



UKSG
(A company limited by guarantee)

**REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2012**

Charity number: 1093946
Company number: 4145775

CONNECTING THE KNOWLEDGE COMMUNITY

Section1:

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

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

Bev Acreman (elected 2012)
Carolyn Alderson (elected 2012)
Ken Chad (co-opted)
Bernie Folan (co-opted)
Noelle Gracy (co-opted)
Jane Harvell (elected 2012)
Robert Jacobs (co-opted)
Helle Lauridsen (co-opted)
Ann Lawson (elected 2011)
Ross MacIntyre (Chair – first year)
Colin Meddings (co-opted)
Ed Pentz (elected 2012)
Kate Price (Secretary – first year)
Sarah Price (was Pearson – elected 2011)
Charlie Rapple (Treasurer – first year)
Graham Stone (elected 2012)
David Summers (elected 2010)
Sarah Thompson (elected 2012)

e) Names of any others who served as a charity trustee in the financial year in question (i.e. during January to December 2012):

Jo Connolly (elected 2010)
Richard Gedye (elected 2009)
Claire Grace (co-opted)
Tony Kidd (Chair – third year)
Alison Mitchell (co-opted)
Hazel Woodward (co-opted)

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

Alison Whitehorn (Business Manager)
Karen Sadler (Administrator)
Ally Souster (Publications Associate)

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: A J Carter & Co, 22b High Street, Witney, Oxon OX28 6RB
Solicitor: Blake Laphorn, 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 reviewed in 2010 to check whether any changes were required, and to ensure compliance with recent legislation, including the Companies Act 2006. The updated Memorandum and Articles of Association were formally adopted at the 2010 AGM. UKSG has been registered as a charity with the Charity Commission since 26 September 2002.

Formerly known as UK Serials Association, the name of the organisation was changed to UKSG as the result of a Special Resolution passed at the 2012 AGM, with the Certificate of Incorporation on Change of Name being officially recorded on 25 April 2012. UKSG originally stood for United Kingdom Serials Group, but the acronym is no longer expanded.

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 2012 there were 481 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, an optional process which assists with balancing the mix of representation from 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 Marketing, Education, Publications and Research. Chairs of these subcommittees are elected from within the Board and are currently:

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| • Chair of Education Subcommittee: | Carolyn Alderson |
| • Chair of Marketing Subcommittee: | Bernie Folan |
| • Chair of Publications and Editorial Subcommittee: | Graham Stone |
| • Chair of Research Subcommittee: | Ed Pentz |

The day-to-day operations of the charity are managed by a full-time Business Manager, who also acts as the Company Secretary, and a part-time Administrator. There is also a part-time Publications Associate who focuses on the UKSG journal, *Insights*, and on servicing the Publications and Editorial Subcommittee. 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*, its fortnightly electronic newsletter for members, and for marketing services to aid UKSG's marketing activities.

Recruitment and Appointment of Trustees

Each year all members of UKSG are invited to submit one candidate to stand for election to the Board of Trustees. The relevant documentation, 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 or expertise. All members of UKSG are encouraged to cast their votes to elect Board members, either by post before the annual conference or in person or by proxy at the conference, 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.

Trustees will be 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, e.g. sitting on one of the subcommittees or being involved in the planning of the annual One-Day Conference.

Decision Making

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

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

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

The strategic goals, approved at the 2010 AGM, 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 at its September Board meeting its Risk Management Policy and the associated Risk Register, which itemises the major areas of risk facing the organisation in fulfilling its charitable aims. 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 of review. Following the approval of the organisation's strategic review, the Risk Management Policy review was revised and subsequently approved by the Board in 2010. In 2012 the Board of Trustees agreed that each subcommittee should also review the risks associated with its area of work on a regular basis.

Where appropriate, the financial risk is quantified, and the single biggest risk remains the funds committed to UKSG's Annual Conference ahead of the event. As noted in previous years and in its financial review, the organisation aims to retain a sum of money in reserve to cover this commitment in full, should anything ever go wrong.

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

Section 3: Objectives and Activities

The mission of UKSG, agreed in 2010 and as outlined on its website (www.uksg.org), is to connect the information 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.

In December 2012 a Strategy and Innovation Day was held, with representatives from all of UKSG's committees, professionally facilitated by David Sommer. The aim was to explore the more operational aspects of the above and to plan future objectives. All members of UKSG's committees were surveyed in advance and the results used during the day. (See also Sections 4 and 6.)

