
ANNUAL REPORT

2019

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CHAIR'S INTRODUCTION



Resilience and agility through challenging times

Since the current crisis took hold, many of our established truths have been challenged and our common assumptions overturned. Members have had to adapt at great speed to a radically different world, first closing their library buildings; then finding new ways to provide essential services to

its users while staff work remotely; then planning the return to campus while maintaining the safety of staff and students. This has taken personal resilience and great professionalism in the face of adversity. The value of being part of a community of library leaders has never been more important, and I am proud of the role that CONUL has taken in supporting members through these difficult times.

CONUL has been gathering and sharing information about the challenges facing members and how they are responding through a series of webinars, shared data resources and reports.

We have been active in lobbying for the interests of member libraries including with UUK and with the Department of Education at Westminster, as well as

providing a valuable conduit for information between members and governments.

We have pursued new partnerships and developed existing ones to share information on the health and safety and planning aspects of the current crisis, and on the collective strategic response of university professional services.

These have been invaluable in allowing us to develop our own responses. I have no doubt that the result has been better services to our users and better support for our staff. Over the coming months CONUL will continue to work with members to help navigate the new world in which we find ourselves.

Adapting has meant that the Board and office have chosen

to pause certain planned activities which were part of our current strategy. This has included suspending the Access Scheme and pausing research work in some areas such as on organisational development and technology and markets.

Our work in other areas has continued. The cost and provision of content remains a priority particularly given the scale of the expected financial challenge, and looking at long-term sector trends will be more important than ever. We will keep our priorities under review and continue to discuss priorities with members over coming months.

Pete Ryan, Chair

REFERENCE AND ADMINISTRATIVE INFORMATION

Status

The organisation is a charitable company limited by guarantee.

Company number:

01436951

Charity number:

- **Honorary Treasurer:** Frances Boyle (resigned 11 June 2019)
- **Honorary Treasurer:** James Anthony-Edwards (from 27 September 2019)
- Susan Ashworth
- Nick Barratt
- Stella Butler
- Pat Christie (appointed 11 June 2019)
- John Cox (appointed 26 February 2019)
- Alison Harding
- Libby Homer (appointed 11 June 2019)
- Liz Jolly
- Rosie Jones
- Anna O'Neill (appointed 11 June 2019)
- Gobnait O'Riordan (resigned 26 February 2019)
- Judith Keene (resigned 11 June 2019)
- Christopher Pressler
- Liz Waller

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:** Pete Ryan
- **Vice-Chair:** Caroline Taylor (to 27 September 2019)
- **Vice-Chair:** Lesley Castens (from 27 September 2019)

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, Services**
Ruth Stubbings
- **SCONUL Co-ordinator**
SitMui Ng
- **Finance Assistant**
Kim Hardingham
- **Team Administrator**
Sia Tehfeh (to 30 June 2019)
Jenelle Negraeff (from 15 July 2019)

SCONUL MEMBERSHIP

University of Aberdeen
Abertay University
Aberystwyth University
Anglia Ruskin University
Arts University, Bournemouth
University of the Arts London
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
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 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
De Montfort University
University of Derby
University College Dublin
Dublin City University
Technology 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
Heriot-Watt University
University of Hertfordshire
University of Highlands and
Islands
University of Huddersfield
University of Hull
Imperial College London
Institute of Cancer Research
Institute of Mechanical Engineers
Keele University
University of Kent
King's College London
Kingston University
Lancaster University
Leeds Beckett University
University of Leeds
Leeds Art 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
London Business School
The London Library
London Metropolitan University
London School of Economics
London School of Hygiene &
Tropical Medicine
London South Bank University
University College London
University of London, Senate
House Library
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
Northumbria University
The University of Northampton
Norwich University of the Arts
University of Nottingham
Nottingham Trent University
The Open University
Oxford University
Oxford Brookes University
University of Plymouth

Plymouth Marjon University
(University of St Mark & St John)
University of Portsmouth
Queen Margaret University
Queen Mary, University of
London
Queen's University of Belfast
Ravensbourne
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
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 Holloway, University of
London
Royal Institute of British
Architects
Royal Horticultural Society
Royal Northern College of Music
The Royal Veterinary College
Royal Welsh College of Music
and Drama
Salford University
University of Sheffield
Sheffield Hallam University
SOAS University of London

