

UKSG
(A company limited by guarantee)

**REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

**Charity number: 1093946
Company number: 4145775**

CONNECTING THE KNOWLEDGE COMMUNITY

UKSG

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2016

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: 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)
Simon Boisseau (co-opted)
Matt Borg (co-opted)
Dominic Broadhurst (co-opted)
Terry Bucknell (elected 2014)
Colleen Campbell (elected 2016)
Adam Gardner (Treasurer – first year)
Anna Grigson (elected 2016)
Jane Harvell (elected 2014)
Ross MacIntyre (elected 2015)
Ed Pentz (co-opted)
Kate Price (Chair – second year)
Charlie Rapple (Secretary – second year)
David Summers (co-opted)
Jill Taylor-Roe (elected 2014)
Laura Wilkinson (elected 2016)

- e) Names of any others who served as a charity trustee in the financial year in question (i.e. during January to December 2016):

Ken Chad (elected 2013)
Richard Ebdon (co-opted)
Helle Lauridsen (elected 2013)
Ann Lawson (Treasurer – first year)

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

Sarah Bull (Executive Director – full time)
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 2016 there were 453 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

The day-to-day operations of the charity have previously been managed by a full-time Business Manager, also acting as Company Secretary. During 2016 it was agreed by the Board and the Business Manager that additional staffing is required to manage the increases in workload caused by recent expansion in UKSG activities (e.g. additional events) and by a noticeable reduction in volunteer capacity due to growing pressures in

Trustees' day jobs. As a result, the post of Executive Director was created during 2016 and the successful candidate, Sarah Bull, took up the role in September. The Executive Director is now the most senior member of staff in the organisation; the role of Business Manager reports to the Executive Director. This appointment will be followed in 2017 with the recruitment of a new marketing and membership manager post and a further administrator position. This will provide UKSG with the opportunity to refine existing job descriptions and review line management arrangements to reduce workload and amend scope to make the most of the increased capacity. 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.

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, 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.'

As a result of a wide-ranging member survey and strategic discussions amongst staff and committee members in late 2015 and early 2016, the association reaffirmed its values as:

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

The strategic discussions identified a number of activities that it would be desirable to pursue, including enhanced support for innovation, and developments to more coherently present the outputs from UKSG conferences, seminars, webinars and publications for the benefit of the scholarly information community.

However, the association also took the view that a ceiling had been reached on the level of activities that it was feasible to carry out within the existing staffing and volunteer resource. Since finances were healthy, it was decided to expand staffing and concentrate on operational resilience in 2016, as a precursor to expanding more outward-facing activities in 2017.

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 2016 was held at the Bournemouth International Centre. Attendance levels were once again extremely strong, with a total of 960 delegates from 25 countries.

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 100 suggestions being received in May 2015, which were then carefully shaped into a programme for 2016 by the Main Committee.

In response to feedback from the 2015 conference that there were too many sessions pitched at a strategic level, the programme was reshaped to reduce the number of plenary sessions in favour of increasing the number of breakout sessions that individual delegates could attend. This development seemed to be warmly welcomed, with a very high level of satisfaction amongst delegates. Overall, 96% of delegates rated the conference as Excellent (57%) or Very Good (39%).

One first time delegate commented:

"Amazing experience all round! Being so new to the profession, it filled me with enthusiasm and excitement about things to go away and discover in more depth. I met some fantastic people and will benefit from these connections in the future."

This year's conference also included new two developments which support UKSG's core mission to facilitate networking and the exchange of ideas, and which are aligned with the association's charitable remit. Alongside a number of existing conference awards which allow students and early career professionals to attend with all expenses paid, twenty further day-delegate places were made available to library staff from Colleges of Further Education, a sector where staff development budgets are particularly scant. The association also supported travel and conference expenses to allow three librarians from Myanmar to attend, in partnership with EIFL (Electronic Information for Libraries). In all cases, the delegates supported by UKSG found the conference to be a fantastic experience, and their presence likewise enhanced the cross-community spirit of the conference.

Later in the year the One-Day Conference and UKSG Forum took place in London, based at the same venue on succeeding days.

