Scottish Publishers Association
Plans for Structural Change to the Organisation from April 2007

We have put forward radical plans to the SAC, for funding support from April 2007, to enable the SPA to widen its remit and outreach, to develop resources and to focus on a potential central role in the new structures for Cultural and Creative Industries in Scotland in future. A paper was presented to the SPA Council last September to outline the thinking on the bid, and the changes envisaged in the structure of this organisation, given current reorganisation of Arts funding mechanisms. The ideas were discussed further at the SPA Council’s Away Day in January 2006. The bid to the SAC is in a long and complex format, so we are now presenting a summary, which gives the key points, with appropriate extracts from the longer document.

PUBLISHING DEVELOPMENT SCOTLAND
The SPA plans to evolve into a Scottish Publishing Development organisation, to align with the aims of the SAC and the new Creative Industries support mechanisms.

There are compelling reasons for this development:

1. Future funding will be different within the new 'Creative Scotland' which will replace the Scottish Arts Council following implementation of the Culture Bill, (and it will encompass Scottish Screen)

2. There will be a strategic focus within the literature sector on building a network of key organisations each with a responsibility for a specific area of work.

3. The obvious route for the SPA is to be the central organisation for Creative and Cultural Industries development in publishing and new media.

4. We were able to foresee the planning possibilities and we believed that these changes would give us the only secure route to continue providing publishing services in the longer term.

5. If we were to remain solely a membership-led organisation, our development role would inevitably rest elsewhere and we would lose both influence and resources thereby.

• What internal factors led us to look at possible change?

1. The work of the Scottish Publishers Association has expanded, in response to demand, and to the organisation's vision for creative development work. This has also resulted in projects to develop co-operative services for books publishing and for necessary links with other media groups.

2. Managing the very wide scope of this work involves a complex mix of income, staff and time resources. The high number of calls on the SPA's expertise to meet this range of needs, has led the SPA to embark on a fundamental revision of structure and strategy, first begun in 2002.

3. The organisation will continue to provide a core programme of support in trade markets. The maintenance of this core support remains central to our role. In the last three years there has been considerable call on expertise and services to help the sector through changes in Scotland's cultural map, and the changes in a globalised marketplace.

4. Our work in lobbying, responding and briefing in a government / policymaker context has become more central over the years and we need to be able to have a developmental over-view to retain our influential role.

5. New media developments within the Creative Industries sector involve the 'content' generated by publishers, and the exploitation of work in multiple streams.
6. The SPA is increasingly approached by other organisations and individuals whose work remit overlaps with publishing, and in a rapidly-changing working environment, there is seen to be a need to open up these lines of communication and cooperation.

- **What areas of work have expanded?**
  1. For thirty years the SPA has been a membership-led organization. In the last decade it has clarified its role as the development catalyst in a publishing infrastructure. In addition it has been an important participant in a number of projects and groups, including among others:
     - Literature Forum for Scotland
     - Edinburgh, UNESCO City of Literature
     - As a Parliamentary lobbyist for Writing and Publishing
     - With external organisations, institutions and the trade
  2. There has been collaboration, co-operation and consultation with:
     - Schools – primary and secondary education - and Libraries
     - Digital and supply chain development organisations
     - Government departments such as DTI, STI, Scottish Executive
     - Creative Industries
  3. The SPA has provided professional services in
     - Consultancy
     - Training and career development
     - Trade networks
     - Export links
     - Advice to writers
     - There is clear and identified increase in demand for these services and a track record in providing them.

- **New Structures to support the development of this work**
  Work now and in the future will reach out beyond the present membership, and involve people and organisations for whom membership has not hitherto been an option. We believe that this work can now only be managed and expanded successfully within a triple-structured organisation, combining three essential elements:
    - services and assistance for member publishers
    - expansion of infrastructure via trading companies
    - central training, information, development and consultative resources across a wide spectrum, at home and abroad

The three elements would combine to offer maximum potential with an overlap in management, space or resources, but with clearly defined responsibilities.

- **The outline plan is as follows:**

  1. **Publisher support programme**
     - **Key activities – the core services presently provided**
       - Member services – information, networks, UK trade
       - Book Fairs and trade events
       - Export information
       - Liaison with education and schools / Learning Teaching Scotland
       - Government linkage and lobbying
       - Information website
       - Consultancy
Funding
  - Membership subscriptions
  - Payment for services
  - Share of trading company profits
  - Organisational support from SAC funds

2. Publishing Development work
   **Key activities**
   - Sector development and creative industries linkage
   - Training and professional development services
   - Institutional publishing development services
   - Library liaison and promotional work
   - New technology collaboration
   - Copyright information
   - Edinburgh City of Literature – international, and branding work
   - Literature Forum for Scotland
   - Research and statistics collection

**New:**
- International Rights and Translation exchange / Literature promotion
- New media collaboration – digital, screen, new developments
- Network opportunities for staff, freelance, organisational workers, writers

**Funding**
  - SAC Funding
  - Project / Lottery / Creative Industries funding
  - Earned income
  - Consultancy funds

3. Trading Infrastructure
   **Key characteristics: Stand-alone, commercially viable companies**
   - Books Source
   - Books from Scotland.com
   - And potentially others

**Funding**
Commercial income earned once company is established
Initial investment and support for several years

• The Advantages of a new structure
This structure will allow the SPA to play a nation-wide developmental role in Scotland with all organisations, companies and individuals who wish to develop and expand their publishing. It also leads to linkages with other sectors - the visual arts, heritage and screen, through support for publications,

The SAC has agreed to fund the new development organisation, with all the main activities for member publishers included in the plans and a well-funded developmental remit which will benefit the membership. There will be a wider network of contacts and collaborators. Greater clarity will be possible between what the SAC is funding and what the membership is paying for. It will assist the SPA management to plan staff resources, time and budgets, and it will ensure that appropriate development plans may be given the priority they need.
• Governance and Management of the new structure
Currently the SPA is governed by a Council of 10 publishers. Each member company may nominate a member of its staff to stand for election to the Council, whose members serve for a two-year period after which they may stand again for re-election. The SPA Council elects a Chair, a Treasurer and a Vice – Chair. The SPA has a number of sub-committees; on each of these there is one Council member, though the Committee may comprise publisher members or other experts from outside the membership.

The SPA Director is responsible for the implementation of SPA policy as set by the Council, and for initiating discussion of projects, plans and policies with the SPA Council. The Council is the legal employer of the SPA staff.

In our new structure we propose that the whole Publishing Development ‘umbrella’ organisation has a Board comprising 5 publisher members (members of the SPA Council) together with representatives from the Trading Companies, and 3 external (Non-Exec) Board members. This Board should meet once or twice a year to examine policy and set priorities. These 5 publisher members would be joined by 5 other members to form a Council for the publisher support section, replicating the existing SPA Council, to meet at the intervals currently agreed.
The trading companies’ Board meetings would also be as at present.

The umbrella Publishing Development Board would become the legal entity employing staff and setting policy and the publishers’ Council would advise, recommend and participate.

Reserve funds would be held by the Publishing Development section to be allocated by agreement with the Board. This will remove potential confusion concerning the charitable status of the SPA which at present comprises many commercial companies.

• Structures
It may be appropriate to take advice on setting up the organisation as a charitable company limited by guarantee, thus clearly limiting liability as in a conventional company.

The SPA intends to hold a meeting with members and others to discuss the proposals.

We believe that this structure will offer the best option for continuing development support to publishing in Scotland and will secure the sector’s influence in the wider cultural arena. We intend to hold a meeting with members and others to discuss the proposals.

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