As in all recent years, 2012 offered both opportunities and challenges for those bodies that make up the membership of UKSG. Challenges include the continuing funding pressures experienced by almost all organisations responsible for providing access to information resources essential for development and study. Opportunities arise from the ever more innovative services available for disseminating and exploiting these resources. UKSG is a vital catalyst in bringing together those whose role is to meet the challenges, and develop and take advantage of the opportunities, in order to facilitate communication and research, essential for economic and social development.

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

The most important single means of fulfilling this objective is the UKSG Annual Conference. In 2012 this was held at the Scottish Exhibition + Conference Centre in Glasgow. Despite the economic situation, the overall attendance was sustained at the record level of 859. A total of 86 exhibitors took all 99 stands, a sell-out once more. We were pleased to welcome delegates from 27 countries, a testament to the continued international importance of this conference.

The attendance is a tribute to the quality of the programme of plenary speakers and breakout sessions, carefully put together months in advance, drawing on the experience and contacts of all members of the Committee, together with proposals put forward by members of the community. The dozens of proposals received reflect the standing of the conference, and a substantial proportion of the final programme now reflects these suggestions from the community. In a significant change in response to attendees' feedback, the opportunities to attend Breakout Sessions at the 2013 conference will be increased from four to six and several ten-minute 'Lightning Talks' will be introduced.

Apart from the programme – 14 plenary speakers and 28 breakout sessions in 2012 – networking opportunities are the most important aspect of the conference for many of the delegates. There is an expectation that everyone involved in the scholarly communications industry will be at the conference, so there is a very high probability that useful contacts, discussions and outcomes will be an integral part of the conference for most. Of course, it is not literally the case that all interested parties can attend for a variety of reasons, and in recent years social media such as Twitter, together with the UKSG blog, have been a primary method for delegates communicating their immediate reactions to those unable to be present, and indeed to fellow delegates.

The UKSG One-Day Conference held in November is becoming an established part of our calendar, successfully bridging the gap between one Annual Conference and the next. This year 136 delegates attended the conference on the topical subject of 'Rethinking collections: approaches, business models, experiences'. Those attending benefited from the experience of a number of excellent speakers, the event ably chaired by Ken Chad.

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. A new seminar providing an introduction to Open Access was added to the list in May 2012 and plans have started to take shape to develop a 'Data Management for Librarians' seminar, which will be taken forward into 2013. 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 individual events are outlined in Section 4.

The group introduced online feedback forms following seminars and these have proved to be an efficient way to collect and capture information that informs future decisions concerning

course development and planning. It was pleasing to note that of the eleven UKSG seminars held during 2012, the results from nine of the courses showed that 100% of all respondents would recommend the course to a colleague.

In addition, the group undertook a Training Needs Analysis survey sent to UKSG members and the broader community, which provided valuable information when considering taking forward certain event topics and confirmed sufficient interest in webinars to pursue setting up a webinar programme for 2013 to meet the needs of those who cannot participate in UKSG seminar events for various reasons. The decision to employ a Digital Communications Associate (see Section 6 below) was informed by the need to have a dedicated resource to support the planned webinar programme.

UKSG's charitable remit continues to be advanced by a series of Student Roadshows, organised by the Education Subcommittee. These Roadshows are offered without cost to students studying for a qualification in Library & Information Science and occasionally to students registered on Publishing courses. They include presentations from current practitioners working in different sectors in the information community, including publishers, subscription agents and national libraries, and offer students a perspective they would not usually gain through their standard curriculum.

A process of reviewing the Student Roadshows continued in 2012 to ensure the content and delivery reflected feedback from students, academic staff and presenters gathered in 2010 and 2011. In addition, further work was undertaken to investigate an alternative approach to Student Roadshows involving a library practitioner working closely with an academic tutor to deliver a joint session based on day-to-day work and including the work of UKSG and also touching on broader themes supported by UKSG such as Open Access and the changing methods of scholarly communication.

An 'Introduction to UKSG' talk was also held at the request of the School of Information and Library Studies, University College Dublin. UKSG as a member organisation was introduced to the students including information about the Conference, *Insights*, *UKSG eNews*, the lis-e-resources e-mail list, and *The E-Resources Management Handbook*. The talk also included an overview of UKSG projects such as KBART, Transfer and the Usage Factor.

