

UKSG
(A company limited by guarantee)

**REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

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

CONNECTING THE KNOWLEDGE COMMUNITY

UKSG

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2017

Section 1:

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

- a) Charity name: UKSG
- b) Charity Registration No.: 1093946
Company Registration No.: 4145775
- c) Principal office: Witney Business & Innovation Centre, Windrush House, Windrush Industrial Park, Burford Road, Witney, Oxon OX29 7DX
Registered office: Bowman & Hillier Building, The Old Brewery, Priory Lane, Burford, Oxon OX18 4SG
- d) Names of the charity's trustees (who are also directors of the company) on the date the report was approved:
- Yann Amouroux (elected 2017)
Andrew Barker (elected 2015)
Matt Borg (co-opted)
Dominic Broadhurst (elected 2017)
Colleen Campbell (elected 2016)
Vibeke Christensen (co-opted)
Lorraine Estelle (elected 2017)
Adam Gardner (co-opted; interim Treasurer)
Anna Grigson (elected 2016)
Jane Harvell (Secretary – first year)
Helle Lauridsen (co-opted)
Ross MacIntyre (elected 2015; interim Chair)
Vicki McGarvey (co-opted)
Charlie Rapple (elected 2017)
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 2017):
- Bev Acreman (Treasurer – first year)
Simon Boisseau (co-opted)
Terry Bucknell (elected 2014)
Ed Pentz (co-opted)
Kate Price (Chair – third year)
David Summers (co-opted)
Jill Taylor-Roe (elected 2014)
- f) Staff responsible for day-to-day management:
- Bev Acreman (Interim Executive Director – full time)
Alison Whitehorn (Business Manager – full time)
Samira Koelle (Events Assistant – full time)
Chris Miller (Accounts Administrator – full 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 2017 there were 477 paid-up members, each of whom will have been requested to agree to contribute £1 in the event of the charity being wound up. UKSG does not act as an industry pressure group, its main strength being perceived as its unique function of bringing together all parties in the scholarly information communication chain.

Organisational Structure

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

- Three Honorary Officers – Chair, Treasurer and Honorary Secretary
- Nine Elected Members
- Up to six co-options, appointed by the Board. Co-option is an optional process which assists with balancing the mix of representation from the various sectors of the information resources industry.

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

- Chair of the Education and Events Subcommittee: Anna Grigson
- Chair of the *Insights* Editorial Board (formerly the Publications and Editorial Subcommittee): Andrew Barker
- Chair of the Outreach and Engagement Subcommittee: Yann Amouroux

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 was 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 2016 but left in November 2017. The role is currently covered by Bev Acreman, previously a Trustee, on a 12-month interim basis. The Executive Director is the most senior member of staff in the organisation; the role of Business Manager reports to the Executive Director. In 2017 we also recruited a Marketing and Membership Manager post, although the selected candidate did not complete her probationary period and has not been replaced. We have also created the full-time role of Accounts Administrator and have hired a full-time Events Assistant, both based in our new Witney offices. The part-time Events Administrator was made redundant in December. This has provided 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 members of the Main Committee, the Executive Director and the Business Manager.

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

Recruitment and Appointment of Trustees

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

Trustee Induction and Training

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

New trustees benefit from a period of informal mentoring from an existing Board member, and there are formal induction guidelines which are intended to help new trustees to feel welcomed, to understand the proactive culture of UKSG, and to be able to make a positive contribution to the work of the organisation quickly and effectively.

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

Decision Making

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

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

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

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

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

Risk Management

UKSG reviews annually its Risk Management Policy. The associated Risk Register, 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 and possible, 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, the association reaffirmed its values as:

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

To support these we encourage practical examples of innovation, best practice and standards in our community, such as:

- supporting academics and scholarly communications through the 'Think.Check.Submit.' campaign which provides guidance to scholars on submitting articles to trusted journals
- funding for the now completed Release 5 of the COUNTER Code of Practice which will help users of the Code of Practice to navigate the Code to support effective implementation by publishers and ease of use by librarians.

as well as:

- providing free events for members
- serving our international audience – webinars continue to be popular and serve our international audience well with over 2,100 registrations from over 17 countries during 2017
- helping members to gain the confidence and knowledge to put themselves forward for committee positions and other rewarding volunteering opportunities, including writing for *Insights* and *UKSG eNews*.

