

Company no. 02733294
Charity no. 1026543

RLUK (Research Libraries UK)
Report and Audited Financial Statements
31 July 2021

RLUK (Research Libraries UK)

Reference and administrative details

For the year ended 31 July 2021

Company number 02733294

Charity number 1026543

Registered office and operational address Room 257
Senate House
Malet Street
London
WC1E 7HU

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:

C Banks
S Butler Resigned 31 December 2020
D Cutress
J Gardner (Chair)
R Green Resigned 19 March 2021
J Harvell Appointed 19 March 2021
M Khokhar (Vice Chair)
A O'Neill Appointed 19 March 2021
C Price Appointed 19 March 2021
T Stanley Appointed 19 March 2021
J Taylor-Roe (Treasurer)
J Upton
E Waller

Chief executive officer and company secretary Dr D Prosser

Staff M Greenhall, Deputy Executive Director
C Kamposiori, Programme Officer
M Cheung, Executive Assistant

Bankers National Westminster Bank plc Barclays Bank plc
8 Park Row 79-84 High Street
Leeds Birmingham
LS1 1QS B4 7TF

Solicitors Veale Wasbrough Vizards
Second Floor
3 Brindley Place
Birmingham
B1 2JB

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

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Report of the Trustees

For the year ended 31 July 2021

The Trustees of Research Libraries UK (RLUK) present their annual report together with the financial statements for 1 August 2020 to 31 July 2021.

Since the company qualifies as 'small' under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Reference and administrative information set out on page 1 form 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 from January 2019).

Structure, Governance and Management

a. Constitution

RLUK is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association of 21 July 1992, revised 15 January 2016. Charity number: 1026543. Company number: 2733294.

b. Our purpose

Our main objective is to work with our members and with our partners, nationally and internationally, to shape and to realise the vision of the modern research library. Our principal aim is that the UK should have the best research library support in the world.

c. Membership

RLUK is a membership consortium consisting of the following 37 major research institutions:

University of Aberdeen
University of Birmingham
University of Bristol
British Library
University of Cambridge
Cardiff University
Durham University
Edinburgh University
University of Exeter
University of Glasgow
Imperial College London
University of Manchester
King's College London
University of Leeds
University of Leicester
University of Liverpool
University of London
London School of Economics and Political Science
National Library of Scotland
National Library of Wales
Newcastle University
University of Nottingham
Queen Mary University of London
Queen's University Belfast
Royal Holloway, University of London
SOAS University of London

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University College London
University of Oxford
University of Reading
University of Sheffield
University of Southampton
University of Sussex
University of St Andrews
Trinity College Dublin
University of Warwick
Wellcome Trust
University of York

d. Recruitment and appointment of new trustees

Members have the right to nominate a RLUK Member Representative, usually the directors of their institutions' library services. All Member Representatives have full voting rights.

The Board of Trustees (known as the Board of Directors) consists of up to 12 members and is elected from among the RLUK Member Representatives. The Vice-Chair is included within this number and is also elected by the members. Following a two-year period as Vice-Chair (or on the resignation of the Chair) the Vice-Chair takes the position of Chair for a period of two years. This ensures that the direction and activities of the consortium are guided by highly experienced members of the profession who share an understanding of the purpose and needs of the consortium and its members.

The period of office for Trustees is three years, with the possibility of re-election for a second consecutive three-year period. Once a Trustee stands down from the Board an interval of three years must pass before they may reapply to serve on the Board again. Appointment is by an electronic vote ahead of the Annual General Meeting.

The Board meets at least three times a year. One meeting, held in May, has a clear focus on longer-term strategy where the strategic plan is reviewed and evolving environmental factors are assessed.

There is a Members' Meeting, usually held in November, and a large-scale, international conference in March, which also incorporates the Annual General Meeting.

Trustees may chair or otherwise participate in the activities of one or more of RLUK's Working Groups, depending on their area of interest and expertise. They may also represent RLUK's interests with other organisations as members of committees and other groups, and through membership of relevant Project Boards, reporting to the RLUK Board where appropriate on matters relevant to RLUK.

e. Policies adopted for the induction and training of Trustees

On election, new Trustees receive information about the legal and governance requirements placed on them as Trustees and on RLUK itself. On appointment, new Trustees also meet with the Chair and Executive Director, who outline what is expected of an RLUK Trustee. The Executive attend training courses in charity law and review charity sector literature, in order to be able to refresh the Board's understanding and knowledge of regulatory, legal and environmental trends. We are also advised of relevant changes to statutory governance and financial regulations by our auditors.

f. Organisational structure

Governance of RLUK is carried out by the Board of Trustees (known as Directors) with the support of a central Executive of four members of staff, who are responsible for day-to-day administration. Financial services are provided by Dains LLP on a contract basis.

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g. Risks

The Executive and Board carry out reviews during the year of the risks to which the charity is exposed. These include environmental, business, financial and operational factors. Where issues are identified, appropriate means to address them are introduced. The key risks to RLUK at present are the following:

Covid-19: Although there was a slow return to offices this year, the RLUK Executive continued with remote working, including for all events and meetings which were held virtually.

Financial: As we have drawn down our reserves, we are now moving to a more balanced budget model.

Objectives and Activities

a. Public benefit

The Trustees have taken due regard of the Charity Commission's directives on public benefit, and are satisfied that the work RLUK is undertaking is fulfilling its aims in terms of public good. The public good aspects of RLUK's work are emphasised below in the section on activities. According to the general public benefit aims set out by the Charity Commission, RLUK is active in the areas of the advancement of education and the advancement of the arts, culture, heritage and science.

b. Principal objective and aims

The objects of RLUK are to maintain, improve and promote library resources and services for research.

We work with our members and with our partners, nationally and internationally, to shape and to realise the vision of the modern research library. We invest in and develop strategic projects, reports and innovations that result in greater engagement with and services for the research community we serve. RLUK also has a role as an influencing and advocacy body.

Our priorities for activities are determined through strategic plans. The major themes of our current strategic plan, Reshaping Scholarship 2018-2021, are:

- Open Scholarship: Creating a new environment for the transformation of research
 - Supporting digital scholarship;
 - Support for open infrastructure;
 - Licensing and copyright; and
 - Open access monographs.

- A collective approach: reshaping modern research library collections
 - The digital shift;
 - Special collections;
 - Subscription costs; and
 - Collaborative collections and physical space.

Progress against strategic themes is monitored at meetings of the RLUK Board. Activities are implemented through a combination of working and task and finish groups, with membership from the Board, Executive, the broader membership, and, where appropriate, the wider community.

