UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

Charity number: 1093946
Company number: 4145775

CONNECTING THE KNOWLEDGE COMMUNITY

UKSG

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2015
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Section1:
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: Hilltop, Heath End, Newbury, Berks RG20 0AP
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:

Bev Acreman (elected 2015)
Yann Amouroux (co-opted)
Andrew Barker (elected 2015)
Dominic Broadhurst (co-opted)
Terry Bucknell (elected 2014)
Colleen Campbell (co-opted)
Ken Chad (elected 2013)
Richard Ebdon (co-opted)
Adam Gardner (co-opted)
Jane Harvell (elected 2014)
Helle Lauridsen (elected 2013)
Ann Lawson (Treasurer – first year)
Ross MacIntyre (elected 2015)
Ed Pentz (co-opted)
Kate Price (Chair – first year)
Charlie Rapple (Secretary – first year)
David Summers (elected 2013)
Jill Taylor-Roe (elected 2014)

e) Names of any others who served as a charity trustee in the financial year in question (i.e. during January to December 2015):

Ellen Collins (co-opted)
Noelle Gracy (co-opted)
Graham Stone (co-opted)
Sarah Thompson (elected 2012)

f) Staff responsible for day-to-day management:
Alison Whitehorn (Business Manager – full time)
Karen Sadler (Administrator – part time)
Ally Souster (Publications Associate – part time)
Maria Campbell (Digital Communications Associate – part time)

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 4SG
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

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 Business Manager. Most members are corporate/institutional but there are a few memberships held by individuals. At 31 December 2015 there were 460 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 and Publications. Chairs of these subcommittees are elected from within the Board and are currently:

- • Chair of the Education Subcommittee: Jane Harvell
- • Chair of the Publications and Editorial Subcommittee: Andrew Barker

A third subcommittee, with a focus on Research and Innovation, was put on hold in September 2015 while the Trustees consider how best to support members' needs in this area. Prior to its suspension, this subcommittee had been chaired by Terry Bucknell.

The day-to-day operations of the charity are managed by a full-time Business Manager, who also acts as the Company Secretary, and a part-time Administrator. A part-time Publications Associate focuses on the UKSG journal, *Insights*, and on servicing the Publications and Editorial Subcommittee, while a part-time Digital Communications Associate provides

support for a programme of webinars and for UKSG's social media and marketing strategy. All staff appointments are made by the Board. The organisation relies on bought-in services for its accounts administration, for the production of *UKSG eNews* (the fortnightly electronic newsletter for members), for marketing services to aid UKSG's marketing activities, and for attracting advertising and sponsorship revenue in connection with *UKSG eNews* and the annual conference. Following changes made in 2014 (the disbanding of the Marketing Subcommittee), overall responsibility for marketing has rested with the UKSG Business Manager. This has been an effective arrangement with staff members involved in all areas of UKSG's work and therefore able to see 'the big picture' to undertake more comprehensive and coherent marketing activities.

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 the annual One-Day Conference.

Decision Making
Major 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 rate for members is 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, 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. As noted in previous years and in its financial review, the organisation aims to retain a sum of money in reserve to cover this commitment in full, should anything ever go wrong.

The appropriate insurances are also in place to cover this risk and others that UKSG could potentially face.

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.'

The organisation created a three-year strategic plan in 2012/13 with a number of operational objectives focused on articulating the value of UKSG to members. The majority of these objectives had been achieved by late 2015.

Accordingly, UKSG staff and volunteers met for a 'Strategy Day' in December 2015, and held a wide-ranging discussion about UKSG's current and future mission and activities, aided by an external facilitator. The results of this discussion will underpin a new set of proposed strategic objectives which will be presented to the members in 2016.

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 principal means of fulfilling this aim, and a core activity for UKSG, is the Annual Conference, which in 2015 was held at the Scottish Exhibition and Conference Centre in Glasgow. Attendance levels were once again extremely strong, with a total of 954 delegates from 24 countries. The conference is particularly valued in northern Europe, with over 100 delegates from the Scandinavian countries, but delegates also came from as far afield as China and Zimbabwe.