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 2017 was held at the Harrogate Convention Centre. Attendance levels were once again extremely strong, with a total of 944 delegates from 25 countries representing over 350 organisations.

The annual conference provides perspectives from all sectors of the scholarly information community, which is a unique and highly valued feature of this event. An open call for topics and speakers resulted in 80 suggestions being received in May 2016, which were then carefully shaped into a programme for 2017 by the Main Committee.

At our 2017 event one third of the delegates were first-timers. Overall, 95% of delegates rated the conference as Excellent or Very Good.

"I thought they [the sessions] were all excellent and I took something away from every presentation." Delegate, 2017 Annual Conference

The conference includes actions which support UKSG's core mission to facilitate networking and the exchange of ideas, and which are aligned with the association's charitable remit.

Alongside a number of existing conference awards which allow students and early career professionals (including one from Further Education) to attend with all expenses paid, three further day-delegate places were made available to library staff from FE colleges, a sector where staff development budgets are particularly scant.

Later in the year the One-Day Conference and UKSG Forum took place on consecutive days at the Grange Tower Bridge Hotel in London.

The subject matter of the seventh annual One-Day Conference was 'Shrinking horizons: scholarly communication in an anti-globalisation environment'. Delegates enjoyed a stimulating programme of talks on the impact of government policy, politics and the funding environment on the vitality of the scholarly communication ecosystem, with speakers from libraries, publishers, research funders and the Higher Education sector.

The fifth annual UKSG Forum was held on the following day, with a programme themed around the topic 'Collaboration and adapting to change'. The Forum maintained the previous excellent level of attendance and delegates were able to engage with a diverse range of short talks, interspersed with visits to the exhibition and time for networking.

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

In addition to the Annual and One-Day Conferences, the work of the Education and Events Subcommittee is central to UKSG's objectives of encouraging professional awareness and realising public benefit by providing a programme of affordable seminars and workshops, some of which are located in the regional centres of the UK and Ireland, as well as in London. The events vary from introductory level seminars aimed at those new to the information community, to intermediate and advanced seminars and workshops on specific themes for those who wish to further their professional development. The subcommittee continues to consider new themes for seminars, in response to demand from both members and non-members, although the landscape for staff development in terms of both budget and available staff time continues to be challenging. Further details of events run in 2017 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 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. On average 94% of those surveyed would recommend webinars to a colleague.

UKSG's charitable remit continues to be advanced by a series of Student Workshops, organised by the Education and Events Subcommittee. These workshops are offered without cost to students studying for a qualification in Library & Information Studies. They involve presentations from UKSG members working in different sectors of the information community and offer students a practitioner-focused perspective on issues in the scholarly communications sector which complements the more academic approach of their curriculum. During 2017, workshops were delivered to students at University College London, the University of Sheffield and Manchester Metropolitan University.

In addition to workshops for students, in 2017 the programme was extended to include Early Career Professionals in the library sector, by delivering a version of the workshop at an event for the New Library Professionals Network (NLPN), a group which supports career development for new and aspiring library professionals. The Subcommittee is also actively pursuing opportunities to extend workshops to students on publishing courses.

Students and Early Career Professionals were able to apply for six sponsored places at the UKSG 2017 Annual Conference via a competitive submission 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.

Opportunities to support skills development for Early Career Professionals were also discussed at the UKSG Forum in November 2017. A panel of Early Career Professionals discussed their experiences of joining the industry, how they had developed their skills and knowledge, and how organisations such as UKSG can support those new to their roles.

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. A re-formatted Research and Innovation Subcommittee will be created in the later stages of 2018.

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

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

In 2017, the Publications and Editorial Subcommittee was reshaped and replaced with an *Insights* Editorial Board – a smaller group able to make decisions surrounding the development of the journal. New members who joined in 2017 include Helen Dobson (University of Manchester), Daniel Albertsson (Swedish University of Agricultural Sciences - SLU) and Margo Bargheer (Göttingen State and University Library). Longstanding members include Bev Acreman (UKSG), Rick Anderson (University of Utah), Jill Emery (Portland State University), Charlie Rapple (Kudos) and Graham Stone (Jisc). All outgoing members of the Publications Subcommittee have agreed to remain as *Insights* reviewers.