In addition to those activities outlined below under achievements and performance, our significant activities include:

- Development and launch of the Digital Shift Forum as a high-profile series of cross-sector seminars exploring the opportunities and challenges of the digital shift in research library collections, services, and audience engagements;
- A comprehensive revision of RLUK's strategy for the period 2021-2024;
- Research and evidence to support our members in decision making and awareness of current and future priorities in the sector; and

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- Advocacy and representation on behalf of our members in sectorial projects, policy forums, and events.

Achievements and Performance

a. Review of activities

The following strategic activities, initiatives, services and projects linked to our strategic plan have been undertaken in the past year:

Covid-19

The onset and spread of Covid-19 caused major disruption, and in March 2020 all of RLUK's 37 member libraries closed and the moved their operations online. RLUK also readjusted its operations and moved quickly to support members navigate a fast-changing landscape.

During this financial year RLUK member libraries slowly returned to onsite or a hybrid remote/onsite working model.

We continued to work closely with members to monitor the effects of the pandemic on their finances. In recognition of the uncertainty around the pandemic the Trustees agreed to continue the subscription freeze for member fees for the 2021/22 year.

RLUK organised and participated in a number of events and activities throughout the year that addressed the ongoing impact of the pandemic on members and the wider sector, these included:

- RLUK published a major research report, *Covid-19 and the digital shift in action (July 2020)*, based on a series of in depth member interviews regarding the impact of the Covid-19 pandemic on the ongoing digital shift in their collections, operations, and audience engagement;
- RLUK published the report *Collecting Covid-19: An RLUK Report on contemporary collecting* which presented the results of a survey aiming to investigate RLUK institutions' plans to collect material related to the Covid-19 crisis;
- Research Information's webcast *Bridge over Troubled Water – how do we span the Digital Divide?*, which covered issues raised by the shift to digital enforced by the Covid-19 pandemic and the various implications for staff, researcher and students and the unequal effects on different disciplines and their practice;
- An IARLA webinar discussing findings from the REopening Archives, Libraries, and Museums (REALM) Project;
- A Libraries and Archives Copyright Alliance (LACA) survey on Covid-19 and its impact on access to collections, which RLUK hosted and promoted a survey on behalf of LACA, which explored the impact of the Covid-19 pandemic on access to collections;
- A LIBER Conference panel discussion on Research Libraries and Covid-19: Impact and Plans for the future;
- RLUK Funders Network meeting held with representatives of RLUK SCLN, DSN, and Executive to discuss the ongoing impact of the Covid-19 pandemic on the research library and wider cultural sectors. Representatives included those from Arts Council England, AHRC, Arcadia, Wellcome Trust, Jisc, and The National Archives; and
- RLUK issued an open letter to First Minister of Wales, Mark Drakeford, in support of the National Library of Wales, which faced the prospect of additional staff cuts due to reduced funding from the Welsh Government.

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New RLUK strategy for 2021-24

RLUK began work on developing its new strategy for 2021-24 during this period. A wide number of consultations were held with the Board, members, member networks and working groups throughout the final portion of 2020 and first half of 2021, to help determine the focus and direction of travel for the strategy.

In July the Board approved a final version of the strategy, which will be presented in its final form at the 2021 members meeting in the Autumn.

Open Scholarship

Supporting Digital Scholarship

RLUK's work in support of digital scholarship has included the continued development the Digital Scholarship Network (DSN) as a major forum for knowledge exchange and a route through which tangible programmes of work are developed for the support of members. Notable highlights for the year have included the creation of an ambitious skills exchange programme between the DSN and CLIR's Digital Library Federation, Data and Digital Scholarship working group. This has included a series of joint events, the creation of a transatlantic skills exchange directory, blogs, and a community resource website.

Collaborative conversations continued between RLUK, the Association of Research Libraries, and the British Library regarding the creation of a US-UK digital scholarship institute. A funding application was submitted to the AHRC-NEH call for new directions in digital scholarship (August 2020) and although unsuccessful, the lessons from this application have informed a number of additional initiatives and conversations.

In October 2020, RLUK Programme Officer Christina Kamposiori published a paper *Partnering through Collections in Digital Humanities: Looking at Researchers' Needs* in the *Stedelijk Studies Journal*. This article reflected on the critical role that cultural institutions, such as libraries and archives, play in the production of knowledge in Digital Humanities through the expertise of their staff and collections. It looked at the current practices of these institutions when supporting or engaging in scholarship in the field. After examining aspects of the scholarly workflow in Digital Humanities, it also discussed some of the areas where librarians and archivists can forge collaborations with scholars in the field, with the purpose of facilitating the research process and improving collections.

Supporting open infrastructure

In August 2020, the Collections Strategy Network (CSN) issued a content statement outlining the position of RLUK libraries as they navigate the issues raised by the pandemic. It listed a series of requirements around databases and journal subscriptions, e-books and e-textbooks, and access to resources that will need to be met to ensure libraries can continue to fulfil the information needs of researchers and students. The statement is a position statement for RLUK, and a guide for those who are involved in the management and negotiation of content licences within libraries.

In the same month RLUK, SCONUL and Jisc issued a separate statement warning that universities may be forced to cancel big deals unless publishers respond to current financial pressures with reductions in the cost of accessing content.

RLUK hosted a webinar on the RapidILL inter-library loan service in November, led by Phil Sykes and Helen Hall from the University of Liverpool. The possibility of using improved interlibrary loan in any post-big deal scenario was explored and the practicalities of moving to a more integrated set of workflows discussed.

In October 2020, RLUK was invited to speak with North American members of SPARC to discuss tactics around journal negotiations.

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In February 2021, RLUK hosted a member event facilitated by colleagues at Information Power to look at the ways in which smaller, independent publishers could be encouraged to move their journals to open access.

Licensing and copyright

RLUK has continued to actively engage in discussions and activities to enhance the copyright and licensing framework under which its members operate. RLUK hosted and promoted a cross-sector survey to establish how the Covid-19 pandemic has exposed challenges around the UK's copyright and licensing frameworks and has explored the copyright implications of specific initiatives and developments emerging from the pandemic, including Virtual Reading Rooms and Teaching Spaces.

As an active member of the Libraries and Archives Copyright Alliance, RLUK has played a central role in the creation and work of a series of LACA working groups and the formalisation and publication of the group's priorities (July 2020). RLUK has also continued its engagement as a member of Copyright4Knowledge and as a member of the European Alliance of Research Excellence (EARE).

In May 2021 David Prosser spoke at the CILIP Copyright Conference on open access and Plan S.

Open Access Monographs

We have continued to engage in discussions around open access monographs. The main forum for this is the UUK Open Access Coordination Group Monograph sub-group, of which RLUK is a member. We also have been working with OCLC and others to ensure greater visibility and discoverability for open access monographs in library and vendor systems.

