

UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2018

Charity number: 1093946
Company number: 4145775

CONNECTING THE KNOWLEDGE COMMUNITY

UKSG

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2018

Section 1:

Reference and Administrative Details of the Charity, Its Trustees and Advisers

a) Charity name: UKSG

b) Charity Registration No.: 1093946

Company Registration No.: 4145775

c) Principal office: Witney Business & Innovation Centre, Windrush House, Windrush Industrial Park, Burford Road, Witney, Oxon OX29 7DX

Registered office: Bowman & Hillier Building, The Old Brewery, Priory Lane, Burford, Oxon OX18 4SG

d) Names of the charity's trustees (who are also directors of the company) on the date the report was approved:

Yann Amouroux (elected 2017)

Andrew Barker (elected 2015; Chair – First Year)

Joanna Ball (elected 2018)

Dominic Broadhurst (elected 2017)

Colleen Campbell (elected 2018)

Lorraine Estelle (elected 2017)

Adam Gardner (co-opted; Treasurer- First Year)

Anna Grigson (elected 2016)

Helle Lauridsen (co-opted; Secretary – First Year)

Ross MacIntyre (elected 2018)

Charlie Rapple (elected 2017)

Laura Wilkinson (elected 2016)

Anthony Cond (co-opted)

Gareth Smith (co-opted)

Hugh Murphy (co-opted)

Katherine Rose (co-opted)

Kelly Nicholls (co-opted)

e) Names of any others who served as a charity trustee in the financial year in question (i.e. during January to December 2018):

Matt Borg (co-opted) stood down August 2018

Vibeke Christensen (co-opted 2017)

Jane Harvell (elected; Secretary 2017, stood down 2018)

Vicki McGarvey (co-opted 2017)

f) Staff responsible for day-to-day management:

Bev Acreman (Interim Executive Director – full time)

Alison Whitehorn (Business Manager – full time until 26 October 2018)

Samira Koelle (Events Assistant – full time – on maternity leave from July 2018)

Vicky Drew (Events Administrator – part time maternity cover, contract)
Chris Miller (Accounts Administrator – full time)
Ally Souster (Publications Associate – part time)
Maria Campbell (Digital Communications Associate – part time until November 2018)
Brian Lewis (Digital Marketing – part time, contract)

g) Other relevant organisations:

Bank: The Co-operative Bank plc, 13 New Road, Oxford OX1 1LG
Accountant: Bowman & Co, The Old Brewery, Priory Lane, Burford, Oxon OX18 Vicky Drew (Events queries)

Auditor: ReesRussell LLP, 37 Market Square, Witney, Oxon OX28 6RE
Solicitor: Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh SO53 3LG

Section 2: Structure, Governance and Management

Public Benefit

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Governing Document

UKSG is a company limited by guarantee and not having a share capital. It was incorporated on 23 January 2001 and is governed by its Memorandum and Articles of Association, which were updated and formally adopted in 2010. UKSG has been registered as a charity with the Charity Commission since 26 September 2002.

UKSG is a professional interest group for the information resources community. The objects for which the company was established are laid out in the Memorandum as:

The advancement of education in the art and science of librarianship and data recall with particular reference to the management and classification of serials and similar periodicals, both nationally and internationally, and the conduct of research into the said subject, and to publish the useful results of such research.

Membership of the organisation is obtained by application to the Executive Director. Most members are corporate/institutional but there are a few memberships held by individuals. At 31 December 2018 there were 466 paid-up members, each of whom will have been requested to agree to contribute £1 in the event of the charity being wound up. UKSG does not act as an industry pressure group, its main strength being perceived as its unique function of bringing together all parties in the scholarly information communication chain.

Organisational Structure

The Board of Trustees, which is made up of a maximum of 18 members, administers the charity:

- Three Honorary Officers - Chair, Treasurer and Honorary Secretary
- Nine Elected Members

- Up to six co-options, appointed by the Board. Co-option is an optional process which assists with balancing the mix of representation from the various sectors of the information resources industry.

There are five Board meetings per year, one of which is dedicated to planning the organisation's annual conference for the following year. Subcommittees are in place to cover Education, Insights, Outreach and Engagement and Research & Innovation. Chairs of these subcommittees are elected from within the Board and are currently:

- Chair of the Education Subcommittee: Anna Grigson
- Chair of the Insights Editorial Board: Joanna Ball
- Chair of the Outreach and Engagement Subcommittee: Yann Amouroux
- Chair of the Research and Innovation Committee: Dominic Broadhurst

The day-to-day operations of the charity have previously been managed by a full-time Business Manager, also acting as Company Secretary. Following an internal staffing restructure in October 2018, Alison Whitehorn, UKSG Business Manager left the organisation.

