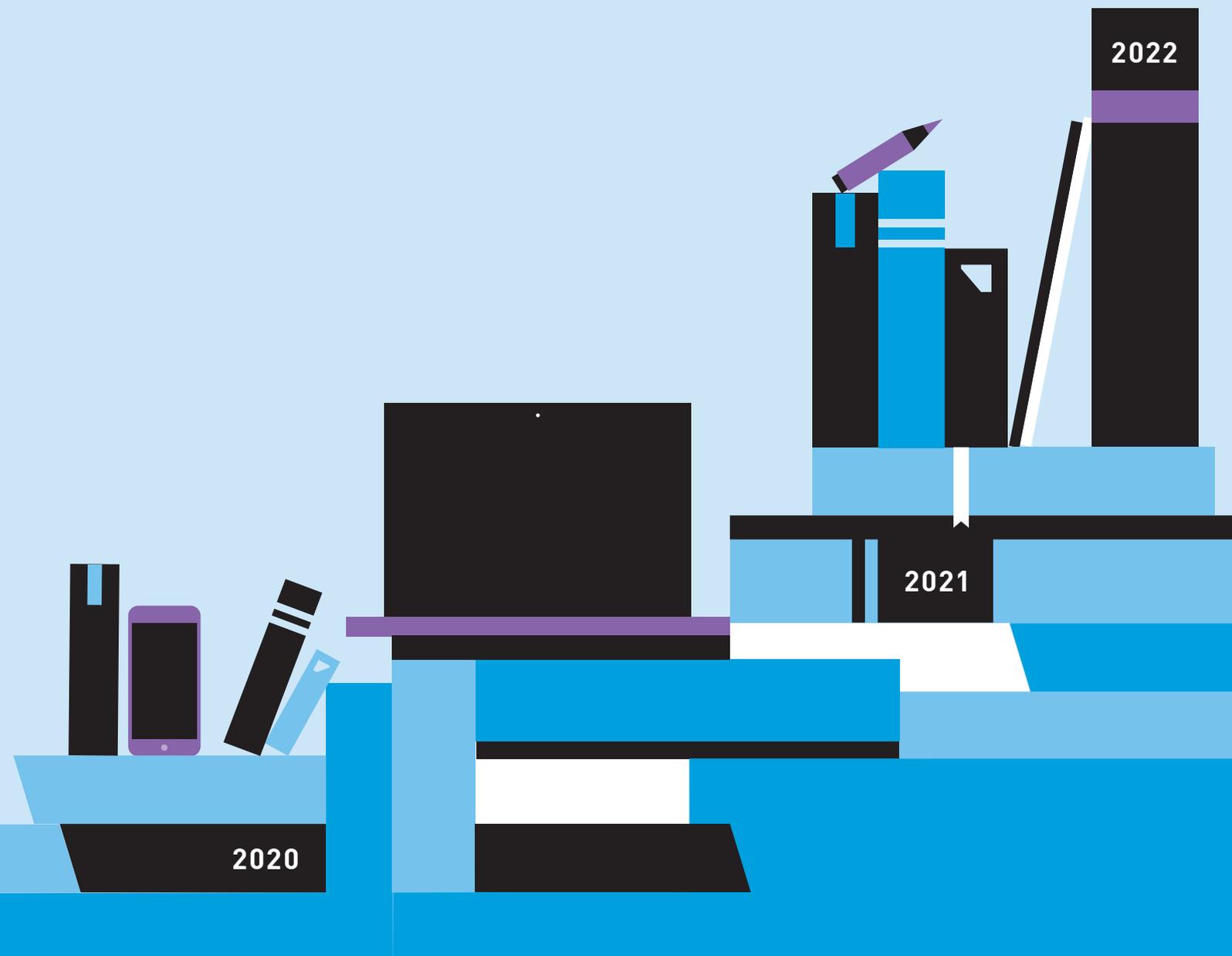


ALCS

AUTHORS'
LICENSING AND
COLLECTING
SOCIETY

STRATEGIC PLAN 2019-2022



OUR STORY

The Authors' Licensing and Collecting Society (ALCS) is a not-for-profit membership organisation started by writers for the benefit of writers and we're still run by writers, for writers. We're open to all types of writers, and owned by our Members. We collect money that's due to our Members for secondary uses of their work. These might include things like photocopying, cable retransmission, lending in overseas libraries and educational recording.

