



**UKSG**  
(A company limited by guarantee)

**REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2014**

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

**CONNECTING THE KNOWLEDGE COMMUNITY**

## UKSG

### TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2014

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#### 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)

Yann Amouroux (co-opted)

Andrew Barker (co-opted)

Terry Bucknell (elected 2014)

Ken Chad (elected 2013)

Ellen Collins (co-opted)

Noelle Gracy (co-opted)

Jane Harvell (elected 2014)

Helle Lauridsen (elected 2013)

Ross MacIntyre (Chair – third year)

Ed Pentz (elected 2012)

Kate Price (Secretary – third year)

Charlie Rapple (Treasurer – third year)

Graham Stone (co-opted)

David Summers (elected 2013)

Jill Taylor-Roe (elected 2014)

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 2014):

Carolyn Alderson (elected 2012)

Bernie Folan (co-opted)

Anne Knight (co-opted)

Ann Lawson (co-opted)

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: ReesRussell LLP, 37 Market Square, Witney, Oxon OX28 6RE  
Solicitor: Blake Morgan LLP, New Kings Court, Tollgate, Chandler's Ford, Eastleigh SO53 3LG

## **Section 2: Structure, Governance and Management**

### **Governing Document**

UKSG is a company limited by guarantee and not having a share capital. It was incorporated on 23 January 2001 and is governed by its Memorandum and Articles of Association, which were updated and formally adopted in 2010. UKSG has been registered as a charity with the Charity Commission since 26 September 2002.

UKSG is a professional interest group for the information resources community. The objects for which the company was established are laid out in the Memorandum as:

*The advancement of education in the art and science of librarianship and data recall with particular reference to the management and classification of serials and similar periodicals, both nationally and internationally, and the conduct of research into the said subject, and to publish the useful results of such research.*

Membership of the organisation is obtained by application to the Business Manager. Most members are corporate/institutional but there are a few memberships held by individuals. At 31 December 2014 there were 475 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 Education, Publications and Research. Chairs of these subcommittees are elected from within the Board and are currently:

- Chair of the Education Subcommittee: Jane Harvell
- Chair of the Publications and Editorial Subcommittee: Graham Stone
- Chair of the Research and Innovation Subcommittee: Terry Bucknell

The day-to-day operations of the charity are managed by a full-time Business Manager, who also acts as the Company Secretary, and a part-time Administrator. A part-time Publications Associate focuses on the UKSG journal, *Insights*, and on servicing the Publications and Editorial Subcommittee, while a part-time Digital Communications Associate provides support for a programme of webinars and for UKSG's social media and marketing strategy. All staff appointments are made by the Board. The organisation relies on bought-in services for its accounts administration, for the production of *UKSG eNews* (the fortnightly electronic newsletter for members), for marketing services to aid UKSG's marketing activities, and for

attracting advertising and sponsorship revenue in connection with *UKSG eNews* and the annual conference.

As a result of a strategy review in 2013, it was decided to disestablish the Marketing Subcommittee and to focus marketing efforts through the UKSG staff and contractors, with the aim of ensuring that all of UKSG's activities receive timely and professional marketing support. The organisation expressed thanks to the former Chair of the Marketing Subcommittee, Bernie Folan, and to the members of the subcommittee for their contribution to UKSG.

### **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.

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

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

### **Decision Making**

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

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

New ideas and developments that are discussed at any of the subcommittee meetings and which are likely to have an impact on any of the factors mentioned in the first paragraph of

this section are always referred to the main Board of Trustees for consideration and approval.

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

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

### **Risk Management**

UKSG reviews annually its Risk Management Policy 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 for review.

Each subcommittee also reviews the risks associated with its area of work on a regular basis, with new risks added when the organisation moves into new areas of activity, and risks that have become irrelevant removed.

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

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

### **Section 3: Objectives and Activities**

The mission of UKSG remains: "To connect the knowledge community and encourage the exchange of ideas on scholarly communication. In a dynamic environment, UKSG works to:

- facilitate community integration, networking, discussion and exchange of ideas
- improve members' knowledge of the scholarly information sector and support skills development
- stimulate research and collaborative initiatives, encourage innovation and promote standards for good practice
- disseminate news, information and publications, and raise awareness of services that support the scholarly information sector."