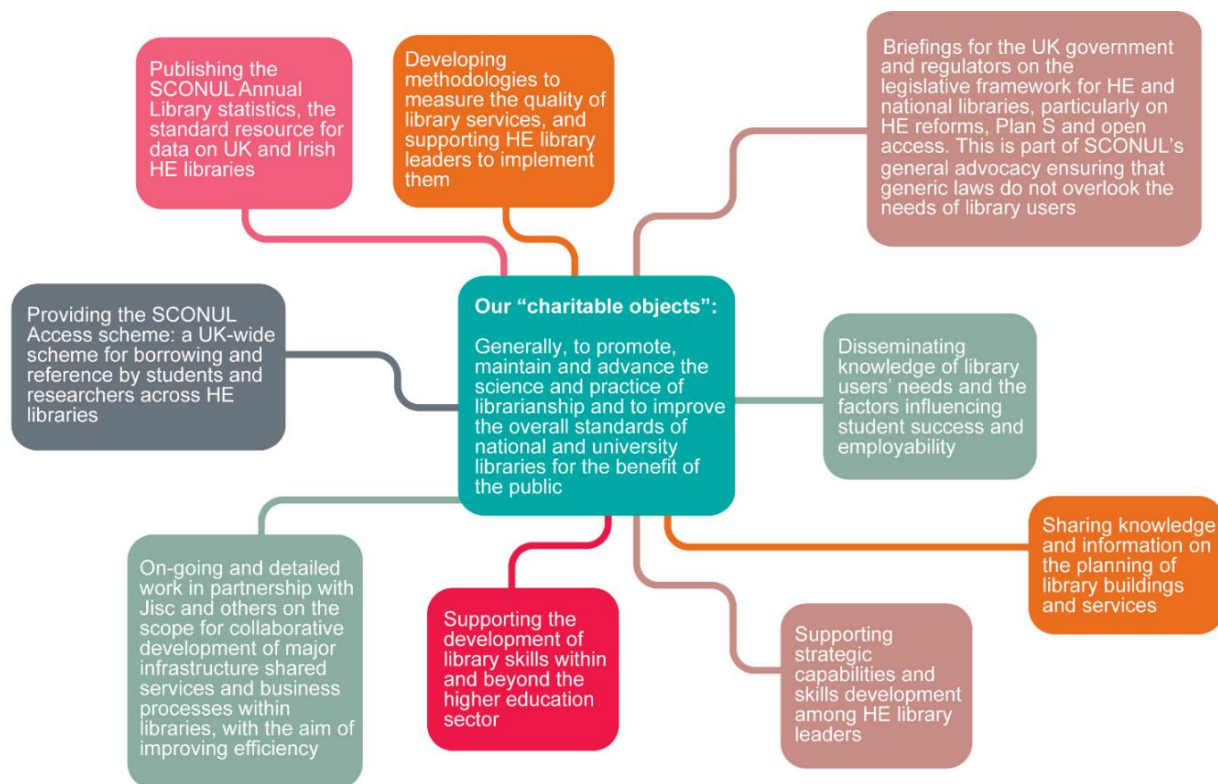
Solent University (Southampton
Solent University)
University of Southampton
University of South Wales
SRUC (Scotland's Rural College)
University of St Andrews
St George's University of London
St Mary's University
St Mary's University College
Belfast
Staffordshire University
University of Stirling
University of Strathclyde
University of Suffolk
University of Sunderland
University of Surrey
University of Sussex
Swansea University
Tate
Teesside University

Trinity College Dublin
Trinity Laban
University of Ulster
University of Wales Trinity Saint
David
University of Warwick
The Wellcome Library
University of the West of
England, Bristol
University of the West of
Scotland
University of West London
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 2019. 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 2015).

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 2019 from the work described below, highlights of which were:



LEADERSHIP AND ADVOCACY

Leadership development

SCONUL works closely with library directors and with their senior leadership teams across our member institutions. 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 under our current strategy.

In 2019 we worked closely with our members to identify their needs for information and areas for support.