These sorts of rights typically bring in small amounts of money which are too difficult for writers to collect individually, so the most effective way to gather them is collectively. This takes tireless investigation, as well as experience and expertise. But nowadays, with the help of our bespoke IT systems, we can collect money from all over the world through agreements with over 50 different societies in more than 40 countries. We then pay this to our Members whose works are being used.

We also campaign and lobby on matters important to writers — both at a national and international level — to ensure writers' rights are both recognised and rewarded. Nobody else in the world does exactly what we do, though we're often compared to other organisations.

For many Members, we're simply an organisation that sends them a small payment once or twice a year. For others, the money we send them is all too important. There are even potential Members who think we're a scam — until their first payment arrives.

We're open to all types of writers as Members. We measure our worth by the amount of money we've collected and paid to writers, as well as by our successes in lobbying for authors' rights and educating about copyright.



Today we have over 100,000 Members and, since 1977, we have paid over £500 million to writers.

HERITAGE



“From the beginning, we saw ALCS as a kind of mutuality or co-op, being run by writers for writers.”

Maureen Duffy



ALCS was set up by writers, for writers.

We began in the 1970s when a group of writers, the Writers Action Group or WAG, were discussing why they weren't receiving payment when their books were being used. They set about trying to remedy this, campaigning initially for writers to receive recompense when their works were lent by libraries — payments a different organisation looks after these days.

As a result of WAG's long-running campaign, ALCS was founded in 1977, and has grown to represent writers in all genres, collecting and distributing fees for many different rights.

Initially a small affair, with writers volunteering their time to help with admin and campaigning, ALCS now employs staff chosen for their particular skills and experience and is run with more of a business focus. What started as an action group is now very much a passionate, professional and highly efficient body working worldwide on many levels.

MISSION

We aim to be a trusted representative for all types of writers and to provide them with a valuable service: campaigning for a fair deal; collecting money they are entitled to and sending it to them; representing their interests; and promoting and teaching the principles of copyright.

PROMISE

We promise to support writers and their creativity, ensuring that they receive fair payment and their rights are respected. Most of our Members receive some income from us each year. Fair remuneration and recognition for authors, in their infinite variety, is at the heart of everything we do. We represent our Members and campaign for their interests, as well as educating people about the value of creativity and the role of intellectual property in the lives of authors.

PHILOSOPHY

Copyright is an enabler of creativity. Writers want the choice to make a living from their writing. The main principle that enables them to do this is copyright, where as soon as you write down an original idea, it is protected automatically. Copyright is designed to ensure works may not be used or reproduced without permission of the copyright holder. This allows creators to profit from their creations and thus to continue working. Copyright is therefore the foundation of our culture and the creative industries that are based on it.

AMBITION

Collective licensing must constantly adapt to the changing digital world as new forms of distribution pose new threats to copyright principles and to authors' incomes. We will counter this by exploring and developing new sources of income created by digital technology, such as licensing web content. We will instigate research and advise Members on products and services that enable authors to create and distribute their own content on a collective basis. We will also continue to campaign at UK government level and internationally for an appropriate and flexible legal framework that supports and enforces writers' rights in the changing digital world.

VALUES — ALCS believes in being:



Professional

Working diligently on behalf of all writers.



Supportive

Acting for our Members and campaigning for their interests and for fair remuneration.



Informative

Teaching about the value of creativity, and the work we do for writers.



Open

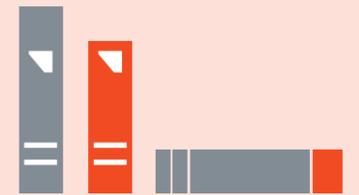
Transparent and accessible in all of our communications.

