
ANNUAL REPORT

2021

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CHAIR'S INTRODUCTION



The power of collaboration

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

successfully together through some very choppy waters.

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

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

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

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

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

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

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

Susan Ashworth, Chair

REFERENCE AND ADMINISTRATIVE INFORMATION

Status

The organisation is a charitable company limited by guarantee.

Company number:
01436951

Charity number: 278550

Registered Office

94 Euston Street, London
NW1 9HA

Trustees

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

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

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

Bankers and Investment Managers

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

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

Auditors

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

Solicitors

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

HR advisor

Worknest
20 Grosvenor Place
London SW1X 7HN

Staff

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

SCONUL MEMBERSHIP

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

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

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

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

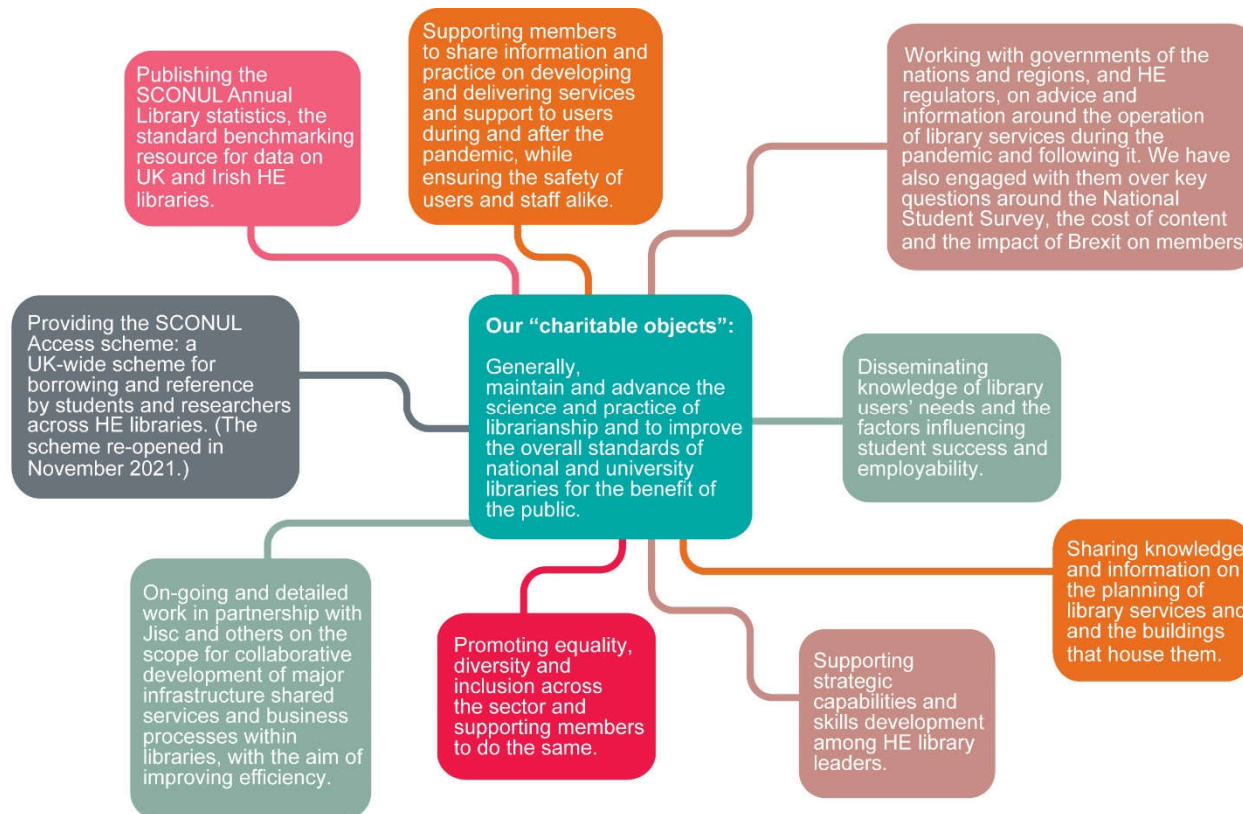
SCONUL MEMBERSHIP contd.

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

REPORT OF THE TRUSTEES

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

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



LEADERSHIP AND ADVOCACY

Covid-19

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

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

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

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

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

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

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

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

LEADERSHIP AND ADVOCACY contd.

Leadership development

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

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

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

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

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

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

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

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

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

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

LEADERSHIP AND ADVOCACY contd.