Going forward, a new role of Events Executive will be created in early 2019. Some of the duties of the Business Manager role will be partially replaced by this new position. The Events Executive role will sit alongside other UKSG staff, with operational leadership for UKSG coming from the Executive Director. Presently, Bev Acreman is in post as Interim Executive Director.

The organisation relies on bought-in services for the editing and hosting of *Insights*, production of *UKSG eNews* (the fortnightly electronic newsletter for members), and for attracting advertising and sponsorship revenue in connection with *UKSG eNews* and the annual conference.

Recruitment and Appointment of Trustees

Each year all members of UKSG are invited to submit one candidate to stand for election to the Board of Trustees. The relevant information, which includes a fact sheet about the responsibilities of Trustees, is dispatched to members, together with details of the organisation's AGM, which is always held at the annual conference and at which the newly elected Board members are formally announced. Potential candidates are also discussed at meetings of the Board and on occasion a direct approach will be made to someone who the Board considers will bring to the organisation a particularly valuable range of knowledge, experience or expertise. All members of UKSG are encouraged to cast their votes to elect Board members, a process now conducted online, and it is expected that those elected will have been selected for their knowledge of, enthusiasm for and commitment to the information resources industry.

Trustee Induction and Training

All those on the Board will be working within a sector of the information resources industry, be it in libraries, publishing, intermediate services, database provision, system design or consultancy, and should therefore be well equipped with a good understanding of the general environment in which UKSG operates.

New trustees benefit from a period of informal mentoring from an existing Board member, and there are formal induction guidelines which are intended to help new trustees to feel welcomed, to

understand the proactive culture of UKSG, and to be able to make a positive contribution to the work of the organisation quickly and effectively.

Trustees are provided with the minutes of the Board meetings held during the previous year, as well as useful reference material from the Charity Commission about the duties of Trustees. Apart from attending Board meetings, all Trustees are actively encouraged to become involved in one or more of UKSG's standard activities, for example sitting on one of the subcommittees or being involved in the planning of major events.

Decision Making

Significant items that have an impact on UKSG's governance, budget, overall mission and annual conference are always discussed at a meeting of the full Board of Trustees and, wherever possible, a decision is made based on an overall consensus. With a Board that is highly representative of the membership in terms of the different sectors represented, the Trustees are confident that major decisions are taken with the interests of the full membership as its prime focus.

Changes to the Memorandum and Articles of Association are presented to the membership at the Annual General Meeting for discussion and approval. The annual subscription rates for members are also presented to the AGM and approved by those in attendance.

New ideas and developments that are discussed at any of the subcommittee meetings and which are likely to have an impact on any of the factors mentioned in the first paragraph of this section are always referred to the main Board of Trustees for consideration and approval.

The strategic goals are detailed in the objectives and mission on the UKSG website and reflect the feedback from UKSG members and others, in addition to informing the organisation's priorities over the next few years. (See also Sections 3, 4 and 6.)

A Remuneration Subcommittee, comprising the Chair, Treasurer and Honorary Secretary, meets once a year to consider the performance and salaries of the organisation's employees and to approve any changes that are felt necessary.

Risk Management

UKSG reviews annually its Risk Management Policy. The associated Risk Register, managed by the Secretary, which itemises the major areas of risk facing the organisation in fulfilling its charitable aims, is now reviewed at each meeting of the Trustees. Each risk is accorded a priority rating, based on the likelihood of occurrence and the severity of impact. The appropriate management responsibility and a brief description of how UKSG attempts to mitigate each risk are detailed. The retained net risk is listed, together with any further action required, and a date for review.

Each subcommittee also reviews on a regular basis the risks associated with its area of work, with new risks added when the organisation moves into new areas of activity, and risks that have become irrelevant removed.

Where appropriate, the financial risk is quantified. The single biggest risk remains the funds committed to UKSG's Annual Conference ahead of the event. The appropriate insurances are in place to cover this risk and others that UKSG could potentially face. In addition, the organisation aims to retain a sum of money in reserve to cover one year's operating costs.