A Collective Approach

The digital shift

RLUK has worked to support its members around the changing nature of research library collections, operations, and audiences in respect of the digital shift.

- Digital Shift Manifesto: Following the launch of its Digital Shift Manifesto in May 2020, members of RLUK's Digital Shift working group have led the implementation of an ambitious series of activities and initiatives as outlined in the manifesto's delivery plan.
- Digital Shift Forum: Foremost amongst the manifesto's deliverables has been the creation and delivery of the Digital Shift Forum, a cross-sector forum consisting of monthly seminars for colleagues from across the information, research, cultural and heritage communities, and third and commercial sectors, to discuss the future of the digital shift in collections, services, and audiences. Its first series stretched from October 2020 until July 2021 and welcomed 25 high-profile speakers, who are at the forefront of current thinking around the digital shift, including Lorcan Dempsey (OCLC), Catherine Stihler (Creative Commons) and many more. Over 3,500 colleagues registered to attend events belonging to the first series, the recordings of which now form a major online resource.

In May the Digital Shift Forum hosted a special international symposium on Digital poverty, inclusion, and the role of research libraries, which took a holistic, cross-sector, and international look at the issues of digital poverty and exclusion, and the role of society, higher-education, libraries, and research libraries in particular, in combating these challenges. Speakers were Catherine Mills, Head of Digital Social Inclusion, The Good Things Foundation; Hannah Holmes, Research Associate, Centre for Planning and Housing Research, University of Cambridge; Christopher Hale, Director of Policy, Universities UK; Sue Williamson, Director of Libraries, Arts Council England; Trevor Dawes, Vice Provost for Libraries and Museums and May Morris

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University Librarian / University of Delaware, US, and Joe Lucia, Dean of Temple University Libraries, Philadelphia, Pennsylvania, US.

Following on from the symposium, RLUK convened a small member roundtable to discuss the implications of digital poverty and exclusion for RLUK member libraries, their users, and staff. Chaired by Michelle Blake (University of York) and Kirsty Lingstadt (University of Edinburgh), the roundtable featured five discussants including Liz White (British Library), Isobel Hunter (Libraries Connected), Andrew Barker (University of Lancaster), Stephanie Jones and Sarah Pittaway (University of Worcester). Colleagues from CILIP and SCONUL also joined the discussion which explored the potential for collaboration in combatting digital poverty and what actions might be included within RLUK's forthcoming strategy.

New Review of Academic Librarianship: in July 2021, members of the digital shift working group submitted a lengthy article to a special issue of the journal which explored 'Covid-19 and the digital shift in action: an RLUK perspective in context'. The article explores the experiences of academic and research libraries in relation to the digital shift and offers a series of reflections regarding the implications of this beyond the pandemic. The article draws on eight case studies published on the RLUK website.

Special Collections

The RLUK Special Collections Programme (SCP) is a flexible programme of networks, tools and opportunities designed to improve access to, and use of, special collections across RLUK's membership, with a focus on encouraging engagement with wide-ranging audiences, inclusion in teaching and learning programmes at institutional level and active participation in the design of academic research proposals in which libraries play an integral role from inception.

RLUK participated in a Jisc convened webinar which explored the role of Digital Archival Collections and the potential for greater collective action around their purchase and use on 16 November. The meeting was chaired by Fiona Courage (University of Sussex and chair of the Jisc Digital Archive Collections steering group) and included a series of provocations from members of the library and academic communities regarding the purchase and use of DACs and explored the need for greater collective action and dialogue with publishers.

In November 2020, a journal paper with the title *Measuring the impact of special collections and archives in the digital age: opportunities and challenges* was published at the LIBER Quarterly: The Journal of the Association of European Research Libraries. The paper aimed to explore and understand the approaches employed by RLUK members for capturing and measuring the impact of activities based on special collections and archives.

In July 2021, RLUK published a major research report exploring the development and delivery of Virtual Reading Rooms (VRRs) and Virtual Teaching Spaces (VTSs) amongst archives, special collections, and museums. *New Frontiers of Digital Access: The development and delivery of Virtual Reading Rooms and Virtual Teaching Spaces amongst collection-holding institutions* presented the results from a major international survey of libraries, archives, and museums, conducted by RLUK in May-June 2021. The report will provide the foundation for a series of events and cross-sector discussions, led by RLUK, to explore the continued development and delivery of these exciting services nationally and internationally.

Subscription costs

RLUK continues to represent its members on key sector groups tasked with achieving acceptable deals with large publishers: including the UUK/Jisc Content Negotiation Strategy Group and the Jisc Content

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Expert Group. A particular focus over the past year has been to work collaboratively with Jisc and the wider UK academic library community towards an agreed set of criteria by which to evaluate transformative big deals.

To ensure that its members were fully consulted around the ongoing Elsevier negotiations, RLUK held monthly town halls for members starting in May 2021. The town halls heard from external speakers with recent experience of negotiating with Elsevier and provided a safe space for members to discuss ongoing strategies and tactics.

Collaborative Collections and physical space

A number of RLUK initiatives have explored the implication of the Covid-19 pandemic on the redesign of physical library spaces and the creation of new hybrid spaces. These include a dedicated Digital Shift Forum session exploring the spatial implications of Covid-19 on library design (Hiral Patel, Lecturer and Architect, Cardiff University) and the dedicated surveys around the creation of Virtual Reading Rooms and Teaching Spaces.

Partner Relationships

RLUK and AHRC

RLUK has worked extensively with the Arts and Humanities Research Council (AHRC) on a number of initiatives. In January 2021, RLUK commissioned, in partnership with the AHRC, a joint scoping study to explore the role, and potential role, of academic and research libraries as partners in, and leaders of, academic and scholarly research. Following an open procurement process, EvidenceBase, a Library and Information research and consultancy unit within Library and Learning Resources at Birmingham City University (BCU), were appointed.

A major cross-sector survey informed the project, attracting over 300 responses from across the research library, archive, and academic communities, alongside research facilitators, funders, and university leaders. 72 qualitative interviews and six cross-sector focus groups were conducted in support of the project, and 10 national and international case studies produced and published.

The final report, *The role of academic and research libraries as active participants and leaders in the production of scholarly research*, was published in July 2021. It provided a detailed overview of the current role of academic and research libraries as partners and leaders of research, their potential to enhance these roles, and the barriers they might face in doing so. The report also outlined 10 headline findings and makes 13 far-reaching recommendations for libraries, members of the academic community, parent organisations, RLUK, and the AHRC.

This partnership with AHRC has progressed further with a joint Professional Practice Fellowship Scheme for academic and research libraries announced in June 2021, which will offer five fellowships to enable library colleagues to set research agendas, be active participants and leaders of multidisciplinary research, and to provide intellectual leadership in their own disciplines and beyond.

