

DRAFT 4 September 1990

Business Plan  
for a proposed national disability news magazine

DISABILITY WRITES  
produced by The Disability Press

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The Disability Press, c/o 2 Temple Square, Manchester M8 8UP.

## SUMMARY

This business plan is for a national news magazine on disability issues, controlled by disabled people.

This plan shows how the magazine can become self-financing after two years based on 6,000 subscribers.

The purpose of grant assistance is to establish the magazine by meeting its starting-up costs and initial running costs.

The readership will be built up over the two years to a financially viable figure by means of a free pilot edition to attract subscribers in the summer of 1991, and other promotional leaflets and methods within networks and organisations of disabled people.

Income will be increased in the second year by keeping the cover price the same, while increasing the number of editions from six to ten a year.

No income is assumed from advertisements. When the magazine is produced ten times a year the production deadlines will be suitable for the timescales associated with job advertisements.

Any extra income from suitable advertisements and extra sales, which is not needed to meet the production needs of the magazine, would not be available as profit. Instead, it would remain within The Disability Press as a resource for other publications.

The magazine will also provide a focus for strengthening the disabled people's movement by offering training facilities to disabled people in journalism and publicity.

Reliable, regular production with high quality standards are essential to building up a stable and loyal readership. The business plan is based on having back-up equipment and agencies at all points in the production process.

The production group is called The Disability Press, which is an unincorporated association. An initial task of the production group will be to become incorporated as a company limited by guarantee. Details of the founder members of the production group are available.

The coverage will be England, Scotland, Wales, Northern Ireland and Eire. Overseas subscriptions have been costed, as have braille and cassette tape copies.

## PRINT COSTINGS

### Ink printing

A print run of 500 copies using 80 gsm cartridge paper throughout, folded and stitched to give 16 printed pages from four sheets. No art paper (glossy paper), colour, or card cover.

500 copies - £ 140 GMCVS (Manchester), £299 Adept (London).  
5000 copies - £1,300 GMCVS £828 Adept

While being more expensive at low volumes, Adept will for an extra amount handle the enveloping and posting of the magazine. Adept is a printers co-operative of profoundly deaf and hearing people.

### Braille printing

Braille paper 120 gsm 12 inch costs 5p a sheet. Using 7,000 to 10,000 words per edition, this may produce 16 sheets of braille paper per copy - a current unit cost of 80p.

### Tape copies

Tape cassette copies would be ordinary C90 cassettes, not four track C90 tapes.

Monument Tape Services, Somerset, could produce and post out tape copies of the magazine as follows, based on 100 copies of each edition:

#### Initial costs

Tapes and wallets	£ 212.50
Annual admin charge	£ 50.00

#### Costs per edition

Copying at 25p a tape	£ 25.00
Original tape	£ 1.25
Studio time (2.5 hours)	£ 10.00

This would give a cost each year of:

six editions - £480  
ten editions - £625

### Large print

If a computer laser printer is available then small numbers of large print copies will be straight forward to produce. However, print text smaller than 10 point in size will not be used.

## POSTAGE COSTINGS

Postage rates are due to rise on 17 September 1990. The main factor affecting this project is the basic rate (60 gram) second class rate will rise from 15p to 17p, and this new figure is included below. Other new figures are not yet available, so August figures are shown.

### PRINT up to 60 gram

UK	-	17p
Europe	-	32p
World, zone A	-	40p
World, zone B	-	46p
World, zone C	-	62p

These figures are based on Newspaper & Periodicals Air Mail rates, which requires the magazine to be on the Post Office register of newspapers (£5.50 a year)

### BRAILLE

UK	-	free up to	7 kg
Europe	-	free up to	500 g
World, all zones	-	free up to	500 g (air mail)
	-	free up to	7 kg (surface mail)

Packages to be marked "Articles for the Blind".

### TAPE up to 100 g

UK	-	free, marked "Articles for the Blind"
Europe	-	free
World, zone A	-	4p per 100 g, marked "Cecogramme"
World, zone B	-	4p per 100 g
World, zone C	-	4p per 100 g

The 4p per 100 g world postage is for air mail.

Surface mail is free for both braille and tape, but takes up to 12 weeks to arrive.

## WRITTEN CONTRIBUTIONS

A very effective way of getting regular contributions to a deadline, and of supporting disabled writers, is to pay for contributions.

Research based on published rates from 1988 indicate the following:

Amateur Stage	£ 3	per 1000 words
Air Pictorial	£ 18	
Aeroplane Monthly	£ 35	
Balance	£ 50	(British Diabetic Association)
Antique Dealer	£ 68	
African Business	£ 70	
This Caring Business	£ 75	
PR Week	£100	

A typical 16 printed pages would contain 8,000 to 10,000 words.

