

# Publishers' Licensing Services

## Annual Transparency Report

For the year ended 31 March 2026

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The purpose of this report is to provide information about the activities of Publishers' Licensing Services (PLS) for the financial year ending 31<sup>st</sup> March 2026 in compliance with The Collective Management of Copyright (EU Directive) Regulations 2016. The information in this report is drawn from the Report and Financial Statements for PLS for the year ended 31<sup>st</sup> March 2026 and the PLS website which includes more detailed information on distributions.

### Message from the Chief Executive

I am pleased to report on a year of strong revenue growth and proactive licensing development. Gross revenues from collective licensing grew by another 5.5%, up from £52.96m to £55.88m with corporate licensing once again a key driver, boosted by new CLA Workplace AI permissions and solid revenue growth from NLA. We have maintained a strong track record of reliable, high-quality service delivery, with distributions completed on schedule and a consistent focus on responsiveness to publishers.

Licence development work has focused specifically on AI. In Q2 we ran a formal publisher consultation on an AI licence for training, fine-tuning, and RAG, which was approved by the PLS Board in January this year. Having finalised terms with our partners at the Authors' Licensing and Collecting Society (ALCS) and Copyright Licensing Agency (CLA) we launched a publisher opt-in campaign at the London Book Fair in March. The launch has been met positively by the industry, with over 300 participating publishers at the time of writing.

Key highlights in 2025-26:

- A record **£56m** in gross revenues with **£49m** distributed to publishers in **14,000** individual payments.
- The market rollout of CLA **Workplace AI licensing** for the corporate and public sectors, and first payment of revenues to publishers.
- Development and rollout of a **Generative AI licence** (training, fine-tuning, RAG), supported by a publisher opt-in campaign.
- The continued growth of **PLSclear** which is now used by over **580 publishers** to manage their permissions, a 16% increase from the previous year.
- **PLS Conference 2025** attracted record attendance, bringing together publishers, licensing professionals and industry experts for wide-ranging discussion of the critical rights and licensing issues shaping the sector.
- **Publisher engagement** remained a core priority throughout the year, with account review programmes at the London and Frankfurt Book Fairs and online and in-person meetings. These remain central to our outreach and accountability to registered publishers.
- PLS worked proactively in the **policy arena** – advocating for strong copyright protection and the advancement of licensing solutions, particularly for AI – independently and through stakeholder partners and industry groups including the British Copyright Council, and Alliance for IP.

This year included a notable change in governance with Rosie Glazebrook stepping down as Chair after two successful 3-year terms, and Monisha Shah incoming as her successor.

I would like to extend sincere thanks, as ever, to our licensing partners CLA and NLA for their work on our behalf, to the PLS team and Board, and to all publishers that have worked with us over the course of the year.

### **Financial information:**

The following documents and links are attached for ease of reference:

- ✓ Statement of financial position setting out assets and liabilities;
- ✓ Income statement;
- ✓ Cash flow statement;
- ✓ Directors' report on activities for the year;
- ✓ Analysis of the following for the year:
  - monies received;
  - monies allocated for distribution to publishers and subvention deductible upon distribution to cover administration fees;
  - monies attributed to publishers not yet signed up to PLS;
  - revenues not yet attributed to publishers;
  - non-distributable monies
  - monies distributable to other collective management organisations

### **Legal and governance structure of PLS:**

PLS is a private company limited by guarantee providing collective licensing and rights management services for the publishing sector. It operates on a not-for-profit basis. It deducts a subvention of 6% upon distribution to publishers of revenues received from collective licensing of reprographic rights.

Membership of PLS is open to all entities that:

- Represent publisher rightsholders of works in which copyright or like or similar rights subsist under the laws of countries or states which are contracting parties to the Berne Convention and the WIPO Copyright Treaty;
- Are a recognised trade association, properly established, registered and maintained as a body corporate in the United Kingdom;
- Are trading solvently and can be reasonably expected to continue to do so for at least 12 months;
- Do not and will not whilst a member of PLS directly engage in the collection and/or distribution of monies from collective licensing; and
- Meet such further eligibility criteria for membership as may from time to time be approved by the members and published on the PLS website.