This was reaffirmed during the 'Strategy and Innovation' planning events held in 2012 and 2013, which explored the more operational aspects of the above and resulted in the creation of a three-year strategic plan. All planned activities have been progressed significantly during 2014 (see also Sections 4 and 6) in support of the most important aim: 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 aim is the UKSG Annual Conference. In 2014 this was held at the Harrogate International Centre. Despite the economic situation, the overall attendance (once again) reached a new record level of 980 delegates and all 107 exhibition stands were taken within hours of booking opening. Attendance from overseas was sustained with delegates coming from approximately 30 countries, a testament to the continued international importance of this conference.

The 2014 programme followed the structure introduced in 2013 and 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'. This year the majority of the talks emanated from proposals submitted to UKSG by the membership and discussed during the annual 'Conference Planning' day.

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. The 'First Timers' reception was very well attended, providing those new to the conference with a chance to meet with fellow UKSG members.

Plenary presentations and lightning talks were videoed and made openly available on YouTube. Presentations from the breakout sessions were available on SlideShare. Social media was used extensively, including Twitter, Facebook and the UKSGLive blog. Photographs from the conference were made available in an online gallery.

A new UKSG 2014 'Conference Special' webinar was run, providing delegates with the opportunity to hear from and question representatives from various sectors within our membership (library, publisher, agent, and funder).

The subject of the 2014 One-Day Conference in November was Research Management. The event was intended to help delegates understand how research actually happens, how funding decisions are made, how results are communicated, and how all of these factors influence institutional policies. An audience of approximately 150 delegates heard from funders, researchers, research managers and technologists.

The following day, and in the same venue, the second UKSG Forum was held. This was requested by our members and introduced in 2013. For 2014 the entire programme was redesigned with the aim of promoting the movement of delegates, rather than just being 'talked to'. Attendance was around 340, as expected, and all exhibition space and sponsorship opportunities were taken. A new event app (principally for mobile devices) was trialled, which will be used again for the 2015 annual conference. Feedback from the Forum was positive, so the event will be run again in 2015 with a similar structure, but possibly with slightly reduced content to allow for more networking opportunities.

*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 2014 are outlined in Section 4. The group continues to actively capture and reflect on feedback following events and it uses this information to inform future decisions concerning course development and planning.

UKSG is also aware of its membership beyond the UK and the difficulties of meeting their training needs and has introduced a popular freely available webinar series in recent years. The 2013 Training Needs Survey showed that this way of learning continues to be attractive and is considered helpful and cost effective to a broad range of members, and a number of possible topics were suggested in the survey. The Digital Communications Associate leads the organisation of and technical support for the webinar programme and helps the Subcommittee to assess possibilities and opportunities. The registration process continues to help the Subcommittee understand the profile of webinar participants and inform future webinar planning.

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

Students on Library & Information Science and Publishing courses and Early Career Professionals were able to apply for six sponsored places at the UKSG Annual Conference in 2014, 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 supporting research projects and collaborative initiatives contribute to the fulfilment of its mission, and this approach also fits well with the human and financial resources available to the organisation. The Research and Innovation Subcommittee meets regularly for 'future watch'/'horizon scanning' discussions, considers proposals for research projects that will fill gaps in knowledge, and provides oversight for different projects.

The major projects that the subcommittee has focused on in recent years – a study on the Impact of Library Discovery Technologies, Transfer, KBART (Knowledge Bases and Related Tools) 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 those codes. UKSG is well placed to carry out this type of project because its membership includes representatives from all sectors of the information distribution chain.

UKSG 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 their management to appropriate organisations. For example, KBART is now being managed by NISO (the National Information Standards Organization) and discussions are underway for Transfer to follow suit.

