

UNIVERSITIES AND COLLEGES INFORMATION SYSTEMS ASSOCIATION

England & Wales · Charity number 1161218

Details

Other names UCISA

Status Registered

Legal form Charitable company

Company number [09349804](#)

Registered 2015-04-09

Register [View on the Charity Commission register](#)

Contact

Address c/o Gravita Oxford LLP
First Floor
Park Central
40 - 41 Park End Street
Oxford
OX1 1JD

Phone 01865 536702

Email catherine.tack@ucisa.ac.uk

Website www.ucisa.ac.uk

Activities

Objects: THE OBJECT OF THE CHARITY IS TO PROMOTE AND ADVANCE EDUCATION FOR THE PUBLIC BENEFIT IN INFORMATION SYSTEMS AND DIGITAL TECHNOLOGIES AND THEIR USE IN EDUCATION AND RESEARCH AND NO OTHER PURPOSES.

Activities: Provision of services to members in the education sector

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** IN THE UNITED KINGDOM UNIVERSITIES
- Ireland
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£2,409,551	£2,177,592	£3,888,698	14
2023-12-31	£2,191,798	£1,812,932	£3,496,512	13
2022-12-31	£1,801,089	£1,368,190	£3,049,140	9
2021-12-31	£938,053	£754,480	£2,616,241	8
2020-12-31	£933,716	£755,176	£2,432,668	7

Trustees

Name	Role	Appointed
Dr Simon Jon Corbett		2024-06-19
Iain McCracken		2023-06-08
James Daniel Crooks		2022-06-16
James Gordon Smith		2021-06-10
Karen Bates		2022-06-16
Krishnananda Pilicudale Narayana		2025-06-19
Mark Johnston		2022-07-21
Matthew John Flower		2021-06-30
Nathalie Czechowski		2022-06-16
Nicholas Kitt Gilbert		2022-06-16
Sarah Beavon		2020-06-11

Accounts

Registered Charity Number: 1161218

Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts

for the year ended

31 December 2024

Gravita Audit Oxford LLP

Chartered Accountants Oxford

Universities and Colleges Information Systems Association

Association information

Chair:	Emma Woodcock
Treasurer:	Sarah Beavon
Deputy Chair:	James Crooks
Secretary:	Matthew Flower
CEO:	Deborah Green
Registered Charity Number:	1161218
Registered Office:	UCISA c/o Gravita Audit Oxford LLP First Floor Park Central 40-41 Park End Street Oxford OX1 1JD
Auditor:	Gravita Audit Oxford LLP First Floor Park Central 40-41 Park End Street Oxford OX1 1JD
Business Address:	UCISA Ruskin College Dunstan road Old Headington Oxford OX3 9BZ
Bankers:	Barclays Bank plc 54 Cornmarket Street Oxford OX1 3HB

Universities and Colleges Information Systems Association

Contents

	Page
Trustees' Annual Report	1-12
Auditors Report	13-16
Consolidated Statement of Financial Activities	17
Consolidated and Charity Balance Sheet	18
Consolidated Statement of Cash Flows	19
Notes to the Consolidated Financial Statements	20-31

Universities and Colleges Information Systems Association

Trustees' Annual Report for the financial year ended on 31 December 2024

Introduction

This document is the annual report of the trustees of UCISA (the Universities and Colleges Information Systems Association). The Trustees for 2024 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2024 Annual General Meeting took place virtually on Thursday 13th of June 2024 via Microsoft Teams.

Trustees

The following trustees were elected at the 2024 Annual General Meeting:

Ms. Sarah Cockrill, Treasurer* (please note: Sarah Cockrill became Sarah Beavon in July 2024)

Mr. Matthew Flower, Secretary

Mr. Nicholas Gilbert**

Mr. Mark Johnston **

The following remained as trustees, their term of office not having expired:

Ms. Emma Woodcock, Chair*

Mr. James Crooks, Deputy Chair*

Mr. James Smith, Elected Trustee*

The following were co-opted as trustees on 19th June 2023:

Ms. Karen Bates

Mr. Iain McCracken

Mr. Simon Corbett

Ms. Nathalie Czechowski

*Denotes that the office holder was already a trustee having been elected at a previous AGM

** Denotes that the person elected was already a co-opted trustee

Structure, governance and management

UCISA is a membership organisation which exists to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in UK universities and colleges. UCISA is a Registered Charity (Charity number 1161218) and a company limited by guarantee (Company number 09349804) having previously operated as a Charitable Trust (Charity number 277747). The Charitable Trust became dormant in December 2015 having transferred its assets and liabilities to the new Charity and Company, i.e. the current UCISA also referred to as CCLG (Charitable Company Limited by Guarantee). Finally, the Charitable Trust was dissolved in July 2017. UCISA operates under the terms laid out in the Articles of Association which are available from the Companies House website (<https://beta.companieshouse.gov.uk/company/09349804/filing-history>).

UCISA has four categories of membership:

- Full members - universities, colleges and other educational institutions.
- Affiliate members - any organisation that is a separate legal entity (or part of one) to its host institution, other educational, not for profit organisations.
- Corporate members - commercial organisations.
- Individual members - available to those who have worked in the sector and who wish to retain a connection with UCISA and its membership and is at the sole discretion of the Board of Trustees. Individual membership is not available to employees of organisations that might otherwise be UCISA Corporate members.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2024

Structure, governance and management (continued)

Under the terms of the Articles of Association of the CCLG, each Full member institution is entitled to a single vote at General Meetings. Affiliate, Corporate and Individual members may attend and speak at General Meetings but shall not have the right to vote. Trustees are elected by majority of voting members at the Annual General Meeting of the Association, under the terms of the Articles of Association and appointed within two weeks of the AGM. Any member nominated for election but not successful in achieving an elected position is automatically considered for co-option as a Trustee for a period of one year. Our constitution provides for up to four co-opted trustees in any year. If there are more than four candidates, the office holders and elected trustees determine who should be appointed, ensuring that the board will have a good mix of representation that reflects the overall makeup of the University Sector.

UCISA is comprised of two entities, a Charitable Company Limited by Guarantee, UCISA, and its wholly owned trading subsidiary, UCISA Services Limited. UCISA was granted charitable status on 9 April 2016. Since 2018 governance is carried out by the UCISA Board of Trustees, which has responsibility for strategic development, and corporate and financial compliance, and the Leadership Council which is the focal point for membership engagement and management of the delivery of resources and publications.

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years, except in exceptional circumstances where such extension is authorised by a majority of 75% of Members attending and entitled to vote at an AGM. This allows the Association to plan succession for the officer positions, although the Articles allow for any representative of a full member institution to stand for a position of office at an Annual General Meeting.

The Association is committed to offering training to its trustees. All Trustees receive a copy of The Essential Trustee and commit to reading it. All trustees have undertaken training on the role and duties in July 2024. Further training for all trustees will take place after the 2025 AGM.

The trustees set the overall strategy for UCISA overseeing all financial and investment decisions. The CEO is charged with delivery of the strategy, working closely with the Trustees and our Communities.

UCISA is a membership organisation and we are proud of our commitment to ensure it is run by our institutional members and for their benefit. Members contribution is therefore the driving force of our organisation and is supported by the UCISA Office team which currently comprises 15 staff members. The contribution our members make is acknowledged throughout this report.

Objectives and activities for the public benefit

The trustees set the overall strategy for UCISA overseeing all financial and investment decisions. The CEO is charged with delivery of the strategy, working closely with the Trustees and our Communities.

Staff salary parameters are agreed with the Board of Trustees and any annual pay rise is set by the board who aim to maintain these in line with the wider sector. A remuneration committee comprised of the Chair, Deputy and Treasurer determines that remuneration of the CEO.

The overarching objective of UCISA remains: to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

UCISA continues to make good progress against its strategic plan **Building on Success- Strategic Plan 2022 to 2027** which sets out our clear ambition, building on the solid foundations laid through delivery of the previous strategy. The plan sets out our short and longer term aims and objectives and how we will measure success. Progress is reviewed annually by the Board of Trustees and Leadership Council (which became the UCISA Chairs Forum in January 2025) at our two-day strategic planning event in July. This meeting sets priorities for the following twelve months.

In this period UCISA continued to deliver against this Strategic Plan, achieving significant milestones:

- **Financial Resilience:** Despite economic challenges, UCISA achieved a balanced budget for 2024.
- **Representation and Advocacy:** UCISA's representation work has expanded significantly, with efforts to address

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2024

Objectives and activities for the public benefit (Continued)

key issues often with major global suppliers. UCISA now influences critical discussions in the House of Lords, OfS, and with national stakeholders, reinforcing its role as the voice of digital practitioners in HE. Much of this work has significantly improved UCISA's reputation and influence within the sector.

- **Professional Development:** Initiatives such as the PlusOne Bursary Scheme, new digital badges, and CPD certification for conferences have advanced members' professional growth. UCISA also launched the Technology Academy in partnership with Hays, addressing recruitment challenges through flexible apprenticeships.
- **Strengthening Communities:** UCISA's peer support networks have thrived, with the launch of new communities like the Enterprise Service Management and Business Relationship Management Groups. The mentoring scheme continues to receive positive feedback, underscoring UCISA's value in fostering professional connections.
- The **Business Systems Development project** is underway, utilizing MS Dynamics CRM to enhance UCISA's digital capabilities. This investment in technology is complemented by a new conference app and planned web enhancements. This work was supported in the year by an external contractor working alongside our in-house team.

UCISA's mission, to **Connect, Share and Transform** remains unchanged and we continue to make strong progress in all three areas where we have set goals:

- To **represent** the digital community in the Education Sector with authenticity and authority.
- To **harness** the power of our collective voice by expanding the breadth and depth of engagement with UCISA
- To **enable** the professional development of individuals and enhance the collective expertise of our community.

Each of our special interest groups have forward plans to support delivery against these goals.

Additional aims that have been fulfilled in the accounting period as follows:

- Delivery of a comprehensive programme of 96 on-line conferences, webinars, peer-to-peer continuing professional development sessions, and round table events covering a broad range of topics to address strategic challenges facing the education sector. All events reflect our Mission to **Connect** our members, **Share** best practice and **Transform** our communities of practice, enabling efficiencies and effectiveness for the greater good of the sector.
- Delivery of face-to-face conferences across the year.
- Creation of a bank of webinar recordings to allow members to access development training at a time and pace to suit their individual circumstances.
- Representation work with suppliers to the sector, including the formation of working parties and representative groups to facilitate and further this work.
- Supporting Special Interest Groups (SIGs) and Communities of Practice to reflect the breadth of activity and specialisms within IT in HE and FE. During the financial year we decided to refer to all such groups as Special Interest Communities.
- Providing thought leadership activity through Directors' Cut briefings, round table discussions, CIO panels and open members' meetings to discuss key current issues arising.
- Horizon scanning by identifying and stimulating debate on emerging UK and Global trends.
- The provision of Toolkits, Guides, Templates and Resources for members to build understanding and drive efficiencies.
- Conducting a regular programme of surveys, allowing our members to benchmark themselves against their peers and against national trends and facilitating ad hoc survey activity to meet membership needs identified in year.
- Facilitating peer to peer and institution to institution collaboration for our members.
- Maintaining strong relationships and collaborations with equivalent overseas organisations including hosting the Executive Directors of our equivalent bodies in Australia (CAUDIT), South Africa (HEITSA) and Canada (CUCCIO) and Europe (EUNIS) at our Leadership Conference in Edinburgh in March 2024.
- Maintaining strong relationships and collaborations with equivalent UK organisations representing Libraries, Estates, Finance, HR, Learning and Teaching and Registry functions in HE and FE.

**Universities and Colleges Information Systems Association
Trustees' Annual Report (continued)
for the financial year ended on 31 December 2024**

Objectives and activities for the public benefit (Continued)

- Collaborating with and supporting the work of sector bodies and agencies such as JISC, HESA, UUK, UCAS, Advance HE, contributing to Programme Boards, Advisory Boards, working parties, responses to government and consultations.
- Contributing to the Higher Education Commission's Inquiry into Blended Learning.
- Hosting our first House of Lords Policy Symposium on the Procurement of Technology and IT Services in Higher Education,
- Providing survey data and sector information to inform and support policy making.
- Drafting responses to government papers and consultations on behalf of the IT community in our sector.
- Commenting on legislative change (both contemplated and implemented) and educating members to ensure understanding and promote & support compliance.

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Achievements and performance

UCISA was proud to celebrate our 30th Anniversary in 2023 taking time to mark the transformation that has occurred in our organisation over the past 5 years to make UCISA the vibrant organisation that it is today.

The status of Charitable Company Limited by Guarantee has given UCISA the ability to identify and purchase resources on behalf of its membership. As outlined above, the trustees have sought to invest in projects to deliver quality collateral to its membership and activities that meet members needs in a challenging and ever-changing sector environment.

The Trustees continue to invest in projects and resources to ensure that the organisation is fit for purpose, is able to continue to achieve its charitable objectives and to provide value to members. Our success in harnessing the power of our member voice has led to many more agencies and sector bodies seeking UCISA's involvement to assist their work. To ensure our CEO could continue to operate at the highest strategic levels we appointed a Head of Operations to join our management team in Autumn 2024. We were also delighted to promote two existing staff members to the new roles of Corporate Engagement Manager and Communities Engagement Manager to ensure additional support is available to both member categories as we continue to grow.

2024 saw UCISA further develop our hybrid events model, delivering a full programme of eight face-to-face conferences and events that our members value, alongside a vibrant monthly online programme of virtual events. Our hybrid approach enables many more people to engage actively in UCISA meetings and events with 10,171 registered delegates for the 96 events we offered during 2024, our highest attendance figure to date and our highest number of events delivered (18 more than in the previous year).

We delivered a very successful Leadership Conference in Edinburgh in March 2024 with members remarking on the opportunity this created for them to meet colleagues and suppliers face-to-face. Feedback from the conference was amongst the most positive we have ever received, as UCISA members addressed some of the key issues facing the sector: recruiting and retaining talent, cyber security, sustainability, and digital leadership. A record number of Institutional and Corporate members attended the Leadership Conference, with members from both aspects of our membership commenting on the positive impact our work with corporate members has had, contributing to a sense of one UCISA family and a hugely positive and collaborative culture.

As always, we conducted a thorough review of our Leadership Conference Event and worked hard throughout 2024 to introduce many incremental changes in response to feedback received publishing details of the changes we were making to our 2025 conference as a result.

2024 also saw UCISA make strong progress against our five-year delivery plan for Continuing Professional Development that will see the ambition of our strategic goal; to enable the professional development of individuals and enhance the collective expertise of our community, become a reality. Building on a successful pilot Mentoring Scheme with our Women in Technology community, a full mentoring scheme, open to all UCISA institutional members, was launched in summer 2024. To date over 30 mentors and over 35 mentees have registered with the scheme, with some of the mentees from the initial pilot also volunteering to be mentors for future cohorts. The mentoring scheme will admit its third intake in late Spring 2025.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2024

Achievements and performance (Continued)

UCISA subscribed to membership of the CPD Certification scheme in January 2024 and UCISA has been certifying our face-to-face conferences for the past year. CPD certification demonstrates the value for members of engaging with UCISA conferences and the quality of the UCISA events to our members. To date 7 conferences have been certified. UCISA will continue to certify conferences for 2025 and with the Subscribe360 CRM will be able to issue certificates to attendees once the system is implemented.

In addition, mindful of the considerable financial pressures the education sector is under, Trustees agreed to maintain significant funding for the 2024 UCISA Bursary scheme which offers a plus one scheme enabling every delegate booking a full package at any of our conferences to nominate a colleague who would benefit from, but who might not otherwise be able to attend, to receive a bursary funded place. As a result, over 2024 we enabled a 44% increase in the number of PlusOne recipients. In addition, we provided a bursary funded place at the Leadership Conference for all the shortlisted candidates for the UCISA Rising Star award. We also funded a number of colleagues to speak at relevant (non UCISA) conferences and events such as the EUNIS conference in June.

Our representation work increased during the year, with UCISA creating a new Head of Representation and Policy post to further enhance our support for institutional members in facing the many and varied challenges that emerged. This work with suppliers, focused on ensuring service levels remained fit for purpose and delivered value for money, challenged practices that adversely impacted our sector at a time of continued financial pressure and ensured that appropriate standards of security were being met and maintained. We are particularly grateful to our committed members who serve on the working groups and communities that support our representation work. In total 2393 members engaged in our representation work in 2024, helping to ensure UCISA lives up to its strategic goal of representing members with authority and authenticity.

Our special Interest groups, working parties and collaborations with sector partners also ensured we continued to achieve our mission to connect digital professionals, enable them to share best practice and so transform.

Over the year the Special Interest Communities have engaged in numerous activities including conferences, webinars, surveys and toolkits. Themes for this year included:

- Building community to ensure wide engagement with UCISA and Community activities
- Collaborating with other communities to provide activities which promote best practice and alignment within the sector.
- Community style webinars and surveys to ensure authentic representation of the community and sector as a whole.

Our communities play a significant role in creating the many toolkits and resources that are available to members, and we were proud to see the relaunch of our InfoSec Course for members in April 2024, following a complete redesign- the culmination of many months of diligent work by the working party as part of the work of our thriving Security Group.

The Trustees would like to record their thanks to all our Special Interest Communities, their Chairs and Committees and to the working parties and representation groups & communities for their dedication and commitment throughout 2024. Their dedication supported and facilitated the huge increase in outputs that our hybrid events programme brought, provided inspiration, content and thought leadership for the benefit of all, and provided a powerful and authentic mandate which drove our representation work.