The current members of PLS are four trade associations representing publishers' interests:

- the Association of Learned and Professional Society Publishers (ALPSP);
- Independent Publishers Guild (IPG);
- Professional Publishers Association (PPA) and
- the Publishers Association (PA).

Each member may nominate up to three directors to serve on the PLS Board. Subject to the recommendation of the Board, nominees are appointed by the members in general meeting. The Chair is appointed by the Board and is independent of the members. The Chief Executive is appointed by the Board.

**Remuneration:**

No remuneration was paid to any individual person exercising the supervisory function other than to the Chair of the Board. PLS paid governance fees to each of its trade association members in respect of their participation in and contribution to the Board of PLS at the rate of £12,903 per year in respect of each director elected to the Board. The total paid in the year was £154,876.

The total remuneration paid during the year to the Chair was £43,797.

The total remuneration paid during the year to the Chief Executive, including pension contributions and healthcare insurance, was £176,362.

**Investment income:**

Bank interest earned during the year on monies held by PLS amounted to £373,278. Such monies were applied towards the costs of managing PLS.

**Costs of collective rights management and other services:**

PLS's total operating and financial costs for the year amounted to £3,314,678 which equates to 6% of total copyright fees received in the year.

These costs were covered by:

- the 6% subvention deducted from reproduction licensing revenue distributed to publishers;
- interest earned;
- charges for administering its permissions service, PLSclear.

The total costs include the figures below:

- £7,000 for allocating and distributing revenue received from Stichting Reprorecht for publishers' public lending rights in the Netherlands.
- £304,000 for administering PLSclear.

The above figures are indicative as some or all of the cost of providing these services are covered by or shared with resources required for the organisation's collective licensing services and cannot easily be isolated.

Licensing revenue exceeded expectations, resulting in more revenues being distributed to publishers and subject to the deduction of 6% of subvention. In addition, savings were made on management costs, including lower than expected recruitment costs. The Board therefore agreed, in accordance with the Distribution Charter, to invest £125,000 in the special projects outlined in the attached report.

PLS did not contribute to any other social, cultural or educational services during the year.

**Statement of financial position setting out assets and liabilities  
for the year ended 31 March 2026:**

	2026 £	2025 £
<b>Fixed assets</b>		
Intangible assets	83,896	76,804
Tangible assets	167,507	215,488
Investments	250,000	-
	<hr/> 501,403	<hr/> 292,292
<b>Current assets</b>		
Debtors	1,803,578	1,869,511
Investments	5,108,471	5,159,255
Cash at bank and in hand	7,803,499	4,984,792
	<hr/> 14,715,548	<hr/> 12,013,558
Creditors: amounts falling due within one year	(13,804,803)	(11,085,638)
	<hr/> 910,745	<hr/> 927,920
<b>Net current assets</b>		
	<hr/> 1,412,148	<hr/> 1,220,212
<b>Total assets less current liabilities</b>		
Provisions	(39,962)	(47,992)
	<hr/> 1,372,186	<hr/> 1,172,220
<b>TOTAL NET ASSETS</b>	<hr/> <hr/> 1,372,186	<hr/> <hr/> 1,172,220
<b>CAPITAL AND RESERVES</b>		
Profit and Loss Account	<hr/> 1,372,186	<hr/> 1,172,220
<b>MEMBERS' FUNDS</b>	<hr/> <hr/> 1,372,186	<hr/> <hr/> 1,172,220

**Income statement:**

	<b>2026</b>	<b>2025</b>
	<b>£</b>	<b>£</b>
COPYRIGHT FEES RECEIVED	55,884,439	52,962,226
Distributable to rightsholders	(52,634,484)	(49,822,456)
<b>TURNOVER</b>	<u>3,249,955</u>	<u>3,139,770</u>
Administrative expenses	(3,314,678)	(3,015,473)
<b>OPERATING (DEFICIT) / SURPLUS</b>	<u>(64,723)</u>	<u>124,297</u>
Interest receivable	373,278	352,478
Interest payable	(38,820)	-
<b>SURPLUS BEFORE TAXATION</b>	<u>269,735</u>	<u>476,775</u>
Taxation	(69,769)	(127,028)
<b>SURPLUS FOR THE YEAR</b>	<u><u>199,966</u></u>	<u><u>349,747</u></u>
MEMBERS' FUNDS BROUGHT FORWARD	1,172,220	822,473
<b>MEMBERS' FUNDS CARRIED FORWARD</b>	<u><u>1,372,186</u></u>	<u><u>1,172,220</u></u>