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 over 140 suggestions being received in May 2014, which was then carefully shaped into a programme for 2015 by the Main Committee. The content of the programme is deliberately broad, with a combination of high level strategic topics discussed in plenary sessions, and more practical topics and case studies presented in breakout sessions and lightning talks.

The UKSG events app, successfully trialled at the UKSG Forum in 2014, was fully deployed at the 2015 Annual Conference to help attendees get the most out of the event. It was warmly received and widely used by all groups (delegates, speakers, sponsors and exhibitors), proving highly effective in identifying the times, venues and content of the many different talks and events, as well as assisting delegates with organising personal appointments and connections. Considerable effort went into ensuring the app would be of immediate practical use, and as a result over half the delegates downloaded it, and elements such as the mapping feature were heavily used. Delegates were appreciative, and comments received included: "Best conference app I've used so far!".

The UKSG conference app joined a portfolio of online media channels which allowed both delegates and non-delegates to enjoy the conference content during and after the event, from Twitter feeds to live-streamed video presentations, which are benefits freely provided to the community at large.

Post-conference feedback was swiftly received from over one-third of attendees, thanks to an online survey. This showed that the most highly valued reason for attending was networking, very closely followed by gaining new ideas from the plenary and breakout sessions, and that 94% of the respondents rated the conference as either "excellent" or "very good" overall. Many favourable comments were also received, including "The UKSG conference had a real 'community' feel to it, yet it was very welcoming to newcomers".

Later in the year, the One-Day Conference and UKSG Forum in London provided separate, complementary events, based in the same venue on succeeding days.

The subject matter of the fifth annual One-Day Conference was "E-books for today and tomorrow: what is the role of the 'long form' in teaching, learning and research?" A highly engaged audience of 120 heard a number of thought-provoking presentations, and two discussion panels, consisting of students and academic authors respectively, provided lively debates.

The following day, the third annual UKSG Forum was held. For 2015 a lighter programme of short talks themed around the topic 'Design, simplicity and user experience' was provided, which allowed more time for delegates and exhibitors to network. A 'Passport' which

encouraged delegates to visit the exhibition stands of as many sponsors as possible in return for 'stickers' and, ultimately, entry to a prize draw, proved to be a fun and effective way to get attendees moving around the exhibition space. The Forum now appears to have hit its stride, with good levels of attendance (at 350), a successful exhibition, and positive feedback.

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 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 particularly challenging. Further details of events run in 2015 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 course 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 has introduced a popular freely available webinar series in recent years. The 2015 Training Needs Survey showed that this way of learning continues to be attractive and is considered helpful and cost effective to a broad range of members, and a number of possible topics were suggested in the survey. 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.

UKSG's charitable remit continues to be advanced by a series of Student Workshops, organised by the Education Subcommittee. These workshops are offered without cost to students studying for a qualification in Library & Information Studies. They involve presentations from current practitioners working in different sectors of the information community and offer students a perspective they would not usually gain through their standard curriculum. Work was undertaken in 2013 to pilot an alternative model involving a library practitioner working closely with an academic tutor to deliver a joint session based on day-to-day work and the work of UKSG, and also touching on broader themes such as Open Access and the changing methods of scholarly communication. This was established as a viable and successful model in 2014, and the Subcommittee continues to work with University College London, exploring the possibilities of extending this model to students on publishing courses in the future.

Students on Library & Information Science and Publishing courses and Early Career Professionals were able to apply for six sponsored places at the UKSG Annual Conference in 2015, via a competitive application process. The sponsors of the awards were Springer and SAGE Publications. The winners were encouraged to write about their experiences, publicity which benefits both their organisations and UKSG.

To stimulate research and collaborative initiatives, encourage innovation and promote standards for good practice

In recent years UKSG has supported or initiated a wide range of research projects, working groups and best practices/standards. These intend to provide intelligence and practical support to help members function and collaborate more effectively. Such projects were initially run by task-and-finish groups overseen by one or more of the Trustees, often with the support of other UKSG member representatives and/or paid consultants. Around six years ago it was decided to set up a standing Research & Innovation Subcommittee to identify and discuss prospective areas of research, consider proposals for research projects, and manage/oversee approved projects.

