

Bag Books

Strategic and Business Plan 2017-2021

Executive Summary

Bag Books is the only organisation in the world publishing multi-sensory stories for people with severe or profound and multiple learning disabilities (SLD/PMLD). The outcomes of our work include:

- Heightened and extended level of arousal and interest.
- Increased attention, recognition and anticipation.
- Increasing awareness of peers.
- Improved interaction and communication skills.
- Improved ability to make a choice and/or carry out simple instructions.
- Increased understanding of sharing and turn taking.
- Improved motor skills.

In 2014 Northampton University completed “An Evaluation of Bag Books Multi-Sensory Stories”. The study states, *“It is clear from our research that Bag Books are considered to be an important tool for making English and literacy – as well as a wide range of other curriculum topics – accessible and for bringing significant pleasure to a large number of students.”*

In 2016 we:

- made over 900 multi-sensory books – each book is hand-made and takes an average of eight hours to construct;
- ran storytelling sessions for over 5,000 people with learning disabilities – our 11 freelance storytellers are able to cover the whole of the UK;
- trained over 300 parents, carers, librarians and teachers in multi-sensory storytelling.

As well as continuing and growing these activities we also plan to run several projects (funding allowing):

- **Once Upon A Time.** In our flagship project we aim to visit each SLD/PMLD Special School in the UK every five years. There are around 700 Special Schools in total so that means we aim to visit 140 each year on a rolling basis. We have currently visited around 77% of schools in the last five years.
- **Autism Storytime.** We aim to introduce multi-sensory storytelling to every ASD Special School in the UK. At present only 32 of the 168 schools have had a storytelling visit within the past five years.
- **Tall Stories.** This project aims to introduce Bag Books to staff in Day Centres and Care Homes and to train them in multi-sensory storytelling.
- **Other Storytelling.** We have a number of smaller projects running multi-sensory storytelling in Children’s Hospices, Hospital Schools, Museums and Libraries.
- **Build-a-Book.** This project allows service users to become involved in making their own multi-sensory book. However, it has been limited to London and the South East due to staffing issues.
- **Library Lending.** We are beginning work on a new project aiming to train library staff and enable them to establish lending schemes.
- **New titles.** We aim to produce two or three new titles each year to keep our range fresh.
- **DIY books.** We have some books aimed at parents that can be freely downloaded from our website and used with objects easily found around the home.

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Introduction and Vision

Bag Books is the only organisation in the world publishing multi-sensory stories for people with severe or profound & multiple learning disabilities (SLD/PMLD).

Bag Books is a registered charity and a company limited by guarantee. The Memorandum of Association adopted in 1993 states the following objects:

“to promote the recreation and education of children and adults with special learning difficulties and/or physical disabilities in particular through the use of tactile books and related material in the interests of social welfare and with the object of improving their conditions of life.”

Aims and Objectives

In October 2008, the Trustees adopted the following aims and objectives which were last reviewed in August 2017:

Mission. <i>A summary of the long-term change or difference we want to make.</i>	Impact. <i>The broader and longer-term changes relating to our mission.</i>
<ul style="list-style-type: none">• To enhance the lives of children and adults with learning disabilities through the use of multi-sensory books.	<ul style="list-style-type: none">• The inclusion of people with learning disabilities in genuinely accessible learning, social and leisure activities.• Advancing learning, in particular communication, for people with learning disabilities.• Improved quality of life for people with learning disabilities.

Specific Aims. <i>The benefits or changes we are trying to achieve.</i>	Outcomes. <i>The changes or benefits that take place as a result of our work relating to our specific aims.</i>
<ul style="list-style-type: none"> To motivate children and adults with learning disabilities to engage with objects and materials, and their peers. 	<ul style="list-style-type: none"> Increased attention, recognition and anticipation. Increased enjoyment and engagement. Increasing awareness of peers. Improved interaction and communication skills. Increased motivation to explore objects and materials.
<ul style="list-style-type: none"> To develop the language, communication and motor skills of children and adults with learning disabilities. 	<ul style="list-style-type: none"> Greater communication of enjoyment and pleasure. Greater physical involvement with story resources. Improved ability to make a choice and/or carry out simple instructions. Increased understanding of sharing and turn taking. Improved motor skills.
<ul style="list-style-type: none"> To develop the emotional perception of children and adults with learning disabilities. 	<ul style="list-style-type: none"> Heightened and extended level of arousal and interest. Increased awareness of, and empathy with, emotional experiences.
<ul style="list-style-type: none"> To enable professional workers and parent/carers in contact with children and adults with learning disabilities to make use of tactile and multi-sensory books. 	<ul style="list-style-type: none"> Increased awareness of the benefits of multi-sensory story-telling technique. Improved communication with people who have learning disabilities. An opportunity to work with others e.g. parents or teachers. Increased awareness and confidence for those not in regular contact with people who have learning disabilities e.g. librarians.
<ul style="list-style-type: none"> To enable children and adults with learning disabilities to be involved in story development and production. 	<ul style="list-style-type: none"> Improved fine motor skills. Development of workshop knowledge e.g. how tools work and which tasks they relate to. Development of social skills. Broader boundary of experience. Improved acceptance of being touched (people with learning disabilities often develop an aversion to touch) and of handling tools and materials. Increased pride in achievements.

Objectives. <i>The methods or activities by which we achieve our aims.</i>	Outputs. <i>The work generated by the charity relating to our objectives.</i>
<ul style="list-style-type: none"> To promote multi-sensory storytelling within the academic, library, adult day centre, health and special educational fields. 	<ul style="list-style-type: none"> Articles in journals. Attendance at specialist exhibitions. Providing workshops at conferences.
<ul style="list-style-type: none"> To develop a range of appropriate literature for children and adults with severe and profound & multiple learning disabilities. 	<ul style="list-style-type: none"> New child stories. New teenager/adult stories. New "At Home" books. New DIY range
<ul style="list-style-type: none"> To produce multi-sensory books to a high standard in order to promote storytelling. 	<ul style="list-style-type: none"> Books produced.
<ul style="list-style-type: none"> To organise a programme of multi-sensory storytelling sessions across the UK. 	<ul style="list-style-type: none"> Storytelling sessions for children. Storytelling sessions for adults. Feedback reports.
<ul style="list-style-type: none"> To train parent/carers and professional workers in the learning disability field as multi-sensory storytellers. 	<ul style="list-style-type: none"> Training sessions. Feedback reports.
<ul style="list-style-type: none"> To provide story production craft experience opportunities to people with severe or profound & multiple learning disabilities. 	<ul style="list-style-type: none"> "Build-a-Book" craft experience sessions.

Inputs. *The resources we put into the charity which directly affect the quality and level of our outputs.*

- A wide base of Trustee skills and experience.
- Staff and volunteer time, experience, skills and research.
- A well-equipped workshop.
- Funding to subsidise costs.
- A range of promotional materials such as a general leaflet about our work, website and display stands.
- A range of training aids such as a DVD and training notes.

Background

In the late 1980's, whilst Head of Department at a Special School, Chris Fuller began to write and tell stories based on the development of early language and communication skills and inspired by the tactile and auditory resources produced for other curriculum areas. She found that if her pupils with SLD/PMLD were helped to hold and feel the objects and materials, their attention was captured and they responded to the emotional changes in her voice - they smiled when her voice smiled - and so it was possible to engage them in story experiences. With constant repetition, the short sentences and unchanging sequence of the objects and actions, enabled them to begin to anticipate what was coming next and so, like any child, to enjoy a familiar tale often told.