Students from both Library & Information Science and Publishing courses were also able to take advantage of four sponsored places at the annual conference in 2012, via a competitive process. Students are encouraged to write about their experiences, publicity which benefits both UKSG and the university running the course. For example, the experiences of Jennifer Lovatt and Lydia Lantzsch are highlighted on the Oxford Brookes website: http://publishing.brookes.ac.uk/news/item/uksg_conference_and_exhibition_2012/

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

UKSG believes that developing a programme of projects forms a useful component of the toolset we can deploy in furtherance of our mission and plays well to the human and financial resources available to us as an organisation. The major projects we have focused on in recent years - Usage Factor, Transfer and KBART - have involved collaboration between all sectors of the information distribution chain and have led to codes of practice. Agreeing the codes of practice is just the first step and needs to be followed up with efforts to obtain endorsement and use of the codes and then to maintain and update them. UKSG is well placed to carry out this type of work because it includes representatives from all sectors of the information distribution chain.

In 2012 the Research Subcommittee started to develop a study on the impact of resource discovery services in libraries. This is a more traditional project which involves:

- identifying key knowledge gaps
- conducting research to unearth new knowledge to help fill those gaps
- distilling some structure and order into that knowledge and presenting the final results for the benefit of members.

UKSG is collaborating with Jisc on funding the project and will be putting the project out to tender to have it carried out by expert consultants.

The Subcommittee has established that collaboration with other organisations will be the preferred mode of operation. If necessary, UKSG should be prepared to perform work on its own but, in the interests of efficiency and obtaining support and buy-in from a wide range of stakeholders, collaboration, co-funding and joint efforts with appropriate organisations will be a priority.

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

March 2012 saw the very first edition of *Insights*, which replaced *Serials* as the UKSG journal. Like *Serials*, *Insights* will be published three times per year but the title is now in e-only format. Lorraine Estelle and Steve Sharp, the editors of *Insights*, have enjoyed a successful year with the new title. Comments from the readership have been very positive so far. In addition a 'Conference Special' USB card included a taster of the March issue for the 2012 conference delegates.

Hazel Woodward stood down as Publications Officer at the AGM in 2012 and the Committee would like to thank her, not only as a UKSG Committee member and Publications Officer, but for her dedication as joint editor of *Serials* for many years.

Graham Stone, who began his term as Publications Officer after the 2012 AGM, has now stepped down as joint editor of the UKSG open access publication, *The E-Resources Management Handbook*. Anna Grigson has now joined Rick Anderson as the new co-editor.

In January 2012 *Serials-eNews* was renamed *UKSG eNews* and launched on a new platform. It continues to be edited by Helle Lauridsen, who commissions the fortnightly editorials, alongside Catherine Jamieson, who sources the rest of the content.

Steve Sharp and Graham Stone were replaced by Colin Meddings and Sonia Wilson as owners of the lis-e-resources listserv during 2012.

Section 4: Achievements and Performance

UKSG's AGM in March 2012 saw the end of the terms of office of the Executive Officers: Tony Kidd, Chair; Graham Stone, Honorary Secretary; Ed Pentz, Treasurer, and the Subcommittee Chairs: Kate Price, Education; Charlie Rapple, Marketing; Hazel Woodward, Publications and Editorial; Richard Gedye, Research. Sadly this change coincided with the retirement of Tony, Hazel and Richard, all mainstays of UKSG for well over a decade, who will be sorely missed.

The newly elected Executive Officers were: Ross MacIntyre, Chair; Kate Price, Honorary Secretary; Charlie Rapple, Treasurer.

The process for electing members to the committee for 2012/13 saw twenty people stand for election, providing a good balance of representation of the different UKSG 'stakeholder' groups/communities: six University Libraries, seven Publishers, one Subscription Agent and six other Intermediaries.

During July 2012 the incoming Executive Officers, the Subcommittee Chairs and the Business Manager held a meeting to discuss a number of strategic issues regarding UKSG, including governance, membership, the annual conference, resourcing, business continuity and project funding. Our governance structure was also compared to that of other organisations (e.g. ALPSP, STM, ASA) in order to identify any learning points or gaps in UKSG's structure.

Some actions were taken forward immediately: revision of terms of employment, review of job descriptions and the creation of a detailed conference task list. It was decided to recruit an additional (part-time) person to look after some of the more routine technical aspects of supporting webinars, website maintenance and online feedback. Other actions required a more rounded view, so a Strategy and Innovation Day was planned, with all members of the Committee invited to make their contributions. This was duly held in December 2012.