During 2015 the Research & Innovation Subcommittee set up an online system (Ideascale) to solicit ideas from the community for areas requiring research. Use of this system has been minimal, with only three ideas suggested. The committee has also been approached with requests for funding contributions for two wider projects, but it was felt that neither would be uniquely or critically enabled by UKSG's support.

Membership of the relatively small subcommittee declined during the year, with first one participant leaving the industry and then the subcommittee's chair having to stand down due to pressures of work. The Trustees feel it is appropriate to take this as an opportunity to reconsider the objectives and activities of the Research & Innovation Subcommittee; the subcommittee members had decided in 2014 to focus more on supporting joint initiatives with other organisations, and the Trustees will now consider whether it is useful to retain a standing subcommittee or whether it may be more resource-effective to revert to the model where any such projects are overseen by one or more Trustees with a task-and-finish group where necessary.

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

In April 2015 Graham Stone (University of Huddersfield), Chair of the Publications and Editorial Subcommittee, stood down after three years. Andrew Barker (University of Liverpool), previously joint editor of *UKSG eNews*, replaced him. During 2015 Jo Allen (Institute of Physics), Randa Chidiac (Holy Spirit University of Kaslik/Lebanese Library Association), Shania Khan (QSCIENCE.com - Bloomsbury Qatar Foundation Journals) and Caren Milloy (Jisc Collections) joined the Publications and Editorial Subcommittee. Lorraine Estelle (COUNTER) and Steve Sharp (University of Leeds) are now into their fourth year as joint editors of *Insights*.

Over the last 18 months under the stewardship of Graham Stone, its editors Lorraine Estelle and Steve Sharp, and Publications Associate Ally Souster, UKSG has made great strides forward with its journal, *Insights.* Going open access in March 2014 was a significant step and its migration from Metapress to the Ubiquity Press platform from the March 2015 issue has raised the visibility of *Insights* to aid the greater dissemination of its articles to UKSG members and to the wider community in the UK and beyond.

Andrew Barker has now stood down as co-editor of *UKSG eNews* after two years. The establishment of a co-editorship in 2013, with one editor from the commercial sector and one from the library sector, has been a great success and will continue in 2016 as Helle Lauridsen has been joined by Leo Appleton (University of the Arts London) as co-editor.

Section 4:
Achievements and Performance

New Executive Officers were elected for 2015: Kate Price, Chair; Charlie Rapple, Honorary Secretary; and Ann Lawson, Treasurer.

The process for electing members to the committee for 2015/16 saw 12 people stand for election and online voting in advance of the AGM was implemented, using a secure system powered by Simply Voting, which increased turnout from around 10% to 30% of the membership (348 eligible contacts were invited to participate, 105 of whom voted).

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

The Committee continued to take forward the actions agreed in the strategic plan. During 2015:

1) the new tiered membership fee structure was implemented: there were no objections from members, and the total revenue from membership fees increased slightly
2) the popular series of webinars continued and new courses were run
3) the UKSG Forum was run successfully for a third time, with a further revised programme
4) *Insights* was successfully moved to a new hosting platform
5) a survey of UKSG members was carried out, with over 300 detailed responses
6) UKSG events and publications were promoted successfully by a team of UKSG staff and contractors.

The remainder of this section reports on performance against future plans outlined in last year's annual report, as well as giving more detail of activities in particular areas.

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

The sixth 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.

Angela Dresselhaus, Acquisitions & Electronic Resources Management Librarian, University of Montana, was able to attend the UKSG Annual Conference in Glasgow, whilst Katherine Rose, Information Systems Librarian from Regent's University London, was able to attend the NASIG Annual Conference in Washington, DC with additional support from UKSG to attend the 2015 UKSG Conference in Glasgow in March. To apply for the award, Angela and Katherine 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 makes a generous contribution toward the costs of travel, accommodation and associated expenses for the UK winner. Ian Bannerman, Managing Director at Taylor & Francis explains why the 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."

Fortnightly publication of *UKSG eNews* has continued to drive discussion and exchange of ideas by producing quality editorials covering all parts of the scholarly communications community.

