



UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Charity number: 1093946
Company number: 4145775

CONNECTING THE KNOWLEDGE COMMUNITY

UKSG

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2013

Section 1:

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

a) Charity name: UKSG

b) Charity Registration No.: 1093946

Company Registration No.: 4145775

c) Principal office: Hilltop, Heath End, Newbury, Berks RG20 0AP

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

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

Bev Acreman (elected 2012)

Carolyn Alderson (elected 2012)

Andrew Barker (co-opted)

Ken Chad (elected 2013)

Bernie Folan (co-opted)

Noelle Gracy (co-opted)

Jane Harvell (elected 2012)

Anne Knight (co-opted)

Helle Lauridsen (elected 2013)

Ann Lawson (co-opted)

Ross MacIntyre (Chair – second year)

Ed Pentz (elected 2012)

Kate Price (Secretary – second year)

Charlie Rapple (Treasurer – second year)

Graham Stone (elected 2012)

David Summers (elected 2013)

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 2013):

Robert Jacobs (co-opted)

Colin Meddings (co-opted)

Louise Peck (co-opted)

Sarah Price (was Pearson – elected 2011)

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

Alison Whitehorn (Business Manager)

Karen Sadler (Administrator)

Ally Souster (Publications Associate)

Maria Campbell (Digital Communications 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 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 2013 there were 486 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:

- 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. A part-time Publications Associate focuses on the UKSG journal, *Insights*, and on servicing the Publications and Editorial Subcommittee. The new post of Digital Communications Associate was created and filled in 2013 in order to implement a programme of webinars and to provide better support for UKSG's social media strategy. All staff appointments are made by the Board. The organisation relies on bought-in services for its accounts administration, for the production of *UKSG eNews* (the fortnightly electronic newsletter for members), for marketing

services to aid UKSG's marketing activities, and for attracting advertising and sponsorship revenue in connection with *UKSG eNews* and the annual conference.

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 that is highly representative of the membership in terms of the different sectors represented, the Trustees are confident that major decisions are taken with the interests of the full membership as its prime focus.

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

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

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

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

Risk Management

UKSG reviews annually 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. The Risk Register was further updated in 2013 to take account of developing areas of activity, such as online webinars and a new event in November, the UKSG Forum.

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 remains: "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."

This was reaffirmed during the 'Strategy and Innovation Day', held in December 2012, attended by representatives from all of UKSG's committees and informed by the findings of a survey of all serving thereon. The aim was to explore the more operational aspects of the above and to plan future objectives. The actions progressed during 2013 (see also Sections 4 and 6) and a further 'Strategy and Innovation Day' was held in October 2013, which was focused on actions to be taken during the remainder of 2013 and in 2014, most importantly, being able to identify, articulate and enhance our membership benefits – the value of belonging to UKSG.

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

The most important single means of fulfilling this facilitation is the UKSG Annual Conference. In 2013 this was held at the Bournemouth International Centre. Despite the economic situation, the overall attendance (once again) reached a new record level of well over 900 delegates and all 100 exhibition stands were taken within hours of booking opening. We were pleased to welcome delegates from approximately 30 countries, a testament to the continued international importance of this conference.

The 2013 programme offered a range of content, including 13 speakers in five themed plenaries, 30 breakout sessions (each run twice and with increased opportunity for delegates to attend) and nine new 'lightning talks'. Many of the talks had been the subject of a proposal submitted to UKSG by the membership and the programme structure was revised in light of feedback received from the members.

Networking opportunities continue to be highly valued and rooms were specifically provided to allow for ad hoc discussions/meetings. The conference attendees continue to be drawn from all sectors of the scholarly communications industry. A reception for 'First Timers' was provided and the opportunity to have a mentor was trialled in an effort to make people feel as welcome as possible and encourage engagement with fellow UKSG members.

For those not able to attend, all plenary and selected (popular) breakout sessions were videoed and made available the same day. Social media such as Twitter (#UKSGLive), Facebook and the UKSG blog allowed delegates to communicate their immediate reactions to followers and colleagues unable to be present, as well as to fellow delegates.

This year's One-Day Conference in November took a (determinedly practical) look at 'Open Access Realities: global experiences of implementing OA'. An audience of 161 delegates heard the experiences of speakers from publisher, funder, university administrator, lecturer, educational technologist, academic and researcher standpoints. The day provoked impassioned debate, deftly chaired by Charlie Rapple. Feedback comments recognised that the objective of the conference was to move the subject on, rather than highlight the situation to date, and that this was met. Attendance was balanced across the sectors of the information resources industry.