The Trustees are pleased to report that UCISA maintained full business and service continuity during yet another period of significant change and would like to record their thanks to the UCISA staff team for their hard work and dedication in bringing this about.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2024

Achievements and performance (Continued)

Financial performance

Total income for the group for the year was £2,409,551 (2023: £2,191,798). The net movement in funds for the year was £392,186 (2023: £447,372).

Investment Policy

UCISA has an investment policy which seeks to produce the best financial return with an acceptable level of risk. UCISA's investment objective is to generate a return of inflation (CPS) plus 3% per annum over the long term, after expenses. This should allow UCISA to at least maintain the real value of assets, whilst funding annual expenditure in excess of the operating surplus per annum. UCISA does not rely on investment income to fund its normal operational activities and is risk aware. The investment income achieved in 2024 continued to exceed the budgeted income for the period, excluding any gain or loss on the portfolio. As set out in the investment policy, the investment committee meet biannually and review the status of the investment portfolio with our portfolio managers 'Brewin Dolphin'. The investment committee was happy with the current value of our investment portfolio and will continue to monitor to ensure we are getting best value for our members.

Reserves Policy

UCISA has a reserves policy which is updated and shared annually at the Annual General Meeting (AGM) as part of the discussion of the annual accounts. We continue to maintain sufficient reserves to meet UCISA's strategic ambitions and liabilities. The free reserves available to UCISA are £3,246,076 as at 31 December 2024. The restricted reserves which are not available for the general purpose of the charity are £642,622.

The Trustees have assessed the risks and current liabilities and the potential risks for future accounting periods and regard it as prudent to have held a sum in reserves against the cost of operating the association for a period of approximately 12 months without income to be able to withstand uninsured or uninsurable financial losses associated with the failure of a major conference event.

The Trustees have determined that the free cash reserves sufficient to cover 12 months' core operating costs equate to £1,976,919. This is to provide sufficient working capital as a cushion to deal with any reduction in income levels in future years due to sector constraints, together with unexpected emergencies such as long-term staff absences, external environmental influences, pandemic etc. The Trustees expectation is that the balance of reserves over and above this sum (£1,143,013 as of 31st December 2024) will be sufficient for the following strategic purposes:

- Furtherance of the 5 Year strategic plan
- To fund the development of the charity
- To fund a major project if necessary - BSR Project, Website update – circa £150k
- Retain or recruit key staff in light of the increasing cost pressures in future years
- Enable the charity to continue to deliver a full suite of services to members during a period of uncertainty created by an unforeseen external influence, such as a pandemic
- To fund if needed, the budgeted deficit of £96,309 for 2025
- To fund £150k of bursary related expenditure
 - Maintain the updated Infosec Course on an annual basis

The Trustees regularly review the level of reserves during the period of trading to ensure it is proportionate to the risks and to fund any strategic investments required. UCISA remains agile and in constant dialogue with members, providing support for struggling institutions in the form of bursaries and offering virtual events in addition to face-to-face events for those institutions that face travel bans. The reserves UCISA holds would allow for a reduction or loss in membership revenue and the cancellation of face-to-face events, all of which are in line with the reserves policy. Membership subscriptions and sponsorship of events make up the principal funding sources of the charity.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2024

Achievements and performance (Continued)

The Budgets proposed for 2025 and 2026 continue to ensure that the core operating costs are covered by membership and event income, whilst maintaining sufficient reserves to invest in our strategic ambitions, fund bursaries and development work and mitigate known risks. We recognize the sector is under increased financial pressure with budgetary constraints being faced by many institutions. UCISA continues to look further to the future whilst also reviewing ongoing performance within each current year.

This year has seen further implementation of our strategic plan for 2022 to 2027 building on the transformation activity already achieved. The Board is committed to underpinning the strategic plan by investing significant reserves over the next 2 years. Having conducted a full business systems review in 2022/23 we concluded UCISA business in systems were no longer fit for purpose. 2024 saw an ambitious investment programme begin with a view to implementation in late 2024. Implementation was paused to ensure that the final outputs were as required. Go live as a minimum viable product is expected in July 2025, with agreed follow-on project plans for the remainder of 2025. Other investments include personnel and services that ensure we can maximise membership value and continue to deliver a rich portfolio of high-quality events and services and additional investment in the Infosec Course with a planned maintenance programme.

Fundraising

UCISA's funds are generated from membership income and surpluses from charitable activities. The Charity does not raise funds from the public.

Future plans

The objective of UCISA remains: to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

UCISA is now in the final two years of the current strategic plan and we have noted in successive years the great strides we have taken in delivery against the ambitions set out there. In July this year we will use our annual Strategic Planning Event to bring together all our lead representatives over two days to critically evaluate the progress we have made and set priorities for the remainder of the period to December 2026 to ensure realisation of the objectives set. This will ensure we are well placed for the work that will commence in July 2026 planning round to devise our Strategic plan 2027- 2032.

Following the Constitutional Review conducted in 2024, we have modernised our governance structures with the formation in January 2025, of our UCISA Chairs Forum (UCF) in place of the former Leadership Council. The UCF will be chaired by the Deputy Chair of UCISA, enabling them to work closely with our Community Chairs throughout their two-year term, ensuring they have strong relationships with the grass roots of our membership and a clear understanding of the work and needs of the communities that are the life blood of UCISA, ahead of taking up office as Chair. The UCF Chair will act as a conduit between our Trustees and Communities ensuring transparent and effective lines of communication between these key bodies.

The UCF will support UCISA's Strategic Goals, providing strategic leadership to the UCISA community by:

- Acting as a focal point for engagement between UCISA and its members
- Ensuring strong engagement with UCISA membership through its communities
- Leading the implementation of the UCISA Strategy through the UCISA Communities
- Identifying and sharing good practice in leading UCISA Communities.
- Championing opportunities for collaboration between UCISA Communities.
- Promoting the benefits of a diverse workforce across the HE sector.
- Ensuring the views and interests of all UCISA Communities are represented.
- Assisting in the preparation of UCISA Community Annual Budgets
- Contributing to the development of the UCISA Strategy
- Advising the Board of Trustees and responding to requests for information when required.

**Universities and Colleges Information Systems Association
Trustees' Annual Report (continued)
for the financial year ended on 31 December 2024**

Future Plans (Continued)

- Receiving reports from the UCISA Community Chairs to monitor activity and measure the benefits derived from such activity

We look forward to seeing the work of the forum develop, particularly the work the group plans to ensure stronger and deeper collaboration across our 21 Special Interest Communities.

This year we will also see the culmination of our Business Systems Review programme undertaken over the previous two cycles. As we have previously reported, this step change in maturity of the organisation will support the delivery of UCISA's ambitions for the remainder of the 5- year strategic plan and beyond delivering a technology environment that provides an engaging member experience, with rich data to drive further development of UCISA member services whilst placing members at the heart of the organisation.

Our representation work is likely to be a critical part of our ongoing support for members in 2025 with some significant outcomes already delivered in the first two months of the year. Again, the functionality that our new member portal (to be known as UCISA Connect), will provide institutional members with greater visibility of this side of our work, which we hope will, in turn, continue to drive deeper member engagement in this critical aspect of our work.

We also plan to further strengthen our programme of events for our Corporate Members, ensuring the increased focus on their particular need that has been so successful over recent years, is maintained in the year ahead.

Harnessing the collective strength of our membership voice, we will continue to provide the IT and digital practitioners in the UK Education sector with the tools to be leaders in digital transformation and IT developments.

In this way we believe that UCISA will continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research.

**Universities and Colleges Information Systems Association
Trustees' Annual Report (continued)
for the financial year ended on 31 December 2024**

Trustees' responsibilities statement

The trustees (who are also directors of the Universities and Colleges Information Systems Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 auditor is 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 auditor is 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.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Signature and declaration

I declare, in my capacity of charity trustee, that:

The trustees have approved the above report; and have authorised me to sign it on their behalf

S Beavon

.....

Sarah Beavon -Treasurer

Signed on behalf of the trustees on **25th April 2025**

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Opinion

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and 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 group's and parent charitable company's affairs as at 31 December 2024, and of the group's 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 group and parent charitable company 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 group and parent charitable company'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Opinions 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, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 group's and parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Auditor's responsibilities for the audit of the financial statements (Continued)

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with directors/trustees and other management, and from our commercial knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including legislation such as the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 1.13 were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions; and

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Auditor's responsibilities for the audit of the financial statements (Continued)

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katherine Wilkes (Senior Statutory Auditor)

Date 2/5/25

For and on behalf of
Gravita Audit Oxford LLP
First Floor
Park Central
40-41 Park End Street
Oxford
OX1 1JD

Universities and Colleges Information Systems Association
Consolidated Statement of Financial Activities
(including income and expenditure account)
for the year ended 31 December 2024

		Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	Unrestricted Funds 2023 Restated	Restricted Funds 2023 Restated	Total Funds 2023 Restated
	Notes	£	£	£	£	£	£
Income from:							
Charitable Activities							
Events, exhibitions and sponsorship	2,14	1,407,484	-	1,407,484	1,242,722	-	1,242,722
Other trading activities							
Membership subscriptions		910,421	-	910,421	882,110	-	882,110
Investments	3	74,309	17,337	91,646	49,067	15,301	64,368
Other		-	-	-	2,598	-	2,598
Total income		<u>2,392,214</u>	<u>17,337</u>	<u>2,409,551</u>	<u>2,176,497</u>	<u>15,301</u>	<u>2,191,798</u>
Expenditure on:							
Raising funds							
Cost of raising voluntary income	5	1,082,693	31,066	1,113,759	861,892	22,948	884,840
Charitable activities							
Events, exhibitions and sponsorship		995,453	-	995,453	877,869	-	877,869
Projects and surveys	6	11,150	-	11,150	11,117	-	11,117
Publicity and awards	7	39,394	17,836	57,230	25,426	13,680	39,106
Total expenditure	4	<u>2,128,690</u>	<u>48,902</u>	<u>2,177,592</u>	<u>1,776,304</u>	<u>36,628</u>	<u>1,812,932</u>
Net income before net gains on investments		263,524	(31,565)	231,959	400,193	(21,327)	378,866
Gains on investments	13	107,352	52,875	160,227	45,899	22,607	68,506
Net movement in funds	18	370,876	21,310	392,186	446,092	1,280	447,372
Reconciliation of funds:							
Total funds brought forward		2,875,200	621,312	3,496,512	2,429,108	620,032	3,049,140
Total funds carried forward		<u>3,246,076</u>	<u>642,622</u>	<u>3,888,698</u>	<u>2,875,200</u>	<u>621,312</u>	<u>3,496,512</u>

All income and expenditure derive from continuing activities. The consolidated Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 20 to 31 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

**Consolidated and Charity Balance Sheets
as at 31 December 2024**

		Group 2024	Charity 2024	Group 2023 Restated	Charity 2023 Restated
	Notes	£	£	£	£
Fixed Assets					
Tangible fixed assets	11	18,792	18,792	15,753	15,753
Investments	12	2,305,313	2,305,413	2,157,763	2,157,863
		2,324,105	2,324,205	2,173,516	2,173,616
Current Assets					
Debtors	14	200,715	480,376	198,242	660,775
Cash at bank and in hand		2,500,744	1,451,475	2,121,649	1,246,317
Total Current Assets		2,701,459	1,931,851	2,319,891	1,907,092
Creditors: Amounts falling due within one year	15	(1,136,866)	(776,409)	(996,895)	(941,850)
Net Current Assets		1,564,593	1,155,442	1,322,996	965,242
Net Assets	18	3,888,698	3,479,647	3,496,512	3,138,858
Funds:					
Unrestricted funds		3,246,076	2,837,025	2,875,200	2,517,546
Restricted funds		642,622	642,622	621,312	621,312
Total funds	17	3,888,698	3,479,647	3,496,512	3,138,858

The notes on pages 20 to 31 form an integral part of these financial statements

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 25/04/25 and signed on their behalf by:

S Beavon

.....
Sarah Beavon
Treasurer

Company number: 09349804
Charity number: 1161218

Universities and Colleges Information Systems Association

**Consolidated Statement of Cash Flows
For the Year Ended 31st December 2024**

	Note	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Net cash flow from operating activities	19	291,222	433,670	133,219	232,687
Cash flow from investing activities					
Purchase of tangible fixed assets		(16,450)	(9,481)	(16,450)	(9,481)
Investment income received		91,646	64,368	75,712	58,056
Purchase of fixed asset investments		(346,594)	(2,098,394)	(346,594)	(2,098,394)
Disposal of fixed asset investments		358,512	25,000	358,512	25,000
Net cash flow from investing activities		87,114	(2,018,507)	71,180	(2,024,819)
Net increase/(decrease) in cash and cash equivalents		378,336	(1,584,837)	204,399	(1,792,132)
Cash and cash equivalents at 1st January		2,137,512	3,722,349	1,262,180	3,054,312
Cash and cash equivalents at 31st December		2,515,848	2,137,512	1,466,579	1,262,180
Cash and cash equivalents consist of:					
Cash at bank and in hand		2,500,744	2,121,649	1,451,475	1,246,317
Cash held as part of investment portfolio		15,104	15,863	15,104	15,863
Cash and cash equivalents at 31st December		2,515,848	2,137,512	1,466,579	1,262,180

The notes on pages 20 to 31 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2024

1. Accounting policies

1.1 Basis of preparation

The charity meets the definition of a public benefit entity under FRS 102.

The charity's legal form is a charitable company limited by guarantee and is incorporated in England and Wales. Its registered office is C/O Gravita Audit Oxford LLP, First Floor, Park Central, 40-41 Park End Street, Oxford OX1 1JD, England.

The financial statements have been prepared in accordance with:

- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – Charities SORP (FRS 102);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Charities Act 2011; and
- The Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The presentation currency used is British Pounds Sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

See note 17 for details of a restatement made to the 2023 restricted fund balance. See note 22 for details of a restatement made to the 2023 trade debtors and deferred income.

1.2 Basis of consolidation

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking UCISA Services Limited. The results of the subsidiary are consolidated on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by Companies Act 2006, s.408.

1.3 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be measured reliably and it is probable that the income will be received.

Membership subscriptions, excluding VAT, are included in the SOFA in the year to which they relate.

Income from charges made for organising conferences, seminars and workshops represents the value of services provided during the year, excluding VAT.

Interest on funds held on deposit is included when receivable.

1.4 Expenditure

All expenditure is accounted for on an accruals basis, and is allocated to charitable expenditure, publicity expenses, awards, support costs and governance costs as follows:

- a Costs wholly incurred on activities falling within each category are charged directly to the category.
- b Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure, and which is quantifiable.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2024

1.5 Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Computer equipment	33.33% straight line
Office equipment	33.33% straight line

1.6 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

1.7 Creditors

Creditors 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 are normally recognised at their settlement amount.

1.8 Investments

Investments are stated in the balance sheet at fair value at the balance sheet date. The SOFA includes the net gains and losses on revaluations and disposals throughout the year.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

1.11 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

1.12 Judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of revision and future periods where the revision affects both the current and future periods.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2024

1.12 Judgements and key sources of estimation uncertainty (continued)

The main judgements and estimates are:

- **Deferred Income**
Comprised of subscription renewals for the following year or subscription renewals for part way through the current year and the following year. Where any subscriptions or invoices that relate to the following year are issued, but no income has been received, they are netted off against the corresponding debtor.
- **Depreciation and impairment** (see note 1.5)
- **Investment valuation** (see note 1.9)
- **Accruals** (see note 1.8)

2. Income from charitable activities:

	2024	2023
	£	£
Conferences	1,325,984	1,138,422
Sponsorships	81,500	104,300
	<u>1,407,484</u>	<u>1,242,722</u>

All income is unrestricted.

3. Investment income

	2024	2023
	£	£
Bank interest receivable	39,109	18,002
Interest on investments	20,847	28,457
Dividends received	31,690	17,909
	<u>91,646</u>	<u>64,368</u>

Restricted income included above totals £17,337 (2023: £15,301)

4. Analysis of Expenditure

	Note	Direct Costs £	Support Costs £	2024 Total £	2023 Total £
Events, exhibitions and sponsorship		995,453	-	995,453	877,869
Projects and surveys	6	11,150	-	11,150	11,117
Publicity and awards	7	57,230	-	57,230	39,106
Costs of raising voluntary income	5	451,022	662,737	1,113,759	884,840
		<u>1,514,855</u>	<u>662,737</u>	<u>2,177,592</u>	<u>1,812,932</u>

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2024

	Note	Direct Costs £	Support Costs £	2023 Total £	2022 Total £
Events, exhibitions and sponsorship		877,869	-	877,869	731,889
Projects and surveys	6	11,117	-	11,117	9,920
Publicity and awards	7	39,106	-	39,106	10,611
Costs of raising voluntary income	5	366,051	518,789	884,840	615,770
		<u>1,294,143</u>	<u>518,789</u>	<u>1,812,932</u>	<u>1,368,190</u>

5. Costs of raising voluntary income

	Direct costs £	Support costs £	2024 £	Direct costs £	Support costs £	2023 £
Administration	-	36,027	36,027	-	39,107	39,107
Bank charges	-	18,219	18,219	-	12,864	12,864
Investment management charge	-	14,637	14,637	-	-	-
IT costs	67,258	217,941	285,199	49,695	124,240	173,935
Meeting expenses	15,231	-	15,231	12,458	-	12,458
Public liability insurance	4,513	-	4,513	5,649	-	5,649
Amortisation and depreciation	-	13,411	13,411	18,000	8,118	26,118
Mentoring	-	896	896	-	47	47
Governance costs (see note 8)	-	61,273	61,273	-	82,011	82,011
Salaries	617,107	164,592	781,699	515,521	138,590	654,111
Recruitment fees	-	979	979	-	1,886	1,886
Infrastructure	-	75,417	75,417	-	27,381	27,381
Legal and professional fees	-	59,345	59,345	-	84,545	84,545
Less recharged to event costs (USL)	(253,087)	-	(253,087)	(235,272)	-	(235,272)
	<u>451,022</u>	<u>662,737</u>	<u>1,113,759</u>	<u>366,051</u>	<u>518,789</u>	<u>884,840</u>

Total restricted expenditure included in the above is £31,066 (2023: £22,948)

6. Projects and surveys

	2024 £	2023 £
TEL Survey	7,750	7,917
CISG Annual Survey	3,400	3,200
	<u>11,150</u>	<u>11,117</u>

Total restricted expenditure included in the above is £nil (2023: £nil).

