

THE SOCIETY OF COLLEGE, NATIONAL AND UNIVERSITY LIBRARIES

England & Wales · Charity number 278550

Details

Other names	THE STANDING CONFERENCE OF NATIONAL AND UNIVERSITY LIBRARIES, S C O N U L
Status	Registered
Legal form	Charitable company
Company number	01436951
Registered	1979-10-15
Register	View on the Charity Commission register

Contact

Address	94 Euston Street London NW1 2HA
Phone	02073870317
Email	sconul@sconul.ac.uk
Website	http://www.sconul.ac.uk/

Activities

Objects: GENERALLY TO PROMOTE AND ADVANCE THE SCIENCE AND PRACTICE OF LIBRARIANSHIP AND TO IMPROVE THE OVERALL STANDARDS OF NATIONAL AND UNIVERSITY LIBRARIES FOR THE BENEFIT OF THE PUBLIC.

Activities: - Influencing government agencies and other bodies to develop policies and practices that support our vision- Adopting an advocacy role (in relation, for example, to legislative and scholarly communication developments)- Facilitative and collaborative working both within the sector and with other partners (including an observatory and technology watch role).

Classification

- **How:** Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Ireland
- Northern Ireland
- Scotland

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£732,403	£698,659	£443,096	6
2023-12-31	£662,765	£601,250	£409,352	7
2022-12-31	£503,469	£498,819	£347,837	5
2021-12-31	£483,807	£466,375	-	-
2020-12-31	£488,246	£479,214	-	-

Trustees

Name	Role	Appointed
Allison Kavanagh		2025-07-14
Amy Christine Straker		2024-05-22
Andrew John Preater		2021-09-15
Anna-Marie O'Neill		2019-06-11
David Charles Clover		2024-07-15
Elizabeth Claire White		2025-07-14
Emma Walton		2020-03-12
Gary Joseph Steele		2025-07-14
Janet Elizabeth Peden		2025-07-14
Katherine Woolfenden		2022-07-13
Lorraine Joanne Beard		2025-07-14
Mark Jeffrey Hughes		2025-07-14
Martina McChrystal		2024-03-12
Philip James Brabban		2022-07-13
Rachel Teresa Beckett		2022-07-13
Regina Everitt		2020-09-09
Robin Farrer Armstrong Viner		2020-12-10

THE SOCIETY OF COLLEGE, NATIONAL AND UNIVERSITY LIBRARIES

England & Wales - Charity number 278550

Accounts



LEADERSHIP FOR LIBRARIES

TRUSTEES' REPORT AND FINANCIAL STATEMENTS 2024

Company registration no: 1436951
Charity registration no: 278550

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Co-chairs' introduction



The last year has been one of the most challenging our community has faced in decades. It has demanded resilience and resourcefulness from all those leading our libraries and from those working in them. As a SCONUL survey carried out in January showed, cuts in library budgets have been extensive across the whole community with more in the pipeline.

Many member libraries have faced difficult, unwelcome decisions on the reshaping of teams and services. The level of cuts means that for many institutions, “doing more with less” is not a feasible option – instead members are having to review everything about the way they work. For example, we are now seeing a fall in staffed opening hours across member libraries, reversing a long-standing trend towards twenty-four seven opening.

SCONUL has made supporting our members a priority as they navigate this difficult landscape. We have established new directors' groups focused on providing mutual support and shared

intelligence around successfully managing change. Around a third of our members have joined one of these groups. We have held a series of events enabling the exchange of knowledge and experience and we have gathered data about the nature and extent of the cuts within the community and shared this with Jisc and other partners.

Members of SCONUL's groups, Board and the team in the office have worked hard to deliver all this work in addition to the planned programme detailed in the SCONUL strategy <https://www.sconul.ac.uk/about-us/sconuls-strategy/> and we are hugely grateful for their commitment and enthusiasm. Highlights include the inaugural technology survey report <https://www.sconul.ac.uk/knowledge-hub/library-technologies/the-library-technology-landscape/>; the incredibly popular AI coffee mornings which run on the last Friday of the month; the programme of work on “how to get ahead in libraries” supporting the development of the next generation of library leaders, two face to face conferences in London and Birmingham

on metadata futures and creating a resilient library; and close working with Jisc on the next round of “big deal” negotiations. Lots of work has been going on behind the scenes too advocating for the value and interests of libraries with our stakeholders including UUK and UKRI.

The library world has recently experienced a terrible loss in the untimely death of our friend and colleague Elaine Sykes, one of our community's brightest and best-loved figures. Elaine was Head of Open Research at Lancaster University and had also worked at Liverpool John Moores University. She was an inspirational figure who will be greatly missed. She had made a huge contribution to the SCONUL community, most lately helping us shape the future of the benchmarking statistics and all of us who knew her and worked with her will miss her greatly.

***Andrew Barker and Libby Homer,
Co-chairs***

Reference and administrative information

Status

The organisation is a charitable company limited by guarantee.

Company number: 01436951

Charity number: 278550

Registered office

94 Euston Street, London NW1 2HA

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- Co-chair: Andrew Barker
- Co-chair: Libby Homer
- Honorary treasurer: James Anthony-Edwards
- Robin Armstrong Viner
- Rachel Beckett
- Phil Brabban
- Marilyn Clarke (Resigned 22 May 2024)

- David Clover (Appointed 15 July 2024)
- Gary Elliot-Cirigottis (Resigned 15 July 2024)
- Regina Everitt
- Liz Jolly
- Kate Kelly
- Martina McChrystal (Appointed 12 March 2024)
- Anna O'Neill
- Andrew Preater
- Amy Straker (Appointed 22 May 2024)
- Robert Ruthven (Resigned 12 March 2024)
- Emma Walton
- Katy Woolfenden

Bankers and investment managers

The Co-operative Bank, PO Box 250, Delf House, Southway, Skelmersdale WN8 6WT

CCLA Investment Managers Limited, COIF Charity Funds, One Angel Lane, London EC4R 3AB

Auditors

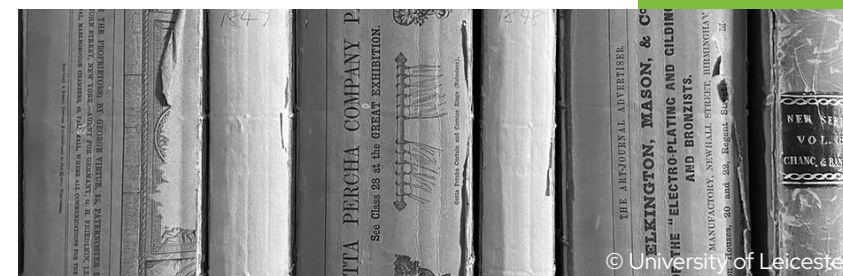
Godfrey Wilson Limited, Chartered accountants and statutory auditors, 5th Floor, Mariner House, 62 Prince Street, Bristol BS1 4QD

Solicitors

Walker Morris LLP, Kings Court, 12 King Street, Leeds LS1 2HL

HR advisor

Worknest, 20 Grosvenor Place, London SW1X 7HN



Reference and administrative information

Key staff



Company Secretary and
Executive Director:

Ann Rossiter



Deputy Director:

Lisa McLaren



SCONUL Co-Ordinator:

SitMui Ng



Project Manager:

- Jenelle Negraeff (until 31 May 2024)
- Noura Mokhtar (from 1 September 2024)



Finance Assistant:

Kim Hardingham



Team Administrator:

- Noura Mokhtar (until 31 August 2024)
- Harry Sarginson-Bloom (from 17 September 2024)

Highlights of the year

February

Bringing our members together for our Content Forum to discuss next steps in the development of transitional agreements.

April

Our first AI coffee morning which attracted more than 200 delegates to talk about developments in the use of AI by libraries.

November

Over 100 members hearing Dr Jummy Okoya, Dean of Office for Institutional Equity and Associate Professor of Leadership and EDI at UEL given an inspirational speech on leveraging leadership superpowers in turbulent times.

March

The launch of SCONUL's new website improving access to information about our work and sector developments.

June and July

Webinars on strategic responses to budget pressures on (a) content and (b) pay and other non-pay budgets.

May

111 people from more than 70 institutions joined the climate crisis and sustainability group to discuss SCOPE 3 emissions requirements.

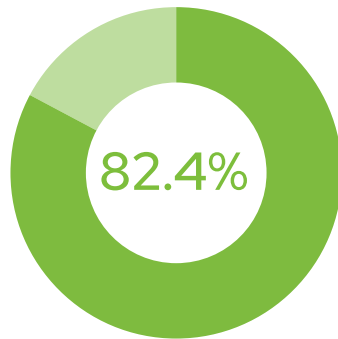
October

Issuing a joint call with Jisc and other stakeholders for suppliers to restrain costs in light of the HE financial crisis.

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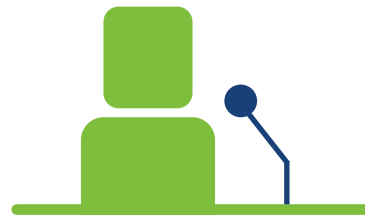
The year in numbers

29 New Deputies and Directors groups



or 159 of our member institutions contributed to our benchmarking statistics

SCONUL held **two** face-to-face conferences attended by 177 library leaders



96 institutions provided their assessment of library technologies across 26 different product areas

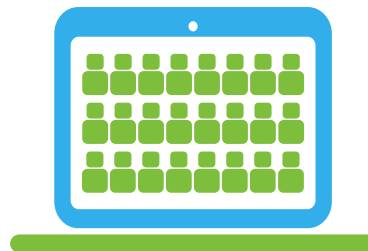


94,984

Access Scheme users

Delivered 20 webinars attended by an average of

125 librarians



82 institutions contributed to the statistics on the ethnic make-up of the SCONUL community workforce

11 consortia joined the EDI Libraries Coordinating Group



Plans for 2025



Publishing The Library Technology Landscape: sharing intelligence on the use of technologies in libraries, and perceptions of their functionality and value-for-money.



Commissioning case studies into the ways in which libraries support the delivery of the UN Sustainable Development Goals.



Launching a new service for SCONUL members, the Organisational Development Knowledge Base, allowing members to share job descriptions and organisational charts.



Protecting the interests of members through the “big 5” big deal journal negotiations and engaging directly with library providers such as Clarivate.



Demonstrating the value of libraries in delivering on institutional missions through our Technology-enabled library spaces case studies.



Leading conversations about library’s community’s needs with AI providers and sharing developing practice through AI coffee mornings.



Supporting the next generation of library leaders through our community of interest groups; How to get ahead in libraries programme, and work on the Future of the Systems Librarian.



Advocating for the interests of libraries with stakeholders including BUFDG, Jisc, UCISA, UHR, UUK and UKRI for example on shared services and the HE Reference Models.

© University of Bournemouth

Trustees' report

The trustees present their report and the audited financial statements for the year ended 31 December 2024.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective January 2019).

SCONUL's core aims and activities

As a charity, SCONUL has a set of core aims (our "charitable objects"). The Executive Board has referred to the Charity Commission's guidance on public benefit when reviewing SCONUL's aims and objectives and in planning future activities. Identifiable public benefits arose during 2024 from the work described below, highlights of which were:

Supporting the development of the next generation of library leaders through extensive CPD opportunities.

Sharing good practice across the library sector through a wide range of webinars and events, reports and briefings.

Enabling libraries to benchmark their performance against their peers through a long-running set of statistics covering core library functions and **new technology survey**.

Surfacing and promoting innovation across the sector and supporting members in their digital transformation.

Our charitable objects:

Generally to promote, maintain and advance the science and practice of librarianship and to improve the overall standards of national and university libraries for the benefit of the public.

Advocating for the value of libraries to government and other stakeholders.

Driving for a sustainable future for libraries in climate, economic and social terms.

Being a passionate advocate for a more diverse and representative library community.

Supporting equality of opportunity for students and academics through the delivery on the SCONUL Access Scheme.

Inclusivity and diversity:

Fostering the development of a profession which better reflects our society in all its diversity through an active programme promoting and supporting change.

- » Publishing statistics on the ethnic make-up of the library community workforce to create a data set to track trends in diversity.
- » Running the EDI Libraries Coordinating group to share information and practice on equality, diversity and inclusion across the sector.
- » Providing bursaries for library community members from under-represented groups to attend the *HE Digital Universities UK* conference and *Thriving in your career* conference.

Creative conversations:

Brokering creative conversations informed by quality data and research about future directions for our sector to enable our members to shape and prepare for that future.

- » Holding monthly AI coffee mornings and other webinars with expert speakers to provide an opportunity to consider significant developments of relevance to members.
- » Sharing survey results on the financial challenges facing the library community and the responses being developed by individual institutions.
- » Developing and issuing a technology survey to generate an overview of technology use across our members and to understand how individual products and services are viewed.

Partnerships:

Working openly, collaboratively and strategically with partner bodies within and beyond our community, locally and internationally to explore new opportunities and to deliver value for the community.

- » Working closely with Jisc and RLUK on content issues including Controlled Digital Lending, collective collecting and next generation open access.
- » Liaison with peer organisations in other sectors to share insights and intelligence, for example on implications of the financial challenges facing HE.
- » Working collaboratively with partners including with CILIP on the climate change and sustainability agenda.

Shared services:

Providing and developing services which help members to meet the needs of their users.

» Our Access Scheme was used by 94,984 students, researchers and academic staff in 2024. This allows users at one institution to use the library at another member university.

» 159 institutions contributed to the SCONUL statistics which enable institutions to benchmark their own performance against that of their peers.

» Our Content Forum brings members together to help shape our collective approach to content purchasing.

Sharing knowledge:

Producing resources to provide information and guidance to members about developments in HE and the library sector.

» Sharing news and information with members through our monthly newsletter; news flashes; and briefings, including public policy announcements, sector news and job vacancies.

» Creating and hosting webinars and conferences for members which explore key issues for the sector, for example libraries' role in addressing the climate crisis.

» Delivering our Small and Specialist Institutions Forum which brings members from this part of the sector together to share practice and experiences.

Mutual support:

Facilitating professionals within our member libraries to connect and learn from one another through peer support and sharing information and practice.

» Creating new directors groups on managing change to provide a source of mutual support and a venue for information sharing.

» Creating a set of webinars to allow members to share information on how they are using new AI technologies to support students and academics.

» Developing an organisational knowledge base for job descriptions and organisational charts to allow members to share intelligence.

The value of libraries:

Advocating for the vital role that libraries play in the academic enterprise, in student wellbeing and success, and in broader engagement and innovation, highlighting the conditions for that success and supporting members with the evidence base and tools.

- » Challenging publishers on proposals which undermine the capacity of libraries to provide access to content, for example the introduction of article development charges.
- » Providing members with resources, data and case studies to support their internal advocacy work including our benchmarking statistics and case studies.
- » Promoting the value of libraries' contributions to teaching and learning and research through public consultations for example on the REF.

Representing the community:

Representing the interests of our community with stakeholders, regulators and governments to ensure that policies develop in a way which enable libraries to deliver maximum value for their users.

- » Representing the library community on a range of HE strategy groups including the UUK Content Strategy Negotiations group and UUK Learning Content Group.
- » SCONUL colleagues sitting on the UKRI OA review stakeholder group and arguing for the interests of the library community in the policy development process.
- » Working with colleagues on the purchasing consortia and Jisc on arrangements for the procurement of library services and content.

Leading positive change:

Generating positive proposals for change and exploring new opportunities for services and partnerships to create a positive environment for our libraries and professionals to operate.

- » Commissioning case studies on libraries' contribution to delivering the UN Sustainable Development Goals.
- » Publishing statistics on the ethnic make-up of the library workforce to benchmark progress in increasing diversity.
- » Collaborating with Jisc and RLUK on the development of next generation open access.

Supporting the next generation:

Delivering support for the next generation of aspiring, emerging and current leaders through formal and informal professional development opportunities which embrace and promote diversity.

- » Delivering a mentoring scheme for aspiring, emerging and newly appointed library leaders as part of a suite of CPD services.
- » Undertaking a review of the CPD needs of the sector and collaborating with other library consortia on meeting those needs.
- » Delivering new community of interest groups to bring colleagues at member institutions together in areas of mutual interest.

Our own services:

Reviewing and redeveloping our own services to maximise the benefits to our members, placing them at the centre of our decision making.

- » Reviewing our benchmarking statistics to ensure that the data being gathered is relevant, and exploring new approaches to data sharing.
- » Introducing a new SCONUL website to enable more effective sharing of resources.
- » Reintroducing the SCONUL Library Design Awards following a pause during the COVID pandemic.

Financial stewardship:

Exploring new ways of working and new partnerships to ensure that we are maximising our income and the impact of our expenditure.

- » Introducing new annual sponsorship option to increase non-subscription income for SCONUL.
- » Recruiting new members from among galleries and museums, and new associate members from alternative HE providers.
- » Providing support to regional consortia at cost to enable them to concentrate on projects and research of benefit to members.

Structure, governance and management

Governance

SCONUL is a company limited by guarantee which has been given a licence to omit the word 'limited' by the Secretary of State for Business, Innovation and Skills. SCONUL is governed by its Articles of Association which are available on the SCONUL website: <https://www.sconul.ac.uk/about-us/about-sconul/>

These governing documents were incorporated on 13 July 1979 and last amended by Special Resolution on 3 July 2015.

SCONUL's members

SCONUL's members are the universities and national libraries of the United Kingdom and Ireland, together with most other UK institutions of higher education and institutions with collections of national significance. Members are listed on our website at <https://www.sconul.ac.uk/about-us/our-members/>

One member one vote

Senior leaders of SCONUL member libraries have an important role to play in SCONUL, influencing our priorities and objectives. Their contributions to the Board, to SCONUL's Strategy Groups and in representing the community on a wide range of working groups are critical to SCONUL's success. They are also critical in helping to develop SCONUL's strategy to meet its core charitable objectives (see page 8).

Each institution is allowed a single vote at the SCONUL Annual General Meeting and in elections for the Board. This is an important element of the governance of the organisation.

Our trustees

Our Executive Board members (see page 3) constitute the Company's Board and are the Charity's trustees, each of whom, in formal terms, is a Director of the Company.

Twelve of the sixteen of the Board are elected and four were co-opted from partner organisations.

New trustees are given briefings on the charity's work and their obligations under Charity and Company law. Training in good practice and the responsibilities of trustees is provided regularly.



© Cambridge University Libraries - Alice The Camera

Structure, governance and management

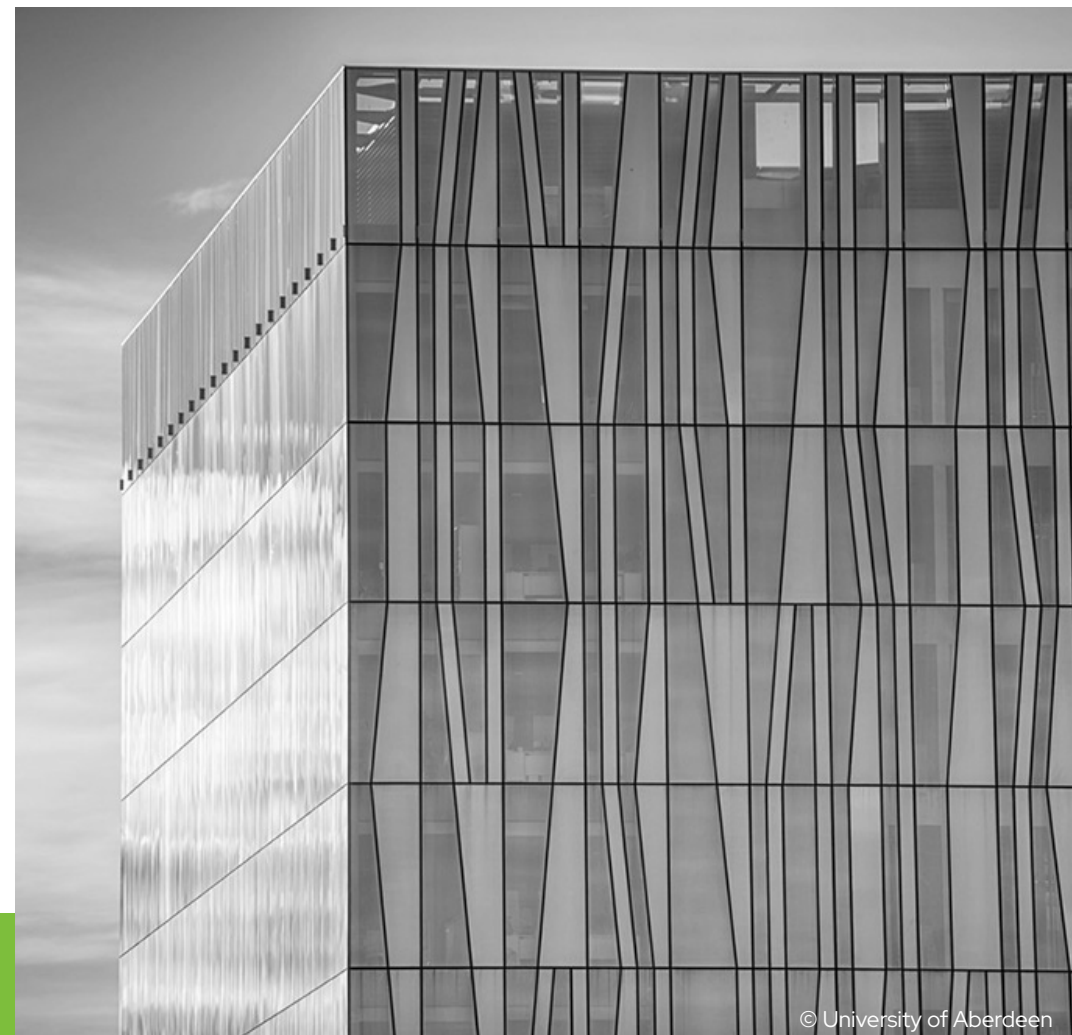
Executive Board

The Executive Board meets four times a year (currently three of these meetings are virtual) and oversees all issues relating to the charity's finances and its work for members and the public, including taking decisions on behalf of members. Where major changes to the way that SCONUL works are proposed, these are presented to members to vote on at the AGM. The SCONUL Board also:

- guides and supervises the office staff who are led by the Executive Director
- oversees the work of the SCONUL Strategy Groups and other working groups. This includes agreeing their terms of reference and considering significant proposals for activities and spending

- approves the annual budget at each AGM, and proposes the subscriptions to be levied for the following year
- regularly reviews the organisation's risk register and takes measures to ameliorate those risks.

During 2024 the Board supported and monitored the delivery of our strategy <https://www.sconul.ac.uk/about-us/sconuls-strategy/> and evaluated its progress against a set of KPIs.



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Financial review

Introduction

The results for the year to 31 December 2024 are set out in the Statement of Financial Activities. The Charity's fund balances and the net assets that constitute them are set out in the balance sheet. Overall total income was as anticipated. Subscription income for SCONUL (as opposed to our regional consortia) rose by 5.2%, 5% of which reflected an agreed increase in subscriptions based on CPI, and the remainder deriving from a growth in the number of SCONUL members. The remainder of subscription income relates to our management of reserved funds for our regional consortia.

A satisfactory balance between day-to-day and longer-term holdings of funds has been adopted, as follows:

- short-term funds kept in a deposit account at the bank, which automatically tops up the current account when its balance falls below £10,000
- other funds, the working reserve,

kept in the Charities Official Investment Fund.

Balances are high at the start of the year when subscriptions are received and are reduced towards the end of the year to provide funds for expenses incurred.

Pay and remuneration policy

Staff pay scales are set by the Executive Board on the basis of advice from SCONUL's HR consultant and with reference to pay rates for equivalent posts in the charitable and public sectors.

Risk management

The Executive Board considers the major risks faced by SCONUL on a regular basis and they are of the opinion that systems are in place to manage them. A "live" risk register is maintained by the SCONUL office and is reviewed in depth annually. Any "red" risks are reviewed at each meeting by the Executive Board. This covers both

financial and non-financial risks; identifies both the likelihood and severity of any risk and identifies activities required to mitigate the risks identified.

Reserves policy

The designated funds support the activities of SCONUL's sub-groups: Academic Libraries North; the Mercian Collaboration; and the Customer Services Group UK as discussed above. 2024 saw SCONUL's reserves increase slightly to £347,468 from £326,919 at the end of 2023. We hold an additional £95,628 in designated funds (£82,433 at the end of 2023). SCONUL's reserves policy is as follows (reviewed in May 2024):

to hold reserves sufficient to cover (a) statutory redundancy costs, plus (b) three months' core running costs or the cost of other legal liabilities whichever is higher, plus (c) funds to cover a 10% loss of subscription income, plus (d) our largest spending commitment.

For 2024 this would total £277.1k for

SCONUL's core income and expenditure.

We have income and expenditure included in our accounts for regional consortia which are formally part of SCONUL and we ask them to apply the same reserves policy to their own spending. This would give an additional reserves requirement of £41.4k.

SCONUL confirmed its formal membership of SAUL on 28 February 2024.

We are also in discussion with USS on the same matter. This may require SCONUL to include a one-off cost on its accounts next year to recognise potential employer liabilities under the USS Scheme. The Board is confident that this would be manageable within reserves but may require reserves to be built up over time, including within the funds designated for the Mercian Collaboration and Academic Libraries North.

The trustees consider that the charity has sufficient unrestricted reserves as detailed above and cash flow to

Financial review

continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been prepared on the going concern basis.

Interest income has increased significantly in the course of 2024 and was an average of 4.9% over the course of the year.

Relationships with other bodies

SCONUL provides support to three library consortia whose members are also members of SCONUL and which are formally constituted as sub-groups. The groups have autonomy within our shared core charitable objectives (see page 8). Two consortia have three members of staff between them, employed by SCONUL, devoted to their work. The cost of other staff time on consortia work is covered by transfers from the consortia's reserved funds.

SCONUL has no formal relationship

with other charities with the important exception that its member institutions are nearly all charities themselves. SCONUL is a member of a number of key sector bodies, including LIBER as part of its role ensuring that the voice of its members is heard at the European and international level.



© University of Worcester - Photo courtesy of David James

Responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and

prudent;

- state whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 14 July 2025 and signed on their behalf by



A Barker - SCONUL Co-chair



E Homer - SCONUL Co-chair

Independent auditors' report

Opinion

We have audited the financial statements of The Society of College, National and University Libraries (the 'charity') for the year ended 31 December 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then

ended;

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 7 to the financial statements, and we have fulfilled our

other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on

Independent auditors' report

the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and

understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which 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 and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern

basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are

Independent auditors' report

instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- detecting and responding to the risk of fraud, and whether they were

aware of any actual, suspected or alleged fraud; and

- designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- testing the appropriateness of journal entries;
- assessing judgements and accounting estimates for potential bias;
- reviewing related party transactions; and
- testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity'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 charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

14 July 2025

William Guy Blake

**William Guy Blake ACA
(Senior Statutory Auditor)**

Independent auditors' report

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory
auditors

5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2024

	Note	2024 £	2023 £
Income from:			
Donations	2	620,231	587,494
Charitable activities:	3		
Library statistics		1,060	712
Event programme		45,062	39,281
Investments	4	28,838	23,738
Other trading activities	5	37,212	11,540
Total income		<u>732,403</u>	<u>662,765</u>
Expenditure on:			
Charitable activities:			
Membership services		217,055	147,223
Events programme		113,197	107,208
Partnership working, advocacy and lobbying		135,744	119,497
Communications with members		134,094	133,131
Regional collaborations		98,569	94,191
Total expenditure	6	<u>698,659</u>	<u>601,250</u>
Net income and net movement in funds	7	33,744	61,515
Reconciliation of funds			
Total funds brought forward		<u>409,352</u>	<u>347,837</u>
Total funds carried forward		<u>443,096</u>	<u>409,352</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income and expenditure is unrestricted. Movements in funds are disclosed in note 16 to the accounts.