Section 3: Objectives and Activities

The mission of UKSG is: 'To connect the knowledge community and encourage the exchange of ideas on scholarly communication. In a dynamic environment, UKSG works to:

- facilitate community integration, networking, discussion and exchange of ideas
- improve members' knowledge of the scholarly information sector and support skills development
- stimulate research and collaborative initiatives, encourage innovation and promote standards for good practice
- disseminate news, information and publications, and raise awareness of services that support the scholarly information sector.'

Following a wide-ranging member survey and strategic discussions amongst staff and committee members, we reaffirmed the values of UKSG in 2016 as:

- cross-community involvement and parity/equality
- analysis rather than advocacy
- objective facilitation.

Facilitating research and innovation is a key theme and activity area for UKSG and we have often been at the heart of collaborative research initiatives which have developed solutions to industry-wide issues and promoted standards for best practice. In 2018 we reasserted our commitment to research activities through the re-configuring of the Research and Innovation sub-committee into a smaller, more agile working group. The group is currently developing a series of initiatives.

The sub-committee aims to:

- stimulate research and collaborative initiatives
- encourage innovation
- promote standards for best practice
- instigate projects to research or develop new solutions

In particular, the research undertaken should facilitate an efficient information chain and a better information experience. In many cases, the work initiated by UKSG is developed and implemented by other industry bodies.

Parallel to the reconfiguring of the Research and Innovation group, the newly created Outreach & Engagement sub-committee had its first meetings in 2018 its focus being to look after UKSG members and their interests, to ensure we raise awareness of UKSG activities and member benefits.

Additionally, UKSG staff and Main Committee members met for a strategy away day in December 2018 to plan new activities and review governance structures. This governance review follows an internal staffing restructure in October 2018. The results of the strategy day will underpin activities over the next two years.

Section 4 of this report gives more details of the objectives and activities pursued over the course of the year, whilst Section 6 looks to the future.

To facilitate community integration, networking, discussion and exchange of ideas

The principle means of fulfilling this aim, and a core activity for UKSG, is the Annual Conference, which in 2018 was held at the Scottish Events Campus Glasgow. Attendance levels were once again extremely strong, with a total of 923 delegates from 25 countries representing over 367 organisations.

The annual conference provides perspectives from all sectors of the scholarly information community, which is a unique and highly valued feature of this event. An open call for topics and speakers resulted in 80 suggestions being received in May 2018, which were then blind scored and carefully shaped into a programme for 2018 by the Main Committee.

In our 2018 event, 1/3rd of delegates were first timers. Overall, 91% of delegates rated the conference as Excellent or Very Good.

One delegate commented:

“Keep doing the conference! It is the best in Europe”.

The conference includes actions which support UKSG’s core mission to facilitate networking and the exchange of ideas, and which are aligned with the association’s charitable remit, including a number of existing conference awards which allow students and early career professionals to attend with all expenses paid.

To improve members' knowledge of the scholarly information sector and support skills development

In addition to the Annual and One-Day Conferences, the work of the Education and Events Subcommittee is central to UKSG’s objectives of encouraging professional awareness and realising public benefit by providing a programme of affordable seminars and workshops, some of which are located in the regional centres of the UK and Ireland, as well as in London. The events vary from introductory level seminars aimed at those new to the information community, to intermediate and advanced seminars and workshops on specific themes for those who wish to further their professional development. The Subcommittee continues to consider new themes for seminars, in response to demand from both members and non-members, although the landscape for staff development in terms of both budget and available staff time continues to be challenging. Further details of events run in 2018 are outlined in Section 4. The group continues to actively capture and reflect on feedback following events and it uses this information to inform future decisions concerning event development and planning.

UKSG is also aware of the requirements of its membership beyond the UK and the difficulties of meeting their training needs and a freely available webinar series continues to attract high numbers of registrations from both within and beyond the UK. The Digital Communications Associate leads the organisation of, and technical support for, the webinar programme and helps the Subcommittee to assess possibilities and opportunities. The registration process continues to help the Subcommittee understand the profile of webinar participants and inform future webinar planning.

The newly set Outreach and Engagement sub-committee has been created as part of the long term strategy by UKSG in maintaining the work done in encouraging collaborative partnership within all sectors of the academic publishing community, from librarians to publishers and vendors.