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2024

7. Publicity and awards

	2024	2023
	£	£
UCISA bursaries	39,394	25,426
London Legacy Fund	17,836	13,680
	<u>57,230</u>	<u>39,106</u>

Total restricted expenditure included in the above is £17,836 (2023: £13,680)

8. Governance costs

	2024	2023
	£	£
Salary costs	8,663	34,427
Administration	2,665	2,058
Auditor fees: Audit	10,000	9,250
Other work	12,183	2,610
Meeting expenses	11,566	1,520
Legal and professional fees	16,196	32,146
	<u>61,273</u>	<u>82,011</u>

Total restricted expenditure included in the above is £6,763 (2023: £Nil)

9. Staff costs

	2024	2023
	£	£
Wages and salaries	679,233	574,789
Social security costs	68,873	42,921
Other pension costs	42,256	35,897
	<u>790,362</u>	<u>653,607</u>

During the year, there was an average of 14 (2023: 13) persons employed by UCISA. None are employed by the subsidiary company.

2 people received total employee benefits (excluding employer pension costs) between £60,001 and £70,000 (2023: one person), and 1 person received total employee benefits (excluding employer pension costs) between £130,001 and £140,000 in the year (2023: one person).

The key management personnel are the trustees and the executive team. The total employee benefits, including employer's NI and pension, paid to key management personnel was £429,039 (2023: £343,598).

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2024**

10. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2023: £nil). Travelling expenses in connection with conferences, workshops, training and administration amounting to £8,722 (2023: £2,774) were reimbursed to certain committee members during the year.

UCISA bursaries of £nil (2023: £1,350) were paid to trustees in the year (2023: paid to 3 trustees).

11. Tangible fixed assets

The group and charity	Office Equipment £	Computer Equipment £	Total £
Cost as at 1 January 2024	3,414	26,047	29,461
Additions	4,512	11,938	16,450
Cost as at 31 December 2024	<u>7,926</u>	<u>37,985</u>	<u>45,911</u>
Depreciation as at 1 January 2024	1,646	12,062	13,708
Charge for the year	<u>2,349</u>	<u>11,062</u>	<u>13,411</u>
Accumulated depreciation as at 31 December 2024	<u>3,995</u>	<u>23,124</u>	<u>27,119</u>
Net book value at 31 December 2024	<u>3,931</u>	<u>14,861</u>	<u>18,792</u>
Net book value at 31 December 2023	<u>1,768</u>	<u>13,985</u>	<u>15,753</u>

All of the above assets are used for charitable purposes.

12. Investments

(a) Group	Listed Investments £	Cash £	Total £
Cost or valuation			
At 1 January 2024	2,141,900	15,863	2,157,763
Additions	346,594	(346,594)	-
Disposal proceeds	(358,512)	358,512	-
Cash movements	-	(12,677)	(12,677)
Revaluation	<u>160,227</u>	<u>-</u>	<u>160,227</u>
At 31 December 2024	<u>2,290,209</u>	<u>15,104</u>	<u>2,305,313</u>

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements
For the year ended 31 December 2024

12. Investments (continued)

Charity	Subsidiary Undertaking £	Listed Investments £	Cash £	Total £
Cost or valuation				
At 1 January 2024	100	2,141,900	15,863	2,157,863
Additions	-	346,594	(346,594)	-
Disposal proceeds	-	(358,512)	358,512	-
Cash movements	-	-	(12,677)	(12,677)
Revaluation	-	160,227	-	160,227
At 31 December 2024	100	2,290,209	15,104	2,305,413

(b) Analysis of Investments	2024 £	2023 £
Equities	1,543,454	1,332,775
Fixed interest securities	381,243	504,884
Other securities	365,512	304,241
Cash	15,104	15,863
Total group	2,305,313	2,157,763
Equity investment in subsidiary (note 14)	100	100
Total charity	2,305,413	2,157,863

The historical cost of the listed investments was £2,076,647 (2023: £2,088,059).

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2024

13. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of UCISA Services Limited (company 08818902, registered in England and Wales). Its registered office is C/O Gravita Oxford LLP, First Floor, Park Central, 40-41 Park End Street, Oxford OX1 1JD, and it has an issued share capital of £100.

UCISA Services Limited supports the activity of the charity in servicing the needs of the charity's membership within the Further and Higher Education sectors. Activities are consolidated on a line by line basis in the Statement of Financial Activities. Available profits are distributed under Gift Aid to the parent charity.

Deborah Green, CEO, and Matthew Flower and Sarah Beavon, trustees, are also directors of UCISA Services Limited.

A summary of the results of the subsidiary is shown below:

	2024 £	2023 £
Turnover	1,407,484	1,242,722
Cost of sales	(995,451)	(877,868)
Operating surplus	412,033	364,854
Administrative and overhead costs	(21,731)	(16,333)
Operating surplus on ordinary activities	390,302	348,521
Interest receivable and similar income	15,933	6,312
Total comprehensive income	406,235	354,833
Retained earnings		
Total retained earnings brought forward	357,654	274,840
Total comprehensive income	406,235	354,833
Distribution under Gift Aid to parent charity	(354,833)	(272,019)
Total retained earnings carried forward	409,056	357,654
Balance sheet		
Assets	1,355,181	1,294,871
Liabilities	(946,025)	(937,117)
Net assets	409,156	357,754
Represented by:		
Capital	100	100
Reserves	409,056	357,654
	409,156	357,754

Amounts owed to/from the parent undertaking are shown in note 15.

Included in cost of sales above are salary recharges of £253,087 (2023: £235,272) from the parent entity.

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2024**

14. Debtors

	Group 2024	Charity 2024	Group 2023 (restated)	Charity 2023 (restated)
	£	£	£	£
Due within one year:				
Trade debtors	61,810	28,750	79,685	33,260
Prepayments and accrued income	138,905	34,744	118,557	24,108
Amounts due from group undertaking	-	416,882	-	499,907
Loan to group undertaking	-	-	-	103,500
	<u>200,715</u>	<u>480,376</u>	<u>198,242</u>	<u>660,775</u>

15. Creditors: amounts falling due within one year

	Group 2024	Charity 2024	Group 2023 (restated)	Charity 2023 (restated)
	£	£	£	£
Trade creditors	98,396	43,580	56,535	55,872
Accruals	78,600	74,023	85,493	82,243
Deferred income	772,264	500,651	684,767	511,198
Other creditors	4,882	4,882	854	854
Other taxes and social security	21,455	21,454	21,023	21,023
VAT	161,269	131,819	148,223	270,660
	<u>1,136,866</u>	<u>776,409</u>	<u>996,895</u>	<u>941,850</u>

16. Deferred income

Deferred income comprises membership subscriptions and event income relating to the following financial year and onwards.

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2024 (restated)	684,767	511,198
Amount released to income in the year	(684,767)	(511,198)
Amount deferred in year	<u>772,264</u>	<u>500,651</u>
Balance carried forward as at 31 December 2024	<u>772,264</u>	<u>500,651</u>

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2024**

17. Movement of funds

	At 1 January 2024 (restated) £	Income & Gains £	Expenditure & Losses £	Transfers £	At 31 December 2024 £
Restricted Funds:					
London Legacy Fund	621,312	70,212	(48,902)	-	642,622
Total restricted funds	<u>621,312</u>	<u>70,212</u>	<u>(48,902)</u>	<u>-</u>	<u>642,622</u>
Unrestricted funds:					
Unrestricted funds	2,875,200	2,499,566	(2,128,690)	-	3,246,076
Total unrestricted funds	<u>2,875,200</u>	<u>2,499,566</u>	<u>(2,128,690)</u>	<u>-</u>	<u>3,246,076</u>
Total funds	<u>3,496,512</u>	<u>2,569,778</u>	<u>(2,177,592)</u>	<u>-</u>	<u>3,888,698</u>

Prior year funds movements (restated – see note below)

	At 1 January 2023 £	Income & Gains £	Expenditure & Losses £	Transfers £	At 31 December 2023 (restated) £
Restricted Funds:					
London Legacy Fund	620,032	15,301	(36,628)	-	621,312
Total restricted funds	<u>620,032</u>	<u>15,301</u>	<u>(36,628)</u>	<u>-</u>	<u>621,312</u>
Unrestricted funds:					
Unrestricted funds	2,429,108	2,245,003	(1,776,304)	-	2,875,200
Total unrestricted funds	<u>2,429,108</u>	<u>2,245,003</u>	<u>(1,776,304)</u>	<u>-</u>	<u>2,875,200</u>
Total funds	<u>3,049,140</u>	<u>2,260,304</u>	<u>(1,812,932)</u>	<u>-</u>	<u>3,496,512</u>

The purpose of the London Legacy Fund (restricted fund) is to promote the efficiency and effectiveness of the information technology services used by further and higher education institutions in London and the South East of England.

2023 restricted fund balances have been restated to include the income from the Brewin Dolphin investments and to reclassify them as fixed asset investments.

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2024**

18. Analysis of net assets between funds

	Restricted Funds	Unrestricted Funds	Total 2024
	£	£	£
Tangible fixed assets	-	18,792	18,792
Fixed asset investments	642,622	1,662,691	2,305,313
Current assets	-	2,701,459	2,701,459
Current liabilities	-	(1,136,866)	(1,136,866)
	<u>642,622</u>	<u>3,246,076</u>	<u>3,888,698</u>

	Restricted Funds	Unrestricted Funds	Total 2023
	Restated £	Restated £	Restated £
2023 balances restated (see note 17)			
Tangible fixed assets	-	15,753	15,753
Fixed asset investments	621,312	1,536,451	2,157,763
Current assets	-	2,391,891	2,391,891
Current liabilities	-	(996,895)	(996,895)
	<u>621,312</u>	<u>2,875,200</u>	<u>3,496,512</u>

19. Reconciliation of net income to net cash flow from operation activities

	Group 2024	Group 2023 (restated)	Charity 2024	Charity 2023 (restated)
	£	£	£	£
Net income for year	392,186	447,372	340,789	364,556
Investment income receivable	(91,646)	(64,368)	(75,712)	(58,056)
Amortisation and depreciation	13,411	26,118	13,411	26,118
Decrease/(increase) in debtors	(2,473)	138,145	18,824	(73,027)
Increase/(decrease) in creditors	139,971	(45,091)	(3,866)	41,602
Revaluation gain	(160,227)	(68,506)	(160,227)	(68,506)
Net cash flow from operating activities	<u>291,222</u>	<u>433,670</u>	<u>133,219</u>	<u>232,687</u>

20. Related parties

During the year the Charity undertook the following transactions:

- a. The Charity entered into a collaboration agreement for the free exchange of services with HEFESTIS Ltd in August 2021. Subsequently the CEO of UCISA, Deborah Green, was appointed to the board of HEFESTIS Ltd. This agreement was still in place throughout 2024.
- b. The wholly owned trading subsidiary UCISA Services Limited is incorporated in the United Kingdom and pays all of its profits to the charity by Gift Aid. The charity owns the entire share capital of 100 shares of £1 each.

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2024**

21. Contingent liability

As at the year ended 31/12/2023, the charity had reported an error in previous VAT returns to HMRC. It has not yet been determined whether a penalty will be issued, however based on a previous assessment by an external consultant, the charity believes it is unlikely. Therefore, no provision has been included within the accounts in respect of this item, which is estimated to have a maximum value of £11,375 (2023: £11,375).

22. Prior period adjustment

2023 trade debtor balance has been restated to exclude the invoices that had also been included within deferred income.

Changes to the balance sheet

Group:	As previously reported	Adjustment	As restated at 31-Dec-23
	£	£	£
Current assets			
Trade debtors	448,968	(369,283)	79,685
Creditors due within one year			
Deferred income	(1,054,050)	369,283	(684,767)
Net assets	<u>3,496,512</u>	<u>-</u>	<u>3,496,512</u>
Capital and reserves			
Total funds	<u>3,496,512</u>	<u>-</u>	<u>3,496,512</u>

Charity:	As previously reported	Adjustment	As restated at 31-Dec-23
	£	£	£
Current assets			
Trade debtors	246,315	(213,055)	33,260
Creditors due within one year			
Deferred income	(724,253)	213,055	(511,198)
Net assets	<u>3,138,858</u>	<u>-</u>	<u>3,138,858</u>
Capital and reserves			
Total funds	<u>3,138,858</u>	<u>-</u>	<u>3,138,858</u>

See note 17 for details of the restatement of the 2023 restricted fund balances to include the income from the Brewin Dolphin investments and to reclassify them as fixed asset investments

UNIVERSITIES AND COLLEGES INFORMATION SYSTEMS ASSOCIATION

England & Wales - Charity number 1161218

Accounts

Registered Charity Number: 1161218

Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts

for the year ended

31 December 2023

Critchleys Audit LLP

Chartered Accountants Oxford

Universities and Colleges Information Systems Association

Association information

Chair:	Emma Woodcock
Treasurer:	Sarah Cockrill
Vice Chair:	James Crooks
Secretary:	Matthew Flower
CEO:	Deborah Green
Registered Charity Number:	1161218
Registered Office:	UCISA c/o Critchleys LLP Beaver House 23-38 Hythe Bridge Street Oxford Oxfordshire OX1 2EP
Auditor:	Critchleys Audit LLP Beaver House 23-38 Hythe Bridge Street Oxford OX1 2EP
Business Address:	UCISA Ruskin College Dunstan road Old Headington Oxford OX3 9BZ
Bankers:	Barclays Bank plc 54 Cornmarket Street Oxford OX1 3HB

Universities and Colleges Information Systems Association

Contents

	Page
Trustees' Annual Report	1-7
Auditors Report	8-11
Consolidated Statement of Financial Activities	12
Consolidated and Charity Balance Sheet	13
Consolidated Statement of Cash Flows	14
Notes to the Consolidated Financial Statements	15-26

Universities and Colleges Information Systems Association

Trustees' Annual Report for the financial year ended on 31 December 2023

Introduction

This document is the annual report of the trustees of UCISA (the Universities and Colleges Information Systems Association). The Trustees for 2023 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2023 Annual General Meeting took place virtually on Thursday 8th of June 2023 via Microsoft Teams.

Trustees

The following trustees were elected at the 2023 Annual General Meeting:

Ms. Emma Woodcock, Chair*
Mr. James Crooks, Deputy Chair**
Mr. James Smith, Elected Trustee*

*Denotes that the office holder was already a trustee having been elected at a previous AGM

** Denotes that the person elected was already a co-opted trustee

The following remained as trustees, their term of office not having expired:

Ms. Sarah Cockrill, Treasurer
Mr. Matthew Flower, Secretary
Mr. Vipin Ahlawat, Elected Trustee
Ms. Nathalie Czechowski, Elected Trustee

The following were co-opted as trustees on 10 June 2023:

Ms. Karen Bates
Mr. Nicholas Gilbert
Mr. Mark Johnston
Mr. Iain McCracken

During the financial year, Mr. Adrian Ellison stepped down as Chair at the 2023 AGM, his term of office having expired. The Trustees would like to record their thanks to him noting in particular his dedication and skill in steering UCISA through a challenging period of sustained and substantial change.

Structure, governance and management

UCISA is a membership organisation which exists to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in UK universities and colleges. UCISA is a Registered Charity (Charity number 1161218) and a company limited by guarantee (Company number 09349804) having previously operated as a Charitable Trust (Charity number 277747). The Charitable Trust became dormant in December 2015 having transferred its assets and liabilities to the new Charity and Company, i.e. the current UCISA also referred to as CCLG (Charitable Company Limited by Guarantee). Finally, the Charitable Trust was dissolved in July 2017. UCISA operates under the terms laid out in the Articles of Association which are available from the Companies House website (<https://beta.companieshouse.gov.uk/company/09349804/filing-history>).

UCISA has four categories of membership:

- Full members - universities, colleges and other educational institutions.
- Affiliate members - any organisation that is a separate legal entity (or part of one) to its host institution, other educational, not for profit organisations.
- Corporate members - commercial organisations.
- Individual members - available to those who have worked in the sector and who wish to retain a connection with UCISA and its membership and is at the sole discretion of the Board of Trustees. Individual membership is not available to employees of organisations that might otherwise be UCISA Corporate members.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2023

Structure, governance and management (continued)

Under the terms of the Articles of Association of the CCLG, each Full member institution is entitled to a single vote at General Meetings. Affiliate, Corporate and Individual members may attend and speak at General Meetings but shall not have the right to vote. Trustees are elected at the Annual General Meeting of the Association, under the terms of the Articles of Association.