Balance sheet

At 31 December 2024

	Note	£	2024 £	2023 £
Fixed assets				
Tangible fixed assets	10		-	-
Current assets				
Debtors	11	7,859		8,132
Current asset investment	12	434,962		366,125
Cash at bank and in hand		<u>74,527</u>		<u>106,459</u>
		517,348		480,716
Creditors: amounts due within 1 year	13	<u>(74,252)</u>		<u>(71,364)</u>
Net current assets			<u>443,096</u>	<u>409,352</u>
Net assets	15		<u>443,096</u>	<u>409,352</u>
Funds	16			
Unrestricted funds:				
Designated funds			95,628	82,433
General funds			<u>347,468</u>	<u>326,919</u>
Total funds			<u>443,096</u>	<u>409,352</u>

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

Approved by the trustees on 14 July 2025 and signed on their behalf by



E Homer - SCONUL Co-chair



A Barker - SCONUL Co-chair

Statement of cash flows

For the year ended 31 December 2024

	2024	2023
	£	£
Cash flows from operating activities:		
Net movement in funds	33,744	61,515
Adjustments for:		
Dividends, interest and rents from investments	(28,838)	(23,738)
Decrease / (increase) in debtors	273	9,544
Increase / (decrease) in creditors	2,888	2,929
Net cash provided by / (used in) operating activities	8,067	50,250
Cash flows from investing activities:		
Dividends, interest and rents from investments	28,838	23,738
Net cash provided by investing activities	28,838	23,738
Increase / (decrease) in cash and cash equivalents in the year	36,905	73,988
Cash and cash equivalents at the beginning of the year	472,584	398,596
Cash and cash equivalents at the end of the year	509,489	472,584
Analysed as:		
Cash at bank and in hand	74,527	106,459
Current asset investments	434,962	366,125
	509,489	472,584

Analysis of changes in net debt

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the financial statements

For the year ended 31 December 2024

1. Accounting policies

a) Basis of preparation

The Society of College, National and University Libraries is a charitable company limited by guarantee registered in England and Wales. The registered office address is 94 Euston Street, London, NW1 2HA.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Society of College, National and University Libraries meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. The charity has sufficient general reserves and cash to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from donations is received by way of membership subscriptions and is included in full in the statement of financial activities when receivable.

Credit is taken for subscriptions in the year for which they are payable. Where a member wishes to terminate their subscription then notice must be given before the summer conference in the year prior to the termination of membership.

Any income arising from conferences and meetings, sponsorship and sales of publications, working papers or newsletters is recognised once invoiced, unless it relates to a future event in which case it is deferred.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. These relate to ring-fenced funds for the regional consortia as described in note 15 to the accounts.

Notes to the financial statements

For the year ended 31 December 2024

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of governance and support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between charitable activities on the following basis, which is an estimate of the resource usage of each activity:

	2024	2023
Membership services	32%	24%
Events programme	23%	26%
Partnership working, advocacy and lobbying	22%	23%
Communications with members	23%	27%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements 5 years straight line

Furniture, fixtures and fittings 3 years straight line

Computer equipment 3 years straight line

Items of equipment are capitalised where the purchase price exceeds £1,000.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Current asset investments

Current asset investments consist of cash held on deposit in interest bearing accounts. Such investments are measured at their fair value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

l) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Notes to the financial statements

For the year ended 31 December 2024

m) Pension costs

The charitable company contributes to two multi-employer defined benefit pension schemes (the Universities Superannuation Scheme and the Superannuation Arrangements of the University of London). The assets of the schemes are held separately from those of the charitable company in independently administered funds. As the charitable company cannot reliably estimate its share of the scheme deficit, the schemes are accounted for as defined contribution schemes. The pension cost charge represents contributions payable under the schemes by the charitable company to the funds. The contributions made for the accounting period are treated as an expense and were £47,157 in 2024 (2023: £59,073). In addition, the charity contributed £3,934 (2023: £2,483) to the Superannuation Arrangements of the University of London's defined contribution pension scheme, the full amount has been recognised as an expense in the year.

n) Contingent liabilities

A contingent liability is disclosed when either a transfer of economic benefit to settle the obligation is possible but not probable; or the amount of the obligation cannot be estimated reliably.

o) Operating lease commitments

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

p) Regional consortia

These financial statements include the results of the regional SCONUL sub-groups, accounted for as branches of the charity. Funds held on behalf of

regional consortia are held as designated funds.

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There are no key sources of estimation or uncertainty that have a significant effect on the amounts recognised in the financial statements.



Notes to the financial statements

For the year ended 31 December 2024

2. Income from donations

	2024	2023
	£	£
Membership subscriptions	<u>620,231</u>	<u>587,494</u>

3. Income from charitable activities

	2024	2023
	£	£
Event programme:		
Conference programme	45,062	39,281
Library statistics:		
SCONUL Publications	<u>1,060</u>	<u>712</u>
Total income from charitable activities	<u>46,122</u>	<u>39,993</u>

4. Income from investments

	2024	2023
	£	£
Interest on current asset investments	<u>28,838</u>	<u>23,738</u>

5. Income from other trading activities

	2024	2023
	£	£
Sponsorships	<u>37,212</u>	<u>11,540</u>



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Notes to the financial statements

For the year ended 31 December 2024

6. Expenditure

	Membership services	Events programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2024
	£	£	£	£	£	£	£
Direct costs	49,107	13,656	12,419	8,318	24,210	-	107,710
IT and website hosting	8,965	-	-	-	153	45,364	54,482
Staff costs (note 7)	87,776	47,073	74,604	73,308	74,206	72,748	429,715
Recruitment and training	-	-	-	-	-	10,951	10,951
Premises costs	-	-	-	-	-	35,870	35,870
Insurance	-	-	-	-	-	2,214	2,214
Fees and subscriptions	-	-	-	-	-	3,898	3,898
Office costs	-	-	-	-	-	25,890	25,890
Legal and professional	-	-	-	-	-	12,734	12,734
Executive board costs	-	-	-	-	-	6,116	6,116
Audit and accountancy	-	-	-	-	-	9,000	9,000
Bank charges	-	-	-	-	-	79	79
Sub-total	145,848	60,729	87,023	81,626	98,569	224,864	698,659
Allocation of governance and support costs	71,207	52,468	48,721	52,468	-	(224,864)	-
Total expenditure	217,055	113,197	135,744	134,094	98,569	-	698,659

Total governance costs were £15,116 (2023: £14,283).

Notes to the financial statements

For the year ended 31 December 2024

Expenditure (prior year comparative)

	Membership services	Events programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2023
	£	£	£	£	£	£	£
Direct costs	15,016	12,461	11,335	2,704	25,888	-	67,404
IT and website hosting	10,311	1,200	1,200	1,200	2,631	37,190	53,732
Staff costs (note 7)	73,410	41,717	61,819	74,053	65,672	72,096	388,767
Recruitment and training	-	-	-	-	-	21,088	21,088
Premises costs	-	-	-	-	-	33,949	33,949
Insurance	-	-	-	-	-	2,042	2,042
Fees and subscriptions	-	-	-	-	-	3,711	3,711
Office costs	-	-	-	-	-	14,172	14,172
Legal and professional	-	-	-	-	-	2,078	2,078
Executive board costs	-	-	-	-	-	5,643	5,643
Audit and accountancy	-	-	-	-	-	8,640	8,640
Bank charges	-	-	-	-	-	24	24
Sub-total	<u>98,737</u>	<u>55,378</u>	<u>74,354</u>	<u>77,957</u>	<u>94,191</u>	<u>200,633</u>	<u>601,250</u>
Allocation of governance and support costs	<u>48,486</u>	<u>51,830</u>	<u>45,143</u>	<u>55,174</u>	<u>-</u>	<u>(200,633)</u>	<u>-</u>
Total expenditure	<u><u>147,223</u></u>	<u><u>107,208</u></u>	<u><u>119,497</u></u>	<u><u>133,131</u></u>	<u><u>94,191</u></u>	<u><u>-</u></u>	<u><u>601,250</u></u>

Notes to the financial statements

For the year ended 31 December 2024

7. Net movement in funds

This is stated after charging:

	2024	2023
	£	£
Depreciation	Nil	Nil
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	1,099	772
Auditors' remuneration:		
• Statutory audit and accounts preparation (excluding VAT)	<u>7,500</u>	<u>7,200</u>

Trustees' reimbursed expenses were for travel for six trustees (2023: six).

In common with other charities of our size and nature we use our auditors to assist with the preparation of the financial statements.

8. Staff costs and numbers

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	338,927	296,894
Social security costs	34,821	30,316
Pension costs	<u>55,967</u>	<u>61,557</u>
	<u>429,715</u>	<u>388,767</u>

The key management personnel of the charity comprise the trustees and the Executive Director. The total employee benefits of the key management personnel of the charity were £123,919 (2023: £125,154).

Notes to the financial statements

For the year ended 31 December 2024

One employee (2023: one) earned between £90,000 and £100,000 in the year, excluding employer's pension contributions and NICs.

The average head count during the reporting period was 9 (2023: 8). The average number of full time equivalent employees during the year was as follows:

	2024	2023
	No.	No.
Average number of employees (full-time equivalent)	<u>6</u>	<u>7</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2024 and at 31 December 2024	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Depreciation				
At 1 January 2024 and at 31 December 2024	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Net book value				
At 31 December 2024 and at 31 December 2023	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Notes to the financial statements

For the year ended 31 December 2024

11. Debtors

	2024	2023
	£	£
Trade debtors	1,770	1,892
Prepayments	6,089	5,382
Other debtors	-	858
	<u>7,859</u>	<u>8,132</u>

12. Current asset investments

	2024	2023
	£	£
The Charities Official Investment Fund	<u>434,962</u>	<u>366,125</u>

13. Creditors: amounts due within 1 year

	2024	2023
	£	£
Trade creditors	41,023	50,244
Accruals	24,355	18,587
Deferred income	6,790	1,245
Funds held on behalf of Copyright for Knowledge	1,288	1,288
Other creditors	796	-
	<u>74,252</u>	<u>71,364</u>

Notes to the financial statements

For the year ended 31 December 2024

14. Deferred income

	2024	2023
	£	£
At 1 January 2024	1,245	9,435
Deferred during the year	6,790	1,245
Released during the year	<u>(1,245)</u>	<u>(9,435)</u>
At 31 December 2024	<u>6,790</u>	<u>1,245</u>

Deferred income relates to conference income and membership fees received in advance.

15. Analysis of net assets between funds

	Designated funds	General funds	Total funds
	£	£	£
Current assets	103,628	413,720	517,348
Current liabilities	<u>(8,000)</u>	<u>(66,252)</u>	<u>(74,252)</u>
Net assets at 31 December 2024	<u>95,628</u>	<u>347,468</u>	<u>443,096</u>
Prior year comparative			
	Designated funds	General funds	Total funds
	£	£	£
Current assets	90,433	390,283	480,716
Current liabilities	<u>(8,000)</u>	<u>(63,364)</u>	<u>(71,364)</u>
Net assets at 31 December 2023	<u>82,433</u>	<u>326,919</u>	<u>409,352</u>

Notes to the financial statements

For the year ended 31 December 2024

16. Movements in funds

	At 1 January 2024 £	Income £	Expenditure £	At 31 December 2024 £
Unrestricted funds				
Designated funds:				
Academic Libraries North	36,911	91,053	(71,146)	56,818
Mercian Collaboration	24,307	25,764	(36,314)	13,757
CSGUK Collaboration	21,215	4,616	(778)	25,053
Total designated funds	<u>82,433</u>	<u>121,433</u>	<u>(108,238)</u>	95,628
General funds	<u>326,919</u>	<u>610,970</u>	<u>(590,421)</u>	347,468
Total funds	<u>409,352</u>	<u>732,403</u>	<u>(698,659)</u>	443,096

Purposes of designated funds

The designated funds have been set up for the purpose of ringfencing funds held by each of the regional consortia.

Prior year comparative

	At 1 January 2023 £	Income £	Expenditure £	At 31 December 2023 £
Unrestricted funds				
Designated funds:				
Academic Libraries North	35,495	67,220	(65,804)	36,911
Mercian Collaboration	31,573	23,352	(30,618)	24,307
CSGUK Collaboration	14,029	13,438	(6,252)	21,215
Total designated funds	<u>81,097</u>	<u>104,010</u>	<u>(102,674)</u>	<u>82,433</u>
General funds	<u>266,740</u>	<u>558,755</u>	<u>(498,576)</u>	<u>326,919</u>
Total funds	<u>347,837</u>	<u>662,765</u>	<u>(601,250)</u>	<u>409,352</u>

Notes to the financial statements

For the year ended 31 December 2024

17. Commitments under operating leases

At 31 December 2024, the charity had the following annual commitments under non-cancellable operating leases:

	2024		2023	
	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Payments due:				
Within one year	7,500	2,117	7,500	958
Within two to five years	-	19,949	-	-
	<u>7,500</u>	<u>22,066</u>	<u>7,500</u>	<u>958</u>

18. Related party transactions

There were no related party transactions in the current or prior year.

19. Funds received as an agent

During the year, the charity acted as custodian trustee for partner organisation, Copyright for Knowledge. An analysis of the funds received and paid by the charity is given below. Funds held at year end are detailed in the creditors note (note 12).

	Funds held at 1 January 2024	Funds received	Funds paid	Funds held at 31 December 2024
	£	£	£	£
Copyright for Knowledge	<u>1,288</u>	<u>-</u>	<u>-</u>	<u>1,288</u>

20. Defined benefit pension plan

The charitable company confirmed its status as an employer under one of the multi-employer defined benefit scheme to which it contributes (SAUL) and is in the process of obtaining confirmation of its status as an employer under the other multi-employer defined benefit pension scheme to which it contributes (USS). As of their most recent actuarial valuations, both schemes are currently in surplus, and members are not currently required to make deficit contributions. However as the charity is unable to recover their portion of either surplus via a future refund, and any reduction in future contributions cannot be reliably estimated, a defined

Notes to the financial statements

For the year ended 31 December 2024

benefit plan asset has not been recognised in these accounts. During the year, the charitable company contributed £23,934 (2023: £30,715) to the SAUL defined benefit pension scheme and £22,702 (2023: £28,358) to the USS defined benefit pension scheme; the full amounts have been recognised as an expense in the SoFA.



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THE SOCIETY OF COLLEGE, NATIONAL AND UNIVERSITY LIBRARIES

England & Wales - Charity number 278550

Accounts



LEADERSHIP FOR LIBRARIES

TRUSTEES' REPORT AND FINANCIAL STATEMENTS 2023

Company registration no: 1436951
Charity registration no: 278550

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Co-chairs' introduction



Supporting a sustainable future

Libraries have a history of successfully navigating seismic changes in our operating landscape; undertaking radical transformations in the way we work while remaining true to our core professional mission and values. The community's very unusual, profound commitment to the spirit and practice of collaboration is key to this success and finds practical demonstration in our generosity in sharing information; our open, learning culture; a commitment to equitable solutions which leave no-one behind; and engagement as activists with questions of diversity, fairness and sustainability.

The SCONUL strategy which was published in May 2023 seeks to foster but also to capitalise on these strengths. For example, it aims to support innovation and the process of transformation of libraries and we have been doing that through highlighting the development of technology-enhanced library spaces; through considering radical alternatives to the big deal; and through the launch

of a new survey on libraries' uses of technologies amongst other things.

We promised to be agile and responsive to your developing needs and we have been reviewing our benchmarking statistics to ensure that we are gathering data which is of most use, and sharing it in ways which align with how libraries work now.

The current financial crisis buffeting the sector, particularly our higher education libraries, will test our agility and creativity to the full, and SCONUL will be stepping forward to provide whatever help we can to support members facing these very significant challenges. We will do that by sharing information; providing advocacy for libraries and their contribution to the core missions of their institutions, and by providing the tools and intelligence to support effective decision-making.

There is a strong commitment across the sector to drive a sustainable future for libraries in climate and social as

well as economic terms. Our climate crisis group is sharing information and practice on the transformation that we will need to undergo to meet Scope 3 emissions and behind the scenes is working with partners on engagement with our suppliers. A commitment to EDI remains central to our work and this is another area where we are facilitating effective sharing practice.

The drive to deliver across all aspects of the strategy is coming from the board, our strategy groups, and our team in the office, but most of all from you. We give as a community and we benefit as a community, and together will not just weather challenging times, but will thrive.

*Andrew Barker and Libby Homer,
Co-chairs*

Reference and administrative information

Status

The organisation is a charitable company limited by guarantee.

Company number: 01436951

Charity number: 278550

Registered office

94 Euston Street, London NW1 2HA

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- **Co-chair:** Andrew Barker
- **Co-chair:** Libby Homer
- **Honorary treasurer:** James Anthony-Edwards
- Robin Armstrong Viner
- Rachel Beckett
- Phil Brabban
- Marilyn Clarke (resigned 22 May 2024)
- Gary Elliott-Cirigottis
- Regina Everitt (re-elected 26 June 2023)
- Liz Jolly
- Kate Kelly
- Anna O'Neill
- Andrew Preater
- Katy Woolfenden

- Robert Ruthven (resigned 12 March 2024)
- Emma Walton (re-elected 26 June 2023)
- Martina McChrystal (appointed 12 March 2024)
- Amy Straker (appointed 22 May 2024)

EC4V 4ET

Auditors

Godfrey Wilson Limited, Chartered accountants and statutory auditors, 5th Floor Mariner House, 62 Prince Street, Bristol, BS1 4QD

Solicitors

Walker Morris LLP, Kings Court, 12 King Street, Leeds LS1 2HL

HR advisor

Worknest, 20 Grosvenor Place, London SW1X 7HN

Bankers and investment managers

The Co-operative Bank plc, PO Box 250, Delf House, Southway, Skelmersdale, WN8 6WT
CCLA Investment Managers Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London

Staff



Executive Director and Company Secretary:
Ann Rossiter



Deputy Director:
Lisa McLaren
(25 April 2023)



SCONUL Co-Ordinator:
SitMui Ng



Project Manager:
Jenelle Negraeff



Finance Assistant:
Kim Hardingham



Team Administrator:
Anita Ape (27 September 2023) and
Noura Mokhtar (14 November 2023)

Highlights of the year

January

Bringing our members back together face-to-face at our *Future-ready libraries* conference to explore the post-pandemic landscape.

April

Setting up the EDI Libraries Coordinating Group so that library consortia across the UK and Ireland can share learning, developments and progress.

July

Piloting our new Technology Survey which will provide detailed data on the use of library technologies across our members including perceptions of functionality and value-for-money.

October

Producing statistics on the ethnic make-up of the SCONUL member workforce for the first time.

March

Advocating for price control by library service suppliers in the face of the cost-of-living crisis in partnership with peer organisations across HE.

May

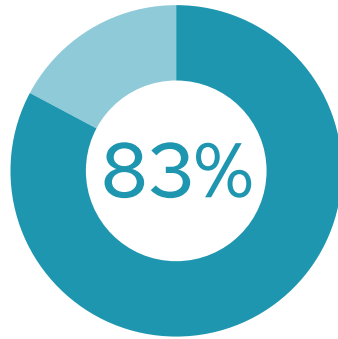
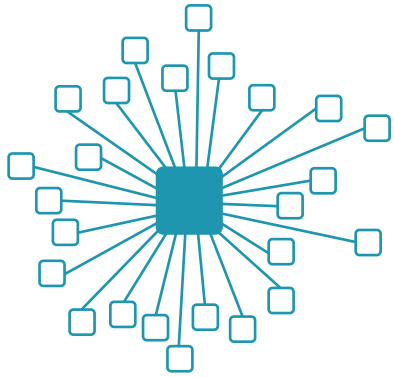
Publishing our new organisational strategy, based on deep consultations with members via national and regional meetings and survey data.

September

Providing members with an opportunity to share how libraries are responding to generative AI to support students and academic communities.

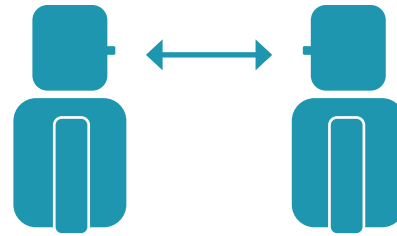
The year in numbers

25 New Deputies and Directors groups



or **157** of our member institutions contributed to our benchmarking statistics

107 library leaders attended the first face-to-face conference held since the pandemic

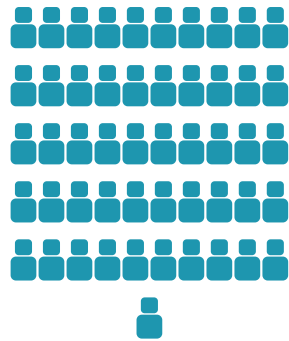


7 national and regional meetings held & hearing from

106 members through a survey for input into SCONUL's new strategy

x 61762

Access Scheme users



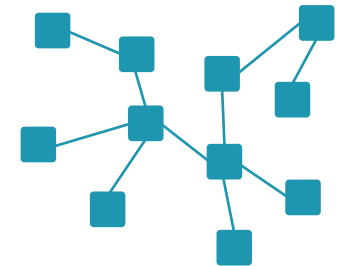
51

members of staff used the Advance HE Leading Change on Race training



institutions contributed to the statistics collected on the ethnic make-up of the SCONUL community workforce for the first time

11 other consortia joined the EDI Libraries Coordinating Group we set up



Plans for 2024



Delivering our new SCONUL website making resources more accessible including new features such as a jobs bank.



Launching our new Technology Survey to share intelligence on the use of technologies in libraries, and perceptions of their functionality and value-for-money.



Exploring with members the appetite and scope for collective collections and how this might be delivered.



Bringing members together to discuss the emerging challenges and opportunities for libraries at a face-to-face conference in November in Birmingham.



Leading conversations with library service providers on AI roadmaps and providing the opportunity to share emerging practice through AI coffee mornings.



Exploring innovation and good practice across the sector through projects such as technology-enabled library spaces and sustainability and the climate crisis.



Supporting the next generation of library leaders through the development of new community of interest groups and our existing suite of CPD services.



Advocating for the interests of libraries with stakeholders including UUK and UKRI.

Trustees' report

The trustees present their report and the audited financial statements for the year ended 31 December 2023.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective January 2019).

SCONUL's core aims and activities

As a charity, SCONUL has a set of core aims (our "charitable objects"). The Executive Board has referred to the Charity Commission's guidance on public benefit when reviewing SCONUL's aims and objectives and in planning future activities. Identifiable public benefits arose during 2023 from the work described below, highlights of which were:

Supporting the development of the next generation of library leaders through extensive CPD opportunities.

Sharing good practice across the library sector through a wide range of webinars and events, reports and briefings.

Driving for a sustainable future for libraries in climate, economic and social terms.

Surfacing and promoting innovation across the sector and supporting members in their digital transformation.

Our charitable objects:
Generally to promote, maintain and advance the science and practice of librarianship and to improve the overall standards of national and university libraries for the benefit of the public.

Enabling libraries to benchmark their performance against their peers through a long-running set of statistics covering core library functions.

Advocating for the value of libraries to government and other stakeholders.

Being a passionate advocate for a more diverse and representative library community.

Supporting equality of opportunity for students and academics through the delivery on the SCONUL Access Scheme.

Inclusivity and diversity:

Fostering the development of a profession which better reflects our society in all its diversity through an active programme promoting and supporting change.

» Funding the *Leading Change on Race* programme delivered by Advance HE tailored for library leaders which was attended by 51 representatives from member institutions.

» Establishing the EDI Libraries Coordinating group to share information and practice on equality, diversity and inclusion across the sector.

» Supporting the pilot for an Emerging Leaders programme to support leaders from diverse backgrounds to succeed.

Creative conversations:

Brokering creative conversations informed by quality data and research about future directions for our sector to enable our members to shape and prepare for that future.

» Bringing members together to discuss issues such as the development of rights retention policies; the future of the systems librarian and journal negotiations through a series of webinars.

» Organising a conference on the future of libraries with sessions covering artificial intelligence; sustainability; virtual and physical library spaces post-pandemic; and re-thinking recruitment, attended by 107 library leaders.

» Bringing members together to discuss the priorities for the sector and to shape SCONUL's new strategy through a series of regional and national meetings, and via 106 responses to our national survey.

Partnerships:

Working openly, collaboratively and strategically with partner bodies within and beyond our community, locally and internationally to explore new opportunities and to deliver value for the community.

» Working with partners across UK HE to support colleagues in Ukrainian universities including fostering partnerships between libraries in the UK and Ukraine.

» Liaison with peer organisations in other sectors to share insights and intelligence, for example with UHR on recruitment and retention challenges.

» Working collaboratively with partners including with the British Library and RLUK on the future of inter-library loans.

Shared services:

Providing and developing services which help members to meet the needs of their users.

» Our Access Scheme was used by 61,762 students, researchers and academic staff in 2023. This allows users at one institution to use the library at another member university.

» 157 institutions contributed to the SCONUL statistics which enable institutions to benchmark their own performance against that of their peers.

» Developing a new Technology Survey to allow members to understand sector-wide perceptions of the value-for-money and functionality of the technology being employed across the sector.

Sharing knowledge:

Producing resources to provide information and guidance to members about developments in HE and the library sector.

» Sharing news and information with members through our monthly newsletter; news flashes; and briefings including public policy announcements, sector news and job vacancies.

» Creating and hosting webinars and conferences for members which explore key issues for the sector, for example on negotiations with publishers (SpringerNature) and on developments in AI.

» Delivering our Small and Specialist Institutions Forum which brings members from this part of the sector together to share practice and experiences.

Mutual support:

Facilitating professionals within our member libraries to connect and learn from one another through peer support and sharing information and practice.

» Delivering a set of resources to support staff at member institutions applying for HEA fellowship.

» Creating a set of webinars to allow members to share information on how they are using new AI technologies to support students and academics.

» Organising 25 mutual support groups for deputies and new directors to share experiences and knowledge.

The value of libraries:

Advocating for the vital role that libraries play in the academic enterprise; in student wellbeing and success; and in broader engagement and innovation; highlighting the conditions for that success and supporting members with the evidence base and tools.

- » Challenging publishers on proposals which undermine the capacity of libraries to provide access to content, for example the introduction of article development charges.
- » Working with finance directors and other across the HE community to argue to government for a change to VAT rules on read and publish agreements.
- » Providing members with resources, data and case studies to support their internal advocacy work including our benchmarking statistics and case studies.

Representing the community:

Representing the interests of our community with stakeholders, regulators and governments to ensure that policies develop in a way which enable libraries to deliver maximum value for their users.

- » Representing the library community on a range of HE strategy groups including the UUK Content Strategy Negotiations Group and the UUK Learning Content Group.
- » SCONUL colleagues sitting on the UKRI OA review stakeholder group and arguing for the interests of the library community in the policy development process.
- » Working with colleagues on the purchasing consortia and Jisc on arrangements for the procurement of library services and content.

Leading positive change:

Generating positive proposals for change and exploring new opportunities for services and partnerships to create a positive environment for our libraries and professionals to operate.

- » Commissioning and publicising case studies on creating positive action traineeships in libraries.
- » Publishing statistics on the ethnic make-up of the library workforce for the first time in order to benchmark progress in increasing diversity.
- » Publicly challenging the decision by the international library body, IFLA, to hold its conference in an environment hostile to LGBTQ+ colleagues.

Supporting the next generation:

Delivering support for the next generation of aspiring, emerging and current leaders through formal and informal professional development opportunities which embrace and promote diversity.

- » Delivering a mentoring scheme for aspiring, emerging and newly appointed library leaders as part of a suite of CPD services.
- » Partnering with BUFDG and other peer organisations to offer action learning to those with leadership positions at member libraries, bringing people together to exchange, support and challenge each other.
- » Developing proposals for new community of interest groups to bring colleagues at member institutions together in areas of mutual interest.

Our own services:

Reviewing and redeveloping our own services to maximise the benefits to our members, placing them at the centre of our decision making.

- » Initiating a review of our benchmarking statistics to ensure that the data being gathered is relevant, and to explore new approaches to data sharing.
- » Overhauling the SCONUL website to enable more effective sharing of resources.
- » Developing new categories for the SCONUL triennial design awards to reflect the reality of library space and budgets post-pandemic.

Financial stewardship:

Exploring new ways of working and new partnerships to ensure that we are maximising our income and the impact of our expenditure.

- » Developing a new strategy to deliver increased value for members within the agreed financial envelope.
- » Opening up membership of SCONUL to new groups of members through the introduction of an associate membership category.
- » Providing support to regional consortia at cost to enable them to concentrate on projects and research of benefit to members.

Structure, governance and management

Governance

SCONUL is a company limited by guarantee which has been given a licence to omit the word 'limited' by the Secretary of State for Business, Innovation and Skills. SCONUL is governed by its Articles of Association which are available on the SCONUL website: <https://www.sconul.ac.uk/about-us/about-sconul/>

These governing documents were incorporated on 13 July 1979 and last amended by Special Resolution on 3 July 2015.

SCONUL's members

SCONUL's members are the universities and national libraries of the United Kingdom and Ireland, together with most other UK institutions of higher education and institutions with collections of national significance. Members are listed on our website at <https://www.sconul.ac.uk/about-us/our-members/>

One member one vote

Senior leaders of SCONUL member libraries have an important role to play in SCONUL, influencing our priorities and objectives. Their contributions to the board, to SCONUL's strategy groups and in representing the community on a wide range of working groups are critical to SCONUL's success. They are also critical in helping to develop SCONUL's strategy to meet its core charitable objectives (see page 7).

Each institution is allowed a single vote at the SCONUL Annual General Meeting and in elections for the board. This is an important element of the governance of the organisation.

Our trustees

Our Executive Board members (see page 3) constitute the Company's board and are the Charity's trustees, each of whom, in formal terms, is a Director of the Company.

Twelve of the sixteen of the board are elected and four were co-opted from partner organisations.

New trustees are given briefings on the charity's work and their obligations under Charity and Company law. Training in good practice and the responsibilities of trustees is provided regularly.