The following day saw the inaugural UKSG Forum – as suggested and requested by our members. Over 300 registered in advance and 280 attended on the day, a clear measure of success for a free-to-attend event. All exhibition space had sold out without advertising. If anything, the event was a victim of its own success and the programme of short talks was attended by a capacity audience throughout the day. This was most especially true of the opening session which featured the interim results of the UKSG/Jisc-funded 'Discovery Technology' study. The UKSG Committee felt that this year's event was experimental but the format used next year, 2014, will shape future events.

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

In addition to the Annual and One-Day Conferences, the work of the Education Subcommittee is central to UKSG's objectives of encouraging professional awareness and realising public benefit by providing a programme of affordable seminars and workshops, some of which are located in the regional centres of the UK and Ireland, as well as in London. The events vary from introductory level seminars, aimed at those new to the information community, to intermediate and advanced seminars and workshops on specific themes for those who wish to further their professional development. The Subcommittee continues to consider new themes for seminars, in response to demand from both members and non-members, although the landscape for staff development in terms of both budget and available staff time continues to be particularly challenging. Further details of events run in 2013 are outlined in Section 4. The group continues to capture and monitor feedback following events and the Education Subcommittee uses this information to inform future decisions concerning course development and planning.

UKSG is also aware of its membership beyond the UK and the difficulties of meeting their training needs and has experimented with webinars during recent years to understand how best to provide courses to remote participants and whether charging for webinars is a workable model. The 2012 Training Needs Survey showed that this way of learning was considered helpful and cost-effective to a broad range of members and a range of possible topics had been suggested. Amelia Massingham joined UKSG as a dedicated staff resource early in the year to provide the technical know-how to implement the webinar programme during 2013 and to help assess possibilities. Three free webinars about UKSG and its work were provided on the run-up to the UKSG Conference in Bournemouth and following that a number of industry-specific webinars were advertised with differential pricing for UKSG members and non-members. This exercise quickly established that pricing was a key consideration in relation to the numbers of people participating in webinars and this was further proven when subsequent webinar events in 2013, provided for free, saw registration levels rocket well above 100. It was decided that UKSG could play a better and more effective role in bringing timely, up-to-date skills and knowledge to its community when there was no barrier to participation. Maria Campbell took over the management of the UKSG webinars towards the end of the year and is working with the Education Subcommittee to develop the 2014 UKSG Webinar Series, which will be free to all who register. The registration process will help the Subcommittee understand the profile of webinar participants and inform future webinar planning.

UKSG's charitable remit continues to be advanced by a series of Student Workshops (formerly Student Roadshows), organised by the Education Subcommittee. These Workshops are offered without cost to students studying for a qualification in Library & Information Science and occasionally to students registered on Publishing courses. They involve 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. Further work was undertaken in this area during 2013 by Jane Harvell, piloting an alternative model involving a library practitioner working closely with an academic tutor to deliver a joint session based on day-to-day work and the work of UKSG, and also touching on broader themes such as Open Access and the changing methods of scholarly communication. This was established as a viable and successful model, working with the University of Brighton, and a further event was run in December 2013 at Manchester Metropolitan University.

Students from Library & Information Science and Publishing courses and Early Career Professionals were able to apply for six sponsored places at the annual conference in 2013, via a competitive application process. The sponsors were Springer Science+Business Media and SAGE Publications. The winners were encouraged to write about their experiences, publicity which benefits both their organisations and UKSG.

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

UKSG believes that developing a programme of projects forms a useful component of the toolset we can deploy to fulfil our mission and plays well to the human and financial resources available to the organisation. The major projects we have focused on in recent years – a study on the Impact of Library Discovery Technologies, Transfer, KBART and the Usage Factor – have involved collaboration between all sectors of the information distribution chain and have led to codes of practice and arrangements for the ongoing management and development of the codes. UKSG is well placed to carry out this type of work because it includes representatives from all sectors of the information distribution chain. UKSG has also determined that it does not wish to duplicate work being done by other organisations, so wherever possible works in collaboration with them. In addition,

UKSG has a practice of incubating projects and then transferring the management of those projects to appropriate organisations. For example, KBART is now being managed by NISO (the National Information Standards Organization) and discussions are underway for Transfer to move to NISO management.

In 2013 the Research Subcommittee commissioned a study on the impact of resource discovery services in libraries, which was published in December 2013. This major piece of research involved:

- 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 collaborated with Jisc, who helped fund the study.