UCISA is comprised of two entities, a Charitable Company Limited by Guarantee, UCISA, and its wholly owned trading subsidiary, UCISA Services Limited. UCISA was granted charitable status on 9 April 2016. Since 2018 governance is carried out by the UCISA Board of Trustees, which has responsibility for strategic development, and corporate and financial compliance, and the Leadership Council which is the focal point for membership engagement and management of the delivery of resources and publications.

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years, except in exceptional circumstances where such extension is authorised by a majority of 75% of Members attending and entitled to vote at an AGM. This allows the Association to plan succession for the officer positions, although the Articles allow for any representative of a full member institution to stand for a position of office at an Annual General Meeting.

The Association is committed to offering training to its trustees. All Trustees receive a copy of The Essential Trustee and commit to reading it. All trustees have undertaken training on the role and duties in July 2023. Further training for all trustees will take place after the 2024 AGM.

UCISA's work is largely carried out by volunteers from the universities and colleges sector. This work is supported by the UCISA Office team.

Objectives and activities for the public benefit

The objective of UCISA remains: to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

UCISA continues to make good progress against its strategic **plan Building on Success- Strategic Plan 2022 to 2027** which sets out our clear ambition, building on the solid foundations laid through delivery of the previous strategy.

UCISA's mission, to Connect, Share and Transform remains unchanged and we continue to make strong progress in all three areas where we have set goals:

- To **represent** the digital community in the Education Sector with authenticity and authority.
- To **harness** the power of our collective voice by expanding the breadth and depth of engagement with UCISA
- To **enable** the professional development of individuals and enhance the collective expertise of our community.

Each of our special interest groups have forward plans to support delivery against these goals.

These aims have been fulfilled in the accounting period as follows:

- Delivery of a comprehensive programme of 78 on-line conferences, webinars, peer-to-peer continuing professional development sessions, and round table events covering a broad range of topics to address strategic challenges facing the education sector. All events reflect our Mission to **Connect** our members, **Share** best practice and **Transform** our communities of practice, enabling efficiencies and effectiveness for the greater good of the sector.
- Delivery of seven face-to-face conferences across the year.
- Creation of a bank of webinar recordings to allow members to access development training at a time and pace to suit their individual circumstances.
- Representation work with suppliers to the sector, including the formation of working parties and representative groups to facilitate and further this work.
- Supporting Special Interest Groups (SIGs) and Communities of Practice to reflect the breadth of activity and

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2023

Objectives and activities for the public benefit (Continued)

- specialisms within IT in HE and FE. During the financial year, four new special interest groups were formed covering a range of subject areas. The Business Relationship Management Group (BRMG) is a community of IT Business Partners, Relationship Managers, and related professionals across the HE/FE IT community, formed to share knowledge and best practice about BRM as a professional activity. Higher Education Wales Information Technology (HEWIT) became part of the UCISA family in late 2023. The group exists to promote excellence in the application of information systems and services in support of teaching, learning, research and administration throughout Wales institutions. The Midlands Group was formed following member interest and aims to provide a forum for Midlands based institutions to meet, to share best practice and to identify opportunities for collaboration and potential shared services. The Web Services Group (WSG) was formed out of the IWMW conference which ran between 1997-2019. The group will foster a thriving community that enables those engaged with managing and supporting web services in higher education institutions to enhance their skills, share best practices and develop their professional networks. They intend to relaunch the IWMW conference under the UCISA banner.
- Providing thought leadership activity through Directors' Cut briefings, round table discussions, virtual Study Tours, CIO panels and open members' meetings to discuss key current issues arising.
- Horizon scanning by identifying and stimulating debate on emerging UK and Global trends.
- The provision of Toolkits, Guides, Templates and Resources for members to build understanding and drive efficiencies.
- Conducting a regular programme of surveys, allowing our members to benchmark themselves against their peers and against national trends and facilitating ad hoc survey activity to meet membership needs identified in year.
- Facilitating peer to peer and institution to institution collaboration for our members.
- Maintaining strong relationships and collaborations with equivalent overseas organisations including meeting the CEOs of our equivalent bodies in Australia (CAUDIT), South Africa (HEITSA) and Canada (CUCCIO) in Chicago in October 2023.
- Maintaining strong relationships and collaborations with equivalent UK organisations representing Libraries, Estates, Finance, HR, Learning and Teaching, functions in HE and FE.
- Collaborating with and supporting the work of sector bodies and agencies such as JISC, HESA, UUK, UCAS, Advance HE, contributing to Programme Boards, Advisory Boards, working parties, responses to government and consultations.
- Providing survey data and sector information to inform and support policy making.
- Drafting responses to government papers and consultations on behalf of the IT community in our sector.
- Commenting on legislative change (both contemplated and implemented) and educating members to ensure understanding and promote & support compliance.

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Achievements and performance

UCISA was proud to celebrate our 30th Anniversary in 2023 taking time to mark the transformation that has occurred in our organisation over the past 5 years to make UCISA the vibrant organisation that it is today.

The status of a Charitable Company Limited by Guarantee has given UCISA the ability to identify and purchase resources on behalf of its membership. As outlined above, the trustees have sought to invest in projects to deliver quality collateral to its membership and activities that meet members needs in a challenging and ever-changing sector environment.

The Trustees continue to invest in projects and resources to ensure that the organisation is fit for purpose, is able to continue to achieve its charitable objectives and to provide value to members. 2023 saw the continuation of our new hybrid events model, delivering a full programme of face-to face conferences and events that our members value, alongside a vibrant monthly online programme of virtual events. This change in our service model has enabled many more people to engage actively in UCISA meetings and events with 9,411 registered delegates for events during 2023, our highest attendance figure to date.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2023

Achievements and performance (Continued)

We delivered a very successful Leadership Conference in Liverpool in March 2023 with members remarking on the opportunity this created for them to meet colleagues and suppliers face-to-face. Feedback from the conference was very positive, as UCISA members addressed some of the key issues facing the sector: recruiting and retaining talent, cyber security, sustainability, and digital leadership. A record number of Institutional and Corporate members attended Leadership Conference, with the UCISA team still taking bookings on the opening day from suppliers realising that they had to be part of the conversation.

As this was the second post pandemic conference we conducted a thorough review of our Leadership Conference Event and worked hard throughout 2023 to introduce many incremental changes in response to feedback received publishing details of the changes we were making to our 2024 conference as a result.

2023 also saw UCISA embark on a five-year delivery plan that will see the ambition of our strategic goal; to **enable** the professional development of individuals and enhance the collective expertise of our community, become a reality. We delivered a pilot Mentoring Scheme during the year with a view to wider rollout throughout our community in 2024. A survey seeking members views on training needs was issued in early February 2023 to inform the allocation of resources to best meet the member needs identified.

In addition, mindful of the considerable financial pressures the education sector is under, Trustees agreed to significantly extend the UCISA Bursary scheme for 2023 offering a plus one scheme allowing every delegate booking a full package at any of our conferences to nominate a colleague who has not previously attended the event, would benefit from it but who might not otherwise be able to attend, to receive a bursary funded place. In addition, we provided a bursary funded place at Leadership Conference for all the shortlisted candidates for the UCISA Rising Star award. We also funded a number of colleagues to speak at relevant (non UCISA) conferences and events such as the EUNIS conference in June.

Our representation work did not diminish during the year, with UCISA supporting institutional members in facing the many and varied challenges that emerged. This work with suppliers, focused on ensuring service levels remained fit for purpose and delivered value for money, challenged practices that adversely impacted our sector at a time of continued financial pressure and ensured that appropriate standards of security were being met and maintained. We are particularly grateful to our committed members who serve on the working groups that support our representation work. Over 50 members were involved in these working groups in 2023, helping to ensure UCISA lives up to its strategic goal of representing members with authority and authenticity.

Our special Interest groups, working parties and collaborations with sector partners also ensured we continued to achieve our mission to **connect** digital professionals, enable them to **share** best practice and so **transform**.

The Trustees would like to record their thanks to all of our Special Interest Groups, their Chairs and committees and to the chairs and members of our various Communities of Practice, working parties and representation groups for their dedication and commitment throughout 2023. Their dedication supported and facilitated the huge increase in outputs that our hybrid events programme brought and provided inspiration, content and thought leadership for the benefit of all.

The Trustees are pleased to report that UCISA maintained full business and service continuity during yet another period of significant change and would like to record their thanks to the UCISA staff team for their hard work and dedication in bringing this about.

Financial performance

Total income for the group for the year was £2,141,798 (2022: £1,801,089). The net movement in funds for the year was £447,372 (2022: £432,899). The free reserves available to UCISA are £2,893,214 as at 31 December 2023. The restricted reserves which are not available for the general purpose of the charity are £587,545.

Universities and Colleges Information Systems Association
Trustees' Annual Report (continued)
for the financial year ended on 31 December 2023

Financial performance (Continued)

The Trustees have determined that the charity should hold free cash reserves sufficient to cover 12 months core operating costs, which would equate to £1,861,858. The reason for this is to provide sufficient working capital to provide a cushion to deal with any reduction in income levels in future years due to sector constraints, together with unexpected emergencies such as long-term staff absences, external environmental influences, pandemic etc. The Trustees expectation is that the balance of reserves over and above this sum (£1,031,356 as at 31st December 2023) will be sufficient for the following strategic purposes:

- Furtherance of the 5 Year strategic plan
- To fund the development of the charity
- To fund a major project if necessary
- Retain or recruit key staff in light of the increasing cost pressures in future years
- Enable the charity to continue to deliver a full suite of services to members during a period of uncertainty created by an unforeseen external influence, such as a pandemic
- To fund, if needed, the budgeted deficit of £103,132

The board reviews ongoing performance against this policy on a regular basis.

The Reserves Policy is stated at the Annual General Meeting (AGM) as part of the discussion of the annual accounts and we continue to maintain sufficient reserves to meet UCISA's strategic ambitions and liabilities.

The Trustees have assessed the risks and current liabilities and regard it as prudent to have held a sum in reserves against the cost of operating the association for a period of approximately 12 months without income to be able to withstand uninsured or uninsurable financial losses associated with the failure of a major conference event. The Trustees regularly review the level of reserves during the period of trading to ensure it is proportionate to the risks and to fund any strategic investments required.

This year has seen further implementation of our strategic plan for 2022 to 2027 building on the transformation activity already achieved. The Board is committed to underpinning the strategic plan by investing significant reserves over the next 4 years. A full business review was conducted in 2022/23 to assess if the tools in place were suitable to support delivery of the current UCISA strategy. As a result of the review, procurement has been completed for a new business system and implementation is underway. Other investments include personnel and services that ensure we can maximise membership value and continue to deliver a rich portfolio of high-quality events and services.

As set out in the investment policy, the investment committee meet biannually and review the status of our investment portfolio with our portfolio managers 'Brewin Dolphin'. The investment committee was happy with the current value of our investment portfolio and will continue to monitor to ensure we are getting best value for our members. We continued to be agile in our delivery of both virtual and face-to-face events.

The Budget proposed for 2024 and the initial draft budget for 2025 continue to ensure that the core operating costs are covered by membership and event income, whilst maintaining sufficient reserves to invest in our strategic ambitions, fund bursaries and development work and mitigate known risks. We recognize the sector is under increased financial pressure with budgetary constraints being faced by many institutions. We are scenario planning around potential impacts for UCISA including a reduction in membership, renewals and attendance at events. The scenario planning focus is to ensure we can continue to provide the high level of value to the sector we currently offer with potentially a reduction in income.

Fundraising

UCISA's funds are generated from membership income and surpluses from charitable activities. The Charity does not raise funds from the public.

Future plans

The objective of UCISA remains: to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2023

Future Plans (Continued)

In last year's report we acknowledged that the increased level of member services that our hybrid events programme and strong representation ethos has delivered had highlighted the fact that our business systems are no longer fit for purpose. In 2023 we therefore embarked on an ambitious investment programme to update our technology environment and mature our digital capability. We made significant progress during the financial year, appointing a project lead, undertaking a significant procurement exercise, completing a thorough Discovery programme, and agreeing an implementation plan to commence in 2024. This step change in maturity of the organisation will support the delivery of UCISA's ambitious 5-year strategic plan by investing in a technology environment that delivers an engaging member experience, with rich data to drive further development of UCISA member services.

The proposed solution will comprise of a broad range of functionality and encompass all functions within a single membership solution, that will really place members at the heart of the organisation. Our Representation work on behalf of the sector has continued to grow exponentially over the past twelve months and this trend is likely to continue. This work is particularly valued by our membership and makes a significant contribution to the sector. We will therefore be investing in resource to support and enable more of this work to be undertaken on behalf of the sector through the appointment to a new role of Head of Representation and Policy in early 2024.

In addition, our success in harnessing the power of our member voice hassled to many more agencies and sector bodies seeking UCISA's involvement to assist their work. To ensure our CEO can continue to operate at the highest strategic levels we will be appointing a Head of Operations to join our management team in 2024.

Our Strategic planning meeting in July 2023 agreed that a Constitutional Review should be undertaken, under the leadership of former UCISA Chair, Adrian Ellison. This Review will be completed during 2024 and the findings presented to our Trustees and Leadership Council at our Strategic Planning meeting over two days in July 2024. This annual event ensures that we monitor progress effectively throughout the lifespan of the Strategic Plan, reviews and evaluates priorities to adapt to any changing needs that emerge, ensures strong alignment of activities and drives strong and effective governance.

Harnessing the collective strength of our membership voice, we will continue to provide the IT and digital practitioners in the UK Education sector with the tools to be leaders in digital transformation and IT developments, an example being the planned relaunch of our Inf sec Course for members in April 2024, following a complete redesign.

In this way we believe that UCISA will continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research.

Trustees' responsibilities statement

The trustees (who are also directors of the Universities and Colleges Information Systems Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Universities and Colleges Information Systems Association

**Trustees' Annual Report (continued)
for the financial year ended on 31 December 2023**

Trustees' responsibilities statement (Continued)

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 auditor is 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 auditor is 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.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Signature and declaration

I declare, in my capacity of charity trustee, that:

the trustees have approved the above report; and have

authorised me to sign it on their behalf.



.....
Sarah Cockrill -Treasurer

08/05/2024

Signed on behalf of the trustees on

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Opinion

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and 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 group's and parent charitable company's affairs as at 31 December 2023, and of the group's 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 group and parent charitable company 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 group and parent charitable company'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 other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Opinions 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, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 group's and parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of
Universities and Colleges Information Systems Association

Auditor's responsibilities for the audit of the financial statements (Continued)

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with directors/trustees and other management, and from our commercial knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including legislation such as the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 1.13 were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions; and

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;

**Universities and Colleges Information Systems Association
Independent Auditor's Report to the Members of**

Universities and Colleges Information Systems Association

Auditor's responsibilities for the audit of the financial statements (Continued)

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katherine Wilkes (Senior Statutory Auditor)

Date 9/5/24

For and on behalf of
Critchleys Audit LLP
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

Universities and Colleges Information Systems Association

Consolidated Statement of Financial Activities (including income and expenditure account) for the year ended 31 December 2023

	Notes	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Income from:							
Charitable Activities							
Events, exhibitions and sponsorship	2,13	1,242,722	-	1,242,722	1,013,876	-	1,013,876
Other trading activities							
Membership Subscriptions		882,110	-	882,110	765,862	-	765,862
Investments	3	64,368	-	64,368	21,351	-	21,351
Other		2,598	-	2,598	-	-	-
Total income		<u>2,191,798</u>	<u>-</u>	<u>2,191,798</u>	<u>1,801,089</u>	<u>-</u>	<u>1,801,089</u>
Expenditure on:							
Raising funds							
Cost of raising income	5	866,033	18,807	884,840	596,851	18,919	615,770
Charitable activities							
Events, exhibitions and sponsorship	2	877,869	-	877,869	731,889	-	731,889
Projects and surveys	6	11,117	-	11,117	9,920	-	9,920
Publicity and awards	7	25,426	13,680	39,106	(3,069)	13,680	10,611
Total expenditure	4	<u>1,780,445</u>	<u>32,487</u>	<u>1,812,932</u>	<u>1,335,591</u>	<u>32,599</u>	<u>1,368,190</u>
Net income before net gains on investments		411,353	(32,487)	378,866	465,498	(32,599)	432,899
Gains on investments	13	<u>68,506</u>	<u>-</u>	<u>68,506</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds	18	479,859	(32,487)	447,372	465,498	(32,599)	432,899
Reconciliation of funds:							
Total funds brought forward		<u>2,429,108</u>	<u>620,032</u>	<u>3,049,140</u>	<u>1,963,610</u>	<u>652,631</u>	<u>2,616,241</u>
Total funds carried forward		<u>2,908,967</u>	<u>587,545</u>	<u>3,496,512</u>	<u>2,429,108</u>	<u>620,032</u>	<u>3,049,140</u>

All income and expenditure derive from continuing activities. The consolidated Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 15 to 27 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

