

**“... diversity makes for  
a rich tapestry...”**

**Maya Angelou**

# Operational Plan 2022/23



**CYNGOR LLYFRAU CYMRU**  
**BOOKS COUNCIL of WALES**

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# 1 Wales: A Reading Nation

Two main themes will frame this first year of our new strategic plan: enabling long-term sustainability for our industry as we emerge from the COVID emergency and building on the existing foundations that will enable us to achieve our vision – a Wales that is a reading nation.

To achieve this ambition, we look forward to another year of close cooperation with our main funders, Creative Wales, as well as other Welsh Government departments which support our activities. This connection allows for greater connectivity within the creative industries, and we are keen to expand our cross-sectoral activities.

We believe that, to meaningfully connect with readers, the content we fund must resonate with people of all ages and backgrounds and be presented in a variety of formats available not only for sale but also through our library services. Fair representation lies at the heart of the ability to connect with readers from different communities and while the context and challenges are different in the two languages, we will address them by working closely with the sector. Our grant terms and conditions have been adapted to prioritise applications from underrepresented groups, and we will continue to examine our own policies and procedures by working with external partners to ensure that barriers are removed where possible and that the administrative burden on applicants is kept to a minimum. We will continue to assess and evaluate data to measure progress and address areas which require additional investment.

We are working with Words of Colour on an action plan which will deliver a series of engagement and training sessions both for our staff and grants sub-committees, as well as funded publishers and magazines. In addition, we will be co-producing a series of community-based engagement events, working across Wales with local partners to demystify the publishing industry and facilitate access to it. These activities will also enable us to undertake a perception audit, identifying where to strengthen or change how we communicate with stakeholders that we currently do not reach. In preparation for the next magazine

franchise round, and in acknowledgement of the ever-evolving digital landscape and the need for fair representation, we have commissioned an independent panel to conduct an internal review of funding criteria and priorities.

We will be investigating new opportunities to improve access to training and skills development for the sector, with a particular emphasis on diversifying the workforce, providing networking and business opportunities for underrepresented groups, and attracting young people to the industry. Recognising the importance of town centre regeneration, we will collaborate with the Booksellers Association to act on the research findings from *Booksellers as Placemakers*. This is especially pertinent in the context of Welsh-language communities and Welsh learners, and closer cooperation with Mentrau Iaith, community enterprises and local government will support community resilience and Cymraeg 2050.

We are keen to see the return and flourishing of our cultural festivals and celebrations, giving publishers and authors the opportunity to connect directly with their audiences, and we will continue to provide the logistical and financial support to enable participation by independent booksellers. The tourism and heritage sectors will continue to receive our tailored support, ensuring that funded content is available to visitors across Wales.

We will maintain our cooperation with Welsh Government in promoting our Reading for Pleasure activities, argue for continued long-term investment in resources and books for schools and learners, and propose several innovative investment opportunities to address the lack of homegrown talent and output for schools. We are looking forward to delivering the next tranche of Reading Well and are particularly delighted that after years of advocating, the first original Welsh-language title will be included on the Welsh-language list and it will also be translated and included on the English-language list; this is a unique opportunity for a young author, developed and nurtured through the sector we support. We are building on our activities to promote our children's book awards by working with

broadcasters and the media to increase coverage and awareness. We will continue to collaborate on other reading promotion schemes such as the Summer Reading Challenge, World Book Day, Empathy Day and Quick Reads, to share the joy and transformational power of reading.

We are hopeful that the ongoing upgrade of distribution IT and data systems will have advanced to such a degree that it enables further business expansion for the Distribution Centre, with an improved service offer to business users. In parallel, the print book retail website gwales.com will be reconfigured and merged with ffolio.wales to ensure the seamless availability of printed books, e-books and audiobooks for the general public.

Our organisation has now operated for two years within the new reality brought by COVID and we are grateful to our colleagues, trustees, sub-committee members and independent panel members for their perseverance and good humour under the most challenging of circumstances. Many of the adaptations to our operations will remain as they have added value to our day-to-day work, and we will examine the feasibility of Welsh Government's target of 30% remote working as well as other carbon cutting activities relevant to our supply chain. We are, however, looking forward to returning to physical meetings as we appreciate the particular depth of discussion and creativity that only happens when people meet face to face.