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

There have been a number of changes to the membership of the Publications Subcommittee in 2013: Bev Acreman, Bernie Folan, Ian Grant, Cindy Hepfer and Maurice Kwong have stood down from the subcommittee and are thanked for their contributions over the years. Andrew Barker and Hannah Baldwin have now joined.

Insights, the UKSG journal, is now in its second year as an e-only publication under the joint editorship of Lorraine Estelle and Steve Sharp. It continues to receive positive comments from the community.

The Publications Subcommittee successfully submitted an application for membership of COPE, the Committee on Publication Ethics. "COPE is a forum for editors and publishers of peer reviewed journals to discuss all aspects of publication ethics." *Insights* already refers authors to the COPE guidelines but it was felt that the journal should adopt best practice wherever possible. Discussions were also held with Elsevier about the inclusion of *Insights* in Scopus, "the largest abstract and citation database of peer-reviewed literature". Previously, *Serials* (the name of UKSG's journal until 2012) was indexed, however, it appears that the rebranding of the journal led to *Insights* no longer being indexed. This has now been rectified and both *Serials* and *Insights* are fully indexed in Scopus. A revised Licence to Publish has now been drafted to cover the increase in articles that are made Open Access on publication. This licence incorporates Creative Commons terms.

UKSG eNews continues to be a key membership benefit. In 2013 Andrew Barker joined Helle Lauridsen at the helm of the newsletter. The Publications Subcommittee believes that this will strengthen the title by having editors from the university sector and the commercial sector, alongside Catherine Jamieson, who creates the rest of the content.

In 2013 Colin Meddings stood down from the UKSG committee and was replaced by Louise Peck as joint owner of the lis-e-resources listserv alongside Sonia Wilson.

Section 4: Achievements and Performance

The year 2013 saw the re-election of the Executive Officers: Ross MacIntyre, Chair; Kate Price, Honorary Secretary; Charlie Rapple, Treasurer.

The process for electing members to the committee for 2013/14 saw twenty people stand for election. The successful candidates were balanced by selective co-options to provide a balance of representation of the different UKSG 'stakeholder' groups/communities: University Libraries, Publishers, Subscription Agents and Intermediaries.

The Committee has taken forward the actions agreed following the initial 'Strategy and Innovation Day' in December 2012, and 2013 saw: the employment of a Digital Communications Associate; the launch of a series of webinars; improved committee liaison; the launch of the UKSG Forum; a new membership pricing proposal; a proposal to make *Insights* Open Access; the introduction of a voluntary Membership Officer to oversee member benefits; and a reworking of the committee structure.

A second 'Strategy and Innovation Day' was held in October 2013, again with all members of the Committee invited to make their contributions. This resulted in a detailed action plan for 2013/2014.

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 fifth annual event aimed at librarians in Further Education (FE) was held in Manchester in December 2013, with costs to delegates being kept very low through the generous sponsorship of six commercial partners. Despite very bad weather in the area that day, only one person was unable to attend the event. It has been established 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: "I liked the whole atmosphere of the day particularly the mix of practitioners and suppliers and the friendliness of all concerned... Thank you for the opportunities gained by the day". Thanks are extended to the sponsors who made this possible: Credo, Dawson Books, Digital Theatre Plus, EBSCO, Emerald Group Publishing Ltd and ProQuest.

The fourth 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. Anjana Bhatt, University Librarian (Electronic Resources), Florida Gulf Coast University, was able to attend the UKSG Annual Conference in Bournemouth, while Anne Wilcox, Deputy Head of Cataloguing (A.M.)/Acquisitions (Periodicals) (P.M.), University of St Andrews, was able to attend the NASIG Annual Conference in Buffalo, New York. Both winners found their experiences very rewarding. Anjana and Anne had written on the topic '*What is the biggest challenge facing you in your current job and how, in an ideal world, would you address it?*', along with a paragraph describing what they hoped to achieve by attending the UKSG or NASIG conference. UKSG is grateful to its Merriman Award sponsor, Taylor & Francis Group, which makes a generous contribution toward the costs of travel, accommodation and associated expenses for the UK

winner. Ian Bannerman, Managing Director at Taylor & Francis, explained why 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.”