Research commissioned by SCONUL and briefings on

developing issues provide an opportunity for members to deepen their understanding of, and respond to, the leadership challenges the sector faces.

We provide a suite of services and "Leading Libraries" resources to support those running member libraries: (<https://www.sconul.ac.uk/page/leading-libraries>).

These include 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 experience with peers.

We also provide a mentoring scheme which is now in its second year. More details of the scheme are available at page 16.

SCONUL has continued to work with Advance HE in the development of its Future Professional Directors Programme and hope that this will resume once the current crisis is abated.

In 2020 we will continue to develop the range of support on offer, including recruiting new mentors and mentees for our mentoring scheme and to support those stepping up into leadership roles at some of the most challenging times. We are working with Advance HE on training for directors on leading on race equality in libraries (see page 9 for further information).

LEADERSHIP AND ADVOCACY

Journals, e-books and the cost of content

The cost of journals and other content remains a central concern for SCONUL members and has been an important focus of our work **in 2019**.

SCONUL is 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 the UK, SCONUL works closely with Jisc Collections, RLUK and others and has been an active member of the Jisc Collections Content Strategy Group and its UUK-led successor - the representative

voice for institutions in negotiations with publishers. In 2019, priorities included the development of Read and Publish deals as part of the transition to a fully open access scholarly communications regime.

We also worked closely with colleagues at the purchasing consortia, led by SUPC on the development of the e-books market in the UK.

In 2020 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.

The transition to open access

SCONUL has consistently argued that the traditional subscription model for journal publication is unaffordable, unsustainable and poorly equipped to meet the needs of authors. **2019** saw welcome developments which will speed up the transition to open access. These include further detail from “Plan S” and the development of the UKRI open access policy in line with Plan S principles.

SCONUL was closely engaged in consultations on both proposals, and ensured that members were fully briefed and that the community’s voice was heard.

We held a meeting of its Content Forum in February to allow members to

come together to share their thinking and communicate their views and to debate proposals for the development of new models for journal provision, including transitional deals which move towards full Plan S principles.

We continue to work closely with Jisc on the development of services to support institutions in handling the complexities of OA related processes and payments and remain a strong supporter of the UK-Scholarly Communications Licence.

In 2020 we will work closely with partners on the systemic changes required to encourage and support the transition to open access.

LEADERSHIP AND ADVOCACY

Organisational development

SCONUL members are engaged in a broader range of areas of work than ever, 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.

SCONUL's task and finish group on workforce development completed its work **in 2019**. It produced research on the experience of

staff from BAME backgrounds working in members libraries (see next section) and commissioned work on the pipeline for new talent coming into the profession. SCONUL has also worked closely with CILIP on issues around workforce development and professional qualifications. These have now been picked up by the new Organisational Development Strategy Group.

In 2020 we will be publishing the research looking at the pipeline for new talent, and commissioning work on developing the current workforce. SCONUL will also continue to work closely with CILIP, including on the development of higher-level apprenticeships.

BAME staff at SCONUL libraries

The lack of ethnic diversity both in the HE sector and in the library profession is well documented and SCONUL recognises it must be an active participant in driving the change we all recognise is needed.

In 2019 we commissioned work looking at the experience of staff from BAME backgrounds working in SCONUL member libraries. This was carried out by Dr Mohammed Ishaq and Dr Asifa Maaria Hussain. It showed that staff find academic and research libraries to be a challenging place to work, and reported experiencing discrimination, including micro aggressions, and failures by institutions to deal properly with instances of racism.

The concluding commentary set out the further work that SCONUL is planning to undertake. This will address leadership; voice; zero tolerance; cultural and behavioural change; active support for BAME staff; and effective partnership for change.

In November we provided bursaries for three members of staff from SCONUL institutions to attend the Talent Untapped conference and **in 2020** have established a SCONUL group to work with the Board to act on the conclusions from the review including collating baseline statistics on staff and developing training for library leaders on leading on race equality.

LEADERSHIP AND ADVOCACY

Copyright and intellectual property

Copyright and intellectual property law remain of central importance for all libraries, and **in 2019** SCONUL continued to engage with government and with its members on reform, largely through the umbrella groupings Copyright for Knowledge and the Libraries and Archives Copyright Alliance (LACA).