Consolidated and Charity Balance Sheets as at 31 December 2023

	Notes	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Fixed Assets					
Tangible fixed assets	11	15,753	15,753	14,390	14,390
Intangible fixed assets	12	-	-	18,000	18,000
Investments	13	2,157,763	2,157,863	-	-
		<u>2,173,516</u>	<u>2,173,616</u>	<u>32,390</u>	<u>32,390</u>
Current Assets					
Investments	13	-	-	2,082,209	2,082,309
Debtors	15	567,525	873,830	336,387	587,748
Cash at bank and in hand		<u>2,121,649</u>	<u>1,246,317</u>	<u>1,640,140</u>	<u>972,103</u>
Total Current Assets		2,689,174	2,120,147	4,058,736	3,642,160
Creditors: Amounts falling due within one year	16	<u>(1,366,178)</u>	<u>(1,154,905)</u>	<u>(1,041,986)</u>	<u>(900,249)</u>
Net Current Assets		1,322,996	965,242	3,016,750	2,741,911
Net Assets	19	<u>3,496,512</u>	<u>3,138,858</u>	<u>3,049,140</u>	<u>2,774,301</u>
Funds:					
Unrestricted funds		2,908,967	2,551,313	2,429,108	2,154,269
Restricted funds		<u>587,545</u>	<u>587,545</u>	<u>620,032</u>	<u>620,032</u>
Total funds	18	<u>3,496,512</u>	<u>3,138,858</u>	<u>3,049,140</u>	<u>2,774,301</u>

The notes on pages 15 to 27 form an integral part of these financial statements

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 08/05/2024 and signed on their behalf by:



Sarah Cockrill
Treasurer

Company number: 09349804
Charity number: 1161218

Universities and Colleges Information Systems Association

**Consolidated Statement of Cash Flows
For the Year Ended 31st December 2023**

	Note	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Net cash flow from operating activities	20	433,670	172,402	232,687	344,522
Cash flow from investing activities					
Purchase of tangible fixed assets		(9,481)	(14,587)	(9,481)	(14,587)
Investment income received		64,368	21,351	58,056	20,768
Purchase of fixed asset investments		(2,098,394)	-	(2,098,394)	-
Disposal of fixed asset investments		25,000	-	25,000	-
Net cash flow from investing activities		(2,018,507)	6,764	(2,024,819)	6,181
Net (decrease)/increase in cash and cash equivalents		(1,584,837)	179,166	(1,792,132)	350,703
Cash and cash equivalents at 1st January		3,722,349	3,543,183	3,054,312	2,703,609
Cash and cash equivalents at 31st December		2,137,512	3,722,349	1,262,180	3,054,312
Cash and cash equivalents consist of:					
Cash at bank and in hand		2,121,649	1,640,140	1,246,317	972,103
Cash held as part of investment portfolio		15,863	-	15,863	-
Short term deposits		-	2,082,209	-	2,082,209
Cash and cash equivalents at 31st December		2,137,512	3,722,349	1,262,180	3,054,312

The notes on pages 15 to 27 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2023

1. Accounting policies

1.1 Basis of preparation

The charity meets the definition of a public benefit entity under FRS 102.

The charity's legal form is a charitable company limited by guarantee and is incorporated in England and Wales. Its registered office is C/O Critchleys LLP Beaver House, 23-38 Hythe Bridge Street, Oxford, Oxfordshire, England, OX1 2EP.

The financial statements have been prepared in accordance with:

- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – Charities SORP (FRS 102);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Charities Act 2011; and
- The Companies Act 2006;

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The presentation currency used is British Pounds Sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Basis of consolidation

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking UCISA Services Limited. The results of the subsidiary are consolidated on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by Companies Act 2006, s.408.

1.3 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be measured reliably and it is probable that the income will be received.

Membership subscriptions, excluding VAT, are included in the SOFA in the year to which they relate.

Income from charges made for organising conferences, seminars and workshops represents the value of services provided during the year, excluding VAT.

Interest on funds held on deposit is included when receivable.

1.4 Expenditure

All expenditure is accounted for on an accruals basis, and is allocated to charitable expenditure, publicity expenses, awards, support costs and governance costs as follows:

- a Costs wholly incurred on activities falling within each category are charged directly to the category.
- b Estimates.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2023

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure, and which is quantifiable.

1.5 Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Computer equipment	33.33% straight line
Office equipment	33.33 % straight line

1.6 Intangible assets

Intangible assets are amortised on a straight line basis over their useful lives. The useful lives of intangible assets are as follows:

Intangible Type	Useful life	Reason
Computer Software	8 years	Assessment of period of use concluded asset useable through to the end of 2023.

1.7 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

1.8 Creditors

Creditors 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 are normally recognised at their settlement amount.

1.9 Investments

Investments are stated in the balance sheet at fair value at the balance sheet date. The SOFA includes the net gains and losses on revaluations and disposals throughout the year.

1.10 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.11 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

1.12 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

1.13 Judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised where the revision effects only that period, or in the period of revision and future periods where the revision affects both the current and future periods.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2023

The main judgements and estimates are:

- Deferred Income
Comprised of subscription renewals for the following year or subscription renewals for part way through the current year and the following year.
- Depreciation and impairment (see note 1.5)
- Investment valuation (see note 1.9)
- Accruals (see note 1.8)

2 Income from charitable activities:

	2023 £	2022 £
Conferences	1,138,422	960,126
Sponsorships	104,300	47,250
Salary recharge	-	6,500
	<u>1,242,722</u>	<u>1,013,876</u>

All income is unrestricted.

3. Investment income

	2023 £	2022 £
Bank interest receivable	18,002	21,351
Interest on investments	28,457	-
Dividends received	17,909	-
	<u>64,368</u>	<u>21,351</u>

All income from investments is unrestricted.

4. Analysis of Expenditure

	Note	Direct Costs £	Support Costs £	2023 Total £	2022 Total £
Events, exhibitions and sponsorship	2	877,869	-	877,869	731,889
Projects and surveys	6	11,117	-	11,117	9,920
Publicity and awards	7	39,106	-	39,106	10,611
Costs of raising voluntary income	5	366,051	518,789	884,840	615,770
		<u>1,294,143</u>	<u>518,789</u>	<u>1,812,932</u>	<u>1,368,190</u>

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2023**

	Note	Direct Costs £	Support Costs £	2022 Total £	2021 Total £
Events, exhibitions and sponsorship	2	731,889	-	731,889	154,084
Projects and surveys	6	9,920	-	9,920	21,871
Publicity and awards	7	10,611	-	10,611	13,680
Costs of raising voluntary income	5	193,078	422,692	615,770	564,845
		<u>945,498</u>	<u>422,692</u>	<u>1,368,190</u>	<u>754,480</u>

5. Costs of raising voluntary income

	Direct costs £	Support costs £	2023 £	Direct costs £	Support costs £	2022 £
Administration	-	39,107	39,107	-	61,617	61,617
Bank charges	-	12,864	12,864	-	7,646	7,646
IT costs	49,695	124,240	173,935	20,947	104,536	125,483
Meeting expenses	12,458	-	12,458	11,481	-	11,481
Public liability insurance	5,649	-	5,649	4,182	-	4,182
Amortisation and depreciation	18,000	8,118	26,118	18,000	3,451	21,451
Mentoring	-	47	47	-	31	31
Governance costs (see note 8)	-	82,011	82,011	-	54,222	54,222
Salaries	515,521	138,590	654,111	339,271	156,451	495,722
Recruitment fees	-	1,886	1,886	-	1,545	1,545
Infrastructure	-	27,381	27,381	-	33,193	33,193
Legal and professional fees	-	84,545	84,545	-	-	-
Less recharged to event costs (USL)	(235,272)	-	(235,272)	(200,803)	-	(200,803)
	<u>366,051</u>	<u>518,789</u>	<u>884,840</u>	<u>193,078</u>	<u>422,692</u>	<u>615,770</u>

Total restricted expenditure included in the above is £18,807 (2022: £18,919)

6. Projects and surveys

	2023 £	2022 £
TEL Survey	7,917	3,250
CISG Annual Survey	3,200	1,500
Survey software	-	5,170
	<u>11,117</u>	<u>9,920</u>

Total restricted expenditure included in the above is £nil (2022: £nil).

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2023**

7. Publicity and awards

	2023	2022
	£	£
UCISA bursaries	25,426	(3,069)
London Legacy Fund	13,680	13,680
	<u>39,106</u>	<u>10,611</u>

Total restricted expenditure included in the above is £13,680 (2022: £13,680)

8. Governance costs

	2023	2022
	£	£
Salary costs	34,427	15,454
Administration	2,058	2,445
Auditor fees: Audit	9,250	10,265
Other work	2,610	11,245
Meeting expenses	1,520	604
Legal and professional fees	32,146	14,209
	<u>82,011</u>	<u>54,222</u>

9. Staff costs

	2023	2022
	£	£
Wages and salaries	574,789	437,570
Social security costs	42,921	46,724
Other pension costs	35,897	25,600
Temporary staff	-	1,282
	<u>653,607</u>	<u>511,176</u>

During the year, there was an average of 13 (2022: 9) persons employed by UCISA. None are employed by the subsidiary company.

1 person received total employee benefits (excluding employer pension costs) between £60,001 and £70,000 (2022: one person), and 1 person received total employee benefits (excluding employer pension costs) between £130,001 and £140,000 in the year (2022: one person).

The key management personnel are the trustees and the executive team. The total employee benefits, including employer's NI and pension, paid to key management personnel was £343,598 (2022: £160,950).

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2023**

10. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2022: £nil). Travelling expenses in connection with conferences, workshops, training and administration amounting to £2,774 (2022: £54) were reimbursed to certain committee members during the year.

UCISA bursaries of £1,350 were paid to 3 trustees in the year.

11. Tangible fixed assets

The group and charity	Office Equipment £	Computer Equipment £	Total £
Cost as at 1 January 2023	1,119	18,861	19,980
Additions	2,295	7,186	9,481
Cost as at 31 December 2023	<u>3,414</u>	<u>26,047</u>	<u>29,461</u>
Depreciation as at 1 January 2023	710	4,880	5,590
Charge for the year	<u>936</u>	<u>7,182</u>	<u>8,118</u>
Accumulated depreciation as at 31 December 2023	<u>1,646</u>	<u>12,062</u>	<u>13,708</u>
Net book value at 31 December 2023	<u>1,768</u>	<u>13,985</u>	<u>15,753</u>
Net book value at 31 December 2022	<u>409</u>	<u>13,981</u>	<u>14,390</u>

All of the above assets are used for charitable purposes.

12. Intangible fixed assets

The group and charity	Computer Software £
Cost as at 1 January 2023	<u>360,000</u>
Cost at 31 December 2023	<u>360,000</u>
Amortisation as at 1 January 2023	342,000
Charge for the year	<u>18,000</u>
Accumulated amortization at 31 December 2023	<u>360,000</u>
Net book value at 31 December 2023	<u>-</u>
Net book value at 31 December 2022	18,000

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements
For the year ended 31 December 2023

13. Investments

(a) Group	COIF Deposit Fund	Listed Investments	Cash	Total
	£	£	£	£
Cost or valuation				
At 1 January 2023	2,082,209	-	-	2,082,209
Additions	-	2,098,394	-	2,098,394
Disposal proceeds	-	(25,000)	25,000	-
Cash movements	11,582	-	(9,137)	2,445
Transfer out	(2,093,791)	-	-	(2,093,791)
Revaluation	-	68,506	-	68,506
At 31 December 2023	-	2,141,900	15,863	2,157,763

Charity	Subsidiary Undertaking	COIF Deposit Fund	Listed Investments	Cash	Total
	£	£	£	£	£
Cost or valuation					
At 1 January 2023	100	2,082,209	-	-	2,082,309
Additions	-	-	2,098,394	-	2,098,394
Disposal proceeds	-	-	(25,000)	25,000	-
Cash movements	-	11,582	-	(9,137)	(2,445)
Transfer out	-	(2,093,791)	-	-	(2,093,791)
Revaluation	-	-	68,506	-	68,506
At 31 December 2023	100	-	2,141,900	15,863	2,157,863

(b) Analysis of Investments	2023	2022
	£	£
Equities	1,332,775	-
Fixed interest securities	504,884	-
Other securities	304,241	-
Cash	15,863	2,082,209
Total group	2,157,763	2,082,209
Equity investment in subsidiary (note 14)	100	100
Total charity	2,157,863	2,082,309

The historical cost of the listed investments was £2,088,059 (2022: £2,088,059). In the 2022 accounts the COIF Deposit Fund was included as a current asset investment. It is included above to show the movements to closure in the year.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements For the year ended 31 December 2023

14. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of UCISA Services Limited (company 08818902, registered in England and Wales). Its registered office is C/O Critchleys LLP, Beaver House, 23-38 Hythe Bridge Street, Oxford OX1 2EP, and it has an issued share capital of £100.

UCISA Services Limited supports the activity of the charity in servicing the needs of the charity's membership within the Further and Higher Education sectors. Activities are consolidated on a line by line basis in the Statement of Financial Activities. Available profits are distributed under Gift Aid to the parent charity.

Deborah Green, CEO, and Matthew Flower and Sarah Cockrill, trustees, are also directors of UCISA Services Limited.

A summary of the results of the subsidiary is shown below:

	2023 £	2022 £
Turnover	1,242,722	1,013,876
Cost of sales	(877,868)	(731,887)
Operating surplus	364,854	281,989
Administrative and overhead costs	(16,333)	(10,554)
Operating surplus on ordinary activities	348,521	271,435
Interest receivable and similar income	6,312	583
Total comprehensive income	354,833	272,018
Retained earnings		
Total retained earnings brought forward	274,840	62,987
Total comprehensive income	354,833	272,018
Distribution under Gift Aid to parent charity	(272,019)	(60,165)
Total retained earnings carried forward	357,654	274,840
Balance sheet		
Assets	1,294,871	797,206
Liabilities	(937,117)	(522,266)
Net assets	357,754	274,940
Represented by:		
Capital	100	100
Reserves	357,654	274,840
	357,754	274,940

Amounts owed to/from the parent undertaking are shown in note 15.

Included in cost of sales above are salary recharges of £235,272 (2022: £200,803) from the parent entity.

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2023**

15. Debtors

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Due within one year:				
Trade debtors	448,968	246,315	227,949	192,488
Prepayments and accrued income	118,557	24,108	108,438	17,993
Amounts due from group undertaking	-	499,907	-	377,267
Loan to group undertaking	-	103,500	-	-
	<u>567,525</u>	<u>873,830</u>	<u>336,387</u>	<u>587,748</u>

16. Creditors: amounts falling due within one year

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Trade creditors	56,535	55,872	45,004	11,128
Accruals	85,493	82,243	60,107	55,607
Deferred income	1,054,050	724,253	810,091	703,488
Other creditors	854	854	247	226
Other taxes and social security	21,023	21,023	19,667	19,667
VAT	148,223	270,660	106,870	110,133
	<u>1,366,178</u>	<u>1,154,905</u>	<u>1,041,986</u>	<u>900,249</u>

17. Deferred income

Deferred income comprises membership subscriptions and event income relating to the following financial year and onwards.

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2023	810,091	703,488
Amount released to income in the year	(810,091)	(703,488)
Amount deferred in year	<u>1,054,050</u>	<u>724,253</u>
Balance carried forward as at 31 December 2023	<u>1,054,050</u>	<u>724,253</u>

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements
For the year ended 31 December 2023

18. Movement of funds

	At 1 January 2023	Income & Gains	Expenditure & Losses	Transfers	At 31 December 2023
	£	£	£	£	£
Restricted Funds:					
London Legacy Fund	620,032	-	(32,487)	-	587,545
Total restricted funds	<u>620,032</u>	<u>-</u>	<u>(32,487)</u>	<u>-</u>	<u>587,545</u>
Unrestricted funds:					
Unrestricted funds	2,429,108	2,260,304	(1,780,445)	-	2,908,967
Total unrestricted funds	<u>2,429,108</u>	<u>2,260,304</u>	<u>(1,780,445)</u>	<u>-</u>	<u>2,908,967</u>
Total funds	<u>3,049,140</u>	<u>2,260,304</u>	<u>(1,812,932)</u>	<u>-</u>	<u>3,496,512</u>

Prior year funds movements

	At 1 January 2022	Income & Gains	Expenditure & Losses	Transfers	At 31 December 2022
	£	£	£	£	£
Restricted Funds:					
London Legacy Fund	652,631	-	(32,599)	-	620,032
Total restricted funds	<u>652,631</u>	<u>-</u>	<u>(32,599)</u>	<u>-</u>	<u>620,032</u>
Unrestricted funds:					
Unrestricted funds	1,963,610	1,801,089	(1,335,591)	-	2,429,108
Total unrestricted funds	<u>1,963,610</u>	<u>1,801,089</u>	<u>(1,335,591)</u>	<u>-</u>	<u>2,429,108</u>
Total funds	<u>2,616,241</u>	<u>1,801,089</u>	<u>(1,368,190)</u>	<u>-</u>	<u>3,049,140</u>

The purpose of the London Legacy Fund (restricted funds) is to promote the efficiency and effectiveness of the information technology services used by further and higher education institutions in London and the South East of England.