The subcommittee has established that collaboration with other organisations is the preferred mode of operation for the future. If necessary, UKSG is prepared to perform work independently but, in the interests of efficiency and obtaining support 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*

In 2014 a number of the Publications and Editorial subcommittee members finished their standard terms of office: Lori Carlin, Diane Costello, Mary Joan Crowley, Gültekin Gürdal, Arend Küster and Ann Lawson have all stood down and are thanked for their contributions over the years. Michael Levine-Clark (University of Denver) and Leo Appleton (University of the Arts London) have now joined. *Insights*, the UKSG journal, is now into its third year under the stewardship of its joint editors, Lorraine Estelle and Steve Sharp.

In last year's report UKSG were able to make the exciting announcement that *Insights* was to become fully open access in order to disseminate journal articles to both UKSG members and the wider community.

In addition to becoming a fully open access journal, *Insights* published a special spring supplement on open access monographs. This followed a successful Jisc Collections/University of Amsterdam conference in the summer of 2013. The issue itself was viewed as a great success and the Publications and Editorial Subcommittee are pleased to thank Caren Milloy (Jisc Collections) and Ellen Collins (Research Information Network) as guest editors for the supplement.

Andrew Barker and Helle Lauridsen continue to edit *UKSG eNews*. As hoped, the combination of an editor from the commercial sector and one from the library world has helped to give the publication direction and keep the quality of editorials at a high standard.

#### **Section 4: Achievements and Performance**

The year 2014 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 2014/15 saw 15 people stand for election. The appointment of three successful candidates was bolstered by six 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 in the strategic plan. During 2014:

- 1) a proposal to amend the membership fee structure was tabled and accepted at the AGM (held during the annual conference) and was subsequently announced – see below
- 2) the series of webinars continued and new courses were run
- 3) the second UKSG Forum was revamped and run following the One Day conference, in same venue
- 4) *Insights* went open access
- 5) a new hosting platform for *Insights* was acquired
- 6) a Membership Liaison, Noelle Gracy, was appointed and Terms of Reference for the position were drafted
- 7) the committee structures were refined, most notably the Marketing Subcommittee was dissolved and the Research and Innovation subcommittee expanded
- 8) the roles of some Committee members changed:
  - Ann Lawson stood in as Treasurer during Charlie Rapple’s maternity leave
  - Jane Harvell took over from Carolyn Alderson as Chair of the Education Subcommittee
  - Terry Bucknell took over from Ed Pentz as Chair of the Research and Innovation Subcommittee.

In November, the new membership fee structure was announced as follows:

*“Dear UKSG Member*

*UKSG is introducing pricing categories for its members from 2015. To date all members – from freelancers and small libraries to major publishers and vendors – have paid the same annual fee. However, membership levels in some groups have been affected by budget cuts. We hope that our new pricing will ensure that UKSG continues to attract members from across our community, helping publishers and vendors to connect with libraries of all types and sizes, and encouraging students and individuals to join the fold too. Members were consulted about our new proposed pricing earlier this year, and it was approved at our AGM in April.*

*In 2014 all members paid £102.00 (+ VAT where applicable). Our new pricing, for 2015 onwards, is as follows:*

*UKSG Membership Subscription Rates for 2015 (subscription year is January to December):*

<b>Category</b>	<b>Annual Fee (£) ex VAT *</b>
Library: Higher Education / medical / government / national institution / corporate	100.00
Library: Further Education	50.00
Student (18 or over)	FREE
Publisher / vendor / service provider: <20 staff	100.00
Publisher / vendor / service provider: 20–100 staff	160.00
Publisher / vendor / service provider: >100 staff	220.00
Individual (18 or over)	50.00

*\* VAT: Where applicable, UK VAT will be charged at the prevailing rate, currently 20%. Our VAT number is: GB 348 8541 20.*

*Member benefits continue to include a substantial discount on our annual conference delegate rates – in 2015 this will equate to a saving of £170.00 + VAT per delegate. Since larger organisations tend to send multiple delegates to the conference, we hope that membership will continue to offer great value to all.”*

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

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

During 2014 Carolyn Alderson stepped down as Chair of the Education Subcommittee, and was thanked for her great work in leading the committee. Jane Harvell took over as Chair.

The fifth 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.