## 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 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 the transformative power of reading for pleasure and that it impacts positively on our well-being, mental health, educational attainment, and social and cultural capital
- ▶ in supporting a publishing sector that is open and welcoming, thrives on creativity and collaboration, and produces quality content that makes a positive contribution to the lives of people and the foundational economy in Wales
- ▶ that we need to be proactive in developing the sector to attract the people, skills and experiences that reflect all of Wales
- ▶ that the diverse cultures and languages of Wales enrich all aspects of our lives and communities
- ▶ that everyone should have access to books and magazines in print, digital or audio formats irrespective of their ability to afford them
- ▶ y Gymraeg belongs to all of us and is an integral part of our daily lives, heritage and culture
- ▶ that the many and multifaceted stories of Wales connect us to the wider world and help us to promote our nation within Europe and more globally.

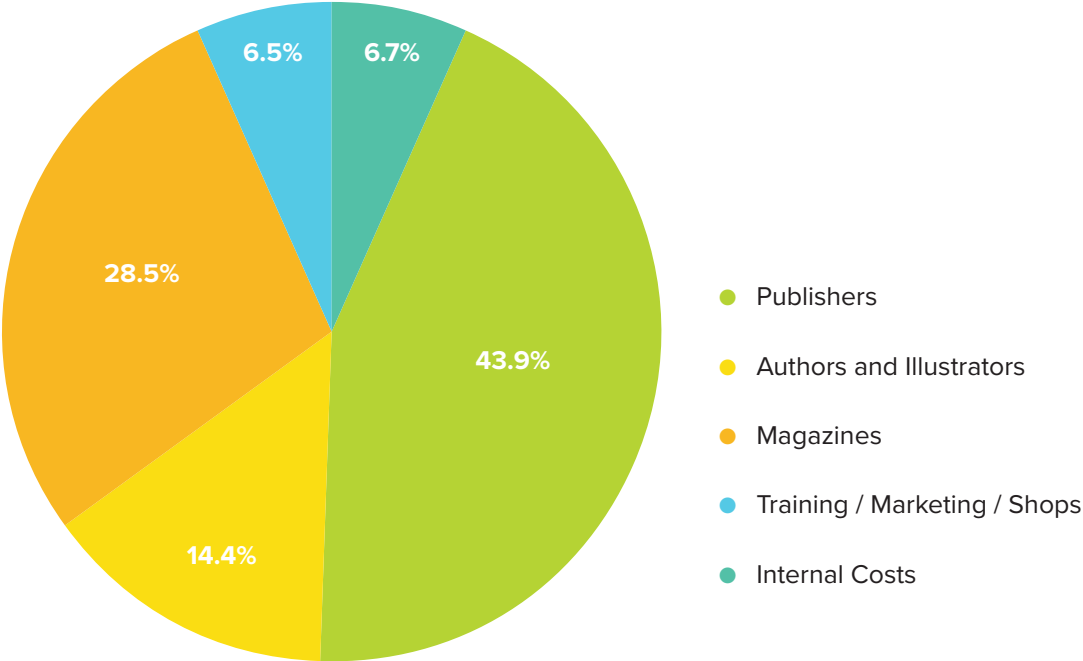
# 4 Our Plans

After two years of operating within the confines of the COVID emergency we are looking forward to start implementing the first year of our 5 year strategic plan. We will embrace our new realities as we find them: building on some of the rapid change and positive opportunities brought during these two years, but also acknowledging and mitigating the deep impact on our lives, especially those aspects most affected such as audience-based events in schools and the community, in-person meetings, international fairs and conferences. Whilst our core function remains the same, which is to fund and support the book sector in Wales, our strategic plan clearly outlines our priorities with a strong emphasis on fair representation, challenging incumbency and sustainable business. The multifaceted positive impact of reading was brought into stark relief in wider society, and we intend to build on this by increasing our #LoveReading campaigns and working towards wider engagement, but working with both existing and new partners.

## 4.1 Publishing Development

The purpose of our grant schemes is to ensure that a wide range of high-quality books that reflects Wales in all its diversity reaches the market in both Welsh and English. Publishing in both languages can pose significant commercial challenges for very different reasons and Government support (through the Books Council) is key to ensure that Wales and the people of Wales are featured in its print culture, in paper-based products and online, in books and magazines, and that these products in turn promote and enrich the nation’s civic life both culturally and politically.