The subject matter of the sixth annual One-Day Conference was 'The scholarly communications ecosystem: understanding and responding to evolving expectations'. Over 120 delegates enjoyed a stimulating programme with speakers from a wide range of backgrounds, reaching beyond our core community of libraries, publishers and suppliers of

related technology and services, to include researchers and founders of start-up companies.

The fourth annual UKSG Forum was held on the following day. For 2016 the programme was themed around the topic 'The innovation game: breaking the rules'. The Forum maintained the previous excellent level of attendance at over 350 delegates, and a football theme (inspired by the venue) allowed for some eye-catching apparel, as well as providing a high energy feel to the day. Delegates were able to attend a diverse range of short talks, interspersed with visits to the exhibition.

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 2016 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 a freely available webinar series continues to attract high numbers of registrations from both within and beyond the UK. 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. The model of delivery has 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. 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 2016, via a competitive application process. The sponsors of the awards were Jisc, SAGE Publishing and Springer Nature. The winners were encouraged to write about their experiences, publicity which benefits both their organisations and UKSG. Additionally, for the first time UKSG funded a place at the Conference for a member of the FE community.

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 seven years ago, it was decided to set up a standing Research and Innovation Subcommittee to identify and discuss prospective areas of research, consider proposals for research projects, and manage/oversee approved projects.

Membership of the relatively small subcommittee declined during 2015, with first one participant leaving the industry and then the subcommittee's chair having to stand down due to pressures of work. The Trustees decided to put the subcommittee on hold while the wider governance of UKSG including its subcommittee support was considered in 2016. In the meantime, a wide-ranging membership survey in late 2015 highlighted the continued value that members place on UKSG research activities that support the scholarly communications community. Therefore UKSG has continued to invest in supporting community initiatives that facilitate and support best practice. In 2016 the Board approved financial support to the Think. Check. Submit. campaign which provides guidance to scholars on submitting articles to trusted journals. The Board also approved funding for the COUNTER Code of Practice for usage statistics, specifically to support the technical writing of the new Release 5 and its web presentation so that users of the Code of Practice can navigate the amended Code to support effective implementation by publishers and ease of use by librarians. Along with other recommendations on changes to governance, trustees will consider in 2017 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 2016 there were only slight changes to the membership of the Publications and Editorial Subcommittee, with Joanna Ball (University of Sussex), Ann Lawson (Kudos) and Nikesh Gosalia (Editage) joining the group. No-one has left the subcommittee in 2016.

Andrew Barker (formerly University of Liverpool, now Liverpool John Moores University) is in his second year as Chair of the subcommittee. Lorraine Estelle (COUNTER) and Steve Sharp (University of Leeds) are in their fifth year as joint editors of *Insights*, having overseen significant change and growing success in their time as editors. Helle Lauridsen (consultant) and Leo Appleton (formerly University of the Arts London, now Goldsmiths, University of London) continue their partnership as co-editors of *UKSG eNews*.

Over the last couple of years there has been greater interaction between *UKSG eNews* and *Insights* with several examples of *UKSG eNews* editorials being expanded and developed at a later date into more in-depth case studies for *Insights*. The key benefit of doing this is that the format of *Insights* allows for more reflective pieces with a greater depth of analysis. We plan to continue to deliver greater pollination of relevant subject matter across our different platforms throughout 2017.

Section 4: Achievements and Performance

Two of the Executive Officers, Kate Price (Chair) and Charlie Rapple (Honorary Secretary), were appointed for a second term, whilst Ann Lawson (Treasurer) decided not to stand again, and Adam Gardner was appointed as her replacement at the 2016 AGM.

The process for electing members to the committee for 2016/17 saw 13 people stand for election. For the second year, voting was carried out through a secure online system in advance of the AGM, with the turnout being maintained at 105 votes (= 30.7%) out of an electorate of 342.

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.