The committee is made of 17 representatives from all aspect of the community UKSG:

5 Publishers
7 Librarians (including a representative of FE Libraries)
5 Consultants

Representative of the scholarly communication community that makes UKSG, members of the O&E sub-committee are from a range of professional experience, from the early career professional to senior director.

If committee members were not able to join the meeting physically, provisions were made for people to attend remotely. Out of 17 members the average attendance has been 14, allowing the committee to move forward from setting itself up in March to putting a plan of action for 2019.

To disseminate news, information and publications, and raise awareness of services that support the scholarly information sector

Our peer-reviewed, open access journal, *Insights*, offers a mix of research articles, case studies, commentary, opinion pieces and reviews, as well as people and profiles.

The journal is managed by the *Insights* Editorial Board. Current membership includes: Bev Acreman (UKSG), Daniel Albertsson (Swedish University of Agricultural Sciences - SLU), Rick Anderson (University of Utah), Margo Bargheer (Göttingen State and University Library), Helen Dobson (University of Manchester), Jill Emery (Portland State), Roy Kaufman (Copyright Clearance Center), Charlie Rapple (Kudos) and Graham Stone (Jisc). The Board is keen to extend membership to groups currently under-represented, and invited Jessica Edwards (Gale Cengage) as an early career professional to join in October 2018.

Joanna Ball (University of Sussex) took on the role of Chair of the Editorial Board from Andrew Barker (Liverpool John Moores University) in April 2018. Lorraine Estelle (COUNTER) and Steve Sharp (Sheffield Hallam University) are now in their eighth year as joint editors of *Insights*.

Following a decision in November 2017, *Insights* moved from being issue-based to “continuous publication” in 2018. This has enabled the publication of articles in a much more timely and market sensitive manner, and the promotion of articles at an individual level. It also spread the workload of editing, proofreading and producing the journal throughout the year, removing the peaks and troughs surrounding our current 3 issue format.

Removing the focus of the Editorial Board’s energy from the publication of individual issues has also enabled it to have a more strategic approach to the journal: a call for papers was issued in September 2018, and a Special Issue on the subject of Gold Open Access Post Finch is currently in preparation, edited by Graham Stone and Frank Manista of Jisc.

To enable better strategic marketing of our publications to ensure greater visibility we have recently entered into a two-year pilot partnership with Kudos, a cloud-based toolkit to help authors of scholarly content explain and share their publications with the aim of broadening reach and impact.

We continued to work closely with Ubiquity, our platform provider in 2018 to make improvements to the service.

Section 4:

Achievements and Performance

Ross MacIntyre (Interim Chair) was replaced by Andrew Barker at the 2018 AGM

The process for electing members to the committee for 2018/19 saw 14 people stand for election. Voting was once again conducted through a secure online system in advance of the AGM, with the turnout of members increasing from 130 votes to 133 out of an electorate of 366 (= 2.75%).1016

The appointment of four successful candidates was bolstered by five selective co-options to provide a balance of representation of the different UKSG main 'stakeholder' groups/communities: Libraries, Publishers, and Intermediaries.

In 2018 we introduced a new database, booking system and website which will make our processes and interaction with our members more efficient and modern, and at the same time reduce our running costs. We also introduced a comprehensive Employee Handbook detailing all aspects of our employment which is designed to help our staff get to know the Company and our expectations and commitments to them better, whilst also providing them with information covering key aspects of their employment with us.

Conferences held in 2018:

April 9-11 41th UKSG Annual Conference and Exhibition: Glasgow
14 November UKSG One-Day Conference – “Doing More with Less”: London
A total of 1016 delegates attended these events.

Seminars and training events held in 2018:

5 June UKSG Introduction to E-Resources Today: London (29 delegates)
20 June UKSG Licensing Skills for Librarians: London (23 delegates)
21 June UKSG Negotiation Skills for Librarians: London (16 delegates)
18 October UKSG Usage Statistics for Decision-making: London (38 delegates)
30 October UKSG Introduction to Open Access Publication Lifecycles and Compliance: London (19 delegates)
30 November UKSG E-Resources for Further Education: London (37 delegates)

A total of 162 delegates attended these events, along with a wide range of speakers.