Structure, governance and management

Executive Board

The Executive Board meets four times a year (currently three of these meetings are virtual) and oversees all issues relating to the charity's finances and its work for members and the public, including taking decisions on behalf of members. Where major changes to the way that SCONUL works are proposed, these are presented to members to vote on at the AGM. The SCONUL Board also

- guides and supervises the office staff who are led by the Executive Director
- oversees the work of the SCONUL Strategy Groups and other working groups. This

includes agreeing their terms of reference and considering significant proposals for activities and spending

- approves the annual budget at each AGM, and proposes the subscriptions to be levied for the following year
- regularly reviews the organisation's risk register and takes measures to ameliorate those risks.

During 2023 the board launched our new strategy <https://www.sconul.ac.uk/about-us/sconuls-strategy/> following extensive discussions with the community.



Financial review

Introduction

The results for the year to 31 December 2023 are set out in the Statement of Financial Activities. The Charity's fund balances and the net assets that constitute them are set out in the balance sheet. Overall total income was as anticipated. Subscription income for SCONUL (as opposed to our regional consortia) rose by 29.07% following the agreement by our members to increase subscriptions significantly to deliver on member expectations. The remainder of subscription income relates to our management of reserved funds for our regional consortia.

A satisfactory balance between day-to-day and longer-term holdings of funds has been adopted, as follows:

- short-term funds kept in a deposit account at the bank, which automatically tops up the current account when its balance falls

- below £10,000
- other funds, the working reserve, kept in the Charities Official Investment Fund.

Balances are high at the start of the year when subscriptions are received and are reduced towards the end of the year to provide funds for expenses incurred.

Pay and remuneration policy

Staff pay scales are set by the Executive Board on the basis of advice from SCONUL's HR consultant and with reference to pay rates for equivalent posts in the charitable and public sectors.

Risk management

The Executive Board considers the major risks faced by SCONUL on a regular basis and they are of the opinion that systems are in place to manage them. A "live" risk register is

maintained by the SCONUL office and is reviewed in depth annually. Any "red" risks are reviewed at each meeting by the Executive Board. This covers both financial and non-financial risks; identifies both the likelihood and severity of any risk and identifies activities required to mitigate the risks identified.

Reserves policy

The designated funds support the activities of SCONUL's sub-groups: Academic Libraries North; the Mercian Collaboration; and the Customer Services Group UK as discussed above. 2023 saw SCONUL's reserves increase slightly to £326,919 from £266,740 at the end of 2022. We hold an additional £82,433 in designated funds (£81,097 at the end of 2022). SCONUL's reserves policy is as follows (reviewed in May 2023):

to hold reserves sufficient to cover (a) statutory redundancy costs, plus

(b) three months' core running costs or the cost of other legal liabilities whichever is higher, plus (c) funds to cover a 10% loss of subscription income, plus (d) our largest spending commitment.

For 2024 this would total £242k for SCONUL's core income and expenditure.

We have income and expenditure included in our accounts for regional consortia which are formally part of SCONUL and we ask them to apply the same reserves policy to their own spending. This would give an additional reserves requirement of £47k.

SCONUL has been in discussion with the SAUL pension scheme to confirm its legal status as an employer under the Scheme is recognised. This has now been confirmed as of 28 February 2024.

We are also in discussion with USS on

Financial review

the same matter. This may require SCONUL to include a one-off cost on its accounts next year to recognise potential employer liabilities under the USS Scheme. The Board is confident that this would be manageable within reserves but may require reserves to be built up over time, including within the funds designated for the Mercian Collaboration and Academic Libraries North.

The trustees consider that the charity has sufficient unrestricted reserves as detailed above and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been prepared on the going concern basis.

Interest income has increased significantly in the course of 2023 and was an average of 5.15% over the course of the year.

Relationships with other bodies

SCONUL provides support to three library consortia whose members are also members of SCONUL and which are formally constituted as sub-groups. The groups have autonomy within our shared core charitable objectives (see page 7). Two consortia have three members of staff between them, employed by SCONUL, devoted to their work. The cost of other staff time on consortia work is covered by transfers from the consortia's reserved funds.

SCONUL has no formal relationship with other charities with the important exception that its member institutions are nearly all charities themselves. SCONUL is a member of a number of key sector bodies, including LIBER, as part of its role ensuring that the voice of its members is heard at the European and international level.



Responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing those financial statements the trustees are required to

- select suitable accounting policies and then apply them consistently

- observe the methods and principles in the Charities SORP
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK accounting standards and statements of recommended practice 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006.

The trustees are also responsible for

safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to

contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 15 July 2024 and signed on their behalf by



A Barker - SCONUL Co-chair



E Homer - SCONUL Co-chair

Independent auditors' report

Opinion

We have audited the financial statements of The Society of College, National and University Libraries (the 'charity') for the year ended 31 December 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements

- give a true and fair view of the state of the charity's affairs

as at 31 December 2023 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
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical

Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our

Independent auditors' report

knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit

- the information given in the trustees' report for the financial year for which the financial

statements are prepared is consistent with the financial statements

- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which 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
- the financial statements are not

in agreement with the accounting records and returns

- certain disclosures of trustees' remuneration specified by law are not made
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements,

the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered

Independent auditors' report

material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies

and procedures in relation to

- identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance
- detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud
- designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included

- testing the appropriateness of journal entries
- assessing judgements and accounting estimates for potential bias
- reviewing related party transactions
- testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial

statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity'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 charity'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

Independent auditors' report

permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

15 July 2024

William Guy Blake

William Guy Blake ACA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2023

	Note	2023 £	2022 £
Income from:			
Donations	2	587,494	470,399
Charitable activities:	3		
Library statistics		712	1,662
Event programme		39,281	15,967
Investments	4	23,738	4,391
Other trading activities		11,540	11,050
Total income		<u>662,765</u>	<u>503,469</u>
Expenditure on:			
Charitable activities:			
Membership services		147,223	118,022
Events programme		107,208	91,727
Partnership working, advocacy and lobbying		119,497	96,559
Communications with members		133,131	117,016
Regional collaborations		94,191	75,495
Total expenditure	5	<u>601,250</u>	<u>498,819</u>

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2023

	Note	2023 £	2022 £
Net income and net movement in funds	6	61,515	4,650
Reconciliation of funds			
Total funds brought forward		<u>347,837</u>	<u>343,187</u>
Total funds carried forward		<u>409,352</u>	<u>347,837</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income and expenditure is unrestricted. Movements in funds are disclosed in note 15 to the accounts.

Balance sheet

At 31 December 2023

	Note	£	2023 £	2022 £
Fixed assets				
Tangible fixed assets	9		-	-
Current assets				
Debtors	10	8,132		17,676
Current asset investment	11	366,125		347,507
Cash at bank and in hand		<u>106,459</u>		<u>51,089</u>
		480,716		416,272
Creditors: amounts due within 1 year	12	<u>(71,364)</u>		<u>(68,435)</u>
Net current assets			<u>409,352</u>	<u>347,837</u>
Net assets	14		<u>409,352</u>	<u>347,837</u>

Balance sheet

At 31 December 2023

	Note	£	2023 £	2022 £
Funds	15			
Unrestricted funds:				
Designated funds			82,433	81,097
General funds			<u>326,919</u>	<u>266,740</u>
Total funds			<u>409,352</u>	<u>347,837</u>

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

Approved by the trustees on 15 July 2024 and signed on their behalf by



E Homer - Co-chair



A Barker - Co-chair

Statement of cash flows

For the year ended 31 December 2023

	2023	2022
	£	£
Cash flows from operating activities:		
Net movement in funds	61,515	4,650
Adjustments for:		
Depreciation charges	-	339
Dividends, interest and rents from investments	(23,738)	(4,391)
Decrease / (increase) in debtors	9,544	(3,848)
Increase / (decrease) in creditors	2,929	(25,741)
Net cash provided by / (used in) operating activities	50,250	(28,991)
Cash flows from investing activities:		
Dividends, interest and rents from investments	23,738	4,391
Net cash provided by investing activities	23,738	4,391
Increase / (decrease) in cash and cash equivalents in the year	73,988	(24,600)
Cash and cash equivalents at the beginning of the year	398,596	423,196
Cash and cash equivalents at the end of the year	472,584	398,596

Statement of cash flows

For the year ended 31 December 2023

	2023 £	2022 £
Analysed as:		
Cash at bank and in hand	106,459	51,089
Current asset investments	<u>366,125</u>	<u>347,507</u>
	<u>472,584</u>	<u>398,596</u>

Analysis of changes in net debt

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the financial statements

For the year ended 31 December 2023

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Society of College, National and University Libraries meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. The charity has sufficient general reserves and cash to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from donations is received by way of membership subscriptions and is included in full in the statement of financial activities when receivable.

Credit is taken for subscriptions in the year for which they are payable. Where a member wishes to terminate their subscription then notice must be given before the summer conference in the year prior to the termination of membership.

Any income arising from conferences and meetings, sponsorship and sales of publications, working papers or newsletters is recognised once invoiced, unless it relates to a future event in which case it is deferred.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

Notes to the financial statements

For the year ended 31 December 2023

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. These relate to ring-fenced funds for the regional consortia as described in note 15 to the accounts.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of governance and support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between charitable activities on the following basis, which is an estimate of the recourse usage of each activity:

	2023	2022
Membership services	24%	28%
Events programme	26%	21%
Partnership working, advocacy and lobbying	23%	22%
Communications with members	27%	29%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	5 years straight line
Furniture, fixtures and fittings	3 years straight line
Computer equipment	3 years straight line

Items of equipment are capitalised where the purchase price exceeds £1,000.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Notes to the financial statements

For the year ended 31 December 2023

j) Current asset investments

Current asset investments consist of cash held on deposit in interest bearing accounts. Such investments are measured at their fair value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

l) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Pension costs

The charitable company contributes to two multi-employer defined benefit pension schemes (the Universities Superannuation Scheme and the Superannuation Arrangements of the University of London). The assets of the schemes are held separately from those of the charitable company in independently administered funds. As the charitable company cannot reliably estimate its share of the scheme

deficit, the schemes are accounted for as defined contribution schemes. The pension cost charge represents contributions payable under the schemes by the charitable company to the funds. The contributions made for the accounting period are treated as an expense and were £59,073 in 2023 (2022: £49,718). In addition, the charity contributed £2,483 (2022: £nil) to the Superannuation Arrangements of the University of London's defined contribution pension scheme, the full amount has been recognised as an expense in the year.

n) Contingent liabilities

A contingent liability is disclosed when either a transfer of economic benefit to settle the obligation is possible but not probable; or the amount of the obligation cannot be estimated reliably.

o) Operating lease commitments

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

p) Regional consortia

These financial statements include the results of the regional SCONUL sub-groups, accounted for as branches of the charity. Funds held on behalf of regional consortia are held as designated funds.

Notes to the financial statements

For the year ended 31 December 2023

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There are no key sources of estimation or uncertainty that have a significant effect on the amounts recognised in the financial statements.

2. Income from donations

	2023	2022
	£	£
Membership subscriptions	<u>587,494</u>	<u>470,399</u>

3. Income from charitable activities

	2023	2022
	£	£
Event programme:		
Conference programme	39,281	15,967
Library statistics:		
SCONUL Publications	<u>712</u>	<u>1,662</u>
Total income from charitable activities	<u>39,993</u>	<u>17,629</u>

4. Income from investments

	2023	2022
	£	£
Interest on current asset investments	<u>23,738</u>	<u>4,391</u>

Notes to the financial statements

For the year ended 31 December 2023

5. Expenditure

	Membership services	Events programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2023
	£	£	£	£	£	£	£
Direct costs	15,016	12,461	11,335	2,704	25,888	-	67,404
IT and website hosting	10,311	1,200	1,200	1,200	2,631	37,190	53,732
Staff costs (note 7)	73,410	41,717	61,819	74,053	65,672	72,096	388,767
Recruitment and training	-	-	-	-	-	21,088	21,088
Premises costs	-	-	-	-	-	33,949	33,949
Insurance	-	-	-	-	-	2,042	2,042
Fees and subscriptions	-	-	-	-	-	3,711	3,711
Office costs	-	-	-	-	-	14,172	14,172
Legal and professional	-	-	-	-	-	2,078	2,078
Executive board costs	-	-	-	-	-	5,643	5,643
Audit and accountancy	-	-	-	-	-	8,640	8,640
Bank charges	-	-	-	-	-	24	24
Sub-total	98,737	55,378	74,354	77,957	94,191	200,633	601,250
Allocation of governance and support costs	48,486	51,830	45,143	55,174	-	(200,633)	-
Total expenditure	147,223	107,208	119,497	133,131	94,191	-	601,250

Total governance costs were £14,283 (2022: £25,996).

Notes to the financial statements

For the year ended 31 December 2023

Expenditure (prior year comparative)

	Membership services	Events programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2022
	£	£	£	£	£	£	£
Direct costs	23,152	3,916	10,177	2,452	9,167	-	48,864
IT and website hosting	4,836	607	607	607	9,541	10,598	26,796
Staff costs (note 7)	42,092	50,884	46,550	63,109	56,787	70,203	329,625
Recruitment and training	-	-	-	-	-	4,143	4,143
Premises costs	-	-	-	-	-	33,940	33,940
Insurance	-	-	-	-	-	2,046	2,046
Fees and subscriptions	-	-	-	-	-	3,172	3,172
Office costs	-	-	-	-	-	15,426	15,426
Legal and professional	-	-	-	-	-	8,446	8,446
Executive board costs	-	-	-	-	-	17,776	17,776
Audit and accountancy	-	-	-	-	-	8,220	8,220
Bank charges	-	-	-	-	-	26	26
Depreciation	-	-	-	-	-	339	339
Sub-total	70,080	55,407	57,334	66,168	75,495	174,335	498,819
Allocation of governance and support costs	<u>47,942</u>	<u>36,320</u>	<u>39,225</u>	<u>50,848</u>	<u>-</u>	<u>(174,335)</u>	<u>-</u>
Total expenditure	<u>118,022</u>	<u>91,727</u>	<u>96,559</u>	<u>117,016</u>	<u>75,495</u>	<u>-</u>	<u>498,819</u>

Notes to the financial statements

For the year ended 31 December 2023

6. Net movement in funds

This is stated after charging:

	2023	2022
	£	£
Depreciation	Nil	339
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	772	848
Auditors' remuneration:		
• Statutory audit and accounts preparation (excluding VAT)	<u>7,200</u>	<u>6,850</u>

Trustees' reimbursed expenses were for travel and meeting room hire for six trustees (2022: seven).

Notes to the financial statements

For the year ended 31 December 2023

7. Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	296,894	252,574
Social security costs	30,316	27,333
Pension costs	61,557	49,718
	<u>388,767</u>	<u>329,625</u>

The key management personnel of the charity comprise the trustees and the Executive Director. The total employee benefits of the key management personnel of the charity were £125,154 (2022: £121,830).

One employee (2022: one) earned between £90,000 and £100,000 in the year, excluding employer's pension contributions and NICs.

The average head count during the reporting period was 8 (2022: 8). The average number of full time equivalent employees during the year was as follows:

	2023	2022
	No.	No.
Average number of employees (full-time equivalent)	<u>7</u>	<u>5</u>

Notes to the financial statements

For the year ended 31 December 2023

8. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2023 and at 31 December 2023	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Depreciation				
At 1 January 2023 and at 31 December 2023	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Net book value				
At 31 December 2023 & at 31 December 2022	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Notes to the financial statements

For the year ended 31 December 2023

10. Debtors

	2023 £	2022 £
Trade debtors	1,892	3,624
Prepayments	5,382	13,390
Other debtors	<u>858</u>	<u>662</u>
	<u>8,132</u>	<u>17,676</u>

11. Current asset investments

	2023 £	2022 £
The Charities Official Investment Fund	<u>366,125</u>	<u>347,507</u>

Notes to the financial statements

For the year ended 31 December 2023

12. Creditors : amounts due within 1 year

	2023 £	2022 £
Trade creditors	50,244	29,415
Accruals	18,587	28,297
Deferred income	1,245	9,435
Funds held on behalf of Copyright for Knowledge	1,288	1,288
	<u>71,364</u>	<u>68,435</u>

13. Deferred income

	2023 £	2022 £
At 1 January 2023	9,435	-
Deferred during the year	1,245	9,435
Released during the year	(9,435)	-
At 31 December 2023	<u>1,245</u>	<u>9,435</u>

Deferred income relates to conference income received in advance.

Notes to the financial statements

For the year ended 31 December 2023

14. Analysis of net assets between funds

	Designated funds £	General funds £	Total funds £
Current assets	90,433	390,283	480,716
Current liabilities	<u>(8,000)</u>	<u>(63,364)</u>	<u>(71,364)</u>
Net assets at 31 December 2023	<u>82,433</u>	<u>326,919</u>	<u>409,352</u>
Prior year comparative			
	Designated funds £	General funds £	Total funds £
Current assets	87,132	329,140	416,272
Current liabilities	<u>(6,035)</u>	<u>(62,400)</u>	<u>(68,435)</u>
Net assets at 31 December 2022	<u>81,097</u>	<u>266,740</u>	<u>347,837</u>

Notes to the financial statements

For the year ended 31 December 2023

15. Movements in funds

	At 1 January 2023 £	Income £	Expenditure £	At 31 December 2023 £
Unrestricted funds				
Designated funds:				
Academic Libraries North	35,495	67,220	(65,804)	36,911
Mercian Collaboration	31,573	23,352	(30,618)	24,307
CSGUK Collaboration	<u>14,029</u>	<u>13,438</u>	<u>(6,252)</u>	<u>21,215</u>
Total designated funds	<u>81,097</u>	<u>104,010</u>	<u>(102,674)</u>	<u>82,433</u>
General funds	<u>266,740</u>	<u>558,755</u>	<u>(498,576)</u>	<u>326,919</u>
Total funds	<u>347,837</u>	<u>662,765</u>	<u>(601,250)</u>	<u>409,352</u>

Purposes of designated funds

The designated funds have been set up for the purpose of ringfencing funds held by each of the regional consortia.

Notes to the financial statements

For the year ended 31 December 2023

Prior year comparative

	At 1 January 2022 £	Income £	Expenditure £	At 31 December 2022 £
Unrestricted funds				
Designated funds:				
Academic Libraries North	34,638	61,573	(60,716)	35,495
Mercian Collaboration	25,896	19,976	(14,299)	31,573
CSGUK Collaboration	<u>10,438</u>	<u>11,388</u>	<u>(7,797)</u>	<u>14,029</u>
Total designated funds	<u>70,972</u>	<u>92,937</u>	<u>(82,812)</u>	<u>81,097</u>
General funds	<u>272,215</u>	<u>410,532</u>	<u>(416,007)</u>	<u>266,740</u>
Total funds	<u>343,187</u>	<u>503,469</u>	<u>(498,819)</u>	<u>347,837</u>

Notes to the financial statements

For the year ended 31 December 2023

16. Commitments under operating leases

At 31 December 2023, the charity had the following annual commitments under non-cancellable operating leases:

	2023		2022	
	Land and buildings £	Other £	Land and buildings £	Other £
Payments due:				
Within one year	7,500	958	7,500	2,038
Within two to five years	<u>-</u>	<u>-</u>	<u>-</u>	<u>958</u>
	<u>7,500</u>	<u>958</u>	<u>7,500</u>	<u>2,996</u>

17. Related party transactions

There were no related party transactions in the current or prior year.

Notes to the financial statements

For the year ended 31 December 2023

18. Funds received as an agent

During the year, the charity acted as custodian trustee for partner organisation, Copyright for Knowledge. An analysis of the funds received and paid by the charity is given below. Funds held at year end are detailed in the creditors note (note 12).

	Funds held at 1 January 2023 £	Funds received £	Funds paid £	Funds held at 31 December 2023 £
Copyright for Knowledge	<u>1,288</u>	<u>-</u>	<u>-</u>	<u>1,288</u>

19. Defined benefit pension plan

During the year, the charitable company confirmed its status as an employer under one of the multi-employer defined benefit schemes to which it contributes (SAUL). As of the scheme's most recent actuarial valuation it is currently in a surplus position, however as the charity is unable to recover their portion of this surplus via a future refund, and any reduction in future contributions cannot be reliably estimated a defined benefit plan asset has not been recognised in these accounts. During the year, the charitable company contributed £30,715 (2022: £25,811) to the SAUL defined benefit pension scheme, the full amount has been recognised as an expense in the SoFA.

The charitable company is in the process of obtaining confirmation of its status as an employer under one of the multi-employer defined benefit pension schemes to which it contributes (USS). USS published an actuarial valuation as at 31 March 2023, showing the scheme was in surplus. In previous years, initial indications suggested SCONUL may have had to contribute in the region of £80-100k to the scheme's deficit.

THE SOCIETY OF COLLEGE, NATIONAL AND UNIVERSITY LIBRARIES

England & Wales - Charity number 278550

Accounts

ANNUAL REPORT

2022

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CO-CHAIR'S INTRODUCTION



Facing the future together

SCONUL has never been more important for our profession, bringing all parts of the sector together to share knowledge, experience and practice during a period of extraordinary change.

It represents the best of our community: our willingness to collaborate, to share openly, to consider and value the collective interest and to give unstintingly of our time, energy and ideas.

The process of developing SCONUL's strategy for the next three years has brought this into sharp focus. The speed and extent of the changes facing all of us are exhilarating and sometimes intimidating. Libraries need to step forward to play our part in addressing climate change; race, gender and other forms inequality; and to bend AI technologies to deliver good rather than harm for our societies, cultures and people.

These issues were at the forefront of discussions with members about our [strategy](#) and are at the centre of our plans to support them over the next three years. Our strategy and other working groups, Board and office team are working together to define and prioritise projects and programmes of work which

we will be sharing with members in the autumn.

In doing so we will be building on the strong foundations put down in recent years. Our Content Group has been active in supporting members to evaluate proposals from Springer Nature but more importantly to consider the shape of content provision in the longer term.

The *Libraries after Lockdown* project produced a rich, engaging programme of events which gave us the opportunity to step back and consider how we might adapt and capitalise on change and culminated in the Future-ready Libraries Conference in January this year.

Bringing about meaningful, measurable change in equality, diversity and inclusion for the library

community remains a high priority under our new strategy. A first step is to be able to benchmark progress and we will be announcing the results of the first year of collecting data on the ethnicity of their member staff workforce shortly. In 2022 we rolled out the *Leading Change on Race* with Advance HE and in 2022 and 2023 we support the "Thriving in your career" event for staff from the global majority.

In the autumn we will sharing detailed plans for our programme for 2023-26. This will include the opportunity for teams at member institutions to become involved in delivering this exciting work which will be help shape our futures and we both look forward to working with you.

Andrew Barker and Libby Homer, Co-Chairs

REFERENCE AND ADMINISTRATIVE INFORMATION

Status

The organisation is a charitable company limited by guarantee.

Company number:

01436951

Charity number:

- **Former Vice-Chair:** Andrew Barker (until 10 October 2022)
- **Honorary Treasurer:** James Anthony-Edwards
- Robin Armstrong Viner
- Rachel Beckett (appointed 13 July 2022)
- Phil Brabban (appointed 13 July 2022)
- Marilyn Clarke
- Gary Elliot-Cirigottis
- Regina Everitt
- Alison Harding (resigned 5 December 2022)
- Liz Jolly
- Kate Kelly
- Anna O'Neill
- Andrew Preater
- Robert Ruthven (appointed 5 December 2022)
- Emma Walton
- Katie Woolfenden (appointed 13 July 2022)

Registered Office

94 Euston Street, London NW1 2HA

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- **Co-Chair:** Andrew Barker (from 10 October 2022)
- **Co-Chair:** Libby Homer (from 10 October 2022)
- **Former Chair:** Susan Ashworth (resigned 13 July 2022)

Bankers and Investment Managers

The Co-operative Bank plc
PO Box 250, Delf House
Southway
Skelmersdale WN8 6WT

CCLA Investment Managers Limited
COIF Charity Funds
Senator House
85 Queen Victoria Street
London EC4V 4ET

Auditors

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol, BS1 4QD

Solicitors

Walker Morris LLP
Kings Court
12 King Street
Leeds LS1 2HL

HR advisor

Worknest
20 Grosvenor Place
London SW1X 7HN

Staff

- **Executive Director and Company Secretary**
Ann Rossiter
- **Member Engagement Manager**
Liyana Pama (to 20 May 2022)
- **SCONUL Co-ordinator**
SitMui Ng
- **Finance Assistant**
Kim Hardingham
- **Team Administrator**
Jenelle Negraeff
- **Senior Secretary**
Kraindel Singer (7 June – 7 December 2022)

SCONUL MEMBERSHIP

University of Aberdeen
Aberystwyth University
University of Abertay Dundee
The Arts University,
Bournemouth
Arts University Plymouth (New
member joined 1 November
2022)
University of the Arts London
Anglia Ruskin University
Aston University
Bangor University
University of Bath
Bath Spa University
University of Bedfordshire
Birkbeck, University of London
University of Birmingham
Birmingham City University
University College Birmingham
Bishop Grosseteste University
The British Library
Bournemouth University
The University of Bolton
University of Bradford
University of Bristol
Brunel University
University of Brighton
University of Buckingham
Buckinghamshire New University
University of Cambridge
Canterbury Christ Church
University

Cardiff University
Cardiff Metropolitan University
University of Central Lancashire
University of Chester
University of Chichester
City University
The Conservatoire for Dance
and Drama (ceased July 2022)
University College Cork
Courtauld Institute of Art
Coventry University
Cranfield University
University for the Creative Arts
University of Cumbria
University College Dublin
Dublin City University
University of Derby
De Montfort University
Technological University Dublin
University of Dundee
Durham University
University of East Anglia
University of East London
Edge Hill University
University of Edinburgh
Edinburgh Napier University
University of Essex
University of Exeter
Falmouth University
Glasgow Caledonian University
Glasgow University
The Glasgow School of Art

The University of
Gloucestershire
Goldsmiths, University of London
University of Greenwich
Guildhall School of Music &
Drama
Harper Adams University
College
University of Hertfordshire
University of Highlands and
Islands
University of Huddersfield
University of Hull
Heriot-Watt University
Imperial College London
Institute of Cancer Research
The Institute of Mechanical
Engineers
King's College London
Keele University
University of Kent
Kingston University
LAMDA (New member joined
January 2022)
Lancaster University
University of Leeds
Leeds Arts University
Leeds Beckett University
Leeds Conservatoire
Leeds Trinity University
University of Leicester
Leo Baeck College

University of Limerick
University of Lincoln
University of Liverpool
Liverpool Hope University
Liverpool John Moores
University
Liverpool School of Tropical
Medicine
University of London
London Business School
The London Library
London School of Economics
and Political Science
London School of Hygiene &
Tropical Medicine
London Metropolitan University
London South Bank University
Loughborough University
The University of Manchester
Manchester Metropolitan
University
Maynooth University
Middlesex University
Newcastle University
Newman University
National Library of Ireland
National Library of Scotland
National Library of Wales
University of Galway
The University of Northampton
Northern School of
Contemporary Dance

SCONUL MEMBERSHIP contd.