Although a name change had previously been considered to reflect changing priorities (international aspects and membership, a longstanding move away from specifically 'serials' concerns), a survey in 2011 revealed a strong reluctance to abandon the trusted UKSG brand, although this is never now spelled out as 'United Kingdom Serials Group'. During 2012, the name of the organisation was therefore formally changed to UKSG, as reported in Section 2.

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

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

The third annual event aimed at librarians in Further Education (FE) was held in London in December 2012, with costs being kept very low through the generous sponsorship of six commercial partners. It is clear that, as well as providing valuable perspectives on the management of e-resources within the sector, the seminar provides a welcome chance for colleagues from the FE sector to network. A combination of low prices and high quality current content continues to make this a popular event within this community. As one delegate commented, "Excellent day. Useful, accessible information. Thank you".

The third 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. Alice Eng, Electronic Resources Librarian at the University of North Florida, was able to attend the UKSG Annual Conference in Glasgow, while Stephen Buck, Acquisitions Librarian at Dublin City University, was able to attend the NASIG Annual Conference in Nashville, Tennessee. Both winners found their experiences very rewarding. UKSG is grateful to its Merriman Award sponsor, Taylor & Francis, which makes a generous contribution toward the costs of travel, accommodation and associated expenses. Ian Bannerman, Managing Director at Taylor & Francis, explained in *UKSG eNews*, 2 March 2012, why the organisation sponsors the award:

"The UKSG and NASIG conferences provide invaluable learning and networking opportunities for librarians, publishers and agents. Budget cuts are making it harder

for librarians to attend such events, particularly where overseas travel is involved, so I'm pleased that by sponsoring the Merriman Award, Taylor & Francis can help maintain vital links within our community."

The change of name of UKSG's journal to *Insights* and its subsequent rebranding and move to e-only have gone down well in the community. All three issues have been packed full of content, with a number of articles being postponed for future issues. The international coverage of the journal articles reflects UKSG's membership and the Editors will continue to ensure that this is the case.

The lis-e-resources listserv, which is open to members and non-members alike, continues to be an important forum for industry discussion and dissemination of UKSG news and events. It has seen another year of subscriber growth by around 4% to 2516 in 2012.

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

Although UKSG's portfolio of events continues to evolve in response to the needs of the community, 2012, like 2011, proved to be a challenging year for staff development. The recent Training Needs Analysis showed that training budgets were available but were mainly in line with 2011 budgets or were reduced or greatly reduced. When combined with increasing pressure of work for many university libraries (whose staff represent the majority of attendees at UKSG's seminars and training events), this meant restrictions on the number of staff able to attend external training. This resulted in declining registration numbers for some events, but no event had to be cancelled as a result of low registrations.

However, there are also positive outcomes to celebrate, with some events attracting capacity or close to capacity audiences: the UKSG Annual Conference, the One-Day Conference on the topic of 'Rethinking Collections', the re-run of UKSG Usage Statistics for Decision Making and a new one-day seminar, 'UKSG Open Access – An Introduction', were particularly successful. The common factor appears to be a focus on the most current 'hot topics' of the day, combined with an emphasis on gaining new insights, perspectives and understanding, as demonstrated by the comments below:

"An excellent overview of the topic given by knowledgeable speakers from diverse backgrounds." Delegate, 'UKSG Open Access – An Introduction'

"As ever, it's good to stand back and look at the broader picture - and always useful to hear about others' experiences. And it's a good opportunity to catch up with people from other institutions and discuss common issues/interests." Delegate, 'Rethinking Collections'.

A list of events held in 2012 follows:

- UKSG Usage Statistics for Decision Making – 2 February, London – 36 attendees
- UKSG Annual Conference and Exhibition – 26-28 March, SECC, Glasgow – 859 attendees
- UKSG Practical Project Management – 21 May, London – 18 attendees
- UKSG Open Access : An Introduction – 23 May, London – 36 attendees
- UKSG Usage Statistics Training Seminar – 30 May, Dublin – 23 attendees
- UKSG Introduction to Journals and E-Resources Today – 14 June, Edinburgh – 15 attendees
- UKSG Licensing and Negotiation Skills for Librarians – 14 June, London – 14 attendees

- UKSG E-Resources Technical Update – 21 June, Edinburgh – 16 attendees
- UKSG Usage Statistics Training Seminar – 11 September, Oxford – 23 attendees
- UKSG Introduction to Journals and E-Resources Today – 9 October, London – 27 attendees
- UKSG Practical Project Management – 12 October, London – 15 attendees
- UKSG E-Resources Technical Update – 14 November, London – 31 attendees
- UKSG One-Day conference – ‘Rethinking Collections’ – 15 November, London – 136 attendees
- UKSG E-Resources for Further Education – 5 December, London – 30 attendees