ARL PD Bank

RLUK negotiated consortial access to the Association of Research Libraries' Position Description Bank (ARL PD Bank), a database of over 3,500 position records from research and academic libraries from across the United States and Canada.

The PD Bank is a collaborative resource between the Association of Research Libraries (ARL), Association of South-eastern Research Libraries (ASERL), and the Canadian Association Research Libraries (CARL). It is a major resource that enables us to better understand the work of libraries through the positions they create and to assess the ongoing and emerging recruitment trends across some of the world's largest and most significant research libraries.

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A launch event to introduce the PD Bank to members was held in June 2021, and training sessions for members held shortly thereafter.

Council on Library and Information Resources

RLUK have developed a multifaceted relationship with CLIR over the course of 2020-2021. In addition to the creation of a joint transatlantic digital scholarship skills exchange programme between the DLF DDS and RLUK DSN, CLIR were also a supporter of the DCDC21 conference, for which they created a dedicated podcast to promote the conference and feature several of its speakers in June 2021. The podcast formed part of a CLIR's wider *Material Memory* series. CLIR also supported and distributed RLUK's survey around the development and delivery of Virtual Reading Rooms and Teaching Spaces.

RLUK and The National Archives

RLUK has continued to work closely with The National Archives (TNA).

The TNA-RLUK Professional Fellowship Scheme facilitates shared learning between TNA and individual RLUK members with the purpose of overcoming some of the collective challenges facing research and cultural organisations. Professional fellowships last for a year and are structured around short-term visits to TNA, for RLUK fellows, and RLUK member institutions, for TNA fellows, underpinned by a longer period of peer-to-peer mentoring and knowledge sharing.

The year's Fellows investigated pressing issues around cultural collections and their audiences, including the use and re-use of digital collections to facilitate scholarship, and the role of collections in engaging with minority groups and addressing current societal problems. Some of the graduating Fellows presented their work at DCDC21. The Call for Expressions of Interest (Eols) for the third round of the scheme was launched in February 2020. However, mindful of the challenges imposed by the Covid-19 crisis, the partners decided to defer the third round of the scheme for a year and, thus, the Call for Eols was re-issued in June 2021.

We have continued to work closely with TNA and Jisc colleagues in the design and delivery of the DCDC conferences (see below).

RLUK and Jisc

RLUK has continued to work closely with Jisc, being represented on the the UUK/Jisc Content Negotiation Strategy Group and the Jisc Content Expert Group, OA Stakeholders Group, Library Strategy Advisory Group, Digitisation for Digital Scholarship project working group, and Digital Archival Collections working group. RLUK has also engaged in collaborative projects with Jisc, including the Citation Capture project and, from 2019, the organisation of the DCDC series of conferences (in partnership with The National Archives). A relationship roadmap has been created to provide a strategic overview of these activities.

During the year RLUK hosted a session on Jisc's Learning and Teaching Reimagined project. The project looked to 'provide university leaders with inspiration on what the future might hold, guidance on how to get there and practical tools that you can use to develop your plans'. The session brought together a small group of RLUK members in a scenario planning activity looking at the mid-to-long-term future of technology enhanced learning in HE. The outputs from the session contributed to guidance and practical tools for university leadership as part of the Learning & Teaching Reimagined Initiative.

IARLA

We continued to work with international partners under the framework of the International Alliance of Research Library Associations (IARLA).

IARLA colleagues met twice during the year: in September 2020 to discuss cOAlition S' future plans, their rights retention strategy, the Journal Checker Tool, and issues around diamond journals; and again in April 2021 to explore ongoing collaboration between members and reflect on the discussions heard

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at the IARLA long-table session held during the RLUK21 Conference, which explored on lasting legacies of the pandemic on the research library community.

In November 2020, the group hosted a webinar on findings from the REopening Archives, Libraries, and Museums (REALM) Project, a collaborative research project by REALM, OCL, the Institute of Museum and Library Services, and Battelle have been conducting research on how long the COVID-19 virus survives on materials that are prevalent in libraries, archives, and museums.

IARLA also hosted a webinar on the cOAlition S Rights Retention Strategy and its implementation on 4 November. The Rights Retention Strategy gives researchers the freedom to publish in their journal of choice, including subscription journals, whilst remaining fully compliant with Plan S. Authors only need to apply a Creative Commons Attribution licence (CC BY) to (at least) the Author Accepted Manuscripts (AAMs) of their submissions. The webinar featured talks by Johan Rooryck, Executive Director, cOAlition S, and Sally Rumsey, Jisc/cOAlition S OA Expert.

RLUK Networks

Associate Directors' Network (ADN)

The RLUK Associate Directors Network is a professional network for RLUK members in a Deputy Librarian or Associate Director role. It aims to provide a forum for discussion and sharing of experience, the opportunity to participate in the business of RLUK and to aid succession planning.

The ADN continued with its programme of regular meetings in response to the ongoing coronavirus crisis and met on the last day of September to explore the topic of 'Service Re-design: The Impact of Covid-19'. Network members were invited to share their ongoing experiences of reopening buildings and realigning library services in response to Covid-19 and the start of the academic term.

In December the group met to discuss the topic of wellbeing. In what was a highly interactive session, colleagues shared their own experiences of supporting their own and their colleagues' wellbeing. The ADN produced a padlet of resources and ideas relating to wellbeing – some formal, others describing techniques that members had found useful.

The session also saw the announcement of a small working group of ADN members who will lead the creation of the Digital workforce development strategy under RLUK's digital shift manifesto. Members of the working group are Owain Roberts (NLW), Fiona Courage (Sussex), Alastair Flett (Liverpool), Jennifer Loudon, Michelle Blake (York), and William Nixon (Glasgow). This is due for publication in November 2021.

The ADN held a joint meeting with members of the NDN on 29 March. Facilitated by Roger Fielding and including a case study from Simon Bains (Aberdeen), the session explored issues of remote leadership and the recent experiences of members of both networks.

Fiona Courage (Sussex) became co-convenor of the network, alongside William Nixon (Glasgow), in March 2021

Collections Strategy Network (CSN)

The RLUK Collections Strategy Network (CSN) is a professional-peer network for colleagues who are responsible for collection strategy within an RLUK member library. It acts as a forum for discussion, knowledge sharing, peer development, and harnesses RLUK members' collective experience and expertise.

The CSN issued a content statement in August 2020 outlining the position of RLUK libraries as they navigate the issues raised by the pandemic. It listed a series of requirements around databases and

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journal subscriptions, e-books and e-textbooks, and access to resources that will need to be met to ensure libraries can continue to fulfil the information needs of researchers and students.

The CSN held a number of events during the year. In October 2020 they discussed e-textbooks and IEEE. In March 2021 the group reviewed the key areas of CSN activity and established the priorities for the upcoming year.