Our aim is to present a clear set of arguments for the benefits of greater openness in scholarly communications.

SCONUL has advocated for regulatory regimes for the UK and the EU which will allow data and text mining in the interests of academic study. This has included writing to the relevant EU bodies

arguing for a more research-friendly copyright regime and against policy changes which would limit the capacity for text and data mining.

We also helped fund research into the cost and use of the CLA which was published last year, and produced a briefing paper for members on the use of interlibrary loans under the Hargreaves exemptions.

We will continue to work closely and collaboratively with colleagues in the UK and beyond **in 2020** including advocating strongly for temporary liberalisation of the current CLA Licence during the Covid 19 crisis to ensure that no unnecessary barriers have been placed in the way of supporting teaching, learning and research.

Changing policy landscape

The on-going reforms to the HE regulatory environment are of significance to SCONUL members in planning the development of their services. This has included the impact of Brexit and the potential outcomes of changes to funding regimes as well as shifting approaches to research policy.

In 2019 SCONUL was represented on the Universities UK group examining the impact of Brexit on universities and shared briefings with members on policy changes and their potential impact. This support has included policy alerts and briefings but also inviting speakers such as David Sweeney, Executive Chair, Research England and Lidia Borrell-Damián, Director for

Research and Innovation, European University Association to speak at SCONUL events on the changes underway.

In 2020 we expect to see very significant challenges for institutions across the nations of the UK and Ireland as countries struggle to adapt to the changed financial and political situation, and we will continue to work closely with our stakeholders to keep members informed. We will be providing briefings and responding to forthcoming consultations, giving the sector a voice in the important debate about the future shape of provision.

PROMOTING GOOD PRACTICE AND COLLABORATION

Future of library services

Those leading libraries need to develop their services to capitalise on technological, social and policy change. Facilitating this is an important part of SCONUL's role – the potential impact of change is embedded in all aspects of SCONUL's work, including advocacy, events and intelligence sharing.

Our events programme is important in this – it provides opportunities for members to meet one another and to discuss these issues.

In 2019 our summer conference explored drivers for change, including emerging trends in the use of AI in libraries and developments in open science.

We commissioned work on the drivers for increased use by students and others of member libraries, recognising that use of the physical library space continues to increase even alongside an increase in the availability of digital resources.

In 2020 our new Trends and Futures Strategy Group will be initiating new work in this area, including looking at the developing shape of the university library service and considering the impact of Covid 19 and its impacts on university funding, teaching and learning and research practice.

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 2019 we produced an analysis of the changing nature of research support by libraries across the SCONUL membership. We also undertook an analysis of library National Student Survey (NSS) data to help members benchmark their performance.

We also began a project looking at trends and behaviours in the preservation of digital materials across member institutions and have designed a research project

identifying gaps and priorities across the sector. Depending on the development of the Covid 19 virus and scope for further work, we will start this project either towards the end of **2020** or in 2021.

Our Trends and Futures group will be looking at trends across HE and the library community internationally and sharing those findings with members.

We will also be 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

We 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 2019 we held the SCONUL Library Design Awards, the winners of which were announced at a conference in Leeds on the future of space planning within libraries. Many congratulations to the successful libraries: University of Birmingham and the Royal College of Surgeons in Ireland.

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 2019, SCONUL worked closely with Jisc on the development of the National Bibliographic Knowledgebase, including holding an event on "Plan M" looking at the role of metadata in the future shape of library infrastructure.

Last year, following concerns expressed by members on the behaviour of a major library supplier, SCONUL engaged closely with the company to provide a clear statement of members concerns and to work constructively with them to develop their services and procedures to ensure that the concerns were successfully addressed.

In 2020 we will continue to work in each of these areas, helping to support those leading member libraries to plan and develop their services.