Andrew Barker (Liverpool John Moores University) is in his third year as Chair of the subcommittee, and Lorraine Estelle (COUNTER) and Steve Sharp (Sheffield Hallam University) are in their seventh year as joint editors of *Insights*. Responsibility for *UKSG eNews* has moved to the newly formed Outreach and Engagement Subcommittee.

One article from 2017, written by Rick Anderson from the University of Utah, on the subject of 'fake news' is already the fourth most popular *Insights* article of all time, with over 2000 views since publication in July 2017.

As part of our aspiration to make *Insights* the journal of choice for our membership, it was decided at our November 2017 meeting to move the journal from being issue-based to 'continuous publication'. This has the following advantages:

- ability to publish articles in a much more timely and market-sensitive manner and to promote articles at an individual level
- spread the workload of editing, proofreading and producing the journal throughout the year, removing the peaks and troughs surrounding our current three-issue format
- an improved ability to forecast and manage expenditure through the year.

Our move to the Ubiquity platform has helped to streamline publication processes and has raised the visibility of *Insights*, and we have worked closely with Ubiquity in 2017 on implementing further technical developments to aid submission, track usage and enhance discovery. This work will continue into 2018 and beyond.

Working with the UKSG staff, we are continuing to review approaches to better strategic marketing of our publications, to increase visibility of both *Insights* and *UKSG eNews*, and to ensure that our outputs are visible to the wider community.

Section 4: Achievements and Performance

The Chair of UKSG for the previous two years, Kate Price, was appointed for a third term of office in April 2017, whilst Charlie Rapple (Honorary Secretary) and Adam Gardner (Treasurer) both decided not to seek reappointment for 2017/18. Jane Harvell and Bev Acreman took up those respective positions.

The process for electing members to the committee for 2017/18 saw 14 people stand for election. Voting was once again conducted through a secure online system in advance of the AGM, with the turnout of members increasing from 105 votes to 130 which, out of an authorised electorate of 356, is 36.5%.

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

Conferences held in 2017:

10–12 April	40th UKSG Annual Conference and Exhibition: Harrogate
15 November	UKSG One-Day Conference – 'Shrinking horizons? Scholarly communication in an anti-globalisation environment': London
16 November	UKSG Forum – 'Collaboration and adapting to change': London

A total of 1315 delegates attended these events.

Seminars and training events held in 2017:

11 May	UKSG Licensing Skills for Librarians: London
18 May	UKSG Negotiation Skills for Librarians: Liverpool
7 June	UKSG Introduction to E-Resources Today: Leeds
22 June	UKSG Understanding Resource Discovery and Delivery: Manchester
12 July	UKSG Make Yourself Heard!: London
5 October	UKSG Introduction to E-Resources Today: London
18 October	UKSG Understanding Resource Discovery and Delivery: London
31 October	UKSG Marketing Online Resources for Librarians: London
29 November	UKSG E-Resources for Further Education: London

A total of 198 delegates attended these events.

Webinars held in 2017:

January 2017 - Optimizing the discovery experience through dialogue – a community approach presented by Lettie Conrad, Consultant, Kathleen Donovan, Harvard University, Bruce Heterick, ITHAKA/JSTOR, Rachel Kessler, ProQuest and Alexa Pearce, University of Michigan

Registrations: 481 99% of survey respondents would recommend this webinar

February 2017 - eBooks Now: an introduction to managing eBooks and considerations for accessibility presented by Vicki McGarvey, Staffordshire University, Erica Lee, Aston University and Ben Watson, University of Kent

Registrations: 524 100% of survey respondents would recommend this webinar.

March 2017 - The Law on TDM in Europe: an introduction presented by Giulia Dore, University of Glasgow and Nancy Pontika, CORE

Registrations: 265 91% of survey respondents would recommend this webinar.

May 2017 - Digital resources and library services: meeting the challenge of engagement presented by Lis Parcell, Jisc and Elizabeth Newbold, Activate Learning

Registrations: 412 89% of survey respondents would recommend this webinar.

July 2017 - COUNTER Release 5 Code of Practice presented by Lorraine Estelle, COUNTER Project

Registrations: 263 98% of survey respondents would recommend this webinar.

September 2017 - Blockchain in research and education presented by Martin Hamilton, Jisc

Registrations: 235 90% of survey respondents would recommend this webinar.