Universities and Colleges Information Systems Association

**Notes to the Consolidated Financial Statements
For the year ended 31 December 2023**

19. Analysis of net assets between funds

	Restricted Funds	Unrestricted Funds	Total 2023
	£	£	£
Tangible fixed assets	-	15,753	15,753
Fixed asset investments	-	2,157,763	2,157,763
Current assets	587,545	2,101,629	2,689,174
Current liabilities	-	(1,366,178)	(1,366,178)
	<u>587,545</u>	<u>2,908,967</u>	<u>3,496,512</u>

	Restricted Funds	Unrestricted Funds	Total 2022
	£	£	£
Tangible fixed assets	-	14,390	14,390
Intangible fixed assets	-	18,000	18,000
Current assets	620,032	3,438,704	4,058,736
Current liabilities	-	(1,041,986)	(1,041,986)
	<u>620,032</u>	<u>2,429,108</u>	<u>3,049,140</u>

20. Reconciliation of net income to net cash flow from operation activities

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Net income for year	447,372	432,899	364,556	221,046
Investment income receivable	(64,368)	(21,351)	(58,056)	(20,768)
Amortisation and depreciation	26,118	21,451	26,118	21,451
(Increase)/decrease in debtors	(231,138)	(47,126)	(286,082)	48,309
Increase/(decrease) in creditors	324,192	(213,471)	254,657	74,484
Revaluation gain	(68,506)	-	(68,506)	-
Net cash flow from operating activities	<u>433,670</u>	<u>172,402</u>	<u>232,687</u>	<u>344,522</u>

21. Contingent Liability

As at the year end, the charity had reported an error in previous VAT returns to HMRC. It has not yet been determined whether a penalty will be issued, however based on an assessment by an external consultant, the charity believes it is unlikely. Therefore, no provision has been included within the accounts in respect of this item, which is estimated to have a maximum value of £11,375 (2022: £nil).

22. Related parties

During the year the Charity undertook the following transactions:

- a. Prior to his resignation as a director of UCISA Services Limited in April 2022 £nil (2022: £4,438) was spent on consulting from Roecliffe Marketing Ltd, a company of which Simon Bracewell, a non-executive director of UCISA Services Limited, is a director.

Universities and Colleges Information Systems Association

Notes to the Consolidated Financial Statements

For the year ended 31 December 2023

- b. The Charity entered into a collaboration agreement for the free exchange of services with HEFESTIS Ltd in August 2021. Subsequently the CEO of UCISA, Deborah Green, was appointed to the board of HEFESTIS Ltd. This agreement was still in place throughout 2023.

The wholly owned trading subsidiary UCISA Services Limited is incorporated in the United Kingdom and pays all of its profits to the charity by Gift Aid. The charity owns the entire share capital of 100 shares of £1 each.

UNIVERSITIES AND COLLEGES INFORMATION SYSTEMS ASSOCIATION

England & Wales - Charity number 1161218

Accounts

Registered Charity Number: 1161218
Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts
for the year ended
31 December 2022



Wenn Townsend
Chartered Accountants
Oxford

Universities and Colleges Information Systems Association

Association information

Chair: Adrian Ellison

Treasurer: Sarah Cockrill

Vice Chair: Emma Woodcock

Secretary: Matthew Flower

CEO: Deborah Green

Registered Charity Number: 1161218

Registered Office: 30 St Giles
Oxford
OX1 3LE

Auditor: Wenn Townsend
Chartered Accountants
Oxford

Business Address: Lumen House
Library Avenue
Harwell Oxford
Didcot
Oxon
OX11 0SG

Bankers: Barclays Bank plc

Universities and Colleges Information Systems Association

Contents

	Page
Trustees' Annual Report	1 – 6
Auditors Report	7 – 8
Statement of Financial Activities	9
Balance Sheet	10
Statement of Cash Flows	11
Notes to the Financial Statements	12 – 22

Universities and Colleges Information Systems Association

Trustees' Annual Report for the financial year ended on 31 December 2022

Introduction

This document is the annual report of the trustees of the Universities and Colleges Information Systems Association, otherwise known as UCISA. Trustees were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2022 Annual General Meeting took place virtually on Thursday 16th June via Microsoft Teams.

Trustees

The following trustees were elected at the 2022 Annual General Meeting:

Mr. Adrian Ellison, Chair*
Ms. Emma Woodcock, Deputy Chair*
Ms. Sarah Cockrill, Treasurer*
Mr. Matthew Flower, Secretary**
Mr. Vipin Ahlawat, Elected Trustee**
Ms. Nathalie Czechowski, Elected Trustee

* Denotes that the office holder was already a trustee having been elected at a previous AGM

** Denotes that the person elected was already a co-opted trustee

The following remained as trustees, their term of office not having expired:

Mr. James Smith, Elected Trustee

The following were co-opted as trustees on 16 June 2022:

Ms. Karen Bates
Mr. James Crooks
Mr. Nicholas Gilbert
Mr. Mark Johnston

During the financial year, Dr. Paul Harness resigned as a trustee, having retired from employment with a member institution. Mr. Darren Tysoe and Mr. Gareth McAleese also stepped down as trustees at the 2022 AGM. The Trustees would like to record their thanks to all three for their contribution to UCISA.

Mr. Dean Phillips stepped down as Treasurer and trustee and Mr. Paul Butler stepped down as Secretary and trustee at the 2022 AGM, their respective terms of office having expired. The Trustees would like to record their thanks to both of them, noting in particular their dedication and skill in steering UCISA through a challenging period of sustained and substantial change.

Structure, governance and management

UCISA is a membership organisation which exists to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in UK universities and colleges. UCISA is a Registered Charity (Charity number 1161218) and a company limited by guarantee (Company number 09349804) having previously operated as a Charitable Trust (Charity number 277747). The Charitable Trust became dormant in December 2015 having transferred its assets and liabilities to the new Charity and Company, i.e. the current UCISA also referred to as CCLG (Charitable Company Limited by Guarantee). Finally, the Charitable Trust was dissolved in July 2017. UCISA operates under the terms laid out in the Articles of Association which are available from the Companies House website (<https://beta.companieshouse.gov.uk/company/09349804/filing-history>).

UCISA has four categories of membership:

- Full members – universities, colleges and other educational institutions;
- Affiliate members – any organisation that is a separate legal entity (or part of one) to its host institution, other educational, not for profit organisations;
- Corporate members – commercial organisations;
- Individual members – available to those who have worked in the sector and who wish to retain a connection with UCISA and its membership and is at the sole discretion of the Board of Trustees. Individual membership is not available to employees of organisations that might otherwise be UCISA Corporate members.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2022

Structure, governance and management (continued)

Under the terms of the Articles of Association of the CCLG, each Full member institution is entitled to a single vote at General Meetings. Affiliate, Corporate and Individual members may attend and speak at General Meetings but shall not have the right to vote. Trustees are elected at the Annual General Meeting of the Association; under the terms of the Articles of Association.

UCISA is comprised of two entities, a Charitable Company Limited by Guarantee, UCISA, and its wholly owned trading subsidiary, UCISA Services Limited. UCISA was granted charitable status on 9 April 2016. Since 2018 governance is carried out by the UCISA Board of Trustees, which has responsibility for strategic development, and corporate and financial compliance, and the Leadership Council which is the focal point for membership engagement and management of the delivery of resources and publications.

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years, except in exceptional circumstances where such extension is authorised by a majority of 75% of Members attending and entitled to vote at an AGM. This allows the Association to plan succession for the officer positions, although the Articles allow for any representative of a full member institution to stand for a position of office at an Annual General Meeting.

The Association is committed to offering training to its trustees. All Trustees receive a copy of *The Essential Trustee* and commit to reading it. All trustees have undertaken Health and Safety Training as part a review of all Health and Safety Policies conducted this financial year. Further training for all trustees will take place after the 2022 AGM.

UCISA's work is largely carried out by volunteers from the universities and colleges sector. This work is supported by the UCISA Office team.

Objectives and activities for the public benefit

The objective of UCISA is to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in United Kingdom universities and colleges.

UCISA was proud to launch **Building on Success - Strategic Plan 2022 to 2027** in January 2022 setting out our clear ambition for the next five years, building on the solid foundations laid through delivery of the previous strategy.

UCISA's mission, to **Connect, Share and Transform** remains unchanged. We have however set three new goals for the next five years:

- To **represent** the digital community in the Education Sector with authenticity and authority.
- To **harness** the power of our collective voice by expanding the breadth and depth of engagement with UCISA.
- To **enable** the professional development of individuals and enhance the collective expertise of our community.

Each of our special interest groups have forward plans to support delivery against these goals.

These aims have been fulfilled in the accounting period as follows:

- Delivery of a comprehensive programme of 68 on-line conferences, webinars, peer-to peer continuing professional development sessions, and round table events covering a broad range of topics to address strategic challenges facing the education sector. All events reflect our Mission to **Connect** our members, **Share** best practice and **Transform** our communities of practice, enabling efficiencies and effectiveness for the greater good of the sector.
- Delivery of six face-to-face conferences across the year.
- Creation of a bank of webinar recordings to allow members to access development training at a time and pace to suit their individual circumstances.
- Representation work with suppliers to the sector, including the formation of working parties and representative groups to facilitate and further this work.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2022

Objectives and activities for the public benefit (continued)

- Supporting Special Interest Groups (SIGs) and Communities of Practice to reflect the breadth of activity and specialisms within IT in HE and FE. During the financial year a new Sustainability Special Interest Group was formed to promote and facilitate best practice for member institutions looking to reduce the carbon footprint of their IT function. In addition, our Immigration Administration Working Party became a full Community of Practice during the year, to act as a forum for institutions, the UK Government, and systems vendors to agree solutions to automate and streamline the administration of immigration in universities and colleges.
- Providing thought leadership activity through Directors' Cut briefings, Study Tours, CIO panels and open members' meetings to discuss key current issues arising.
- Horizon scanning by identifying and stimulating debate on emerging UK and Global trends.
- The provision of Toolkits, Guides, Templates and Resources for members to build understanding and drive efficiencies.
- Conducting a regular programme of surveys, allowing our members to benchmark themselves against their peers and against national trends and facilitating ad hoc survey activity to meet membership needs identified in year.
- Facilitating peer to peer and institution to institution collaboration for our members.
- Maintaining strong relationships and collaborations with equivalent overseas organisations.
- Maintaining strong relationships and collaborations with equivalent UK organisations representing Libraries, Estates, Finance, HR, Learning and Teaching, functions in HE and FE.
- Collaborating with and supporting the work of sector bodies and agencies such as Jisc, HESA, UUK, UCAS, Advance HE, contributing to Programme Boards, Advisory Boards, working parties, responses to government and consultations.
- Providing survey data and sector information to inform and support policy making.
- Drafting responses to government papers and consultations on behalf of the IT community in our sector.
- Commenting on legislative change (both contemplated and implemented) and educating members to ensure understanding and promote & support compliance.

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Achievements and performance

UCISA continues to be a thriving organisation. Having delivered the changes and ambitions set out in its Strategic plan 2018-2022, we were pleased to build on that success with the launch of our new five-year strategy in January 2022.

The status of a Charitable Company Limited by Guarantee has given UCISA the ability to identify and purchase resources on behalf of its membership. As outlined above, the trustees have sought to invest in projects to deliver quality collateral to its membership and activities that meet members needs in a challenging and ever-changing sector environment.

The Trustees continue to invest in projects and resources to ensure that the organisation is fit for purpose, is able to continue to achieve its charitable objectives and to provide value to members.

2022 heralded the introduction of our new hybrid events model, delivering the full programme of face-to face conferences and events that our members value, alongside a vibrant monthly online programme of virtual events.

We delivered our first face-to-face Leadership Conference in three years in March 2022, with many remarking on how wonderful it was to be back meeting colleagues and suppliers face-to-face again. Feedback from the conference was very positive, as UCISA members addressed some of the key issues facing the sector: recruiting and retaining talent, cyber security, sustainability, and digital leadership in a post-pandemic world.

A record number of Institutional and Corporate members attended Leadership Conference, with the UCISA team still taking bookings on the opening day from suppliers realising that they had to be part of the conversation.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2022

Achievements and performance (continued)

2022 also saw us returning to delivery of our full regular series of conferences whilst continuing to deliver 68 virtual events during the year reaching over 7,500 registered delegates, showcasing inspirational thinking, best practice and championing new ways to deliver in an everchanging landscape.

Our representation work did not diminish during the year with UCISA supporting institutional members in facing the many and varied challenges that emerged. This work with suppliers, focused on ensuring service levels remained fit for purpose and delivered value for money, challenged practices that adversely impacted our sector at a time of continued financial pressure and ensured that appropriate standards of security were being met and maintained.

Our Special Interest Groups, working parties and collaborations with sector partners ensured we continued to achieve our mission to **connect** digital professionals, enable them to **share** best practice and so **transform**.

The Trustees would like to record their thanks to all of our Special Interest Groups, their Chairs and committees and to the chairs and members of our various Communities of Practice, working parties and representation groups for their dedication and commitment throughout 2022, supporting and facilitating the huge increase in outputs that our new hybrid events programme brought with creativity, agility and dedication.

The Trustees are pleased to report that UCISA maintained full business and service continuity during yet another period of significant change and would like to record their thanks to the UCISA staff team for their hard work and dedication in bringing this about.

Financial performance

The free reserves available to UCISA are £2,396,718 as at 31 December 2022.

The Reserves Policy is stated at the Annual General Meeting (AGM) as part of the discussion of the annual accounts and we continue to maintain sufficient reserves to meet UCISA's strategic ambitions and liabilities.

The Trustees have assessed the risks and current liabilities and regard it as prudent to have held a sum in reserves against the cost of operating the association for a period of approximately 12 months without income to be able to withstand uninsured or uninsurable financial losses associated with the failure of a major conference event. The Trustees regularly review the level of reserves during the period of trading to ensure it is proportionate to the risks and to fund any strategic investments required.

This year has seen further implementation of our strategic plan for 2022 to 2027 building on the transformation activity already achieved. The Board is committed to underpinning the strategic plan by investing significant reserves over the next 4 years. A full business review was conducted in 2022/23 to assess if the tools in place were suitable to support delivery of the current UCISA strategy. As a result of this review commitment was made to invest in new systems and procurement of solutions will begin in Q2 2023, with implementation into early 2024. Other investments include personnel and services that ensure we can maximise membership value and continue to deliver a rich portfolio of high-quality events and services.

The membership renewal process for 2023 included a banding review for all members. Annual planned reviews will be based on current HESA information and adjusted, if necessary, ahead of the renewals for the future year. 86% of members had instructed UCISA to invoice 2023 subscriptions at December 2022, well ahead of the January 14th deadline.

The investment policy was reviewed in 2022 and a thorough consultation process was undertaken. Brewin Dolphin were appointed to manage the portfolio in late 2022, with funds being invested in early 2023.

A review of banking facilities will be undertaken in Q2 2023 to ensure that the levels of service on offer are competitive, efficient and to further streamline the payment process ahead of the business system implementation.

We continued to be agile in our delivery of both virtual and face-to-face events. Balanced budgets proposed for 2023 and 2024 continue to ensure that the core operating costs are covered by membership and event income, whilst maintaining sufficient reserves to invest in our strategic ambitions and mitigate known risks.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2022

Fundraising

UCISA's funds are generated from membership income and surpluses from charitable activities. The Charity does not raise funds from the public.

Future plans

The objective of UCISA remains: to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

The increased level of member services that our hybrid events programme and strong representation ethos has delivered in 2022 has highlighted the fact that our business systems are no longer fit for purpose. UCISA now seeks to move into the next phase of our development and 2023 will see an ambitious investment programme begin, updating our technology environment and maturing our digital capability. This step change in maturity of the organisation will support the delivery of UCISA's ambitious five-year strategic plan by investing in a technology environment that delivers an engaging member experience, with rich data to drive further development of UCISA member services. The proposed solution will comprise of a broad range of functionality and encompass all functions from a single membership solution, that will really place members at the heart of the organisation.

With the appointment of Dr. Elaine Swift as our Continuing Development Manager in December 2022, UCISA has also embarked on a five-year delivery plan that will see the ambition of our strategic goal; to enable the professional development of individuals and enhance the collective expertise of our community, become a reality. We plan to deliver a pilot Mentoring Scheme during the year with a view to wider rollout throughout our community. A survey seeking members views on training needs was issued in early February 2023 to inform the allocation of resources to best meet the member needs identified.

In addition, mindful of the considerable financial pressures the education sector is under, Trustees have agreed to significantly extend the UCISA Bursary scheme for 2023 offering a plus one scheme allowing every delegate booking a full package at any of our conferences to nominate a colleague who has not previously attended the event, would benefit from it but who might not otherwise be able to attend, to receive a bursary funded place. In addition we will be providing a bursary funded place at Leadership Conference for all the shortlisted candidates for the UCISA Rising Star award. Finally we will be funding a number of colleagues to speak at relevant (non UCISA) conferences and events such as the EUNIS conference in June.

Our Representation work on behalf of the sector has grown exponentially over the past twelve months and this trend is likely to continue. This work is particularly valued by our membership and makes a significant contribution to the sector. We therefore envisage that investing in resource to support and enable more of this work to be undertaken on behalf of the sector may be necessary in the near future.

We will host a Strategic Planning Day in July bringing Trustees and members of Leadership Council together to assess the progress made towards achieving the goals of the strategic plan in the first eighteen months and to ensure we have set the right priorities for the year and to set the priorities for 2024. This annual event will ensure that we monitor progress effectively throughout the lifespan of the strategy, can review and evaluate priorities to adapt to any changing needs that emerge, ensure strong alignment of activities and drive strong and effective governance.

Harnessing the collective strength of our membership voice, we will provide the IT and digital practitioners in the UK Education sector with the tools to be leaders in digital transformation and IT developments.