Also:

- Five Student Roadshows (‘Journals and E-Resources at Work’) held at various universities during the academic year 2011-12

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

The Research Subcommittee is a small group that meets regularly to have ‘future watch’/‘horizon scanning’ discussions, develops proposals for research projects that will fill gaps in knowledge and provides oversight for different projects, the main ones being Transfer and KBART. The year 2012 saw the Usage Factor, developed over a number of years by UKSG, taken forward by COUNTER, the industry body which maintains and develops codes of practice for the reporting of usage statistics and monitors compliance thereto. In August 2012 COUNTER issued Draft Release 1 of the COUNTER Code of Practice for Usage Factors.

The UKSG Transfer Code of Practice, first released in 2008, is a set of recommendations that establishes a baseline level of quality and performance in the event that a journal changes publisher. As well as the published Code, there is an alerting service to which librarians can subscribe and publishers can post details of journal transfers.

The Transfer Working Group has been very active in 2012 under the leadership of joint chairs Alison Mitchell of Nature and Elizabeth Winter of Georgia Institute of Technology.

The Transfer Working Group focused on three main areas in 2012:

1. Redevelopment of the Transfer alerting service and creation of a Transfer database

- The Enhanced Transfer Alerting Service (ETAS) has been up and running for several months. It provides a searchable database of transfer notifications and bulk upload functionality for publishers. Search results can be exported to a CSV for opening in Excel, making it easy for librarians to pull data into their local systems.
- There are 469 subscribers to the e-mail alert list.
- There were 671 page views of the alert blog in November 2012 and 819 in October.
- The Working Group continues to collect feedback and requirements for ‘Phase II’ development.
- CrossRef has changed its policy so that a Receiving Publisher can point to the listing on ETAS as proof of the transfer for changing ownership of the relevant Digital Object Identifiers (DOIs).

2. Education of the main constituencies

- This goal seeks to educate our main constituencies (librarians, publishers and societies) about the issues and problems faced by the other constituencies during a

journal transfer. By doing this we aim to help the constituencies understand the positions of the others and, therefore, why problems do arise.

- The working groups that will define and devise our communications to publishers and librarians are working on the relevant materials.

3. Revision of the Code

- The draft version 3.0 of the Transfer Code is ready for a wider consultation. The next steps are: to issue the draft for private consultation with industry bodies (e.g. ALPSP, STM, UKSG, PSP); to have a public consultation on the Code (including listservs and library groups); and finally to ask current endorsing publishers to re-endorse the Code.

UKSG is collaborating with NISO (the National Information Standards Organization) on KBART (Knowledge Bases And Related Tools). A link resolver is a tool that helps library users connect to their institutions' subscribed electronic resources. The data that drives such a tool is stored in a knowledge base. The quality of a knowledge base depends heavily on data that content providers (publishers, aggregators, etc.) send to the knowledge base developer.

The NISO/UKSG KBART Recommended Practice covers formatting and distributing electronic resource title lists. By making some small adjustments to the format of their title lists, content providers can greatly increase the accessibility of their products. The recommendations are designed to be intuitive, easy for content providers to implement, and easy for knowledge base developers to process. The KBART working group released its Phase I Recommended Practice report in 2010. By the end of 2012 there were 45 organisations that had become KBART endorsers.

The KBART Working Group is working on a Phase II report that will focus on the more advanced, complex issues that cause problems, as defined in the "Next Steps" portion of the Phase I report. Knowledge base providers and their customers (primarily academic libraries) will benefit from provision of higher quality data by content providers. Publishers will benefit from accurate linking to their content and subsequently the possibility of increased usage. A draft of Phase II recommendations will be released in early 2013.

The list of endorsers is available at www.niso.org/workrooms/kbart/endorsement/.

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

The rebranding of *Insights* has been viewed as a great success and the Editors have been very pleased with the first volume of the new title. Two articles on the Finch Report and open access, published in the November 2012 issue, have created quite a buzz in the community and, as a result, two further articles have been accepted for the first issue of 2013 that will reply to some of the issues raised.

The change of *The E-Resources Management Handbook* editors has resulted in a quiet year for the publication, although discussions have been ongoing regarding its future direction.