As mentioned in Section 3 above, strategic discussions had highlighted human resources as a particular concern. In January 2016, the committee therefore began work on a new phase of the association's development, with a significant amount of time and effort being put into devising and beginning to implement a new human resources strategy. The aims of the strategy were:

- to strengthen the staffing establishment in key areas where gaps had been identified
- to provide additional strategic as well as operational resource
- to empower staff to make their own judgments on operational matters as a team, making the organisation more agile
- to free volunteers' energies and expertise for more strategic developments
- to enable a more equitable distribution of staff management responsibilities, improving oversight of operational matters and the provision of staff development
- to provide opportunities for career advancement
- to provide a structure which is more able to flex and grow in future
- to provide an opportunity to re-balance tasks in the light of recent changes to UKSG activities
- to provide succession planning for staff who may consider retirement in the next 5 years
- to move more into line with structures of other professional associations working within the scholarly communications sector, making it easier to engage/collaborate with such organisations at a strategic level.

The first phase of this strategy has now been carried out, with the appointment of Sarah Bull, UKSG's new Executive Director, who joined the existing highly experienced team of staff in September. The association was pleased to receive 38 high quality applications from candidates with a variety of backgrounds, and interviewed five candidates, all of whom were highly capable. It is a measure of the esteem in which UKSG is held that the levels of interest in this post were so great, and we were delighted to secure the services of Sarah, who previously held the post of Assistant Director: Collection Management & Development at the University of Birmingham.

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

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

The seventh 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.

Clinton Chamberlain, Educational Resource Support Officer, Dallas County Community College, was able to attend the UKSG Annual Conference in Bournemouth, whilst Shona Thoma, Irish Research eLibrary, was able to attend the NASIG Annual Conference in Albuquerque, New Mexico, with additional support from UKSG to attend the 2016 UKSG Conference too. To apply for the award, Clint and Shona 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, 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."

Insights continues to maintain an international perspective, reflecting UKSG's focus on the knowledge community beyond the UK. In 2016 we published articles submitted from across the world, e.g. Canada, South-East Asia, Sweden, the United States and the UK. Similarly, the make-up of the Publications and Editorial Subcommittee has a significant international profile.

UKSG eNews continues to publish a varied range of editorials on a fortnightly basis, driving discussion and the exchange of ideas across all parts of the scholarly communications community. The dual editor role shared by Helle Lauridsen and Leo Appleton ensures that every issue of *UKSG eNews* has a specially commissioned guest editorial in place.

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. We continue to run a free workshop, 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 again opened up to those who had registered for the UKSG Annual Conference in 2015. Feedback continues to be positive:

*"Excellent course and something that will be very helpful in presenting in the future."
"Really enjoyed the day, thank you. Great to have time and space to learn, reflect and get feedback and challenge myself."*

Delegates, UKSG Make Yourself Heard!

There have been very positive outcomes to celebrate in 2016, with some events attracting capacity or close to capacity audiences: the UKSG Annual Conference, the One-Day Conference and Forum, UKSG Introduction to E-Resources Today and UKSG Licensing

Skills for Librarians were particularly well attended. For the first time we also put out a call for papers for our one-day event for FE Librarians in London. This was really popular and resulted in a well-attended, well-focused event with some excellent feedback.

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

"Excellent workshop. Found the practical elements really helpful. Can see many opportunities to use this pretty much every day. Enjoyed the style and pace of the day as well."

Delegate, UKSG Practical Project Management

"Great all-round introduction with strong practical elements and interaction. Liked that we thought about personal goals at the outset and could relate to these throughout."

Delegate, UKSG Negotiation Skills for Librarians

UKSG offered a monthly programme of well-attended webinars in 2016 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:

"The webinars are consistently excellent and always pay a dividend in terms of the time invested in attending the live events or watching the recordings."

"Great opportunity to hear expert speakers for free."

"The UKSG webinars are really good, short and to-the-point briefings on topics we need to know about. A great way for the time-poor to get an overview or spotlight on a topic."

"Webinars allow me to attend sessions on topics both critical and tangential to my work with no more investment than my time – it's like being able to have a tasting plate from a dozen conferences."

Conferences held in 2016:

11–13 April	39th UKSG Annual Conference and Exhibition: Bournemouth
15 November	UKSG One-Day Conference – The scholarly communications ecosystem: London
16 November	UKSG Forum – The innovation game: breaking the rules: London

A total of 1440 delegates attended these events.