November 2017 - Authentication technology update: RA21 and OpenAthens presented by Josh Howlett, Jisc, Phil Leahy, Eduserv and Tasha Mellins-Cohen, Microbiology Society

Registrations: 403 94% of survey respondents would recommend this webinar.

A total of over 2,100 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.

"The webinars are topical, professionally organised and presented. I particularly like the facility to sign up and get sent the recording so that if I can't attend I can at least catch-up. I always leave the events with ideas and optimism for the future!" Webinar participant, 2017

Student Workshops held in 2017:

5 March	University of Sheffield
17 May	Manchester Metropolitan University
21 November	University College London

Membership Support

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

- *UKSG eNews* – a fortnightly round-up of our own news, plus that of our members and others in the sector, with guest editorials – sent to over 2,100 member contacts
- free attendance at the annual UKSG Forum and our webinar programme
- discounted rates for UKSG seminars and events including the annual conference
- 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 in 2017
- awards and bursaries to support attendance at various UKSG events.

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

The new Outreach and Engagement Subcommittee was established to address the need for UKSG to increase its connections with its own community.

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

The subcommittee will be a mix of representatives from libraries, publishing houses, vendors and the FE sector, led by Yann Amouroux, a Main Committee member.

Member Inclusion

UKSG remains focused on enabling all constituents to reap the rewards of UKSG membership. Membership had been suffering a slight year-on-year decline for some time owing to ongoing acquisitions and mergers in the publishing industry and ever tighter budgets in the education sector so it was cheering to end 2017 with 477 members, an increase of 23 on 2016. This figure included 40 new members (29 UK, 11 overseas), notable amongst which were ten new FE institutions which take the total of FE members up to 13.

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

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

As mentioned in Section 3 above, strategic discussions had highlighted human resources as a particular concern. We therefore resolved to hire new staff in 2017 to support our activities and reduce our reliance on Trustees. (See Section 2: Organisational Structure.)

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

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

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

Melissa Cantrell, Collections Analyst at the Auraria Library, University of Colorado Denver, was able to attend the UKSG Annual Conference in Harrogate, whilst Eimear Evans, Institutional Repository Officer at the McClay Library, Queen's University Belfast received funding from award sponsor Taylor & Francis Group to attend the 2017 NASIG Conference in Indianapolis, Indiana, with additional support from UKSG to attend the 2017 UKSG Conference too. To apply for the award, Melissa and Eimear wrote on the topic, *'What is the biggest challenge facing you in your current job and how, in an ideal world, would you address it?'*, and provided a paragraph describing what they hoped to achieve by attending the UKSG or NASIG conference.

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

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

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

There have been very positive outcomes to celebrate in 2017, with some events attracting capacity or close to capacity audiences: the UKSG Annual Conference, the UKSG Forum, UKSG Understanding Resource Discovery and Delivery and UKSG E-Resources for FE were particularly well attended.

The long-running UKSG seminar, E-Resources Technical Update, was revised and relaunched as Understanding Resource Discovery and Delivery. It was delivered twice during 2017 in Manchester and London, and received very positive feedback:

"I thought it was really well structured and paced, and that the interaction from the group was excellent. The presenters have so much experience, and it's a real strength of the UKSG courses to have a mixture of people from different areas (e.g. libraries, publishers, Jisc) and get that breadth of comments and opinions." Delegate, UKSG Understanding Resource Discovery and Delivery

"Having only recently started in my role I now feel much more confident in understanding what goes on behind the scenes." Delegate, UKSG Understanding Resource Discovery and Delivery

In addition to re-running popular seminars, the 2017 programme also included a new one-day workshop, Marketing Online Resources for Librarians. Drawing on expert presenters from both publishers and libraries, the session covered marketing fundamentals, including identifying an audience, planning a marketing strategy and choosing appropriate tools and channels. As well as presentations, practical sessions gave participants the opportunity to draft their own bespoke marketing plan for an example resource of their choice. The session was well attended, and feedback was positive:

"The practical focus was enormously valuable as was the size of the session - providing the opportunity to share with and learn from other delegates who were extremely supportive and knowledgeable." Delegate, UKSG Marketing Online Resources for Librarians