In this way we believe that UCISA will continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2022

Trustees' responsibilities statement

The trustees (who are also directors of the Universities and Colleges Information Systems Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 auditor is 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 auditor is 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.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Signature and declaration

I declare, in my capacity of charity trustee, that:

- the trustees have approved the above report; and
- have authorised me to sign it on their behalf.



..... Sarah Cockrill – Treasurer

Signed on behalf of the trustees on 4th May..... 2023

Universities and Colleges Information Systems Association

Independent Auditor's Report to the Members of Universities and Colleges Information Systems Association

Opinion

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the group statement of financial activities, the group and parent charity balance sheets, the group cash flow statement and the related notes, 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 group's and parent charitable company's affairs as at 31 December 2022, and of the group's 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 and the Charities Act 2011.

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 group and parent charitable company 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 group and parent charitable company'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 other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions 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 directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

Universities and Colleges Information Systems Association

Independent Auditor's Report to the Members of Universities and Colleges Information Systems Association (continued)

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 group's and parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Anthony Haines BSc FCA (Senior Statutory Auditor)
For and on behalf of Wenn Townsend, Chartered Accountants, Statutory Auditor
Oxford

4th May 2023

Universities and Colleges Information Systems Association

**Consolidated Statement of Financial Activities (including income and expenditure account)
for the year ended 31 December 2022**

	Notes	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Income:							
Other trading activities							
Membership subscriptions		765,862	-	765,862	717,162	-	717,162
Charitable activities							
Events exhibitions and sponsorship	2	1,013,876	-	1,013,876	219,830	-	219,830
Charitable fundraising		-	-	-	-	-	-
Investments		21,351	-	21,351	349	-	349
Other		-	-	-	712	-	712
Total income		<u>1,801,089</u>	<u>-</u>	<u>1,801,089</u>	<u>938,053</u>	<u>-</u>	<u>938,053</u>
Expenditure:							
Raising funds							
Cost of raising income	3	596,851	18,919	615,770	564,845	-	564,845
Charitable activities							
Events, exhibition and sponsorship	2	731,889	-	731,889	154,084	-	154,084
Projects and surveys	4	9,920	-	9,920	21,871	-	21,871
Publicity and awards	5	(3,069)	13,680	10,611	-	13,680	13,680
Charitable donations		-	-	-	-	-	-
		<u>1,335,591</u>	<u>32,599</u>	<u>1,368,190</u>	<u>740,800</u>	<u>13,680</u>	<u>754,480</u>
Corporation Tax (due on subsidiary company)		-	-	-	-	-	-
Total expenditure		<u>1,335,591</u>	<u>32,599</u>	<u>1,368,190</u>	<u>740,800</u>	<u>13,680</u>	<u>754,480</u>
Net movement in funds	15	465,498	(32,599)	432,899	197,253	(13,680)	183,573
Reconciliation of funds:							
Total funds brought forward		1,963,610	652,631	2,616,241	1,766,357	666,311	2,432,668
Total funds carried forward		<u>2,429,108</u>	<u>620,032</u>	<u>3,049,140</u>	<u>1,963,610</u>	<u>652,631</u>	<u>2,616,241</u>

All income and expenditure derive from continuing activities.

The consolidated Statement of Financial Activities includes all gains and losses recognised during the year.

The charity's own results are summarised in Note 19.

The notes on pages 12 to 22 form an integral part of these financial statements

Universities and Colleges Information Systems Association

Consolidated Balance Sheet as at 31 December 2022

	Notes	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Fixed Assets					
Tangible Fixed Assets	9	14,390	14,390	3,254	3,254
Intangible Fixed Assets	10	18,000	18,000	36,000	36,000
		<u>32,390</u>	<u>32,390</u>	<u>39,254</u>	<u>39,254</u>
Current Assets					
Investments	11	2,082,209	2,082,309	2,062,090	2,062,190
Debtors	12	336,387	587,748	289,261	636,057
Cash at bank and in hand		1,640,140	972,103	1,481,093	641,419
		<u>4,058,736</u>	<u>3,642,160</u>	<u>3,832,444</u>	<u>3,339,666</u>
Total Current Assets					
Creditors: amounts falling due within one year	13	(1,041,986)	(900,249)	(1,255,457)	(825,665)
		<u>3,016,750</u>	<u>2,741,911</u>	<u>2,576,987</u>	<u>2,514,001</u>
Net Current Assets					
Net Assets		<u>3,049,140</u>	<u>2,774,301</u>	<u>2,616,241</u>	<u>2,553,255</u>
Funds:					
Unrestricted funds		2,154,269	2,154,269	1,900,624	1,900,624
Restricted funds		620,032	620,032	652,631	652,631
Non-charitable trading funds		274,839	-	62,986	-
		<u>3,049,140</u>	<u>2,774,301</u>	<u>2,616,241</u>	<u>2,553,255</u>
Total Funds	15				

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These accounts were approved and authorised by the Board on 4th May 2023.



Sarah Cockrill
Treasurer

The notes on pages 12 to 22 form an integral part of these financial statements

Universities and Colleges Information Systems Association

**Consolidated Statement of Cash Flows
for the year ended 31st December 2022**

	Note	2022 £	2021 £
Net cash flow from operating activities	17	<u>172,402</u>	<u>587,694</u>
Cash flow from investing activities			
Purchase of tangible fixed assets		(14,587)	(2,167)
Interest received		<u>21,351</u>	<u>349</u>
Net cash flow from investing activities		<u>6,764</u>	<u>(1,818)</u>
Net increase in cash and cash equivalents		179,166	585,876
Cash and cash equivalents at 1st January		<u>3,543,183</u>	<u>2,957,307</u>
Cash and cash equivalents at 31st December		<u><u>3,722,349</u></u>	<u><u>3,543,183</u></u>
Cash and cash equivalents consist of:			
Cash at bank and in hand		1,640,140	1,481,093
Short term deposits		<u>2,082,209</u>	<u>2,062,090</u>
Cash and cash equivalents at 31st December		<u><u>3,722,349</u></u>	<u><u>3,543,183</u></u>

The notes on pages 12 to 22 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

1. Accounting policies

1.1 Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with:

- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019;
- The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- The Charities Act 2011;
- The Companies Act 2006; and
- UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity. The figures in these financial statements have been rounded to the nearest pound sterling.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be measured reliably and it is probable that the income will be received.

Membership subscriptions, excluding VAT, are included in the SOFA in the year to which they relate.

Income from charges made for organising conferences, seminars and workshops represents the value of services provided during the year, excluding VAT.

Interest on funds held on deposit is included when receivable.

1.3 Expenditure

All expenditure is accounted for on an accruals basis, and is allocated to charitable expenditure, publicity expenses, awards, support costs and governance costs as follows:

- a Costs wholly incurred on activities falling within each category are charged directly to the category.
- b Costs involving more than one category are apportioned in accordance with reasonable estimates.

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure, and which is quantifiable.

1.4 Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Computer Equipment	33.33% straight line
Office Equipment	33.33% straight line

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

1. Accounting policies (continued)

1.5 Intangible assets

Intangible assets are amortised on a straight line basis over their useful lives. The useful lives of intangible assets are as follows:

Intangible type	Useful life	Reason
Computer software	8 years	Assessment of period of use concluded asset is usable through to the end of 2023.

1.6 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

1.7 Creditors

Creditors 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 are normally recognised at their settlement amount.

1.8 Investments

Investments are stated in the balance sheet at fair value at the balance sheet date. The SOFA includes the net gains and losses on revaluations and disposals throughout the year.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

1.11 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

2. Income and expenditure resources from charitable activities:

Events, exhibition and sponsorship

	Income	Expenditure	Surplus/ (Deficit) 2022	2021
	£	£	£	£
UCISA Annual Conference	597,957	310,227	287,730	-
UCISA Annual Conference repurposed	5,000	-	5,000	-
Leadership Programmes	41,250	-	41,250	125,830
Publications	-	-	-	-
Sponsorship – Face to Face Supper	6,000	-	6,000	-
Supplier Showcases	-	-	-	18,750
Corporate Information Systems Group	163,167	113,075	50,092	25,250
Digital Capabilities Group	(700)	-	(700)	1,750
Support Services Group	64,467	48,071	16,396	4,000
Managers' Forum	-	-	-	-
Digital Infrastructure Group	111,165	41,118	70,047	30,500
Security Group	-	-	-	3,000
London Group/LMN	6,500	225	6,275	1,000
Women in Technology	19,070	9,505	9,565	-
HiJack Event Platform	-	4,625	(4,625)	(10,799)
Events general expenditure	-	4,240	(4,240)	-
Management Charge from UCISA	-	200,803	(200,803)	(133,535)
Net movement in funds	1,013,876	731,889	281,987	65,746

Total restricted income and expenditure included in the above is £nil (2021: £nil).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

3. Costs of raising voluntary income

	2022 £	2021 £
Administration	61,617	42,441
Bank charges	7,646	3,315
IT costs	125,483	107,067
Meeting expenses	11,481	17,563
Public liability insurance	4,182	3,936
Amortisation and depreciation	21,451	19,496
Mentoring	31	50
Governance costs (see note 6)	54,222	39,296
Salaries	495,722	440,366
Recruitment fees	1,545	540
Infrastructure	33,193	24,310
Less recharged to event costs (USL)	(200,803)	(133,535)
	<u>615,770</u>	<u>564,845</u>

Total restricted expenditure included in the above is £18,919 (2021: £nil).

4. Projects and surveys

	2022 £	2021 £
LEO info security training	-	210
Digital skills survey	-	2,000
TEL survey	3,250	8,799
CISG Annual Survey	1,500	4,900
Survey Software	5,170	5,962
	<u>9,920</u>	<u>21,871</u>

Total restricted expenditure included in the above is £nil (2021: £nil).

5. Publicity and awards

	2022 £	2021 £
UCISA bursaries	(3,069)	-
LMN grants	13,680	13,680
	<u>10,611</u>	<u>13,680</u>

Total restricted expenditure included in the above is £13,680 (2021: £13,680).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

6. Governance costs

	2022 £	2021 £
Salary costs	15,454	15,575
Administration	2,445	2,129
Auditor fees: Audit	10,265	11,470
Other work	11,245	6,505
Meeting expenses	604	925
Legal and professional fees	14,209	2,692
	<u>54,222</u>	<u>39,296</u>

7. Staff costs

	2022 £	2021 £
Wages and salaries	437,570	385,568
Social security costs	46,724	39,540
Pensions	25,600	19,929
Redundancy	-	-
Temporary staff	1,282	10,904
	<u>511,176</u>	<u>455,941</u>

During the year, there was an average of nine (2021: eight) persons employed by UCISA.

Number of employees who received total employee benefits (excluding employer pensions costs) of more than £60,000 is as follows:

2022	2021
£ 60,001 - £ 70,000	1
£120,001 - £130,000	-
£130,001 - £140,000	1
	<u>1</u>

The total amount of employee benefits received by key management personnel is £160,950 (2021: £152,084).

8. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2021: £nil). Travelling expenses in connection with conferences, workshops and administration amounting to £54 (2021: £107) were reimbursed to certain committee members during the year.

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2022**

.....continued

9. Tangible fixed assets

	Office equipment £	Computer equipment £	Total £
Cost as at 1 January 2022	1,119	4,274	5,393
Additions	-	14,587	14,587
Cost at 31 December 2022	<u>1,119</u>	<u>18,861</u>	<u>19,980</u>
Depreciation as at 1 January 2022	337	1,802	2,139
Charge for the year	373	3,078	3,451
Accumulated depreciation at 31 December 2022	<u>710</u>	<u>4,880</u>	<u>5,590</u>
Net book value at 31 December 2022	<u>409</u>	<u>13,981</u>	<u>14,390</u>
Net book value at 31 December 2021	<u>782</u>	<u>2,472</u>	<u>3,254</u>

10. Intangible fixed assets

	Computer software £
Cost as at 1 January 2022	360,000
Cost at 31 December 2022	<u>360,000</u>
Amortisation as at 1 January 2022	324,000
Charge for the year	18,000
Accumulated amortisation at 31 December 2022	<u>342,000</u>
Net book value at 31 December 2022	<u>18,000</u>
Net book value at 31 December 2021	<u>36,000</u>

11. Investments

	COIF Deposit Fund £
Valuation	
Market value at 1 January 2022	2,062,090
Interest credited during period	20,119
Transfers out	-
Transfers in	-
Market value at 31 December 2022	<u>2,082,209</u>
Total - Group	<u>2,082,209</u>
Investment in subsidiary company: UCISA Services Limited	<u>100</u>
Total - Charity	<u>2,082,309</u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2022**

.....continued

12. Debtors

	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Due within one year:				
Trade debtors	227,949	192,488	162,925	136,206
Prepayments	108,438	17,993	126,336	18,804
VAT	-	-	-	-
Inter-company balance	-	377,267	-	481,047
	<u>336,387</u>	<u>587,748</u>	<u>289,261</u>	<u>636,057</u>

13. Creditors: amounts falling due within one year

	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Trade creditors	45,004	11,128	40,469	40,469
Accruals	60,107	55,607	51,346	47,321
Deferred income	810,091	703,488	1,032,802	619,990
Other creditors	247	226	907	907
Social security and other taxes	19,667	19,667	15,605	15,605
VAT	106,870	110,133	114,328	101,373
	<u>1,041,986</u>	<u>900,249</u>	<u>1,255,457</u>	<u>825,665</u>

14. Deferred income

Deferred income comprises membership subscriptions and event income relating to the following financial year and onwards.

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2022	1,032,802	619,990
Amount released to incoming resources	(1,026,552)	(619,990)
Amount deferred in year	803,841	703,488
	<u>810,091</u>	<u>703,488</u>
Balance carried forward as at 31 December 2022	<u>810,091</u>	<u>703,488</u>

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

15. Analysis of funds

	As at 1 January 2022 £	Movements in year £	As at 31 December 2022 £
Unrestricted funds	1,900,624	253,645	2,154,269
Restricted funds	652,631	(32,599)	620,032
Non-charitable trading funds	62,986	211,853	274,839
	<u>2,616,241</u>	<u>432,899</u>	<u>3,049,140</u>
	As at 1 January 2021 £	Movements in year £	As at 31 December 2021 £
Unrestricted funds	1,750,552	150,072	1,900,624
Restricted funds	666,311	(13,680)	652,631
Non-charitable trading funds	15,805	47,181	62,986
	<u>2,432,668</u>	<u>183,573</u>	<u>2,616,241</u>

The non-charitable trading funds represent the results of the trading subsidiary company. See note 18 for details.

Restricted funds represent funds received under a grant agreement with London Metropolitan Network Limited less expenditure applied under the terms of the agreement.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

16. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total 2022 £
Tangible fixed assets	-	14,390	14,390
Intangible fixed assets	-	18,000	18,000
Current assets	620,032	3,438,704	4,058,736
Current liabilities	-	(1,041,986)	(1,041,986)
	<u>620,032</u>	<u>2,429,108</u>	<u>3,049,140</u>
	Restricted funds £	Unrestricted funds £	Total 2021 £
Tangible fixed assets	-	3,254	3,254
Intangible fixed assets	-	36,000	36,000
Current assets	652,631	3,179,813	3,832,444
Current liabilities	-	(1,255,457)	(1,255,457)
	<u>652,631</u>	<u>1,963,610</u>	<u>2,616,241</u>

17. Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net income/(expenditure) for year	432,899	183,573
Interest receivable	(21,351)	(349)
Amortisation and depreciation	21,451	19,497
Decrease/(increase) in debtors	(47,126)	91,140
Decrease in creditors	(213,471)	293,833
Net cash flow from operating activities	<u>172,402</u>	<u>587,694</u>

18. Related parties

During the year the Charity undertook the following transactions:

- Prior to his resignation as a director of UCISA Services Limited in April 2022, £4,438 (2021: £4,400) was spent on consulting from Roecliffe Marketing Ltd, a company of which Simon Bracewell is a director. Creditors include an amount of £nil (2021: £4,400) payable to Roecliffe Marketing Ltd at the end of the period.
- The Charity entered into a collaboration agreement for the free exchange of services with HEFESTIS Ltd in August 2021. Subsequently the CEO of UCISA, Deborah Green, was appointed to the board of HEFESTIS Ltd. This agreement was still in place throughout 2022.