## Cash flow statement:

	2026 £	2025 (restated*) £
<b>Cash flows from operating activities</b>		
Surplus for the financial year	199,966	349,747
Depreciation and amortisation of fixed assets	100,310	80,552
Interest receivable	(373,278)	(352,478)
Interest payable	38,820	-
Taxation	69,769	127,028
Decrease / (increase) in trade and other debtors	30,287	(297,637)
Increase / (decrease) in creditors	2,696,177	(838,952)
	<hr/>	<hr/>
<b>Cash from operations</b>	<b>2,762,051</b>	<b>(931,740)</b>
Taxation paid	(93,630)	(3,404)
	<hr/>	<hr/>
<b>Net cash generated from/ (absorbed by) operating activities</b>	<b>2,668,421</b>	<b>(935,144)</b>
<b>Cash flows from investing activities</b>		
Purchases of tangible fixed assets	(1,231)	(224,858)
Purchases of intangible assets	(58,190)	(48,801)
Purchases of investments	(199,216)	(1,009,942)
Net Interest received	408,923	341,291
	<hr/>	<hr/>
<b>Net cash generated from / (absorbed by) investing activities</b>	<b>150,286</b>	<b>(942,310)</b>
	<hr/>	<hr/>
<b>Net increase (decrease) in cash</b>	<b>2,818,707</b>	<b>(1,877,454)</b>
	<hr/>	<hr/>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>2,818,707</b>	<b>(1,877,454)</b>
Cash and cash equivalents at beginning of the year	4,984,792	6,862,246
	<hr/>	<hr/>
<b>Cash and cash equivalents at end of year</b>	<b>7,803,499</b>	<b>4,984,792</b>

\* 2025 figures have been restated to exclude investments from cash at bank and in hand

# Publishers' Licensing Services Limited

## DIRECTORS' REPORT

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The directors present their report and statement of accounts for the year ended 31 March 2026.

### PRINCIPAL ACTIVITIES AND REVIEW OF THE BUSINESS

The principal activity of the Publishers' Licensing Services Limited (PLS) is to represent the interests of publishers in the collective management of their rights and to distribute collective licensing revenue to publishers. PLS's other services to publishers include a permissions clearance service and guidance on best practice in rights management.

### PUBLISHERS AUTHORISING PLS TO MANAGE THEIR COLLECTIVE LICENSING RIGHTS

PLS held active accounts for 4,509 publishers at the year end.

### COLLECTIVE LICENSING

PLS works closely with a number of other collective management organisations to deliver the benefits to publishers of effective collective licensing including the following:

- a) The Copyright Licensing Agency (CLA) continues to be PLS's primary licensing agent, collecting revenues from the education, public and business sectors for copying and using extracts from books, journals, magazines and websites under (a) licences which it negotiates and issues in the UK and (b) its bilateral agreements with equivalent reproduction rights organisations overseas. PLS works in conjunction with the other members of CLA in overseeing its work on behalf of right holders. The members of CLA are the Authors' Licensing and Collecting Society (ALCS) representing authors, and visual artist organisations, Design and Artists Copyright Society (DACS) and Picture Industry Collecting Society for Effective Licensing (PICSEL).
- b) NLA media access (NLA), PLS's licensing agent for those magazine publishers that have instructed PLS to license the copying and use of their titles to the business and government sectors through NLA.

### REVENUE

PLS received collective licensing revenue for the year of £55.1m (2025: £52.3m) from the following sources:

- CLA: £50,277,685 (being the publishers' share of CLA revenues) (2025: £47,785,246) and
- NLA: £4,857,911 (being the publishers', authors' and visual artists' share of NLA revenues) (2025: £4,540,599).

Other sources of revenue for the year included:

- Stichting Reprerecht for publishers' public lending rights in the Netherlands: £71,244 (2025: £50,526) and
- PLSclear: generated gross revenues for publishers of £677,599 (2025: £585,855).

