
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

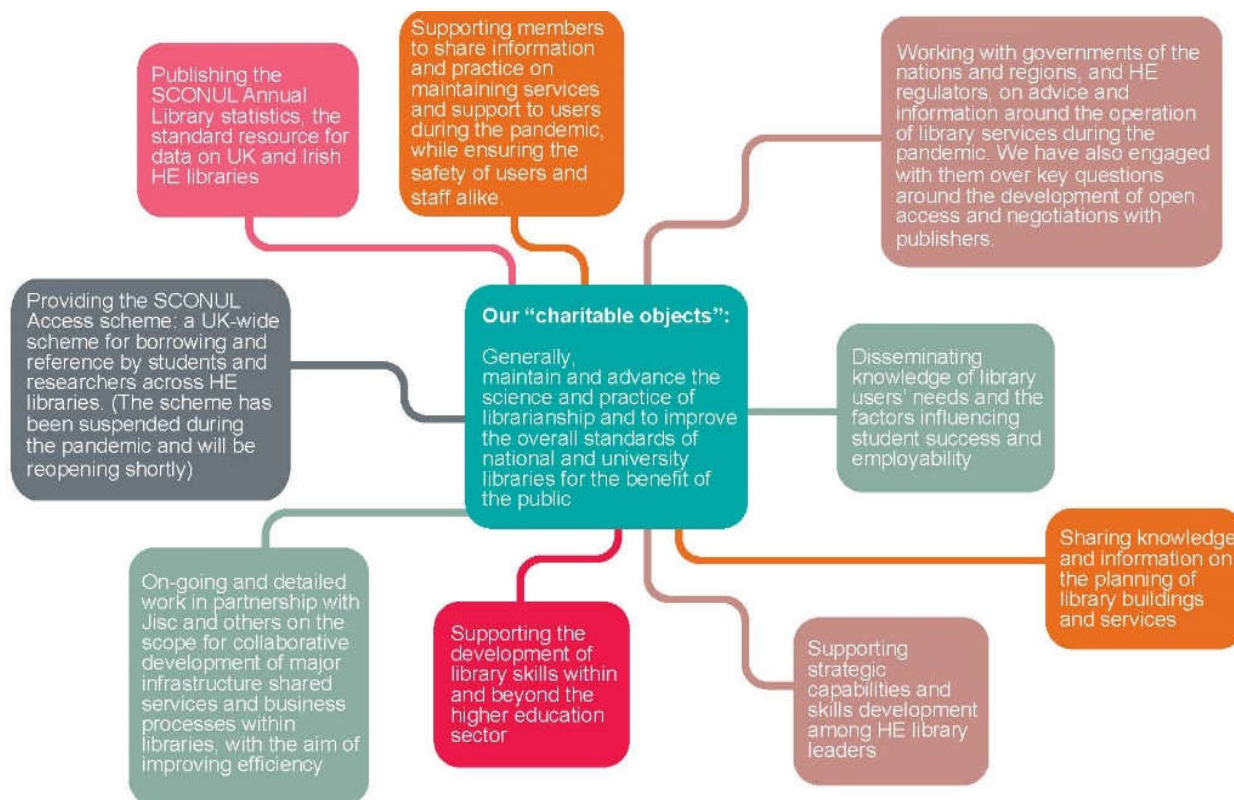
Salford University
School of Oriental and African
Studies
The University of Sheffield
Sheffield Hallam University
Southampton Solent University
University of Southampton
University of South Wales
SRUC
Staffordshire University
University of Stirling
University of Strathclyde
University of Sunderland
University 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 SCONUL 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 SCONUL's work,

including advocacy, events and intelligence sharing.

In 2020, SCONUL 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

James Anthony-Edwards

S Ashworth - Chair

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	<u>45,773</u>	<u>(83,815)</u>
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	<u>(143)</u>	<u>2,654</u>

	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 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

	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