KEY ISSUES FACING ALCS

LICENSING

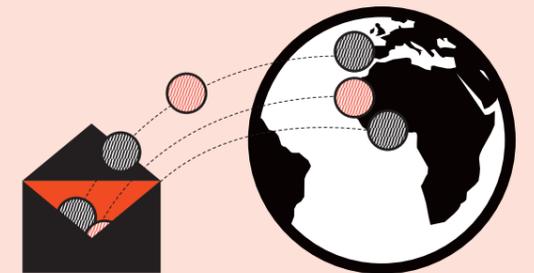
Photocopying

The long-term agreements held with Copyright Licensing Agency (CLA) in the education sector will provide a degree of stability for the next three years for reprographic licensing. This is a mature market but we are seeing a continuing shift with licensees wanting more digital content to complement rights granted in respect of analogue materials.



Public Lending Right (PLR)

ALCS has licence agreements with a number of countries through which we collect PLR payments. In Europe, we expect to see falling income as lending in libraries continues to see its slow decline. New schemes may come into existence in Asia and Africa, in countries such as Hong Kong and Malawi.



Audiovisual

New technology, regulatory changes and the continued popularity of UK works overseas create opportunities for ALCS for new or extended licence agreements in the UK and overseas. The effects of Brexit are as yet unknown but we anticipate a challenging environment for collective licensing throughout this period.



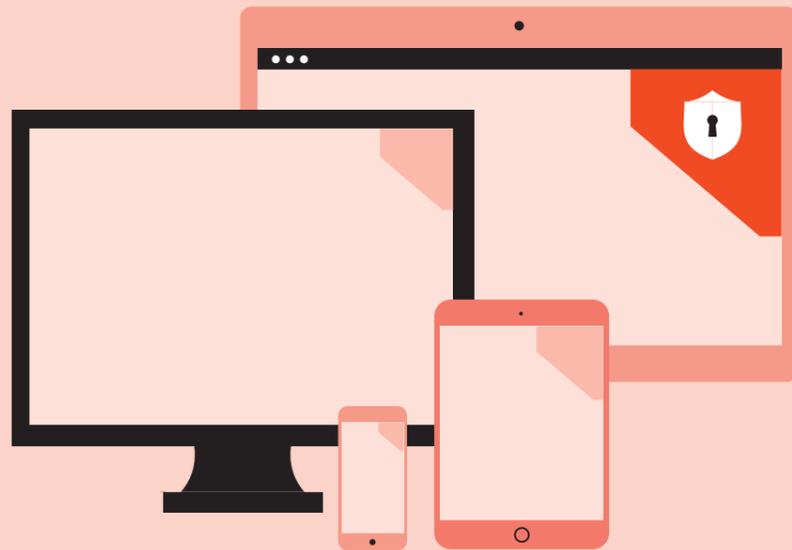
TECHNOLOGY

Digital technology has blurred the differences between primary and secondary uses of writers' work, and between individual and collective licensing, published and self-published material. Developing efficient services for rights clearance and payments administration for high-volume digital use is important, as is instigating

research into products and services that enables authors to create and distribute their own content on a collective basis.

There will be continuing threats from malware, hacking attacks and ransomware demands.

ALCS will need to maintain secure systems using the latest protocols to ensure that our Members' data remains protected.



ECONOMIC

The global economic uncertainty affecting all countries shows no signs of abating and has the ability to affect all areas of licensing and our investments.

GLOBALISATION

The continued importance of the English language throughout the world offers opportunities for collective licensing in developing countries throughout Asia, South America and Africa. However, author-unfriendly legislation often hinders opportunities to collect from the re-use of this content. ALCS needs to work in these territories to foster the development of author collectives while seeking to influence the development of global treaties recognising the importance of collective licensing and the need for creators to be appropriately recompensed when their works are re-used.

REGULATORY

ALCS needs to work to promote a balance in international copyright law between user access and reward for creators, especially in the context of educational use. It's important that we campaign for legislation or industry standards that promote fair terms between authors and exploiters, including payment for 'secondary use'. There is also a need to find a balance between licensing the creation of digital archives (through Extended Collective Licensing) and managing the resulting payments in a cost-effective manner.

ENFORCEMENT

Partnering with industry bodies such as the British Copyright Council in the UK and the International Federation of Reproduction Rights Organisations, the Society of Audiovisual Authors and PLR International in Europe, to promote robust and workable rights enforcement frameworks is important to ALCS. It also supports the facilitation of licensing models which allow legal access to copyright works.