Journals, e-books and the cost of content

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

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

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

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

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

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

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

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

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

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

LEADERSHIP AND ADVOCACY contd.

Organisational development

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

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

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

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

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

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

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

LEADERSHIP AND ADVOCACY contd.

Equality, diversity and inclusion

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

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

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

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

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

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

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

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

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

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

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

LEADERSHIP AND ADVOCACY contd.

Policy landscape

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

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

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

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

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

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

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

PROMOTING GOOD PRACTICE AND COLLABORATION

Future of library services

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

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

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

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

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

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

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

Benchmarking and trend analysis

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

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

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

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

PROMOTING GOOD PRACTICE AND COLLABORATION contd.

Space planning and design

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

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

ETHOS

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

The Executive Director is a member of the EThOS Advisory Board and helps shape the development of the service to meet the needs of the UK higher education library community.

Shared services

SCONUL continues to be heavily involved in the shared services arena and works in partnership with Jisc to identify and scope new services through our Technology and Markets Strategy Group and other working groups.

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

In 2021, SCONUL worked closely with Jisc on further development of its work on Plan M (metadata) and was represented on the Jisc Library Services Advisory Group. We also developed

proposals for a Technology Survey, which will allow members to share information on their use of current and emerging technologies and which will support provider evaluation. This is now in development and an initial report will be published in 2023.

In 2022 we will continue this work, helping to support those leading member libraries to plan and develop their service through the Libraries after Lockdown programme.

Our Content Forum, held earlier this year, considered the scope for collaborative collection development, and we have also held event on the evolution of ILL services.

SCONUL's partner organisations

Our partner organisations during 2021 included:

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

MEMBER SERVICES

The SCONUL statistics

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

In 2021, 159 institutions contributed to the statistics (an increase on the pre-pandemic figures of 158 in 2019) with 121 submitting the strategic planning subset of data released early in time for the budget planning round.

The SCONUL statistics also have a strategic function for the sector in that, in aggregate, they present a picture of collective activity and spend. As in previous years, in 2021 the statistics were used by Jisc to inform its negotiations with journal and e-book publishers and for advocacy purposes with stakeholders. For the 2020-21 and 2021-22 data sets we introduced some additional questions to capture some of the impacts of the pandemic and we are planning a fundamental review of the statistics to ensure fitness for purpose for benchmarking and to assess their role in supporting our collective strategic objectives. The 2021-22 data will also include information on the diversity of the library workforce.

The SCONUL Access Scheme

We were able to reopen the Access Scheme in November 2021. It had been suspended in response to the pandemic on 16 March 2020. Although our members continued to provide library services throughout the pandemic and kept buildings open wherever possible, the requirements for social distancing, travel restrictions and health and safety considerations meant that few were able to welcome external visitors during this period.

Despite the logistical challenges, we were able to bring 139 institutions back into the Access Scheme in November, 83% of the total at the time of closing. A further 28 members have re-joined since then, meaning that the scheme now has 167 members compared to 168 in March 2020.

The commitment members have shown in re-joining as early as was feasible reflects the strong demand from users to be able to make use of the benefits the scheme offers, and underlines the importance of the Access Scheme to our members. We have just under 36,000 scheme members currently registered.

MEMBER SERVICES contd.

Unsub

During 2020 and 2021 SCONUL worked closely with our members, with Jisc, and with the organisation Our Research, to develop a national agreement for access to the latter's Unsub service. This is a data analysis and dashboard tool that enables libraries and consortia to independently assess the value of the journal subscriptions they hold with publishers. The offer was made available in April 2021.

It has provided an opportunity for SCONUL UK members to use Unsub at a reduced cost, allowing universities to assess and share various scenarios for selecting journal titles. Modelling different scenarios gives university libraries greater insight into the value of their subscription packages while sharing this data with Jisc has enabled greater insight into questions of demand and value to support of national negotiation activities. This has been particularly important during 2021 as the sector negotiated a new deal with the major academic publisher, Elsevier. In 2022, the same will be true of further negotiations, including with SpringerNature.

Information sharing

One of the most important roles that SCONUL fulfils for members is to facilitate information sharing. This includes developing practice within institutions, new service models, international developments in librarianship and a wide range of other fields. We do this in a variety of ways, including through our monthly newsletter and regular briefings. We use our mailing lists and the SCONUL website to distribute information about sector developments to members. SCONUL also provides members with "news flash" updates which provide rapid summaries of important policy developments to members which are highly valued.

