on Children’s Books Sub-committee to promote reading for pleasure opportunities. Provide feedback and guidance on the development of children’s and young adults’ literature to the Publishing Development Sub-committee, by arranging a biannual Children’s Books Sub-committee. Regularly review the composition of the Sub-committee to include diverse representation.	Regular dialogue with partners to share and develop R4P messaging Report to Publishing Development Sub-committee following biannual meetings Review diversity of Children’s Books Sub-committee

Arrange Author Tour campaigns – working with authors, publishers, booksellers, schools and libraries across Wales to increase the opportunities for children to meet a diverse range of authors.	Coordinate a programme of regular digital and live author events with partner organisations
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## 5.4 Our Impact: Research & Evaluation

We will increase our investment in research and evaluation of our current activities in order to

use the evidence to help us further develop our activities, with a particular focus on the following:

Action	Outcome
Implement the findings of the research project with Merched y Wawr regarding reading habits.	Adjust priority areas for funding to reach wider audiences
Analyse and act upon the findings regarding the representation and diversity of contributors within grant-funded titles (adults and magazines).	Adjust terms and conditions to ensure appropriate action is taken by funded publishers
Fund research regarding the representation and diversity of contributors within grant-funded titles (children's books).	Adjust priority areas for funding to address gaps
Investigate the feasibility of research into the reading habits of harder-to-reach readers through cooperation with the organisations Sport Wales, Football Association of Wales, Welsh Rugby Union, Young Farmers, National Farmers' Union, Race Council Cymru, Disability Arts Cymru.	Give particular attention to non-Welsh-speaking audiences and how to engage them with Anglophone content from Wales. Give particular attention to accessibility & format needs to widen participation
Commission evaluation on progress made on the recommendations of the Siwan Rosser report.	Review outcomes, assess pace of change and further recommendations
Fund the second year of the KESS PhD on the internationalisation of children's literature.	Recommendations with regard to content and IP development in view of the ambitions for a national presence at international book fairs
Commission and fund evaluation of Iechyd Da – books for health and well-being for schools scheme.	Assess impact of scheme and further recommendations
Commission evaluation of Quick Reads/ Stori Sydyn provision within Wales.	Assess impact of the effectiveness of current activities especially with a view to increasing participation.



# 6 Our Organisation & key operational priorities

During 2021–2022, we will be operating with a new staffing structure following a major internal restructuring. Having the appropriate breadth and depth of skills and experiences at all levels of our organisation will enable us to not only deal with the immediate challenges brought by COVID, but also to look forward to new opportunities. We have strengthened our capacity in digital and communications skills and streamlined sales and customer service provisions for a more effective service.

## 6.1 Communications & Branding

- Develop a new communications, marketing and design strategy which will include ensuring the consistent use of our brand.
- Develop a corporate style guide.
- Expand the brand across all social media platforms, including project brands such as Reading Promotion, #CaruDarlIen #LoveReading.
- Develop a separate brand for the Distribution Centre that resonates with the commercial nature of the work and promotes its services.
- Comply fully with Welsh Government branding requirements, and acknowledge Welsh Government sponsorship of events and publications, in line with Welsh Government guidance.
- Continue to work closely with Creative Wales to develop a coordinated and integrated approach to marketing and communications.

## 6.2 Governance

- Conclude the transfer to the new legal entity and monitor operations.
- Establish a new Board of Trustees whose skills and experiences are reflective of the wide range of activities and the priorities of the Books Council's work,

but which also considers the need to improve the diversity of membership.

- Run a programme of induction for new trustees.
- Hold an annual meeting for trustees and the membership.
- Develop a new strategic plan.
- Ensure that the internal restructure is fully implemented and concluded.
- Ensure that safeguarding policies are reviewed on a regular basis.
- Ensure that the environmental impact of our work is assessed regularly.
- Ensure that the risk register is reviewed and updated on a regular basis, and that efforts are made to minimise risks.

## 6.3 Fundraising

- Review the progress of the Fundraising Strategy, looking at where the strategic priorities are, what type of projects the Books Council will undertake, and what resources are available to implement this strategy.
- Develop the Council's profile among bodies that distribute funding through meetings and networking.
- Develop new opportunities to recruit supporters and corporate sponsors.

## 6.4 Finance

- Implement the Operational Plan by ensuring that the budget provides adequate funding and resources to deliver our mission.
- Prepare the annual statutory accounts for 2020/21 by the agreed deadlines and receive a clean audit report.
- Work with the Dyfed Pension Scheme to ensure that the pension scheme contributions are affordable to the Council and undertake a full review of long-term

options to reduce future liabilities.

- Ensure that the Operational Plan helps us to deliver Welsh Government policies, including the Well-being of Future Generations (Wales) Act 2015.