In 1989 Chris was approached by the Consortium for Learning Difficulties in London to write a "do-it-yourself manual" on how to make six stories. This was published and went into re-print but later research found that only two per cent of the teachers questioned had had the time or, in some cases, the skills, to make up the stories. So, in 1993 Chris established the charity to supply the books ready made. Originally the pages and objects were supplied in heavy duty calico bags so the name was obvious. As time went on it became clear that the pages and objects were not sufficiently protected and we progressed to sending them out in cardboard boxes but by that stage the name had become well known in the field so we decided to keep it.

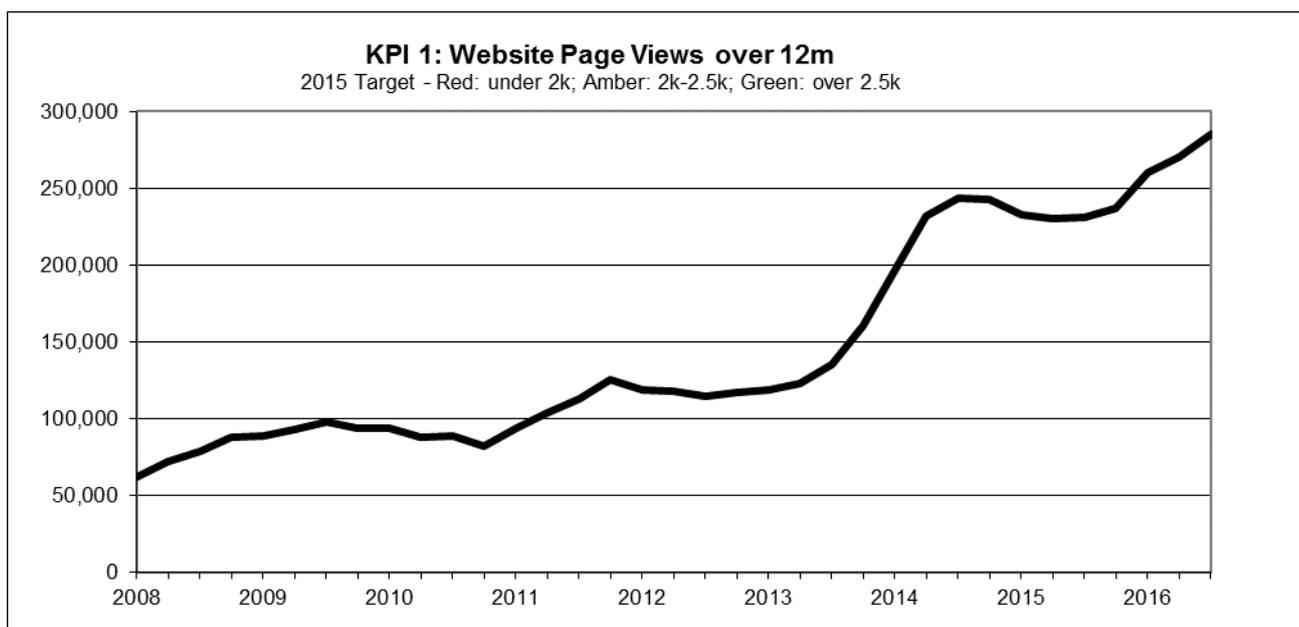
Since then Bag Books has been producing a range of multi-sensory books. Initially, they were written just for children, but today there are titles which are age appropriate for everyone, from youngsters to older adults.

Current Activities and Achievements

Charitable Objective 1: *To promote multi-sensory storytelling UK-wide within the academic, library, adult day centre, health and special educational fields.*

- Initially, Bag Books was a London charity and then a South-East England charity. In 2011 we completed a four year UK-wide “Story-Go-Round” multi-sensory storytelling tour and since then we have been able to honestly say we are a UK-wide charity.
- Historically our main focus has been children in SLD/PMLD Special Schools. We have identified over 700 Special Schools in the UK that have pupils with SLD/PMLD. Since 2011 we have increased the proportion of Special Schools reached with our books and/or storytelling from 64% to 97%. With our “Once Upon A Time” project we aim to visit each SLD/PMLD Special School in the UK every five years.
- In 2015 we began a new “Autism Storytime” project to introduce multi-sensory storytelling to Special schools specialising in children with autistic spectrum disorders.
- We have introduced Bag Books to nearly all the Children’s Hospices across the UK and have begun to reach children in other settings such as Hospital Schools. We have also organised storytelling sessions in public venues such as Museums and Libraries.
- With our Tall Stories project we have now introduced multi-sensory storytelling to around a third of all the Day Centres in England. This work was recognised with us shortlisted for “The Supporting Older People with Learning Disabilities (Brian Rix) Award” at the National Learning Disability Awards 2014.
- In recent years we have had information stands at several events attended mainly by parents: Kidz South, Kidz In The Middle and Kidz North.
- We have hosted academic visitors from several countries and have commissioned research by Northampton University into the benefits of multi-sensory storytelling.

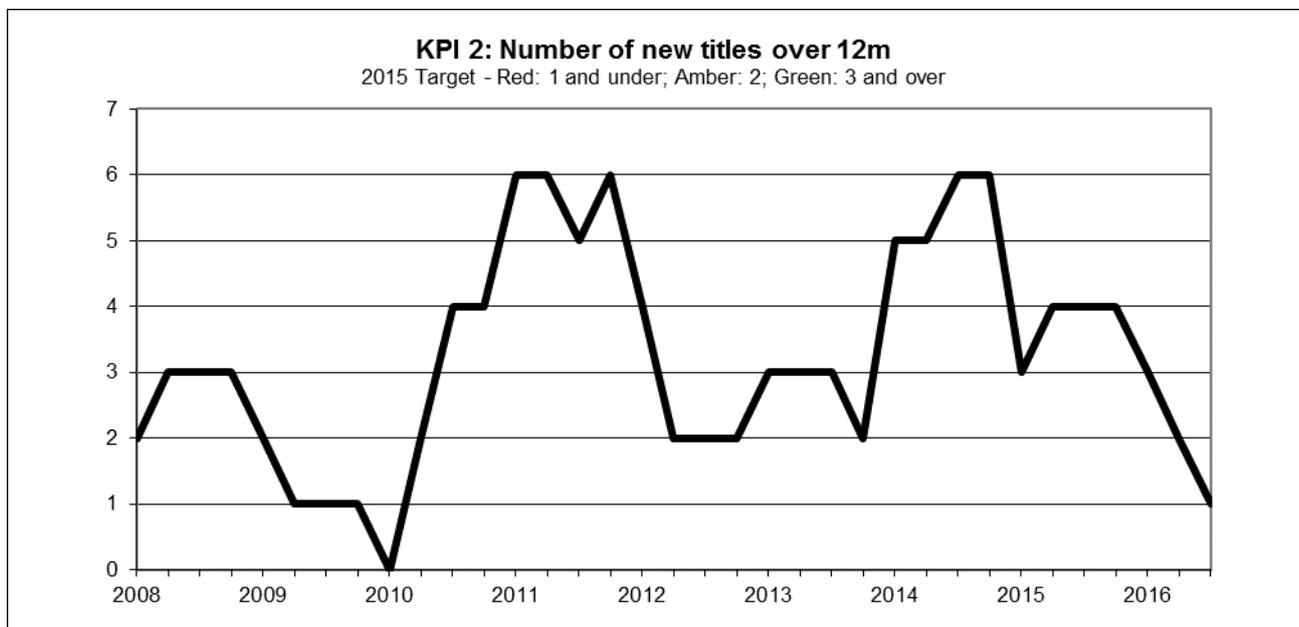
This objective is measured by a KPI of the annual number of websites page views. Since 2008, it has grown from 62k to 260k which is a remarkable increase.