FINANCIAL

Income

Traditional areas of licensing such as analogue and digital copying, private copying and cable retransmission will continue to provide a steady source of income for ALCS Members. Income from digital licensing and other sources is projected to increase in importance over the period of the plan, helping to support our core licensing activities. However, the unknown effects of Brexit may provide uncertainty.

Investments

The investments that ALCS undertake need to be managed prudently to maintain a steady return of income in the face of difficult market conditions. Given the challenging economic conditions, the returns on these investments are expected to see only small growth over the period of the plan with investments spread to ameliorate risks. Interest from these investments is used to maintain low commission rates.

Transparency

We will be transparent with our Members on all aspects of our operations in accordance with the collective rights management statutory regulations and guidelines.

COMPETITION

New rules for collecting societies within the EU have increased the likelihood of competition between societies and have heightened the need to maintain efficient operations which maximise the payments made to writers. More broadly, ALCS also needs to identify activities being undertaken on behalf of authors by other organisations for which improved returns could be achieved by direct ALCS involvement.

SOCIETY

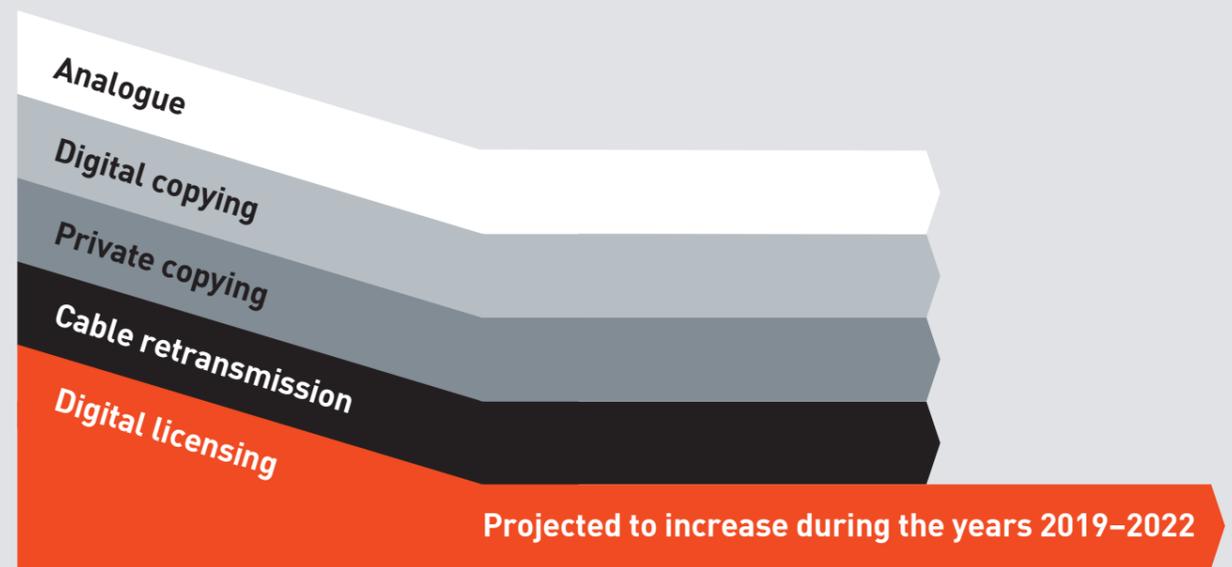
Copyright

ALCS will promote the principle of copyright and ensure that any UK or international regulatory reform aimed at liberalising access in the digital age recognises the economic and moral rights of creators.

Government

Policies in respect of culture and creative industries, copyright education, the knowledge society and trade relations all affect ALCS and our licensing activities. ALCS must engage with government departments and work with them in conjunction with other bodies to promote our Members' interests.