UKSG’s journal *Insights* continues in its second year as an e-only publication. The number of articles submitted for each of the three issues is on the rise and, as a result, some have had to be moved to subsequent issues. It was agreed that around twelve articles was a good number to aim for in each issue to maintain balance of content over the year, though practicalities mean that this might vary slightly. The journal also maintains an international flavour, reflecting UKSG’s membership, with articles submitted from around the world, e.g. Australia, Canada, the United States, South Africa, Germany and the UK.

The lis-e-resources listserv remains open to members and non-members alike and continues to be an important forum for industry discussion and dissemination of UKSG news and events. As lis-e-resources is an unmoderated list, UKSG relies on members of the list to uphold certain standards when discussing often contentious material. Hence, in 2013 the UKSG Publications Subcommittee launched a guide to list etiquette. This allows the list owners to encourage listserv participants to enter into the spirit of the list by engaging in appropriate and constructive discussion. Once again, the list has seen growth in subscribers, up 3% on last year to 2590 in 2013.

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

UKSG’s portfolio of events continues to evolve in response to the needs of the community, and this is clearly shown in the area of Open Access publishing. Due to rapid developments in Open Access requirements as a result of the UK’s government mandate to authors, UKSG developed a number of events that addressed the various aspects of Open Access from cutting-edge strategic views and discussions to more introductory and practical considerations to meet the needs of librarians who were having to get to grips with the changes and what they meant at the coal face.

The Training Needs Analysis and a subsequent meeting during the 2013 UKSG conference in Bournemouth showed that UKSG has a number of members who are willing to talk at seminars and in workshops with a little extra help to understand what is required. UKSG will provide support in this area in 2014 on the basis that the pool of speakers will grow and generate additional areas of expertise and topics to develop.

There have been very positive outcomes to celebrate in 2013, with some events attracting capacity or close to capacity audiences: the UKSG Annual Conference, the One-Day Conference on the topic of ‘Open Access Realities’, the re-run of ‘UKSG Open Access – An Introduction’ and ‘UKSG Licensing and Negotiation Skills for Librarians’ were particularly well attended. The common factor appears to be a focus on the most current ‘hot topics’ of the day, combined with leadership aspects:

“One of the best conferences I have been to in a long time. Thought the chairing of the sessions was excellent.”

Delegate, ‘UKSG Open Access Realities’

"I particularly liked the experiential nature of the day and the style of the presenters, a really enjoyable and informative day."

Delegate, 'UKSG Licensing and Negotiation Skills for Librarians'

Conferences held in 2013:

8-10 April 2013	36th UKSG Annual Conference and Exhibition: Bournemouth
14 November 2013	UKSG One-Day Conference - Open Access Realities: London
15 November 2013	UKSG Forum - Library Discovery Technologies: London

A total of 1386 delegates attended these events.

Seminars held in 2013:

21 May 2013	UKSG Practical Project Management: London
22 May 2013	UKSG Open Access - An Introduction: London
6 June 2013	UKSG Licensing and Negotiation Skills for Librarians: London
7 June 2013	UKSG Introduction to Journals and E-Resources Today: Boston Spa
11 June 2013	UKSG E-Resources Technical Update: London
19 June 2013	UKSG Practical Project Management: Dublin
10 September 2013	UKSG Usage Statistics Training Seminar: Oxford
10 October 2013	UKSG Introduction to Journals and E-Resources Today: London
27 November 2013	UKSG E-Resources Technical Update: London
5 December 2013	UKSG E-Resources for Further Education: Manchester

A total of 254 participants attended these events.

Webinars held in 2013:

6 March 2013	UKSG Webinar: Introduction to UKSG, Carolyn Alderson (Recorded)
14 March 2013	UKSG Webinar: UKSG Project, KBART, Sarah Price (Recorded)
21 March 2013	UKSG Webinar: UKSG Project, Title Transfer, Ed Pentz (Recorded)
17 April 2013	UKSG Webinar: Managing E-Content in an Academic Library, Louise Cole
24 April 2013	UKSG Webinar: The Business of Publishing E-Journals, James Pawley
29 April 2013	UKSG Webinar: The Role of Subscription Agents, Richard Steeden
8 May 2013	UKSG Webinar: Introduction to Access Management, Mark Williams
8 May 2013	UKSG Webinar: Shared Services, KB+ (Free), Damyanti Patel
19 June 2013	UKSG Webinar: The Mobile Advantage, Ben Showers & Jo Alcock
26 June 2013	UKSG Webinar: Navigating through the New Library Systems Landscape, Ken Chad

From 4 September the webinars were made freely available and saw a large increase in registrations:

4 September 2013	UKSG Webinar: What is Research Data Management and What is the Library's Role in Supporting it? Andrew Cox (recorded) Registrations: 249 Attendance on the day: 80
20 November 2013	UKSG Webinar: Managing Open Access in the Library Nancy Pontika (recorded) Registrations: 580 Attendance on the day: 118
27 November 2013	UKSG Webinar: What is Open Access? An Introduction James Pawley (recorded) Registrations: 322 Attendance on the day: 79

Also:

- Five Student Roadshows ('Journals and E-Resources at Work') held at various universities during the academic year 2012-13
- Two new format Student Workshops: University of Brighton and Manchester Metropolitan University.