Webinars held in 2018:

20 June TERMS revisited: developing the combination of electronic resource management with OA workflows update, by Jill Emery (Portland Status University) and Peter McCracken (Cornell University) (610 registrants)
17 July Writing for Academic Publication, by Helen Fallon (Maynooth University) (654 registrants)
11 September Exploring how emerging open science services can enhance institutional publication data, by David Walters and Christopher Daley (Brunel University London) (283 registrants)

18 October	Accessibility aspirations: the outcomes of the Aspire audit of e-book accessibility statements and their implications for libraries, by Alistair McNaught (Jisc). (334 registrants)
22 November	An Introduction to Metadata Quality: the approach of the Europeana Collections, by Adina Ciocoiu (Europeana) with Jane Daniels (237 registrants)
4 December	Partnership working at The Hive, by Sarah Pittaway (University of Worcester) (140 registrants)

Over 2300 registrations were received for these events. Those that had registered were able to either attend the live webinar or watch a recording at a later date.

Student Workshops held in 2018:

30 May	Manchester Metropolitan University
20 November	University College London

Membership Support & Member Inclusion

UKSG continues to offer a wide range of benefits to its members, for example:

- *UKSG eNews* – a fortnightly round-up of our own news, plus that of our members and others in the sector, with guest editorials – sent to over 2,100 member contacts
- free attendance to our webinar programme
- discounted rates for UKSG seminars and events including the annual conference
- free student workshops
- awards and bursaries to support attendance at various UKSG events.

Income received from membership fees and events is used responsibly by UKSG in its not-for-profit capacity for the benefit of the wider knowledge community and future generations of professionals working in scholarly communications. Still proving popular and well attended, the programme of webinars has continued to be run free of charge for everyone in the community.

The new Outreach and Engagement sub-committee is set to address the need for UKSG to increase its connections with its own community.

We have seen with other membership-based organisations similar to UKSG that they can become a little detached from their membership, losing that link between what is important at Main Committee level and what its membership actually would like to see happening. This however has not been the case with UKSG so far - but it was felt that UKSG could do better to ensure it was serving its extensive and varied profile of member types that are engaged with UKSG. For example, we would want to actively encourage more early career professionals to be involved, see more participation from Further Education institutions to name but two immediate objectives of the committee.

The committee is mixed with representatives from libraries, publishing houses, vendors and FE librarians and led by Yann Amouroux, Main Committee member.

Member Inclusion

UKSG remains focused on enabling all constituents to reap the rewards of UKSG membership. Membership had been suffering a slight year-on-year decline for some time owing to ongoing acquisitions and mergers in the publishing industry and ever tighter budgets in the education sector

and we ended 2018 on 466 (477 members in 2017), a decrease of 11 on 2017. This figure included 25 new members.

Membership benefits remain substantial in terms of discounted attendance at events (free in the case of the UKSG Forum), communications and more.

Previously we have reported that UKSG will embark on greater involvement and inclusion, both of a wider spread of our community and of more people within current member organisations. To that end, we continually monitor and review pricing for events and we have continued our series of webinars that enable greater inclusion, particularly for international members.

The remainder of this section gives more details on activities in particular areas.

To facilitate community integration, networking, discussion and exchange of ideas

The eighth joint UKSG/NASIG John Merriman Award was granted to two professionals in non-managerial positions relating to the management of e-resources, allowing them to visit the conference of their sister organisation.

Shannon Keller, New York Public Library, was able to attend the UKSG Annual Conference in Glasgow, whilst Helen Monagle, Manchester Metropolitan University, received funding from award sponsor Taylor & Francis to attend the 2018 NASIG Conference in Atlanta, Georgia, with additional support from UKSG to attend the 2018 UKSG Conference too. To apply for the award, they wrote on the topic, 'What is the biggest challenge facing you in your current job and how, in an ideal world, would you address it?', and provided a paragraph describing what they hoped to achieve by attending the UKSG or NASIG conference.

UKSG is grateful to its Merriman Award sponsor, Taylor & Francis Group, which continues to make a generous contribution toward the costs of travel, accommodation and associated expenses for the UK winner. Ian Bannerman, Managing Director at Taylor & Francis, explained why his organisation sponsors the award:

"The UKSG and NASIG conferences provide invaluable learning and networking opportunities for librarians, publishers and agents. The connections made at such events are essential in times of change, so I'm pleased that, by sponsoring the Merriman Award, Taylor & Francis can help maintain vital links within our community."

To improve members' knowledge of the scholarly information sector and support skills development

We have run a range of events throughout 2018, with some events attracting capacity or close to capacity audiences.