UKSG continued to offer a programme of well-attended webinars in 2017 which allowed us to engage with our members, both in the UK and internationally. Whilst the majority of those attending webinars are from the UK, Europe and North America, recent sessions have attracted listeners from around the world including Bangladesh, the Bahamas, Botswana, Ethiopia, Iran, Israel, Myanmar, Nepal, Palestine, Uzbekistan and Zimbabwe. Webinars aim to cater for all levels, running more practical and information-delivering sessions alongside opinion pieces, and providing a way for practitioners to keep up with new topics. As well as listening in live, registrants can listen to a recording of the session later, giving the opportunity to reach an audience regardless of time zone. Feedback from the webinars has been overwhelmingly positive:

"UKSG provides excellent webinars discussing both current and future issues of concern and relevance to the community – thank you!" Webinar participant, 2017

"I don't know what we'd do without UKSG to help us along in some of these areas. You precisely address so many of the most important issues facing libraries. Thank you so much, from the other side of the pond." Webinar participant, 2017

Many UKSG events depend on members sharing their expertise by giving presentations. Feedback on training needs has often 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. In 2017 we once again ran a free workshop for UKSG members called 'Make Yourself Heard: confident public speaking for the new and not so new speaker'. Members who had expressed an interest in speaking were invited and a general invitation was sent out to the whole UKSG membership via various channels. Feedback continues to be positive:

"From taking part I can say that my approach to public speaking has drastically changed. Going forward, if I should have to give a presentation now, I would do so more confidently and calmly." Delegate, UKSG Make Yourself Heard!

"Really good, 100% to be recommended. Thanks." Delegate, UKSG Make Yourself Heard!

Marketing

Our social media presence continues to grow and have impact. The UKSG LinkedIn group has 1,721 members and our Facebook group has 433 followers. Twitter (4,499 followers) is particularly active and is very busy during the big events with both commentary and practical information which benefits absent colleagues as well as those attending. We continue to use IET.tv event webcasts, 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 following each event to ensure that we are meeting member needs and take any ideas for future activities into consideration. Survey data shows satisfaction is consistently high.

A significant amount of effort was expended on our new website project in 2017. Unfortunately, during the course of the project it became apparent that UKSG's

requirements differed from the scope that the appointed company were capable of delivering and a mutual agreement was reached to terminate the contract, with a consequent financial settlement made between the two parties. UKSG now seeks to review its options with a view to moving to a new host during 2018.

Membership Support and Marketing

Marketing activities will continue to support UKSG's main areas of work, defined by Education and Events, *Insights*, and Outreach and Engagement, in particular the Annual Conference and One-Day Conference. 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.

Since 2017 marked the 40th anniversary of UKSG, there were a number of initiatives to celebrate the milestone and look forward from that context, including a celebratory film in collaboration with Nice Tree Films which has provided plenty of material for content marketing.

Section 5: Financial Review

Year end overview

In 2017 UKSG faced considerable financial pressures, some planned, some unplanned.

Our plans for continued expansion of permanent staff and establishment of our first office were implemented. In addition to the 2016 appointment of the Executive Director, in 2017 we recruited three new permanent staff and saw the new office in Witney opening. Outside expansion plans, we also marked our 40th anniversary at the Annual Conference with a celebratory gala dinner.

We started 2017 with warnings from the Treasurer that there was a continued and sustained reduction in surplus in 2016, with large deficits posted in both November and December 2016. During 2017 both Treasurers had given warnings (detailed in the Main Committee minutes and reports) that the transfer of surplus to the General Fund was in decline. The source of the decline was not clear but it was obvious that there would be a significant impact on the cash reserve by year end. By November we were able to quantify this deficit and could forecast a deficit of £195k.

Aside from the annual conference, the largest cost line is salaries and, with the expansion in staff in both 2016 and 2017, this line has expanded further. In 2017, staff salaries exceeded £245k, an increase of £96.9k on 2016, due to having a full year of the Executive Director salary (start date July 2016) and to three additional salaries from newly created posts. Additional new recurring costs from office rent and one-off costs from purchase of furniture and equipment for new staff contributed a further £20k to the deficit.

The Annual Conference was a great success and again returned a good surplus of almost £200k, despite the increase in cost associated with the 40th anniversary celebrations. The One-Day Conference in November was different, presenting us with an unplanned shortfall against delegate income budget of £16k through poor recruitment of delegates to the event. This was entirely unpredicted and counter to the result from all five previous years of the

conference which have made a small surplus. The causes of this poor attendance are currently not understood but we have initiated a project to better understand perceptions of the conference and the reasons that the intended delegates might be staying away. This will influence the structure of the 2018 conference so that it is more desirable for delegates and we are not faced with a repeated loss.