Northumbria University
Norwich University of the Arts
University of Nottingham
Nottingham Trent University
The Open University
Oxford Brookes University
Oxford University
University of Plymouth
Plymouth Marjon University
University of Portsmouth
Queen Margaret University
Queen Mary, University of London
Queen's University of Belfast
Rambert School (New member joined July 2022)
Ravensbourne University London
University of Reading
Regent's University London
Robert Gordon University
Roehampton University
Rose Bruford College
Royal Agricultural University

Royal Central School of Speech & Drama
Royal College of Art
Royal College of Music
Royal College of Physicians and Surgeons of Glasgow
Royal College of Surgeons in Edinburgh
The Royal College of Surgeons of England
Royal College of Surgeons in Ireland
Royal Conservatoire of Scotland
Royal Horticultural Society
Royal Holloway, University of London
Royal Institute of British Architects
Royal Northern College of Music
The Royal Veterinary College
Royal Welsh College of Music and Drama
University of St Andrews
St George's University of London

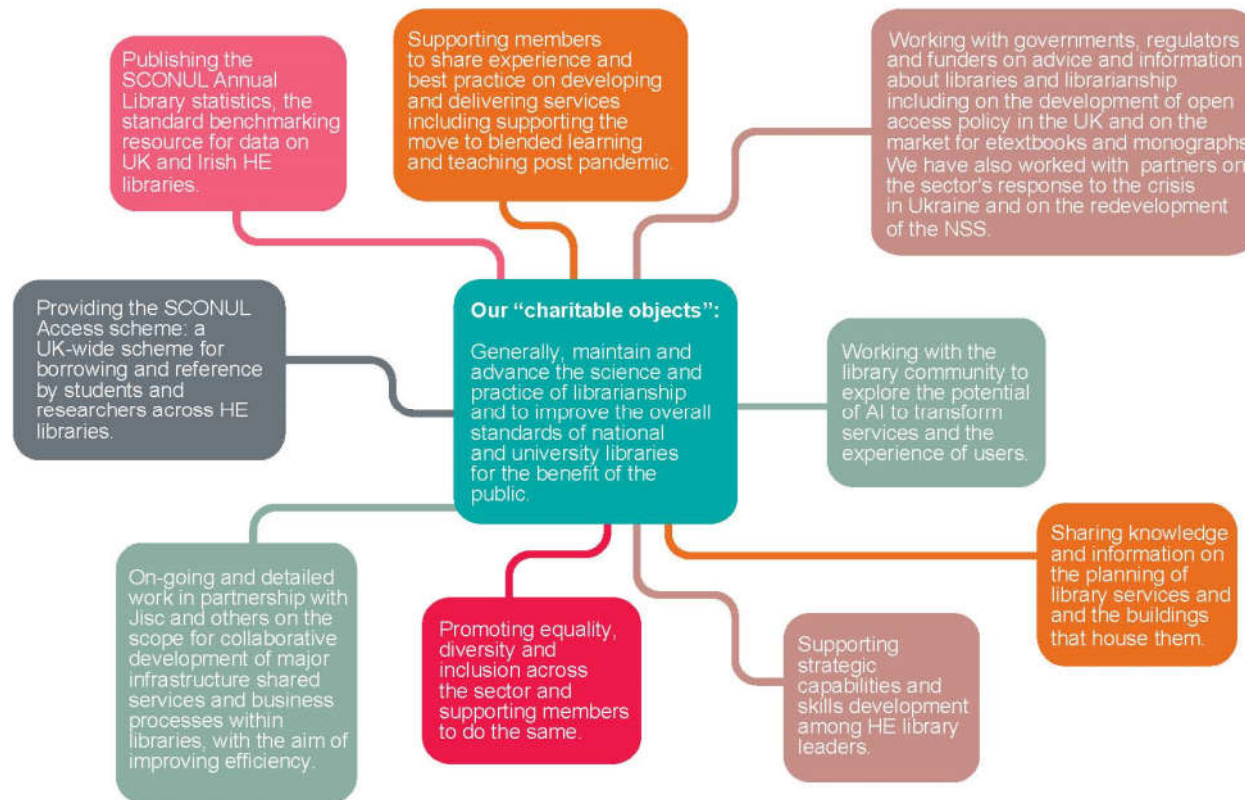
St Mary's University
St Mary's University College Belfast
Salford University
The University of Sheffield
Sheffield Hallam University
School of Oriental and African Studies
Society of Antiquaries of London (New member joined January 2022)
University of South Wales
University of Southampton
Solent University
SRUC
Staffordshire University
University of Stirling
University of Strathclyde
University of Suffolk
University of Sunderland
University of Surrey
University of Sussex
Swansea University
Tate

University of Teesside
Trinity College Dublin
Trinity Laban Conservatoire of Music and Dance
UCL
University of Ulster
University of Wales Trinity Saint David
University of Warwick
Wellcome Collection
University of the West of England, Bristol
University of West London
University of the West of Scotland
University of Westminster
University of Winchester
University of Wolverhampton
University of Worcester
Wrexham Glyndŵr University
Writtle University College
University of York
York St John University

REPORT OF THE TRUSTEES

The trustees present their report and the audited financial statements for the year ended 31 December 2022. Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective January 2019).

As a charity, SCONUL has a set of core aims (our “charitable objects”). The Executive Board has referred to the Charity Commission’s guidance on public benefit when reviewing SCONUL’s aims and objectives and in planning future activities. Identifiable public benefits arose during 2022 from the work described below, highlights of which were:



LEADERSHIP AND ADVOCACY

Libraries post-pandemic

The start of 2022 saw libraries emerge from the pandemic having flexed their services to adapt to building closures, social distancing and the extensive adoption of hybrid working models, all of which required fortitude, resilience and creativity.

In 2022 institutions grappled with delivering blended learning and teaching and libraries were able to provide support based on their long-standing experience of delivering a blended service model.

SCONUL supported our members to adapt to these changes through a programme of events and briefings, *Libraries after Lockdown*. These provided members with an opportunity to consider together how we move out of the crisis, taking the best of the innovative practices developed during the pandemic and capitalising on the opportunities arising from this period of intense change.

Envisioning the future

Post-pandemic, the higher education and cultural sectors face very significant challenges in the face of climate change, economic headwinds and the cost-of-living crisis and its impact on students. In the UK, the long-term impacts of Brexit are also making themselves felt.

During the second half of 2022, SCONUL worked closely with our members to consider how these challenges may impact on the way that libraries support their users through in-depth

strategy meetings, surveys and consultation meetings.

This has informed the development of organisation's strategy and priorities for the next three years. These have been published in 2023 and are available here

<https://www.sconul.ac.uk/page/sconul-strategy-2023-26>

LEADERSHIP AND ADVOCACY contd.

Leadership development

Supporting the development of leadership skills and knowledge across our membership is an important part of our remit and has been a major focus of SCONUL's work over recent years.

We work with current leaders identifying and meeting their needs but also support the development of the next generation of library leaders, providing opportunities to engage with critical debates about the shape and nature of library services as well as services focused specifically on professional development.

In 2022 we worked with Advance HE to roll out a training option for those heading libraries and their senior leadership teams on Leading Change on Race

which is discussed further below.

We also explored with members support for those undertaking HEA fellowship applications at all levels and are putting in place a support programme for those undertaking such applications which includes a peer support register and a bank of resources.

Our mentoring scheme is now in its fifth year and continues to provide opportunities for new and emerging leaders to develop their skills. Details of the scheme are at page 16.

We also provided access to Action Learning Sets in partnership with colleagues from other professional services, including estates, finance, HR and IT, providing

a powerful development experience; and our own deputies and directors informal groups which provide an opportunity for sharing best practice and problem-solving with peers. Further information is available on page 16.

In 2022 we also concluded our pilot running three Community of Interest Groups on a user led model, with co-convenors drawn from the SCONUL membership. Further details are included on page 17 below.

During 2022 we held extensive discussions with members about SCONUL's strategy and support for leadership development was identified by members as an important priority. **In 2023,**

the Organisational Development group is considering a programme of support in developing the next generation of library leaders.

We will be relaunching the SCONUL mentoring scheme and exploring the scope for extending this with other national and regional library consortia.

Our peer support register and associated resources will be published shortly and, following our community of interest group pilot, we are developing and launching a new set of these in 2023.

LEADERSHIP AND ADVOCACY contd.

Journals, e-books and the cost of content

Despite the development of open access policies, the cost of content remains a very live challenge for members and their institutions. The pandemic threw a spotlight on this particularly in relation to teaching and learning materials and this has enabled SCONUL and its members to engage academics and university leaders in a broader conversation about the creation of a fair market for content.

During **2022** we worked closely with Jisc and other partners to make the case for the short-and long-term changes needed for the development of a fair and sustainable content market.

A particular focus was the provision of e-textbooks and other teaching and learning materials. This included working with fellow stakeholders in the Library Purchasing Coordination Group which provide a vehicle for effective collaboration as we did to challenge [Wiley's withdrawal of access to ebook titles](#).

Scope for further collaboration was the subject of our Content Forum held in March 2022 which looked at short-term collaboration over journal negotiations and longer term the scope for the development of collaborative collections.

We continue to work closely with Jisc on journal negotiations including facilitating consideration of objectives and the long-term shape of the journal market. SCONUL is a member of the UUK content negotiation strategy group which coordinates the sector's negotiations with publishers, providing a representative voice for our member institutions. In 2022, our focus was negotiations with Springer Nature which have now been brought to a successful conclusion.

SCONUL remains a member of the International Coalition of Library Consortia (ICOLC), through which we share intelligence which helps to

inform our work and to keep UK members briefed on developments internationally.

In 2023 our Content Strategy Group brought the community together to share knowledge and experience on the development of rights retention strategies.

. Over the course of the year it will continue this work, liaising closely with Jisc Collections on individual negotiations, and exploring the future for members post transitional agreements.

LEADERSHIP AND ADVOCACY contd.

Organisational development

Our strategy discussions with members during **2022** suggested that the challenges of organisational development remain front and centre, with the drive for fairness seen as critical, as are recruiting the skills necessary to deliver the breadth of support that institutions are seeking. In addition, recruitment and retention post pandemic are a significant challenge for libraries as it is for their home institutions.

These were explored through the Libraries after Lockdown programme which looked at the recruitment lifecycle and the development of an agile and flexible workforce and which facilitated conversations with library

leaders in the US, Europe and Australia to share views and experiences.

Equality, diversity and inclusion (EDI) are central considerations here and the changes discussed above bring an opportunity to move away from established practices in ways that foster EDI.

In 2023 the Organisational Development Strategy Group will be developing programmes of work in recruitment and organisational structures and in progression and development and will be sharing proposals with members in the autumn.

Equality, diversity and inclusion

SCONUL is committed to be an active partner in driving the change we all recognise is needed to foster equality, diversity and inclusion and to supporting our members to do the same.

In 2022 we published research into whether it would be possible to include data on ethnicity within the SCONUL benchmarking data. This concluded it was feasible and we introduced this change in September.

This year we have also rolled out the Leading Change of Race training workshops which we developed with Advance HE and which are subsidised to ensure that

price is not a barrier to access, with SCONUL picking up the core administration costs. The first cohort ran in autumn this year with 25 participants.

We have just concluded the first pilot year of collecting our own EDI statistics and **in 2023** we will be publishing this data and an associated report.

We will also be undertaking an evaluation of the Leading Change on Race training and working with Advance HE on support for members in this space.

Last year we supported the “Thriving in your career” event including offering bursaries and will do the same in 2023.

LEADERSHIP AND ADVOCACY contd.

Policy landscape

The pace of change in the HE, national and research library landscape post-pandemic remains ferocious, accelerated by developments in AI and by global and national economic challenges

Commitment to improvements in equality, diversity and inclusion and in sustainability are also important drivers for change, requiring all institutions to actively consider our assumptions and practices with a view to driving positive change.

In 2022 SCONUL provided briefings for members on policy developments as they happened, and represented their views and concerns direct to government and through UUK. This included engaging with UKRI on the

development of their open access policies and its implementation.

We sat on the Universities UK group examining the impact of the Ukrainian conflict on libraries there and helping our members to develop an active, positive response to the crisis through supporting peer libraries in Ukraine through the Ukraine University Twinning programme.

Our Libraries after Lockdown programme included invited speakers from stakeholders who were able to share their insights and expertise on the unfolding policy and economic landscape. These events also provided an opportunity for staff at member institutions to consider and debate the changes that they were seeing and anticipating for

example on AI. Further information is available on page 18.

In 2023 we will be working closely with members on the policy environment as government and regulators adapt to the transformative impact of AI on the HE and national library sectors.

We have worked with Jisc to commission a guide for libraries on AI due to be published in the autumn, and the Technology and Markets group will be investigating the scope for AI to deliver positive transformation within library services.

Benchmarking and trend analysis

Our annual statistics are an important benchmarking tool to understand and demonstrate libraries' value and impact.

In 2022 we produced an analysis of the impacts of the pandemic on library practice. We also commissioned work exploring whether it was possible to include EDI data within our annual statistics as discussed above.

In 2023 we will be reviewing the statistics we gather to ensure they meet the changed environment and our strategic purposes and exploring new ways to share the data. We will also be introducing a new survey capturing data on the uses and value of library technology.

PROMOTING GOOD PRACTICE AND COLLABORATION

Space planning and design

In 2022 we continued to share good practice on space planning through seminars under the Libraries after Lockdown programme and through contributions to the Designing Libraries website, which provides detailed information on planning new buildings or refurbishment.

This included looking at the impact of demands on library space from changing technologies including AI and from changed user behaviour post-pandemic.

In 2023, we have taken the decision to reintroduce the SCONUL Library Design Awards in 2025 with a revised focus and criteria and will be sharing proposals with members later this year.

Library space and its uses will also be the subject of consideration by the Technology and Markets and Horizons Strategy groups and we will be sharing proposals in the autumn.

Collaborative and shared services

SCONUL continues to work closely with Jisc and other partners to explore the scope for collaborative and shared services through our Technology and Markets Strategy Group and other working groups.

We provide governance and advice on the development of existing areas of work as well as making recommendations for future initiatives.

In 2022, SCONUL developed plans for a Technology Survey, which will allow members to share

information on their use of current and emerging technologies and which will support provider evaluation. This is now at pilot phase and we plan to launch the survey **in 2023**.

Our Content Forum in 2022 considered the scope for collaborative collection development, and we will be taking this work forward in 2023, exploring the scope for cost savings and a better user experience.

SCONUL's partner organisations

Our partner organisations during 2022 included:

- ABDU (the French Association of Academic Libraries and Documentation)
- Academic Libraries North
- AdvanceHE
- Amosshe, the Student Services Organisation
- APUC (Advanced Procurement for Universities and Colleges)
- Archives and Records Association
- Association for Research Managers and Administrators (ARMA)
- Arts Council England
- The British Library
- British Universities Finance Directors Group (BUFDG)
- Chartered Institute of Library and Information Professionals (CILIP)
- Copyright Negotiating and Advisory Committee (CNAC)
- Consortium of National and University Libraries (CONUL), Ireland
- Copyright for Knowledge
- COUNTER
- Customer Services Group UK
- Designing Libraries
- Digital Preservation Coalition (DPC)
- Ebooks SOS Campaign
- EThOS, the e-theses on-line service
- Higher Education Statistics Agency (HESA)
- International Federation of Library Associations (ILFA)
- Information School, The University of Sheffield
- Jisc
- Jisc Collections
- Knowledge Quarter
- The Libraries and Archives Copyright Alliance (LACA)
- Libraries Connected
- London Universities Purchasing Consortium (LUPC)
- The M25 Consortium of Academic Libraries
- The Mercian Collaboration
- National Acquisitions Group (NAG)
- The National Council of Voluntary Organisations (NCVO)
- Research Libraries UK (RLUK)
- SCHOMS
- Scottish Confederation of University and Research Libraries (SCURL)
- Southern Universities Purchasing Consortium (SUPC)
- Universities and Colleges Information Systems Association (UCISA)
- UK Research and Innovation (UKRI)
- UK-SCL Steering Group
- Universities UK (UUK)
- Wales HE Libraries Forum (WHELF)
- The Wellcome Trust

MEMBER SERVICES

The SCONUL statistics

Producing statistics on library activities is a core SCONUL service, allowing members to benchmark their service against that of their peers, and providing a detailed picture of library activity across the UK and Ireland. The statistics are a unique resource and have an important role in ensuring efficiency in the sector. The reporting tool, available to members via our website, allows members to run tailored reports and produce graphs comparing their own institution's performance to individual or groups of peer institutions.

In 2022, 157 institutions contributed to the statistics (compared to 159 in 2021) with 120 submitting the strategic planning subset of data released early in time for the budget planning round.

The SCONUL statistics also have a strategic function for the sector in that they present a picture of collective activity and spend. As in previous years, in 2022 the statistics were used for advocacy purposes with stakeholders and by Jisc to inform its negotiations. For the last two years we included additional questions to capture some of the impacts of the pandemic. In 2023 we are starting a fundamental review of the statistics to ensure fitness for purpose for benchmarking and to assess their role in supporting our collective strategic objectives.

The 2021-22 data also included information on the diversity of the library workforce for the first time and we will be reporting on the findings in 2023.

The SCONUL Access Scheme

The Access Scheme is an important enabler for students and researchers at UK universities to pursue their studies and research objectives. In essence it allows users of one institution to use the libraries of another.

168 libraries were part of the scheme in 2022, up from 139 in November 2021 when the scheme reopened. It had been suspended in response to the pandemic on 16 March 2020. The fact that the scheme rapidly reached pre-pandemic reflects the strong demand from users to be able to make use of the benefits the scheme offers, and underlines the importance of the Access Scheme to our members.

In 2023 we will be undertaking a light touch review of the scheme and are pursuing plans for a new student-facing dedicated Access Scheme website.

MEMBER SERVICES contd.

Unsub

Last year was the second year of the national agreement that SCONUL has in place with Jisc and with the organisation Our Research for access to the latter's Unsub service. This is a data analysis and dashboard tool that enables libraries and consortia to independently assess the value of the journal subscriptions they hold with publishers.

It has provided an opportunity for SCONUL UK members to use Unsub at a reduced cost, allowing universities to assess and share various scenarios for selecting journal titles. Modelling different scenarios gives university libraries greater insight into the value of their subscription packages while sharing this data with Jisc has enabled greater insight into questions of demand and value to support of national negotiation activities.

This has been particularly important during 2022 as the sector negotiated a new deal with the major academic publisher SpringerNature.

Information sharing

One of SCONUL's most valuable functions is to bring together members from across the sector to share information. This includes emerging practice within institutions, creative responses to shared challenges and developing service models, policy developments in librarianship and HE and a wide range of other fields. We do this in a variety of ways, including through our monthly newsletter and regular briefings. We use our mailing lists and the SCONUL website to distribute information about sector developments to members. SCONUL also provides members with "news flash" updates which provide rapid summaries of important policy developments to members which are highly valued.

During 2022 SCONUL produced regular briefings for members on key issues for academic libraries, including on key negotiations with publishers, UKRI open access policy; the Ukraine Twinning Programme and on developments in the National Student Survey.

MEMBER SERVICES contd.

Deputies and directors groups

In 2022 SCONUL continued to offer deputies and new directors' groups to members. These groups provide an opportunity for participants to come together to share experiences and learn from each other in an informal way. SCONUL organises the membership of the group and facilitates the first meeting. Beyond this, the groups are self-organising.

We support groups for deputies and new directors, but also have groups for interim directors; for those managing a portfolio of services, and for those running converged services. We now support 21 groups in total and regularly survey members for those with an interest in taking part.

SCONUL Mentoring

The SCONUL Mentoring scheme is designed to support academic library leaders in their professional and personal growth by facilitating mentoring relationships with more experienced colleagues. It is aimed at emerging or newly-appointed leaders (senior library staff in deputy director or second tier equivalent positions at member institutions) or those recently appointed to their first director level post although it is also open to more experienced leaders, as leadership learning and development are lifelong processes.

Demand for mentors was lower in 2022 than in previous years as staff members were stretched by the demands of adapting to the post-Covid environment. Two new mentor relationships were set up in 2022 to add to the previous 31 partnerships. Members retain a strong commitment to the scheme with 38 mentors registered under the Scheme. SCONUL will be undertaking a promotion campaign for the Scheme at the start of the next academic year.

MEMBER SERVICES contd.

Community of Interest groups

In 2022 SCONUL concluded a pilot project to establish and run three community of interest groups in the following areas:

- delivering blended learning: looking at libraries' role in supporting their institutions as they make this transition
- embracing disruption: exploring new technologies and innovative uses of existing technologies
- organisational development: examining roles, skills and the nature of our work post-Covid.

Following this pilot, SCONUL has committed to support a new set of community of interest groups in areas to be determined by the membership. As with the pilot groups, these will provide an opportunity for future and emerging leaders to come together and share their expertise; to explore creative and collaborative approaches to practical issues with the aim of fostering fresh thinking and disruptive innovation, and to share that learning with community. SCONUL is currently seeking staff at member institutions interested in running these groups.

Small and specialist institutions forum

SCONUL continued to run its forum for small and specialist institutions in 2022 which brings together this group of members to share experiences, information and best practice. It is open to all those leading SCONUL member institutions who define themselves as specialist or small and their senior teams plus invited guests.

The work of the forum is driven by its members who will choose the topics for discussion and activities arising. The Forum meets three times a year and in 2022 discussed a range of issues including the negotiations with Elsevier over provision of content; the impact of the pandemic on workforce and recruitment, and priorities for the SCONUL strategy.

MEMBER SERVICES contd.

Libraries after Lockdown programme

In 2022 SCONUL concluded its Libraries after Lockdown project which brought members together to think creatively about their future post-pandemic. The project covered service design, organisational development, and library technology and markets in a series of activities bringing members together to discuss and shape our collective future, creating opportunities to share innovation and best practice; to debate the trends and issues that will shape the future of the sector; and to hear from expert contributors from within and beyond the sector. It incorporated 20 webinars and concluded with a face-to-face conference in January 2023.

Some events had a clear strategic focus and others addressed more operational issues. Engagement was very high with a total of 1047 staff at 173 institutions taking part in the programme, reaching library leaders and their senior leadership teams at almost all SCONUL member institutions. Those taking part rated the programme highly, with them giving an average score of 8.5/10 for the content and 9/10 for the quality of the panellists, with 9/10 saying they would recommend the project to peers.

Other support services

SCONUL supports its members in a number of other ways. For example, we provide briefings and updates on relevant developments, general and subject specific mailing lists, a register of specialist consultants working in the library field, advice and guidance on salary benchmarking and support in identifying interim senior library staff. We are always happy to consider requests and proposals from our members for areas for further support.

MEMBER SERVICES contd.

Supporting member consortia

For the last decade SCONUL has been providing support for other library consortia whose members are also members of SCONUL. This support is provided at cost, and allows our partners to concentrate on projects, research and services for their members while SCONUL takes on some of their administrative burden.

During 2022, we provided support to Academic Libraries North, the Mercian Collaboration, and the Customer Services Group UK. These are formally sub-groups of SCONUL, albeit with the autonomy to pursue their own objectives under SCONUL's charitable objects. We remain open to providing support to other similar organisations.

These organisations all support the overarching aims of SCONUL:

Academic Libraries North: through collaborative activities and mutual support, it seeks to provide opportunities for its members in the exchange of knowledge and experience. It helps facilitate initiatives that respond to emerging opportunities and support its

members through future challenges in higher education and the library environment.

The aims of **Customer Services Group UK** (CSGUK) are to discuss and share knowledge of new developments in customer service generally, and within libraries more specifically; to share knowledge and techniques used around measures already implemented in HE libraries; and to discuss and develop methods for improving customer service, especially where there is potential for active collaborative working.

The Mercian Collaboration is a regional professional network of 23 academic library members based in the English Midlands. The Collaboration provides a space for its members to work together to explore training and development, and to seek efficiencies on behalf of our institutions and the wider community. Members draw on their own and each other's good practice and ideas, as well as their awareness of relevant ideas and developments from outside the Collaboration.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

SCONUL is a company limited by guarantee which has been given a licence to omit the word 'limited' by the Secretary of State for Business, Innovation and Skills.

SCONUL is governed by its Articles of Association which are available on the SCONUL website:

<https://www.sconul.ac.uk/sites/default/files/documents/ArticlesofAssociation.pdf>

These governing documents were incorporated on 13 July 1979 and last amended by Special Resolution on 3 July 2015.

SCONUL's members

SCONUL's members are the universities and national libraries of the United Kingdom and Ireland, together with most other UK institutions of higher education and institutions with collections of national significance. Members are listed on page 4 and 5 of this report.

One member one vote

Senior leaders of SCONUL member libraries have an important role to play in SCONUL, influencing our priorities and objectives. Their contributions to the Board, to SCONUL's Strategy Groups and in representing the community on a wide range of working groups are critical to SCONUL's success. They are also critical in helping to develop SCONUL's strategy to meet its core charitable objectives (see page 6).

Each institution is allowed a single vote at the SCONUL Annual General Meeting and in elections for the Board. This is an important element of the governance of the organisation.

Our trustees

Our Executive Board members (see page 3) constitute the Company's Board and are the Charity's trustees, each of whom, in formal terms, is a Director of the Company. Twelve of the sixteen of the Board are elected and four were co-opted from partner organisations.

New trustees are given briefings on the charity's work and their obligations under Charity and Company law. Training in good practice and the responsibilities of trustees is provided regularly.

STRUCTURE, GOVERNANCE AND MANAGEMENT contd.

Executive Board

The Executive Board meets four times a year (currently three of these meetings are virtual) and oversees all issues relating to the charity's finances and its work for members and the public, including taking decisions on behalf of members. Where major changes to the way that SCONUL works are proposed, these are

presented to members to vote on at the AGM.

The SCONUL Board also:

- guides and supervises the office staff who are led by the Executive Director
- oversees the work of the SCONUL Strategy Groups and other

working groups. This includes agreeing their terms of reference and considering significant proposals for activities and spending

- approves the annual budget at each AGM, and proposes the subscriptions to be levied for the following year

- regularly reviews the organisation's risk register and takes measures to ameliorate those risks.

During 2022 the Board has undertaken extensive discussions with the community about the organisation's strategy for 2023-26 which was published in March 2023 and is available [here](#).

FINANCIAL REVIEW

Introduction

The results for the year to 31 December 2022 are set out in the Statement of Financial Activities. The Charity's fund balances and the net assets that constitute them are set out in the Balance Sheet.

Overall total income was as anticipated. Subscription income for SCONUL (as opposed to our regional consortia) rose by 1% following the decision to raise subscriptions by half the then inflation rate (of 2%) because of the impact of the pandemic on institutions. The remainder of subscription income relates to our management of reserved funds for our regional consortia.

A satisfactory balance between day-to-day and longer-term holdings of funds has been adopted, as follows:

- short-term funds kept in a deposit account at the bank, which automatically tops up the current account when its balance falls below £10,000
- other funds, the working reserve, kept in the Charities Official Investment Fund.

Balances are high at the start of the year when subscriptions are received and are reduced towards the end of the year to provide funds for expenses incurred.

Pay and remuneration policy

Staff pay scales are set by the Executive Board on the basis of advice from SCONUL's HR consultant and with reference to pay rates for equivalent

posts in the charitable and public sectors.

Risk management

The Executive Board considers the major risks faced by SCONUL on a regular basis and they are of the opinion that systems are in place to manage them. A "live" risk register is maintained by the SCONUL office and is reviewed at each meeting by the Executive Board.

This covers both financial and non-financial risks; identifies both the likelihood and severity of any risk and identifies activities required to mitigate the risks identified.

During 2022 the Board was able to conclude that there were no further risks arising from the historic pensions

case referred to in previous accounts as this matter is now concluded.

Reserves policy

The designated funds support the activities of SCONUL's sub-groups: Academic Libraries North; the Mercian Collaboration; and the Customer Services Group UK as discussed above.

2022 saw SCONUL's reserves decrease slightly to £266,740 from £272,215 at the end of 2021. We hold an additional £81,097 in designated funds (£70,972 at the end of 2021).

SCONUL's reserves policy is as follows (reviewed in May 2023):

FINANCIAL REVIEW contd.

to hold reserves sufficient to cover

- (a) statutory redundancy costs, plus*
- (b) three months' core running costs or the cost of other legal liabilities whichever is higher, plus*
- (c) funds to cover a 10% loss of subscription income, plus*
- (d) our largest spending commitment.*

For 2023 this would total £210k for SCONUL's core income and expenditure.

We have income and expenditure included in our accounts for regional consortia which are formally part of SCONUL and we ask them to apply the same reserves policy to their own spending. This would give an additional reserves requirement of £30.5k.

SCONUL is currently in discussion with the USS and SAUL pension schemes to ensure that its legal status as an employer under both schemes is recognised. This may require SCONUL to include a one-off cost on its accounts next year to recognise potential employer liabilities under the USS Scheme. The Board is confident that this would be manageable within reserves but may require reserves to be built up over time, including within the funds designated for the Mercian Collaboration and Academic Libraries North.

The COVID-19 pandemic and subsequent economic turbulence have had a profound impact on higher education globally including in the UK. The trustees continue to consider the impact of this issue on the charity's current and future financial position. The trustees consider that the charity has

sufficient unrestricted reserves as detailed above and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been prepared on the going concern basis.

Interest income on reserves remained low at an average of 1.22% in 2022.

Relationships with other bodies

SCONUL provides support to three library consortia whose members are also members of SCONUL and which are formally constituted as sub-groups. The groups have autonomy within our shared core charitable objectives (see page 6). Two consortia have three members of staff between them, employed by SCONUL, devoted to their work. The cost of other staff time on consortia work

is covered by transfers from the consortia's reserved funds.

SCONUL has no formal relationship with other charities with the important exception that its member institutions are nearly all charities themselves.

SCONUL is a member of a number of key sector bodies, including LIBER as part of its role ensuring that the voice of its members is heard at the European and international level.

RESPONSIBILITIES OF TRUSTEES

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

RESPONSIBILITIES OF TRUSTEES contd.

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 26 June 2023 and signed on their behalf by



Andrew Barker
SCONUL Co-Chair



Libby Homer
SCONUL Co-Chair

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of The Society of College, National and University Libraries (the 'charity') for the year ended 31 December 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT contd.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which 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;

INDEPENDENT AUDITORS' REPORT contd.

- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

INDEPENDENT AUDITORS' REPORT contd.

- (2) We reviewed the charity's policies and procedures in relation to:
- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
- Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and
 - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITORS' REPORT contd.

Use of our report

This report is made solely to the charity'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 charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 28 June 2023

Alison Godfrey

**Alison Godfrey FCA
(Senior Statutory Auditor)**

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2022

	Note	2022 Total £	2021 Total £
Income from:			
Donations	2	470,399	454,511
Other trading activities		11,050	28,250
Investments		4,391	57
Charitable activities:			
Library statistics		1,662	989
Event programme		15,967	-
Total income		503,469	483,807

STATEMENT OF FINANCIAL ACTIVITIES contd.