	2025/26	2024/25	% change
	£	£	
<b>Collective Licensing</b>			
CLA			
Education	17,230,189	16,893,656	2.0%
Business	22,384,447	20,552,393	8.9%
Government	2,611,352	2,374,336	10.0%
NHS	1,210,111	1,188,642	1.8%
Document delivery	51,660	30,385	70.0%
Media monitoring	382,940	319,662	19.8%
Foreign	5,835,479	5,411,304	7.8%
CLA Exceptional Distribution	571,507	1,014,867	(43.7%)
CLA Total	50,277,685	47,785,246	5.2%
NLA media access	4,857,911	4,540,599	7.0%
	55,135,596	52,325,844	5.4%
<b>Other revenue</b>			
PLR (Netherlands)	71,244	50,526	41.0%
PLSclear	677,599	585,855	15.7%
<b>Total</b>	<b>55,884,440</b>	<b>52,962,225</b>	<b>5.5%</b>

## DISTRIBUTIONS

Distributable collective licensing revenue was £52.6m (2025: £49.8m), after deduction of PLS 6% administration fee, and was processed in accordance with the PLS Distribution Charter and the Distribution Timetable, both available on the website at [www.pls.org.uk](http://www.pls.org.uk).

The distributable revenue received by PLS from CLA and Stichting Reprerecht was allocated and distributed to publishers. CLA deducts the shares payable to authors and visual artists before distribution to PLS.

The distributable revenue received by PLS from NLA included the shares payable to authors and visual artists. In accordance with the decision in the Rights Valuation, effective 1 January 2016, and as reflected in the Distribution Charter, PLS paid the shares due to authors (17.5%) and visual artists (10%) to ALCS and to DACS and PICSEL respectively for onward distribution prior to distributing NLA revenues to publishers.

A small part (approximately 3% on average per licence sector) of the monies PLS receives from CLA is for copying and use of works owned by publishers who have not previously signed a Publisher Account Form. PLS employs two members of staff who are dedicated to tracing such publishers and inviting them to sign up to PLS so that the monies allocated to the copying of their works can be released to them. Largely as a result of this work we registered 80 new publishers the course of the year.

## PLS SERVICES

**PLS Collect** provides publishers with direct access to UK and international collective licensing. Our service enables publishers to easily manage and track licensing via a user-friendly platform, with regular payments when content is used. Developments over the course of the year have focused on AI licensing, with new options coming onstream.

**PLSclear** is our bespoke permissions management tool that makes it easy to request and grant permission from books, journals, magazines, and online content. Use of the service continues to grow, with the number of publishers using the service to manage their permissions increasing by 16% in the last 12 months to 582.

**Access to Research** provides users of UK public libraries with free walk-in access to more than 48 million scholarly articles.

PLS's **Rights & Licensing Hub** and the work of the **PLS Rights Group** to promote rights management best practice remained an important strategic priority. Engagement with our Rights Management Essentials online training proved a valuable support to early career rights professionals, as well as supporting publishers without dedicated in-house rights teams.

Over the course of the year all services were delivered in accordance with the PLS code of conduct.

#### WORKING WITH PUBLISHERS

PLS manages direct relationships with more than 4,500 publishing organisations: from those that publish single titles, through to multinational STM journal and consumer book publishers. Our publisher engagement programme caters for the full range, ensuring that we maintain close contact and transparency, and working to address the needs of all. In 2025–26 we maintained that engagement through a combination of in-person and online meetings including in-person account review meetings at the London and Frankfurt Book Fairs.

We ran formal publisher consultations on a CLA Generative AI Licensing solution, and a new licence for media monitoring organisations with new AI permissions.

In July we hosted our annual PLS Conference in London, open to all PLS registered publishers and partner stakeholders. The conference achieved a record attendance for the third year running.

PLS sponsored, attended, and presented at various industry conferences over the course of the year, all of which provided valuable opportunities to connect with publishers and support the industry.

#### POLICY AND COPYRIGHT

PLS has continued to work in close partnership with its trade association members, with CLA and all its members, NLA media access, and various industry bodies including the British Copyright Council and Alliance for IP to support the interests of publishers. Generative AI and its implications for copyright remained the dominant policy issue throughout the year, with intense activity across government and the wider creative industries.