On the basis of 10 editions a year, and 10,000 words per edition, the budget for written contributions would be £50 per 1000 words, which is £5,000 a year.

Preferences are -

- first, text on a floppy disk with a paper copy
- second, typed text
- third, dictation on tape
- last, handwritten text

It is planned to have two cheap portable typewriters for loan to contributors who do not have access to a typewriter.

The inclusion of a flatbed scanner with an interface and optical character recognition (OCR) software will allow clean, typed manuscripts to be scanned directly into a computer text file without rekeying.

For regular contributors a house-style sheet will be available, outlining conventions for contributions, for example on the use of initials and key words.

## PHOTOGRAPHS

Before printing, photographs need to be 'screened' to 80 dots per inch. Prints should be well focussed, glossy, black and white if possible, and 6 x 4 inches or bigger. Faces of people with some associated action are the most effective magazine photographs. The background should be uncluttered.

Taped to the back of the print, or using a sticky label (not written on the print itself) should be

- date of photograph
- names of people in block capitals
- description of event or context
- name and address of copyright holder
- name of photographer if different

Costs of screening a print are about £6 each for 7 x 5 inches. Colour prints can be screened as black and white, but sometimes appear a little bit muddy.

Payment will be on a scale linked to the rates of pay for text, with a small photograph being equivalent to 250 words (£12.50) and 500 words for a large photograph (£25).

A two-rate system will apply to photographs, with the higher rate for screened prints and the lower rate for ordinary prints.

Two cheap compact 35mm cameras will be available to loan to people to produce pictures to accompany reports.

## GRAPHICS

Part of the running costs budget is for payments to graphic artists for line drawings, cartoons and illustrations, with payment on the same basis as for photographs.

A strip-cartoon will be considered.

## CIRCULATION FIGURES

Research using Pims UK Media Directory (22 March 1990) indicates that a target subscription level of 6,000 over two years is not unrealistic.

### "Disabled Interest Magazines"

	circulation	price
	editions a year	
Balance	140,000	6      £1
MS News	55,000	3
Parkinson Newsletter	40,000	4
Disability Now	28,000	12      85p
Parent's Voice incorp MENCAP News	21,000	4
PHAB Magazine	20,000	4
Progress	10,000	2
Bulletin of British Polio Fellowship	8,000	6
Headlines (Meningitis Trust)	8,000	4
British Deaf News	6,000	12
DIG Around	5,000	4
New Beacon	5,000	12
Sequel News	3,000	4
The Advocate	2,000	4
London Disability News	2,000	12

## EXPENDITURE

### year one

setting up	£ 14,257		
running costs	£ 24,225		
salaries	£ 32,410		
		TOTAL	£ 70,892