	Note	2022 Total £	2021 Total £
Expenditure on:			
Charitable activities:			
Membership services		118,022	99,109
Events programme		91,727	104,997
Partnership working, advocacy and lobbying		96,559	93,541
Communications with members		117,016	106,192
Regional collaborations		75,495	62,536
Total expenditure	3	498,819	466,375
Net income / (expenditure) and net movement in funds	4	4,650	17,432
Reconciliation of funds			
Total funds brought forward		343,187	325,755
Total funds carried forward		347,837	343,187

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income and expenditure is unrestricted. Movements in funds are disclosed in note 13 to the accounts.

BALANCE SHEET AS AT 31 DECEMBER 2022

COMPANY NO. 01436951

	Note	£	2022 £	2021 £
Fixed assets				
Tangible fixed assets	7		-	339
Current assets				
Debtors	8	17,676		13,828
Current asset investment	9	347,507		343,116
Cash at bank and in hand		51,089		80,080
			<u>416,272</u>	<u>437,024</u>
Creditors: amounts due within 1 year	10	(68,435)		(94,176)
Net current assets			<u>347,837</u>	<u>342,848</u>
Net assets	12		<u>347,837</u>	<u>343,187</u>

BALANCE SHEET AS AT 31 DECEMBER 2022 contd.

COMPANY NO. 01436951

	Note	£	2022 £	2021 £
Funds	13			
Unrestricted funds:				
Designated funds			81,097	70,972
General funds			266,740	272,215
Total funds			<u>347,837</u>	<u>343,187</u>

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

Approved by the trustees on 26 June 2023 and signed on their behalf by



E Homer – Co-Chair



A Barker – Co-Chair

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 £	2021 £
Cash flows from operating activities:		
Net movement in funds	4,650	17,432
Adjustments for:		
Depreciation charges	339	340
Dividends, interest and rents from investments	(4,391)	(57)
Increase in debtors	(3,848)	(9,510)
Increase / (decrease) in creditors	(25,741)	16,459
Net cash provided by / (used in) operating activities	(28,991)	24,664
Cash flows from investing activities:		
Dividends, interest and rents from investments	4,391	57
Net cash provided by investing activities	4,391	57

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2022 contd.

	2022 £	2021 £
Increase / (decrease) in cash and cash equivalents in the year	(24,600)	24,721
Cash and cash equivalents at the beginning of the year	423,196	398,475
Cash and cash equivalents at the end of the year	398,596	423,196
Analysed as:		
Cash at bank and in hand	51,089	80,080
Current asset investments	347,507	343,116
	398,596	423,196

Analysis of changes in net debt

The charity has not provided an analysis of changes in net debt as it does not have any long-term financing arrangements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Society of College, National and University Libraries meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. The charity has sufficient general reserves and cash to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from donations is received by way of membership subscriptions and is included in full in the statement of financial activities when receivable.

Credit is taken for subscriptions in the year for which they are payable. Where a member wishes to terminate their subscription then notice must be given before the summer conference in the year prior to the termination of membership.

Any income arising from conferences and meetings, sponsorship and sales of publications, working papers or newsletters is recognised once invoiced, unless it relates to a future event in which case it is deferred.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. These relate to ring-fenced funds for the regional consortia as described in note 13 to the accounts.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of governance and support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between charitable activities on the following basis, which is an estimate of the resource usage of each activity:

	2022	2021
Membership services	27.5%	23.0%
Events programme	20.8%	25.0%
Partnership working, advocacy and lobbying	22.5%	25.0%
Communications with members	29.2%	27.0%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	5 years straight line
Furniture, fixtures and fittings	3 years straight line
Computer equipment	3 years straight line

Items of equipment are capitalised where the purchase price exceeds £1,000.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Current asset investments

Current asset investments consist of cash held on deposit in interest bearing accounts. Such investments are measured at their fair value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

l) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Pension costs

The charitable company contributes to two multi-employer defined benefit pension schemes (the Universities Superannuation Scheme and the Superannuation Arrangements of the University of London). The assets of the schemes are held separately from those of the charitable company in independently administered funds. As the

charitable company cannot reliably estimate its share of the scheme deficit, the schemes are accounted for as defined contribution schemes. The pension cost charge represents contributions payable under the schemes by the charitable company to the funds. The contributions made for the accounting period are treated as an expense and were £49,718 in 2022 (2021: £45,887).

n) Contingent liabilities

A contingent liability is recognised when either a transfer of economic benefit to settle the obligation is possible but not probable; or the amount of the obligation cannot be estimated reliably.

o) Operating lease commitments

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

p) Regional consortia

These financial statements include the results of the regional SCONUL sub-groups, accounted for as branches of the charity. Funds held on behalf of regional consortia are held as designated funds.

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There are no key sources of estimation or uncertainty that have a significant effect on the amounts recognised in the financial statements.

2. Income from donations

	2022 £	2021 £
Membership subscriptions	<u>470,399</u>	<u>454,511</u>

3. Expenditure

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2022
	£	£	£	£	£	£	£
Direct costs	23,152	3,916	10,177	2,452	9,167	-	48,864
IT and website hosting	4,836	607	607	607	9,541	10,598	26,796
Staff costs (note 5)	42,092	50,884	46,550	63,109	56,787	70,203	329,625
Recruitment and training	-	-	-	-	-	4,143	4,143
Premises costs	-	-	-	-	-	33,940	33,940
Insurance	-	-	-	-	-	2,046	2,046
Fees and subscriptions	-	-	-	-	-	3,172	3,172
Office costs	-	-	-	-	-	15,426	15,426
Legal and professional	-	-	-	-	-	8,446	8,446
Executive board costs	-	-	-	-	-	17,776	17,776
Audit and accountancy	-	-	-	-	-	8,220	8,220
Bank charges	-	-	-	-	-	26	26
Depreciation	-	-	-	-	-	339	339
Sub-total	70,080	55,407	57,334	66,168	75,495	174,335	498,819
Allocation of governance and support costs	47,942	36,320	39,225	50,848	-	(174,335)	-
Total expenditure	118,022	91,727	96,559	117,016	75,495	-	498,819

Total governance costs were £25,996 (2021: £13,732).

Expenditure (prior year comparative)

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2021
	£	£	£	£	£	£	£
Direct costs	15,325	6,057	2,461	422	2,975	-	27,240
IT and website hosting	3,600	377	377	377	4,144	11,367	20,242
Staff costs (note 5)	38,370	53,113	45,253	56,308	55,417	72,425	320,886
Recruitment and training	-	-	-	-	-	9,198	9,198
Premises costs	-	-	-	-	-	39,461	39,461
Insurance	-	-	-	-	-	1,891	1,891
Fees and subscriptions	-	-	-	-	-	3,981	3,981
Office costs	-	-	-	-	-	16,594	16,594
Legal and professional	-	-	-	-	-	13,119	13,119
Executive board costs	-	-	-	-	-	5,632	5,632
Audit and accountancy	-	-	-	-	-	7,740	7,740
Bank charges	-	-	-	-	-	51	51
Depreciation	-	-	-	-	-	340	340
Sub-total	57,295	59,547	48,091	57,107	62,536	181,799	466,375
Allocation of governance and support costs	41,814	45,450	45,450	49,085	-	(181,799)	-
Total expenditure	99,109	104,997	93,541	106,192	62,536	-	466,375

4. Net movement in funds

This is stated after charging:

	2022 £	2021 £
Depreciation	339	340
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	848	Nil
Auditors' remuneration:		
• Statutory audit and accounts preparation (including VAT)	<u>8,220</u>	<u>7,740</u>

Trustees' reimbursed expenses were for travel for seven trustees.

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5. Staff costs and numbers

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	252,574	250,573
Social security costs	27,333	24,426
Pension costs	49,718	45,887
	329,625	320,886

The key management personnel of the charity comprise the trustees and the Executive Director. The total employee benefits of the key management personnel of the charity were £121,830 (2021: £117,699).

One employee earned between £90,000 and £100,000 in the year, excluding employer's pension contributions and NICs. In the period ended 31 December 2021 one employee earned between £80,000 and £90,000.

The average head count during the reporting period was 7.8 (2021: 7.8). The average number of full time equivalent employees during the year was as follows:

	2022	2021
	No.	No.
Average number of employees (full-time equivalent)	4.5	5.7

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2022 & at 31 December 2022	102,302	40,345	23,184	165,831
Depreciation				
At 1 January 2022	102,302	40,345	22,845	165,492
Charge for the year	-	-	339	339
At 31 December 2022	102,302	40,345	23,184	165,831
Net book value				
At 31 December 2022	-	-	-	-
At 31 December 2021	-	-	339	339

8. Debtors

	2022 £	2021 £
Trade debtors	3,624	37
Prepayments	13,390	9,251
Accrued income	-	4,000
Other debtors	662	540
	<u>17,676</u>	<u>13,828</u>

9. Current asset investments

	2022 £	2021 £
The Charities Official Investment Fund	<u>347,507</u>	<u>343,116</u>

10. Creditors: amounts due within 1 year

	2022 £	2021 £
Trade creditors	29,415	68,368
Accruals	28,297	24,520
Deferred income	9,435	-
Funds held on behalf of Copyright for Knowledge	1,288	1,288
	<u>68,435</u>	<u>94,176</u>

11. Deferred income

	2022 £	2021 £
At 1 January 2022	-	-
Deferred during the year	9,435	-
Released during the year	-	-
At 31 December 2022	<u>9,435</u>	<u>-</u>

Deferred income relates to conference income received in advance.

12. Analysis of net assets between funds

	Designated funds £	General funds £	Total funds £
Current assets	87,132	329,140	416,272
Current liabilities	(6,035)	(62,400)	(68,435)
Net assets at 31 December 2022	81,097	266,740	347,837
Prior year comparative	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	339	339
Current assets	70,972	366,052	437,024
Current liabilities	-	(94,176)	(94,176)
Net assets at 31 December 2021	70,972	272,215	343,187

13. Movements in funds

	At 1 January 2022 £	Income £	Expenditure £	At 31 December 2022 £
Unrestricted funds				
<i>Designated funds:</i>				
Academic Libraries North	34,638	61,573	(60,716)	35,495
Mercian Collaboration	25,896	19,976	(14,299)	31,573
CSGUK Collaboration	10,438	11,388	(7,797)	14,029
Total designated funds	<u>70,972</u>	<u>92,937</u>	<u>(82,812)</u>	<u>81,097</u>
General funds	<u>272,215</u>	<u>410,532</u>	<u>(416,007)</u>	<u>266,740</u>
Total funds	<u><u>343,187</u></u>	<u><u>503,469</u></u>	<u><u>(498,819)</u></u>	<u><u>347,837</u></u>

Purposes of designated funds

The designated funds have been set up for the purpose of ringfencing funds held by each of the regional consortia.

Prior year comparative

	At 1 January 2021 £	Income £	Expenditure £	At 31 December 2021 £
Unrestricted funds				
<i>Designated funds:</i>				
Academic Libraries North	47,350	47,984	(60,696)	34,638
Mercian Collaboration	22,229	18,203	(14,536)	25,896
CSGUK Collaboration	12,234	-	(1,796)	10,438
Total designated funds	81,813	66,187	(77,028)	70,972
General funds	243,942	417,620	(389,347)	272,215
Total funds	325,755	483,807	(466,375)	343,187

14. Commitments under operating leases

At 31 December 2022, the charity had the following annual commitments under non-cancellable operating leases:

	2022		2021	
	Land and buildings £	Other £	Land and buildings £	Other £
Payments due:				
Within one year	7,500	2,038	10,000	5,278
Within two to five years	-	958	-	958
	<u>7,500</u>	<u>2,996</u>	<u>10,000</u>	<u>6,236</u>

15. Related party transactions

There were no related party transactions in the current or prior year.

16. Funds received as an agent

During the year, the charity acted as custodian trustee for partner organisation, Copyright for Knowledge. An analysis of the funds received and paid by the charity is given below. Funds held at year end are detailed in the creditors note (note 10).

	Funds held at 1 January 2022 £	Funds received £	Funds paid £	Funds held at 31 December 2022 £
Copyright for Knowledge	1,288	-	-	1,288

17. Contingent liability

The charitable company is in the process of obtaining confirmation of its status as an employer under the two multi-employer defined benefit pension schemes to which it contributes (USS and SAUL). At present there is no reliable estimate of the amount owing by SCONUL to the scheme's deficit, although initial indications are that this is in the region of £80-100k.

THE SOCIETY OF COLLEGE, NATIONAL AND UNIVERSITY LIBRARIES

England & Wales - Charity number 278550

Accounts

ANNUAL REPORT

2021

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CHAIR'S INTRODUCTION



The power of collaboration

Our professional instincts - to share information, to support each other and to act collectively whenever possible – are intrinsic to our community. The last two years have shown what a huge asset this ethos is, allowing us to navigate

successfully together through some very choppy waters.

SCONUL has been an important vehicle for that collaborative effort. The energy and resilience of the office team and all those who give them time to help deliver our groups and programmes has been appreciated and valued by all of us.

And while the last two years have tested all of our resilience, we have found time to go beyond a crisis response. The *Libraries after Lockdown* project has produced a rich, engaging programme of events which has given us the opportunity to step back and consider how we might adapt and capitalise on the changes that the pandemic brought with it.

Our Content Group has been very active, engaging with the negotiations with Elsevier and coordinating activity with our stakeholders on a way forward on e-books and e-textbooks while speaking for all parts of the community in that debate.

Recognising and celebrating our diversity – as institutions and as individuals – has been an important theme of my time as SCONUL Chair. Despite our limited resources, SCONUL has taken some significant steps to support members' work on equality, diversity and inclusion. We have established an Open Forum to facilitate BAME staff members networking and sharing information. And from the next academic year, we will be asking members to provide a breakdown of the

ethnicity of their staff as part of the SCONUL Statistics, allowing us to benchmark progress.

We have also launched a new training offer for those leading libraries *Leading Change on Race* with Advance HE and we have agreed to subsidise the core costs to ensure that this isn't a barrier to getting involved.

This is only one of a series of extra services that have been developed during my time as Chair, which I know are highly valued. I leave the organisation in rude health and in good hands, and look forward to continuing to collaborate with colleagues in new ways.

Susan Ashworth, Chair

REFERENCE AND ADMINISTRATIVE INFORMATION

Status

The organisation is a charitable company limited by guarantee.

Company number:
01436951

Charity number: 278550

Registered Office

94 Euston Street, London
NW1 9HA

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- **Chair:** Susan Ashworth
- **Vice-Chair:** Andrew Barker (from 2 December 2021)

- **Former Vice-Chair:**
Lesley Castens (resigned 15 September 2021)
- **Honorary Treasurer:**
James Anthony-Edwards
- Robin Armstrong Viner
- Marilyn Clarke
- John Cox (resigned 22 September 2021)
- Gary Elliot-Cirigottis
- Regina Everitt
- Alison Harding
- Libby Homer
- Liz Jolly
- Rosie Jones (resigned 15 September 2021)
- Kate Kelly (appointed 22 September 2021)
- Anna O'Neill
- Andrew Preater (appointed 15 September 2021)
- Emma Walton

Bankers and Investment Managers

The Co-operative Bank plc
PO Box 250, Delf House
Southway
Skelmersdale WN8 6WT

CCLA Investment Managers
Limited
COIF Charity Funds
Senator House
85 Queen Victoria Street
London EC4V 4ET

Auditors

Godfrey Wilson Limited
Chartered accountants and
statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol, BS1 4QD

Solicitors

Walker Morris LLP
Kings Court
12 King Street
Leeds LS1 2HL

HR advisor

Worknest
20 Grosvenor Place
London SW1X 7HN

Staff

- **Executive Director and Company Secretary**
Ann Rossiter
- **Member Engagement Manager**
Liyana Pama
- **SCONUL Co-ordinator**
SitMui Ng
- **Finance Assistant**
Kim Hardingham
- **Team Administrator**
Jenelle Negraeff

SCONUL MEMBERSHIP

University of Aberdeen
Aberystwyth University
University of Abertay Dundee
The Arts University,
Bournemouth
University of the Arts London
Anglia Ruskin University
Aston University
Bangor University
University of Bath
Bath Spa University
University of Bedfordshire
Birkbeck, University of London
University of Birmingham
Birmingham City University
University College Birmingham
Bishop Grosseteste University
The British Library
Bournemouth University
The University of Bolton
University of Bradford
University of Bristol
Brunel University
University of Brighton
University of Buckingham
Buckinghamshire New University
University of Suffolk
University of Cambridge
Canterbury Christ Church
University
Cardiff University
Cardiff Metropolitan University

University of Central Lancashire
University of Chester
University of Chichester
City University
The Conservatoire for Dance
and Drama
University College Cork
Courtauld Institute of Art
Coventry University
Cranfield University
University for the Creative Arts
University of Cumbria
University College Dublin
Dublin City University
University of Derby
De Montfort University
Technological University Dublin
University of Dundee
Durham University
University of East Anglia
University of East London
Edge Hill University
University of Edinburgh
Edinburgh Napier University
University of Essex
University of Exeter
Falmouth University
Glasgow Caledonian University
Glasgow University
The Glasgow School of Art
The University of
Gloucestershire

Goldsmiths, University of London
University of Greenwich
Guildhall School of Music &
Drama
Harper Adams University
College
University of Hertfordshire
University of Highlands and
Islands
University of Huddersfield
University of Hull
Heriot-Watt University
Imperial College London
Institute of Cancer Research
The Institute of Mechanical
Engineers
King's College London
Keele University
University of Kent
Kingston University
Lancaster University
University of Leeds
Leeds Arts University
Leeds Beckett University
Leeds Conservatoire
Leeds Trinity University
University of Leicester
Leo Baeck College
University of Limerick
University of Lincoln
University of Liverpool
Liverpool Hope University

Liverpool John Moores
University
Liverpool School of Tropical
Medicine
University of London
London Business School
The London Library
London School of Economics
and Political Science
London School of Hygiene &
Tropical Medicine
London Metropolitan University
London South Bank University
Loughborough University
The University of Manchester
Maynooth University
Middlesex University
Manchester Metropolitan
University
Newcastle University
Newman University
National Library of Ireland
National Library of Scotland
National Library of Wales
National University of Ireland,
Galway
The University of Northampton
Northern School of
Contemporary Dance
Northumbria University
Norwich University of the Arts
University of Nottingham

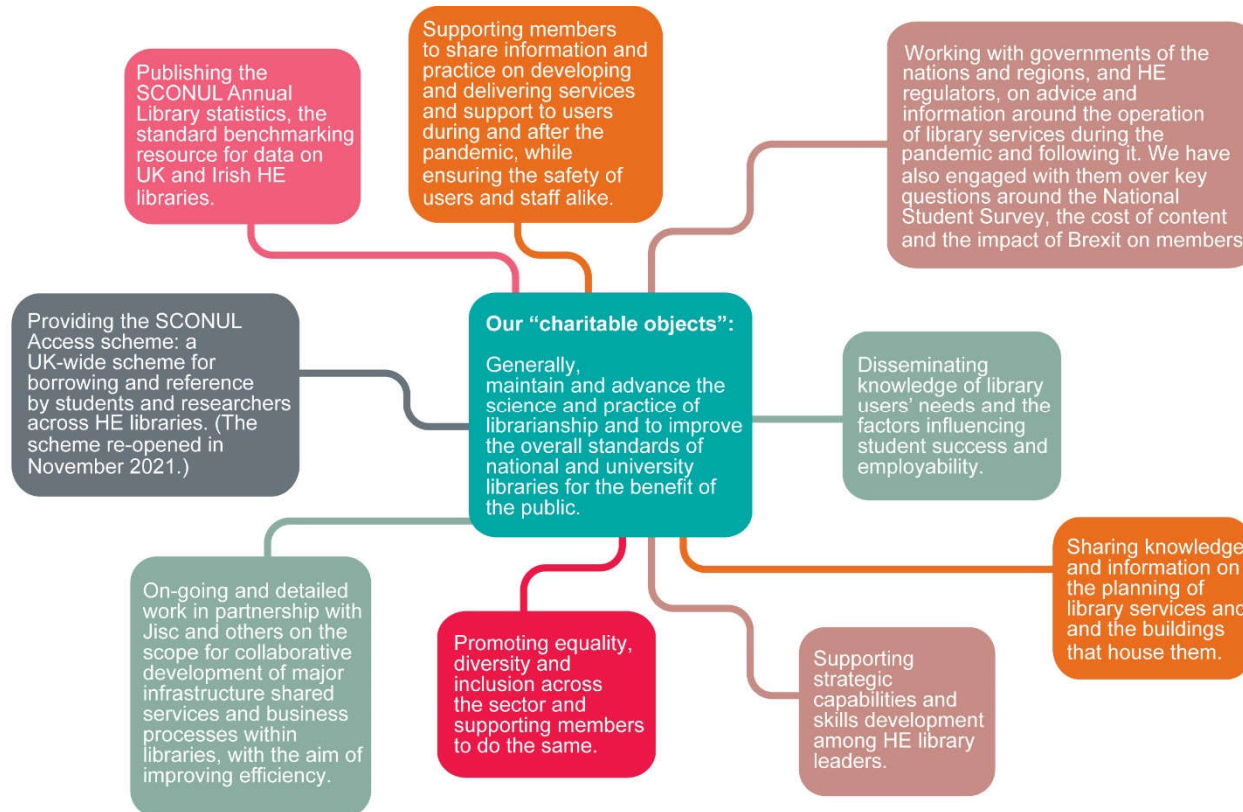
SCONUL MEMBERSHIP contd.

Nottingham Trent University	Royal College of Art	St Mary's University	Trinity Laban Conservatoire of Music and Dance
The Open University	Royal College of Music	St Mary's University College	UCL
Oxford Brookes University	Royal College of Physicians and Surgeons of Glasgow	Belfast	University of Ulster
Oxford University	Royal College of Surgeons in Edinburgh	Salford University	University of Wales Trinity Saint David
University of Plymouth	The Royal College of Surgeons of England	The University of Sheffield	University of Warwick
Plymouth Marjon University	Royal College of Surgeons in Ireland	Sheffield Hallam University	Wellcome Collection
University of Portsmouth	Royal Conservatoire of Scotland	School of Oriental and African Studies	University of the West of England, Bristol
Queen Margaret University	Royal Horticultural Society	University of South Wales	University of West London
Queen Mary, University of London	Royal Holloway, University of London	University of Southampton	University of the West of Scotland
Queen's University of Belfast	Royal Institute of British Architects	Solent University	University of Westminster
Ravensbourne University London	Royal Northern College of Music	SRUC	University of Winchester
University of Reading	The Royal Veterinary College	Staffordshire University	University of Wolverhampton
Regent's University London	Royal Welsh College of Music and Drama	University of Stirling	University of Worcester
Robert Gordon University	University of St Andrews	University of Strathclyde	Wrexham Glyndŵr University
Roehampton University	St George's University of London	University of Sunderland	Writtle University College
Rose Bruford College		University of Surrey	University of York
Royal Agricultural University		University of Sussex	York St John University
Royal Central School of Speech & Drama		Swansea University	
		Tate	
		University of Teesside	
		Trinity College Dublin	

REPORT OF THE TRUSTEES

The trustees present their report and the audited financial statements for the year ended 31 December 2021. Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective January 2019).

As a charity, SCONUL has a set of core aims (our “charitable objects”). The Executive Board has referred to the Charity Commission’s guidance on public benefit when reviewing SCONUL’s aims and objectives and in planning future activities. Identifiable public benefits arose during 2020 from the work described below, highlights of which were:



LEADERSHIP AND ADVOCACY

Covid-19

The pandemic continued to have a very significant impact on our members, their staff, services and users throughout 2021. At the start of the year, libraries were being encouraged by governments to stay open despite widespread restrictions and to continue to provide services for users.

In response, libraries needed to develop very different ways of working, while giving primacy to staff and user safety. Libraries have been delivering a blended digital and physical model of services for many years, but in 2021 digital services continued to dominate with many users and staff operating from home. As restrictions lifted (and were occasionally re-

imposed), members flexed and adapted services to meet the new environment. This included supporting click and collect options for accessing books and journals, and scanning and sending materials where this was feasible. Teaching and support were delivered online and asynchronously with members experimenting with creative new approaches, for example using virtual reality technology to provide access to special collections.

Our member libraries have been praised for the effectiveness, flexibility and resilience of their response to the pandemic. However, as a community we are all aware of the huge demands placed on systems and staff, testing everyone's resilience.

SCONUL supported our members in four main ways. First, we provided structured ways for members to share information about responses to the pandemic, fostering the spread of information, innovation and good practice. This included organising regular meetings within the community and those in allied professional services. Data was also captured and shared via spreadsheets and reports.

Second, SCONUL used that information to advise partners, including MPs, civil servants, regulators and UUK about the immediate challenges our members were facing. We influenced the development of guidance and regulation and in turn briefed members on developments in these areas.

Third, we advocated for change with partners such as academic publishers, subscription agents, the CLA and others about the short-term needs and long-term challenges facing our members, calling for changes which allowed libraries to deliver what their users needed.

Fourth, as the pandemic receded, we developed a programme of events and briefings, *Libraries after Lockdown*, designed to provide members with an opportunity to consider together how we move out of the current crisis, taking the best of the innovative practices developed during the pandemic and capitalising on the opportunities arising from this period of intense change.

LEADERSHIP AND ADVOCACY contd.

Leadership development

Supporting the development of leadership skills and knowledge across our membership is an important part of our remit and has been a major focus of SCONUL's work over recent years. We work with current leaders identifying and meeting their needs but also support the development of the next generation of library leaders, providing opportunities to engage with critical debates about the shape and nature of library services as well as services focused specifically on professional development.

We provide a range of resources on "Leading Libraries" on the SCONUL website at: www.sconul.ac.uk/page/leading-libraries.

In 2021 we maintained all our services in this area throughout the pandemic. We also worked with Advance HE to develop a training option for those heading libraries and their senior leadership teams on *Leading Change on Race*. The initial course took place in spring 2021 with members of the SCONUL Board.

Our Open Forum for Black, Asian and minority ethnic (BAME) staff at SCONUL member institutions continued to run virtually during 2021. This enables staff to network and share information. Further information is included on page 11 below.

Our mentoring scheme is now in its fourth year and continues to provide

opportunities for new and emerging leaders to develop their skills. Details of the scheme are at page 18.

We also provide access to Action Learning Sets in partnership with colleagues from other professional services, including estates, finance, HR and IT, providing a powerful development experience; and our own deputies and directors informal groups which provide an opportunity for sharing best practice and problem-solving with peers.

In 2021 we also launched three Community of Interest Groups on a user led model, with co-convenors drawn from the SCONUL membership. Further details are included on page 19 below.

In 2022 we have continued to develop the range of support on offer. As we move out of the pandemic, we will be promoting our mentoring scheme to emerging and newly appointed leaders.

We are rolling out the Advance HE training on *Leading Change on Race* and have received a strong response to an initial call for expressions of interest. SCONUL is subsidising the cost of the training to ensure that all members are able to benefit.

LEADERSHIP AND ADVOCACY contd.

Journals, e-books and the cost of content

The pandemic threw a spotlight on long-standing challenges over the cost of content, raising awareness among academics and institutional leaders of concerns over value and the availability of research and teaching and learning materials digitally. SCONUL and its members have capitalised on this increased understanding to promote the work of libraries and to create alliances to support us in meeting the particular challenges faced in this area, particularly high costs and lack of competitiveness in academic publishing markets.

During **2021** we worked closely with Jisc and other partners to make the case for the short-and long-term changes needed for the

development of a sustainable content market. This included lobbying for the changes to the CLA licence made during the pandemic to be retained.

A particular focus in 2021 was the provision of e-textbooks and other teaching and learning materials. This was the subject of our Content Forum held in March 2021, which provided intelligence for Jisc for the development of their e-textbooks agreement and took forward the conversation on the long-term direction for the sector.

Lack of market competition here is a long-standing concern and SCONUL brought together the major library-side stakeholders in this area in a regular e-books stakeholder group to allow us

to coordinate activity and share intelligence. We published a position paper on e-books and e-textbooks which set out the arguments for change and provided a valuable advocacy tool for members.

We continue to work closely with Jisc on journal negotiations including facilitating consideration of objectives and the long-term shape of the journal market. SCONUL is a member of the UUK content negotiation strategy group which coordinates the sector's negotiations with publishers, providing a representative voice for our member institutions. In 2021, our focus was negotiations with Elsevier which were brought to a successful conclusion.

SCONUL remains a member of the International Coalition of Library Consortia (ICOLC), through which we share intelligence which helps to inform our work and to keep UK members briefed on developments internationally.

In 2022 our Content Strategy Group will continue this work, liaising closely with Jisc Collections on individual negotiations, including on SpringerNature, and bringing pressure to bear on the high cost of content, particularly given current and expected pressures on budgets.