We finish 2017 with a reduced but still healthy reserve in the General Fund of £516k, down £186k on 2016's reserve (a small improvement from the forecasted loss of £195k). This continues to fulfil our requirement to have enough reserve to cover at least one year's operating costs (ca. £400k in 2017), although clearly action is needed now to ensure we start to rebuild the reserve. To that end, we have identified the source of the deficit and taken corrective action to arrest it for 2018. Fortunately, the reserve in the General Fund has allowed us to absorb the poor performance for 2017, and prudent, well-judged actions taken now should ensure that the reserve is not reduced further. The Executive Director, with the support of the Executive Officers, initiated a series of actions to reduce significantly the forecast deficit. Difficult but necessary decisions were made regarding cancelling projects, reducing activities and reducing the planned increase in staffing. Based on the most recent forecast for 2018, we aim to eliminate this deficit entirely and return a small surplus. This situation is anticipated to improve further and our intention is to eliminate the deficit entirely.

Investment in the Future

In 2017 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. Our support for 'Think.Check.Submit.' and COUNTER 5 underlines our commitment to globally significant research projects and follows in the line of previously completed and important works.

Section 6: Future Plans

UKSG is fortunate to be able to rely on so many willing volunteers, as well as on the dedication of its paid staff – Bev Acreman (Interim Executive Director from November 2017, previously Sarah Bull), Alison Whitehorn (Business Manager), Samira Koelle (Events Assistant), Ally Souster (Publications Associate), Maria Campbell (Digital Communications Associate) and Chris Miller (Accounts Administrator) – 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 five 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 2018 include:

- implementation of new HR processes for the salaried staff, including an updated Staff Handbook
- appointment of an Executive Director following the resignation of Sarah Bull.

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 Scottish Event Campus in Glasgow, 9-11 April 2018. The sustainability of the organisation depends on the maintenance of a successful financial outcome of the 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. Therefore, 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 2018 the Education and Events Subcommittee plans to:

- re-run the well-established, industry-specific seminars
- review and revise UKSG seminars on Introduction to E-Resources and Usage Statistics
- introduce a new UKSG seminar on Open Access publishing workflows
- further develop the annual E-Resources for FE event to support skills development and networking opportunities for the FE sector
- 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.

In 2018 a new Outreach and Engagement Subcommittee will take over the running of webinars and student workshops, and plans to:

- continue to develop UKSG webinars: in 2018 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
- implement a UKSG Student Workshop for publishing students
- expand the UKSG Student Workshop for Library/Information Studies students

Section 7: Audit

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

Section 8: Statement of Trustees' Responsibilities

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

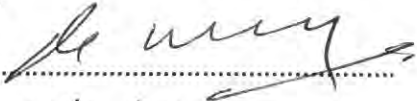
net income or expenditure, for the financial year. In preparing those financial statements, the trustees should follow best practice and:

- 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

G R MacIntyre

Chair: 

Date: 10/4/18

UKSG

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UKSG Year Ended 31 December 2017

We have audited the financial statements of UKSG for the year ended 31 December 2017, which comprise the Statement of Financial Activities, Balance Sheet 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 auditors

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 the financial statements

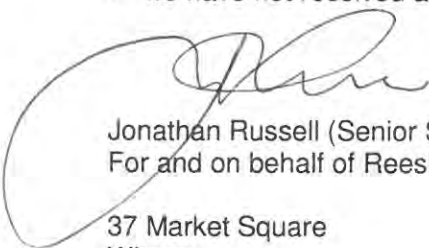
In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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
Oxfordshire
OX28 6RE

Date:

6 June 2018

UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

Charity number : 1093946
Company number : 4145775

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

FOR THE YEAR ENDED 31 DECEMBER 2017

Page 1

	Notes	2017		2016	
		£	£	£	£
		Restricted funds	Unrestricted funds	Total	
Incoming resources					
Incoming resources from generated funds					
Investment income	3	0	1,644	1,644	2,600
Incoming resources from charitable activities	4	0	736,060	736,060	747,374
		-----		-----	
Total incoming resources		0	737,704	737,704	749,974
		-----		-----	
Resources expended					
Charitable activities	5	0	894,515	894,515	786,393
Governance costs	6	0	28,827	28,827	26,832
		-----		-----	
Total resources expended		0	923,342	923,342	813,225
		-----		-----	
Net income for the year and incoming resources before transfers		0	-185,638	-185,638	-63,251
		-----		-----	
Total funds brought forward		0	701,936	701,936	765,187
		-----		-----	
Total funds carried forward		0	516,298	516,298	701,936
		-----		-----	