### year two

running costs	£ 26,163		
salaries	£ 36,512		
		TOTAL	£ 62,675

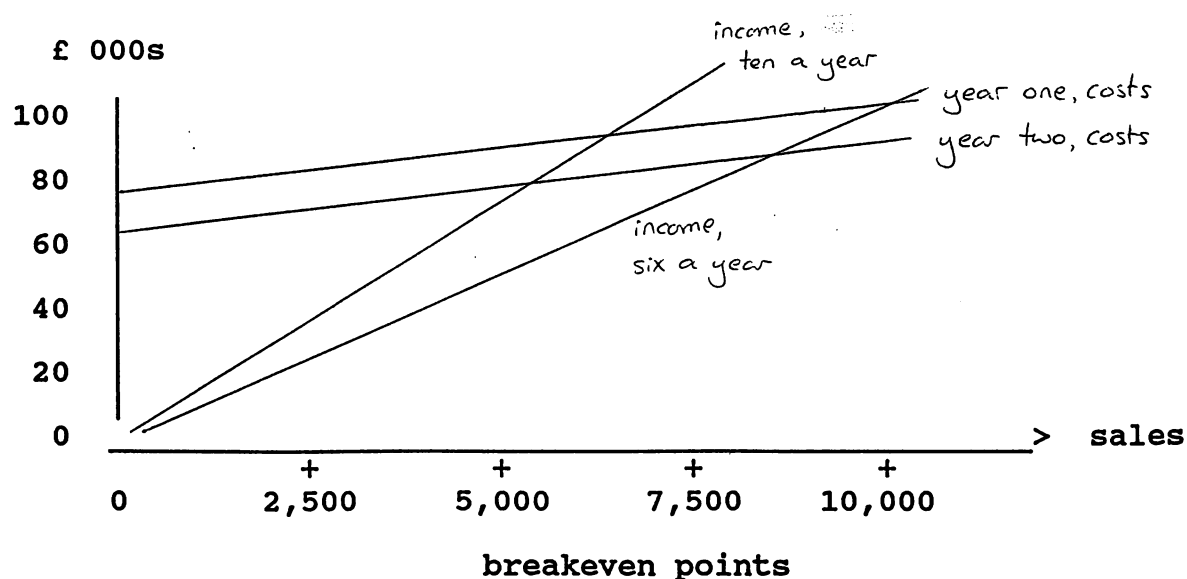
## SALES INCOME

based on 75% paying £2 a copy, 25% paying £1 a copy  
giving an average subscription of £1.75 gross  
then deducting 20p printing  
17p postage  
3p envelope  
10p handling leaving £1.25 net

six editions a year = £ 7.50 net income per year's subscription  
ten editions a year = £12.50 net income per year's subscription.

year one costs would be paid for  
by 9,500 subs (six times a year)  
by 5,700 subs (ten times a year)

year two costs would be paid for  
by 8,400 subs (six times a year)  
by 5,100 subs (ten times a year)



## SALARIES

Manager / sub-editor - S01  
Assistant / reporter - Scale 6

TOTAL payroll cost: £32,410 (year one) £36,512 (year two).

### Year one

#### MANAGER

S01, point 29 (1990-91)	£14,160
plus employers national insurance 10.45%	£ 1,480
plus 10% pension contribution	£ 1,416

TOTAL	£17,056
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#### ASSISTANT

Scale 6, point 26 (1990-91)	£12,747
plus employers national insurance 10.45%	£ 1,332
plus 10% pension contribution	£ 1,275

TOTAL	£15,354
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### Year two

#### MANAGER

S01, point 30 (1990-91)	£14,634
plus employers national insurance 10.45%	£ 1,530
plus 10% pension contribution	£ 1,463

plus 9% estimate for wage inflation	£17,627
	£ 1,586

TOTAL	£19,213
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#### ASSISTANT

Scale 6, point 27 (1990-91)	£13,176
plus employers national insurance 10.45%	£ 1,377
plus 10% pension contribution	£ 1,318

plus 9% estimate for wage inflation	£15,871
	£ 1,428

TOTAL	£17,299
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Total annual increase of 12.7% increment plus inflation from 1990-91 to 1991-92.

## RUNNING COSTS

admin postage	£ 1,100
audit fees	£ 350
contributors (writers, photographers)	£ 5,000
equipment depreciation (20% a year)	£ 2,700
graphics (artists fees)	£ 400
insurance	£ 500
legal fees	£ 500
line management fee	£ 850
magazine subscriptions	£ 600
premises rental	£ 2,500
press cuttings service	£ *
promotional leaflets	£ 600
reference library "book fund"	£ 600
security	£ 400
stationery	£ 300
tape copies production	£ 625
telephones	£ 1,200
training	£ 1,000
travel	£ 3,500
volunteers expenses	£ 1,500
<b>TOTAL</b>	<b>£24,225</b>

\* details due soon

## SETTING UP COSTS

braille printer (Index Basic)	£ 2,850
computers (2 PCs, 30Mb hard disk, colour)	£ 2,183
display boards (Marler Hayley)	£ 400
fax & answerphone	£ 500
laser printer (HP Laserjet III)	£ 1,655
legal fee to register company (ICOM)	£ 500
loan cameras (two)	£ 100
loan typewriters (two)	£ 150
mini photocopier with zoom (Canon PC-7)	£ 1,200
minicom with answerphone (Sound Barriers)	£ 288
presentation equipment (OHP etc)	£ 500
scanner (flatbed, HP ScanJet, interface, OCR)	£ 1,656
software (word processor, DTP, subs database)	£ 1,200
tape to tape duplicator	£ 875
telephone installation (two lines)	£ 200
<b>TOTAL</b>	<b>£14,257</b>

## PRODUCTION SCHEDULES

Ten editions a year

each month except January and August

14th - last date for feature articles  
19th - last date for news items  
19th - last date to supply camera ready artwork for ads  
20th - last date for stop press news items  
21st - camera ready artwork sent to printers  
27th - copies posted second class from printers

done in house - mailing list updates  
- payment processing  
- editorial copy  
- advertising  
- layout

sub-contracted - printing  
- posting

Envelopes will be overprinted with a return address for Disability Writes, so that undelivered copies are returned to the group instead of being returned to the printers.