Charitable Objective 2: *To offer a range of appropriate literature for children and adults with Severe and Profound & Multiple Learning Disabilities.*

- 60% of our 24 classic books have been introduced since 2008.
- Pre-2008, just 40% of our titles were suitable for adults; of the new titles introduced since then, 94% have been suitable for adults.
- In 2008 we had a range of 38 “classic” titles although six of those titles had had ten or less orders each during the previous year; we now have 24 titles which means we have less stock to source.
- In addition to the “classic” titles, in 2011 we developed a new “At Home” style of story aimed at parents. Although take-up has been slower than anticipated it has been our best-selling title over the past five years and it’s mainly bought by parents.
- In 2014 we introduced a range of “DIY books” which can be freely downloaded from our website and made at home using easily sourced objects. Last year, over 1,200 new users registered on our website and over 6,000 copies were downloaded.

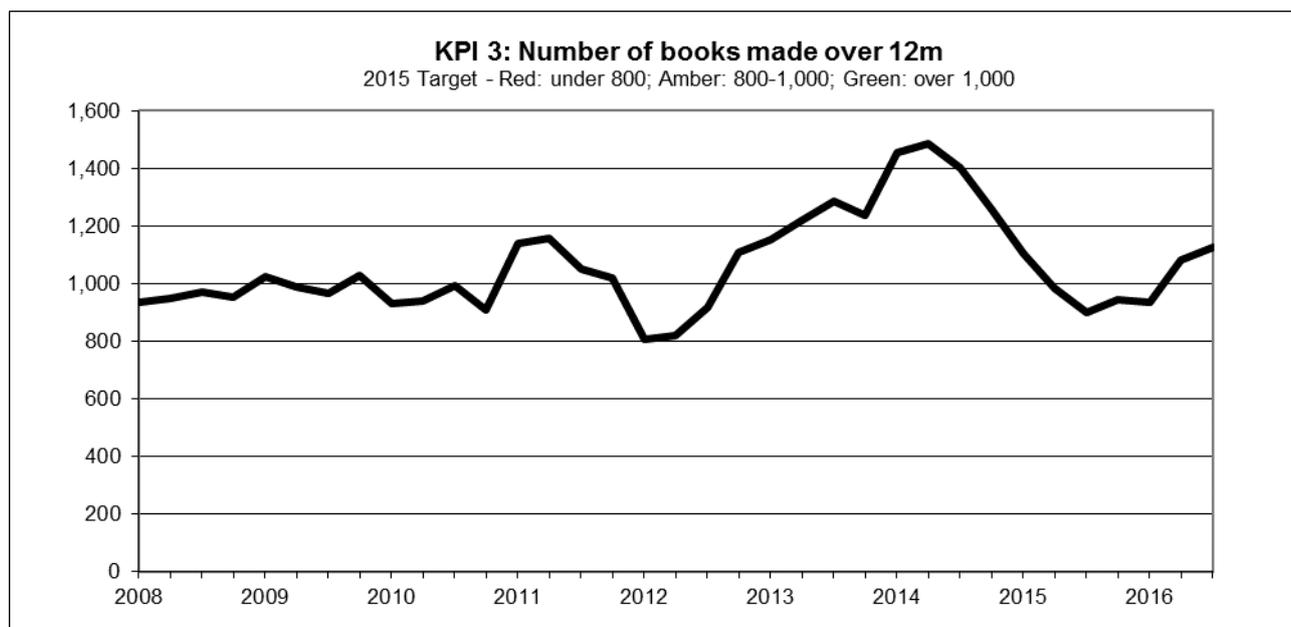
This objective is measured by a KPI of the number of new titles. It was 2 in 2008 and although it is 1 at present, that is due to rise by the end of the year.



Charitable Objective 3: *To produce multi-sensory books to a high standard in order to promote storytelling.*

- We have maintained our commitment to producing high quality, durable multi-sensory books designed with safety in mind.
- By simplifying the range of titles and mainly removing the ones that were expensive to produce and/or were seldom ordered we have been able to concentrate our efforts, making longer, more economical runs and halving the number of different stock items.
- The appointment of a Volunteer Co-ordinator in 2012 ago has seen the number of volunteer days rise from 183 in 2011 to 477 over the past year.
- As seen in Appendix 1 the average total time per book (including volunteers) has remained at around 9 hours but thanks to the increased number of volunteers the amount of staff hours has decreased from 8.8 to 6.5.
- Appendix 2 shows the changing mix between subsidised sales and fully-funded books provided as part of grant applications for storytelling projects. In 2010 only 15% of books made were fully-funded books whereas it's now around 50% thus substantially reducing the subsidy from unrestricted funds to the workshop.
- As shown in Appendix 3 income from the sale of books as a proportion of workshop costs has fallen slightly from covering 27% in 2008 to 22% in 2016 but the big change has been in fundraising: in 2008 Restricted Grants covered just 1% of the costs leaving 72% to be covered by Unrestricted funds which was unsustainable; by 2016 Restricted Grants had grown to cover 70% of the workshop costs.
- The number and size of "classic" orders has also changed over the years: in 2009 we had 193 orders for an average of 4 books each; in 2016 we had 399 orders for an average of 2.3 books each.

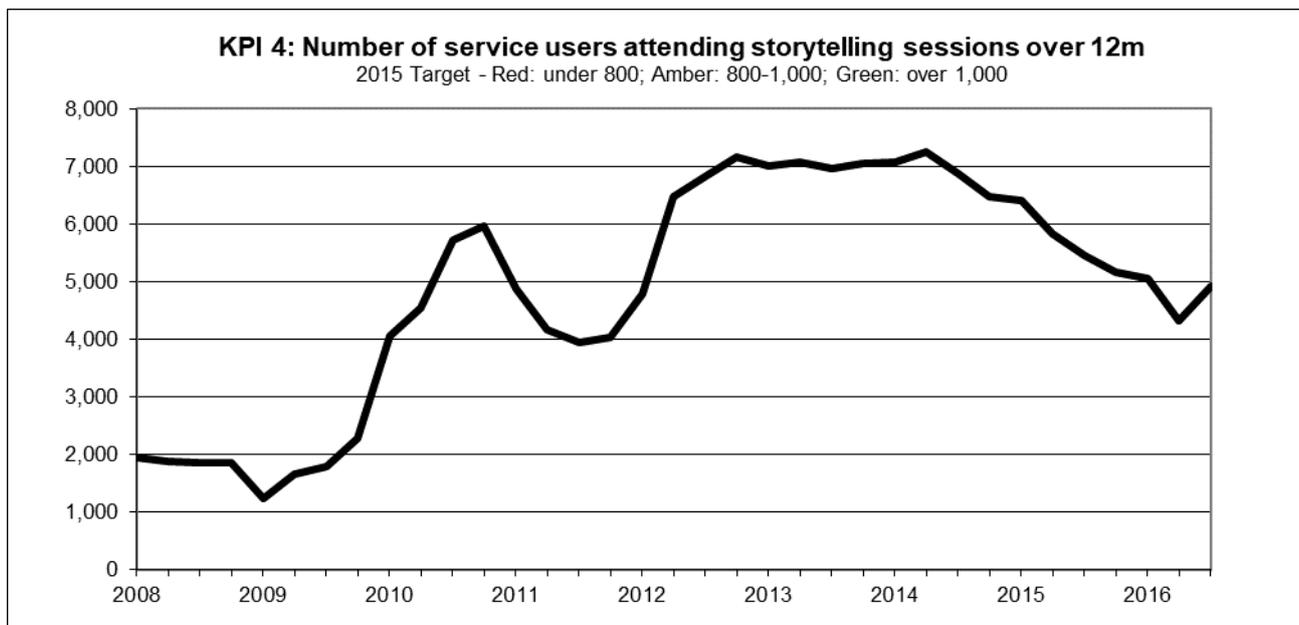
This objective is measured by a KPI of the number of books made. The effect of the Lottery funded Telling Tales project in 2010-11 and the Tall Stories project in 2012-15 can be clearly seen. Stripping those out, we are probably currently on a high.