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

The annual Training Needs Analysis survey has shown that UKSG has a number of members who are willing to talk at seminars and in workshops if they are provided with a little extra help to understand what is required. As a result, in December 2014 a free pilot workshop was run, called 'Make Yourself Heard!: confident public speaking for the new and not so new speaker'. UKSG members who had expressed an interest in speaking were invited, and the event was also opened up to those who had registered for the UKSG Annual Conference in 2014. In an evaluation to determine whether we ran the free workshop again we contacted all the attendees in June 2015. We received overwhelmingly positive feedback.

"I found the course very useful and think it would be worth offering it at the conference, even to people who are experienced at public speaking. Exploring the psychology of people's fear around public speaking and coming up with practical ways to quieten down the inner critic was really helpful, and I think that everyone identified with at least one of the negative behaviours and came away with advice on how to address those behaviours. The trainer was great at creating a calm, non-judgmental atmosphere, and also didn't pressure anyone to do anything they weren't comfortable with."
Delegate, 'Make Yourself Heard!'

As a result we have engaged the trainer to run this course again early in 2016.

There have been very positive outcomes to celebrate in 2015, with some events attracting capacity or close to capacity audiences: the UKSG Annual Conference, the One-Day Conference on e-books, 'UKSG Open Access – working with the offsetting deals' and 'UKSG Licensing Skills for Librarians' were particularly well attended. We also ran a well-attended free event in Birmingham for FE librarians, offering a prize draw for a fully expensed place at the UKSG 2016 Annual Conference in Bournemouth which was won by Amy Ward from Ashton Sixth Form College.

The common factor in the feedback is the quality of the seminars and workshops that we offer:

"The presenters were excellent. They seemed up to speed with technical knowledge in the eResource area and were able to explain some quite technical concepts in a very accessible way."
Delegate, 'Electronic Resources and Technical Update'

"An excellent course leader who tailored the sessions really well to fit the individual needs of the attendees."
Delegate, 'UKSG Negotiation Skills for Librarians'

UKSG offered a monthly programme of well-attended webinars in 2015 which allowed us to engage with our international membership. We have tried to cater for all levels, running more practical and information-delivering sessions alongside opinion pieces. Feedback from these has been overwhelmingly positive:

"I find the webinars that UKSG organises so useful – thanks for offering them, and for continuing to promote them to the Liblicense email list (which is usually where I learn of them)."

"Travel has become too inconvenient (delayed/cancelled flights, expensive hotels, etc.), so I don't travel much anymore. Webinars help me stay current with changes in our profession."

"Helpful webinar that I would recommend to anyone looking for a clear explanation on Altmetrics. I also found the case study from Manchester University Library particularly interesting."

Conferences held in 2015:

30 March – 1 April	38th UKSG Annual Conference and Exhibition: Glasgow
17 November	UKSG One-Day Conference – E-books for today and tomorrow: London
18 November	UKSG Forum – Design, simplicity and user experience: London

A total of 1425 delegates attended these events.

Seminars and training events held in 2015:

27 May	UKSG Open Access – working with the offsetting deals: London
10 June	UKSG Introduction to Journals and E-Resources Today: Birmingham
18 June	UKSG Negotiation Skills for Librarians: Birmingham
25 June	UKSG E-Resources Technical Update: York
8 September	UKSG Usage Statistics – Practical Skills for Librarians: Oxford
7 October	UKSG Introduction to Journals and E-Resources Today: London
20 October	UKSG Practical Project Management: London
4 November	UKSG Licensing Skills for Librarians: London
25 November	UKSG E-Resources Technical Update: London
2 December	UKSG E-Resources for Further Education: Birmingham

A total of 263 participants attended these events.

Webinars held in 2015:

27 January	Using a Mobile Moodle Theme in the FE Sector: A Case Study from Croydon College
24 February	Free eBooks for everyone: a new challenge for the University Library
17 March	Current Research Information Systems (CRIS): What are they and what do they do?
19 May	Getting the Rights Right – or When policies collide!
9 June	Creative Commons and Education – are we there yet?
30 June	A Quiet Culture War in Research Libraries, and What It Means for Libraries, Researchers, and Publishers
4 July	Altmetrics for Librarians: a publisher dashboard, a university use case
22 September	Introduction to Text-Mining Research Papers
27 October	A new perspective on Library resource management systems
26 November	Peer review in 2015: a global view – key findings from the Taylor & Francis white paper
1 December	Focus on the South: access to, production and use of research information in low and middle income countries