Kathleen McGrath, Acquisitions Librarian, University of British Columbia, was able to attend the UKSG Annual Conference in Harrogate, while David Walters, Digital Assets Officer (Information Resources) from Kings College London, was able to attend the NASIG Annual Conference in Fort Worth, Texas. To apply for the Award, Kathleen and David wrote on the topic, *‘What is the biggest challenge facing you in your current job and how, in an ideal world, would you address it?’*, and provided a paragraph describing what they hoped to achieve by attending the UKSG or NASIG conference. On hearing of his success in receiving the award David commented:

*“The Merriman award is a fantastic opportunity and I’m delighted to be this year’s recipient. I’m pleased to be representing my employer and colleagues, with whom I’ll be sharing the experience on my return. I hope the NASIG and UKSG Conferences will extend my knowledge and provide platforms for the exchange of ideas and scholarly communication. They offer a great chance to swap notes and experience with fellow professionals.”*

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.

A major achievement for the UKSG journal, *Insights*, was the move from being a membership benefit to becoming a fully open access journal. Unlike many other open access journals, as part of its charitable remit, UKSG was able to waive any article processing charges, meaning that publication is free to authors, UKSG members and readers in the knowledge community. It is hoped that by becoming an open access journal *Insights* will continue to attract high quality articles from an international audience. The move to open access was one of the attractions to the guest editors of the open access monograph special, which was published in April 2014, in addition to the three standard issues in March, July and November.

The terms of reference for the Publications and Editorial Subcommittee have been revised to give committee members a clearer understanding of their responsibilities, and in addition the role of the Chair of the Subcommittee was better defined, outlining the principal tasks required.

In 2014 the responsibility of managing the lis-e-resources listserv, an important forum for industry discussion and dissemination of UKSG news and events for members and non-

members alike, passed from the Publications and Editorial Subcommittee to the newly created post of Membership Liaison. The year 2014 was another one of growth for the list, with 2623 subscribers compared with the 2013 figure of 2590.

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

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 if they are provided with a little extra help to understand what is required. As a result, in December 2014 a free pilot workshop was run, called "Make Yourself Heard!: confident public speaking for the new and not so new speaker". UKSG members who had expressed an interest in speaking were invited, and the event was also opened up to those who had registered for the UKSG Annual Conference in 2014. Initial response from the event was very positive:

*"Before this workshop I was unsure about my presenting abilities due to a lack of experience. An honest day of swapping stories with a range of colleagues across the sector helped me to realise that we all face the same challenges and fears when faced with a presentation, however I feel more confident that it is a skill that can be practised and honed like any other. I believe that on this course I have been given some tools that will help with preparation and execution of this skill and will help me to be a better presenter in the future."*

Delegate, 'Make Yourself Heard!'

There have been very positive outcomes to celebrate in 2014, with some events attracting capacity or close to capacity audiences: the UKSG Annual Conference, the One-Day Conference on the topic of researchers' requirements and funder policies, 'UKSG Managing Open Access' 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. Feedback included:

*"Extra bonus of great learning from experiences of other librarians in the group."*

Delegate, 'UKSG Licensing and Negotiation Skills for Librarians'

*"Thought it was a good varied day covering all the key topics with talks from a breadth of expertise."*

Delegate, 'UKSG Introduction to Journals and E-Resources Today'

*"This was absolutely brilliant, we currently only cover the basics in terms of usage statistics but this has given me the confidence to do more and raise this with my line managers."*

Delegate, 'UKSG Usage Statistics – Practical Skills for Librarians'

**Conferences held in 2014:**

14-16 April	37th UKSG Annual Conference and Exhibition: Harrogate
20 November	UKSG One-Day Conference – Researchers' Needs: London
21 November	UKSG Forum – Information Without Frontiers: London

A total of 1472 delegates attended these events.