We recently held our 2022 Content Forum meeting which explored options for long-term collaboration across the sector.

LEADERSHIP AND ADVOCACY contd.

Organisational development

The pandemic has changed the nature of work in libraries as it has across sectors and across the globe. Staff at member institutions showed great resilience and flexibility moving to wholly virtual, and then to hybrid working.

During **2021** we helped members share information and best practice on supporting staff and their managers to meet these challenges and, through our Libraries after Lockdown programme, provided a space to explore how new ways of

working might be adopted and adapted as we move out of the pandemic. This included facilitating conversations with library leaders in the US, Europe and Australia to share views and experiences.

Equality, diversity and inclusion (EDI) are central considerations here and the changes discussed above bring an opportunity to move away from established practices in ways that foster EDI.

The library's portfolio of activities and points of engagement continues to expand, taking in research support, teaching, data management and analytics and curriculum development among others. We have worked closely with CILIP and other partners on issues around recruitment, staff development and the evolution of professional qualifications and will continue to do so.

Organisational development is one of the three strands of SCONUL's Libraries after Lockdown programme which is discussed on page 20 and is the focus of one of our new Community of Interest groups as discussed on page 19.

In **2022** we will continue to support this work with organisational development being a major theme of our Libraries after Lockdown conference planned for September.

LEADERSHIP AND ADVOCACY contd.

Equality, diversity and inclusion

SCONUL believes it must be an active participant in driving the change we all recognise is needed to foster equality, diversity and inclusion in the library profession and in the HE sector more broadly.

In 2021 the SCONUL Board and team gave priority to initiatives supporting change on race equality. An important prerequisite for assessing whether change is effective is access to baseline data, but this is not currently available for the workforce in SCONUL member libraries. In 2021 we commissioned research to assess whether it would be possible to meet our goal of including data on ethnicity within the SCONUL

benchmarking statistics (for more information see page 13), the outcome of which has been positive.

This was one of the recommendations of the 2019 SCONUL report on BAME staff member experiences in academic and research libraries which recommended key areas of change for member institutions: leadership, voice, zero tolerance, cultural and behavioural change, effective partnerships for change, and career progression.

A SCONUL BAME Group has been formed to assist member institutions with delivering this change, led by Regina Everitt, Assistant COO (Service Excellence) &

Director of Library, Archives and Learning Services at University of East London. This met virtually in 2021 and has led on the delivery of events for the Open Forum for BAME staff.

The Forum had meetings in February and September, with the first meeting being for BAME staff only and the second including allies and provided a valuable opportunity for staff to share and compare their lived experiences of work.

SCONUL has sought to support members seeking to be agents for change in their own institutions by developing training with Advance HE on

Leading Change on Race. The SCONUL Board and our strategy group members took part in the first iteration in 2021.

In 2022 we are rolling this out to all member institutions and there have been strong expressions of interest to date. SCONUL is subsidising the course to ensure that cost does not present a barrier for member institutions to take part.

We are also exploring the scope to share resources and best practice between stakeholders across the sector to facilitate access to the information and useful resources.

LEADERSHIP AND ADVOCACY contd.

Policy landscape

The full impact of Covid 19 on higher education and on the library sector more broadly will be profound. The shift towards digital delivery has accelerated, blended learning and teaching is becoming the norm, as is hybrid working and new modes of service delivery.

Radical changes at institutional level are matched by seismic shifts in the social, economic and environmental context in which member institutions are operating. The economic impacts of Brexit and the pandemic are likely to have significant consequences for all parts of the public realm including HE and our national libraries.

More positively, the commitment for HE to drive improvements in equality, diversity and inclusion and in sustainability require all institutions and everyone working within them to actively consider our assumptions and practices with a view to driving positive change.

In 2021 SCOUNL provided briefings for members on policy developments as they happened, and represented their views and concerns direct to government and through UUK. We also sat on the Universities UK group examining the impact of Brexit on universities.

Our Libraries after Lockdown programme included invited speakers from stakeholders who were able to share their insights and expertise on the unfolding policy and economic landscape. These events also provided an opportunity for staff at member institutions to consider and debate the changes that they were seeing and anticipating. Further information is available on page 20.

In 2022 we will be working closely with members on the policy and regulatory environment as government and regulators adapt to the long-term impact of Covid-19 on HE, research and the arts. Our Libraries after Lockdown

programme continues to provide opportunities for reflection and we will be providing briefings and responding to forthcoming consultations, giving the sector a voice in the important debate about the future of provision.

PROMOTING GOOD PRACTICE AND COLLABORATION

Future of library services

Adaptations by member institutions and their libraries developed in response to the pandemic are proving transformational. The shift to blended teaching and learning is now being embedded, as is hybrid working across campus. Student wellbeing is a critical consideration across the sector, and the shift towards digital delivery has accelerated, including within libraries. Libraries themselves responded to the crisis by innovating in the way that services and support are delivered.

It is a core aim for SCONUL to support our members to capitalise on technological, social and policy changes in the development of their services. The impact of these changes are embedded in all

aspects of SCONUL's work, including advocacy, events and intelligence sharing.

In 2021, SCONUL held seventeen webinars plus associated other meetings which gave members a chance to explore these longer-term opportunities as well as the sector's collective response to the more immediate challenges.

We also published a report which explored the drivers for the increased use of the physical library space across our member libraries, placing these in the context of changes to pedagogy, campus design and user behaviour, providing a useful resource for members in considering the development of their services.

This year we also set up a forum for those leading small and specialist institutions to allow them to share experiences, opportunities and challenges specific to those members (see page 19).

In 2022 our Libraries after Lockdown programme has continued to provide a forum to take forward debate and research about these trends. The three strands are looking in detail at (a) the impact of the pandemic on organisational development and new ways of working, (b) technology and systems changes and (c) blended learning and teaching and the library's role in delivering this. This will conclude with a face to face conference in September 2022.

Benchmarking and trend analysis

Our annual statistics are an important benchmarking tool for libraries in their quest to understand and demonstrate their value and impact and improve their services.

In 2021 we produced an initial analysis of the impacts of the pandemic on library practice.

We also commissioned research to explore whether it was possible to include EDI data within our annual statistics as discussed above.

In 2022 we will be publishing further work on impact of the pandemic on library activities, as well as reviewing the statistics we gather to ensure they meet the changed environment and our strategic purposes.

PROMOTING GOOD PRACTICE AND COLLABORATION contd.

Space planning and design

In 2021 we continued to share good practice on space planning through contributions to the Designing Libraries website, which provides detailed information on planning new buildings or refurbishments and through our Libraries after Lockdown programme. This included looking at the impact of the pandemic of changed user behaviour and hybrid working, and the potential impact on library space.

In 2022, we will continue to use our events to explore these issues. We also took the decision to postpone the Library Design Awards to take account of the hiatus in library building and renovation.

ETHOS

SCONUL supports the development of EThOS (Electronic Theses Online Service) which delivers a 'single point of access' where researchers from across the world over can access theses produced by UK doctoral students.

The Executive Director is a member of the EThOS Advisory Board and helps shape the development of the service to meet the needs of the UK higher education library community.

Shared services

SCONUL continues to be heavily involved in the shared services arena and works in partnership with Jisc to identify and scope new services through our Technology and Markets Strategy Group and other working groups.

We provide governance and advice on the development of existing areas of work as well as making recommendations for future initiatives.

In 2021, SCONUL worked closely with Jisc on further development of its work on Plan M (metadata) and was represented on the Jisc Library Services Advisory Group. We also developed

proposals for a Technology Survey, which will allow members to share information on their use of current and emerging technologies and which will support provider evaluation. This is now in development and an initial report will be published in 2023.

In 2022 we will continue this work, helping to support those leading member libraries to plan and develop their service through the Libraries after Lockdown programme.

Our Content Forum, held earlier this year, considered the scope for collaborative collection development, and we have also held event on the evolution of ILL services.

SCONUL's partner organisations

Our partner organisations during 2021 included:

- ABDU (the French Association of Academic Libraries and Documentation)
- Academic Libraries North
- AdvanceHE
- Amosshe, the Student Services Organisation
- APUC (Advanced Procurement for Universities and Colleges)
- Association for Research Managers and Administrators (ARMA)
- Arts Council England
- The British Library
- British Universities Finance Directors Group (BUFDG)
- Chartered Institute of Library and Information Professionals (CILIP)
- Copyright Negotiating and Advisory Committee (CNAC)
- Consortium of National and University Libraries (CONUL), Ireland
- Copyright for Knowledge
- COUNTER
- Customer Services Group UK
- Designing Libraries
- Digital Preservation Coalition (DPC)
- Ebooks SOS Campaign
- EThOS, the e-theses on-line service
- Higher Education Statistics Agency (HESA)
- International Federation of Library Associations (ILFA)
- Information School, The University of Sheffield
- Jisc
- Jisc Collections
- Knowledge Quarter
- The Libraries and Archives Copyright Alliance (LACA)
- Libraries Connected
- London Universities Purchasing Consortium (LUPC)
- The M25 Consortium of Academic Libraries
- The Mercian Collaboration
- The National Council of Voluntary Organisations (NCVO)
- Research Libraries UK (RLUK)
- SCHOMS
- Scottish Confederation of University and Research Libraries (SCURL)
- Southern Universities Purchasing Consortium (SUPC)
- Universities and Colleges Information Systems Association (UCISA)
- UK Research and Innovation (UKRI)
- UK-SCL Steering Group
- Universities UK (UUK)
- Wales HE Libraries Forum (WHELP)
- The Wellcome Trust

MEMBER SERVICES

The SCONUL statistics

Producing statistics on library activities is a core SCONUL service, allowing members to benchmark their service against that of their peers, and providing a detailed picture of library activity across the UK and Ireland. The statistics are a unique resource and have an important role in ensuring efficiency in the sector. The reporting tool, available to members via our website, allows members to run tailored reports and produce graphs comparing their own institution's performance to individual or groups of peer institutions.

In 2021, 159 institutions contributed to the statistics (an increase on the pre-pandemic figures of 158 in 2019) with 121 submitting the strategic planning subset of data released early in time for the budget planning round.

The SCONUL statistics also have a strategic function for the sector in that, in aggregate, they present a picture of collective activity and spend. As in previous years, in 2021 the statistics were used by Jisc to inform its negotiations with journal and e-book publishers and for advocacy purposes with stakeholders. For the 2020-21 and 2021-22 data sets we introduced some additional questions to capture some of the impacts of the pandemic and we are planning a fundamental review of the statistics to ensure fitness for purpose for benchmarking and to assess their role in supporting our collective strategic objectives. The 2021-22 data will also include information on the diversity of the library workforce.

The SCONUL Access Scheme

We were able to reopen the Access Scheme in November 2021. It had been suspended in response to the pandemic on 16 March 2020. Although our members continued to provide library services throughout the pandemic and kept buildings open wherever possible, the requirements for social distancing, travel restrictions and health and safety considerations meant that few were able to welcome external visitors during this period.

Despite the logistical challenges, we were able to bring 139 institutions back into the Access Scheme in November, 83% of the total at the time of closing. A further 28 members have re-joined since then, meaning that the scheme now has 167 members compared to 168 in March 2020.

The commitment members have shown in re-joining as early as was feasible reflects the strong demand from users to be able to make use of the benefits the scheme offers, and underlines the importance of the Access Scheme to our members. We have just under 36,000 scheme members currently registered.

MEMBER SERVICES contd.

Unsub

During 2020 and 2021 SCONUL worked closely with our members, with Jisc, and with the organisation Our Research, to develop a national agreement for access to the latter's Unsub service. This is a data analysis and dashboard tool that enables libraries and consortia to independently assess the value of the journal subscriptions they hold with publishers. The offer was made available in April 2021.

It has provided an opportunity for SCONUL UK members to use Unsub at a reduced cost, allowing universities to assess and share various scenarios for selecting journal titles. Modelling different scenarios gives university libraries greater insight into the value of their subscription packages while sharing this data with Jisc has enabled greater insight into questions of demand and value to support of national negotiation activities. This has been particularly important during 2021 as the sector negotiated a new deal with the major academic publisher, Elsevier. In 2022, the same will be true of further negotiations, including with SpringerNature.

Information sharing

One of the most important roles that SCONUL fulfils for members is to facilitate information sharing. This includes developing practice within institutions, new service models, international developments in librarianship and a wide range of other fields. We do this in a variety of ways, including through our monthly newsletter and regular briefings. We use our mailing lists and the SCONUL website to distribute information about sector developments to members. SCONUL also provides members with "news flash" updates which provide rapid summaries of important policy developments to members which are highly valued.

During 2021 SCONUL produced regular briefings for members on key issues for academic libraries, including regular updates on governments' policies on Covid-19 as well as on other policy developments such as the UKRI open access policy, journal negotiations particularly with Elsevier, and the legislative and regulatory frameworks for HE in the UK.

MEMBER SERVICES contd.

Deputies and Directors groups

In 2021 SCONUL continued to offer deputies and new directors' groups to members. These groups provide an opportunity for participants to come together to share experiences and learn from each other in an informal way. SCONUL organises the membership of the group and facilitates the first meeting. Beyond this, the groups are self-organising.

We support groups for deputies and new directors, but also have groups for interim directors; for those managing a portfolio of services, and for those running converged services. We now support 21 groups in total and regularly survey members for those with an interest in taking part.

SCONUL Mentoring

The SCONUL Mentoring scheme is designed to support academic library leaders in their professional and personal growth by facilitating mentoring relationships with more experienced colleagues. It is aimed at emerging or newly-appointed leaders (senior library staff in deputy director or second tier equivalent positions at member institutions) or those recently appointed to their first director level post although it is also open to more experienced leaders, as leadership learning and development are lifelong processes.

Demand for mentors was lower in 2021 than in previous years as individual staff members were stretched by the demands of operating in a Covid 19 environment and restrictions on travel limited the scope for face-to-face meetings. Two new mentor relationships were set up in 2021 to add to the previous 29 partnerships. Members retain a strong commitment to the scheme with 41 mentors registered under the Scheme. SCONUL will be undertaking a promotion campaign for the Scheme at the start of the next academic year.

MEMBER SERVICES contd.

Community of Interest groups

In 2021 SCONUL established three community of interest groups. These provide an opportunity for future and emerging leaders to come together and share their expertise; to explore creative and collaborative approaches to practical issues with the aim of fostering fresh thinking and disruptive innovation, and to share that learning with community.

The groups work in the following areas:

- delivering blended learning: looking at libraries' role in supporting their institutions as they make this transition
- embracing disruption: exploring new technologies and innovative uses of existing technologies
- organisational development: examining roles, skills and the nature of our work post-Covid.

The focus of the groups is on knowledge exchange - sharing information and best practice between institutions and beyond. Members are invited to bring their ideas and experience to a shared conversation about the future of academic and research libraries.

Small and specialist institutions forum

SCONUL has established a forum for small and specialist institutions to come together to share experiences, information and best practice.

While small and specialist interests have a wide range of missions and experiences, discussions held in 2021 identified the significant value there is to members in sharing these experiences and working collaboratively on common challenges. The work of the forum is driven by its members who will choose the topics for discussion and activities arising. The Forum meets three times a year.

It is open to all those leading SCONUL member institutions who define themselves as specialist or small and their senior teams plus invited guests.

MEMBER SERVICES contd.

Libraries after Lockdown programme

In 2021 SCONUL set up the Libraries after Lockdown project to bring members together to share and learn from our collective responses to the Covid 19 crisis and to think creatively about the future. It looks at service design, organisational development, and at library technology and markets through three programmes of activity including virtual events.

This new way of working was developed to meet the challenges of the pandemic and members' needs, for example working at speed to deliver webinars, open data sets and advocacy.

Libraries after Lockdown programmes:

- From Adaptive Practice to Service Redesign, looking at blended learning and the shape and design of library services.
- The Dynamic Workforce, looking at developing an agile, resilient workforce to meet the evolving needs of the institution.
- Embracing Disruption, looking at new technologies, markets and new uses for existing technologies.

Each programme includes a series of activities bringing members together to discuss and shape our collective future, creating opportunities to share innovation and best practice; to debate the trends and issues that will shape the future of the sector; and to hear from expert contributors from within and beyond the sector.

Some events have had a clear strategic focus and others have addressed more operational issues providing opportunities for those leading practice areas to debate and discuss the way forward. This work has helped inform the conversations taking place with stakeholders inside and beyond the institution.

Other support services

SCONUL supports its members in a number of other ways. For example we provide briefings and updates on relevant developments, general and subject specific mailing lists, a register of specialist consultants working in the library field, advice and guidance on salary benchmarking and support in identifying interim senior library staff. We are always happy to consider requests and proposals from our members for areas for further support.

MEMBER SERVICES contd.

Supporting member consortia

For the last nine years SCONUL has been providing support for other library consortia whose members are also members of SCONUL. This support is provided at cost, and allows our partners to concentrate on projects, research and services for their members while SCONUL takes on some of their administrative burden.

During 2021, we provided support to the Northern Collaboration, North West Academic Libraries (NoWAL) and their successor body, Academic Libraries North, as well as the Mercian Collaboration, and the Customer Services Group UK. These are formally sub-groups of SCONUL, albeit with the autonomy to pursue their own objectives under SCONUL's charitable objects. We remain open to providing support to other similar organisations.

These organisations all support the overarching aims of SCONUL:

The aims of **Customer Services Group UK** (CSGUK) are to discuss and share knowledge of new developments in customer service

generally, and within libraries more specifically; to share knowledge and techniques used around measures already implemented in HE libraries; and to discuss and develop methods for improving customer service, especially where there is potential for active collaborative working.

Academic Libraries North: through collaborative activities and mutual support, it seeks to provide opportunities for its members in the exchange of knowledge and experience. It helps facilitate initiatives that respond to emerging opportunities and support its members through future challenges in higher education and the library environment.

The Mercian Collaboration is a professional network which provides a space for its members to work together to explore training and development, and to seek efficiencies on behalf of our institutions and the wider community. Members draw on their own and each other's good practice and ideas, as well as their awareness of relevant ideas and developments from outside the Collaboration.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

SCONUL is a company limited by guarantee which has been given a licence to omit the word 'limited' by the Secretary of State for Business, Innovation and Skills.

SCONUL is governed by its Articles of Association which are available on the SCONUL website:

<https://www.sconul.ac.uk/sites/default/files/documents/ArticlesofAssociation.pdf>

These governing documents were incorporated on 13 July 1979 and last amended by Special Resolution on 3 July 2015.

SCONUL's members

SCONUL's members are the universities and national libraries of the United Kingdom and Ireland, together with most other UK institutions of higher education and institutions with collections of national significance. Members are listed on page 4 and 5 of this report.

One member one vote

Senior leaders of SCONUL member libraries have an important role to play in SCONUL, influencing our priorities and objectives. Their contributions to the Board, to SCONUL's Strategy Groups and in representing the community on a wide range of working groups are critical to SCONUL's success. They are also critical in helping to develop SCONUL's strategy to meet its core charitable objectives (see page 6).

Each institution is allowed a single vote at the SCONUL Annual General Meeting and in elections for the Board. This is an important element of the governance of the organisation.

Our trustees

Our Executive Board members (see page 3) constitute the Company's Board and are the Charity's trustees, each of whom, in formal terms, is a Director of the Company. Twelve of the sixteen of the Board are elected and three were co-opted from partner organisations.

New trustees are given briefings on the charity's work and their obligations under Charity and Company law. Training in good practice and the responsibilities of trustees is provided regularly.

STRUCTURE, GOVERNANCE AND MANAGEMENT contd.

Executive Board

The Executive Board meets four times a year (currently three of these meetings are virtual) and oversees all issues relating to the charity's finances and its work for members and the public, including taking decisions on behalf of members. Where major changes to the way that SCONUL works are proposed, these are

presented to members to vote on at the AGM.

The SCONUL Board also:

- guides and supervises the office staff who are led by the Executive Director
- oversees the work of the SCONUL Strategy Groups and other

working groups. This includes agreeing their terms of reference and considering significant proposals for activities and spending

- approves the annual budget at each AGM, and proposes the subscriptions to be levied for the following year

- regularly reviews the organisation's risk register and takes measures to ameliorate those risks.

During 2021 the Board has been very engaged in supporting the community in responding to the on-going crisis.

FINANCIAL REVIEW

Introduction

The results for the year to 31 December 2021 are set out in the Statement of Financial Activities. The Charity's fund balances and the net assets that constitute them are set out in the Balance Sheet.

Overall total income was as anticipated. Subscription income for SCONUL (as opposed to our regional consortia) remained flat following the decision to freeze subscriptions because of the pandemic. The remainder of subscription income relates to our management of reserved funds for our regional consortia.

A satisfactory balance between day-to-day and longer-term holdings of funds has been adopted, as follows:

- short-term funds kept in a deposit account at the bank, which automatically tops up the current account when its balance falls below £10,000
- other funds, the working reserve, kept in the Charities Official Investment Fund.

Balances are high at the start of the year when subscriptions are received and are reduced towards the end of the year to provide funds for expenses incurred.

Pay and remuneration policy

Staff pay scales are set by the Executive Board on the basis of advice from SCONUL's HR consultant and with reference to pay rates for equivalent posts in the charitable and public sectors.

Risk management

The Executive Board considers the major risks faced by SCONUL on a regular basis and they are of the opinion that systems are in place to manage them. A "live" risk register is maintained by the SCONUL office, and is reviewed at each meeting by the Executive Board.

This covers both financial and non-financial risks; identifies both the likelihood and severity of any risk and identifies activities required to mitigate the risks identified.

During 2021 we continued to monitor the risk from an historic pensions case which had been ruled on by the Pensions Ombudsman in SCONUL's favour in 2018 but for which an appeal had been made. This has now been

resolved in SCONUL's favour and we understand that this matter is now closed.

Reserves policy

The designated funds support the activities of SCONUL's sub-groups: Academic Libraries North; the Mercian Collaboration; and the Customer Services Group UK as discussed above.

2021 saw SCONUL's reserves increase slightly to £272,215 from £243,942 at the end of 2020. We hold an additional £70,972 in designated funds (£81,813 at the end of 2020).

SCONUL's reserves policy is as follows (reviewed in March 2020):

FINANCIAL REVIEW contd.

to hold reserves sufficient to cover three months' core running costs or the cost of legal liabilities, whichever is higher, plus funds to cover a 10% loss of subscription income, plus the cost of our largest single spending commitment.

This would require reserves of £219,734 in 2022, approximately £52.5k below current reserves. In addition, £10,259 is held in reserve for the Mercian Collaboration and £19,331 for Academic Libraries North within the designated fund, based on the SCONUL reserves policy. The remaining balance held in the designated fund represents cumulative funds ring-fenced for the regional consortia.

SCONUL is currently in discussion with the University of London with regards to its formal recognition as an employer under the USS and SAUL pension schemes. This may require

SCONUL to include a one off cost on its accounts next year to recognise potential employer liabilities under the USS Scheme. The Board is confident that this would be manageable within reserves but may require reserves to be built up over time, including within the funds designated for the Mercian Collaboration and Academic Libraries North.

The COVID-19 pandemic has had a profound impact on higher education globally including in the UK. The trustees have considered the impact of this issue on the charity's current and future financial position. The trustees consider that the charity has sufficient unrestricted reserves as detailed above and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been

prepared on the going concern basis.

Interest income on reserves was very low at an average of 0.012% in 2021. We expect this to increase in 2022 but to remain at a low level in historical terms.

Relationships with other bodies

SCONUL provides support to three library consortia whose members are also members of SCONUL and which are formally constituted as sub-groups. The groups have autonomy within our shared core charitable objectives (see page 6). Two consortia have three members of staff between them, employed by SCONUL, devoted to their work. The cost of other staff time on consortia work is covered by transfers from the consortia's reserved funds.

SCONUL has no formal relationship with other charities

with the important exception that its member institutions are nearly all charities themselves.

SCONUL is a member of a number of key sector bodies, including LIBER and IFLA, as part of its role ensuring that the voice of its members is heard at the European and international level.

RESPONSIBILITIES OF TRUSTEES

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume

that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and

- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2021 was 14.

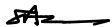
RESPONSIBILITIES OF TRUSTEES contd.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to act in that capacity.

Approved by the trustees on 13 July 2022 and signed on their behalf by



Susan Ashworth
SCONUL Chair

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of The Society of College, National and University Libraries (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT contd.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which 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;

INDEPENDENT AUDITORS' REPORT contd.

- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees

either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

INDEPENDENT AUDITORS' REPORT contd.

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
 - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
 - Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and
 - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITORS' REPORT contd.

Use of our report

This report is made solely to the charity'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 charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 13 July 2022

Alison Godfrey

**Alison Godfrey FCA
(Senior Statutory Auditor)**

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 Total £	2020 Total £
Income from:			
Donations - subscriptions	2	454,511	484,590
Other trading activities		28,250	1,350
Investments		57	876
Charitable activities:			
Library statistics		989	1,430
Total income		483,807	488,246

STATEMENT OF FINANCIAL ACTIVITIES contd.

	Note	2021 Total £	2020 Total £
Expenditure on:			
Charitable activities:			
Membership services		99,109	93,095
Events programme		104,997	91,987
Partnership working, advocacy and lobbying		93,541	111,248
Communications with members		106,192	102,616
Regional collaborations		62,536	80,268
Total expenditure	3	466,375	479,214
Net income / (expenditure) and net movement in funds	4	17,432	9,032
Reconciliation of funds			
Total funds brought forward		325,755	316,723
Total funds carried forward		343,187	325,755

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income and expenditure is unrestricted. Movements in funds are disclosed in note 12 to the accounts.

BALANCE SHEET AS AT 31 DECEMBER 2021

COMPANY NO. 01436951

	Note	£	2021 £	2020 £
Fixed assets				
Tangible fixed assets	7		339	679
Current assets				
Debtors	8	13,828		4,318
Current asset investment	9	343,116		373,059
Cash at bank and in hand		80,080		25,416
			<u>437,024</u>	<u>402,793</u>
Creditors: amounts due within 1 year	10	<u>(94,176)</u>		<u>(77,717)</u>
Net current assets			<u>342,848</u>	<u>325,076</u>
Net assets	11		<u>343,187</u>	<u>325,755</u>

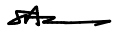
BALANCE SHEET AS AT 31 DECEMBER 2021 contd.

COMPANY NO. 01436951

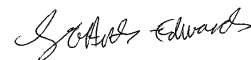
	Note	£	2021 £	2020 £
Funds	12			
Unrestricted funds:				
Designated funds			70,972	81,813
General funds			272,215	243,942
Total funds			<u>343,187</u>	<u>325,755</u>

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

Approved by the trustees on 13 July 2022 and signed on their behalf by



S Ashworth - Chair



J Anthony-Edwards - Treasurer

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
Cash flows from operating activities:		
Net movement in funds	17,432	9,032
Adjustments for:		
Depreciation charges	340	6,027
Dividends, interest and rents from investments	(57)	(876)
Decrease / (increase) in debtors	(9,510)	7,121
Increase / (decrease) in creditors	16,459	24,469
Net cash provided by operating activities	24,664	45,773
Cash flows from investing activities:		
Purchase of fixed assets	-	(1,019)
Dividends, interest and rents from investments	57	876
Net cash provided by investing activities	57	(143)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021 contd.

	2021 £	2020 £
Increase / (decrease) in cash and cash equivalents in the year	24,721	45,630
Cash and cash equivalents at the beginning of the year	398,475	352,845
Cash and cash equivalents at the end of the year	423,196	398,475
Analysed as:		
Cash at bank and in hand	80,080	25,416
Current asset investments	343,116	373,059
	423,196	398,475

Analysis of changes in net debt

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Society of College, National and University Libraries meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. The charity has sufficient general reserves and cash to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from donations is received by way of membership subscriptions and is included in full in the statement of financial activities when receivable.

Credit is taken for subscriptions in the year for which they are payable. Where a member wishes to terminate their subscription then notice must be given before the summer conference in the year prior to the termination of membership.

Any income arising from conferences and meetings, sponsorship and sales of publications, working papers or newsletters is recognised once invoiced, unless it relates to a future event in which case it is deferred.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. These relate to ring-fenced funds for the regional consortia as described in note 12 to the accounts.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of governance and support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between charitable activities on the following basis, which is an estimate of the resource usage of each activity:

	2021	2020
Membership services	23.0%	23.0%
Events programme	25.0%	25.0%
Partnership working, advocacy and lobbying	25.0%	25.0%
Communications with members	27.0%	27.0%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	5 years straight line
Furniture, fixtures and fittings	3 years straight line
Computer equipment	3 years straight line

Items of equipment are capitalised where the purchase price exceeds £1,000.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Current asset investments

Current asset investments consist of cash held on deposit in interest bearing accounts. Such investments are measured at their fair value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

l) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Pension costs

The charitable company contributes to two multi-employer defined benefit pension schemes (the Universities Superannuation Scheme and the Superannuation Arrangements of the University of London). The assets of the schemes are held separately from those of the charitable company in independently administered funds. The

charitable company is not contractually liable for any share of the schemes' deficits, therefore the schemes are accounted for as defined contribution schemes. The pension cost charge represents contributions payable under the schemes by the charitable company to the funds. The charitable company has no liability under the schemes other than for the payment of those contributions. The contributions made for the accounting period are treated as an expense and were £45,887 in 2021 (2020: £43,070).

n) Operating lease commitments

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

o) Regional consortia

These financial statements include the results of the regional SCOUNL sub-groups, accounted for as branches of the charity. Funds held on behalf of regional consortia are held as designated funds.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There are no key sources of estimation or uncertainty that have a significant effect on the amounts recognised in the financial statements.