In October 2018 we ran an updated seminar on "Usage Statistics for Decision-Making". The event quickly sold out with 38 delegates attending. A varied programme included both librarians and publishers giving a range of perspectives on how usage data for evidence-based decision-making, including a Library Director giving a senior leader's perspective on how to use statistics to make a persuasive case and influence senior decision-makers within universities.

*"This was an excellent day. Good variety of presentations with real practical implication
"A very informative and interesting seminar covering a wide variety of topics"*
Delegates, UKSG Usage Statistics for Decision-making

Also in October we ran a new seminar "Introduction to Open Access Publication Lifecycles and Compliance" which focused on exploring the increasing role for librarians in supporting pre-publication workflows for journal articles and other research outputs. The programme included presentations outlining the key stages in the publication lifecycle of a journal article, exploring the complementary roles of publishers, libraries and intermediaries at each stage of the process. A breakout discussion session gave delegates the chance to reflect on how issues raised in the presentations applied to their roles, and the day concluded with a panel session giving our expert presenters a chance to comment on the latest issues.

"I found the day very useful and interesting. There was a lot to take in and the speakers did well to explain this complex area"

"The group activity was really useful for seeing how different institutions handles the same issues [and] really helped generate ideas for tackling specific problems"

"The day exceeded my expectations, all the presenters and facilitators were superb, thanks for an inspiring, informative and very helpful day"

Delegates, UKSG Introduction to Open Access Publication Lifecycles and Compliance

UKSG continued to offer a programme of well-attended webinars in 2018 which allowed us to engage with our members both in the UK and internationally. Whilst the majority of those attending webinars are from the UK, Europe and North America, webinars continue to attract listeners from around the world. Sessions aim to cater for all levels, running more practical and information-delivering sessions alongside opinion pieces, and providing a way for practitioners to keep up with new topics. As well as listening in live, registrants can listen to a recording of the session later, giving the opportunity to reach an audience regardless of time zone. Feedback from the webinars has been overwhelmingly positive:

"These webinars are an excellent way of getting easy access to experts in their fields. The information learnt can then be fed back at institution level and be used to improve not only the professional knowledge of the individual(s) taking part in the webinar but their institution as well."

Bertrand Daldy, Kingston University, UK

"Thank you so much. I will attend all or as many of the webinars as possible. And, if I cannot attend the live presentation, I will listen to the recording later."

Marilyn Andrews, University of Regina, Canada

"Well-structured, edifying, and professionally stimulating. Supportive of professional development." – Lara Elmelinda, The University of the West Indies

Marketing

Our social media presence continues to grow and have impact. The UKSG LinkedIn group has 1,736 members, and our Facebook group has 460 followers. Twitter (5,014 followers) is particularly active and is very busy during the big events with both commentary and practical information which benefits absent colleagues as well as those attending. We continue to use IET.tv event webcast, an event app for the annual conference, and SlideShare for post-event content. We have also been utilising twitter to promote individual articles published within Insights to great effect.

We continue to run surveys following each event to ensure that we are meeting member needs and take any ideas for future activities into consideration. Survey data shows satisfaction is consistently high.

A significant amount of work was expended on our new website project in 2018 and we successfully relaunched the site, and underlying new contact management database, on time in June 2018.

Membership Support and Marketing

Marketing activities will continue to support UKSG's main areas of work defined by Education, *Insights*, Outreach and events, in particular the Annual Conference, One-Day Conference and UKSG Forum. They will also focus on priorities identified by the Main Committee such as:

- communications that reflect the inclusive, dynamic nature of UKSG and its unique role within the knowledge community
- engaging more with our members and publicising member benefits – for example, developments to our members-only newsletter, *UKSG eNews*
- a gap analysis to try to encourage new memberships among those organisations that are not UKSG members but that regularly make use of UKSG events and webinars.

Section 5: Financial Review

Year end overview

UKSG entered 2018 after a second consecutive year of deficit with a clear goal of making a surplus, however small. Corrective measures aimed at cost reduction were introduced as a matter of urgency by the Executive Director and the Accounts Administrator, and the forecast as we entered 2018 was for a small surplus by year end. Prudent planning and monitoring of all income and expenditure was paramount to our success and breaking the cycle of losses.

We had no plans for any exceptional expenditure in 2018, and pared back all routine expenditure as far as possible. Planning for the annual conference of critical importance and a budget was established by the Executive Director, Business Manager and Accounts Administrator to ensure the success of our largest income line.