SCONUL's partner organisations

Our partner organisations during 2019 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)
- Carnegie UK Trust
- 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)
- 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)
- 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 Councils UK (RCUK)
- Research Libraries UK (RLUK)
- SCHOMS
- Scottish Confederation of University and Research Libraries (SCURL)
- Share the Vision
- Southern Universities Purchasing Consortium (SUPC)
- Talent Untapped
- 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

Production of 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 only 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 2019 158 institutions included their statistics, with 126 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 2019 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

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 member institution to use the libraries of another. 170 libraries were part of the scheme in 2019, welcoming over 46,000 users. In 2020, we have been forced to suspend the Access Scheme due to the Coronavirus crisis (from March). At the time of going to press we are unsure when this will reopen. When we do so, it will be in full consultation with members and with the safety of staff and students at the forefront of considerations.

The Virtual Enquiry Service

Over recent years, SCONUL members have been eligible to join the SCONUL virtual out-of-hours enquiry service, based on the OCLC QuestionPoint service. 43 member institutions were members of the scheme in 2019. During 2019 the service was sold to another company, Springshare, and we have been in discussion with them since regarding the transfer of SCONUL members to the new provider, and the charging arrangements for this.

MEMBER SERVICES

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 and our triannual practitioner journal, SCONUL Focus which is now delivered online. 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 2019 SCONUL produced briefings for members on key issues for academic libraries, including the ongoing developments on open access policy which are changing the nature of scholarly communications. We held a Content Forum meeting on open access policies to provide members with a first-hand account from those involved in developing policy. During 2020 we have focused on sharing information on the Covid 19 crisis, government regulation and the sector’s response.

Deputies and Directors groups

In 2019 SCONUL continued to provide deputies and new directors’ groups on offer to members. These groups provide an opportunity for participants to come together to share experience 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.

MEMBER SERVICES

Supporting member consortia

For the last seven 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 2019, we provided support to the Northern Collaboration, the Mercian Collaboration, and for North West Academic Libraries (NoWAL). These are formally sub-groups of SCONUL, albeit with the autonomy to pursue their own objectives under SCONUL's charitable objects. We also began a new relationship in July 2019 providing some administrative support to the Customer Services Group UK on the same basis. 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 aims to provide a framework within which libraries can work together to improve the quality of services, to be more efficient, and to explore new business models.

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.

NoWAL's mission is to inspire excellence in the learning and research services of member libraries; to drive the North West academic library agenda and be a regional voice for SCONUL; and to celebrate success through collaboration, innovation, influence and partnership.

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 second year of operation in 2019 it had recruited 41 potential mentors and had provided support to 19 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 objective (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 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 2019 and 2020, a Task and Finish Group set up by the Board conducted a

review of the rules governing which institutions are eligible to be a member of SCONUL, and will be putting proposals to members for a new set of membership rules at the 2020 AGM.

During 2020 the Board has been very engaged in supporting the community in responding to the current crisis.

FINANCIAL REVIEW

Introduction

The results for the year to 31 December 2019 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 with increases limited to 2.7% to reflect inflation. 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. These balances are high at the beginning of the year when subscriptions fall due and are received and are reduced towards the end of the year to provide day-to-day 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 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.

FINANCIAL REVIEW

Reserves policy

2019 saw a significant drop in SCONUL's reserves which now stand at £232,194 in our general fund and £84,529 in designated funds. The general fund reserves were drawn down to cover the legal costs of 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 for further consideration and that process is continuing. Further legal costs of £5,000 have been agreed to cover this process which we expect to conclude in 2020. Should the Pensions Ombudsman overturn its previous decision, SCONUL may be liable for additional

pension costs which would be met from SCONUL's reserves.

SCONUL reviewed its reserve policy in March 2020 and agreed the following policy:

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 2020, approximately £5k below current reserves.

The COVID-19 pandemic is likely to have 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; the Mercian Collaboration; NoWAL and the Customer Services Group UK as discussed above.

Interest income on reserves is still very low at an average of around 0.62% and is likely to be lower still in 2020 as a result of the financial impact of the Coronavirus.

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 objects (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 2019 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 9 September 2020 and signed on their behalf by

Pete Ryan
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 2019 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 2019 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 has 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.