2. Income from donations

	2021 £	2020 £
Membership subscriptions	454,511	475,597
Transfer from CSGUK	-	8,993
Total income from donations	454,511	484,590

3. Expenditure

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2021
	£	£	£	£	£	£	£
Direct costs	15,325	6,057	2,461	422	2,975	-	27,240
IT and website hosting	3,600	377	377	377	4,144	11,367	20,242
Staff costs (note 5)	38,370	53,113	45,253	56,308	55,417	72,425	320,886
Recruitment and training	-	-	-	-	-	9,198	9,198
Premises costs	-	-	-	-	-	39,461	39,461
Insurance	-	-	-	-	-	1,891	1,891
Fees and subscriptions	-	-	-	-	-	3,981	3,981
Office costs	-	-	-	-	-	16,594	16,594
Legal and professional	-	-	-	-	-	13,119	13,119
Executive board costs	-	-	-	-	-	5,632	5,632
Audit and accountancy	-	-	-	-	-	7,740	7,740
Bank charges	-	-	-	-	-	51	51
Depreciation	-	-	-	-	-	340	340
Sub-total	57,295	59,547	48,091	57,107	62,536	181,799	466,375
Allocation of governance and support costs	41,814	45,450	45,450	49,085	-	(181,799)	-
Total expenditure	99,109	104,997	93,541	106,192	62,536	-	466,375

Total governance costs were £13,732 (2020: £8,224).

Expenditure (prior year comparative)

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2020
	£	£	£	£	£	£	£
Direct costs	18,819	1,434	25,264	2,954	13,420	-	61,891
IT and website hosting	4,012	377	377	377	3,048	10,153	18,344
Staff costs (note 5)	29,507	45,875	41,306	51,440	63,800	71,997	303,925
Recruitment and training	-	-	-	-	-	1,571	1,571
Premises costs	-	-	-	-	-	44,365	44,365
Insurance	-	-	-	-	-	1,825	1,825
Fees and subscriptions	-	-	-	-	-	4,475	4,475
Office costs	-	-	-	-	-	15,432	15,432
Legal and professional	-	-	-	-	-	13,131	13,131
Executive board costs	-	-	-	-	-	1,024	1,024
Audit and accountancy	-	-	-	-	-	7,200	7,200
Bank charges	-	-	-	-	-	4	4
Depreciation	-	-	-	-	-	6,027	6,027
Sub-total	52,338	47,686	66,947	54,771	80,268	177,204	479,214
Allocation of governance and support costs	40,757	44,301	44,301	47,845	-	(177,204)	-
Total expenditure	93,095	91,987	111,248	102,616	80,268	-	479,214

4. Net movement in funds

This is stated after charging:

	2021 £	2020 £
Depreciation	340	6,027
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	294
Auditors' remuneration:		
• Statutory audit and accounts preparation (including VAT)	<u>7,740</u>	<u>7,200</u>

There were no trustees' reimbursed expenses during the year (2020: 2 trustees were reimbursed for travel and subsistence expenses).

5. Staff costs and numbers

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	250,573	237,504
Social security costs	24,426	23,351
Pension costs	45,887	43,070
	<u>320,886</u>	<u>303,925</u>

The key management personnel of the charity comprise the trustees and the Executive Director. The total employee benefits of the key management personnel of the charity were £117,699 (2020: £117,200).

One employee earned between £80,000 and £90,000 in the year (2020: one), excluding employer's pension contributions and NICs.

The average head count during the reporting period was 7.8 (2020: 7.3). The average number of full time equivalent employees during the year was as follows:

	2021 No.	2020 No.
Average number of employees (full-time equivalent)	<u>5.7</u>	<u>5.9</u>

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2021	102,302	40,345	23,184	165,831
Additions in year	-	-	-	-
At 31 December 2021	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Depreciation				
At 1 January 2021	102,302	40,345	22,505	165,152
Charge for the year	-	-	340	340
At 31 December 2021	<u>102,302</u>	<u>40,345</u>	<u>22,845</u>	<u>165,492</u>
Net book value				
At 31 December 2021	<u>-</u>	<u>-</u>	<u>339</u>	<u>339</u>
At 31 December 2020	<u>-</u>	<u>-</u>	<u>679</u>	<u>679</u>

8. Debtors

	2021 £	2020 £
Trade debtors	37	140
Prepayments	9,251	4,178
Accrued income	4,000	-
Other debtors	540	-
	<u>13,828</u>	<u>4,318</u>

9. Current asset investments

	2021 £	2020 £
The Charities Official Investment Fund	<u>343,116</u>	<u>373,059</u>

10. Creditors: amounts due within 1 year

	2021 £	2020 £
Trade creditors	68,368	54,326
Accruals	24,520	22,103
Funds held on behalf of Copyright for Knowledge	1,288	1,288
	<u>94,176</u>	<u>77,717</u>

11. Analysis of net assets between funds

	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	339	339
Current assets	70,972	366,052	437,024
Current liabilities	-	(94,176)	(94,176)
Net assets at 31 December 2021	70,972	272,215	343,187
	Designated funds £	General funds £	Total funds £
Prior year comparative			
Tangible fixed assets	-	679	679
Current assets	81,813	320,980	402,793
Current liabilities	-	(77,717)	(77,717)
Net assets at 31 December 2020	81,813	243,942	325,755

12. Movements in funds

	At 1 January 2021 £	Income £	Expenditure £	At 31 December 2021 £
Unrestricted funds				
<i>Designated funds:</i>				
Academic Libraries North	47,350	47,984	(60,696)	34,638
Mercian Collaboration	22,229	18,203	(14,536)	25,896
CSGUK Collaboration	12,234	-	(1,796)	10,438
Total designated funds	<u>81,813</u>	<u>66,187</u>	<u>(77,028)</u>	<u>70,972</u>
General funds	<u>243,942</u>	<u>417,620</u>	<u>(389,347)</u>	<u>272,215</u>
Total funds	<u><u>325,755</u></u>	<u><u>483,807</u></u>	<u><u>(466,375)</u></u>	<u><u>343,187</u></u>

Purposes of designated funds

The designated funds have been set up for the purpose of ringfencing funds held by each of the regional consortia. Northern Collaboration and NOWAL have merged to form Academic Libraries North in order to facilitate effective collaboration across members in the north of England.

Prior year comparative

	At 1 January 2020 £	Income £	Expenditure £	At 31 December 2020 £
Unrestricted funds				
<i>Designated funds:</i>				
Northern Collaboration	20,165	20,049	(33,494)	6,720
Mercian Collaboration	20,004	18,821	(16,596)	22,229
NoWAL	39,432	38,270	(37,072)	40,630
CSGUK Collaboration	4,928	9,093	(1,787)	12,234
Total designated funds	<u>84,529</u>	<u>86,233</u>	<u>(88,949)</u>	<u>81,813</u>
General funds	<u>232,194</u>	<u>402,013</u>	<u>(390,265)</u>	<u>243,942</u>
Total funds	<u>316,723</u>	<u>488,246</u>	<u>(479,214)</u>	<u>325,755</u>

13. Commitments under operating leases

At 31 December 2021, the charity had the following annual commitments under non-cancellable operating leases:

	2021		2020	
	Land and buildings £	Other £	Land and buildings £	Other £
Payments due:				
Within one year	10,000	5,278	10,000	5,278
Within two to five years	-	958	-	6,236
	<u>10,000</u>	<u>6,236</u>	<u>10,000</u>	<u>11,514</u>

14. Related party transactions

There were no related party transactions in the current or prior year.

15. Funds received as an agent

During the year, the charity acted as custodian trustee for partner organisation, Copyright for Knowledge. An analysis of the funds received and paid by the charity is given below. Funds held at year end are detailed in the creditors note (note 10).

	Funds held at 1 January 2021 £	Funds received £	Funds paid £	Funds held at 31 December 2021 £
Copyright for Knowledge	1,288	-	-	1,288

THE SOCIETY OF COLLEGE, NATIONAL AND UNIVERSITY LIBRARIES

England & Wales - Charity number 278550

Accounts

ANNUAL REPORT

2020

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CHAIR'S INTRODUCTION



Opportunities for the post-Covid world

The long-term impacts of the Covid-19 pandemic are being explored by all of us with an interest in the future of teaching, learning and research. SCONUL's contribution is our Libraries after Lockdown programme which is exploring libraries' role in delivering blended teaching and learning; the

impact on organisational development and staff of the pandemic; and the changing technological and market environment for library services.

While the last eighteen months have tested all of our resourcefulness and resilience, no crisis comes without opportunities. The pandemic has undoubtedly raised awareness of the centrality of libraries to the core missions of their institutions. During lockdown, governments across the nations of the UK sought to keep library buildings open wherever possible to support their users – a clear demonstration that libraries lie at the heart of their institutions. There is now a greater understanding of the challenges that we face in providing access to the content our users need,

including the strictures of copyright law; restrictive licensing terms; the very high costs of content and the questions of value that this throws up.

The value of the library community's collaborative ethos has also been thrown into sharp relief. It has brought huge benefits to all of us in responding to the crisis and I am proud of the role that SCONUL has taken in delivering that support.

During 2020, we refocused our activities on the areas our members said they most needed. We delivered a series of webinars exploring our responses to the pandemic and shared information in spreadsheets and reports. We lobbied for the interests of member libraries with the CLA, UUK and with the Department of

Education at Westminster, as well as providing a valuable conduit for information between members and governments. We pursued new partnerships and worked across university professional services to support our members. This meant pausing key activities including suspending the Access Scheme. We hope to reopen this in the autumn. Our work in other areas continued including partnerships with Jisc and RLUK, particularly on the cost and provision of content.

The agility and flexibility of SCONUL's response to the crisis has been appreciated by members and I would like to thank all staff and colleagues across the community for their contribution.

Susan Ashworth, Chair

REFERENCE AND ADMINISTRATIVE INFORMATION

Status

The organisation is a charitable company limited by guarantee.

Company number:

01436951

Charity number:

278550

Registered Office

94 Euston Street, London
NW1 9HA

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- **Chair:** Susan Ashworth (from September 2020)
- **Former Chair:** Pete Ryan (resigned 9 September 2020)
- **Vice-Chair:** Lesley Castens

- **Honorary Treasurer:** James Anthony-Edwards
- Andrew Barker (appointed September 2020)
- Nick Barratt (resigned March 2020)
- Stella Butler (resigned December 2020)
- Pat Christie (resigned September 2020)
- Marilyn Clarke (appointed September 2020)
- John Cox
- Gary Elliot-Cirigottis (appointed September 2020)
- Regina Everitt (appointed September 2020)
- Alison Harding
- Libby Homer
- Liz Jolly
- Rosie Jones
- Anna O'Neill
- Christopher Pressler (resigned March 2020)
- Caroline Taylor (resigned March 2020)

- Robin Armstrong Viner (appointed December 2020)
- Liz Waller (resigned September 2020)
- Emma Walton (appointed March 2020)

Bankers and Investment Managers

The Co-operative Bank plc
PO Box 250, Delf House
Southway
Skelmersdale WN8 6WT

CCLA Investment Managers Limited
COIF Charity Funds
Senator House
85 Queen Victoria Street
London EC4V 4ET

Auditors

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street

Bristol, BS1 4QD

Solicitors

Walker Morris LLP
Kings Court
12 King Street
Leeds LS1 2HL

HR advisor

W B Ranken
16 Forest Edge
Buckhurst Hill
Essex IG9 5AA

Staff

- **Executive Director and Company Secretary**
Ann Rossiter
- **Deputy Director**
Vacant in 2020
- **SCONUL Co-ordinator**
SitMui Ng
- **Finance Assistant**
Kim Hardingham
- **Team Administrator**
Jenelle Negraeff

SCONUL MEMBERSHIP

University of Aberdeen
Abertay University
Aberystwyth University
The Arts University,
Bournemouth
University of the Arts London
Anglia Ruskin University
Aston University
Bangor University
University of Bath
Bath Spa University
University of Bedfordshire
Birkbeck, University of London
University of Birmingham
Birmingham City University
University College Birmingham
Bishop Grosseteste University
The University of Bolton
Bournemouth University
University of Bradford
University of Brighton
University of Bristol
The British Library
Brunel University
University of Buckingham
Buckinghamshire New University
University Campus Suffolk
University of Cambridge
Canterbury Christ Church
University
Cardiff University
Cardiff Metropolitan University

University of Central Lancashire
University of Chester
University of Chichester
City, University of London
The Conservatoire for Dance
and Drama
University College Cork
Courtauld Institute of Art
Coventry University
Cranfield University
University for the Creative Arts
University of Cumbria
University of Derby
De Montfort University
Dublin City University
University College Dublin
Technological University Dublin
University of Dundee
Durham University
University of East Anglia
University of East London
Edge Hill University
University of Edinburgh
Edinburgh Napier University
University of Essex
University of Exeter
Falmouth University
National University of Ireland,
Galway
University of Glasgow
Glasgow Caledonian University
The Glasgow School of Art

University of Gloucestershire
Goldsmiths, University of London
University of Greenwich
Guildhall School of Music &
Drama
Harper Adams University
College
University of Hertfordshire
University of Highlands and
Islands
University of Huddersfield
University of Hull
Heriot-Watt University
Imperial College London
Institute of Cancer Research
Institute of Mechanical Engineers
Keele University
University of Kent
King's College London
Kingston University
Lancaster University
University of Leeds
Leeds Beckett University
Leeds Arts University
Leeds College of Music
Leeds Trinity University
University of Leicester
Leo Baeck College
University of Limerick
University of Lincoln
University of Liverpool
Liverpool Hope University

Liverpool John Moores
University
Liverpool School of Tropical
Medicine
University of London, Senate
House Library
London Business School
The London Library – new
member joined January 2020
London Metropolitan University
London School of Economics
London School of Hygiene &
Tropical Medicine
London South Bank University
Loughborough University
The University of Manchester
Manchester Metropolitan
University
Maynooth University
Middlesex University
National Library of Ireland
National Library of Scotland
National Library of Wales
Newcastle University
Newman University
The University of Northampton
Northumbria University
Norwich University of the Arts
University of Nottingham
Nottingham Trent University
The Open University
Oxford Brookes University

Oxford University
University of Plymouth
Plymouth Marjon University
University of Portsmouth
Queen Margaret University
Queen Mary, University of
London
Queen's University of Belfast
Royal Agricultural University
Royal Central School of Speech
and Drama
Ravensbourne University
University of Reading
Regent's University London
Robert Gordon University
Roehampton University
Rose Bruford College
Royal College of Art
Royal College of Music
Royal College of Physicians and
Surgeons of Glasgow

Royal College of Surgeons in
Edinburgh
The Royal College of Surgeons
of England
Royal College of Surgeons in
Ireland
Royal Conservatoire of Scotland
Royal Horticultural Society
Royal Holloway, University of
London
Royal Institute of British
Architects
Royal Northern College of Music
The Royal Veterinary College
Royal Welsh College of Music
and Drama
University of St Andrews
St George's University of London
St Mary's University
St Mary's University College
Belfast

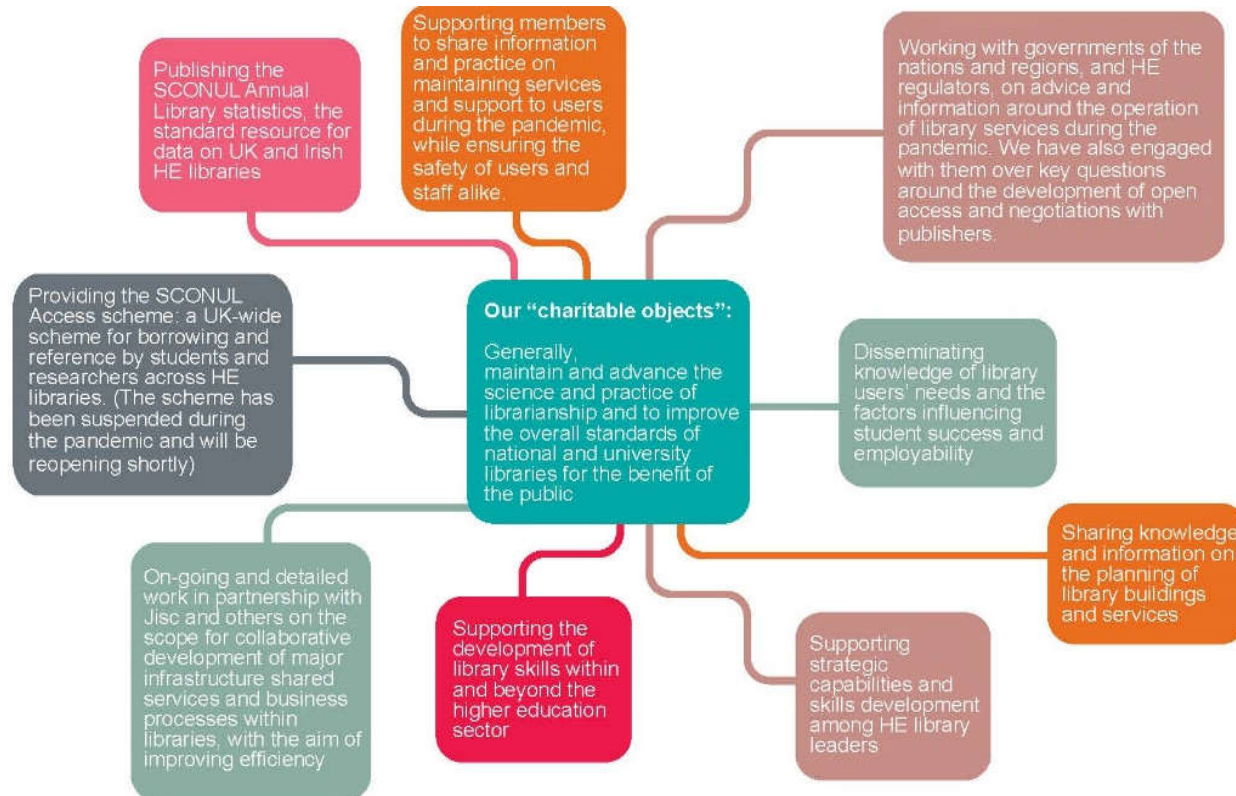
Salford University
School of Oriental and African
Studies
The University of Sheffield
Sheffield Hallam University
Southampton Solent University
University of Southampton
University of South Wales
SRUC
Staffordshire University
University of Stirling
University of Strathclyde
University of Sunderland
University of Surrey
University of Sussex
Swansea University
Tate
Trinity College Dublin
Trinity Laban Conservatoire of
Music and Dance
University of Teesside

University of West London
UCL
University of Ulster
University of Wales Trinity Saint
David
University of Warwick
Wellcome Collection
University of the West of
England, Bristol
University of the West of
Scotland
University of Westminster
University of Winchester
University of Wolverhampton
University of Worcester
Wrexham Glyndŵr University
Writtle College
University of York
York St John University

REPORT OF THE TRUSTEES

The trustees present their report and the audited financial statements for the year ended 31 December 2020. Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective January 2019).

As a charity, SCONUL has a set of core aims (our “charitable objects”). The Executive Board has referred to the Charity Commission’s guidance on public benefit when reviewing SCONUL’s aims and objectives and in planning future activities. Identifiable public benefits arose during 2020 from the work described below, highlights of which were:



LEADERSHIP AND ADVOCACY

Covid-19

The impact of the pandemic on our members, their staff, services and users dominated our work in 2020. As Covid-19 hit, the Board reviewed all our planned activities, placed some on hold and we focused our resources on meeting the immediate needs of our members through this immensely challenging time.

Over the last year library leaders have pivoted their services from the standard blended digital and physical model to one where the focus has been almost entirely on digital and remote delivery. Library buildings have sometimes been closed and at others open just for some services or some students. But member libraries have continued to deliver their core services in an agile and user-focused way.

Changes were introduced quickly and effectively to physical services while digital library services continued to operate seamlessly. New services were developed at speed, including click and collect options, and scanning and sending materials where this was feasible. Support and teaching by the library moved entirely online and members experimented with creative new approaches towards fulfilling their remits, for example using virtual reality technology to provide access to special collections.

There has been much to be proud of although this has placed huge demands on systems and staff, testing everyone's resilience.

SCONUL supported our members in three main ways. First, we put much of our

resource into providing structured ways for members to share information across institutions about responses to the pandemic, fostering the spread of information, innovation and good practice across the community. This included organising regular webinars and meetings within the community and those in allied professional services. Data was also captured and shared via spreadsheets and reports to members.

Second, SCONUL used that information to advise partners, including civil servants, regulators and UUK about the immediate challenges our members were facing. We influenced the development of guidance and regulation and in turn briefed members on developments in these areas.

Third, SCONUL advocated for change with partners such as academic publishers, subscription agents, the CLA and others about the short-term needs and long-term challenges facing our members, calling for changes which will allow libraries to deliver what their users need. For example, we lobbied successfully for changes to the CLA licence to allow for digital sharing of resources which would not otherwise have been permitted.

As we move out of the crisis, SCONUL is using the same agile approach to support our members to take the best of the innovative practices developed during the pandemic and to capitalise on the opportunities arising from this period of intense change.

LEADERSHIP AND ADVOCACY

Leadership development

Supporting the development of leadership skills and leaders' knowledge base across our membership is an important part of our remit and has been a major focus of SCONUL's work over recent years. We work with current leaders identifying and meeting their needs but also support the development of the next generation of library leaders, providing opportunities to engage with critical debates about the shape and nature of library services as well as services focused specifically on professional development.

In 2020 we maintained all our services in this area and worked with Advance HE to develop training on Leading Racial Equality for those heading library

services. The initial course took place in spring 2021 with members of the SCONUL Board. However, our usual work with Advance HE on its Future Professional Directors Programme has been suspended due to the pandemic and we hope that this will resume once the current crisis has abated.

We established an Open Forum for Black, Asian and minority ethnic (BAME) staff at SCONUL member institutions to enable them to network and share information. Further information is included on page 11 below.

Our mentoring scheme is now in its third year and continues to provide opportunities for new and emerging leaders to

develop their skills. Details of the scheme are available at page 18.

We provide a range of resources on "Leading Libraries" on the SCONUL website at: www.sconul.ac.uk/page/leading-libraries.

We also provide access to Action Learning Sets in partnership with colleagues from other professional services, including estates, finance, HR and IT, providing a powerful development experience; and our own deputies and directors informal groups which provide an opportunity for sharing best practice and problem-solving with peers.

In 2021 we have continued to develop the range of support on offer, including recruiting new mentors and mentees for our mentoring scheme. We will be rolling out the Advance HE training on Leading Racial Equality and holding the second Open Forum for BAME staff.

We are also setting up Community of Interest groups, initially in three core areas of interest to members that arose post-pandemic, which will provide emerging leaders across the sector to explore these issues in depth and to help shape the sector's response.

LEADERSHIP AND ADVOCACY

Journals, e-books and the cost of content

The pandemic has thrown a spotlight on many of the long-standing challenges that our members have faced over the cost of content, raising awareness among academics and institutional leaders of concerns over value and the availability of research and teaching and learning materials digitally.

During **2020**, as the pandemic took hold, we worked in concert with partners RLUK and Jisc to make the case for the short- and long-term changes needed for the development of a sustainable content market.

This included lobbying for the changes to the CLA licence discussed above, and arguing

for immediate price cuts from publishers in response to the challenging financial climate.

We also worked with Jisc on the development of their new e-textbooks agreement. This delivered short-term benefits, meeting the immediate needs of members to provide access to teaching materials during the pandemic. However, all parties recognise its limitations and we are currently working with partners on the long-term direction for the market.

Lack of market competition is a long-standing concern and early in the year SCONUL made a submission on our members' behalf to the Competition and Markets Authority calling for a formal

investigation into a proposed merger in the sector.

In the UK, we work closely with Jisc Collections on journal negotiations including facilitating consideration of immediate negotiation objectives and the long-term shape of the journal market. This was the subject of the Content Forum we held in 2020. SCONUL is a member of the UUK content negotiation strategy group, alongside RLUK and others, which coordinates the sector's negotiations with publishers, providing a representative voice for our member institutions in negotiations with publishers. SCONUL remains a member of the International Coalition of Library Consortia (ICOLC),

through which we share intelligence and strategy on negotiations which helps to inform our work and to keep UK members briefed on developments internationally.

In 2021 our Content Strategy Group will continue this work, liaising closely with Jisc Collections on individual negotiations, including with Elsevier, and bringing pressure to bear on the high cost of content, particularly given current and expected pressures on budgets.

We are also coordinating discussions with stakeholders on the current problems in the e-textbook markets and on the long-term changes needed in this area.

LEADERSHIP AND ADVOCACY

Open access

SCONUL has consistently argued that the traditional subscription model for journal publication was unaffordable, unsustainable and poorly equipped to meet the needs of authors and to work with members on new OA models of journal provisions.

The pandemic has highlighted the impact on students and researchers of content being held behind a paywall and **2020** saw increased awareness of the benefits of open access.

SCONUL has continued to argue for its benefits and to engage with UKRI on the development of its open

access policy which was published in August 2021.

We continue to work closely with Jisc on the development of services to support institutions in handling the complexities of OA related processes and remain a strong supporter of the UK-Scholarly Communications Licence.

In 2021 we have been working closely with Jisc and with our members on the ongoing Elsevier negotiations and on the development of open models for other forms of content.

Organisational development

SCONUL members are engaged in a broad range of areas of work, often in partnership with other parts of the institution. For example, libraries may lead on research data management; setting up university presses; or working on data analytics or curriculum development. This demands an ever-increasing range of skills within the library workforce. Meeting this skills challenge is an important issue for SCONUL members who are also keen to ensure that they are providing opportunities for the development of current staff.

During **2020** the pandemic placed huge stress on the

library workforce, demanding agility, flexibility and resilience. SCONUL helped members share information and best practice on supporting staff and their managers to meet these challenges. SCONUL has also worked closely with CILIP on issues around workforce development and professional qualifications.

We have commissioned work on the pipeline for new talent into the profession and this will be published **in 2021**. Organisational development is one of the three strands of SCONUL's Libraries after Lockdown programme which is discussed on page 12.

LEADERSHIP AND ADVOCACY

Staff Ethnic Diversity

SCONUL recognises it must be an active participant in driving the change we all recognise is needed to address the lack of ethnic diversity both in the HE sector and in the library profession.

In 2020 we established a group to support our Black, Asian and minority ethnic (BAME) staff, led by Regina Everitt, Director of Library, Archives, and Learning Services at University of East London. This group is taking forward the findings of the report, commissioned by SCONUL, on BAME staff's experience of working at SCONUL member libraries which made a series of recommendations for change.

One was that SCONUL capture data on the ethnic

background of the library workforce, and **in 2021** we have commissioned research into how this might be achieved. The results will be published in Autumn 2021.

SCONUL has also established an Open Forum for BAME staff. Meetings will be held twice a year, one for BAME staff only and one for BAME staff and their allies. The first meeting was held in February 2021 and provided a valuable opportunity for staff to share and compare their lived experiences of work.

SCONUL wants to support those leading libraries to deliver the change we need to see. As discussed above, we have worked with Advance HE to develop a course on Leading Change on Racial Equality and will be rolling this out to members in 2021.

Policy landscape

Brexit, the expected implementation of the Auger report and the financial and policy impact of the pandemic have all contributed to even greater uncertainty than usual in the policy and financial environment in which members are working.

In 2020 SCONUL was represented on the Universities UK group examining the impact of Brexit on universities. In this and a range of areas, including on Covid-19 regulations, we shared briefings with members on policy changes and their impact, including news flashes.

In 2021 we will be working closely with members on the policy and regulatory environment as government

and regulators adapt to the long-term impact of Covid-19 on HE, research and the arts. We will be providing briefings and responding to forthcoming consultations, giving the sector a voice in the important debate about the future of provision.

PROMOTING GOOD PRACTICE AND COLLABORATION

Future of library services

The response of member institutions and their libraries to the pandemic is expected to drive long-lasting and substantial change. A radical shift to remote teaching and learning took place, providing an opportunity for libraries to accelerate their own drive towards digital delivery. Libraries themselves have responded to the crisis by innovating in the way that services and support are delivered.

It has been a long-standing aim for SCOUNL to support our members to capitalise on technological, social and policy changes in the development of their services. The potential impact of these changes are embedded in all aspects of SCOUNL's work,

including advocacy, events and intelligence sharing.