The impact and reach of the publishing grant



## 4.1.1 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. We will work with existing publishers to improve diversity in terms of content and the workforce and make every effort to ensure that opportunities and support are available for individuals to venture into publishing for the first time. 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 2022/23
<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 ensure 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.	Percentage of relevant funded books that are converted into e-books	90%
Give support to publishers by providing 75% funding for creative editor posts.	No. of jobs [FTEs] supported	10
Undertake a tendering process for creative editor posts in the publishing houses which will aim to maintain standards and offer new opportunities in the field.	Conduct a successful process in good time for 1 April 2023	Conduct the process
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 2022/23
<b>Welsh Language Content</b>		
<b>Online Welsh News Service</b>		
Establish new services, Corgi Cymru and Golwg 360.	Quarterly reports to be received promptly and showing progress against relevant criteria	100%
<b>Magazines</b>		
Ensure a variety of printed and online Welsh-language magazines are funded and reach a diverse and growing market.	No. of magazines produced	16
Undertake a tendering process for Welsh-language magazines, print and online, in order to maintain standards and offer new possibilities.	Conduct a successful process in good time for 1 April 2023	Conduct the process
Monitor average sales.	Sales to be reported in September 2022	Leisure – 2,000 News – 1,400 Children’s – 1,500 Literary & Cultural – 600
Measure and report on the digital reach of magazines, with a view to widening the reach.	Reporting using the Books Council’s digital reporting matrix	100%
Ensure magazines are produced and delivered to market on a timely basis.	Regular publishing schedules	98%

Objective	Benchmark or evaluation method	
<b>Welsh Language Content</b>		
<b>Sector-wide</b>		
Ensure that diversity of authors and content remains high on the industry's agenda by ensuring that the sector adopts and implements appropriate policies and adopts the principles of the Cultural Contract.	Ensure that publishers adopt appropriate policies	
Work with the publishers of books and magazines, and other partners, to ensure that development opportunities are available to authors of diverse backgrounds, especially Welsh speakers of diverse ethnic backgrounds.	Seek external partners and support publisher entrepreneurship to facilitate developments within the industry	
Encourage publishers of books and magazines to take the initiative in seeking out and offering opportunities to authors of diverse backgrounds, especially Welsh speakers of diverse ethnic backgrounds.	Support entrepreneurship to facilitate developments within the industry	
Continue to attract and develop a range of new publishers by regularly presenting the opportunities offered by the sector to new audiences.	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	
Explore the potential for more Welsh-language audiobooks and secure delivery partnerships.		
Continue to support the publishing sector by facilitating Y Cwlwm Cyhoeddwy and Cyhoeddi Cymru / Publishing Wales.		



## 4.1.2 English Language Content

The purpose of supporting English-language publications from Wales is to ensure that there is a significant English-language publishing industry in Wales that produces a diverse range of titles that reflect the unique culture of Wales, by publishing authentic voices drawn from the variety of lived experiences represented in our communities. English-language titles from Wales

compete within the highly commercial publishing industry which is focused on international best-sellers. 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 in all its diversity at an international level.

Objective	Benchmark or evaluation method	Target 2022/23
<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
Undertake a tender process for the Revenue publishers and the relevant editorial and marketing posts aimed at maintaining standards and offering new initiatives within the industry.	Conduct a successful process in good time for 1 April 2023	Conduct the process
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 Classics Grant.	No. of titles published	5

Objective	Benchmark or evaluation method	Target 2022/23
<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
	'General' cultural magazines	400
	Multi-focused literary magazines	300
	Single-focus literary magazines	Annual increase
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
Undertake a review of the magazines in preparation for advertising the tender during 2023/24.	Prepare a report and draft guidelines for the tender before the end of the financial year	Prepare report and guidelines
Ensure magazines are produced and delivered to market in a timely manner.	Content published to an agreed schedule	98%
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	
<b>English Language Content</b>		
<b>Sector-wide</b>		
Continue to support the publishing sector by facilitating Y Cwlwm Cyhoeddwyr and Cyhoeddi Cymru / Publishing Wales.		
Ensure that diversity of authors and content remains high on the industry's agenda by ensuring that the sector adopts and implements appropriate policies and adopts the principles of the Cultural Contract.		
Work with the publishers of books and magazines, and other partners, to ensure that development opportunities are available to authors of diverse backgrounds, especially Welsh speakers of diverse ethnic backgrounds.		