Charitable Objective 4: *To organise a programme of multi-sensory storytelling sessions across the UK.*

- In 2007 we began UK-wide storytelling but it was rather limited as both of our freelance storytellers were based in South East England; it took four years to complete a UK-wide tour. In 2010 we began recruiting and training a larger team of storytellers and we now have 12 covering the whole of the UK. This has resulted in a large increase in the number of people with severe learning disabilities attending storytelling sessions.
- Most of our storytelling sessions are in Special Schools and during 2016 we received feedback from 583 Special Needs teachers who collectively observed 3,887 of their pupils. Those teachers judged that 97.9% of the children in their class benefited from a Bag Books multi-sensory storytelling session. In a more detailed survey, 86% of teachers said they used multi-sensory books at least weekly, including 36% who used them daily.

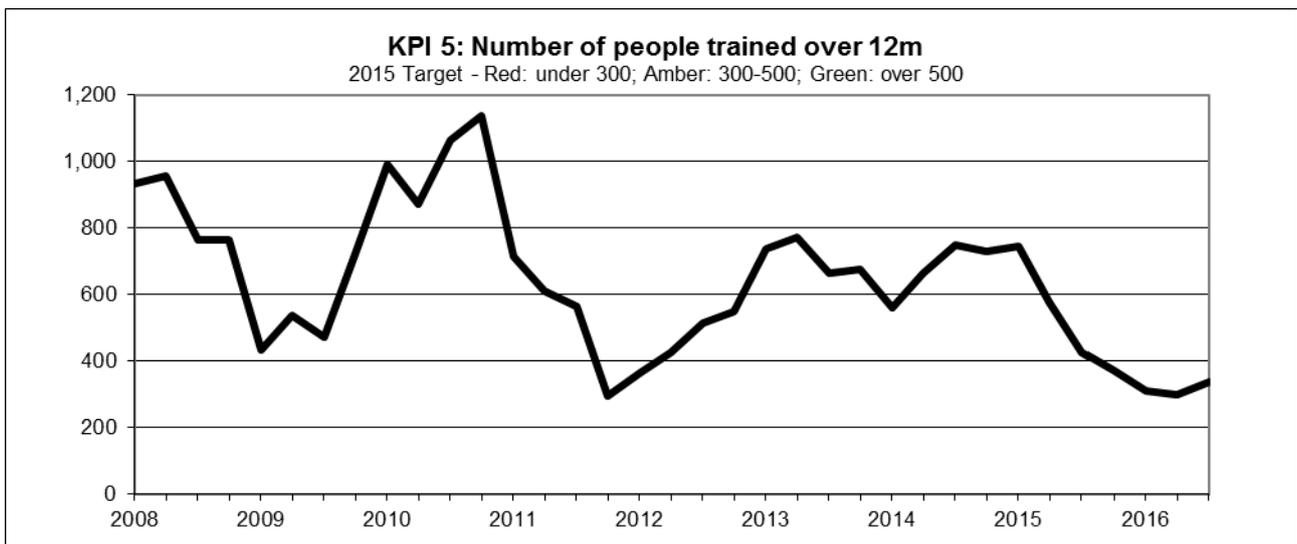
This objective is measured by a KPI of the number of service users attending storytelling sessions. Again, the effect of the Lottery funded projects can be clearly seen and again, stripping those out, we are probably currently on a high.



Charitable Objective 5: *To train parent/carers and professional workers in the learning disability field as multi-sensory storytellers.*

- In 2010 a new multi-sensory storytelling Training Pack consisting of a DVD and a 16 page training booklet, was launched and over 900 copies have since been distributed – an updated version was launched in 2015.
- Our standard training has been expanded from a one hour “taster” session in 2008 to a more in-depth two and a half hours plus we have introduced a mentoring system for specific projects.
- Since 2014 we also organise an annual “open” training session each year.

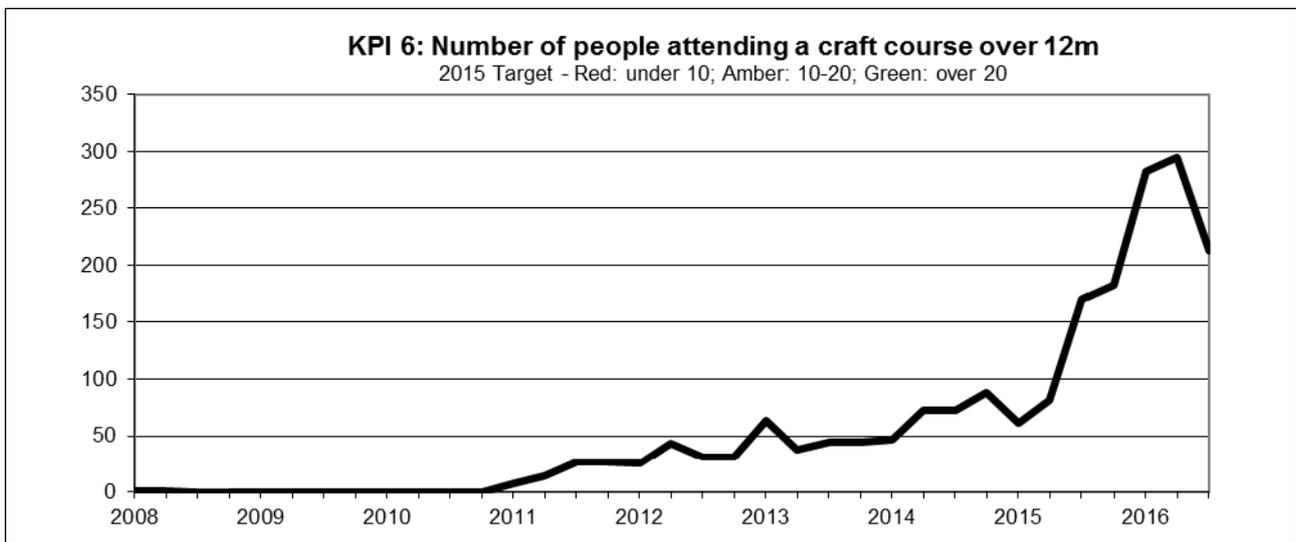
This objective is measured by a KPI of the number of people attending training courses. Due to the change in format of our training, the earlier figures are not comparable and again stripping out the Lottery funded projects we are probably heading for a high.