During 2021 SCONUL produced regular briefings for members on key issues for academic libraries, including regular updates on governments' policies on Covid-19 as well as on other policy developments such as the UKRI open access policy, journal negotiations particularly with Elsevier, and the legislative and regulatory frameworks for HE in the UK.

MEMBER SERVICES contd.

Deputies and Directors groups

In 2021 SCONUL continued to offer deputies and new directors' groups to members. These groups provide an opportunity for participants to come together to share experiences and learn from each other in an informal way. SCONUL organises the membership of the group and facilitates the first meeting. Beyond this, the groups are self-organising.

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

SCONUL Mentoring

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

Demand for mentors was lower in 2021 than in previous years as individual staff members were stretched by the demands of operating in a Covid 19 environment and restrictions on travel limited the scope for face-to-face meetings. Two new mentor relationships were set up in 2021 to add to the previous 29 partnerships. Members retain a strong commitment to the scheme with 41 mentors registered under the Scheme. SCONUL will be undertaking a promotion campaign for the Scheme at the start of the next academic year.

MEMBER SERVICES contd.

Community of Interest groups

In 2021 SCONUL established three community of interest groups. These provide an opportunity for future and emerging leaders to come together and share their expertise; to explore creative and collaborative approaches to practical issues with the aim of fostering fresh thinking and disruptive innovation, and to share that learning with community.

The groups work in the following areas:

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

The focus of the groups is on knowledge exchange - sharing information and best practice between institutions and beyond. Members are invited to bring their ideas and experience to a shared conversation about the future of academic and research libraries.

Small and specialist institutions forum

SCONUL has established a forum for small and specialist institutions to come together to share experiences, information and best practice.

While small and specialist interests have a wide range of missions and experiences, discussions held in 2021 identified the significant value there is to members in sharing these experiences and working collaboratively on common challenges. The work of the forum is driven by its members who will choose the topics for discussion and activities arising. The Forum meets three times a year.

It is open to all those leading SCONUL member institutions who define themselves as specialist or small and their senior teams plus invited guests.

MEMBER SERVICES contd.

Libraries after Lockdown programme

In 2021 SCONUL set up the Libraries after Lockdown project to bring members together to share and learn from our collective responses to the Covid 19 crisis and to think creatively about the future. It looks at service design, organisational development, and at library technology and markets through three programmes of activity including virtual events.

This new way of working was developed to meet the challenges of the pandemic and members' needs, for example working at speed to deliver webinars, open data sets and advocacy.

Libraries after Lockdown programmes:

- From Adaptive Practice to Service Redesign, looking at blended learning and the shape and design of library services.
- The Dynamic Workforce, looking at developing an agile, resilient workforce to meet the evolving needs of the institution.
- Embracing Disruption, looking at new technologies, markets and new uses for existing technologies.

Each programme includes a series of activities bringing members together to discuss and shape our collective future, creating opportunities to share innovation and best practice; to debate the trends and issues that will shape the future of the sector; and to hear from expert contributors from within and beyond the sector.

Some events have had a clear strategic focus and others have addressed more operational issues providing opportunities for those leading practice areas to debate and discuss the way forward. This work has helped inform the conversations taking place with stakeholders inside and beyond the institution.

Other support services

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

MEMBER SERVICES contd.

Supporting member consortia

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

During 2021, we provided support to the Northern Collaboration, North West Academic Libraries (NoWAL) and their successor body, Academic Libraries North, as well as the Mercian Collaboration, and the Customer Services Group UK. These are formally sub-groups of SCONUL, albeit with the autonomy to pursue their own objectives under SCONUL's charitable objects. We remain open to providing support to other similar organisations.

These organisations all support the overarching aims of SCONUL:

The aims of **Customer Services Group UK** (CSGUK) are to discuss and share knowledge of new developments in customer service

generally, and within libraries more specifically; to share knowledge and techniques used around measures already implemented in HE libraries; and to discuss and develop methods for improving customer service, especially where there is potential for active collaborative working.

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

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

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

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

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

SCONUL's members

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

One member one vote

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

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

Our trustees

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT contd.

Executive Board

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

presented to members to vote on at the AGM.

The SCONUL Board also:

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

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

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

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

During 2021 the Board has been very engaged in supporting the community in responding to the on-going crisis.

FINANCIAL REVIEW

Introduction

The results for the year to 31 December 2021 are set out in the Statement of Financial Activities. The Charity's fund balances and the net assets that constitute them are set out in the Balance Sheet.