## 4.2 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.wales 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 2022/23
<b>4.2.1 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 2022/23
<b>4.2.2 Marketing &amp; Promotion</b>		
<b>Support the industry</b>		
<p>Continue to develop a library of branded social media and digital assets for bookshops and publishers to use, to support quality content and promotional materials across the sector. In consultation with the sector, create materials for key dates and events that can be repurposed annually. Gather feedback on what works and what doesn't to develop and improve the resources available.</p>	<p>Timely availability and communication of seasonal assets</p>	<p>Assets calendar agreed with sector and assets produced</p>
	<p>Produce calendar of dates and events to be supported by digital assets in 2022/23</p>	<p>On BCW channels, deeper engagement with content</p>
<p>Support and promote booksellers and publishers equitably, providing information and opportunities for them to take advantage of Books Council promotional activity on digital and offline platforms and at events if they so wish.</p> <p>In line with the priorities in our strategic plan, particular support/emphasis will be given to activity which demonstrates commitment to investing in diverse content, authors and formats.</p>	<p>Share content on social media</p> <p>Contribute to regular meetings with booksellers and publishers</p> <p>Promotion/amplification of diverse content/ authors/formats</p>	<p>Equal sharing of content that tags BCW</p> <p>Attending industry meetings and sharing information/ gathering feedback</p> <p>All activity that advances diversity in Welsh publishing will be amplified by BCW</p>

Objective	Benchmark or evaluation method	Target 2022/23
<b>Support Reading for Pleasure</b>		
Create and deliver engaging, timely multi-platform promotional campaigns (e.g. World Book Day, Summer Reading Challenge, Reading Well/Darllen yn Well, Tir na n-Og) that reach target audiences. Demonstrate impact through analytics and evaluation.	Timely promotional campaigns and post-campaign evaluation	Ongoing
Our content inspires and celebrates reading for pleasure, for children, young adults, adults and learners. We will test and evaluate new ideas to engage and reach new audiences, seeking out partnerships and platforms to share and coproduce new content.	Develop the series of #CaruDarlle / #LoveReading podcasts for adults and pilot series of podcasts for children's literature (in both Welsh and English).	6 #CaruDarlle podcasts a year 6 children's literature podcasts (3 Welsh/English)
	Test new content on social media channels, including LlyfrDa/FabBooks, and develop content plan for that channel to reach and engage with family and school audiences.	Regular posts on LlyfrDa/FabBooks
	Maximise opportunity offered by AM and continue partnership to create and share new content on our channel.	Increase audience / content on our AM channel

<b>Communications</b>		
Communications and brand guidelines demonstrate that the sector is open and welcoming to all. Our values are reflected in our key messages across all channels and content, and we work with partners in the industry to reach diverse audiences and stakeholders with our news stories.	Partnership working  Develop and deliver comms strand to focus on BCW impact and work	Increase level of social media engagement
On Books Council social media channels, we will consolidate the increase in followers achieved in 2021/22. Focus on engagement with content, messaging and calls to action.	Increase level of engagement on social media channels	
Conduct a review of the Books Council's website <a href="https://www.books.wales">https://www.books.wales</a> to inform a plan for editorial function, content, optimisation and analytics.	Website review  Content and editorial plan in place	Web plan in place and starting to implement by end of financial year

Objective	Benchmark or evaluation method	Target 2022/23
<b>4.2.3 Digital &amp; Data Management</b>		
Provide, update and expand the offer and functionality of ffolio.wales 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	Transfer to Nielsen
Continue to develop the Council's own website <a href="https://www.books.wales">https://www.books.wales</a> to ensure ease of access to stakeholders regarding grants, services and information.	Regular website improvements	Ongoing
Use data analysis tool to improve all digital platforms.	No. of websites with Google analysis	3

Objective	Benchmark or evaluation method	Target 2022/23
<b>4.2.4 Sales &amp; Distribution Services</b>		
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: £4m Net sales: £2.64m
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.	Net sales	£900,000
Develop the sector in the North by offering new options and targeting new locations.	Net sales	£900,000
Develop the sector in the South by offering new options and targeting new locations.	Net sales	£900,000
Promote the use of gwales.com and ffolio.wales by working closely with the marketing team and by offering excellent customer services with regard to enquiries and after-sales support.	Sales to individuals	Gross sales: £75,000
	No. of registered gwales users	17,000
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
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	10%
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%