Charitable Objective 6: *To provide story production craft experience opportunities to people with Severe or Profound & Multiple Learning Disabilities.*

- Prior to 2009 this objective was met by arranging a weekly training programme for two adults with SLD/PMLD in our workshop. The number of beneficiaries was thus very limited and there was considerable disruption to workshop book production.
- In 2011 we piloted a new Build-a-Book project where we visit a local Special School for the day and help the pupils make a multi-sensory story themselves, using a range of different craft tools and methods. This benefits more people and causes less workshop disruption.
- The Build-a Book project has received impressive feedback and gives a long-lasting benefit to schools.
- In 2013 the project was extended to adult day centres.

This objective is measured by a KPI of the number of service users attending a craft course. This is a funding-led project and we were surprised with our success in 2016 which is likely to be a one-off. However, we have still come a long way from having two adults in the workshop.



Awards

Finalist: "Société Générale Charity of the Year" - European Diversity Awards 2016

Finalist: "The Supporting Older People with Learning Disabilities (Brian Rix) Award"
National Learning Disability Awards 2014.

Highly Commended: "Charity of the Year (under £1m)" Charity Times Awards 2013.

Winner: The Guardian Charity Awards 2010.

Winner: "Everyday Impact Award - Long-term Enterprises" DSC Social Change Awards
2010.

SLD/PMLD Numbers and Research

Numbers of Children

The "*People with Learning Disabilities in England 2015*" report by Public Health England estimated the number of children with SLD in English schools at 28,940 and those with PMLD at 10,010. The report also established that 21% of SLD children are educated in mainstream schools (leaving 22,863 in Special Schools); and 19% of PMLD children are educated in mainstream schools (leaving 8,108 in Special Schools). That gives a total of 30,917 SLD/PMLD children in Special Schools in England. Our own research, developed from the Department for Education EduBase, has recorded 600 SLD/PMLD Special Schools in England which gives an average of 52 SLD/PMLD pupils per school.

Using population estimates from the Office for National Statistics we have extrapolated the figures for England to give a pro-rata UK-wide total of 46,300 school-age children with SLD/PMLD of which 36,750 attend a Special School.

Numbers of Adults

Figures for adults are not kept but in the 2001 White Paper "*Valuing People*" The Department of Health estimated there were 145,000 adults with SLD/PMLD in England and that there would be 166,000 by 2015. Again, extrapolating the figures for England gives a pro-rata UK-wide total of 197,250 adults with SLD/PMLD.

Poverty

The Public Health England report estimates that 35.5% of children with SLD and 29% of children with PMLD in English schools are entitled to free school meals compared with 15.2% of all pupils.

Ethnicity

The Public Health England report states, "The identification of SEN associated with learning disabilities differs considerably between ethnic groups." Identification rates 25% or more above the national average were recorded among:

- traveller children of Irish heritage (for SLD and PMLD)
- children of Romany gypsy heritage (for SLD and PMLD)
- children of Pakistani heritage (for SLD and PMLD)
- children of Bangladeshi heritage (for PMLD)
- children of 'other' Asian heritage (for PMLD)
- children of black African heritage (for PMLD)
- children of 'other' black heritage (for SLD and PMLD)
- children of 'other' 'mixed' heritage (for PMLD)

The benefits of multi-sensory storytelling

In November 2011 we conducted an in-depth survey of Special Needs Teachers. The survey found that through using multi-sensory books:

- 99% had experienced children developing a reaction to stimuli;
- 98% had experienced children developing their participation in shared activities;
- 97% had experienced children developing an interest in people, events or objects;
- 96% had experienced children developing their focus of attention on people, events or objects;
- 95% had experienced children developing their acceptance and engagement in coactive or shared exploration;

- 93% had experienced children developing their awareness of activities and experiences; and
- 92% had experienced children developing their turn-taking.

In addition 86% of the teachers reported that multi-sensory books were used at least weekly including 36% who said daily.

In 2014 Northampton University completed “An Evaluation of Bag Books Multi-Sensory Stories”. The study states, *“It is clear from our research that Bag Books are considered to be an important tool for making English and literacy – as well as a wide range of other curriculum topics – accessible and for bringing significant pleasure to a large number of students.”*

The Market Place & Competition

There are a few companies making tactile books for children, the best known being Storysack <http://www.storysack.com> but they are not multi-sensory (no smells, sounds, actions) and they are written for mainstream children and therefore would not hold the attention of someone with SLD/PMLD.

Although they don't produce books, the company Tacpac <http://www.tacpac.co.uk> produce music CD's and combine them with touch to develop communication in people with a range of disabilities including those with severe learning disabilities.

There are also a few charities such as the RNIB <http://www.rnib.org.uk> and Clear Vision <http://www.clearvisionproject.org> who offer lending libraries for tactile books produced specifically for visually impaired people but again they are not multi-sensory and aren't appropriate for people with SLD/PMLD.

There are many charities for people with SLD/PMLD, the best known being Mencap <http://www.mencap.org.uk> but they provide other services rather than multi-sensory books (although we have trained some of their staff in the past).

Some charities such as Makaton <http://www.makaton.org> promote a simple sign language as a communication aid (our logo is designed in the style of Makaton symbols).

One Scottish charity PAMIS <http://www.dundee.ac.uk/pamis> has adapted our multi-sensory approach (with acknowledgement to us) and creates bespoke books for individual children but they are not published for wider distribution.

In the past we have advised two new charities setting up - Story Crafters <http://www.storycrafterscolorado.com> in the USA (which is no longer active) and Voorlezen-Plus <http://www.voorlezen-plus.nl> in Holland. Both followed the PAMIS model and created bespoke books for individual children but they were not published for wider distribution.

As far as we are aware, we are still the only organisation in the world publishing multi-sensory books for people with SLD/PMLD.

S.W.O.T.

Strengths

- Uniqueness – we are the only organisation in the world publishing multi-sensory stories for people with SLD/PMLD.
- The organisation's purpose and work is well respected within the special education field.
- We have a "product" – from a fundraising viewpoint we're not just another charity offering an advice helpline.
- Experienced and dedicated staff team plus a growing band of volunteers.

Weaknesses

- Although the financial situation has improved considerably since the problems we experienced in 2011 the ending of our Big Lottery Fund grant means that our underlying finances will still require careful and prudent management.
- Although the overall proportion of voluntary income received from charitable trusts has fallen from 86% in 2008 to 64% in 2016 and the number of non-individual donors has increased from 56 to 88, there is still room for further diversification in our sources of income.
- Having been through three income dips since 2008, there is little slack remaining in the organisation so any future dips would be hard to cope with, hence the need for robust reserves.
- Although it has reduced from an average of £250 per book in 2008 to £210 in 2016, the cost of producing them is still very high.
- Low public profile of our work.

Opportunities

- Develop the Library Lending project.
- Strong results on our KPIs makes the fundraising "ask" more compelling.

Threats

- The lack of a Big Lottery Fund grant creates a weakness in our finances – we need to be careful.
- Some stakeholders see us as a company or social enterprise rather than a charity – we need to emphasise the subsidy and our status in relevant communications.
- Cuts to Local Authority funding mean hard times for our main clients: schools, libraries and day centres.
- The organisation is dependent on a small number of skilled people.