A total of 3505 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 2015:
11 March   University of Sheffield
15 May   University of Brighton
16 December   Manchester Metropolitan University

To stimulate research and collaborative initiatives, encourage innovation and promote standards for good practice

As noted above, activities of the Research & Innovation Subcommittee have been limited in 2015 by the availability and capacity of its members. The online system for soliciting project ideas was only minimally used, although in part this may be because of limited marketing to members; feedback from other sources (events, etc.) suggests that there continue to be challenges in how UKSG's members collaborate, that could be resolved or lessened with research and recommendations for best practice. Such initiatives are time-consuming to develop and implement and hence the Trustees are taking the opportunity to reconsider how we might best support such work in future.

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

The migration of *Insights* from Metapress to Ubiquity Press was successfully achieved in 2015, with the first issue on the new platform being published in March. Following the migration, *Insights* has continued to attract high quality articles, both from a UK and an international audience from across the scholarly communications community. Three issues of *Insights* were published, in March, July and November. The move to open access and the migration to the new platform have led to a significant spike in the usage of *Insights* in 2015.

The three issues of the 2015 volume of *Insights* continue to feature ten to twelve main articles as well as regular features. This is in line with what the Publications and Editorial Subcommittee regard as an appropriate size for an issue. The content continues to feature authors from all sectors of the UKSG audience, including speakers from UKSG conferences and seminars, as well as selected *UKSG eNews* editorials which are deemed suitable for being expanded to a longer form.

As hoped, the migration of *Insights* to the new platform has provided improved access and wider dissemination of the journal. In 2016 we will be reviewing ways to build on these early successes.

The joint editors of *UKSG eNews* continue to attract a wide range of high quality editorials for the publication, which provides current news and information items to all UKSG members.

Membership support and marketing

During 2015 our Marketing Associate (contractor) completed a data audit to allow us to have greater confidence in sending marketing communications in future. This has enabled us to launch a quarterly bulletin, the UKSG Update, containing UKSG news and targeting non-members (for example, people who have attended our events) as well as members (who already receive our *UKSG eNews* newsletter as a member benefit). UKSG Update was launched in February 2015 and is sent by email to almost 7,000 subscribers (by comparison, our member-only newsletter UKSG eNews is currently sent to about 1,900 subscribers – the Update therefore helps us spread the word about our activities to a wider audience).

Other new activities and services in 2015 included:
- A new issue alert service for our journal, *UKSG Insights* – this was launched in June 2015 and has 131 subscribers. This is lower than the level of 'table of contents alert' subscribers we had on our previous journal platform, but may reflect overall industry trends away from email alerts, in favour of RSS feeds and social media alerts about new issues.
- The launch of a Prize Draw Passport at the UKSG Forum – this scheme is designed to encourage delegates to seek out our sponsors' exhibition stands, thereby increasing the opportunities for sponsors to meet and interact with potential customers. It was introduced in November 2015 and received 56 entries out of 390 delegates.
- The introduction of a new Member Logo – members can display this (for example, on their websites) to show their affiliation with and support for UKSG.
- The execution of surveys, including our annual Training Needs Survey, a survey of the membership to inform strategy, and a website survey to inform a forthcoming re-design. Many thoughtful and helpful responses were received, guiding UKSG to be truly responsive to the changing needs of its members and the wider community.

Section 5:
Financial Review

Healthy Position
UKSG continues to maintain a healthy financial position, based on membership revenue and the success of a variety of events. The reserves held in the General Fund at 31 December 2015 were £765,187 (2014: £657,768). As an organisation, UKSG is in a healthy situation, and we are in a strong position to invest wisely and responsibly to ensure continued success in the future.

One concern is the continued importance of just one event, our Annual Conference, for the financial success of the organisation. It continues to sell out both in terms of delegates and exhibition spaces. Direct costs of the annual conference in 2015 were £342,506 (2014: £341,731). The UKSG Forum in November, which was created to meet the need for a one-day, cheap/free Autumn networking event, has again been successful in terms of attendance levels and positivity of feedback. Our plan has been that the Forum should break even within three to five years; in 2015, its third year, the loss was in the region of £16,000 (2014: £10,000). More work is needed to expand the revenue base and ensure that any impact on the Annual Conference of, say, reduced exhibitor demand or decreases in delegate attendance will not have a negative impact on the overall health of UKSG. The November one-day conference, however, continues to provide a healthy revenue stream.