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 the Library Technology Study, Transfer and KBART. The year 2013 saw KBART, developed over a number of years by UKSG, taken forward by NISO, the industry body that maintains and develops standards for the information community.

The Library Technology Study is a major piece of research. The study was commissioned by UKSG with the support of Jisc, and was conducted in collaboration with the Centre for Information Management (Loughborough University) and Evidence Base (Birmingham City University). The report is freely available at <http://www.uksg.org/researchstudy>.

The project sought to establish the extent to which changes in usage statistics for electronic resources may be attributed to the introduction of library technologies, specifically the new generation of resource discovery tools, also known as Resource Discovery Services (RDS). The aim was to obtain a broad overview of the current position with regard to adoption of RDS, as well as assessing the impact for individual libraries and resource providers. A review of relevant literature, a survey of libraries, and case studies of libraries and of resource providers were supplemented by stakeholder interviews to provide a rounded picture of the impact of resource discovery services on libraries. Analysis of data for two years pre- and post-implementation highlighted not only the immediate impact, but also illustrated the longer-term effects on usage statistics.

The findings show that Resource Discovery Services may influence positively the usage of academic content in higher education libraries, most probably for e-books. The impact varies by resource, and across libraries. Visibility of content is a key motivation for publishers to engage with RDS. While libraries generally see an increase in journal downloads following implementation of RDS, the picture for individual publishers is more mixed. Publishers and content providers have no direct evidence as to whether their usage has been affected by RDS; smaller publishers may benefit more from RDS than bigger publishers. Publishers have concerns that they are not being well served by RDS providers who are primarily concerned with their library customers.

The report provides a series of recommendations for libraries, publishers and content providers, Resource Discovery Services suppliers and other stakeholders in the information supply chain to best support the discovery of academic content.

The second major piece of work undertaken by UKSG in 2013 was the continuing development of the UKSG Transfer Code of Practice, first released in 2008. This 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 2013 under the leadership of joint chairs Alison Mitchell of Nature and Elizabeth Winter of Georgia Institute of Technology. The Transfer Working Group has established three main areas in which to focus its activities:

(1) Redevelopment of the Transfer alerting service and creation of a Transfer database

The Enhanced Transfer Alerting Service is still working extremely well, with a continued slow and steady increase in people signed up to receive the alerts

(2) Education of the main constituencies

This work has been put on hold while we updated the Code, and will be revisited in 2014 when Version 3.0 is released.

(3) Revision of the Code

After much work a draft public consultation version 3.0 of the Code was released in July 2013 and feedback was requested. The group posted a short note to explain the main changes between the new draft version and the previous version of the Code. There was some feedback that was incorporated into a final draft version, which is currently being circulated among Working Group members. The next steps will be to circulate the final version to the current endorsing publishers for re-endorsement and then release it formally.

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

All three issues of *Insights* in 2013 have been bumper issues. The journal has had a number of high visibility articles, such as a rare article from open access evangelist, Stevan Harnad, Professor in the Department of Psychology at Université du Québec à Montréal. Professor Harnad's article was a direct reaction to the highly successful open access articles from the 2012 volume of *Insights*. An article from Colin Steele, Emeritus Fellow, Australian National University, has also created a significant buzz. Both articles show that *Insights* continues to foster the exchange of ideas at an international level.

The E-Resources Management Handbook has not published any further chapters in 2013, due to continuing discussions about its future remit and direction. This was decided in the October strategy meeting and subsequently agreed by the handbook editors and the Publications Subcommittee and will be discussed below.

The addition of a joint editor for *UKSG eNews* has helped with the commissioning of the fortnightly editorials by sharing the workload and reducing the issue of missed deadlines for guest editorial pieces in 2013.

The Marketing Subcommittee welcomed a number of new members to bring new ideas and enthusiasm to bear on all activities that stem from the organisation's strategic objectives. There follows a summary of activity carried out in 2013.