A series of meetings around metadata, were organised during April 2021, to aid members in responding to Jisc's consultation around metadata and, specifically, engagement with OCLC and BDS. The first meeting saw a general discussion around future directions for cataloguing and discovery and community needs from systems and vendors, and following this, two focused sessions with representatives from OCLC and DB were held to try to ascertain in detail the implications of the national offers that they are putting to the community.

Finally, in May the network looked to how it could support the new RLUK strategy and to determine priority areas of activity over the next year.

Following an online election in January 2021, Katherine Rose (Imperial) and Gavin Beattie (Kings College London) were elected as the new co-convenors of the CSN.

Digital Scholarship Network

The RLUK Digital Scholarship Network (DSN) is a professional peer network for RLUK members involved in the development and delivery of Digital Scholarship services within member libraries.

Kirsty Lingstadt (Edinburgh) and Eleonora Gandolfi (Southampton) were elected as the new DSN Co-Convenors in January 2021.

Digital scholarship case studies were produced and published on the RLUK website. The case studies provide an overview of current work being undertaken across RLUK libraries in relation to the development of digital scholarship processes, services, and spaces. They highlight current best-practice, lessons learnt, and we hope will facilitate knowledge exchange between members.

Members of the DSN training and skills working group met in September 2020 to discuss the ongoing work of the group and the results of a "competency survey". The latter involved an analysis of over 40 job descriptions relating to digital scholarship collated by members of the DSN, the results of which were presented to members of the DSN at its meeting on the 21st.

The DSN met in September 2020 to hear presentations from Gustavo Candela, from the University of Alicante, who discussed the reuse of digital collections from GLAM institutions through Jupyter notebooks, and an introduction to the Readux 2 project by Allen Tullos, Jesse Karlsberg, and Joanna Mundy, of the Emory Centre for Digital Scholarship (ECDS). A presentation was given by Nora McGregor, Digital Curator at the British Library, regarding a funding application to the AHRC-NEH call for new directions in digital scholarship.

The meeting also included short updates from members of the DSN's working groups on their recent and forthcoming work. This included an overview of the results of a "competency survey" undertaken by members of the DSN training and skills working group, which involved the analysis of the core competencies of over 40 job descriptions relating to areas of digital scholarship.

In November 2020, the network discussed progress against the network's action plan, and hosted breakout meetings of the DSN's four working groups which explore technical, strategic and advocative, skills and training, and partnership and collaborative opportunities for collective action amongst RLUK members.

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Since November 2020, the DSN has developed a highly ambitious partnership with CLIR's Digital Library Federation, Data and Digital Scholarship working group. This has resulted in the holding of three joint meetings, the creation of a transatlantic digital scholarship skills directory, the publication of joint blogs, and a collaborative resource website. These activities have been led by a working group consisting of representatives of both networks including (for RLUK): Beth Clark, Eleonora Gandolfi, Matt Greenhall, Susan Halfpenny, Stephanie Jesper, and Kirsty Lingstadt.

The chairs of the DSN's four working groups met in May 2021 with the DSN co-convenors to discuss the ongoing work of the working groups and how they can continue to lead key strands of network activity. Highlighted activities included members of the training and skills working group contributing to the development of a transatlantic skills exchange with CLIR and the submission of a workshop to the DCDC conference by the partnership and collaboration working group.

New Directors' Network

The New Directors' Network was launched at the RLUK conference in March 2018 and reflected the volume of recent promotions and staff changes across the RLUK membership. The network is a peer support network for those colleagues who have recently been promoted to director positions or occupy these on a temporary basis. The Network has proved especially valuable as a peer-support group as Directors have considered the implications on libraries of the ongoing Covid-19 pandemic.

In March 2021 NDN held a session on developing strategy during uncertain times. Following a landscape overview from Sam Roseveare (formally of UUK), the Group worked through a range of scenarios for the next twenty years and reflected on what the effects will be on research libraries.

Special Collections Leadership Network

The Special Collections Leadership Network (SCLN) met in September 2020 to look backwards and forwards at leadership aspects of the response to Covid-19. Moving from reactive mode to longer-term planning the group discussed concerns about significant changes in reader profiles over the coming years, the variable levels of online discoverability of network members' collections and the challenges around supporting hybrid teams in the long-term. The group also shared emerging views on what the next 12 months might look like in their own institutions in terms of strategy, positioning, resources and value.

The SCLN met again in November 2020 to discuss the possibility of virtual reading rooms as a solution to the Covid-19 restrictions and other associated issues preventing use of physical reading rooms.

Daryl Green (University of Edinburgh) and Joanne Fitton (University of Leeds) were elected as co-convenors for the SCLN in March 2021. Following their election, they have led the revision of the network's remit and membership, broadening these to formally acknowledge the wider remit of many RLUK members for heritage collections. New terms of reference have been issued for the network which has been renamed the Special Collections and Heritage Network. The SCHN led a highly interactive and popular workshop at DCDC21 exploring the development and delivery of Virtual Reading Room services and supported RLUK's research in this area.

OAPP

Members of RLUK's Open Access Publishers Processes Group met with colleagues from the National Institute for Health Research (NIHR) in March to advise on the implementation of a proposed new OA policy from the NIHR. The OAPP was able to provide practical details of the types of policies that cause administrative burdens on institutions and areas where funders such as NIHR can reduce those burdens.

The OAPP continued to meet throughout the year with individual publishers to advise on ways in which workflows could be improved.

RLUK (Research Libraries UK)

Report of the Trustees

For the year ended 31 July 2021

DCDC21

The DCDC21 Conference was held virtually, over five days from 28 June to 2 July. The event was held on the Pheedloop platform, with additional networking and interactive sessions held on High Fidelity and Spatial Chat.

The conference theme explored how crisis can act as a catalyst for change within libraries, archives, museums, and cultural organisations; the impact that crisis can have on working practices, collections, and audience engagement, and how periods of turbulence can lead to new opportunities for research and collaboration.

There were four keynote sessions, with six keynote speakers: Melanie Keen, Director of Wellcome Collection; John Orna-Ornstein, Director of Culture and Engagement at the National Trust, Olivette Otele, Professor of the History of Slavery at Bristol University; Zak Mensah, Co-CEO of Birmingham Museums Trust, Lisa Conte, Head of Conservation at the The National September 11 Memorial & Museum; and Nicola Laurent, President of the Australian Society of Archivists.

In total the conference featured over 80 speakers from more than 50 organisations, from the UK, Ireland, Europe, and beyond.

The programme also included a special iteration of History Day, that was held over an afternoon on 29 June.