PLS played an active role throughout, engaging directly with government and supporting industry-wide efforts to shape the policy debate. We have consistently championed the role of collective licensing in maintaining an orderly marketplace – one that balances the needs of users with respect for copyright and fair remuneration for rightsholders.

Following an extensive public consultation, the UK government announced in March 2026 that it would not proceed with its preferred option of a copyright exception with an opt-out, a decision PLS welcomed. The government has since set out a series of workstreams to take forward related issues, though significant legislative change in the near term appears unlikely.

The copyright and AI question remains a live global issue, with developments in the US, Australia and India all reflecting the breadth of the debate. How these international developments unfold may yet have a bearing on the direction of UK policy in the year ahead.

#### COMPLIANCE AND CODE OF CONDUCT

PLS is regulated under the Collective Management of Copyright (EU Directive) Regulations 2016 and continues to ensure that its governance and operations are compliant with the Regulations.

PLS staff continue to work in accordance with the PLS Code of Conduct. No complaints were received during the year.

#### STATUS

The Company is limited by guarantee and does not have a share capital. In the event of the Company being wound up, each member undertakes to contribute to the assets of the Company such amount as may be required but not exceeding £1. The members of the Company are:

The Association of Learned and Professional Society Publishers (ALPSP)  
Independent Publishers Guild (IPG)  
Professional Publishers Association Limited (PPA)  
The Publishers Association Limited (PA)

#### RESULTS

The result for the year is shown in the Income Statement on page 5.

#### DIRECTORS

Up to three directors are nominated by each of the members and approved by the Board. The Chair is appointed by the Board and is independent of the members. The Chief Executive is appointed by the Board. The following directors have held office since 1 April 2025:

RP Glazebrook, Chair (Resigned 31/05/2025)	N Ramsey (IPG) (Appointed 12/09/2025)
M Shah, Chair (Appointed 01/06/2025)	BC Shine (IPG)
THH West – Chief Executive	WC Sime (ALPSP)
MP Cianfarani (PPA)	S Voss (PPA)
DC Conway (PA)	M Walford (PA)
DM Dixon (ALPSP)	TJL Williams (IPG) (Resigned 11/09/2025)
AR Freeman (PA)	
SL Fricker (ALPSP)	
H Kogan (IPG)	
S Merali (PPA)	

PLS purchased and maintained throughout the financial year directors' liability insurance in respect of itself and for its directors. This gives appropriate cover for any legal action brought against PLS or its directors.

## STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR

The directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the directors have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemptions.

On behalf of the board

A handwritten signature in black ink, appearing to be 'THH West', written in a cursive style.

THH WEST  
Director

Registered Office:  
Third Floor  
6 Hays Lane  
London SE1 2HB

17<sup>th</sup> June 2026

## Analysis of reprographic collective licensing income and distributions in financial year 1 April 2025 to 31 March 2026:

### 1. 2025–26 licensing revenue summary

Type of Use	Source	Revenue £
Education	CLA	17,230,189
Business (CLA)	CLA	22,384,447
Business (NLA)	NLA	4,857,911
Government (inc. NHS)	CLA	3,821,463
Document Delivery	CLA	51,660
Media Monitoring	CLA	382,940
Foreign	Various	5,835,479
Exceptional Distribution	CLA	571,507
	<b>Total</b>	<b>55,135,596</b>

- a) Foreign means monies received from overseas collective management organisations (CMOs).

### 2. 2025–26 licensing revenue allocated for distribution to mandating publishers

Type of Use	Source	Gross £	Retained subvention £	Net £
Education	CLA	17,018,194	1,021,092	15,997,102
Business (CLA)	CLA	21,809,582	1,308,575	20,501,007
Business (NLA)	NLA	3,520,484	211,229	3,309,255
Government (inc. NHS)	CLA	3,721,891	223,313	3,498,578
Document Delivery	CLA	49,771	2,986	46,785
Media Monitoring	CLA	378,067	22,684	355,383
Foreign (various territories)	CLA	5,760,907	345,654	5,415,253
Exceptional Distribution	CLA	571,507	34,290	537,217
	<b>Total</b>	<b>52,830,403</b>	<b>3,169,823</b>	<b>49,660,580</b>