Seminars and training events held in 2016:

25 February	UKSG Make Yourself Heard!: London
5 May	UKSG Negotiation Skills for Librarians: London
20 May	UKSG Licensing Skills for Librarians: Manchester
3 June	UKSG Usage Statistics for Decision Making: London
22 June	UKSG E-Resources Technical Update: Belfast
20 July	UKSG RDA in a day: focusing on serials: Boston Spa
6 October	UKSG Introduction to E-Resources Today: London
13 October	UKSG E-Resources Technical Update: London
27 October	UKSG Practical Project Management: London
30 November	UKSG E-Resources for Further Education: London

A total of 206 participants attended these events.

Webinars held in 2016:

26 January	Learning Analytics: Gaining good actionable insight presented by Martin Hawksey, Association for Learning Technology (ALT)
23 February	Developing an online alumni library service presented by Rachel Daniels and Emma Turner, Cranfield University
21 March	Annual Conference first-timers' webinar presented by a UKSG panel
3 May	COUNTER for Publishers presented by Stuart Maxwell, Scholarly iQ and Lorraine Estelle, COUNTER
24 May	COUNTER for Librarians presented by Anna Franca, King's College London
16 June	Making Connections - Creating Linked Open Library Data presented by Neil Wilson, British Library
5 July	Quo vadis? Getting there with linked data presented by Gordon Dunsire, Consultant
27 September	Identifiers: What are they good for and what should you be doing with them? presented by Josh Brown, ORCID
26 October	Making scholarly communication great again. Do institutional repositories still have a role? presented by Aaron Tay, Singapore Management University
1 November	Mess and the Practices of Academia presented by Donna Lanclos, UNC Charlotte

A total of 2871 registrations were received for these events. Those who had registered were able to either attend the live webinar or watch a recording at a later date.

Student Workshops held in 2016:

16 March	University of Sheffield
22 November	University College London

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

As noted above, the Research and Innovation Subcommittee was put on hold in 2015. Membership survey responses and feedback from other sources (events, etc.) suggest 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. The Board continues to support community initiatives whilst reconsidering our strategy for supporting such work in future.

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

Three issues of *Insights* were published in 2016: in March, July and November. We continue to publish highly visible articles and we are still seeing the spike in usage following our migration to the Ubiquity platform. One article from 2016, written by Chris Banks, Director of Library Services at Imperial College London, and published in March 2016, is in the all-time top four *Insights* most popular articles with over 1,400 views since publication. This article has generated genuine excitement among our community and Chris will reprise the topic as a plenary speaker at the 2017 annual conference in Harrogate in April.

The Publications and Editorial Subcommittee held a strategic review meeting in April 2016 to discuss our outputs, as well as the governance of *Insights* and *UKSG eNews*. These discussions will contribute to wider discussions regarding UKSG in 2017.

Following on from this strategic review, we shall archive past *UKSG eNews* editorials, in full text, on the new UKSG website. Our forthcoming new website will also make *UKSG eNews* more visible to the wider community.

Membership Support

We continue to offer a range of benefits to our members, examples of which are:

- *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 nearly 2,000 member contacts
- free attendance at the annual UKSG Forum event
- discounted rates for UKSG seminars and events including the annual conference
- free webinars
- free student workshops
- a free training event – UKSG Make Yourself Heard! – for potential speakers at UKSG events
- a free event tailored to Further Education professionals which was especially successful
- awards and bursaries.

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.

Marketing

Our social media presence continues to grow and have impact. The UKSG LinkedIn group (1,678 members) enjoys many and varied discussions posted by group members as well as job postings. Twitter (4,059 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. In 2016 we trialled a Twitter wall at the UKSG Forum. We continue to use IET.tv event webcasts and an event app for the annual conference and SlideShare for post-event content.

We also issue a quarterly 'UKSG Update' newsletter, aimed at both members and non-members who have engaged with UKSG activities in the past, to inform them of developments within UKSG – this is distributed to over 8,000 contacts.