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

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

CHARITY BALANCE SHEET

AS AT 31 DECEMBER 2017

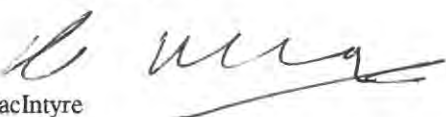
Page 2

	Notes	2017 £	2016 £
Current assets			
Debtors	7	289,090	183,639
Cash at bank		495,324	659,885
		-----	-----
		784,414	843,524
		-----	-----
Creditors: Amounts falling due within one year	8	-268,116	-141,588
		-----	-----
Total assets less current liabilities	10	516,298	701,936
		-----	-----
Unrestricted funds			
General		516,298	701,936
		-----	-----
		516,298	701,936
		-----	-----

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

Approved by the Board of Trustees on

Signed on its behalf by



G R MacIntyre

Chair

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

1 Accounting Policies

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

Incoming resources

Charitable trading activities

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

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

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

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

Interest receivable

Interest is included when receivable by the charity.

Resources expended

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

Fund accounting

Funds held by the charity are either:

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

Cash and cash equivalents

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

Going concern

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

Taxation

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

Exemption from cash flow

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

Tangible fixed assets

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

Depreciation and amortisation

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

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

Defined contribution pension obligation

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

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

2 Legal Status of the Charity

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

3 Investment Income

	2017			2016
	£			£
	Restricted funds	Unrestricted funds	Total	
Interest received	0	1,644	1,644	2,600
	-----			-----

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

4 Incoming Resources from Charitable Activities

	2017			2016
	£	£	£	£
	Restricted funds	Unrestricted funds	Total	
Conference and seminar fees	0	680,463	680,463	686,915
Subscriptions	0	53,660	53,660	51,639
Grants and donations received	0	0	0	0
Other income	0	1,937	1,937	8,820
	0	736,060	736,060	747,374

5 Charitable Activities

	2017			
	£	£	£	£
Conference expenditure	0	415,917	415,917	414,216
Seminars expenditure	0	89,691	89,691	104,207
Administration	0	388,907	388,907	267,970
	0	894,515	894,515	786,393

6 Governance Costs

	2017			
	£	£	£	£
Audit of the financial statements	0	1,325	1,325	1,325
Accountancy costs	0	14,149	14,149	14,503
Committee expenses	0	13,353	13,353	11,004
	0	28,827	28,827	26,832

7 Debtors

	2017	2016
	£	£
Trade debtors	153,528	90,602
Prepayments	135,562	93,037
Other taxes and social security costs	0	0
	289,090	183,639

Prepayments includes £125,491 relating to non-refundable deposits for future conferences, which would become expenses of the charity should these conferences not take place.

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

8 Creditors: amounts falling due within one year	2017	2016
	£	£
Trade creditors	26,206	4,767
Other taxes and social security costs	28,229	24,681
Deferred income (note 9)	213,681	112,140
	-----	-----
	268,116	141,588
	-----	-----

9 Deferred Income

The provision for deferred income of £213,681 (2016 - £112,140) relates to 2018 income received in 2017.

10 Analysis of net assets by fund

	Restricted fund	General fund	Total 2017	Total 2016
	£	£	£	£
Current assets	0	784,414	784,414	843,524
Current liabilities	0	-268,116	-268,116	-141,588
	-----	-----	-----	-----
	0	516,298	516,298	701,936
	-----	-----	-----	-----

11 Restricted funds

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

12 Staff Costs

	2017	2016
Salaries	214,757	117,292
Employers National Insurance	20,612	11,254
Pension costs	11,141	5,038
	-----	-----
	246,510	133,584
	-----	-----
Number of staff employed during the year	9	5
	-----	-----

No individual member of staff earned in excess of £60,000 during the year (2016: NIL).

13 Transition to FRS102

These are the first financial statements that comply with FRS102. The company transitioned to FRS102 on 1 January 2016. No transitional adjustments were required in funds or profit or loss for the year.