**Seminars and training events held in 2014:**

20 May	UKSG Managing Open Access: London
4 June	UKSG Introduction to Journals and E-Resources Today: Edinburgh

12 June	UKSG E-Resources Technical Update: Edinburgh
13 June	UKSG Practical Project Management: London
26 June	UKSG Licensing and Negotiation Skills for Librarians: York
9 September	UKSG Usage Statistics – Practical Skills for Librarians: Oxford
24 September	UKSG Practical Project Management: Manchester
9 October	UKSG Introduction to Journals and E-Resources Today: London
22 October	UKSG Financial Planning for Libraries: London
5 November	UKSG E-Resources Technical Update: London
12 November	UKSG Working with Resource Description and Access: Boston Spa
11 December	UKSG Make Yourself Heard!: London

A total of 226 participants attended these events.

#### **Webinars held in 2014:**

29 January	eBook consortia purchasing models
19 February	Open access in the humanities
26 March	Funding body open access requirements
15 April	UKSG 2014 Conference Special
14 May	UKSG project: assessing the impact of library discovery technology on content usage
11 June	Thinking the unthinkable: doing away with the library catalogue
2 July	Digital copyright and the new laws: what do they mean for you?
24 September	Future casting: the Horizon report and beyond
29 October	The university library as publisher
27 November	Redefining the institutional repository

A total of 3236 registrations were received for these events. Those registering were able to either attend the live webinar, or watch a recording at a later date.

#### **Student Workshops held in 2014:**

12 March	University of Sheffield
9 May	University of Brighton
17 December	Manchester Metropolitan University

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

During 2014 the Chair of the Research and Innovation Subcommittee, Ed Pentz, stepped down and was thanked for his contribution to the group. The role of Chair was taken over by Terry Bucknell, although Ed remained on the committee to provide continuity. A number of new subcommittee members were also appointed.

The Research and Innovation Subcommittee's four priorities for 2014 were:

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.

The report was published in December 2013 and it was promoted through multiple channels, including the lis-e-resources mailing list and *UKSG eNews*. A well attended plenary session on Discovery at the 2014 UKSG Annual Conference featured talks about this project, and three others, and stimulated much discussion.

One of the key recommendations of the report was that standards and best practice guidelines should be developed for discovery services. NISO, the US-based standards body for information science, has established the Open Discovery Initiative to address this very problem.

The other main recommendations of the report focused on improving discussion and understanding between different stakeholders in the information community regarding the design and use of discovery systems. UKSG has recently supported an internal bid by a UK university department to provide a series of workshops to enable such communication. The Research and Innovation Subcommittee is currently considering whether to co-fund a study that may provide more evidence about the impact of discovery systems on user behaviour, a key objective of the study that was only partially achieved.

2. Agree priorities for enhancements to the Transfer Alerting Service and secure funding for the enhancements.

The UKSG Main Committee has agreed to fund the first stage of enhancements to the Transfer Alerting Service (TAS), and will explore the business case for a second phase of enhancements, centred around the provision of an API so that TAS can interoperate with other systems (for example KB+).

3. Complete the transition of ongoing management of the Transfer Code to NISO and its approval as a NISO Standard/Recommended Practice.

This has been achieved: the Transfer Code is now managed by the NISO Transfer Standing Committee.

4. Expand the membership of the Research and Innovation Subcommittee and reform its operations based on the recommendations in the UKSG Strategic Plan 2013-2015.

Improvements to the mechanisms by which members can suggest research activities to the organisation will also help to improve connections between subcommittees, so that ideas for research and innovation projects may arise from topics discussed in *Insights* or at UKSG events (see Section 6: Future Plans).

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

The three issues of the 2014 volume of *Insights* continue to feature ten to twelve main articles as well as regular features. This is broadly in line with what the Publications and Editorial Subcommittee regard as a healthy size for an issue. The content continues to feature authors from all sectors of the UKSG audience including selected speakers from UKSG conferences and seminars, as well as a special issue on open access monograph publishing.

Another major achievement for the journal was a move to a new publishing platform. In early 2014, the journal was informed that its existing host, Metapress, was closing for business at the beginning of 2015. After an invitation to tender and due diligence, UKSG chose Ubiquity Press to partner with in 2015 and beyond. The new site went live in December 2014, and UKSG believes that Ubiquity offers the journal a number of exciting opportunities for the future, including improved access and wider dissemination of the journal.