A 'Regular Marketing Task' calendar has been produced to ensure a record of recurring needs is kept and for the Marketing Associate and Digital Communications Associate to plan work into schedules.

A new social media strategy is in place with the Digital Communications Associate sharing UKSG content (published, video, slides, webinars, training, events information) throughout the year via our social media channels. In summary, our strategy is to share information via various channels as a service to our audience and to increase engagement with activity and

attendance at events. Social media channels achieved steady growth throughout 2013. In addition, the UKSG Wikipedia page was checked and updates submitted.

The Subcommittee identified the need for improved data management and governance. UKSG currently sends different types of communication using different delivery mechanisms, separating communications about events and memberships from our marketing messages. Hence marketing opportunities are not being maximised and there is a need to carry out an audit to understand any opportunities and risks. Some preliminary work on this has been carried out and will be followed up in 2014.

Conference attendees and non-attendees were again surveyed to ensure that UKSG understands their views on these events. In 2013 attendance comprised approximately one third librarians, one third publishers and one third agents/aggregators/others. There was slightly higher attendance of UK and Norwegian librarians than previously. Ninety percent of attendees were members, and this year there were 250 first-time attendees. Reaction to the One-Day Conference and the first UKSG Forum was positive and will aid in future planning. Testimonials about UKSG events and initiatives are now being collected centrally to help with promoting future events to ensure success.

Finally, a new annual mailing to *Insights* authors from non-member organisations is now happening at the end of each year to raise awareness of UKSG.

Section 5: Financial Review

Building our reserves

The reserves held in the General Fund at 31 December 2013 were £485,395 (2012: £361,714). As noted under 'Risk Management' in Section 2, the Trustees consider that sufficient reserves should be kept in hand to cover losses in the event that the commitment to the forthcoming Annual Conference and other activities cannot be funded out of current income. This objective has driven aspects of our financial strategy in recent years, including a series of above-inflation rises to conference delegate fees that resulted in a formal question at the 2013 AGM about how conference pricing is set, and the impact on library delegate numbers. This question was addressed with an explanation of our costs, which – for the conference in particular – have risen significantly since our move to commercial venues in 2008. Our attempts to keep delegate fees low had resulted in a loss in 2010, on which basis we adopted our current financial strategy. This strategy has succeeded; the direct cost of the 2013 conference was £335,825 (2012: £311,200) and, with a similar level of cost anticipated for 2014, we now have sufficient funds held in reserve to cover losses should income not suffice. Consequently, we are now in a position 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 continue to work to broaden our revenue base to reduce reliance on delegate income from the annual conference; in 2013, we once again increased attendance at and revenues from our One-Day Conference, which this year contributed approx. £14,500 to our annual surplus. We also introduced a new event, the UKSG Forum (held on the day after the One-Day Conference in November), designed to replicate the exhibition and networking aspects of the Annual Conference at this point of the UKSG year. The event was

broadly a success, with exhibition space selling out, all delegate places taken, a well-received programme, and a good level of sponsorship achieved. However, our budget had also anticipated that we would sell a number of meeting room spaces which, in the end, we were not able to do – probably for two reasons: firstly, the timing of the planning for this first event meant that we did not advise potential meeting room customers of this option as early as we would have liked, and secondly, since we did not employ additional staff to manage the event, there was limited resource for pursuing potential customers (our focus, appropriately, was on exhibitor and delegate bookings). Consequently, the event made a loss of approximately £16,000. However, it was anticipated that we would need to subsidise its costs in this first year, and we are confident that there is a market for this event and that, with adjustments to our pricing and earlier marketing, we can build it into a solid revenue stream within five years.

Investing in our community

Our continued judicious growth and broadening of our revenues enables us to invest in activities that support our community without generating direct income. In 2013 we commissioned and published a research report into the effect of resource discovery services on usage of the knowledge resources licensed by libraries. This represented an investment from UKSG of approx. £25,000, which was supplemented by a £10,000 investment from Jisc. The report, presented at the new Forum and published the following week, was well received and has added some useful evidence to the debate in this area, while also identifying areas that would benefit from further research. The broadening and stabilising of our revenues also enables us to support a change in the business model of our journal, *Insights*, which will become Open Access in 2014. Finally, during 2013 we have explored and modelled options for introducing membership categories to make our pricing fairer to different members of our community, and to ensure that we can continue to attract members from all of our key audiences by lowering prices for some groups that have been particularly affected by recent cuts to education budgets. Our proposal for this will be presented to members at the 2014 AGM and, if approved, will be implemented in 2015.