Member Inclusion
UKSG remains focused on enabling all members (current and potential) to reap the rewards of UKSG membership. The new membership pricing effective from January 2015 offered for the first time a differentiated tiered pricing scheme, effectively making membership more cost-effective for libraries. This has worked well so far and will be monitored on an ongoing basis. Membership benefits remain substantial in terms of discounted attendance at events (free in the case of the UKSG Forum), communications and more. The membership survey and feedback from the Annual Conference flagged up a level of discontent in some quarters about the costs of attending and exhibiting at the Conference. This has been reviewed and discussed at length, and work continues. It was decided not to increase fees for the Annual Conference in 2016.

In addition, more ways to involve and include both a wider spread of our community and more people within current member organisations are a continuing focus. These include reviewing pricing for all events on an ongoing basis; the expansion of webinars which are short, cost-effective and easy for people to participate in; bursaries for certain sectors, e.g. Further Education; working with third parties to offer free conference attendance, accommodation and travel for colleagues in developing countries, e.g. EIFL/Myanmar, and more. In addition, a substantial donation was made in 2015 to assist the rebuilding and restocking of the fire-damaged Glasgow School of Art.

Investment in the Future
UKSG continues to adapt and innovate to meet the needs of its members and the wider community. In 2015 investment was made in upgrading an internal membership database. We also successfully introduced some new event-related items such as the 'Passport' which is designed to encourage attendees at events to engage with the exhibitors and sponsors, and further development of the event app. In addition, the implementation of a new online voting system was highly fruitful, resulting in a threefold increase in votes with minimal cost implications. Further investment has been discussed in some detail and agreed, and falls into two main categories. The first comprises much needed internal investment in staffing and other resources, in order to ensure we remain agile, resilient, and able to innovate effectively. The second area is investment to better meet the current and future needs of the knowledge community. This may involve direct support for new research projects, based on many successful such projects in the past, and also an exploration of the role of UKSG in creating an environment for industry-wide discussion and innovation.

Section 6:
Future Plans

As mentioned in Section 3, the current three-year strategic plan came to an end in December 2015, and the organisation has taken this opportunity to step back and examine its aims and activities in preparation for an updated set of strategic aims. The recent survey of members underlines a continued need for an organisation which connects the scholarly community, and suggests a possible expansion of the definition of this community, notably towards researchers and research funders. UKSG is in a strong position to do this, with a sound financial position, highly regarded publications, an excellent reputation for running successful events, and a diverse pool of talented and hard-working volunteers with an unparalleled network of professional contacts.

UKSG is fortunate to be able to rely on so many willing volunteers, as well as on the dedication of its paid staff: Alison Whitehorn, Business Manager; Karen Sadler, Administrator; Ally Souster, Publications Associate; Maria Campbell, Digital Communications Associate, and others, notably Tracy Gardner (Tracy Gardner Marketing), Richard Abels (Auris Associates) and Catherine Jamieson, who carry out specialised tasks for the group.

In order to meet the challenge of connecting the rapidly evolving and increasingly diverse players in the scholarly communications industry, it will be necessary to nourish and grow our human resources, and we intend to focus strongly on this aspect of our development in 2016, whilst continuing to provide events and publications of the highest quality and relevance.

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

The coming year's Annual Conference will be held at the Bournemouth International Centre from 11 to 13 April 2016. UKSG's sustainability 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 2017 the conference will be returning to Harrogate, and in 2018 to Glasgow, while in 2019 the Telford International Centre will be used for the first time, to ensure that the best possible value-for-money can be gained for conference delegates.

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

For 2016 the Education Subcommittee plans to:

- re-run the well-established, industry-specific seminars
- introduce a revised UKSG seminar on usage statistics for decision making
- explore the possibility of running a marketing seminar for librarians
- continue to develop UKSG webinars: in 2016 a series of ten free-to-all webinars is planned which will include information updates from UKSG and its partner organisations, as well as training sessions
- re-run the Training Needs Survey
- review a recently run presentation skills training session for new speakers
- implement a UKSG Student Workshop for publishing students
- continue to actively monitor the feedback from events in order to ensure future events are fit for purpose and adapt programmes as deemed necessary
- 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.