The joint editors of *UKSG eNews* continue to attract high quality editorials for the publication, which provides up-to-date news and information items to UKSG members.

As previously noted, the Marketing Subcommittee was disbanded in 2014, and marketing fully integrated into all areas of UKSG with the aim of ensuring that it is carried out coherently and consistently. Overall responsibility for marketing lies with Alison Whitehorn, the UKSG Business Manager, and members of UKSG staff with responsibility for marketing activities attend committee and subcommittee meetings so that they are up to date with developments.

During 2014 marketing activities supported the actions in the Strategic Plan with two principal aims – to engage and inform existing members and to appeal to potential new members. One such marketing innovation was the introduction of a ‘UKSG Events’ app used at the UKSG Forum in November 2014 to help delegates plan and optimise their attendance at the event.

## **Section 5: Financial Review**

### **Broadening our revenues**

UKSG has continued the policy (noted under Risk Management in Section 2) of maintaining sufficient reserves to cover losses if income fails to cover the cost of each year’s annual conference. The reserves held in the General Fund at 31 December 2014 were £657,768 (2013: £485,395), with direct costs of the annual conference in 2014 of £341,731 (2013: £335,825). An additional bank account has been opened to spread the investment of the organisation’s reserves and ensure adequate protection in the event that any single bank should fail.

The annual conference has traditionally been UKSG’s strongest source of revenue, but the organisation has continued to pursue growth of other events and activities to broaden the revenue base. The UKSG One-Day Conference continues to grow, with 152 delegates at this year’s event; the following day’s UKSG Forum welcomed 345 delegates and 48 exhibitors. The One-Day Conference contributed approximately £13,200 to our annual surplus (2013: £14,850). The Forum made a loss of approx. £10,000 (2013: approx. £16,000); as a relatively new event, in only its second year, we expected it to continue to need some subsidy and are happy that it is on track to grow into a profitable revenue stream within three to five years. Delegates benefited from investment in an app for the event, which provided easy access to information about exhibitors, talks and other delegates; the trial of the system behind the app was considered successful, and UKSG will invest in similar apps for future events, including the 2015 Annual Conference.

### **Ensuring continued breadth of membership**

New categories for membership pricing, which were modelled during 2013, were proposed to and unanimously approved by member delegates at the 2014 AGM. To date, all members – from freelancers and small libraries to major publishers and vendors – have paid the same annual fee (in 2014, this was £102.00 + VAT where applicable). However, membership levels in some groups have been affected by budget cuts. The new pricing, communicated to members in November 2014 and effective from January 2015, is set out in Section 4 above. It will ensure that UKSG continues to attract members from across our community, helping publishers and vendors to connect with libraries of all types and sizes, and encouraging students and individuals to join the fold too. Member benefits continue to include a substantial discount on annual conference delegate rates; since larger organisations tend to

send multiple delegates to the conference, membership continues to offer good value to all categories of member, even those whose annual fee will substantially increase.

### **Investing in our community**

*Insights*, the UKSG journal, became open access in 2014, with its costs now entirely met by other UKSG revenues (these were previously subsidised by a small number of subscriptions to the journal, though most readers benefited from free access via UKSG membership rather than subscribing directly). Work is also now underway to launch *Insights* on a new publishing platform which will offer better functionality to readers while also introducing efficiencies to the administrative processes around submission, peer review and publication. Elsewhere, a framework is being drawn up for a bursary scheme to help delegates from lower and middle income countries to attend the annual conference.

### **Section 6: Future Plans**

The most significant area of work for UKSG will be to take forward or complete the actions included in the strategic plan, including: implementing the new membership fees; migrating content to the new technical platform; identifying new potential Research and Innovation projects; exploring opportunities to sponsor a place at the Annual Conference under our charitable remit (e.g. for a librarian from a developing country) and, last but not least, defining and articulating the value and meaning of UKSG membership. The involvement and skills of the UKSG committee members will be used to the full in pursuing these objectives.

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

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

The coming year's Annual Conference will be held at the SECC in Glasgow from 30 March to 1 April 2015. 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 2016 the conference will be returning to Bournemouth, while the 2017 the conference will see a return to Harrogate. A three-year cycle to stage the event at tried and tested venues is now in place although additional appropriate venues are constantly being assessed for consideration.