## 6.5 Information Technology

- Implement the new system in a timely manner, ensuring effective collaboration with the service provider, reporting regularly on progress to the steering group and Board of Trustees with regular reports on system development.
- Undertake a programme of staff training to ensure they have the necessary skills for the needs of the business which will transform the way our business works, enabling us to compete and operate safely and effectively.
- Expand the use of the SharePoint system internally and encourage its use to share information with committees, publishers and booksellers, in order to save on printing and posting and to share information regularly.

- Investigate new systems which support online meetings of the Board of Trustees, the sub-committees, the Management Team and departments.
- Prioritise work that strengthens the Council's ability to deal with a cyber-attack and aim to meet the requirements of Cyber Essential Plus by the end of 2021.
- Update the hardware and networks of both sites to accelerate processing and to reduce the risk of losing data or time due to network loss.

## 6.6 Human Resources

- Ensure that every member of staff receives a current job description, with targets set for them as part of the annual appraisal process.
- Ensure that Health & Safety policies with regard to COVID are regularly reviewed and amended as necessary.
- Identify opportunities to train and develop members of staff for them to gain flexible and transferable skills that will enable them to respond to any new opportunities and make the most effective use of the technology.
- Ensure best use is made of the Books Council's HR system – BrightHR.

## 7. Our Partners

Working collaboratively lies at the very heart of our work, and is best illustrated by the wide range of partnerships we have built over the years and will continue to build:

<b>Welsh Government</b>	<p><b>General</b></p> <ul style="list-style-type: none"><li>• Exchange information and experience about grant schemes and commissioning books</li></ul> <p><b>Creative Wales</b></p> <ul style="list-style-type: none"><li>• Liaise closely with the officials responsible for sponsorship of the Books Council</li><li>• Support and liaise with officers with regard to COVID rules and recommendations for the sector and amplify relevant information</li><li>• Support officers regarding the distribution of funding to the sector in response to COVID</li><li>• Explore further opportunities to support the sustainability and growth of the publishing sector, including support for events and book fairs</li><li>• Proactively support cross-sectoral cooperation in the wider arts, making the most of the content output already supported through the grants system</li><li>• Contribute to skills development in the sector</li><li>• Contribute to furthering diversity and inclusion in the sector and in the representation of the sector's output</li></ul> <p><b>Education and Public Services Department</b> <b><i>Curriculum &amp; Assessment Division</i></b></p> <ul style="list-style-type: none"><li>• Support Curriculum for Wales 2022 through:<ul style="list-style-type: none"><li>› proactively engaging with Areas of Learning that will benefit from leisure content supported by our grants system</li><li>› providing a holistic overview of available resources and assisting in developing strategies to reduce reliance on English-language publishers</li></ul></li><li>• Run programmes to support the National Literacy Programme and the objectives of the Child Poverty Strategy</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 Steering Group for new resources for the new curriculum and proactively encourage partnership working within the publishing sector</li></ul>
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**Welsh Government  
continued**

***Welsh Language Division***

- Continue to support Cymraeg 2050 by working closely with the National Centre for Learning Welsh and supporting specific initiatives such as:
- Cymraeg Campus
- Contribute to the Language Technology Board
- Cooperate with the National Centre for Learning Welsh by continuing to encourage and support publishers to add to Cyfres Amdani, the series for learners, and identify other gaps in resources

**Economy, Skills and Natural Resources Department**

***Tourism Development and Major Events Division***

- Support Prosperity for All through continuous investment in skills and training for the book sector which is part of the foundational economy in rural Wales
- Commission and promote books as part of the Welsh Government's themed years programme

**MALD (Museums, Archives and Libraries Division)**

- Maintain and develop the gwales/libraries website for use by the libraries
- Administer the Summer Reading Challenge grant to libraries
- Utilise the grant for distribution of Darllen yn Well (Reading Well) titles to local authorities/libraries

**Health and Social Services Department**

- Administer the Reading Well scheme for the publication of books on well-being and mental health for children in collaboration with The Reading Agency
- Collaborate with Public Health Wales to ensure community engagement with the Reading Well scheme
- Proactively promote the scheme in libraries and bookshops

**Department for International Relations**

- Support the three pillars of the International Strategy (2020) – Creativity, Sustainability and Technology – and contribute content to This is Wales
- Support the thematic year of 'Wales in Germany'
- Contribute to the stakeholder group meetings
- Amplify messages on social media