LICENSING INCOME

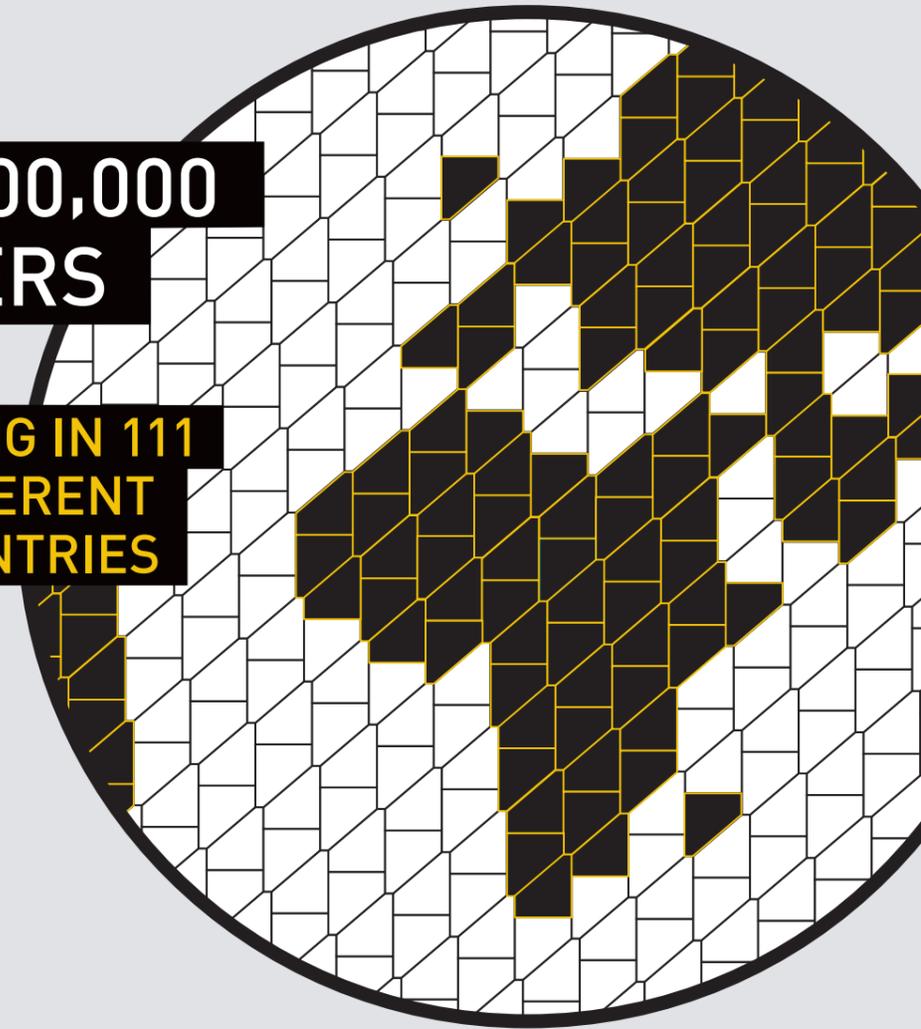


Projected to increase during the years 2019–2022

STRATEGIC OBJECTIVES

OVER 100,000 MEMBERS

LIVING IN 111 DIFFERENT COUNTRIES



MEMBERSHIP

- We'll aim to distribute as much to Members as we collect each year over any 12-month period and reduce the amount of historical fees held.
- We'll distribute income we collect to Members within nine months of receipt.
- We'll invest in the Members' area of our website to enable Members and their agents to interact seamlessly with ALCS and give them access to all of their information electronically.
- We'll encourage those writers who would financially benefit from ALCS to join, focusing author research on high-earning writers.
- We'll pay out £4 million of licensed income to new writer Members.
- We'll individually research and contact every writer who accumulates more than £150 of licence fee income.



TECHNOLOGY

- **We'll continue to invest** in technology to provide secure, efficient and effective ways of administering collective licensing, sharing the cost of development with partner organisations where appropriate.
- **We'll continue to move to cloud-based technical solutions** for all our licensing and collecting activities.
- **We'll provide for the highest level of protection** for our Members' data.
- **We'll work with third-party organisations** to ensure that Members' works are protected from piracy.



STAFF

- **We'll develop our structure** and ethos to harness the gains from a workforce who benefit from flexible working options where possible, while maintaining the excellent customer service Members expect to receive.
- **We'll review skillsets** to ensure our staff can add as much value as possible to creating an ever efficient workplace as automation of some processes takes place in the next three years.
- **We'll continue to develop** both staff and technology to give our Members the best possible user-friendly experience of their engagement with ALCS.