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

For 2015 the Education Subcommittee plans to:

- re-run the well-established, industry-specific seminars
- explore the development of a new cataloguing course on RDA (Resource Description and Access) in conjunction with the British Library, entitled 'UKSG and British Library Introduction to Cataloguing'
- introduce a new UKSG seminar on e-books

- continue to develop UKSG webinars: in 2015 a series of ten free-to-all webinars is planned which will include information updates from UKSG and its partner organisations, as well as training sessions
- re-run the Training Needs Survey
- review a recently run presentation skills training session for new speakers
- implement a UKSG Student Workshop for publishing students
- continue to actively monitor the feedback from events in order to ensure future events are fit for purpose and adapt programmes as deemed necessary
- continue to actively review the viability of events including marketing, locations and programmes so that they 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*

The Research and Innovation Subcommittee is currently considering whether to contribute funding to a project to extend the work of the 'Impact of Library Technologies' study. The study may provide more evidence of the ways in which discovery services affect user behaviour.

The subcommittee would ensure that the outcomes of the study were reported in UKSG publications and effectively communicated at events such as the UKSG Annual Conference, the UKSG Forum and UKSG webinars.

To stimulate the submission of research ideas from UKSG members and others, the subcommittee will re-write the Research and Innovation Subcommittee web page to reflect recent updates to the subcommittee's title and remit, to invite suggestions for research topics, and to provide feedback.

The subcommittee plans to use an online tool to facilitate the ongoing capture, prioritisation and refinement of suggested research topics and activities. This will be linked to the Research and Innovation web page, and will be promoted through the lis-e-resources mailing list, UKSG's Twitter account and *UKSG eNews*.

The Chair of the Research and Innovation Subcommittee will publish an editorial in *UKSG eNews* that will promote UKSG's past research work and will issue a call for research ideas using the new tool.

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

The move to Ubiquity Press brings a number of exciting opportunity for *Insights* in 2015. The platform will enable better indexing of content and discovery and will streamline publication processes. Due to the high quality of recent *UKSG eNews* editorials, these will also be re-published on the Ubiquity site as open access after publication in the newsletter.

In April 2015 the current Chair of the Publications and Editorial Subcommittee, Graham Stone, will stand down after three years in office. Andrew Barker, currently joint editor of *UKSG eNews*, will be the new Chair.

Following on from the embedding of the new publications platform into existing workflows, the Publications and Editorial subcommittee will monitor usage on the new site and compare this to the old site both pre- and post-open access.

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

Marketing will continue to support the work of the Main Committee and the Subcommittees and the aims outlined above. Specifically, a data audit will be conducted with the aim of streamlining contacts and communications. A new Quarterly Update bulletin will be published, aimed at non-members. The website will be upgraded to Drupal 7, affording extra functionality, and the app and social media will continue to be developed and expanded. An online voting system will be introduced ahead of the AGM with the aim of increasing engagement of members in the election of new Main Committee members.

## **Section 7: Audit**

A J Carter & Co ceased to be registered auditors at the end of 2014 and handed over their audits to another firm in Witney, ReesRussell, who offered themselves as the new auditors for UKSG. A resolution proposed at the 2014 Annual General Meeting resulted in ReesRussell being appointed as auditors to the charity for the ensuing year.

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

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

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

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

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

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

By order of the Board of Trustees

**R MacIntyre**

Chair: .....

Date: .....

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

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We have audited the financial statements of UKSG for the year ended 31 December 2014 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 2014 Annual Report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that the charitable company's financial statements give a true and fair view.