The Annual Conference is our major revenue driver, and any deviation from planned surplus has a direct impact on UKSG's operational finances. Despite extensive, detailed budgeting specifically for the 2018 conference, the April 2018 accounts revealed the overspend of the 2018 Main Conference. We had moved from a position of a small surplus of ca. £5k, hard won through difficult cost-saving decisions, to a forecast deficit of £33k. This was due in the main to the Annual Conference, which posted an overspend on costs and a reduction in income.

The focus for the remainder of the year was on further cost reduction and revenue generation. During the second half of the year we underwent a restructuring which saw staff changes with associated exceptional costs. Although essential, this was unplanned expenditure and put us further into deficit, with no significant revenue opportunities to offset it.

By year end the deficit had increased significantly, and we finished the year at £(75k).

We finished 2018 with a further reduced balance in the General Reserve of £441k. This is still ample to meet our minimum funding obligations but after three successive years of deficit it is now our number one priority to rebuild our reserves. The budget for 2019 has been built accordingly, with a continued emphasis on cost reduction and removal, and also on revenue generation. Overlaying this budget is the need for a period of consolidation and a focus on the basics so that UKSG can return to a position of financial stability without distractions from exceptional events or expenditure.

Investment in the Future

In 2018 we built on the foundations laid in previous years to adapt and innovate to meet the needs of members and the wider community. We successfully introduced a new website with underlying database that will enable us to more efficiently engage with our members. Continued use of the online voting system has seen a sustained increase in member engagement in elections. Maintaining

an open access journal demonstrates that UKSG is serious about its core mission of encouraging the exchange of ideas on scholarly communication, and sets an example by its actions.

Our support for 'Think,Check,Submit' and COUNTER 5 underlines our commitment to globally significant research projects and follows in the line of previously completed and important works.

Section 6: Future Plans

UKSG is fortunate to be able to rely on so many volunteers in each of its committees, as well as the dedication of its paid staff: Bev Acreman (Interim Executive Director), Ally Souster (Publications Associate), Vicky Drew and Samira Koelle (Events Assistants) and Chris Miller (Accounts Administrator) – and others, notably Richard Abels (Auris Associates), Elaine Koster, Catherine Jameson, Brian Lewis and Karen Sadler who carry out specialised tasks for the group.

Following on from an internal staffing re-structure in October 2018, we have plans in 2019 to refresh the governance structures of UKSG. Specific plans include:

- Task & finish group to review the role of the main committee of trustees
- Recruitment of new Events Executive role
- Replacement of Digital Communications Associate
- Appointment of a permanent Executive Director

To facilitate community integration, networking, discussion and exchange of ideas

The coming year's Annual Conference will be held at the Telford International Centre from 8-10 April 2019. However, the sustainability of the organisation depends on the maintenance of a successful conference, required to support its other research and educational commitments, and this must be balanced over several years, given the varying costs associated with different venues. In 2020 we will be visiting Brighton for the first time while we return to Harrogate in 2021.

To improve members' knowledge of the scholarly information sector and support skills development

For 2019 the Education and Events Subcommittee plans to:

- run a programme of six or more one-day seminars on a range of topics
- seek to broaden the reach of our seminars, to enhance their appeal to all sectors of UKSG membership
- review and update our long-running Introduction to E-Resources seminar to better match the evolving needs of early career professionals
- refresh our seminars on Licensing and Financial skills, and introduce a significantly revised seminar on resource discovery
- re-run our successful events on Usage Statistics for Decision-Making, Open Access issues, and E-resources for Further Education
- continue to actively review the viability of events including marketing, locations and programmes so that they fit as closely as possible the requirements of potential delegates and mitigate any risk for UKSG.

The key aims and objectives which the Outreach and Engagement committee is set to work and deliver in 2019 are as follow:

- Maximising UKSG new website, potentially much improved manipulation of the UKSG database will bring new opportunities engaging with our community
- Engagement activities covering UKSG conference, creating UKSG FAQs, eNews, Webinars, Lis-e-Resources
- Membership campaign and addressing the need to review how we are delivering "Students Roadshow"
- Mentoring opportunities and encouraging this to happen within our community
- Merriman Award and UKSG Conference awards to 6 delegates per year, reviewing and processing applications on both categories
- Encouraging greater communication between Committees

**Section 7:
Audit**

The audit of the 2017 accounts was carried out by ReesRussell LLP, who are pleased to continue as auditors for the year ended 31 December 2018.