## 4.3 #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 2022/23
Advocate for the Welsh Government to adopt a plan to gift a book annually to schools across Wales as a core funding priority.	Use the evaluation of the Iechyd Da scheme to advocate for an annual book gifting scheme to schools in Wales
Liaise with Welsh Government officers, education consortia and local authorities to promote reading for pleasure and other curriculum resources, such as the <i>Children’s and Young Adults’ Yearbook</i> 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. Promote the list of books to improve teachers’ knowledge of titles. Develop a ‘booktalk’ element of the competition to develop oracy skills among learners
Extend partnerships with libraries, and facilitate links with schools and access to books.	Establish a network of stakeholders to assist in compiling a comprehensive review of the school library provision in Wales
Support Welsh Government’s National Literacy Programme by <ul style="list-style-type: none"> <li>• coordinating the activities to celebrate World Book Day 2022;</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>• continuing 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 adults’ literature in Wales on the @LlyfrDaFabBooks social media accounts.	Increase in traffic within social media accounts as a result of specific campaigns (e.g. World Book Day, Tir na n-Og)



<p>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.</p>	<p>Increase of 20% in 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</p>
<p>Collaborate with members and representatives of partner organisations on the Reading Promotion Sub-committee to identify and develop 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 Reading Promotion Sub-committee.</p>	<p>Regular dialogue with partners to share and develop R4P messaging Establish a partnership of representatives from the Reading Promotion Sub-committee to act as advisers to the Publishing Development Sub-committee Review diversity of Children’s Books Sub-committee</p>
<p>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.</p>	<p>Coordinate a programme of regular digital and live author events with partner organisations</p>

## 4.4 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
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 and format needs to widen participation.
Fund the third 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
Review the evaluation of Iechyd Da scheme held in 2022.	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.

# 5 Our Organisation & key operational priorities

The priorities outlined in our new 5 year strategic plan provide clear direction for all our departments, with a strong emphasis on fair representation: this not only applies to the content, businesses and jobs we support but also to our own organisation. Whilst our board, sub-committees and judging panels are measurably more diverse, we continually strive to ensure that all aspects of our work truly reflect all our communities in Wales. The decarbonisation of the sector we support and of our Distribution Centre continues to be a priority as we face the global climate emergency.

## 5.1 Governance

- Hold four board meetings during the financial year.
- Hold an annual meeting for trustees and the membership.
- Implement the new strategic plan.
- Run a training programme for trustees as required.
- 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.

## 5.2 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 2021/22 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.

## 5.3 Communications & Branding

- Implement and deliver the 2022/23 Communications plan, and as part of that work embed the use of brand guidelines and style guide.
- 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.

## 5.4 Information Technology

- Implement the new system in a timely manner, ensuring effective collaboration with the service provider and 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 2023.
- 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.

## 5.5 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.

## 5.6 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 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>Curriculum &amp; Assessment Division</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

***Culture 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 Canada'
- Contribute to the stakeholder group meetings
- Amplify messages on social media

<b>Arts Council of Wales / Wales Arts International / Literature Wales</b>	<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 Development Sub-committees</li> <li>• Cooperate on the Bardd Plant Cymru scheme</li> <li>• Joint bid for Culture Delegation to Frankfurt Book Fair</li> </ul>
<b>Wales Literature Exchange</b>	<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>
<b>AM Platform</b>	<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>
<b>The Reading Agency</b>	<ul style="list-style-type: none"> <li>• Deliver the fourth Reading Well scheme in the Welsh language</li> <li>• Deliver the Summer Reading Challenge</li> </ul>
<b>BookTrust Cymru</b>	<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>
<b>Read for Good</b>	<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>
<b>Empathy Lab</b>	<ul style="list-style-type: none"> <li>• Develop and coordinate a bespoke programme for Wales in both languages</li> </ul>
<b>National Library of Wales</b>	<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>
<b>Urdd Gobaith Cymru</b>	<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 Language 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>

## 7 Financial Information

The sums allocated by the Welsh Government for 2022/23 are shown below (no change apart from the Capital Grant).