To stimulate research and collaborative initiatives, encourage innovation and promote standards for good practice

The Trustees will set aside time in committee meetings during 2016 to consider how best to use UKSG's financial resources and the expertise of its volunteers to identify and address challenges faced by members, particularly those that relate to collaboration between the different member types.

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

The move to Ubiquity Press brought a number of exciting opportunities for *Insights* in 2015 by providing more streamlined publication processes and allowing for a greater visibility of articles.

The migration to the new platform has coincided with some very high usage figures for some articles published in 2015. In 2016 we will be reviewing ways we can build on this to broaden the visibility of a wider range of articles.

In 2016 the Publications and Editorial Subcommittee plan a thorough review of *UKSG eNews*, including the platform and the style and frequency of the publication, in order to find out whether the newsletter is still meeting the needs of UKSG members.

Membership support and marketing

Marketing activities will continue to support UKSG's main areas of work defined by Education, Publications and events, in particular the Annual Conference, One-Day Conference and UKSG Forum. They will also focus on priorities identified at the strategy day 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 member-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.

UKSG's Business Manager and Administrator will attend a Data Protection workshop in 2016 to ensure marketing activities are compliant with evolving government legislation.

Our website provider has informed us that support for Drupal 6 (the technology supporting our current website) will be withdrawn in 2016, and that the UKSG website will have to be upgraded to Drupal 7 as a minimum. Having looked at the needs and costs of an upgrade, the Trustees have decided that we should look at platforms other than Drupal, and take the opportunity to update the website's design and navigation in the process. This project is being progressed by a working group, led by our Digital Communications Associate and reporting to the Trustees. We are aiming to launch a new website, including a members-only area and additional functionality to support the full range of UKSG activities, in the summer of 2016.

As part of the investment in staffing instigated by discussions at the strategy day in December 2015, we hope to appoint a Marketing and Membership Manager during 2016, to assume responsibility for marketing strategy and membership liaison. As the new staff member settles into the post, there will be ongoing review and adjustment of marketing activities and new ideas to improve marketing and ensure UKSG is in step with its members and the wider community.

Section 7:
Audit

The audit of the 2015 accounts was carried out by ReesRussell LLP, who are happy to continue as auditors for the year ended 31 December 2016. A resolution proposed at the 2015 Annual General Meeting resulted in ReesRussell LLP being appointed as auditors to the charity for the ensuing year.

Section 8:
Statement of Trustees' Responsibilities

The trustees (who are also directors of the charitable activities for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General 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 and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently

- observe the methods and principles in the Charities SORP

- make judgments and estimates that are reasonable and prudent

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safekeeping the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
In so far as the directors are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and

- the directors have taken all steps that they ought to have taken 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

C L Price

Chair: ....

Date: ....

UKSG

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

_____

We have audited the financial statements of UKSG for the year ended 31 December 2015 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective January 2015) (United Kingdom Generally Accepted Accounting Principles applicable to smaller entities).

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 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 and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditor

As explained more fully in the Trustees' Responsibilities Statement in Section 8 of the 2015 Annual Report, 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 the charitable company's financial statements give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standard for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on Financial Statements

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 2015 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 applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on Other Matters Prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters On Which We Are Required To Report By Exception

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

- adequate 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime.

Jonathan Russell (Senior Statutory Auditor)

for and on behalf of ReesRussell LLP
Statutory Auditors
37 Market Square
Witney
Oxon
OX28 6RE

....2016

UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

Charity number :   1093946
Company number :   4145775

UKSG

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

FOR THE YEAR ENDED 31 DECEMBER 2015   Page 1

___ _____ _____ _____ _____ _____ _____ _____ _____

		2015			2014
	Notes	£	£	£	£
		Restricted funds	Unrestricted funds	Total	
Incoming resources					
Incoming resources from generated funds					
Investment income	3	0	1,501	1,501	903
Incoming resources from charitable activities	4	0	788,911	788,911	808,199
Total incoming resources		0	790,412	790,412	809,102
Resources expended					
Charitable activities	5	0	654,616	654,616	613,438
Governance costs	6	0	28,377	28,377	23,291
Total resources expended		0	682,993	682,993	636,729
Net income for the year and incoming resources before transfers		0	107,419	107,419	172,373
Total funds brought forward		0	657,768	657,768	485,395
Total funds carried forward		0	765,187	765,187	657,768

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

The notes on pages 3 to 5 form part of these financial statements.