Projects & Activities – future plans

Existing Projects

- **Classic Book Production.** We have 24 titles and aim to make over 1,000 books each year. Workshop costs were £200k in 2008 and are projected to be £203k this year which is a 21% reduction in real terms and yet we are make 20% more books. This is partly due to our policy of introducing two or three new titles each year and discontinuing production of less popular or more complicated to make titles in order to maintain a portfolio of around 25 titles. However it is also due to the large increase in volunteers who now contribute around a third of our total workshop hours.
- **Books for Parents.** Our first At Home book “The Captain’s Hat” continues to be popular but we still have around 4 years’ worth of stock to sell before we run out. Our DIY range of books are very popular and we will aim to add to them. We currently offer a discount to parents on three titles.
- **Once Upon A Time.** This is our main storytelling project and it evolved from the earlier Spread The Word project. It aims to visit each SLD/PMLD Special School in the UK every five years. There are over 700 Special Schools in total so that means we aim to visit 140 each year on a rolling basis. It is led by fundraising i.e. we only visit a school if specific funding has been received.
- **Hospices/Hospital Schools.** We will continue fundraising for storytelling sessions.
- **Tall Stories.** This project aims to train and mentor staff in adult Day Centres and Care Homes. It requires three days of visits so it is relatively expensive. It was funded mainly by the Big Lottery Fund but we still fundraise for it on a much reduced scale.
- **Build-a-Book.** This has been a great success in London and the South East but there are staffing issues to consider if we want to expand it further.
- **Autism Storytime.** This project is similar to Once Upon A Time but in 168 Special Schools that have ASD but no SLD/PMLD pupils. Funding has been less forthcoming but we are slowly making progress. At present only 32 of the 168 schools have had a storytelling visit within the past five years.

Governance and Senior Staff

We currently have seven Trustees:

- Philip Wilson, *our Chair who was formerly the Director of Development at the British Science Association and the Director of Fundraising at The Prostate Cancer Charity. Philip has been a Trustee since 14/01/04.*
- Rachel Tyson, *our Treasurer, a qualified accountant currently working for a private entrepreneur and philanthropist. Rachel has been a Trustee since 06/11/12.*
- Sandra Allon, *formerly the Merchandising Director for Europe for Aquascutum and a senior buyer at Harrods for 30 years. Sandra has been a Trustee since 27/01/09.*
- Mandeep Rai, *an Associate Director at HSBC Private Bank. Mandeep has been a Trustee since 27/01/15.*
- Jan Stogdon, *formerly Headteacher of a Special School with over 30 years' experience of teaching children with severe learning disabilities. Jan has been a Trustee since 01/05/12.*
- Natasha Theobald, *a charity marketing professional with 19 years' experience. Natasha has been a Trustee since 20/07/10.*
- Jonathan Walsh, *a solicitor. Jonathan has been a Trustee since 26/04/06.*

In addition to the skills and experience listed above one of the Trustees is also a parent of a person with severe learning disabilities and another Trustee is a sibling of a person with severe learning disabilities.

Since 2009, all appointments have followed an openly advertised recruitment process.

The Chief Executive gives a monthly financial update to the Chair and Treasurer.

We also have three Patrons:

- Kay Hounsham
- Michael Morpurgo
- Dr Alison Salt

Senior Staff

The Senior Management Team is comprised of:

- Dean Casswell, Chief Executive. *Dean has over thirty years' experience of managing and leading organisations and he joined Bag Books in July 2008. Prior to that he was Director of Finance and Fundraising at Contact a Family and Manager of the Community Resources Unit at Loughborough Students' Union. A former part-time lecturer in special needs, he has an MBA and an MSc in Charity Accounting and Financial Management. He also founded The Midland Bank National Games for Students with Disabilities which he ran for five years.*
- Nina Martinez, Storytelling Manager. *Nina has over 9 years' experience in multi-sensory storytelling. She is the former Study Support Co-ordinator (Special Schools) for Bexley Library Service and is the parent of a 24-year-old daughter with SLD and ASD.*
- Camilla John, Fundraising and Communications Manager. *Having previously worked for the Guardian, ChildLine and the Cystic Fibrosis Trust, Camilla joined*

Bag Books in February 2010 and works on fundraising together with Dean but specialises on corporate fundraising and communications.

- *Sophie Baker, Craft Workshop Manager. Sophie has a degree in Art & Design and twelve years' experience leading teams of craftworkers. She joined Bag Books in September 2007.*
- *Marion Mason, Finance Officer. Marion joined Bag Books in April 2011 after over 12 years management accounting experience gained in the not-for-profit and commercial sectors. She is an ACCA qualified accountant and has a BA(Hons) in Accounting and Law .*

Financial Information

The charity has emerged from difficult financial periods in 2008 and 2011 and is (hopefully) emerging from another one earlier this year. This more recent downturn, although worrying, caused less disruption to our ongoing work thanks to a more healthy reserves position.

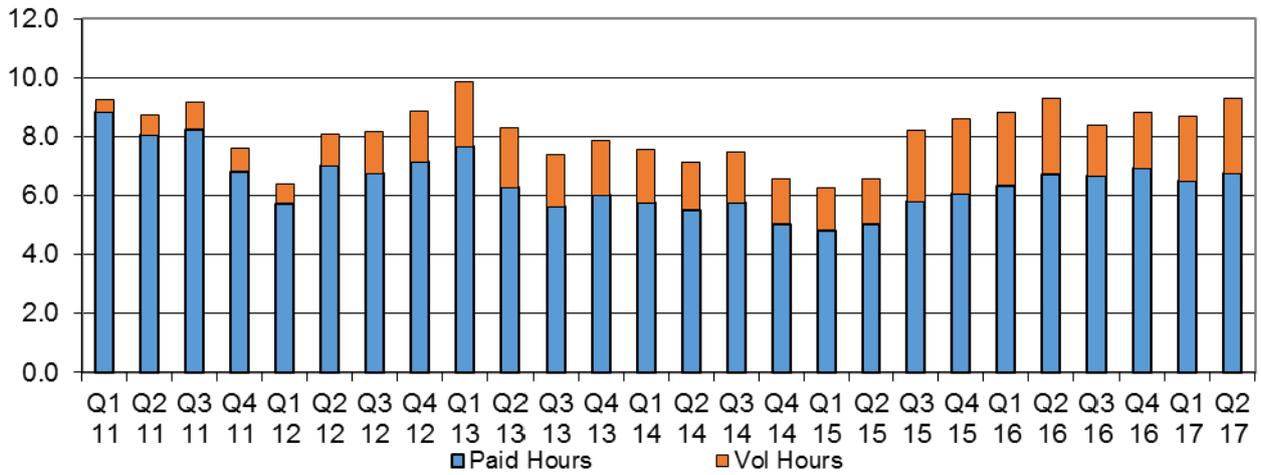
Previously we have moved towards trying to obtain more two and three years grants rather than relying on one-off applications. However, most of those grants have now dried up for us and Appendix 4 shows that we have hardly any in place for 2018. This increases the risk that we will need to draw on our reserves and highlights the importance of securing some sort of funding from the Big Lottery Fund.