Overall total income was as anticipated. Subscription income for SCONUL (as opposed to our regional consortia) remained flat following the decision to freeze subscriptions because of the pandemic. The remainder of subscription income relates to our management of reserved funds for our regional consortia.

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

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

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

Pay and remuneration policy

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

Risk management

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

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

During 2021 we continued to monitor the risk from an historic pensions case which had been ruled on by the Pensions Ombudsman in SCONUL's favour in 2018 but for which an appeal had been made. This has now been

resolved in SCONUL's favour and we understand that this matter is now closed.

Reserves policy

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

2021 saw SCONUL's reserves increase slightly to £272,215 from £243,942 at the end of 2020. We hold an additional £70,972 in designated funds (£81,813 at the end of 2020).

SCONUL's reserves policy is as follows (reviewed in March 2020):

FINANCIAL REVIEW contd.

to hold reserves sufficient to cover three months' core running costs or the cost of legal liabilities, whichever is higher, plus funds to cover a 10% loss of subscription income, plus the cost of our largest single spending commitment.

This would require reserves of £219,734 in 2022, approximately £52.5k below current reserves. In addition, £10,259 is held in reserve for the Mercian Collaboration and £19,331 for Academic Libraries North within the designated fund, based on the SCONUL reserves policy. The remaining balance held in the designated fund represents cumulative funds ring-fenced for the regional consortia.

SCONUL is currently in discussion with the University of London with regards to its formal recognition as an employer under the USS and SAUL pension schemes. This may require

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

The COVID-19 pandemic has had a profound impact on higher education globally including in the UK. The trustees have considered the impact of this issue on the charity's current and future financial position. The trustees consider that the charity has sufficient unrestricted reserves as detailed above and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. For this reason, the accounts have been

prepared on the going concern basis.

Interest income on reserves was very low at an average of 0.012% in 2021. We expect this to increase in 2022 but to remain at a low level in historical terms.

Relationships with other bodies

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

SCONUL has no formal relationship with other charities

with the important exception that its member institutions are nearly all charities themselves.

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

RESPONSIBILITIES OF TRUSTEES

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume

that the charity will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and

- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2021 was 14.

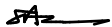
RESPONSIBILITIES OF TRUSTEES contd.

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

Auditors

Godfrey Wilson Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to act in that capacity.

Approved by the trustees on 13 July 2022 and signed on their behalf by



Susan Ashworth
SCONUL Chair

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of The Society of College, National and University Libraries (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT contd.

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;

INDEPENDENT AUDITORS' REPORT contd.

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

Responsibilities of the trustees

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

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

either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

INDEPENDENT AUDITORS' REPORT contd.

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
 - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
 - Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and
 - Testing transactions that are unusual or outside the normal course of business.

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

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

INDEPENDENT AUDITORS' REPORT contd.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 13 July 2022

Alison Godfrey

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

For and on behalf of:

GODFREY WILSON LIMITED

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

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 Total £	2020 Total £
Income from:			
Donations - subscriptions	2	454,511	484,590
Other trading activities		28,250	1,350
Investments		57	876
Charitable activities:			
Library statistics		989	1,430
Total income		483,807	488,246

STATEMENT OF FINANCIAL ACTIVITIES contd.

	Note	2021 Total £	2020 Total £
Expenditure on:			
Charitable activities:			
Membership services		99,109	93,095
Events programme		104,997	91,987
Partnership working, advocacy and lobbying		93,541	111,248
Communications with members		106,192	102,616
Regional collaborations		62,536	80,268
Total expenditure	3	466,375	479,214
Net income / (expenditure) and net movement in funds	4	17,432	9,032
Reconciliation of funds			
Total funds brought forward		325,755	316,723
Total funds carried forward		343,187	325,755

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income and expenditure is unrestricted. Movements in funds are disclosed in note 12 to the accounts.

BALANCE SHEET AS AT 31 DECEMBER 2021

COMPANY NO. 01436951

	Note	£	2021 £	2020 £
Fixed assets				
Tangible fixed assets	7		339	679
Current assets				
Debtors	8	13,828		4,318
Current asset investment	9	343,116		373,059
Cash at bank and in hand		80,080		25,416
			<u>437,024</u>	<u>402,793</u>
Creditors: amounts due within 1 year	10	(94,176)		(77,717)
Net current assets			<u>342,848</u>	<u>325,076</u>
Net assets	11		<u>343,187</u>	<u>325,755</u>

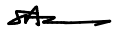
BALANCE SHEET AS AT 31 DECEMBER 2021 contd.