CHARITY BALANCE SHEET

___ _____ _____ _____ _____ _____ _____ _____ _____

	Notes	2015 £	2014 £
Current assets			
Debtors	7	275,749	130,785
Cash at bank		721,680	537,827
		---------------	---------------
		997,429	668,612
		---------------	---------------
Creditors: Amounts falling due within one year	8	(232,242)	(10,844)
		---------------	---------------
Total assets less current liabilities	10	765,187	657,768
		---------------	---------------
Unrestricted funds			
General		765,187	657,768
		---------------	---------------
		765,187	657,768
		---------------	---------------

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (January 2015).

Approved by the Board of Trustees on

Signed on its behalf by

R MacIntyre   Chair

The notes on pages 3 to 5 form part of these financial statements.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

___ _____ _____ _____ _____ _____ _____ _____ _____

1 Accounting Policies
The financial statements have been prepared under the historical cost convention and in accordance
with the Statement of Recommended Practice, Accounting and Reporting by Charities (Revised 2005)
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.

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

	Restricted funds	Unrestricted funds	Total	2015 £	2014 £
Interest received	0	1,501	1,501		903
	------------	------------	---------------		---------------

The notes to the Financial Statements continue on the following page.

___ _____ _____ _____ _____ _____ _____ _____ _____

4 Incoming Resources from Charitable Activities

	2015			2014
	£	£	£	£
	Restricted funds	Unrestricted funds	Total	
Conference and seminar fees	0	724,938	724,938	750,597
Subscriptions	0	54,107	54,107	48,354
Grants and donations received	0	0	0	0
Other income	0	9,866	9,866	9,248
	0	788,911	788,911	808,199

5 Charitable Activities

		2015		
	£	£	£	£
Conference expenditure	0	342,506	342,506	341,731
Seminars expenditure	0	89,468	89,468	89,516
Administration	0	222,642	222,642	182,191
	0	654,616	654,616	613,438

6 Governance Costs

		2015		
	£	£	£	£
Audit and Accountancy	0	14,361	14,361	15,403
Committee expenses	0	14,016	14,016	7,888
	0	28,377	28,377	23,291

7 Debtors

	2015	2014
	£	£
Trade debtors	152,823	23,805
Prepayments	122,926	103,670
Other taxes and social security costs	0	3,310
	275,749	130,785

Prepayments includes £99,392 relating to non-refundable deposits and £23,534 relating to potentially non-refundable deposits for future conferences, which would become expenses of the charity should these conferences not take place.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS (CONTINUED)

___ _____ _____ _____ _____ _____ _____ _____ _____

8 Creditors: amounts falling due within one year	2015	2014
	£	£
Trade creditors	10,907	4,682
Other taxes and social security costs	24,393	2,262
Deferred income (note 9)	196,942	3,900
	232,242	10,844

9 Deferred Income

The provision for deferred income of £196,942 (2014 - £3,900) relates to 2016 income received in 2015.

10 Analysis of net assets by fund

	Restricted fund	General fund	Total 2015	Total 2014
	£	£	£	£
Current assets	0	997,429	997,429	668,612
Current liabilities	0	(232,242)	(232,242)	(10,844)
	0	765,187	765,187	657,768

11 Restricted funds

	Brought forward	Income	Expenditure	Carried forward
	£	£	£	£
Usage Factors Research Project Fund	0	0	0	0

12 Staff Costs

	2015	2014
Salaries	99,188	91,457
Employers National Insurance	7,156	6,999
Pension costs	4,591	4,776
	110,935	103,232
Number of staff employed during the year	4	4

No individual member of staff earned in excess of £60,000 during the year (2014: NIL).