Existing Income Sources (see Appendix 5)

- **Charitable Trusts.** The successes of 2013 when we raised £256k seem long gone and I am now projecting £180k for 2017 although that is on a reasonably pessimistic basis. However, I'm confident that we can build it back up over the next few years.
- **Big Lottery Fund.** I will be applying to them over the new few weeks for our new Library Lending project. If it comes off it will be for a three year piece of work and will transform our finances but I have not included it in the figures as it would distort them too much.
- **Corporates.** Income from corporates has grown from £13k in 2008 to a projection of £90k this year. However £25k of this is the Annington Homes grant which is entering its final year. We hope to get it renewed but again I have left it out of the figures so as not to distort them.
- **Sale of Books** Income from book sales looks to have picked back up this year after a dip in 2016.
- **Sale of Storytelling & Training.** We had an exceptional year in 2015 but this has now settled back down.
- **Legacies.** In July 2008 we began subscribing to a discretionary legacy notification service and as a result we received two legacies in 2009, one for £20k and one for £70k. We are obviously continuing to subscribe to the service but have not received any further legacies via the service since. I therefore feel it prudent to regard legacies as one-offs so no further income is assumed.
- **Individuals and Special Events.** The Radio 4 Appeal in 2016 gave us a boost and we hope to have another in 2020 but again I've left this out on a cautionary basis.
- **Statutory income.** With the current economic climate it seems unlikely that we will be able to secure any statutory funding and it actually helps our fundraising case with Individuals and Trusts to be able to say that we don't receive Statutory grants. We do benefit from a hidden source of Statutory funding though – 73% of our book sales income comes from schools and libraries funded by Local Authorities.