**Section 8:
Statement of Trustees' Responsibilities**

The charity trustees (who are also the directors of UKSG for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including the net income or expenditure, for the financial year. In preparing those financial statements, the trustees should follow best practice and:

- observe the methods and principles in the Charities SORP
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue on that basis.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant audit information of which the charitable company's auditor is unaware, and
- the trustees have each taken all steps that they are obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the Board of Trustees

A C Barker



Chair:

Date:25.03.2019.....

Independent Auditors' Report to the members of UKSG

Opinion

We have audited the financial statements of UKSG for the year ended 31 December 2018, which comprise the Statement of Financial Activities, Balance Sheet and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)).

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body, and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.; or
- the charity has not kept sufficient accounting records; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 17), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

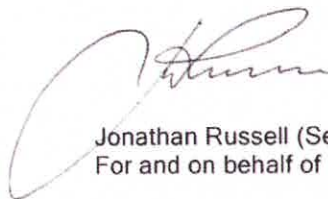
Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Jonathan Russell (Senior Statutory Auditor)
For and on behalf of ReesRussell LLP, Statutory Auditor

37 Market Square
Witney
Oxfordshire
OX28 6RE

Date: 16.03.2019

UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2018

Charity number : 1093946
Company number : 4145775

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an income and expenditure account)

FOR THE YEAR ENDED 31 DECEMBER 2018

Page 1

	Notes	2018		2017	
		£	£	£	£
		Restricted funds	Unrestricted funds	Total	
Incoming resources					
Incoming resources from generated funds					
Investment income	3	0	1,513	1,513	1,644
Incoming resources from charitable activities	4	0	715,382	715,382	736,060
Total incoming resources		0	716,895	716,895	737,704
Resources expended					
Charitable activities	5	0	764,091	764,091	894,515
Governance costs	6	0	27,924	27,924	28,827
Total resources expended		0	792,015	792,015	923,342
Net income for the year and incoming resources before transfers		0	-75,120	-75,120	-185,638
Total funds brought forward		0	516,298	516,298	701,936
Total funds carried forward		0	441,178	441,178	516,298

There were no recognised gains or losses other than those included in the statement of financial activities.

The notes on pages 3 to 6 form part of these financial statements.

CHARITY BALANCE SHEET

AS AT 31 DECEMBER 2018

Page 2

	Notes	2018 £	2017 £
Current assets			
Debtors	7	138,754	289,090
Cash at bank		515,655	495,324
		<u>654,409</u>	<u>784,414</u>
Creditors: Amounts falling due within one year	8	<u>-213,231</u>	<u>-268,116</u>
Total assets less current liabilities	10	<u>441,178</u>	<u>516,298</u>
Unrestricted funds			
General		<u>441,178</u>	<u>516,298</u>
		<u>441,178</u>	<u>516,298</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board of Trustees on

Signed on its behalf by



A C Barker

Chair

The notes on pages 3 to 6 form part of these financial statements.

1 Accounting Policies

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are as follows:

Incoming resources

Charitable trading activities

Income from conference and seminar event admission charges is included in incoming resources in the period in which the relevant event takes place.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Interest receivable

Interest is included when receivable by the charity.

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, exclusive of VAT.

Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- Designated funds - these are funds set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value

Going concern

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Exemption from cash flow

The charity opted to early adopt Bulletin 1 published on 2 February 2017 and have therefore not included a cash flow statement in these financial statements.

Tangible fixed assets

Individual fixed assets costing £500 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Capital items below £500 are written off through the income and expenditure account.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

<i>Asset class</i>	<i>Depreciation method and rate</i>
Office equipment	25% per annum on cost

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the company has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

2 Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

3 Investment Income

	2018			2017
	£			£
	Restricted funds	Unrestricted funds	Total	
Interest received	0	1,513	1,513	1,644
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The notes to the Financial Statements continue on the following page.

4 Incoming Resources from Charitable Activities

	2018			2017
	£	£	£	£
	Restricted funds	Unrestricted funds	Total	
Conference and seminar fees	0	658,100	658,100	680,463
Subscriptions	0	54,325	54,325	53,660
Grants and donations received	0	0	0	0
Other income	0	2,957	2,957	1,937
	0	715,382	715,382	736,060