- a) All monies received from CLA are distributable to publishers, after deduction of PLS's subvention, CLA having already deducted the share payable to authors and visual artists. In contrast, 72.5% of monies received from NLA are distributable to publishers after deduction of PLS's subvention. PLS is responsible for distributing the balance to the CMOs representing authors and visual artists (see section 6 below).  
CLA and NLA make deductions for their respective administration fees prior to paying PLS at the rates set out in section 3 of the PLS Distribution Charter (see [www.pls.org.uk/distribution-charter](http://www.pls.org.uk/distribution-charter))).
- b) Subvention is "retained" pending distribution of the relevant licensing revenue to a publisher. It is only recognised in PLS's accounts upon actual distribution to each publisher.
- c) Revenues allocated to mandating publishers are distributed in the calendar month following receipt unless there is good reason preventing this, such as when a publisher's account

balance is below the minimum payment threshold (see PLS Distribution Charter [www.pls.org.uk/distribution-charter](http://www.pls.org.uk/distribution-charter)).

- d) Total accumulated revenue held on mandating accounts at year end was £1,657,119. Monies are held on mandating accounts:
- until the balance has reached the minimum payment threshold;
  - until outstanding queries (e.g. following a change in ownership of titles or in contact details for a publisher) are resolved;
  - pending the conclusion of a diligent search process when a publisher has ceased trading or has become untraceable.
- e) The various revenue sources are distributed in accordance with the PLS distribution timetable: [www.pls.org.uk/collective-licensing/distribution-of-licensing-revenues/](http://www.pls.org.uk/collective-licensing/distribution-of-licensing-revenues/)) and the PLS Distribution Charter.

### 3. Attributed revenue received in 2025-26

Type of Use	Source	Gross £
Education	CLA	212,030
Business (CLA)	CLA	574,854
Business (NLA)	NLA	0
Government (inc. NHS)	CLA	99,544
Document Delivery	CLA	1,888
Media Monitoring	CLA	4,877
Foreign (various territories)	CLA	74,139
	<b>Total</b>	<b>967,332</b>

- a) Attributed revenue is revenue allocated to titles belonging to publishers that did not mandate PLS at the time of distribution. These monies are held by PLS until publishers can be identified, contacted, and paid.
- b) £837,534 (Gross) of revenue attributed in both the current year and previous years was paid to publishers in 2025-26.
- c) Total attributed revenue accumulated in both the current and previous years and not yet distributed at year end was £3,698,982.

### 4. Collected but unattributed revenue

- a) Unattributed revenue consists of:
- Revenue received from overseas CMOs without accompanying title data that has not yet been allocated to publishers.
  - Revenue received for titles that are not part of licensed repertoire e.g. “excluded categories” and which is therefore due to be redistributed in accordance with the PLS Distribution Charter.
- b) Total unattributed revenue accumulated in the current year and previous years and not distributed at year end was £2,596,275.

## 5. Non-distributable revenue received in 2025-26

Type of Use	Source	Gross £
Education	CLA	63,527
Business (CLA)	CLA	287,459
Business (NLA)	NLA	0
Government (inc. NHS)	CLA	34,780
Document Delivery	CLA	487
Media Monitoring	CLA	2,261
Foreign (various territories)	CLA	20,492
	<b>Total</b>	<b>409,006</b>

a) Non-distributable includes:

- Allocations to publishers found to have ceased trading ("Ceased") or who cannot be located ("Untraceable") following completion of a diligent search process.
- Allocations to titles ineligible to receive revenue under the terms of the PLS Distribution Charter.

b) Non-distributable monies will be re-allocated as being non-title specific monies and distributed to publishers on a pro rata basis in accordance with the PLS Distribution Charter: [www.pls.org.uk/distribution-charter](http://www.pls.org.uk/distribution-charter).

## 6. Distributions to other CMOs

The following distributions were made of revenues received by PLS from NLA in accordance with the Rights Valuation 2015.

- £807,457.14 to Authors' Licensing and Collecting Society (ALCS).
- £334,782.67 to Design and Artists Copyright Society (DACs).
- £80,978 to Picture Industry Collecting Society for Effective Licensing (PICSEL)

# Special projects supported by PLS

In addition to the services delivered directly to publishers, PLS partnered with its four member trade associations to support services and initiatives designed to support and develop the UK publishing industry and to further PLS’ strategic aims. A fund of £125,000 was allocated to the four project leaders.