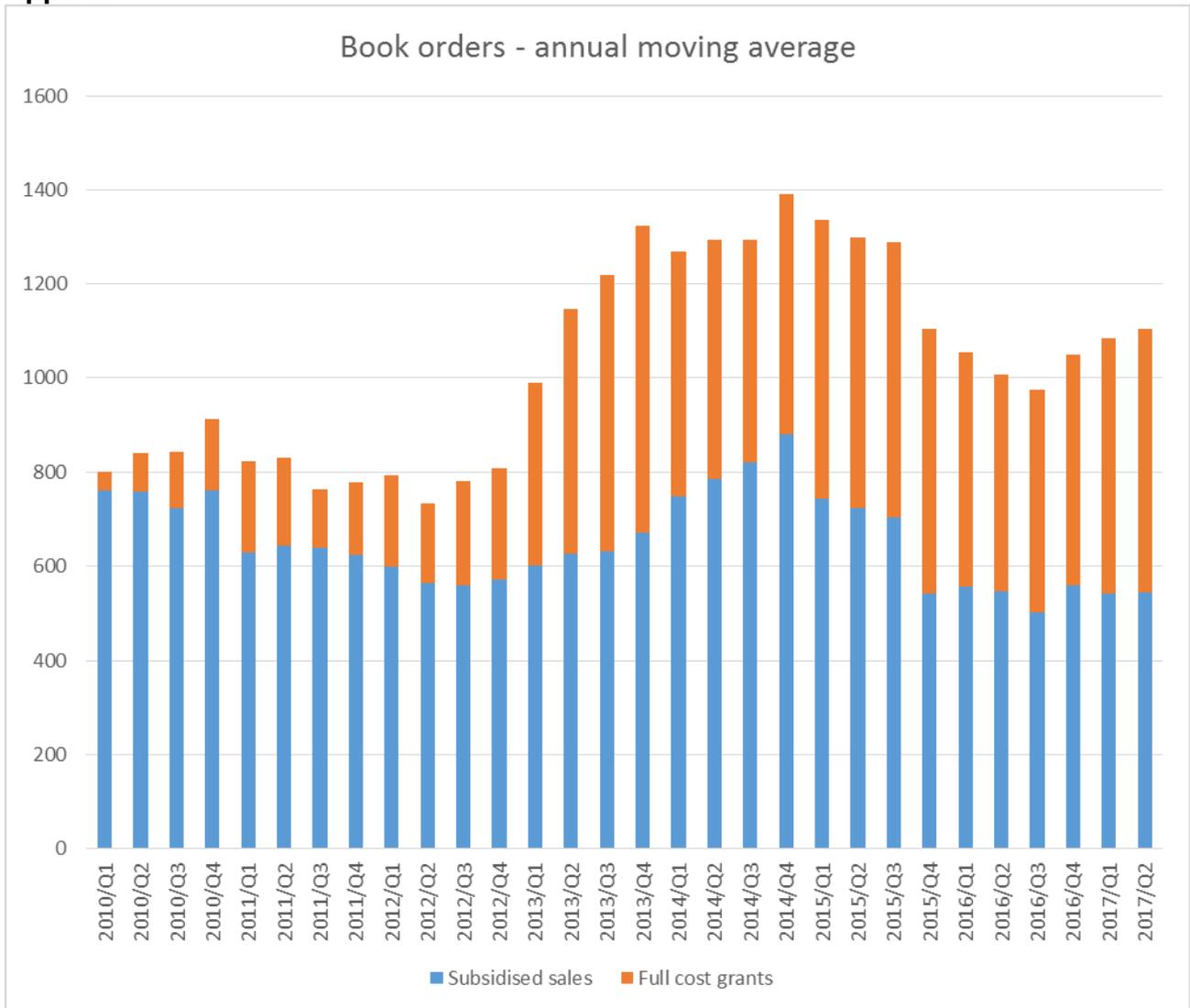
Appendix 1

Average hours per book made
12 month moving average

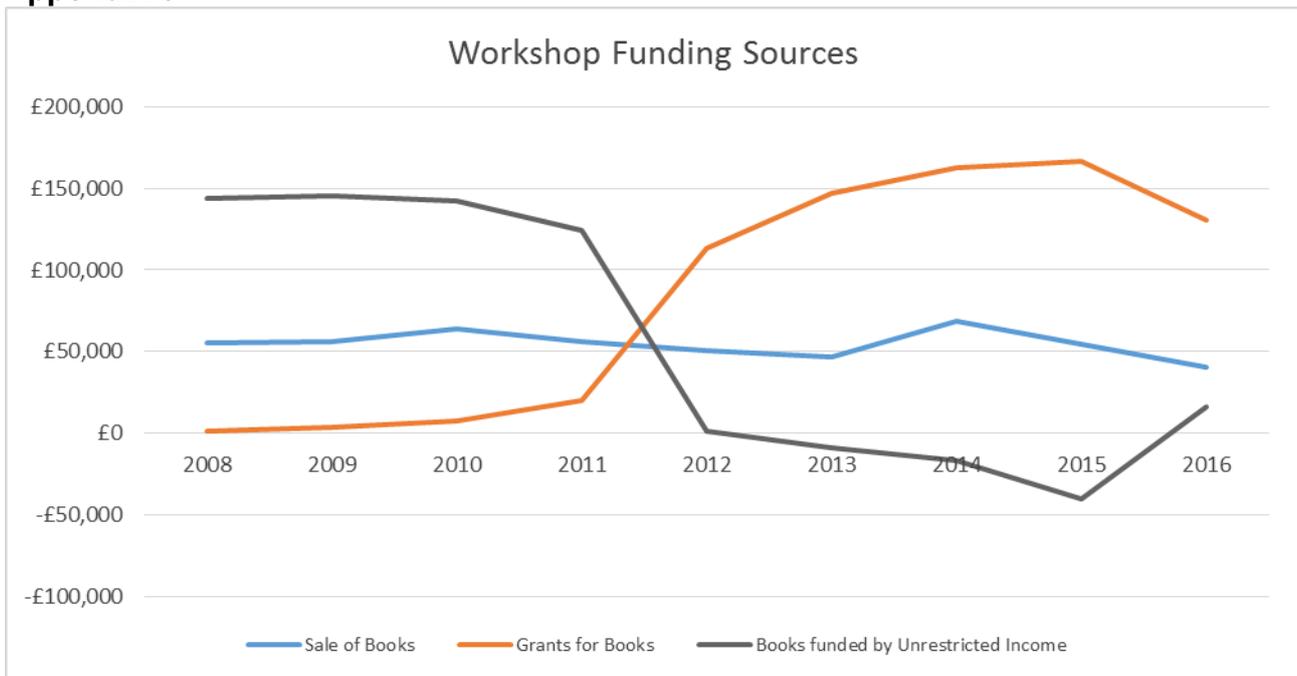


Appendix 2

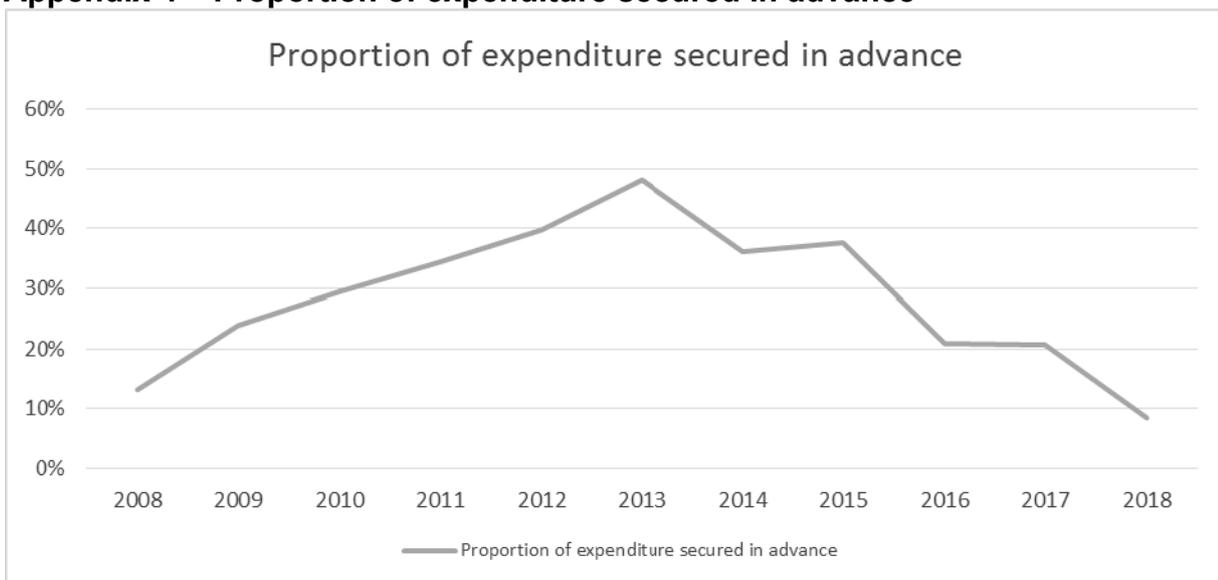
Book orders - annual moving average



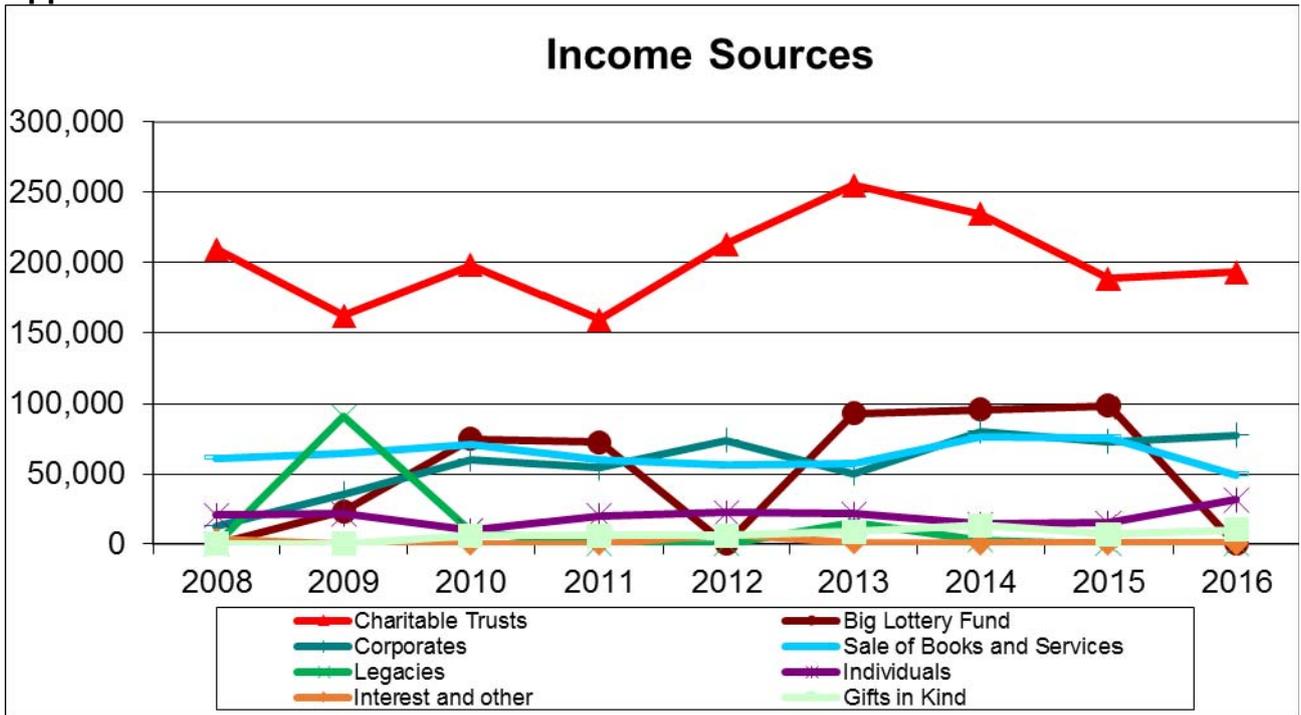
Appendix 3



Appendix 4 – Proportion of expenditure secured in advance



Appendix 5 – Income sources



Appendix 6 – Financial Plan Projection

	Actual 2014	Actual 2015	Actual 2016	Projection 2017	Early Draft 2018	Plan 2019	Plan 2020	Plan 2021
Income								
Charitable Trusts	234,370	188,396	192,816	180,000	203,600	213,780	224,469	235,692
Big Lottery Fund	95,773	98,384	0	0	0	0	0	0
Corporate	80,462	72,904	77,664	90,000	65,000	68,250	71,663	75,246
Sale of Books	68,885	54,511	40,757	55,000	55,000	57,750	60,638	63,669
Sale of Storytelling & Training	7,608	21,088	8,571	9,000	10,000	10,500	11,025	11,576
Legacies	2,957	0	0	0	0	0	0	0
Individuals & Special Events	13,875	15,307	31,457	21,000	21,000	22,050	23,153	24,310
Interest & Gifts in Kind	13,806	7,357	10,432	14,000	8,000	8,400	8,820	9,261
Total Income	517,736	457,947	361,697	369,000	362,600	380,730	399,767	419,755
Expenditure								
Book Production	213,172	181,185	187,553	202,912	203,315	207,381	211,529	215,760
Storytelling & Training	170,124	169,554	127,629	110,172	111,290	113,516	115,786	118,102
Fundraising	80,064	73,976	70,991	68,203	63,345	64,612	65,904	67,222
Governance	12,777	0	0	0	0	0	0	0
Total Expenditure	476,137	424,715	386,173	381,287	377,950	385,509	393,219	401,084
Balance	41,599	33,232	-24,476	-12,287	-15,350	-4,779	6,547	18,671