COMMUNICATIONS

- **We'll provide a comprehensive range of communications** to cater for different Members' needs on different platforms.
- **We'll hold four to six events each year** across the UK and be accessible to as many Members as we can.
- **We'll listen to Members' opinions** and keep their views at the heart of our decision-making.



COMMISSION

- **We'll aim to maintain single-figure commission rates** throughout the next three-year period for distribution.
- **We'll continue to manage costs efficiently** to minimise impact on Members.
- **We'll manage our investments and risk** to deliver returns in order to keep commission rates as low as possible.
- **We'll introduce efficiencies** to automate the processing of works, payments and usage data.



RESERVES

- Throughout the period of the plan, we will maintain a six-month operational and legal reserve to ensure the smooth running of the Company.

INCOME

- We'll work with our UK partner organisations to maximise our Members' incomes from licensing and aim to collect £66 million of licensing income in the UK over the three-year period.
- We'll work closely with our overseas partner organisations to ensure that Members continue to receive payment wherever their works are used under collective licensing.
- We'll look for further opportunities for the collective licensing of our Members' works, focusing on new digital services and undertaking pilot projects.
- We'll look for opportunities for collective licensing in new territories through our partnerships with the International Authors Forum (IAF), the International Confederation of Societies of Authors and Composers (CISAC) and the International Federation of Reproduction Rights Organisations (IFRRO).

BUSINESS DEVELOPMENT

- We'll continue to collaborate with our user-facing partner organisations (CLA and ERA) to develop innovative products and services that support core collective licences with a focus on the educational market.
- We'll support the development of the UK AV rightsholders consortium to maximise opportunities for ALCS Members to receive new income from UK sources.
- We'll work with existing and new partners internationally to maintain and develop our income from overseas sources.
- We'll research new collective licensing models for the use of author-owned works.
- We'll develop further opportunities for rights and payment administration services using any surplus income to defray the amount of commission charged to Members.
- We'll work with organisations such as libraries and archives to develop appropriate collective licensing solutions to bring older works back into circulation.

WE AIM TO COLLECT £66M OF LICENSING INCOME

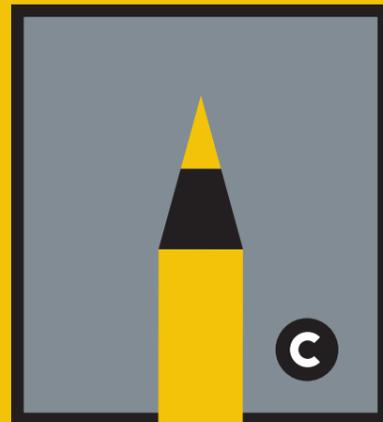
IN THE UK

OVER THE NEXT THREE YEARS

2017	➤	£	32.6M
2018	➤	£	34.1M
2019	➤	£	34.5M

LOBBYING

- We'll develop our influence in the UK and internationally by working with others for the benefit of writers.
- We'll continue to work with the All Party Writers Group to raise issues of concern to writers with UK politicians.
- We'll continue to work with the writers' unions to lobby UK politicians on appropriate issues, especially in light of the UK's decision to leave the EU.
- We'll work with the International Federation of Reproduction Rights Organisations (IFRRO), PLR International and the International Authors Forum (IAF) to further authors' rights across the world as well as with the Society of Audiovisual Authors (SAA) in Europe.



AUTHORS' RIGHTS

- We'll work with agents, writers' unions and other stakeholders to campaign for fair terms between authors and the exploiters of their works.
- We'll work to promote copyright awareness programmes.

COPYRIGHT EDUCATION

- We'll raise awareness of the value of copyright to society and highlight the benefits of the system in supporting creativity.
- Among writers, we'll promote an understanding of how copyright supports creative careers.



"ALCS keeps abreast of the massive scale of modern copyright issues and is always out there looking after our interests and sending us regular cheques for the money they recover. Plus they are clear, friendly and helpful to deal with. We owe them a big debt."

Maggie Gee | Novelist

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