<p><b>Arts Council of Wales / Wales Arts International / Literature Wales</b></p>	<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 development of an international strategy for Literature from Wales</li> <li>• Cooperate on future London Book Fair events</li> <li>• Cooperate on opportunities for courses in Tŷ Newydd</li> <li>• Participate in Literature Wales bursary panels</li> <li>• Continue to maintain Literature Wales' attendance in an ex-officio capacity of BCW Publishing Grants Panels</li> <li>• Cooperate on the Bardd Plant Cymru scheme</li> <li>• Joint bid for Culture Delegation to Frankfurt Book Fair</li> </ul>
<p><b>British Council Wales</b></p>	<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>• Support and amplify messages, events etc. to celebrate the year of 'Wales in Germany'</li> </ul>
<p><b>Wales Literature Exchange</b></p>	<ul style="list-style-type: none"> <li>• Exchange information on relevant projects</li> <li>• Continue to cooperate regarding a national presence for Wales at international book fairs</li> </ul>
<p><b>AM Platform</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop our channels</li> <li>• Support publishers and booksellers to expand use and presence on the platform</li> <li>• Cooperate to develop commercial viability of activities</li> </ul>
<p><b>The Reading Agency</b></p>	<ul style="list-style-type: none"> <li>• Deliver the third Reading Well scheme in the Welsh language</li> <li>• Deliver the Summer Reading Challenge</li> </ul>
<p><b>BookTrust Cymru</b></p>	<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>
<p><b>Read for Good</b></p>	<ul style="list-style-type: none"> <li>• Extend the existing scheme, making more books available to children's wards in hospitals</li> <li>• Collaborate on a county campaign in Ceredigion</li> </ul>
<p><b>Empathy Lab</b></p>	<ul style="list-style-type: none"> <li>• Develop and coordinate a bespoke programme for Wales in both languages</li> </ul>
<p><b>National Library of Wales</b></p>	<ul style="list-style-type: none"> <li>• Cooperate on exchanging information between NLW catalogue and gwales database</li> <li>• Provide additional services such as home delivery for shop customers</li> </ul>
<p><b>Urdd Gobaith Cymru</b></p>	<ul style="list-style-type: none"> <li>• Promote the Tir na n-Og Awards and the Welsh-language Children's Poet Laureate</li> <li>• Support the presence of a bookshop at the festival</li> <li>• Support the membership magazine</li> </ul>

<b>Eisteddfod Genedlaethol Cymru</b>	<ul style="list-style-type: none"> <li>• Provide editorial and design services for award winners and publications</li> <li>• Attend their central literary panel in an ex-officio capacity</li> </ul>
<b>Booksellers Association of the United Kingdom and Ireland</b>	<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> <li>• Explore opportunities for a Wales-specific Christmas catalogue</li> </ul>
<b>Bookshop.org</b>	<ul style="list-style-type: none"> <li>• Support bookshops to join the platform and develop distribution partnership</li> <li>• Explore direct distribution partnership to ensure inclusion of Wales-related titles</li> </ul>
<b>Independent Publishers Guild</b>	<ul style="list-style-type: none"> <li>• Liaise on adapting their skills hub for the sector in Wales</li> <li>• Share industry insights and learnings</li> </ul>
<b>Publishers Association</b>	<ul style="list-style-type: none"> <li>• Liaise on best practice to reduce the environmental impact</li> <li>• Liaise on fostering greater diversity and representation of diverse ethnic communities within the workforce</li> </ul>
<b>Libraries</b>	<ul style="list-style-type: none"> <li>• Exchange information with CILIP Cymru Wales especially concerning school librarians</li> <li>• Exhibit at the annual CILIP Cymru Wales conference if COVID restrictions allow</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>
<b>Wales TUC Cymru</b>	<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>
<b>S4C / BBC / ITV and other media providers</b>	<ul style="list-style-type: none"> <li>• The Welsh-language Children's Poet Laureate (Bardd Plant Cymru)</li> <li>• Promotion of the Tir na n-Og shortlist and winners on Radio Wales and Radio 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 programmes</li> </ul>
<b>WJEC</b>	<ul style="list-style-type: none"> <li>• Share information regarding commissioning educational reading materials</li> </ul>
<b>Transport for Wales</b>	<ul style="list-style-type: none"> <li>• Tales on the Rails scheme, National Poetry Day</li> <li>• Investigate additional opportunities for cooperation</li> </ul>

<p><b>Other Welsh Government Sponsored Bodies</b></p>	<ul style="list-style-type: none"> <li>• Cooperate on staff training and HR matters with a particular focus on diversity and inclusion in general</li> <li>• Liaise with members of Grŵp Hyrwyddo'r Gymraeg (Welsh Promotion Group) and share relevant information, identifying shared learning and training opportunities, especially with regard to diversity and inclusion within a Welsh-language setting</li> </ul>
<p><b>Welsh Universities</b></p>	<ul style="list-style-type: none"> <li>• Seek partnerships with Welsh universities who may be able to conduct in-depth research into particular fields which are of interest to BCW, e.g. marketing or children's books</li> <li>• Continue to promote the book sector as a career choice by attending career fairs, contributing to modules, or enabling work placements</li> </ul>

## 8. Financial Information

The sums allocated by the Welsh Government for 2021/22 are shown below.