UKSG eNews was successfully renamed and rebranded in 2012. However, there have been issues in collecting open and click-through rates in 2012, meaning that this data is unavailable at the present time. There have also been a number of issues regarding the editorial features where deadlines were not met. The Publications Subcommittee are working to resolve both of these issues in the coming year.

The Marketing Subcommittee saw considerable change in terms of composition with Charlie Rapple completing her term as Officer and handing over to Bernie Folan in March 2012. Many significant tasks either initiated or contributed to by the Subcommittee were completed prior to handover including the establishment and communication of the One-Day Conference, the rebranding project, website redesign and the formation of a UKSG social media presence.

Roll-out of the new logo across the whole range of UKSG presence was completed, including:

- all printed goods – stationery, attendance certificates, USB sticks and document wallets
- promotional materials – badges and lanyards, pens, conference bags
- online presence – website, Facebook, etc.
- publications – *Insights* (first issue March), *The E-Resources Management Handbook*
- internally produced documents
- conference ‘Did you know?’ slides.

A style guide was also produced, and is now hosted on the website and available to all training providers. The One-Day Conference theme of Collection Development was posited by the Marketing Subcommittee following a discussion and proved a successful choice. Marketing for the event built on 2011’s successful efforts but included targeted marketing to different industry groups with messages highlighting specific elements of the programme of interest to each. The event saw the roll-out of the new look “Did you know?” slides featuring information about UKSG with photographs of the new logo from far and wide, including our two logo competition winners.

Analysis of Annual Conference delegates 2009-11 showed a high level of library non-returns so a push directed at this group was made for 2012. Analysis of the 2012 delegates showed a slight drop in UK library attendees and a slight increase in Scandinavian library attendees. The Subcommittee will continue to monitor trends to ensure that marketing is targeted appropriately to achieve a balance in attendance from all industry groups.

As UKSG’s social media activity has been ad hoc to date (outside the Annual Conference), the Marketing Subcommittee drew up a strategy which the Main Committee approved. The aim is to have a fairly low resource approach using UKSG’s published and event content and event notifications to feed all social media channels regularly. Primarily we will use these channels to reach our audience where they are, rather than to achieve new objectives. We hope that the new Digital Communications Associate will have capacity to administer these outputs starting in 2013.

The Marketing Subcommittee welcomed a number of new members in the second half of the year who will hopefully bring new ideas and enthusiasm to bear on all activities that stem from the organisation’s new strategic objectives.

Section 5: Financial Review

Building our reserves

The reserves held in the General Fund at 31 December 2012 were £361,714 (2011: £242,387). As noted under ‘Risk Management’ in Section 2, the Trustees consider that sufficient reserves should be kept in hand to cover losses if the commitment to the forthcoming Annual Conference and other activities could not be funded out of current

income. The direct cost of the 2012 conference was £311,200 (2011: £247,806) and consequently we are continuing to build our reserves in order to cover future conference costs. We anticipate building the reserves sufficiently during 2013 to then be able to (a) minimise future price increases and (b) invest judiciously in new member services, research projects and updating our business systems (e.g. publications technologies).

Broadening our revenues

The principal sources of funding of UKSG are receipts from attendees of our various events, together with subscriptions received from members. The expenditure on running the events mentioned in Section 4 (Achievements and Performance) has been fully met by this funding, as have the costs of our wider activities, including research projects and business development. We are taking steps to broaden our revenue base to reduce reliance on delegate income from the annual conference; between 2010 and 2012, we have focused on increasing attendance at and revenues from our November event which is now contributing around £12,000 to our annual surplus. In 2013 we will focus on broadening the revenue streams for the annual conference, including a new approach to sponsorship and, potentially, new events. We are also reviewing the structure of our membership fees.

Section 6: Future Plans

The most significant area of work from UKSG will be to prioritise and take forward the outcomes from the Strategy and Innovation Day. Suggestions under serious consideration involve: restructuring the subcommittees; establishing a 'Global Forum' event; offering a mentor programme; and the successful running of a series of webinars. The involvement and skills of the UKSG committee members will be fully exploited. As noted in Section 4, there has been a significant churn of members of the committee this year. 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, Karen Sadler and Ally Souster, to be joined in 2013 by a newly recruited (part-time) Digital Communications Associate – and of others, such as Tracy Gardner, who carry out specialised tasks for the group.