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

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

A significant amount of work has been undertaken during 2016 on a new website which aims to better serve members and highlight the role UKSG plays in the wider knowledge community. This will launch in 2017.

Section 5: Financial Review

Healthy Position

In 2016 UKSG invested in a number of initiatives that will see the organisation grow and further serve the interests of members. Whilst these initiatives are fully planned and highly valuable for the future success of UKSG, they come at a cost: building a new website and creating the new post of Executive Director are not financially trivial matters, and it is testament to the financial health of UKSG that both were possible in the same year.

The continued good financial health of UKSG is based on membership revenue and events such as the Annual Conference and training workshops, the success of which has ensured that the reserves held in the General Fund at 31 December 2016 were £701,936 (2015: £765,187). As an organisation UKSG is in a healthy situation, and we are in a strong position to make continued investment to ensure sustained success in the future.

Our success is primarily dependent on the success of the Annual Conference, which thankfully continues to attract good numbers of delegates and – importantly – exhibitors. As the financial engine of the organisation, we rely on the Conference to generate a large part of the surplus that we invest in future activities. In 2016 expenditure on the annual conference increased compared with previous years, and our costs increased by £72k to £414,216 for 2016 (2015: £342,506; 2014: £341,731). Even with this increased expenditure the event generated a surplus of £188k directly into the general fund.

The UKSG Forum in November, which was created to meet the need for a one-day autumn networking event that is free for members to attend, has again been successful in terms of attendance levels and positivity of feedback. As it is a free event, revenue generation is not a primary concern, and in 2016 there was a deficit of £25,000 (2015: £16,000; 2014: £10,000). The challenge for the committee in 2017 is to reduce costs whilst at the same time organising an event of the highest quality. The November one-day conference, however, continues to provide a return and this year contributed £6k to the general fund.

Member Inclusion

UKSG remains focused on enabling all constituents 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 has created stability in membership revenues in 2016 that exceeded projections by £3,000, despite membership decreasing slightly to 453 in 2016 (2015: 460). Membership levels were stable up until 2014, at which point they began to decline as institutions sought to make savings in every quarter.

Membership benefits remain substantial in terms of discounted attendance at events (free in the case of the UKSG Forum), communications and more. Formerly a subscription journal offered as a membership benefit, *Insights* moved to become open access in 2014. This decision is ideologically sound and it is right and proper for UKSG to be supporting open access in a practical fashion, yet the correlation between this event and the reduction in membership is striking. Open access journals are not cost-free!

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 (prices for the Annual Conference 2016 were frozen, for example), we have expanded our series of webinars that enable greater inclusion, particularly for international members, we have funded bursaries for specific sectors, e.g. Further Education (nine members of Bournemouth and Poole College attended the Annual Conference this year at no cost) and we have worked with third parties to offer free conference attendance, accommodation and travel for colleagues in developing countries, e.g. EIFL/Myanmar. In the wider scholarly research community, we have continued our support for important projects of global significance and standing by supplying substantial funding for the COUNTER 5 project.

Investment in the Future

In 2016 we built on the foundations laid in previous years to adapt and innovate to meet the needs of members and the wider community. 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.

UKSG made some very large investments to secure its future in 2016, both operationally and strategically. We began an extensive project to relaunch the website and expect to see efficiency gains and a much improved 'shop window' in 2017. We created and filled the new post of Executive Director, an essential development that will give us the capacity to grow as an organisation and fulfil our obligations to the membership. Our support for 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 willing volunteers, as well as on the dedication of its paid staff – Alison Whitehorn (Business Manager), Karen Sadler (Administrator), Ally Souster (Publications Associate) and 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.