	<b>2021/22</b>	<b>2022/23</b>
<b>Core Funding</b>	<b>£</b>	<b>£</b>
Towards Specialist Departments	779,651	837,754
Governance and Central Costs	349,627	291,524
	<hr/>	<hr/>
	<b>1,129,278</b>	<b>1,129,278</b>
Capital Grant	180,000	230,000
Grants for Distribution		
Publishing Grants	2,600,722	2,600,722
	<hr/>	<hr/>
	<b>3,910,000</b>	<b>3,960,000</b>

The appendices present detailed estimates for 2022/23.

Project funding is also available in 2022/23 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 2022/23.

# Appendix 1

## Budget 2022/23

### Income

£

Welsh Government	
Specialist Department Direct Costs	837,754
General Overheads and Running Costs	291,524
Capital Grant	230,000
Grants to be distributed	
Publishing Grants	2,600,722
Other sources of income for projects:	
Welsh Government: Department for Education and Skills	
Reading Promotion Schemes	140,000
Reading Well Scheme	202,000
Departmental Income	178,320
Distribution Centre	2,643,750
<b>Total Income</b>	<b>7,124,070</b>

### Expenditure

Specialist Department Direct Costs	1,349,754
Central Services and Governance Costs	297,844
Reading Well Scheme project	202,000
Capital Costs	30,000
Grants to be distributed	
Publishing Grants	2,400,722
Distribution Centre	2,643,750
<b>Total Expenditure</b>	<b>7,124,070</b>

# Appendix 2

## Breakdown of Costs 2022/23

### Expenditure

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
<b>Specialist Department Direct Costs</b>					
<b>Communications, Marketing and Design Department</b>					
Communications and Marketing	101,255	116,925	80,000	(36,925)	138,180
Design	102,470	4,100	21,000	16,900	85,570
Book reviews	-	6,500	-	(6,500)	6,500
<b>Corporate Department</b>					
Sales	179,210	36,350	-	(36,350)	215,560
Finance and Information	204,351	31,968	50,000	18,032	186,319
Customer services	-	25,000	-	(25,000)	25,000
<b>Publishing Development Department</b>					
Grant administration	175,415	24,585	200,000	175,415	-
Editorial	103,116	7,500	15,000	7,500	95,616
<b>Children's Books and Reading Promotion</b>					
Reading promotion activities	54,444	36,565	6,000	(30,565)	85,009
Welsh Government Education project	72,796	67,204	140,000	72,796	-
<b>Total Specialist Department Direct Costs</b>	<b>993,057</b>	<b>356,697</b>	<b>512,000</b>	<b>155,303</b>	<b>993,057</b>
<b>Governance and General Overheads</b>					
IT and Communications	-	70,000	-	(70,000)	70,000
Buildings	-	57,000	6,320	(50,680)	50,680
Other governance costs	136,459	34,385	-	(34,385)	170,844
<b>Total Governance and Central Costs</b>	<b>136,459</b>	<b>161,385</b>	<b>6,320</b>	<b>(155,065)</b>	<b>291,524</b>
<b>TOTAL COSTS</b>	<b>1,129,516</b>	<b>518,082</b>	<b>518,320</b>	<b>238</b>	<b>1,129,278</b>
<b>Capital Grant</b>					<b>230,000</b>
<b>Grants for distribution</b>					<b>2,600,722</b>
Publishing Grants					<b>2,600,722</b>

# Appendix 3

## Publishing Grants 2022/23

### Grants for Distribution 2022/23

£  
**2,600,722**

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### Welsh-language Publications

	£
Programme Publishers	351,734
Individual Publishing Grants	112,000
Performance Payments etc.	10,500
Supported Posts and Training	214,348
Payments to Authors and Illustrators	362,000
Marketing	33,000
Booksellers	24,304
Magazines	379,164
Support for the Welsh-language Press	200,000
Vision from the Siwan Rosser Report	9,000

**Total Welsh-language Grants** **1,696,050**

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### English-language Publications

	£
Cultural Periodicals Grant	180,000
Revenue Publishers Grant	216,287
Individual Literary Book Grant	68,000
Small Magazines Grant	4,500
Training Grant	4,000
Author Advances Grant	54,000
Supported Posts Grant	108,500
Marketing Grants	47,818
Classics	10,000
Publishers Association	3,000

**Total English-language Grants** **696,105**

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Administration 208,567

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**Total Grants** **2,600,722**

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