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

The coming year's Annual Conference will be held at the Bournemouth International Centre in April 2013. UKSG's sustainability depends on the maintenance of a successful conference, required to support its other research and educational commitments, and this must be balanced over several years, given the varying costs associated with different venues. In 2014 the conference will be returning to Harrogate, while the 2015 conference has been booked for Glasgow. The aim of establishing a three-year cycle to stage the event at tried and tested venues is now in place.

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

For 2013 the Education Subcommittee plans to:

- update the new 2012 seminar event, 'UKSG Open Access – an Introduction' to ensure it reflects latest developments in the community
- introduce a new cataloguing course in conjunction with the British Library: 'UKSG and BL Introduction to Cataloguing' (postponed from last year pending the take-up of the RDA framework by the British Library)
- introduce a new 'UKSG Data Management for Librarians' seminar

- develop a series of webinars as an alternative to the seminar: 'Introduction to Journals and E-Resources Today', with the aim of extending reach and accessibility to UKSG courses
- develop a range of specific webinar training topics involving expert practitioners
- develop a pricing model for webinars
- develop an alternative approach to UKSG Roadshows to offer to library schools
- continue to actively review the marketing, locations and programmes for events so that they closely fit the requirements of potential delegates, mitigating the risk of future cancellations.

The Education Subcommittee will work closely with the Marketing Subcommittee to ensure that events are promoted in a timely manner and course feedback is collected and analysed to inform future decisions. A 'Speaker Database' will be developed as a general tool, along with exploring incentives for encouraging new speakers to participate in various areas of UKSG Education's activities.

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

During 2012 the Research Subcommittee developed a project for a piece of research entitled 'Assessing the Impact of Library Discovery Technology' which will be going out for tender early in 2013. UKSG is co-funding the research with Jisc and it is designed to gather evidence on the impact of library discovery technologies. The work by the external consultant will be completed by mid 2013 and a report will be published soon after.

The Transfer group will be putting out Version 3.0 of the Transfer Code of Practice for public consultation in 2013 and will continue to develop the Enhanced Transfer Alerting Service.

UKSG will continue to work with NISO on KBART, which will release its Phase II recommendations for comment and review and continue to promote Phase I for endorsements by relevant organisations.

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

Following on from the successful rebrand of *Insights*, the next logical stage after the move to e-only is to review the platform on which the journal is accessed. This process commenced in 2012 with a discussion about what would be needed over the next three to five years as the vision for *Insights* developed, e.g. continuous publication, open access/hybrid, themed issues, etc. In 2013 a specification document will be produced and suppliers will be asked to comment before a tender exercise in time for the 2015 issue.

The Publications Officer and owners of the lis-e-resources listserv have overseen new guidelines for list etiquette during 2012. These will be released in the early part of 2013 and will be followed up with a *UKSG eNews* editorial from the new list owners. The guidelines have been adapted from those issued by the ERIL (E-Resources in Libraries) listserv and the Committee would like to thank Emily McElroy and Abigail Bordeaux for their permission in allowing UKSG to adapt these guidelines.

As a result of the new editor of *The E-Resources Management Handbook* and the results of the UKSG strategy day, this publication will be reviewed again in 2013. An initial strategy document will be created in the first quarter of the year and new content commissioned in due course. The content of *The E-Resources Management Handbook* will continue to

support that of UKSG courses and provide support for new practitioners in all parts of the industry.

Finally, the Publications Subcommittee will focus upon communication during 2013. The subcommittee will review internal communication, concentrating on building a seamless workflow to ensure that news items in *UKSG eNews* that are widely read are fed into the publication schedule of *Insights*, either as key issues or full articles. External communication, as part of the wider strategy on social media, will also be looked at to ensure that articles in *Insights* are followed up by comments in social media in order to stimulate further discussion in the wider community.

In these challenging times it is imperative that UKSG constantly updates its activities and offerings to reflect the needs of the information community. It is hoped that the high calibre of candidates for election to the Committee continues, thus enabling a good blend between experience and fresh ideas and ensuring a good balance between different UKSG stakeholder groups.

UKSG aims to maintain its indispensable role in 'spanning the wide range of interests and activities across the scholarly information community', looking back over a year of achievement, and forward to a new year of further challenges and opportunities.

Section 7: Audit

A J Carter & Co offer themselves for reappointment as auditors. A resolution will be proposed at the Annual General Meeting that they be reappointed as auditors to the charity for the ensuing year.