## PRODUCTION METHODS

It is now almost a standard assumption that any publication will involve a computer, either for word processing, or for WP and then desk top publishing (layout design). Many recently produced WP programs now offer layout and design control close to DTP standards, but easier to use.

The main benefit from using computers will be with the word processing (for corrections etc) and from the laser printer for quality typesetting. Some manual paste-up will still have to be used, for speed and flexibility, as well as for inserts of graphics, photographs and display advertisements.

## MAGAZINE CONTENTS

An outline design of the contents will include the following:

- news (national, regional, Parliament)
- features
- events
- ads    display ads - products  
          job ads     - especially if monthly  
          no small (classified) ads
- reviews
- competitions
- interest sections (every edition, or different themes in  
                         different editions, examples:
  - women
  - holidays
  - motoring / transport
  - housing
  - arts
  - media
  - young peoplemaybe to discuss the political aspects)
- letters
- sports

The emphasis will be on short items, with a news angle, and referring readers to other sources for more detailed information.

## METHODS OF GATHERING TEXT

possibilities -

(a) the workers key in all text

As well as face-to-face discussions, the text could arrive by post, telephone, fax and minicom. Text answerphones are now available, also with PC links (Sound Barriers £250). A scanner will help in directly inputting typed manuscripts.

(b) some text is supplied on a floppy disk by contributors

This would assist in saving time and reducing typographical errors.

(c) some text is supplied by modem link

Modems are devices which can connect computers together over telephone lines. An IBM-PC type computer needs a modem (£200-£500) and communications software (£20-£300) as a minimum. The running costs are (a) ordinary telephone charges, and (b) network charges (£132 a year). The text to be sent via a modem rarely goes instantly from source to destination. Instead, the source switches on their system and sends the text to a network computer. The text then sits there on a hard disk, as in a "pigeon hole", until the destination dials up the network computer to look and see if any messages have been left for them.

The key disadvantage with this type of "electronic mail" is that unlike the post, telephone or fax systems, the destination has to regularly try and get messages regardless of whether there are any messages to be got or not.

Advantages can be the very quick and accurate transfer of information, and copies of the same item can quickly be broadcast to a wide selection of destinations. This relies on both the source and destination(s) being connected all the time and having staff to work the computers. Examples are banks and national newspapers. Fax machines have become more popular because they are connected all the time for instant transfer, but also involve no cost or significant worker time at the machine between messages.

However, often a floppy disk posted first class will reach the final destination faster and cheaper than information over an electronic mail network.

## HOW MUCH ?

The cover price of each copy would be £1 unwaged, £2 others.

### Disability Now - for comparison -

- free - unwaged individuals
- £ 6 - individuals at home addresses (ie 50p each)
- £10 - organisations, work addresses (ie 83p each)
- £10 - overseas copies

### Disability Writes -

#### Subscriptions (six a year) -

- £ 6 - unwaged individuals
- £12 - waged individuals, organisations
- £15 - generous individuals
- £15 - overseas copies

#### Subscriptions (ten a year) -

- £10 - unwaged individuals
- £20 - waged individuals, organisations
- £25 - generous individuals
- £25 - overseas copies

## TRADE DISTRIBUTION

Sales through newsagents, etc are only really possible for circulations over 100,000. The key wholesalers are John Menzies and W H Smith, who also supply other outlets. They will insist on bar codes on front covers, colour covers, etc.

However, a small scale alternative for some bookshops might be to offer sales packs of five copies at cost price. Bookshops usually work on a sale-or-return basis with a trade discount of at least 35% for books and higher for magazines. It might be necessary to give initial sales packs free to some outlets as loss leaders. This will probably build up more readers from 'the professions' than reach disabled people.

## LEGAL ISSUES IDENTIFIED

### Liabilities

It will be prudent to establish a company limited by guarantee (not a charity or profit making organisation) to offer liability protection against debts. It does not offer protection for acts which are themselves unlawful, including trading while insolvent. Advice will be needed on any tax liabilities.

### Libel

Potential contributors, any workers, and the editorial collective will need to be briefed on the basics of libel, contempt of court, etc. Advice sheets giving outline details, lists of further reading, and of people to contact for advice can be prepared.

### Copyright

This will have to be followed carefully, but should not present any major difficulties as the aim is to produce original material and to report on public events in a new manner.

### Leaks and sources

Some news items and other information may be given in confidence by people whose position is vulnerable, and care will have to be taken that it is checked for accuracy whilst not indicating the source. Advice can be obtained on minimising the risk, for example by making sure that as many people as possible could be thought to be sources within the organisation concerned.

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