Section 6: Future Plans

The most significant area of work for UKSG will be to take forward the actions planned at the second 'Strategy and Innovation Day'.

The value and meaning of being a member of UKSG will be the primary focus of our activities in 2014 and a proposal to amend the membership fee structure will be tabled at the AGM held during the annual conference. But we will also progress with plans for the 2014 Conference; restructuring the subcommittees; running the second 'UKSG Forum' event (adjacent to and co-located with the November Conference); moving *Insights* to Open Access and reviewing the technical platform; providing opportunities for members to offer and request informal mentoring; and the expansion of our webinar series.

The involvement and skills of the UKSG committee members will be fully exploited.

UKSG is fortunate to be able to rely on so many willing volunteers, as well as on the dedication of its paid staff: Alison Whitehorn, Business Manager; Karen Sadler, Administrator; Ally Souster, Publications Associate; Maria Campbell, Digital Communications Associate (having replaced Amelia Massingham, who joined and left us during the year); and others, notably Tracy Gardner (Tracy Gardner Marketing) and Richard Abels (Auris Associates), 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 Harrogate International Centre in April 2014. 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 2015 the conference will be returning to Glasgow, while the 2016 conference will see a return to Bournemouth. 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 2014 the Education Subcommittee plans to:

- re-run the well-established, industry-specific seminars
- introduce a new cataloguing course in conjunction with the British Library: 'UKSG and British Library Introduction to Cataloguing' (postponed from last year pending the take-up of the Resource Description and Access framework by the British Library)
- introduce a new 'UKSG Financial Management for Librarians' seminar
- continue to develop UKSG webinars: in 2014 a series of ten free-to-all webinars is planned which will include information updates from UKSG and its partner organisations, as well as training sessions
- re-run the Training Needs Survey
- develop the speaker database to inform the organisation of events
- provide presentation skills training for new speakers
- provide certificates for speakers at seminars, student workshops and webinars
- implement an alternative approach to the UKSG Student Roadshows
- 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 closely fit the requirements of potential delegates and mitigate any risk for UKSG.

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

There are four main activities for the Research Subcommittee in 2014:

1. Promote the 'Impact of Library Technologies' study and respond to the recommendations in the report, which may include further research and/or new projects on best practices.
2. Agree priorities for enhancements to the Transfer Alerting Service and secure funding for the enhancements.
3. Complete the transition of ongoing management of the Transfer Code to NISO and its approval as a NISO Standard/Recommended Practice.
4. Expand the membership of the Research Subcommittee and reform its operations based on the recommendations in the UKSG Strategic Plan 2013-2015.

A key goal of the fourth objective will be to improve connections between subcommittees so that projects to be taken forward by the Research Subcommittee may arise from topics discussed in *Insights* or at UKSG events, and also to ensure that the work of the Research

Subcommittee is reported in UKSG publications and effectively communicated at events such as the UKSG Annual Conference, the UKSG Forum and UKSG webinars.

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

The UKSG strategy meeting in 2013 has led to a number of exciting proposals for the future of UKSG publications.

Firstly, after an analysis of *Insights* articles, which compared open access articles to articles available as part of the UKSG membership package or through subscription, both the Publications Subcommittee and the main UKSG Committee overwhelmingly supported the decision to launch *Insights* as a fully open access journal from the March 2014 issue. This was announced at the recent UKSG One-Day Conference, and a press release will follow in February 2014. In the light of this decision, the joint editors and the Publications Officer will be reviewing the aims and scope of *Insights* in the first quarter of 2014.

The theme of open access will also be continued in 2014 with a special spring supplement on open access monographs. This follows a successful Jisc Collections/University of Amsterdam conference in the summer of 2013. The Publications Subcommittee are pleased to welcome Caren Milloy (Jisc Collections) and Ellen Collins (Research Information Network) as guest editors for the supplement.

The initial proposal for open access has resulted in a delay on a decision over the *Insights* publishing platform. This project will now be completed during 2014 as a matter of urgency, with a view to announcing the new platform towards the end of the year.

A decision has also been made to cease the publication of *The Electronic Resources Management Handbook (ERMH)*. The intention is to keep all of the *ERMH* content on open access, while any newly commissioned content will be offered in a new practical guide as part of the planned membership area of the UKSG website. Content will be commissioned in line with other UKSG activities, such as training events and webinars coordinated by the Education Subcommittee, and will be available as a membership benefit.