RLUK activities during the conference included a virtual Funders Marketplace with Arts Council England, AHRC and The National Archives. The SCHN hosted a session on virtual reading rooms with case studies from Glasgow, Manchester and a live demonstration from Bristol. Headlines from the Scoping Study report were announced and discussed in a special long table discussion that featured reflections from Christopher Smith, Executive Chair of AHRC, who also announced the creation of a £100k professional practice fellowship scheme, facilitated by RLUK, to support research.

RLUK Members' Meeting

RLUK held its annual 2020 members' meeting virtually on 5-6 November. The first session explored the role of the research library as lab and in enabling SHAPE subject research. The members' meeting opened with a presentation from Professor Christopher Smith (Executive Chair, AHRC) who offered a series of powerful and personal reflections on his experience of using research libraries across Europe and the role they have in enabling innovative, cross-disciplinary scholarship. Christopher's presentation was followed by those from Professor Julia Black (Strategic Director of Innovation, LSE) and Nicola Scally (Director of LSE library) who discussed the recently launched SHAPE initiative to raise the profile of, and advocate for, scholarly research belonging to the Social Sciences, Humanities, and Arts subjects and their impact upon wider society (People and the Economy). The first session concluded with a presentation from Dr James Baker (University of Sussex) who outlined the HiddenRef project, an initiative which seeks to highlight the role of non-ref-able contributions to research, including from GLAM institutions. Recordings of these papers are available within the RLUK website members' area [login required] and Christopher has published the text of his presentation on his blog.

The second day explored the changing role of the research library and the role of RLUK in enabling and supporting this through its forthcoming strategy. The day opened with a presentation from John MacColl (former Director of St Andrew's University library and former RLUK chair) who offered reflections on the changing role of the library witnessed over his career. This was followed by a series of discussions which took place through facilitated breakout groups regarding how the role and perception of the library has changed during the Covid-19 pandemic. The third and final session of the members' meeting included a series of interactive sessions through which the RLUK Board and Executive initiated conversations regarding the contents of RLUK's forthcoming strategy that will cover the period 2021-2024. Further updates will be given as the strategy is developed and there will be additional opportunities for member contributions.

RLUK (Research Libraries UK)

Report of the Trustees

For the year ended 31 July 2021

RLUK21 Conference

The RLUK21 Conference was held virtually on the Pheedloop platform from 17-19 March. The conference saw keynote presentations given by Masud Khokhar, Cerys Hearsey (Post*Shift), and MacKenzie Smith (UC Davis). Across the three days there were a number of panel, lightning talk, and workshop sessions held, including a workshop for the AHRC scoping study project, and an international long table discussion held with colleagues from IARLA on the long-term impacts of the pandemic on research libraries.

Other strategic activities

RLUK continues to review its communications, and provide regular, monthly updates to members, through regular e-newsletter updates, and through news updates to the private members area.

RLUK published a comprehensive overview of its membership offer in March 2020 and this is available on the RLUK website.

Outreach

During the year, RLUK was a member of LIBER, and contributed £925 (2020: £2,220) in membership fees. These were given to aid the work of the organisation in an unrestricted capacity.

RLUK cancelled its membership of LIBER, effective from January 2021, as the majority of RLUK members are already LIBER members.

Financial review

a. Principal risks and uncertainties

The Executive and Board carry out reviews during the year of the risks to which the charity is exposed. These include environmental, business, financial and operational factors. Where issues are identified appropriate means to address them are introduced. The key risks to RLUK at present are detailed in the *Structure, Governance and Management* section above.

b. Financial review

The net income for the financial year amounted to £150,405 (2020: £18,950 deficit). This was primarily due to the Covid pandemic restricting RLUK activities. RLUK's income is obtained from membership subscriptions, member services and bank interest, together with any strategic investment funding received from partner organisations engaging in collaborative projects, studies and other work. Member organisations and partners may also provide indirect support via contribution of staff time via secondments and membership of working groups.

Income received has been used to support strategic activities, initiatives, services and projects as detailed under achievements and performance.

c. Reserves policy

As a charitable company RLUK has both maintained a prudent level of reserves and an enhanced level of funding to support strategic initiatives for the benefit of research support and to achieve its objectives in the future. RLUK has a three-year financial planning cycle to provide a longer-term framework for the management of both its general and strategic finances.

The reserves policy was last revised on 23 February 2018, updating the policy devised in 2009 such that, the total assets of RLUK (across all accounts and investments) should not fall below £260,000. This figure comprises two components, strategic spend and funds to cover a change in circumstances. The strategic spend component provides £50,000 for unexpected expenditure for projects related to the strategic plan, unplanned projects of importance to the membership, or unforeseen circumstances such as additional operating costs. The remainder of the reserve funds would cover a change in circumstances, providing funds to continue operating for a period of time, or to allow for the highly

RLUK (Research Libraries UK)

Report of the Trustees

For the year ended 31 July 2021

unlikely event of a wind-down and to meet the staff and service costs associated with this.

It was further agreed that the Executive be empowered to make future investments, provided this reserve policy is not breached.

Total free reserves held by the charity, defined as unrestricted net current assets held in general funds, at 31 July 2021 were £457,883 (2020: £371,399). RLUK's reserves have increased over this financial year due to the impact of the pandemic on RLUK activities and subsequent reduction in spending. Once we are able to return to business as usual we expect to return to be able to continue spending down our reserves in support of our strategic objectives.

d. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

e. Material investments policy

As an incorporated charity, RLUK is empowered to set aside, disburse and invest monies at its disposal according to the provisions of its constitution. The main clauses covering the operation of this are Memorandum of Association clauses 3(g):

"To raise funds, whether by the levying of subscriptions, by means of donations, by private or public appeals or otherwise, and to seek any form of assistance, sponsorship or grant from public or private sources;"

3(r):

"Subject to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law and subject also as hereinafter provided to invest and deal with the moneys of RLUK not immediately required for its purposes in or upon such investments or securities and in such manner as may from time to time be determined;"

and 3(w):

"To set aside income as a reserve against future expenditure but only in accordance with a written policy about reserves."

Our investment objectives are relatively straightforward, that is, to ensure that historically low rates of interest are counteracted in as low a risk way as possible; that is, through the mechanism of a short-term fixed-rate solution that will not jeopardise the capital invested as such. RLUK currently has £221,000 invested in a Natwest Treasury Reserve Deposit Account.

f. Future developments

RLUK intends to push ahead with its activities around the new strategy, which was published at the start of 2022.

RLUK (Research Libraries UK)

Report of the Trustees

For the year ended 31 July 2021

Statement of responsibilities of the trustees

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

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

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

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

In so far as the trustees are aware:

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

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

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

Auditors

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

Approved by the trustees on 18 February 2022 and signed on their behalf by

Jillian L Taylor-Roe

Jill Taylor-Roe – Treasurer

Independent auditors' report

To the members of

RLUK (Research Libraries UK)

Opinion

We have audited the financial statements of RLUK (Research Libraries UK) (the 'charity') for the year ended 31 July 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 July 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.