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

### **Scope of the Audit of the Financial Statements**

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

### **Opinion on Financial Statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on Other Matters Prescribed by the Companies Act 2006**

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

### **Matters On Which We Are Required To Report By Exception**

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

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

Jonathan Russell (Senior Statutory Auditor)

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

.....2015

UKSG  
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014

Charity number : 1093946  
Company number : 4145775

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

FOR THE YEAR ENDED 31 DECEMBER 2014

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	Notes	2014		2013	
		£	£	£	£
		Restricted funds	Unrestricted funds	Total	
<b>Incoming resources</b>					
Incoming resources from generated funds					
Investment income	3	0	903	903	574
Incoming resources from charitable activities	4	0	808,199	808,199	752,528
		-----			
Total incoming resources		0	809,102	809,102	753,102
		-----			
<b>Resources expended</b>					
Charitable activities	5	0	613,438	613,438	604,325
Governance costs	6	0	23,291	23,291	25,096
		-----			
Total resources expended		0	636,729	636,729	629,421
		-----			
Net income for the year and incoming resources before transfers		0	172,373	172,373	123,681
		-----			
<b>Total funds brought forward</b>		0	485,395	485,395	361,714
		-----			
<b>Total funds carried forward</b>		0	657,768	657,768	485,395
		-----			

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 2014

Page 2

	Notes	2014 £	2013 £
<b>Current assets</b>			
Debtors	7	130,785	128,955
Cash at bank		537,827	372,675
		-----	-----
		668,612	501,630
		-----	-----
Creditors: Amounts falling due within one year	8	(10,844)	(16,235)
		-----	-----
<b>Total assets less current liabilities</b>	10	657,768	485,395
		-----	-----
<b>Unrestricted funds</b>			
General		657,768	485,395
		-----	-----
		657,768	485,395
		-----	-----

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 2006. The principal accounting policies adopted in the preparation of the financial statements are as follows:

Incoming resources*Charitable trading activities*

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

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

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

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

*Interest receivable*

Interest is included when receivable by the charity.

Resources expended

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

Fund accounting

Funds held by the charity are either:

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

**2 Legal Status of the Charity**

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

**3 Investment Income**

	2014			2013
	£			£
	Restricted funds	Unrestricted funds	Total	
Interest received	0	903	903	574
	-----			-----

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

**4 Incoming Resources from Charitable Activities**

	2014		2013
	£	£	£
	Restricted funds	Unrestricted funds	Total
Conference and seminar fees	0	746,110	746,110
Subscriptions	0	48,354	48,354
Grants and donations received	0	0	0
Other income	0	13,735	13,735
	0	808,199	808,199

**5 Charitable Activities**

	2014		2013
	£	£	£
Conference expenditure	0	341,731	341,731
Conference administration	0	32,500	32,500
Seminars expenditure	0	89,516	89,516
Administration	0	149,691	149,691
	0	613,438	613,438

**6 Governance Costs**

	2014		2013
	£	£	£
Audit and Accountancy	0	15,403	15,403
Committee expenses	0	7,888	7,888
	0	23,291	23,291

**7 Debtors**

	2014	2013
	£	£
Trade debtors	23,805	42,077
Prepayments	103,670	85,790
Other taxes and social security costs	3,310	1,088
	130,785	128,955

Prepayments includes £91,309 relating to non-refundable deposits and £8,164 relating to potentially non-refundable deposits for future conferences, which would become expenses of the charity should these conferences not take place.

<b>8 Creditors: amounts falling due within one year</b>	2014 £	2013 £
Trade creditors	4,682	5,940
Other taxes and social security costs	2,262	2,161
Deferred income (note 9)	3,900	8,134
	----- 10,844	----- 16,235

**9 Deferred Income**

The provision for deferred income of £3,900 (2013 - £8,134) relates to 2015 income received in 2014.

**10 Analysis of net assets by fund**

	Restricted fund £	General fund £	Total 2014 £	Total 2013 £
Current assets	0	668,612	668,612	501,630
Current liabilities	0	(10,844)	(10,844)	(16,235)
	----- 0	----- 657,768	----- 657,768	----- 485,395

**11 Restricted funds**

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

**12 Staff Costs**

	2014	2013
Salaries	91,457	89,752
Employers National Insurance	6,999	8,932
Pension costs	4,776	3,576
	----- 103,232	----- 102,260
Number of staff employed during the year	----- 4	----- 3

No individual member of staff earned in excess of £60,000 during the year (2013: NIL).