Section 8: Statement of Trustees' Responsibilities

The trustees (who are also directors of the charitable activities for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are

also responsible for safekeeping the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the directors are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the Board of Trustees

R MacIntyre

Chair:

Date:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

We have audited the financial statements of UKSG for the year ended 31 December 2012 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditor

As explained more fully in the Trustees' Responsibilities Statement in Section 8 of the 2012 Annual Report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that the charitable company's financial statements give a true and fair view.

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

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

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 2012 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on Other Matters Prescribed by the Companies Act 2006

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

Matters On Which We Are Required To Report By Exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime.

M D A Gyde FCA DChA (Senior Statutory Auditor)

for and on behalf of A J Carter & Co
Statutory Auditors
22b High Street
Witney
Oxon
OX28 6RB

.....2013

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

FOR THE YEAR ENDED 31 DECEMBER 2012

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	Notes	2012		2011	
		£	£	£	£
		Restricted funds	Unrestricted funds	Total	
Incoming resources					
Incoming resources from generated funds					
Investment income	3	0	180	180	336
Incoming resources from charitable activities	4	0	662,637	662,637	538,201
Total incoming resources		0	662,817	662,817	538,537
Resources expended					
Charitable activities	5	0	521,781	521,781	496,695
Governance costs	6	0	21,709	21,709	14,288
Total resources expended		0	543,490	543,490	510,983
Net income for the year and incoming resources before transfers		0	119,327	119,327	27,554
Total funds brought forward		0	242,387	242,387	214,833
Total funds carried forward		0	361,714	361,714	242,387

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

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

CHARITY BALANCE SHEET

AS AT 31 DECEMBER 2012

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	Notes	2012 £	2011 £
Current assets			
Debtors	7	131,876	152,495
Cash at bank		275,571	112,793
		-----	-----
		407,447	265,288
		-----	-----
Creditors: Amounts falling due within one year	8	(45,733)	(22,901)
		-----	-----
Total assets less current liabilities	10	361,714	242,387
		-----	-----
Unrestricted funds			
General		361,714	242,387
Restricted funds			
Usage Factors Research project fund	11	0	0
		-----	-----
		361,714	242,387
		-----	-----

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 (April 2010).

Approved by the Board of Trustees on

Signed on its behalf by

R MacIntyre

Chair

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

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 1985. 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

	2012		2011
	£		£
	Restricted funds	Unrestricted funds	Total
Interest received	0	180	180
	-----	-----	-----
			336

4 Incoming Resources from Charitable Activities

	2012			2011
	£	£	£	£
	Restricted funds	Unrestricted funds	Total	
Conference and seminar fees	0	603,142	603,142	479,470
Subscriptions	0	47,257	47,257	45,550
Grants and donations received	0	0	0	0
Other income	0	12,418	12,418	13,517
	0	662,817	662,817	538,537

5 Charitable Activities

	2012			2011
	£	£	£	£
Conference expenditure	0	311,200	311,200	247,806
Conference administration	0	30,500	30,500	29,500
Seminars expenditure	0	45,095	45,095	30,012
Administration	0	134,986	134,986	189,377
	0	521,781	521,781	496,695

6 Governance Costs

	2012			2011
	£	£	£	£
Audit and Accountancy	0	13,599	13,599	8,074
Committee expenses	0	8,110	8,110	6,214
	0	21,709	21,709	14,288

7 Debtors

	2012	2011
	£	£
Trade debtors	69,027	11,330
Prepayments	62,849	129,627
Other taxes and social security costs	0	11,538
	131,876	152,495

8 Creditors: amounts falling due within one year

	2012	2011
	£	£
Trade creditors	7,535	11,369
Other taxes and social security costs	6,519	0
Deferred income (note 9)	31,679	11,532
	-----	-----
	45,733	22,901
	-----	-----

9 Deferred Income

The provision for deferred income of £31,679 (2011 - £11,532) relates to 2013 income received in 2012.

10 Analysis of net assets by fund

	Restricted fund	General fund	Total 2012	Total 2011
	£	£	£	£
Current assets	0	407,447	407,447	265,288
Current liabilities	0	(45,733)	(45,733)	(22,901)
	-----	-----	-----	-----
	0	361,714	361,714	242,387
	-----	-----	-----	-----

11 Restricted funds

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

12 Staff Costs

	2012	2011
Salaries	75,284	76,753
Employers National Insurance	7,839	7,582
Pension costs	3,482	3,885
	-----	-----
	86,605	88,220
	-----	-----
Number of staff employed during the year	3	3
	-----	-----

No individual member of staff earned in excess of £60,000 during the year (2011: NIL).