Project leader	Initiative
ALPSP	<p><b>Dedicated Training On-Demand module focused on rights management in the context of AI</b></p> <p>ALPSP proposes to design and develop a dedicated Training On-Demand module focused on rights management in the context of AI, including licensing, copyright, text and data mining, and emerging AI use cases. The module will provide practical, accessible guidance for publishers navigating the rapidly evolving AI landscape, addressing both legal and operational considerations. It will be hosted on ALPSP’s training platform and made available globally.</p> <p>Allocation: £10,000</p> <p><b>Dynamic and scalable series of career development workshops designed for early-career professionals and students</b></p> <p>ALPSP proposes a dynamic and scalable series of career development workshops designed for early-career professionals and students, delivered both in-person and virtually. These workshops will provide high-quality and valuable networking opportunities, direct and firsthand insights from industry leaders, and practical introductions to core areas of publishing, such as collective licensing, copyright, and intellectual property management. The programme is designed to strengthen participants’ understanding of how publishing operates, raise awareness of licensing frameworks, and inspire long-term engagement in the sector. By equipping the next generation with essential skills, knowledge and confidence, the project supports a more sustainable and informed publishing ecosystem.</p> <p>Allocation: £20,000</p>
IPG	<p><b>New series of ‘Protecting Profits’ workshops</b></p> <p>A new series of free workshops to help our members deal with one of their most significant challenges: ensuring profitability as costs rise and AI threats mount.</p> <p>Workshops will be a great way to support the independent publishing community in key areas.</p> <p>We propose staging five online workshops this year, with an umbrella theme of ‘Protecting Profits’.</p> <p>Two will focus on ways for publishers to manage their costs, while two will explore opportunities for new revenue through exports, rights and licensing. The fifth workshop will reprise Mary Elliott’s popular session. The draft content of the workshops is as follows:</p>

	<ul style="list-style-type: none"> <li>• Publishing, Copyright and AI: An updated workshop with Mary Elliott of Fox Williams, sharing current issues around AI and copyright to help publishers understand risks and protect their Intellectual Property.</li> <li>• Successful Negotiations: A workshop to show publishers the secrets of confident and productive negotiating and ways to achieve the best possible deals. To be led by Nadiya Amlani, an executive leadership consultant specialising in negotiation.</li> <li>• Effective Cost Management: A guide to achieving savings in key overheads and high-cost areas including print and production. To be led by Justin Chantry, a finance professional with more than 20 years of experience in FD roles across the media and publishing industries.</li> <li>• Better Rights and Licensing: Advice for achieving new revenue streams via rights and licensing agreements.</li> <li>• Going Global: Expert insights into potential new export markets, with tips for establishing a presence and finding sales and distribution options. We will stage the five workshops periodically throughout 2026. As well as sharing information, the workshop approach will enable collaborative exploration of the topics from those attending. Each of the workshops will be free and open to all.</li> </ul> <p>Allocation: £25,000</p>
<p><b>PPA</b></p>	<p><b>Provide PPA members with a decision-making framework to protect their content and competitive position.</b></p> <p>This project is aimed at helping publishers navigate the challenges posed by large language models (LLMs) and develop strategies for content protection and competitiveness. The project will develop a decision-making framework to protect their content and competitive position. Key objectives include:</p> <ul style="list-style-type: none"> <li>• Mapping strategic, legal, and commercial options for publishers.</li> <li>• Evaluating trade-offs and benefits through a scenario model that assesses market implications.</li> <li>• Offering practical recommendations tailored to different publisher segments based on their monetisation models.</li> </ul> <p>Allocation: £35,000</p>
<p><b>Publishers Association</b></p>	<p><b>Supporting content protection and enforcement</b></p> <p>Funding to sustain our most high-impact investigative and enforcement activities, including potential action against the LibGen network and the continued development of evidence relating to misuse of AI language models. We also plan to progress work to bring about blocking of pirate sites by academic ISPs and initiate a dedicated project to assess the effectiveness of UK website-blocking measures. We are also progressing workstreams to negotiate solutions for publishers to content protection issues on Amazon, YouTube and Spotify.</p> <p>Allocation: £35,000</p>