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:

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	2019 Total £	2018 Total £
Income from:			
Donations - subscriptions		466,243	446,973
Other trading activities		46,580	40,540
Investments		2,654	2,104
Charitable activities:			
Membership services		1,980	3,480
Events programme		73,173	63,887
Communications with members		-	27
Total income		590,630	557,011

	Note	2019 Total £	2018 Total £
Expenditure on:			
Charitable activities:			
Membership services		164,481	128,900
Events programme		212,223	175,406
Partnership working, advocacy and lobbying		130,379	91,557
Communications with members		75,960	60,432
Regional collaborations		100,039	84,447
Total expenditure	2	683,082	540,742
Net income / (expenditure) and net movement in funds	3	(92,452)	16,269
Reconciliation of funds			
Total funds brought forward		409,175	392,906
Total funds carried forward		316,723	409,175

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 11 to the accounts.

BALANCE SHEET

	Note	£	2019 £	2018 £
Fixed assets				
Tangible fixed assets	6		5,687	13,807
Current assets				
Debtors	7	11,439		13,404
Investments	8	332,183		409,529
Cash at bank and in hand		20,662		24,477
		<u>364,284</u>		<u>447,410</u>
Creditors: amounts due within 1 year	9	<u>(53,248)</u>		<u>(52,042)</u>
Net current assets			<u>311,036</u>	<u>395,368</u>
Net assets	10		<u>316,723</u>	<u>409,175</u>

	Note	£	2019 £	2018 £
Funds	11			
Unrestricted funds:				
Designated funds			84,529	78,327
General funds			232,194	330,848
Total funds			316,723	409,175

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 9 September 2020 and signed on their behalf by

P Ryan - Chair

J Anthony-Edwards - Treasurer

STATEMENT OF CASH FLOWS

	2019 £	2018 £
Cash flows from operating activities:		
Net movement in funds	(92,452)	16,269
Adjustments for:		
Depreciation charges	8,120	6,295
Dividends, interest and rents from investments	(2,654)	(2,104)
Decrease / (increase) in debtors	1,965	2,368
Increase / (decrease) in creditors	1,206	558
Net cash provided by operating activities	(83,815)	23,386
Cash flows from investing activities:		
Purchase of fixed assets	-	(17,060)
Dividends, interest and rents from investments	2,654	2,104
Net cash provided by investing activities	2,654	(14,956)

	2019 £	2018 £
Decrease in cash and cash equivalents in the year	(81,161)	8,430
Cash and cash equivalents at the beginning of the year	434,006	425,576
Cash and cash equivalents at the end of the year	352,845	434,006
Analysed as:		
Cash at bank and in hand	20,662	24,477
Current asset investments	332,183	409,529
	352,845	434,006

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 2015) - (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. However, the COVID-19 pandemic is likely to have a profound impact on the global economy, and may in turn affect the charity. The trustees have considered the impact of this issue on the charity's current and future financial position. The charity holds unrestricted, general reserves of £232k and designated reserves that can be drawn down if necessary of £85k. SCONUL holds a cash balance of £353k. The trustees consider that the charity has sufficient cash reserves 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 11 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:

	2019	2018
Membership services	31.6%	31.6%

Events programme	31.6%	31.6%
Partnership working, advocacy and lobbying	26.3%	26.3%
Communications with members	10.5%	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

Furniture, fixtures and fittings were previously depreciated at 20% reducing balance. This change in accounting policy has resulted in an immaterial adjustment to the annual charge and has not therefore been applied retrospectively.

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) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

n) 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 £47,416 in 2019 (2018: £40,724).

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. Expenditure

	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 4)	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

Total governance costs were £17,266 (2018: £18,347).

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 2018
	£	£	£	£	£	£	£
Direct costs	24,000	56,249	7,669	3,191	29,776	-	120,885
IT and website hosting	5,129	236	236	397	2,690	8,338	17,026
Staff costs (note 4)	44,965	64,115	37,979	38,574	51,981	67,526	305,140
Recruitment and training	-	-	-	-	-	864	864
Premises costs	-	-	-	-	-	36,045	36,045
Insurance	-	-	-	-	-	1,157	1,157
Fees and subscriptions	-	-	-	-	-	3,946	3,946
Office costs	-	-	-	-	-	15,223	15,223
Legal and professional	-	-	-	-	-	16,187	16,187
Executive board costs	-	-	-	-	-	11,267	11,267
Audit and accountancy	-	-	-	-	-	7,080	7,080
Bank charges	-	-	-	-	-	(373)	(373)
Depreciation	-	-	-	-	-	6,295	6,295
Sub-total	74,094	120,600	45,884	42,162	84,447	173,555	540,742
Allocation of governance and support costs	54,806	54,806	45,673	18,270	-	(173,555)	-
Total expenditure	128,900	175,406	91,557	60,432	84,447	-	540,742