COMPANY NO. 01436951

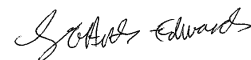
	Note	£	2021 £	2020 £
Funds	12			
Unrestricted funds:				
Designated funds			70,972	81,813
General funds			272,215	243,942
Total funds			<u>343,187</u>	<u>325,755</u>

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

Approved by the trustees on 13 July 2022 and signed on their behalf by



S Ashworth - Chair



J Anthony-Edwards - Treasurer

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
Cash flows from operating activities:		
Net movement in funds	17,432	9,032
Adjustments for:		
Depreciation charges	340	6,027
Dividends, interest and rents from investments	(57)	(876)
Decrease / (increase) in debtors	(9,510)	7,121
Increase / (decrease) in creditors	16,459	24,469
Net cash provided by operating activities	<u>24,664</u>	<u>45,773</u>
Cash flows from investing activities:		
Purchase of fixed assets	-	(1,019)
Dividends, interest and rents from investments	57	876
Net cash provided by investing activities	<u>57</u>	<u>(143)</u>

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021 contd.

	2021 £	2020 £
Increase / (decrease) in cash and cash equivalents in the year	24,721	45,630
Cash and cash equivalents at the beginning of the year	398,475	352,845
Cash and cash equivalents at the end of the year	423,196	398,475
Analysed as:		
Cash at bank and in hand	80,080	25,416
Current asset investments	343,116	373,059
	423,196	398,475

Analysis of changes in net debt

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. Accounting policies

a) Basis of preparation

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

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

b) Going concern basis of accounting

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

c) Income

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

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

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

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

d) Interest receivable

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

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. These relate to ring-fenced funds for the regional consortia as described in note 12 to the accounts.

f) Expenditure and irrecoverable VAT

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

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

g) Allocation of governance and support costs

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

	2021	2020
Membership services	23.0%	23.0%
Events programme	25.0%	25.0%
Partnership working, advocacy and lobbying	25.0%	25.0%
Communications with members	27.0%	27.0%

h) Tangible fixed assets

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

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

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

i) Debtors

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

j) Current asset investments

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

k) Cash at bank and in hand

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

l) Creditors

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

m) Pension costs

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

charitable company is not contractually liable for any share of the schemes' deficits, therefore the schemes are accounted for as defined contribution schemes. The pension cost charge represents contributions payable under the schemes by the charitable company to the funds. The charitable company has no liability under the schemes other than for the payment of those contributions. The contributions made for the accounting period are treated as an expense and were £45,887 in 2021 (2020: £43,070).

n) Operating lease commitments

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

o) Regional consortia

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

p) Accounting estimates and key judgements

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

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

2. Income from donations

	2021 £	2020 £
Membership subscriptions	454,511	475,597
Transfer from CSGUK	-	8,993
Total income from donations	454,511	484,590

3. Expenditure

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

Total governance costs were £13,732 (2020: £8,224).

Expenditure (prior year comparative)

	Membership services	Event programme	Partnership working, advocacy and lobbying	Communications and best practice sharing with members	Regional collaborations	Governance and support costs	Total 2020
	£	£	£	£	£	£	£
Direct costs	18,819	1,434	25,264	2,954	13,420	-	61,891
IT and website hosting	4,012	377	377	377	3,048	10,153	18,344
Staff costs (note 5)	29,507	45,875	41,306	51,440	63,800	71,997	303,925
Recruitment and training	-	-	-	-	-	1,571	1,571
Premises costs	-	-	-	-	-	44,365	44,365
Insurance	-	-	-	-	-	1,825	1,825
Fees and subscriptions	-	-	-	-	-	4,475	4,475
Office costs	-	-	-	-	-	15,432	15,432
Legal and professional	-	-	-	-	-	13,131	13,131
Executive board costs	-	-	-	-	-	1,024	1,024
Audit and accountancy	-	-	-	-	-	7,200	7,200
Bank charges	-	-	-	-	-	4	4
Depreciation	-	-	-	-	-	6,027	6,027
Sub-total	52,338	47,686	66,947	54,771	80,268	177,204	479,214
Allocation of governance and support costs	40,757	44,301	44,301	47,845	-	(177,204)	-
Total expenditure	93,095	91,987	111,248	102,616	80,268	-	479,214

4. Net movement in funds

This is stated after charging:

	2021 £	2020 £
Depreciation	340	6,027
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	294
Auditors' remuneration:		
• Statutory audit and accounts preparation (including VAT)	<u>7,740</u>	<u>7,200</u>

There were no trustees' reimbursed expenses during the year (2020: 2 trustees were reimbursed for travel and subsistence expenses).