In 2020, SCOUNL held a series of twelve webinars plus associated other meetings which gave members a chance to explore these longer-term opportunities as well as the sector's collective response to the more immediate challenges.

In 2021 our Libraries after Lockdown programme will take forward debate and research about these trends. The three strands will look in detail at (a) the impact of the pandemic on organisational development and new ways of working, (b) technology and systems changes and (c) blended learning and teaching and the library's role in delivering this.

We have already published research on the drivers for increased use by students and others from member libraries, recognising that use of the physical library space continues to increase even alongside an increase in the availability of digital resources.

We will also be setting up a forum for those leading small and specialist institutions to allow them to share experiences, opportunities and challenges specific to those members.

Benchmarking and trend analysis

Our annual statistics are an important benchmarking tool for libraries in their quest to understand and demonstrate their value and impact and improve their services.

In 2020 we produced an analysis of the broader range of services being offered by academic libraries such as 24-hour opening and laptop loans, the degree to which additional services/facilities are located within library spaces and the potential impact, if any, these additional services have on traditional usage measures such as footfall and loans. We also undertook an analysis of library National Student Survey (NSS) data to help members benchmark their performance.

In 2021 we will be producing a report on the impact of the pandemic on library activities, as well as reviewing the statistics we gather to ensure they meet the changed environment and our strategic purposes.

PROMOTING GOOD PRACTICE AND COLLABORATION

Space planning and design

In 2020 we continued to share good practice on space planning through contributions to the Designing Libraries website, which provides detailed information on planning new buildings or refurbishments. We are members of the Advisory Board of the Community Interest Company overseeing the website.

In 2021, we published a report on drivers for the increase in library usage, and the Libraries after Lockdown programme will explore the impact of the pandemic on the use and design of library spaces.

ETHOS

SCONUL supports the development of EThOS (Electronic Theses Online Service) which delivers a 'single point of access' where researchers from across the world over can access theses produced by UK doctoral students.

The Executive Director is a member of the EThOS Advisory Board and helps shape the development of the service to meet the needs of the UK higher education library community.

Shared services

SCONUL continues to be heavily involved in the shared services arena and works in partnership with Jisc to identify and scope new services through our Technology and Markets Strategy Group and other working groups.

We provide governance and advice on the development of existing areas of work as well as making recommendations for future initiatives.

In 2020, SCONUL worked closely with Jisc on further development of the National Bibliographic Knowledgebase, and associated services.

In response to the closure of library buildings and the suspension of face-to-face training across the sector, we produced a resource for members on virtual CPD opportunities for staff on furlough or working at home

In 2021 we will continue to work in each of these areas, helping to support those leading member libraries to plan and develop their service through the Libraries after Lockdown programme. For example, we have held discussions on the scope for collaboration on inter-library loans and on e-textbooks.

SCONUL's partner organisations

Our partner organisations during 2020 included:

- ABDU (the French Association of Academic Libraries and Documentation)
- AdvanceHE
- Amoshe, the Student Services Organisation
- Association for Heads of University Administration (AHUA)
- Association for Research Managers and Administrators (ARMA)
- Arts Council England
- The British Library
- British Universities Finance Directors Group (BUFDG)
- Chartered Institute of Library and Information Professionals (CILIP)
- Copyright Negotiating and Advisory Committee (CNAC)
- Consortium of National and University Libraries (CONUL), Ireland
- Copyright for Knowledge
- COUNTER
- Designing Libraries
- Digital Preservation Coalition (DPC)
- Ebooks SOS Campaign
- EThOS, the e-theses online service
- Higher Education Statistics Agency (HESA)
- International Federation of Library Associations (ILFA)
- Information School, The University of Sheffield
- Jisc
- Jisc Collections
- Knowledge Quarter
- The Libraries and Archives Copyright Alliance (LACA)
- Libraries Connected
- London Universities Purchasing Consortium (LUPC)
- The M25 Consortium of Academic Libraries
- The Mercian Collaboration
- The National Council of Voluntary Organisations (NCVO)
- The Northern Collaboration
- North West Academic Libraries (NoWAL)
- Research Libraries UK (RLUK)
- SCHOMS
- Scottish Confederation of University and Research Libraries (SCURL)
- Southern Universities Purchasing Consortium (SUPC)
- Universities and Colleges Information Systems Association (UCISA)
- UK Research and Innovation (UKRI)
- UK-SCL Steering Group
- Universities UK (UUK)
- Wales HE Libraries Forum (WHELP)
- The Wellcome Trust

MEMBER SERVICES

The SCONUL statistics

Producing statistics on library activities is a core SCONUL service, allowing members to benchmark their service against that of their peers, and providing a detailed picture of library activity across the UK and Ireland. The statistics are a unique resource and have an important role in ensuring efficiency in the sector. The reporting tool, available to members via the SCONUL website, allows members to run tailored reports and produce graphs comparing their own institution's performance to individual or groups of peer institutions.

In 2020, despite the pandemic 157 institutions contributed to the statistics (compared to 158 in 2019) with 122 submitting the strategic planning subset of data released early in time for the budget planning round.

The SCONUL statistics also have a strategic function for the sector in that, in aggregate, they present a picture of collective activity and spend. As in previous years, in 2020 the statistics were used by Jisc to inform its negotiations with journal and e-book publishers and for advocacy purposes with journalists and stakeholders. Over the next two years SCONUL will be reviewing the statistics it collects both to ensure fitness for purpose for benchmarking and to assess their role in supporting our collective strategic objectives.

The SCONUL Access Scheme

It has not been possible to keep the Access Scheme open during the pandemic. The requirements for social distancing, restrictions of movement and regulations requiring the closure of buildings meant that member libraries were unable to welcome external visitors. The scheme was formally suspended on 16 March 2020 and remains closed at present. At the time of closing the scheme had 168 members.

We are very aware that the scheme is an important enabler for students and researchers at UK universities, allowing them to pursue their studies and research objectives. In essence it allows users of one member institution to use the libraries of another. It has been missed by users and institutions and we have been monitoring the position regularly during the course of the pandemic including consulting members as to their current position. We anticipate reopening the scheme in Autumn 2021 following our most recent consultation with members but will always give primacy to the safety of staff and scheme users.

MEMBER SERVICES

Unsub

During 2020 SCONUL held detailed conversations with members, with the organisation Our Research, and with Jisc, exploring the possibility of a national agreement for access to the Unsub service, and in Spring 2021 agreed a deal.

The agreement will help individual SCONUL members in the UK to use Unsub, a data analysis and dashboard tool that enables libraries and consortia to independently assess the value of the journal subscriptions they hold with publishers. It will also allow universities to assess and share various scenarios of selecting journal titles. Modelling different scenarios gives university libraries greater insight into the value of their subscription packages, with the opportunity to share their outcomes with the Jisc consortium to enable greater oversight in support of national negotiation activities.

The agreement includes a reduced rate for Unsub membership for SCONUL members. It provides institutions with access to data from all publishers supported by Unsub through their institutional analytics tools, as well as a consortia dashboard tool developed with Jisc.

Information sharing

One of the most important roles that SCONUL fulfils for members is to facilitate information sharing between members. This includes developing practice within institutions, new service models, international developments in librarianship and a wide range of other fields. We do this in a variety of ways, including through our monthly newsletter regular briefings. We use our mailing lists and the SCONUL website to distribute information about sector developments to members. SCONUL also provides members with “news flash” updates which provide rapid summaries of important policy developments to members which are highly valued.

During 2020 SCONUL produced regular briefings for members on key issues for academic libraries, including regular updates on governments’ policies on Covid-19 as well as on other policy developments such as open access, journal negotiations and the legislative and regulatory frameworks for HE in the UK.

Deputies and Directors groups

In 2020 SCONUL continued to offer deputies and new directors' groups to members. These groups provide an opportunity for participants to come together to share experiences and learn from each other in an informal way. SCONUL organises the membership of the group and facilitates the first meeting. Beyond this, the groups are self-organising.

We support groups for deputies and new directors, but also have groups for interim directors; for those managing a portfolio of services, and for those running converged services. We now support 19 groups in total and regularly survey members for those with an interest in taking part.

The Virtual Enquiry Service

SCONUL had a long-standing arrangement for SCONUL members to join the QuestionPoint service, based on a framework negotiated with the then owner, OCLC. In 2019, the service was sold to another company and despite an extended conversation, it has not been possible to reach a suitable agreement with the new owners. Unfortunately, we have now had to withdraw this service.

Supporting member consortia

For the last eight years SCONUL has been providing support for other library consortia whose members are also members of SCONUL. This support is provided at cost, and allows our partners to concentrate on projects, research and services for their members while SCONUL takes on some of their administrative burden.

During 2020, we provided support to the Northern Collaboration, the Mercian Collaboration, North West Academic Libraries (NoWAL) and the Customer Services Group UK. These are formally sub-groups of SCONUL, albeit with the autonomy to pursue their own objectives under SCONUL's charitable objects. We remain open to providing support to other similar organisations.

These organisations all support the overarching aims of SCONUL:

The aims of Customer Services Group UK (CSGUK) are to discuss and share knowledge of new developments in customer service generally, and within libraries more specifically; to share knowledge and techniques used around measures already implemented in HE libraries; and to discuss and develop methods for improving customer service, especially where there is potential for active collaborative working.

The Northern Collaboration and NoWAL have now merged to form Academic Libraries North and their objective is, through collaborative activities and mutual support, to provide opportunities for our members in the exchange of knowledge and experience.

The Mercian Collaboration provides a space to work together to explore training and development and to seek efficiencies on behalf of member institutions and the wider community.

MEMBER SERVICES

SCONUL Mentoring

The SCONUL Mentoring scheme is designed to support academic library leaders in their professional and personal growth by facilitating mentoring relationships with more experienced colleagues. It is aimed at emerging or newly-appointed leaders (senior library staff in deputy director or second tier equivalent positions at member institutions) or those recently appointed to their first director level post although it is also open to more experienced leaders, as leadership learning and development are lifelong processes.

In its third year of operation in 2020 it had 26 active mentors and had provided support to 29 additional mentees.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

SCONUL is a company limited by guarantee which has been given a licence to omit the word 'limited' by the Secretary of State for Business, Innovation and Skills.

SCONUL is governed by its Articles of Association which are available on the SCONUL website:

<https://www.sconul.ac.uk/sites/default/files/documents/ArticlesofAssociation.pdf>

These governing documents were incorporated on 13 July 1979 and last amended by Special Resolution on 3 July 2015.

SCONUL's members

SCONUL's members are the universities and national libraries of the United Kingdom and Ireland, together with most other UK institutions of higher education and institutions with collections of national significance. Members are listed on page 4 and 5 of this report.

One member one vote

Senior leaders of SCONUL member libraries have an important role to play in SCONUL, influencing our priorities and objectives. Their contributions to the Board, to SCONUL's Strategy Groups and in representing the community on a wide range of working groups are critical to SCONUL's success. They are also critical in helping to develop SCONUL's strategy to meet its core charitable objectives (see page 6).

Each institution is allowed a single vote at the SCONUL Annual General Meeting and in elections for the Board. This is an important element of the governance of the organisation.

Our trustees

Sixteen members (see page 3) constitute the Company's Board and are the Charity's trustees, each of whom, in formal terms, is a Director of the Company. Twelve of the sixteen of the Board are elected and four were co-opted from partner organisations.

New trustees are given briefings on the charity's work and their obligations under Charity and Company law. Training in good practice and the responsibilities of trustees is provided regularly.

STRUCTURE, GOVERNANCE AND MANAGEMENT contd.

Executive Board

The Executive Board meets four times a year (currently all meetings are virtual) and oversees all issues relating to the charity's finances and its work for members and the public, including taking decisions on behalf of members. Where major changes to the way that SCONUL works are proposed, these are presented to members to vote on at the AGM.

The SCONUL Board also:

- guides and supervises the office staff who are led by the Executive Director
- oversees the work of the SCONUL Strategy Groups and other working groups. This includes agreeing their terms of reference and considering significant

proposals for activities and spending

- approves the annual budget at each AGM, and proposes the subscriptions to be levied for the following year
- regularly reviews the organisation's risk register and takes measures to ameliorate those risks.

During 2020 the Board has been very engaged in supporting the community in responding to the current crisis. They have also taken part in the initial iteration of the Advance HE training on Leading on Racial Equality.

FINANCIAL REVIEW

Introduction

The results for the year to 31 December 2020 are set out in the Statement of Financial Activities. The Charity's fund balances and the net assets that constitute them are set out in the Balance Sheet.

Overall total income was as anticipated. Subscription income for SCONUL (as opposed to our regional consortia) was broadly level following a decision by the Board to freeze subscription levels in 2020 given the impact of the pandemic. The remainder of subscription income relates to our management of reserved funds for our regional consortia.

A satisfactory balance between day-to-day and longer-term holdings of funds has been adopted, as follows:

- short-term funds kept in a deposit account at the bank, which automatically tops up the current account when its balance falls below £10,000
- other funds, the working reserve, kept in the Charities Official Investment Fund. Balances are high at the start of the year when subscriptions are received and are reduced towards the end of the year to provide funds for expenses incurred.

Risk management

The Executive Board considers the major risks faced by SCONUL on a regular basis and they are of the opinion that systems are in place to manage them. A

“live” risk register is maintained by the SCONUL office, and is reviewed regularly by the Executive Board.

This covers both financial and non-financial risks; identifies both the likelihood and severity of any risk and identifies activities required to mitigate the risks identified.

We continue to monitor the risk from an historic pensions case which had been ruled on by the Pensions Ombudsman in SCONUL's favour in 2018 but which was subsequently referred to the High Court for Review. The court referred it back to the Pensions Ombudsman. Should the Pensions Ombudsman overturn its previous decision, SCONUL may be liable for additional pension costs which would be met from SCONUL's reserves.

Pay and remuneration policy

Staff pay scales are set by the Executive Board on the basis of advice from SCONUL's HR consultant and with reference to pay rates for equivalent posts in the charitable and public sectors.

Reserves policy

2020 saw SCONUL's reserves increase slightly to £243,942 from £232,194 at the end of 2019. We hold an additional £81,813 in designated funds (£84,529 at the end of 2019). SCONUL reviewed its reserve policy in March 2020 and agreed the following policy:

FINANCIAL REVIEW

to hold reserves sufficient to cover three months' core running costs or the cost of legal liabilities, whichever is higher, plus funds to cover a 10% loss of subscription income, plus the cost of our largest single spending commitment.

This would require reserves of £227k in 2021, approximately £17k below current reserves.

The COVID-19 pandemic is having a profound impact on higher education globally including in the UK. The trustees have considered the impact of this issue on the charity's current and future financial position. The trustees consider that the charity has sufficient unrestricted reserves as detailed above and cash flow to continue as a going

concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been prepared on the going concern basis.

The designated funds support the activities of SCONUL's sub-groups: the Northern Collaboration and NoWAL (now merged to form Academic Libraries North); the Mercian Collaboration; and the Customer Services Group UK as discussed above.

Interest income on reserves is still very low at an average of around 0.2% and is likely to remain low in 2021 as a result of the financial impact of the pandemic.

Relationships with other bodies

SCONUL provides support to four library consortia whose members are also members of SCONUL and which are formally constituted as sub-groups. The groups have autonomy within our shared core charitable objectives (see page 6). Three consortia have a member of staff, employed by SCONUL, devoted to their work. The cost of other staff time on consortia work is covered by transfers from the consortia's reserved funds.

SCONUL has no formal relationship with other charities with the important exception that its member institutions are nearly all charities themselves.

SCONUL is a member of a number of key sector bodies, including LIBER and IFLA, as part

of its role ensuring that the voice of its members is heard at the European and international level.

RESPONSIBILITIES OF TRUSTEES

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume

that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and

- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2020 was 16.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to act in that capacity.

Approved by the trustees on 15 September 2021 and signed on their behalf by

Susan Ashworth

Susan Ashworth
SCONUL Chair

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of The Society of College, National and University Libraries (the 'charity') for the year ended 31 December 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
 - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;

- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
 - (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
 - (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
 - (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
 - (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
 - Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and

- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity'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 charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 16 September 2021

Alison Godfrey

**Alison Godfrey FCA
(Senior Statutory Auditor)**

For and on behalf of:

GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

	Note	2020 Total £	2019 Total £
Income from:			
Donations - subscriptions	2	484,590	466,243
Other trading activities		1,350	46,580
Investments		876	2,654
Charitable activities:			
Membership services		1,430	1,980
Events programme		-	73,173
Total income		488,246	590,630

	Note	2020 Total £	2019 Total £
Expenditure on:			
Charitable activities:			
Membership services		93,095	164,481
Events programme		91,987	212,223
Partnership working, advocacy and lobbying		111,248	130,379
Communications with members		102,616	75,960
Regional collaborations		80,268	100,039
Total expenditure	3	479,214	683,082
Net income / (expenditure) and net movement in funds	4	9,032	(92,452)
Reconciliation of funds			
Total funds brought forward		316,723	409,175
Total funds carried forward		325,755	316,723

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income and expenditure is unrestricted. Movements in funds are disclosed in note 12 to the accounts.

BALANCE SHEET

	Note	£	2020 £	2019 £
Fixed assets				
Tangible fixed assets	7		679	5,687
Current assets				
Debtors	8	4,318		11,439
Investments	9	373,059		332,183
Cash at bank and in hand		25,416		20,662
		<u>402,793</u>		<u>364,284</u>
Creditors: amounts due within 1 year	10	<u>(77,717)</u>		<u>(53,248)</u>
Net current assets			<u>325,076</u>	<u>311,036</u>
Net assets	11		<u>325,755</u>	<u>316,723</u>

	Note	£	2020 £	2019 £
Funds	12			
Unrestricted funds:				
Designated funds			81,813	84,529
General funds			243,942	232,194
Total funds			<u>325,755</u>	<u>316,723</u>

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

Approved by the trustees on 15 September 2021 and signed on their behalf by

Susan Ashworth

S Ashworth - Chair

James Anthony-Edwards

J Anthony-Edwards - Treasurer

STATEMENT OF CASH FLOWS

	2020 £	2019 £
Cash flows from operating activities:		
Net movement in funds	9,032	(92,452)
Adjustments for:		
Depreciation charges	6,027	8,120
Dividends, interest and rents from investments	(876)	(2,654)
Decrease / (increase) in debtors	7,121	1,965
Increase / (decrease) in creditors	24,469	1,206
Net cash provided by operating activities	45,773	(83,815)
Cash flows from investing activities:		
Purchase of fixed assets	(1,019)	-
Dividends, interest and rents from investments	876	2,654
Net cash provided by investing activities	(143)	2,654

	2020 £	2019 £
Increase / (decrease) in cash and cash equivalents in the year	45,630	(81,161)
Cash and cash equivalents at the beginning of the year	<u>352,845</u>	<u>434,006</u>
Cash and cash equivalents at the end of the year	<u>398,475</u>	<u>352,845</u>
Analysed as:		
Cash at bank and in hand	25,416	20,662
Current asset investments	<u>373,059</u>	<u>332,183</u>
	<u>398,475</u>	<u>352,845</u>

Analysis of changes in net debt

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Society of College, National and University Libraries meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, despite the impact of the ongoing Covid-19 pandemic on the charity's ability to hold in-person events and conferences. The charity has sufficient general reserves and cash to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from donations is received by way of membership subscriptions and is included in full in the statement of financial activities when receivable.

Credit is taken for subscriptions in the year for which they are payable. Where a member wishes to terminate their subscription then notice must be given before the summer conference in the year prior to the termination of membership.

Any income arising from conferences and meetings, sponsorship and sales of publications, working papers or newsletters is recognised once invoiced, unless it relates to a future event in which case it is deferred.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. These relate to ring-fenced funds for the regional consortia as described in note 12 to the accounts.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of governance and support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between charitable activities on the following basis, which is an estimate of the resource usage of each activity:

	2020	2019
Membership services	23.0%	31.6%
Events programme	25.0%	31.6%
Partnership working, advocacy and lobbying	25.0%	26.3%
Communications with members	27.0%	10.5%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	5 years straight line
Furniture, fixtures and fittings	3 years straight line
Computer equipment	3 years straight line

Items of equipment are capitalised where the purchase price exceeds £1,000.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Current asset investments

Current asset investments consist of cash held on deposit in interest bearing accounts. Such investments are measured at their fair value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

l) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Pension costs

The charitable company contributes to two multi-employer defined benefit pension schemes (the Universities Superannuation Scheme and the Superannuation Arrangements of the University of London). The assets of the schemes are held separately from those of the charitable company in independently administered funds. The

charitable company is not contractually liable for any share of the schemes' deficits, therefore the schemes are accounted for as defined contribution schemes. The pension cost charge represents contributions payable under the schemes by the charitable company to the funds. The charitable company has no liability under the schemes other than for the payment of those contributions. The contributions made for the accounting period are treated as an expense and were £43,070 in 2020 (2019: £47,416).

n) Operating lease commitments

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

o) Regional consortia

These financial statements include the results of the regional SCONUL sub-groups, accounted for as branches of the charity. Funds held on behalf of regional consortia are held as designated funds.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There are no key sources of estimation or uncertainty that have a significant effect on the amounts recognised in the financial statements.

2. Income from donations

	2020 £	2019 £
Membership subscriptions	475,597	466,243
Transfer from CSGUK	8,993	-
Total income from donations	484,590	466,243

3. Expenditure

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2020
	£	£	£	£	£	£	£
Direct costs	18,819	1,434	25,264	2,954	13,420	-	61,891
IT and website hosting	4,012	377	377	377	3,048	10,153	18,344
Staff costs (note 5)	29,507	45,875	41,306	51,440	63,800	71,997	303,925
Recruitment and training	-	-	-	-	-	1,571	1,571
Premises costs	-	-	-	-	-	44,365	44,365
Insurance	-	-	-	-	-	1,825	1,825
Fees and subscriptions	-	-	-	-	-	4,475	4,475
Office costs	-	-	-	-	-	15,432	15,432
Legal and professional	-	-	-	-	-	13,131	13,131
Executive board costs	-	-	-	-	-	1,024	1,024
Audit and accountancy	-	-	-	-	-	7,200	7,200
Bank charges	-	-	-	-	-	4	4
Depreciation	-	-	-	-	-	6,027	6,027
Sub-total	52,338	47,686	66,947	54,771	80,268	177,204	479,214
Allocation of governance and support costs	40,757	44,301	44,301	47,845	-	(177,204)	-
Total expenditure	93,095	91,987	111,248	102,616	80,268	-	479,214

Total governance costs were £8,224 (2019: £17,266).

Expenditure (prior year comparative)

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2019
	£	£	£	£	£	£	£
Direct costs	20,967	54,743	15,719	4,631	43,431	-	139,491
IT and website hosting	4,871	364	364	364	3,565	16,699	26,227
Staff costs (note 5)	50,807	69,280	41,100	41,686	53,043	67,455	323,371
Recruitment and training	-	-	-	-	-	14,918	14,918
Premises costs	-	-	-	-	-	44,459	44,459
Insurance	-	-	-	-	-	1,782	1,782
Fees and subscriptions	-	-	-	-	-	4,193	4,193
Office costs	-	-	-	-	-	17,025	17,025
Legal and professional	-	-	-	-	-	86,199	86,199
Executive board costs	-	-	-	-	-	10,186	10,186
Audit and accountancy	-	-	-	-	-	7,080	7,080
Bank charges	-	-	-	-	-	31	31
Depreciation	-	-	-	-	-	8,120	8,120
Sub-total	76,645	124,387	57,183	46,681	100,039	278,147	683,082
Allocation of governance and support costs	87,836	87,836	73,196	29,279	-	(278,147)	-
Total expenditure	164,481	212,223	130,379	75,960	100,039	-	683,082

4. Net movement in funds

This is stated after charging:

	2020 £	2019 £
Depreciation	6,027	8,120
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	294	7,028
Auditors' remuneration:		
• Statutory audit and accounts preparation (including VAT)	<u>7,200</u>	<u>7,080</u>

Trustees' reimbursed expenses relate to payments to 2 trustees (2019: 10) for travel and subsistence expenses for attending strategy group and board meetings.

5. Staff costs and numbers

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	237,504	249,250
Social security costs	23,351	26,705
Pension costs	43,070	47,416
	<u>303,925</u>	<u>323,371</u>

The key management personnel of the charity comprise the trustees and the Executive Director. The total employee benefits of the key management personnel of the charity were £117,200 (2019: £113,714).

One employee earned between £80,000 and £90,000 in the year (2019: one), excluding employer's pension contributions and NICs.

The average head count during the reporting period was 7.3 (2019: 8). The average number of full time equivalent employees during the year was as follows:

	2020 No.	2019 No.
Average number of employees (full-time equivalent)	<u>5.9</u>	<u>5.7</u>

6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2020	102,302	40,345	22,165	164,812
Additions in year	-	-	1,019	1,019
At 31 December 2020	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Depreciation				
At 1 January 2020	102,302	40,345	16,478	159,125
Charge for the year	-	-	6,027	6,027
At 31 December 2020	<u>102,302</u>	<u>40,345</u>	<u>22,505</u>	<u>165,152</u>
Net book value				
At 31 December 2020	<u>-</u>	<u>-</u>	679	679
At 31 December 2019	<u>-</u>	<u>-</u>	<u>5,687</u>	<u>5,687</u>

8. Debtors

	2020 £	2019 £
Trade debtors	140	5,614
Prepayments	4,178	5,825
	<u>4,318</u>	<u>11,439</u>

9. Current asset investments

	2020 £	2019 £
The Charities Official Investment Fund	<u>373,059</u>	<u>332,183</u>

10. Creditors: amounts due within 1 year

	2020 £	2019 £
Trade creditors	54,326	38,587
Accruals	22,103	12,734
Funds held on behalf of Copyright for Knowledge	1,288	1,288
Other creditors	-	639
	<u>77,717</u>	<u>53,248</u>

11. Analysis of net assets between funds

	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	679	679
Current assets	81,813	320,980	402,793
Current liabilities	-	(77,717)	(77,717)
Net assets at 31 December 2020	81,813	243,942	325,755

	Designated funds £	General funds £	Total funds £
Prior year comparative			
Tangible fixed assets	-	5,687	5,687
Current assets	84,529	279,755	364,284
Current liabilities	-	(53,248)	(53,248)
Net assets at 31 December 2019	84,529	232,194	316,723

12. Movements in funds

	At 1 January 2020 £	Income £	Expenditure £	At 31 December 2020 £
Unrestricted funds				
<i>Designated funds:</i>				
Northern Collaboration	20,165	20,049	(33,494)	6,720
Mercian Collaboration	20,004	18,821	(16,596)	22,229
NoWAL	39,432	38,270	(37,072)	40,630
CSGUK Collaboration	4,928	9,093	(1,787)	12,234
Total designated funds	<u>84,529</u>	<u>86,233</u>	<u>(88,949)</u>	<u>81,813</u>
General funds	<u>232,194</u>	<u>402,013</u>	<u>(390,265)</u>	<u>243,942</u>
Total funds	<u><u>316,723</u></u>	<u><u>488,246</u></u>	<u><u>(479,214)</u></u>	<u><u>325,755</u></u>

Purposes of designated funds

The designated funds have been set up for the purpose of ringfencing funds held by each of the regional consortia.

Prior year comparative

	At 1 January 2019 £	Income £	Expenditure £	At 31 December 2019 £
Unrestricted funds				
<i>Designated funds:</i>				
Northern Collaboration	22,391	30,878	(33,104)	20,165
Mercian Collaboration	17,442	22,651	(20,089)	20,004
NoWAL	38,494	47,505	(46,567)	39,432
CSGUK Collaboration	-	9,050	(4,122)	4,928
Total designated funds	<u>78,327</u>	<u>110,084</u>	<u>(103,882)</u>	<u>84,529</u>
General funds	<u>330,848</u>	<u>480,546</u>	<u>(579,200)</u>	<u>232,194</u>
Total funds	<u><u>409,175</u></u>	<u><u>590,630</u></u>	<u><u>(683,082)</u></u>	<u><u>316,723</u></u>

13. Commitments under operating leases

At 31 December 2020, the charity had the following annual commitments under non-cancellable operating leases:

	2020		2019	
	Land and buildings £	Other £	Land and buildings £	Other £
Payments due:				
Within one year	10,000	5,278	10,000	5,278
Within two to five years	-	6,236	-	11,514
	<u>10,000</u>	<u>11,514</u>	<u>10,000</u>	<u>16,792</u>

14. Related party transactions

There were no related party transactions in the current or prior year.

15. Funds received as an agent

During the year, the charity acted as custodian trustee for partner organisation, Copyright for Knowledge. An analysis of the funds received and paid by the charity is given below. Funds held at year end are detailed in the creditors note (note 10).

	Funds held at 1 January 2020 £	Funds received £	Funds paid £	Funds held at 31 December 2020 £
Copyright for Knowledge	1,288	-	-	1,288