	<b>2020/21</b>	<b>2021/22</b>
<b>Core Funding</b>	<b>£</b>	<b>£</b>
Towards Specialist Departments	770,895	779,651
Governance and Central Costs	358,383	349,627
	<hr/>	<hr/>
	<b>1,129,278</b>	<b>1,129,278</b>
Capital Grant	630,000	180,000
Grants for Distribution		
Publishing Grants	2,600,722	2,600,722
	<hr/>	<hr/>
	<b>4,360,000</b>	<b>3,910,000</b>

The appendices present detailed estimates for 2021/22.

Project funding is also available in 2021/22 from the Welsh Government's Department for Education and Skills:

Reader Development Schemes                      £140,000

It will be possible to undertake all the work described in this Plan in accordance with the funding allocated by the Welsh Government for 2021/22.



# Appendix 1

## Budget 2021/22

### Income

£

Welsh Government	
Specialist Department Direct Costs	779,651
General Overheads and Running Costs	349,627
Capital Grant	180,000
Grants to be distributed	
Publishing Grants	2,600,722
Other sources of income for projects:	
Welsh Government: Department of Education and Skills	
Reading Promotion Schemes	140,000
Reading Well Scheme	47,500
Departmental Income	130,768
Distribution Centre	2,043,750
<b>Total Income</b>	<b>6,272,018</b>

### Expenditure

Specialist Department Direct Costs	1,050,419
Central Services and Governance Costs	349,627
Reading Well Scheme project	47,500
Capital Costs	180,000
Grants to be distributed	
Publishing Grants	2,600,722
Distribution Centre	2,043,750
<b>Total Expenditure</b>	<b>6,272,018</b>

# Appendix 2

## Breakdown of Costs 2021/22

### Expenditure

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
<b>Specialist Department Direct Costs</b>					
<b>Communications, Marketing and Design Department</b>					
Communications and Marketing	88,963	42,216	46,448	4,232	84,731
Design	99,543	4,100	21,000	16,900	82,643
Book reviews	-	6,500	-	6,500	6,500
<b>Corporate Department</b>					
Sales	196,502	41,200	-	41,200	237,702
Finance and Information	108,117	31,968	27,000	4,968	113,085
Customer services	82,946	-	-	-	82,946
<b>Publishing Development Department</b>					
Grant administration	160,513	29,487	190,000	(160,513)	-
Editorial	99,543	7,500	15,000	(7,500)	92,043
<b>Children's Books and Reading Promotion</b>					
Reading promotion activities	49,436	36,565	6,000	30,565	80,001
Welsh Government Education project	63,410	85,590	149,000	(63,410)	-
<b>Total Specialist Department Direct Costs</b>	<b>948,973</b>	<b>285,126</b>	<b>454,448</b>	<b>(169,322)</b>	<b>779,651</b>
<b>Governance and General Overheads</b>					
IT and Communications	-	71,000	-	71,000	71,000
Outreach and events fund	-	65,000	-	65,000	65,000
Buildings	-	57,000	6,320	50,680	50,680
Other governance costs	128,562	34,385	-	34,385	162,947
<b>Total Governance and Central Costs</b>	<b>128,562</b>	<b>227,385</b>	<b>6,320</b>	<b>221,065</b>	<b>349,627</b>
<b>TOTAL COSTS</b>	<b>1,077,535</b>	<b>512,511</b>	<b>460,768</b>	<b>51,743</b>	<b>1,129,278</b>
<b>Capital Grant</b>					<b>180,000</b>
<b>Grants for distribution</b>					
Publishing Grants					<b>2,600,722</b>

# Appendix 3

## Publishing Grants 2021/22

### Grants for Distribution 2021/22

£  
**2,600,722**

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### Welsh-language Publications

	£
Programme Publishers	395,710
Individual Publishing Grants	60,000
Performance Payments etc.	10,000
Supported Posts and Training	218,364
Payments to Authors and Illustrators	344,650
Marketing	36,500
Booksellers	24,797
Electronic Publishing and Digital Resources	33,251
Magazines	380,500
Support for the Welsh-language Press	200,000
Vision from the Siwan Rosser Report	5,000

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### Total Welsh-language Grants

**1,708,772**

### English-language Publications

	£
Cultural Periodicals Grant	180,000
Revenue Publishers Grant	237,102
Individual Literary Book Grant	60,000
Additional Funding	12,776
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

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### Total English-language Grants

**700,105**

Administration

191,845

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### Total Grants

**2,600,722**

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