3. Net movement in funds

This is stated after charging:

	2019 £	2018 £
Depreciation	8,120	6,295
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	7,028	4,722
Auditors' remuneration:		
• Statutory audit (including VAT)	5,740	5,740
• Non audit services (including VAT)	1,340	1,340

Trustees' reimbursed expenses relate to payments to 10 trustees (2018: 12) for travel and subsistence expenses for attending strategy group and board meetings.

4. Staff costs and numbers

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	249,250	240,810
Social security costs	26,705	23,606
Pension costs	47,416	40,724
	<u>323,371</u>	<u>305,140</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 £113,714 (2018: £110,061).

One employee earned between £80,000 and £90,000 in the year (2018: one), excluding employer's pension contributions and NICs.

The average head count during the reporting period was 8 (2018: 8). The average number of full time equivalent employees during the year was as follows:

	2019 No.	2018 No.
Average number of employees (full-time equivalent)	<u>5.70</u>	<u>5.70</u>

5. Taxation

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

6. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2019 and 31 December 2019	102,302	40,345	22,165	164,812
Depreciation				
At 1 January 2019	102,302	37,912	10,791	151,005
Charge for the year	-	2,433	5,687	8,120
At 31 December 2019	102,302	40,345	16,478	159,125
Net book value				
At 31 December 2019	-	-	5,687	5,687
At 31 December 2018	-	2,433	11,374	13,807

7. Debtors

	2019 £	2018 £
Trade debtors	5,614	2,195
Prepayments	5,825	11,209
	<u>11,439</u>	<u>13,404</u>

8. Current asset investments

	2019 £	2018 £
The Charities Official Investment Fund	<u>332,183</u>	<u>409,529</u>

9. Creditors: amounts due within 1 year

	2019 £	2018 £
Trade creditors	38,587	35,311
Accruals	12,734	14,808
Funds held on behalf of Copyright for Knowledge	1,288	1,288
Other creditors	639	635
	<u>53,248</u>	<u>52,042</u>

10. Analysis of net assets between funds

	Designated funds £	General funds £	Total funds £
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
	Designated funds £	General funds £	Total funds £
Prior year comparative			
Tangible fixed assets	-	13,807	13,807
Current assets	82,665	364,745	447,410
Current liabilities	(4,338)	(47,704)	(52,042)
Net assets at 31 December 2018	78,327	330,848	409,175

11. Movements in funds

	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	-	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>

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 2018 £	Income £	Expenditure £	At 31 December 2018 £
Unrestricted funds				
<i>Designated funds:</i>				
Northern Collaboration	15,745	34,789	(28,143)	22,391
Mercian Collaboration	8,488	23,429	(14,475)	17,442
NOWAL	54,667	28,340	(44,513)	38,494
Total designated funds	<u>78,900</u>	<u>86,558</u>	<u>(87,131)</u>	<u>78,327</u>
General funds	<u>314,006</u>	<u>470,453</u>	<u>(453,611)</u>	<u>330,848</u>
Total funds	<u><u>392,906</u></u>	<u><u>557,011</u></u>	<u><u>(540,742)</u></u>	<u><u>409,175</u></u>

12. Commitments under operating leases

At 31 December 2019, the charity had the following annual commitments under non-cancellable operating leases:

	2019		2018	
	Land and buildings £	Other £	Land and buildings £	Other £
Payments due:				
Within one year	10,000	5,278	10,000	5,258
Within two to five years	-	11,514	-	15,773
	<u>10,000</u>	<u>16,792</u>	<u>10,000</u>	<u>21,031</u>

13. Related party transactions

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

14. 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 9).

	Funds held at 1 January 2019 £	Funds received £	Funds paid £	Funds held at 31 December 2019 £
Copyright for Knowledge	1,288	-	-	1,288