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.

Independent auditors' report

To the members of

RLUK (Research Libraries UK)

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

Matters on which we are required to report by exception

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

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

Responsibilities of the trustees

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

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

Independent auditors' report

To the members of

RLUK (Research Libraries UK)

Our responsibilities for the audit of the financial statements

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

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

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

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

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

(3) We inspected the minutes of trustee meetings.

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

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

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

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

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

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

Independent auditors' report

To the members of

RLUK (Research Libraries UK)

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.

Alison Godfrey

Date: 21 February 2022

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

RLUK (Research Libraries UK)

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

For the year ended 31 July 2021

	Note	Restricted £	Unrestricted £	2021 Total £	2020 Total £
Income from:					
Donations	3	-	347,208	347,208	347,208
Charitable activities	4	128,799	54,539	183,338	62,853
Investments		-	54	54	1,478
Total income		<u>128,799</u>	<u>401,801</u>	<u>530,600</u>	<u>411,539</u>
Expenditure on:					
Charitable activities		<u>88,970</u>	<u>291,225</u>	<u>380,195</u>	<u>430,489</u>
Total expenditure	5	<u>88,970</u>	<u>291,225</u>	<u>380,195</u>	<u>430,489</u>
Net income / (expenditure)		39,829	110,576	150,405	(18,950)
Transfers between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds	6	39,829	110,576	150,405	(18,950)
Reconciliation of funds:					
Total funds brought forward		<u>9,869</u>	<u>371,626</u>	<u>381,495</u>	<u>400,445</u>
Total funds carried forward		<u><u>49,698</u></u>	<u><u>482,202</u></u>	<u><u>531,900</u></u>	<u><u>381,495</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

RLUK (Research Libraries UK)

Balance sheet

As at 31 July 2021

	Note	£	2021 £	2020 £
Fixed assets				
Tangible assets	9		1,522	227
Current assets				
Debtors	10	50,450		40,184
Cash at bank and in hand		<u>552,832</u>		<u>397,134</u>
		603,282		437,318
Liabilities				
Creditors: amounts falling due within 1 year	11	<u>(72,904)</u>		<u>(56,050)</u>
Net current assets			<u>530,378</u>	<u>381,268</u>
Net assets	13		<u>531,900</u>	<u>381,495</u>
Funds	14			
Restricted funds			49,698	9,869
Unrestricted funds				
Designated funds			22,797	-
General funds			<u>459,405</u>	<u>371,626</u>
Total charity funds			<u>531,900</u>	<u>381,495</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 18 February 2022 and signed on their behalf by

Jillian L Taylor-Roe

Jill Taylor-Roe - Treasurer

RLUK (Research Libraries UK)

Statement of cash flows

For the year ended 31 July 2021

	2021	2020
	£	£
Cash used in operating activities:		
Net movement in funds	150,405	(18,950)
Adjustments for:		
Depreciation charges	307	351
Dividends, interest and rent from investments	(54)	(1,478)
Decrease / (increase) in debtors	(10,266)	28,449
Increase / (decrease) in creditors	<u>16,854</u>	<u>(3,047)</u>
Net cash provided by / (used in) operating activities	<u>157,246</u>	<u>5,325</u>
Cash flows from investing activities:		
Purchase of tangible fixed assets	(1,602)	-
Dividends, interest and rent from investments	<u>54</u>	<u>1,478</u>
Net cash provided by / (used in) in investing activities	<u>(1,548)</u>	<u>1,478</u>
Decrease in cash and cash equivalents in the year	155,698	6,803
Cash and cash equivalents at the beginning of the year	<u>397,134</u>	<u>390,331</u>
Cash and cash equivalents at the end of the year	<u><u>552,832</u></u>	<u><u>397,134</u></u>

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

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 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.

RLUK (Research Libraries UK) 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 note(s).

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, which the trustees consider appropriate having regard to the current level of unrestricted reserves and having regard to the impact of the ongoing Covid-19 pandemic on the charity. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

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

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Member subscriptions are recognised over the period to which the income relates. Sponsorship or ticket income received in advance of conferences is deferred until the conference takes place.

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. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

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.

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 2021

1. Accounting policies (continued)

f) Expenditure and irrecoverable VAT (continued)

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

g) Allocation of support and governance 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. There has been no staff time spent on raising funds in either the current or prior year. Support and governance costs are therefore allocated in full to charitable activities.

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:

Equipment and furniture	25% straight line
-------------------------	-------------------

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) 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.

k) 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.

l) Financial instruments

The charitable company 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 with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

m) 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.

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 2021

1. Accounting policies (continued)

m) Accounting estimates and key judgements (continued)

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.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are depreciation (as described in note 1(h)).

2. Prior period comparatives: statement of financial activities

	Restricted £	Unrestricted £	2020 Total £
Income from:			
Donations	-	347,208	347,208
Charitable activities	-	62,853	62,853
Investments	-	1,478	1,478
Total income	-	411,539	411,539
Expenditure on:			
Charitable activities	2,532	427,957	430,489
Total expenditure	2,532	427,957	430,489
Net income / (expenditure)	(2,532)	(16,418)	(18,950)
Transfers between funds	-	-	-
Net movement in funds	(2,532)	(16,418)	(18,950)

3. Income from donations

	Restricted £	Unrestricted £	2021 Total £	2020 Total £
Subscriptions	-	347,208	347,208	347,208

All income from subscriptions in 2020 was unrestricted.

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 2021

4. Income from charitable activities

	Restricted £	Unrestricted £	2021 Total £
Conferences	-	54,539	54,539
AHRC Scoping Study	88,799	-	88,799
Grants	40,000	-	40,000
Total income from charitable activities	128,799	54,539	183,338

Prior period comparative:

	Restricted £	Unrestricted £	2020 Total £
Member services	-	4,258	4,258
Conferences	-	58,595	58,595
Total income from charitable activities	-	62,853	62,853

5. Total expenditure

	Raising funds £	Charitable activities £	Support and governance £	2021 Total £
Audit and accountancy	-	-	17,240	17,240
Conference costs	-	16,194	-	16,194
Member network costs	-	3,484	-	3,484
Office costs	-	-	14,349	14,349
Outreach/subscriptions	-	1,105	-	1,105
Professional fees	-	-	2,597	2,597
Staff costs (note 7)	-	192,209	59,073	251,282
Strategic development costs	-	73,944	-	73,944
Sub-total	-	286,936	93,259	380,195
Allocation of support and governance costs	-	93,259	(93,259)	-
Total expenditure	-	380,195	-	380,195

Total governance costs were £5,050 (2020: £6,339).