5. Staff costs and numbers

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	250,573	237,504
Social security costs	24,426	23,351
Pension costs	45,887	43,070
	<u>320,886</u>	<u>303,925</u>

The key management personnel of the charity comprise the trustees and the Executive Director. The total employee benefits of the key management personnel of the charity were £117,699 (2020: £117,200).

One employee earned between £80,000 and £90,000 in the year (2020: one), excluding employer's pension contributions and NICs.

The average head count during the reporting period was 7.8 (2020: 7.3). The average number of full time equivalent employees during the year was as follows:

	2021 No.	2020 No.
Average number of employees (full-time equivalent)	<u>5.7</u>	<u>5.9</u>

6. Taxation

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

7. Tangible fixed assets

	Leasehold improvements £	Furniture, fixtures and fittings £	Computer equipment £	Total £
Cost				
At 1 January 2021	102,302	40,345	23,184	165,831
Additions in year	-	-	-	-
At 31 December 2021	<u>102,302</u>	<u>40,345</u>	<u>23,184</u>	<u>165,831</u>
Depreciation				
At 1 January 2021	102,302	40,345	22,505	165,152
Charge for the year	-	-	340	340
At 31 December 2021	<u>102,302</u>	<u>40,345</u>	<u>22,845</u>	<u>165,492</u>
Net book value				
At 31 December 2021	<u>-</u>	<u>-</u>	<u>339</u>	<u>339</u>
At 31 December 2020	<u>-</u>	<u>-</u>	<u>679</u>	<u>679</u>

8. Debtors

	2021 £	2020 £
Trade debtors	37	140
Prepayments	9,251	4,178
Accrued income	4,000	-
Other debtors	540	-
	<u>13,828</u>	<u>4,318</u>

9. Current asset investments

	2021 £	2020 £
The Charities Official Investment Fund	<u>343,116</u>	<u>373,059</u>

10. Creditors: amounts due within 1 year

	2021 £	2020 £
Trade creditors	68,368	54,326
Accruals	24,520	22,103
Funds held on behalf of Copyright for Knowledge	1,288	1,288
	<u>94,176</u>	<u>77,717</u>

11. Analysis of net assets between funds

	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	339	339
Current assets	70,972	366,052	437,024
Current liabilities	-	(94,176)	(94,176)
Net assets at 31 December 2021	70,972	272,215	343,187
	Designated funds £	General funds £	Total funds £
Prior year comparative			
Tangible fixed assets	-	679	679
Current assets	81,813	320,980	402,793
Current liabilities	-	(77,717)	(77,717)
Net assets at 31 December 2020	81,813	243,942	325,755

12. Movements in funds

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

Purposes of designated funds

The designated funds have been set up for the purpose of ringfencing funds held by each of the regional consortia. Northern Collaboration and NOWAL have merged to form Academic Libraries North in order to facilitate effective collaboration across members in the north of England.

Prior year comparative

	At 1 January 2020 £	Income £	Expenditure £	At 31 December 2020 £
Unrestricted funds				
<i>Designated funds:</i>				
Northern Collaboration	20,165	20,049	(33,494)	6,720
Mercian Collaboration	20,004	18,821	(16,596)	22,229
NoWAL	39,432	38,270	(37,072)	40,630
CSGUK Collaboration	4,928	9,093	(1,787)	12,234
Total designated funds	<u>84,529</u>	<u>86,233</u>	<u>(88,949)</u>	<u>81,813</u>
General funds	<u>232,194</u>	<u>402,013</u>	<u>(390,265)</u>	<u>243,942</u>
Total funds	<u>316,723</u>	<u>488,246</u>	<u>(479,214)</u>	<u>325,755</u>

13. Commitments under operating leases

At 31 December 2021, the charity had the following annual commitments under non-cancellable operating leases:

	2021		2020	
	Land and buildings £	Other £	Land and buildings £	Other £
Payments due:				
Within one year	10,000	5,278	10,000	5,278
Within two to five years	-	958	-	6,236
	<u>10,000</u>	<u>6,236</u>	<u>10,000</u>	<u>11,514</u>

14. Related party transactions

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

15. Funds received as an agent

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

	Funds held at 1 January 2021 £	Funds received £	Funds paid £	Funds held at 31 December 2021 £
Copyright for Knowledge	1,288	-	-	1,288