However, in recognition of the hugely increased workload that our staff have undertaken over the last four years, particularly as a result of the introduction of the highly successful UKSG Forum and UKSG webinar programme, the organisation has decided to invest significant time and financial resource in enhancing its operational resilience. As already mentioned above, this process began in 2016 with recruiting the new post of Executive Director. Plans for 2017 include:

- the upgrade of the UKSG website, including a mobile-friendly interface
- the lease of a small office in the Oxford area to act as a hub for our homeworkers, as well as providing a base for additional office-based staff as and when they are recruited
- the recruitment of a Marketing and Membership Manager, to ensure that UKSG's profile is well understood within the scholarly communications sector, and that organisations are making the most of the opportunities that their membership provides

- the recruitment of additional administrative resource, to support the huge range of activities that our hard-working staff undertake on a daily basis.

In addition, UKSG plans to review governance and committee arrangements to ensure that volunteers can continue to contribute to the activities of the organisation in ways that are productive, developmental and enjoyable.

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

The coming year's Annual Conference will be held at the Harrogate International Centre from 10-12 April 2017. This will be a headline event to celebrate UKSG's 40th anniversary. 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 2018 the conference will be returning 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 2017 the Education Subcommittee plans to:

- re-run the well-established, industry-specific seminars
- introduce a revised UKSG seminar on licensing skills for librarians
- work with publishers to deliver a marketing e-resources seminar for librarians
- continue to develop UKSG webinars: in 2017 a series of ten or more free-to-all webinars is planned which will include information updates from UKSG and its partner organisations, as well as training sessions
- continue to review whether a face-to-face seminar on presentation skills training for new speakers is the most appropriate way to support our community
- implement a UKSG Student Workshop for publishing students
- expand the UKSG Student Workshop for Library/Information Studies 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 strategic review of UKSG governance in 2017 will include a focus on the priorities, structure and expertise required to re-invigorate support for research and innovation projects driven by or facilitated by UKSG.

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

In 2017 we shall continue to publish three issues of *Insights*, in March, July and November, and we shall continue to publish *UKSG eNews*, which includes an editorial of original material, on a fortnightly basis.

Although our move to the Ubiquity platform has helped to streamline publication processes and has raised the visibility of *Insights*, we plan in 2017 to work with Ubiquity on implementing further technical developments to aid submission, track usage and enhance discovery.

Working with the UKSG staff, we shall review approaches to better strategic marketing of our publications, to ensure greater visibility of both *Insights* and *UKSG eNews*, and ensure that our outputs are visible on the new UKSG website.

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 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.

The new website 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 with additional functionality to support the full range of UKSG activities in the summer of 2017.

We aim to appoint a Marketing and Membership Manager during 2017 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.

Since 2017 marks the 40th anniversary of UKSG, there will be a number of initiatives to celebrate the milestone and look forward from that context. A celebratory film is planned in collaboration with Nice Tree Films which will provide plenty of material for content marketing.

Section 7: Audit

The audit of the 2016 accounts was carried out by ReesRussell LLP, who are pleased to continue as auditors for the year ended 31 December 2017.

Section 8: Statement of Trustees' Responsibilities

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:

- select suitable accounting policies and then apply them consistently;

- 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 1985. 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. This report has been prepared in accordance with the Statement of Recommended Practice - Accounting and Reporting by Charities, and in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

By order of the Board of Trustees

C L Price

Chair: *CLP*

Date: *11/4/17*

UKSG

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UKSG Year Ended 31 December 2016

We have audited the financial statements of UKSG for the year ended 31 December 2016, which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and the related notes. 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 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 the Charitable Company's 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 Statement of Trustees' Responsibilities (set out in Section 8), the trustees (who are also 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. We have been appointed as auditors under the Companies Act 2006 and Section 151 of the Charities Act 2011 and report in accordance with regulations made in these acts. Our responsibility is to audit 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 (APB's) Ethical Standards 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 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:

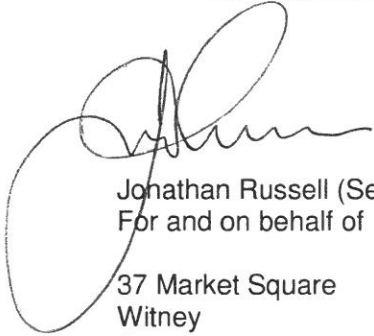
- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- 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 Charities Act 2011.

Matters On Which We Are Required To Report By Exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is not consistent with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.