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 2021

5. Total expenditure (continued)

Prior period comparative:

	Raising funds £	Charitable activities £	Support and governance £	2020 Total £
Audit and accountancy	-	-	19,900	19,900
Conference costs	-	72,225	-	72,225
Member network costs	-	17,265	-	17,265
Office costs	-	-	18,371	18,371
Outreach/subscriptions	-	2,459	-	2,459
Professional fees	-	-	626	626
Staff costs (note 7)	-	212,445	64,115	276,560
Strategic development costs	-	11,700	-	11,700
Travel and subsistence	-	8,947	697	9,644
Trustee reimbursement	-	-	1,739	1,739
Sub-total	-	325,041	105,448	430,489
Allocation of support and governance costs	-	105,448	(105,448)	-
Total expenditure	-	430,489	-	430,489

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 2021

6. Net movement in funds

This is stated after charging:

	2021	2020
	£	£
Depreciation	307	351
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	1,739
Auditors' remuneration:		
▪ Statutory audit (excluding VAT)	<u>5,050</u>	<u>4,800</u>

No trustees (2020: 7) were reimbursed during the year (2020: £1,739) for accommodation and travel in relation to their duties as trustees.

7. Staff costs and numbers

All staff are employed by the University of London. Staff costs are recharged to RLUK. The total staff costs (including employer national insurance and pension contributions) are as follows:

	2021	2020
	£	£
Staff costs recharged from University of London	<u>251,282</u>	<u>276,560</u>

The average staff head count was 4 (2020: 4).

8. Taxation

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

RLUK (Research Libraries UK)

Notes to the financial statements

For the year ended 31 July 2021

9. Tangible fixed assets

	Equipment and furniture £
Cost	
At 1 August 2020	7,987
Additions in year	<u>1,602</u>
At 31 July 2021	<u>9,589</u>
Depreciation	
At 1 August 2020	7,760
Charge for the year	<u>307</u>
At 31 July 2021	<u>8,067</u>
Net book value At 31 July 2021	<u><u>1,522</u></u>
At 31 July 2020	<u><u>227</u></u>

10. Debtors

	2021 £	2020 £
Trade debtors	25,486	15,541
Prepayments and accrued income	6,456	7,923
VAT	<u>18,508</u>	<u>16,720</u>
	<u><u>50,450</u></u>	<u><u>40,184</u></u>

11. Creditors : amounts due within 1 year

	2021 £	2020 £
Trade creditors	33,580	27,328
Accruals	6,129	12,171
Deferred income (see note 12)	31,600	9,384
Other creditors	<u>1,595</u>	<u>7,167</u>
	<u><u>72,904</u></u>	<u><u>56,050</u></u>

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Notes to the financial statements

For the year ended 31 July 2021

12. Deferred income

	2021 £	2020 £
At 1 August 2020	9,384	17,986
Deferred during the year	31,600	9,384
Released during the year	<u>(9,384)</u>	<u>(17,986)</u>
At 31 July 2021	<u><u>31,600</u></u>	<u><u>9,384</u></u>

Deferred income relates to subscription income and RLUK & AHRC scoping study invoiced in advance.

13. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	1,522	1,522
Current assets	49,698	22,797	530,787	603,282
Creditors due within one year	<u>-</u>	<u>-</u>	<u>(72,904)</u>	<u>(72,904)</u>
Net assets at 31 July 2021	<u><u>49,698</u></u>	<u><u>22,797</u></u>	<u><u>459,405</u></u>	<u><u>531,900</u></u>
Prior period comparative	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	227	227
Current assets	9,869	-	427,449	437,318
Creditors due within one year	<u>-</u>	<u>-</u>	<u>(56,050)</u>	<u>(56,050)</u>
Net assets at 31 July 2020	<u><u>9,869</u></u>	<u><u>-</u></u>	<u><u>371,626</u></u>	<u><u>381,495</u></u>

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Notes to the financial statements

For the year ended 31 July 2021

14. Movements in funds

	At 1 August 2020 £	Income £	Expenditure £	Transfers between funds £	At 31 July 2021 £
Restricted funds					
Fellowships	5,369	-	(171)	-	5,198
National Archives	4,500	-	-	-	4,500
EBSCO	-	40,000	-	-	40,000
AHRC	-	88,799	(88,799)	-	-
Total restricted funds	9,869	128,799	(88,970)	-	49,698
Unrestricted funds					
<i>Designated funds:</i>					
DCDC conference	-	34,150	(11,353)	-	22,797
<i>Total designated funds</i>	-	34,150	(11,353)	-	22,797
General funds	371,626	367,651	(279,872)	-	459,405
Total unrestricted funds	371,626	401,801	(291,225)	-	482,202
Total funds	381,495	530,600	(380,195)	-	531,900

Purposes of restricted funds

Professional Fellowships Scheme

This fund represents funds received from The National Archives to facilitate knowledge sharing between RLUK and The National Archives.

The National Archives

This fund represents funds received from The National Archives to undertake a number of joint activities with RLUK, including the annual DCDC Conference.

EBSCO

This fund represents monies received from EBSCO for the purpose of developing a number of events and projects around the open source FOLIO services platform.

AHRC

This fund represents monies received from AHRC for a number of projects including and related to the joint scoping study on the role of libraries in the production of research.

Purposes of designated funds

DCDC conference

Funds ringfenced from the DCDC conference to be applied to future conferences.

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Notes to the financial statements

For the year ended 31 July 2021

14. Movements in funds (continued)

Prior period comparative	At 1 August 2019 £	Income £	Expenditure £	Transfers between funds £	At 31 July 2020 £
Restricted funds					
Fellowships	7,901	-	(2,532)	-	5,369
National Archives	<u>4,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,500</u>
Total restricted funds	<u>12,401</u>	<u>-</u>	<u>(2,532)</u>	<u>-</u>	<u>9,869</u>
Unrestricted funds					
General funds	<u>388,044</u>	<u>411,539</u>	<u>(427,957)</u>	<u>-</u>	<u>371,626</u>
Total unrestricted funds	<u>388,044</u>	<u>411,539</u>	<u>(427,957)</u>	<u>-</u>	<u>371,626</u>
Total funds	<u><u>400,445</u></u>	<u><u>411,539</u></u>	<u><u>(430,489)</u></u>	<u><u>-</u></u>	<u><u>381,495</u></u>

15. Related party transactions

Due to the nature of the charitable company's activities and the composition of the Board it is inevitable that transactions may take place with organisations in which a member of the Board may have an interest. All transactions involving organisations in which a member of the Board may have an interest are conducted at arm's length and in accordance with the respective organisations normal procurement procedures.