The fortnightly newsletter, *UKSG eNews*, which features original news content and specially commissioned editorials, has always been a members-only newsletter and will continue as such. The membership benefit of *UKSG eNews* will be emphasised during 2014. In addition, the NASIG edition, which features content for its American audience, will continue to be offered as a subscription.

Section 7: Audit

A J Carter & Co are ceasing to be registered auditors at the end of 2014 and are in the process of handing their audits over to another firm in Witney, Rees Russell, who are offering themselves as the new auditors for UKSG. A resolution will be proposed at the Annual General Meeting that Rees Russell be appointed as auditors to the charity for the ensuing year.

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

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

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

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

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

In so far as the directors are aware:

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

By order of the Board of Trustees

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 2013 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 2013 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 2013 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

.....2014

UKSG
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

Charity number : 1093946

Company number : 4145775

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

FOR THE YEAR ENDED 31 DECEMBER 2013

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	Notes	2013		2012	
		£	£	£	£
		Restricted funds	Unrestricted funds	Total	
Incoming resources					
Incoming resources from generated funds					
Investment income	3	0	574	574	180
Incoming resources from charitable activities	4	0	752,528	752,528	662,637
Total incoming resources		0	753,102	753,102	662,817
Resources expended					
Charitable activities	5	0	604,325	604,325	521,781
Governance costs	6	0	25,096	25,096	21,709
Total resources expended		0	629,421	629,421	543,490
Net income for the year and incoming resources before transfers		0	123,681	123,681	119,327
Total funds brought forward		0	361,714	361,714	242,387
Total funds carried forward		0	485,395	485,395	361,714

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 2013

Page 2

	Notes	2013 £	2012 £
Current assets			
Debtors	7	128,955	131,876
Cash at bank		372,675	275,571
		-----	-----
		501,630	407,447
		-----	-----
Creditors: Amounts falling due within one year	8	(16,235)	(45,733)
		-----	-----
Total assets less current liabilities	10	485,395	361,714
		-----	-----
Unrestricted funds			
General		485,395	361,714
		-----	-----
		485,395	361,714
		-----	-----

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

	2013		2012
	£		£
	Restricted funds	Unrestricted funds	Total
Interest received	0	574	574
	-----	-----	-----
			180

4 Incoming Resources from Charitable Activities

	2013			2012
	£	£	£	£
	Restricted funds	Unrestricted funds	Total	
Conference and seminar fees	0	690,805	690,805	603,142
Subscriptions	0	47,803	47,803	47,257
Grants and donations received	0	0	0	0
Other income	0	13,920	13,920	12,238
	0	752,528	752,528	662,637

5 Charitable Activities

	2013			2012
	£	£	£	£
Conference expenditure	0	335,825	335,825	311,200
Conference administration	0	31,500	31,500	30,500
Seminars expenditure	0	73,531	73,531	45,095
Administration	0	163,469	163,469	134,986
	0	604,325	604,325	521,781

6 Governance Costs

	2013			2012
	£	£	£	£
Audit and Accountancy	0	15,129	15,129	13,599
Committee expenses	0	9,967	9,967	8,110
	0	25,096	25,096	21,709

7 Debtors

	2013		2012
	£		£
Trade debtors	42,077		69,027
Prepayments	85,790		62,849
Other taxes and social security costs	1,088		0
	128,955		131,876

8 Creditors: amounts falling due within one year

	2013 £	2012 £
Trade creditors	5,940	7,535
Other taxes and social security costs	2,161	6,519
Deferred income (note 9)	8,134	31,679
	----- 16,235	----- 45,733

9 Deferred Income

The provision for deferred income of £8,134 (2012 - £31,679) relates to 2013 income received in 2013.

10 Analysis of net assets by fund

	Restricted fund £	General fund £	Total 2013 £	Total 2012 £
Current assets	0	501,630	501,630	407,447
Current liabilities	0	(16,235)	(16,235)	(45,733)
	----- 0	----- 485,395	----- 485,395	----- 361,714

11 Restricted funds

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

12 Staff Costs

	2013	2012
Salaries	89,752	75,284
Employers National Insurance	8,932	7,839
Pension costs	3,576	3,482
	----- 102,260	----- 86,605
Number of staff employed during the year	----- 3	----- 3

No individual member of staff earned in excess of £60,000 during the year (2012: NIL).