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

37 Market Square
Witney
Oxon
OX28 6RE

Date: 31 May 2017

UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

Charity number : 1093946

Company number : 4145775

UKSG

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

FOR THE YEAR ENDED 31 DECEMBER 2016

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	Notes	2016		2015	
		£	£	£	£
		Restricted funds	Unrestricted funds	Total	
Incoming resources					
Incoming resources from generated funds					
Investment income	3	0	2,600	2,600	1,501
Incoming resources from charitable activities	4	0	747,374	747,374	788,911
Total incoming resources		0	749,974	749,974	790,412
Resources expended					
Charitable activities	5	0	786,393	786,393	654,616
Governance costs	6	0	26,832	26,832	28,377
Total resources expended		0	813,225	813,225	682,993
Net income for the year and incoming resources before transfers		0	(63,251)	(63,251)	107,419
Total funds brought forward		0	765,187	765,187	657,768
Total funds carried forward		0	701,936	701,936	765,187

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.

UKSG

Company number : 4145775

CHARITY BALANCE SHEET

AS AT 31 DECEMBER 2016

Page 2

	Notes	2016 £	2015 £
Current assets			
Debtors	7	183,639	223,363
Cash at bank		659,885	721,680
		-----	-----
		843,524	945,043
		-----	-----
Creditors: Amounts falling due within one year	8	(141,588)	(179,856)
		-----	-----
Total assets less current liabilities	10	701,936	765,187
		-----	-----
Unrestricted funds			
General		701,936	765,187
		-----	-----
		701,936	765,187
		-----	-----

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 2016).

Approved by the Board of Trustees on

Signed on its behalf by

C L Price



Chair

11/4/17

The notes on pages 3 to 5 form part of these 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

	2016			2015
	£			£
	Restricted funds	Unrestricted funds	Total	
Interest received	0	2,600	2,600	1,501
	-----			-----

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

4 Incoming Resources from Charitable Activities

	2016			2015
	£	£	£	£
	Restricted funds	Unrestricted funds	Total	
Conference and seminar fees	0	686,915	686,915	724,938
Subscriptions	0	51,639	51,639	54,107
Grants and donations received	0	0	0	0
Other income	0	8,820	8,820	9,866
	0	747,374	747,374	788,911

5 Charitable Activities

	2016			
	£	£	£	£
Conference expenditure	0	414,216	414,216	342,506
Seminars expenditure	0	104,207	104,207	89,468
Administration	0	267,970	267,970	222,642
	0	786,393	786,393	654,616

6 Governance Costs

	2016			
	£	£	£	£
Audit and Accountancy	0	15,828	15,828	14,361
Committee expenses	0	11,004	11,004	14,016
	0	26,832	26,832	28,377

7 Debtors

	2016	2015
	£	£
Trade debtors	90,602	100,437
Prepayments	93,037	122,926
Other taxes and social security costs	0	0
	183,639	223,363

Prepayments includes £88,413 relating to non-refundable deposits for future conferences, which would become expenses of the charity should these conferences not take place.

8 Creditors: amounts falling due within one year	2016	2015
	£	£
Trade creditors	4,767	10,907
Other taxes and social security costs	24,681	19,149
Deferred income (note 9)	112,140	149,800
	-----	-----
	141,588	179,856
	-----	-----

9 Deferred Income

The provision for deferred income of £112,140 (2015 - £149,800) relates to 2017 income received in 2016.

10 Analysis of net assets by fund

	Restricted fund	General fund	Total 2016	Total 2015
	£	£	£	£
Current assets	0	843,524	843,524	945,043
Current liabilities	0	(141,588)	(141,588)	(179,856)
	-----	-----	-----	-----
	0	701,936	701,936	765,187
	-----	-----	-----	-----

11 Restricted funds

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

12 Staff Costs

	2016	2015
Salaries	117,292	99,188
Employers National Insurance	11,254	7,156
Pension costs	5,038	4,591
	-----	-----
	133,584	110,935
	-----	-----
Number of staff employed during the year	5	4
	-----	-----

No individual member of staff earned in excess of £60,000 during the year (2015: NIL).