The wholly owned trading subsidiary UCISA Services Limited is incorporated in the United Kingdom and pays all of its profits to the charity by Gift Aid. The charity owns the entire share capital of 100 shares of £1 each.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2022

.....continued

18. Related parties (continued)

For the period ended 31 December 2022 the subsidiary company showed the following results:

	2022 £	2021 £
Turnover	1,013,876	219,830
Cost of sales	(731,887)	(154,083)
Gross profit	281,989	65,747
Administrative and overhead costs	(10,554)	(5,646)
Interest receivable	583	64
Profit for the financial year	272,018	60,165
Distribution to the charity	(60,165)	(12,985)
Profit retained	211,853	47,180

The balance sheet of the subsidiary as at 31 December 2022 was:

	2022 £	2021 £
Current assets:		
Debtors	35,461	26,719
Prepayments	90,445	107,531
Cash at bank	668,037	839,674
Other debtors	3,263	-
Current liabilities:		
Creditors	(33,875)	-
Accruals and deferred income	(111,103)	(416,836)
Other creditors	(21)	(12,955)
Owed to UCISA	(377,267)	(481,047)
Net current assets	274,940	63,086
Non-current liabilities		
Accruals and deferred income	-	-
Total net assets	274,940	63,086
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	274,840	62,986
	274,940	63,086

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2022**

.....continued

19. Charity statement of financial activities

The charity's own results are summarised below:

	2022 £	2021 £
Income and endowments from:		
Other trading activities		
Membership subscriptions	765,862	717,162
Charitable activities		
Events, exhibitions and sponsorship	60,165	13,697
Investments	20,768	286
Total income and endowments	846,795	731,145
Total expenditure	(625,749)	(594,753)
Net movement in funds	221,046	136,392

UNIVERSITIES AND COLLEGES INFORMATION SYSTEMS ASSOCIATION

England & Wales - Charity number 1161218

Accounts

Registered Charity Number: 1161218
Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts
for the year ended
31 December 2021

Wenn Townsend
Chartered Accountants
Oxford



Universities and Colleges Information Systems Association

Association information

Chair:	Adrian Ellison
Treasurer:	Dean Phillips
Vice Chair:	Paul Harness
Secretary:	Paul Butler
CEO:	Deborah Green
Registered Charity Number:	1161218
Registered Office:	30 St Giles Oxford OX1 3LE
Auditor:	Wenn Townsend Chartered Accountants Oxford
Business Address:	Lumen House Library Avenue Harwell Oxford Didcot Oxon OX11 0SG
Bankers:	Barclays Bank plc

Universities and Colleges Information Systems Association

Contents

	Page
Trustees' Annual Report	1 – 6
Auditors Report	7 – 8
Statement of Financial Activities	9
Balance Sheet	10
Statement of Cash Flows	11
Notes to the Financial Statements	12 – 22

Universities and Colleges Information Systems Association

Trustees' Annual Report for the financial year ended on 31 December 2021

Introduction

This document is the annual report of the trustees of the Universities and Colleges Information Systems Association, otherwise known as UCISA. The Trustees for 2021 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2021 Annual General Meeting took place virtually on Thursday 10th June via Microsoft Teams.

Trustees

The following trustees were elected at the 2021 Annual General Meeting:

Mr Adrian Ellison, Chair*
Mr Paul Harness, Deputy Chair*
Ms Emma Woodcock, Elected Trustee
Mr James Smith, Elected Trustee

*Denotes that the office holder was already a trustee having been elected at a previous AGM

** Denotes that the person elected was already a co-opted trustee

The following remained as trustees, their term of office not having expired:

Mr Dean Phillips, Treasurer*
Mr Paul Butler, Secretary*
Ms Sarah Cockerill, Elected Trustee

The following were co-opted as trustees on 10 June 2021:

Mr Darren Tysoe
Mr Vipin Alawhat
Mr Mathew Flower
Mr Gareth McAleese

During the Financial Year, Ms. Claire Priestly resigned as a Trustee as she ceased employment with a member institution. Mr Arthur Clune also stepped down as a trustee at the 2021 AGM. The Trustees would like to record their thanks to both for their contribution to UCISA.

Mr Drew Cook stepped down as Chairman and Trustee at the 2021 AGM, his term of office having expired. The Trustees would like to record their thanks to him noting in particular his skill in steering UCISA through a challenging period of sustained and substantial change.

Structure, governance and management

UCISA is a membership organisation which exists to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in UK universities and colleges. UCISA is a Registered Charity (Charity number 1161218) and a company limited by guarantee (Company number 09349804) having previously operated as a Charitable Trust (Charity number 277747). The Charitable Trust became dormant in December 2015 having transferred its assets and liabilities to the new Charity and Company, i.e. the current UCISA also referred to as CCLG (Charitable Company Limited by Guarantee). Finally, the Charitable Trust was dissolved in July 2017. UCISA operates under the terms laid out in the Articles of Association which are available from the Companies House website (<https://beta.companieshouse.gov.uk/company/09349804/filing-history>).

UCISA has four categories of membership:

- Full members – universities, colleges and other educational institutions;
- Affiliate members – any organisation that is a separate legal entity (or part of one) to its host institution, other educational, not for profit organisations;
- Corporate members – commercial organisations;
- Individual members – available to those who have worked in the sector and who wish to retain a connection with UCISA and its membership and is at the sole discretion of the Board of Trustees. Individual membership is not available to employees of organisations that might otherwise be UCISA Corporate members.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2021

Structure, governance and management (continued)

Under the terms of the Articles of Association of the CCLG, each Full member institution is entitled to a single vote at General Meetings. Affiliate, Corporate and Individual members may attend and speak at General Meetings but shall not have the right to vote. Trustees are elected at the Annual General Meeting of the Association; under the terms of the Articles of Association.

UCISA is comprised of two entities, a Charitable Company Limited by Guarantee, UCISA, and its wholly owned trading subsidiary, UCISA Services Limited. UCISA was granted charitable status on 9 April 2016. Since 2018 governance is carried out by the UCISA Board of Trustees, which has responsibility for strategic development, and corporate and financial compliance, and the Leadership Council which is the focal point for membership engagement and management of the delivery of resources and publications.

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years, except in exceptional circumstances where such extension is authorised by a majority of 75% of Members attending and entitled to vote at an AGM. This allows the Association to plan succession for the officer positions, although the Articles allow for any representative of a full member institution to stand for a position of office at an Annual General Meeting.

The Association is committed to offering training to its trustees. All Trustees receive a copy of *The Essential Trustee* and commit to reading it. Several trustees have attended the *What every trustee should know* course and one Trustee has previously completed the Institute of Directors diploma. All trustees have undertaken Health and Safety Training as part a review of all Health and Safety Policies conducted this financial year. Further training for all trustees will take place after the 2022 AGM.

UCISA's work is largely carried out by volunteers from the universities and colleges sector. This work is supported by the UCISA Office team.

Objectives and activities for the public benefit

The objective of UCISA is to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in United Kingdom universities and colleges.

The UCISA five- year Strategic Plan 2018-2022, set to respond to feedback received following a formal survey of membership to assess UCISA's value to its membership, rests on four key pillars:

- To be the expert voice in the use of digital technologies in education
- To grow membership and engagement
- To offer further membership benefits
- To optimise the organisation to support effective strategy delivery

These aims have been fulfilled in the accounting period as follows:

- Delivery of a comprehensive programme of 72 on-line conferences, webinars, peer-to peer continuing professional development sessions, and round table events covering a broad range of topics to address strategic challenges facing the education sector. All events reflect our aim to **Connect** our members, **Share** best practice and **Transform** our communities of practice, enabling efficiencies and effectiveness for the greater good of the sector.
- Creation of a bank of webinar recordings to allow members to access development training at a time and pace to suit their individual circumstances.
- Representation work with suppliers to the sector, including the formation of working parties and representative groups to facilitate and further this work.
- Supporting Special Interest Groups (SIGs) and Communities of Practice to reflect the breadth of activity and specialisms within IT in HE and FE. During the financial year a new Security SIG was formed to promote and facilitate best practice at a time of increased cyber threat and two new Cops were formed to support out User Experience (UX) community and those interested in implementing the Business Technology Standard.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2021

Objectives and activities for the public benefit (continued)

- Thought leadership activity through Directors' Cut briefings, Study Tours, CIO panels and the instigation of open members' meetings to discuss key current issues arising.
- Horizon scanning by identifying and stimulating debate on emerging UK and Global trends.
- The provision of Toolkits, Guides, Templates and Resources for members to build understanding and drive efficiencies.
- Conducting a regular programme of surveys, allowing our members to benchmark themselves against their peers and against national trends and facilitating ad hoc survey activity to meet membership needs identified in year.
- Facilitating peer to peer and institution to institution collaboration for our members.
- Maintaining strong relationships and collaborations with equivalent overseas organisations. In the financial year Memoranda of Understanding were signed with Our counterpart organisations in Australia and New Zealand (CAUDIT) and Europe (EUNIS)
- Maintaining strong relationships and collaborations with equivalent UK organisations representing Libraries, Estates, Finance, HR, Learning and Teaching, functions in HE and FE.
- Collaborating with and supporting the work of sector bodies and agencies such as Jisc, HESA, UUK, UCAS, Advance HE; contributing to Programme Boards, Advisory Boards, working parties, responses to government and consultations.
- Providing survey data and sector information to inform and support policy making.
- Drafting responses to government papers and consultations on behalf of the IT community in our sector
- Commenting on Legislative change (both contemplated and implemented) and educating members to ensure understanding and promote & support compliance.

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Achievements and performance

UCISA continues to be a thriving organisation and has delivered the changes and ambitions set out in its five-year Strategic plan 2018-2022.

The status of a Charitable Company Limited by Guarantee has given UCISA the ability to identify and purchase resources on behalf of its membership. As outlined above, the trustees have sought to invest in projects to deliver quality collateral to its membership and activities that meet members needs in a challenging and ever-changing sector environment.

The Trustees continue to invest in projects and resources to ensure that the organisation is fit for purpose, is able to continue to achieve its charitable objectives and to provide value to members.

Our decision to move fully on-line until March 2022 was a catalyst for our ambitious programme of events, which saw us deliver 72 events in the financial year reaching over 7,500 registered delegates, showcasing inspirational thinking, best practice and championing new ways to deliver in an everchanging landscape.

Our representation work increased exponentially as the year progressed as UCISA continued to support institutional members in facing the many and varied challenges that emerged. Our work with suppliers this year focussed on ensuring service levels remained fit for purpose and delivered value for money, challenged practices that adversely impacted our sector at a time of huge financial pressure and ensured that appropriate standards of security were being met and maintained.

Our special Interest groups, working parties and collaborations with sector partners enabled our members to continue to network despite periods of lockdown and mandatory working from home, ensuring we continued to achieve our mission to connect digital professionals, enable them to share best practice and so transform.

The Trustees would like to record their thanks to all of our Special Interest Groups, their Chairs and committees and to the chairs and members of our various working parties and representation groups for their dedication and commitment throughout 2020 and 2021, navigating a difficult pandemic period with creativity, agility and dedication and ensuring that we continued to offer our full range of annual conferences, events and representative activity wholly on-line.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2021

Achievements and performance (continued)

The Trustees are pleased to report that UCISA maintained full business and service continuity during this period of significant change and would like to record their thanks to the UCISA staff team for their hard work and dedication in bringing this about.

Financial performance

The free reserves available to UCISA are £1,900,624 as at 31 December 2021.

The Reserves Policy is stated at the Annual General Meeting (AGM) as part of the discussion of the annual accounts and we continue to maintain sufficient reserves to meet UCISA's strategic ambitions and liabilities.

This year has seen development and implementation of our strategic plan for 2022 to 2027 building on the transformation activity already achieved. The Board is committed to underpinning the strategic plan by investing significant reserves over the next 5 years. The investments will include infrastructure, personnel and services that ensure we are able to maximise membership value and continue to deliver a rich portfolio of high-quality events. Financial reporting has again been further enhanced to ensure the Board is able to make informed decisions and react to any changing environmental factors.

The membership renewal process has been further refined for 2022, delivering significant cash reserves at year end because of early payments into the year. Debtors also higher at year end as the deadline for subscription renewals was set firmly as January 14th 2021, with invoices being raised earlier as a result.

At the AGM the Board presented a balanced budget for 2021 that was approved. We continued to be agile in our delivery of events due to Covid-19 and secured increased sponsorship income to take account of delivering only virtual events. All contractual obligations for planned in person events continued to be negotiated to zero cost. Balanced budgets proposed for 2022 and 2023 continue to ensure that the core operating costs are covered by membership and event income, whilst maintaining sufficient reserves to invest in our strategic ambitions and mitigate known risks. In 2022 we will fully move to a 'hybrid' model of events that will test fully our financial projections.

The Trustees have assessed the risks and current liabilities and regard it as prudent to have held a sum in reserves against the cost of operating the association for a period of approximately 12 months without income and to be able to withstand uninsured or uninsurable financial losses associated with the failure of a major conference event. The Trustees continue to review the level of reserves, the period of trading that is appropriate to ensure it is proportionate to the risks and strategic investments required.

Fundraising

UCISA's funds are generated from membership income and surpluses from charitable activities. The Charity does not raise funds from the public.

Future plans

The objective of UCISA remains: to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

UCISA was proud to launch **Building on Success- Strategic Plan 2022 to 2027** at the beginning of 2022 setting out our clear ambition for the next five years, building on the solid foundations laid through delivery of the previous strategy.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2021

Future plans (continued)

UCISA's mission, to **Connect**, **Share** and **Transform** remains unchanged. We have however set three new goals for the next five years:

- To **represent** the digital community in the Education Sector with authenticity and authority.
- To **harness** the power of our collective voice by expanding the breadth and depth of engagement with UCISA
- To **enable** the professional development of individuals and enhance the collective expertise of our community.

Each of our special interest groups have forward plans to support delivery against these goals.

2022 heralds the introduction of our new hybrid events model, delivering the full programme of face-to face conferences and events that our members value, alongside a vibrant monthly online programme.

Our aim is always to deliver quality events, with impactful content and pursue a policy of finding quality speakers. Our hybrid programme will be no different in this regard.

Our full and vibrant programme of live conferences will continue to be the backbone of our activities, playing a fundamental part in delivery against our strategic plan: **Connecting** our members through their shared interest in the topics they cover and the networking opportunities they afford, **Sharing** best practice and thought leadership to provide the inspiration and insight needed to **Transform** our practices.

We will host a Strategic Planning Day in July bringing Trustees and members of Leadership Council together to assess the progress made towards achieving the goals of the strategic plan in the first six months, to ensure we have set the right priorities for the year and to set the priorities for 2023. This annual event will ensure that we monitor progress effectively throughout the lifespan of the strategy, can review and evaluate priorities to adapt to any changing needs that emerge, ensure strong alignment of activities and drive strong and effective governance.

Harnessing the collective strength of our membership voice, we will provide the IT and digital practitioners in the UK Education sector with the tools to be leaders in digital transformation and IT developments.

In this way we believe that UCISA will continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2021

Trustees' responsibilities statement

The trustees (who are also directors of the Universities and Colleges Information Systems Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 auditor is 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 auditor is aware of that information.

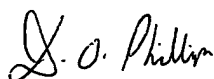
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Signature and declaration

I declare, in my capacity of charity trustee, that:

- the trustees have approved the above report; and
- have authorised me to sign it on their behalf.



..... Dean Phillips – Treasurer

Signed on behalf of the trustees on 21st April 2022

Universities and Colleges Information Systems Association

Independent Auditor's Report to the Members of Universities and Colleges Information Systems Association

Opinion

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the group statement of financial activities, the group and parent charity balance sheets, the group cash flow statement and the related notes, 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 group's and parent charitable company's affairs as at 31 December 2021, and of the group's 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 and the Charities Act 2011.

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 group and parent charitable company 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 group and parent charitable company'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 other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions 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 directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

Universities and Colleges Information Systems Association

Independent Auditor's Report to the Members of Universities and Colleges Information Systems Association (continued)

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 group's and parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Anthony Haines BSc FCA (Senior Statutory Auditor)
For and on behalf of Wenn Townsend, Chartered Accountants, Statutory Auditor
Oxford

21st April 2022

Universities and Colleges Information Systems Association

Consolidated Statement of Financial Activities
(including income and expenditure account)
for the year ended 31 December 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
Income:							
Other trading activities							
Membership subscriptions		717,162	-	717,162	678,744	-	678,744
Charitable activities							
Events exhibitions and sponsorship	2	219,830	-	219,830	248,679	-	248,679
Charitable fundraising		-	-	-	-	-	-
Investments		349	-	349	6,293	-	6,293
Other		712	-	712	-	-	-
Total income		<u>938,053</u>	<u>-</u>	<u>938,053</u>	<u>933,716</u>	<u>-</u>	<u>933,716</u>
Expenditure:							
Raising funds							
Cost of raising income	3	564,845	-	564,845	498,833	-	498,833
Charitable activities							
Events, exhibition and sponsorship	2	154,084	-	154,084	212,925	-	212,925
Projects and surveys	4	21,871	-	21,871	20,352	-	20,352
Publicity and awards	5	-	13,680	13,680	8,666	14,400	23,066
Charitable donations		-	-	-	-	-	-
		<u>740,800</u>	<u>13,680</u>	<u>754,480</u>	<u>740,776</u>	<u>14,400</u>	<u>755,176</u>
Corporation Tax (due on subsidiary company)		-	-	-	-	-	-
Total expenditure		<u>740,800</u>	<u>13,680</u>	<u>754,480</u>	<u>740,776</u>	<u>14,400</u>	<u>755,176</u>
Net movement in funds	15	<u>197,253</u>	<u>(13,680)</u>	<u>183,573</u>	<u>192,940</u>	<u>(14,400)</u>	<u>178,540</u>
Reconciliation of funds:							
Total funds brought forward		1,766,357	666,311	2,432,668	1,573,417	680,711	2,254,128
Total funds carried forward		<u>1,963,610</u>	<u>652,631</u>	<u>2,616,241</u>	<u>1,766,357</u>	<u>666,311</u>	<u>2,432,668</u>

All income and expenditure derive from continuing activities.

The consolidated Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 12 to 22 form an integral part of these financial statements

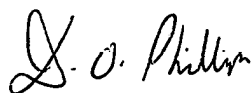
Universities and Colleges Information Systems Association

Consolidated Balance Sheet as at 31 December 2021

	Notes	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Fixed Assets					
Tangible Fixed Assets	9	3,254	3,254	2,584	2,584
Intangible Fixed Assets	10	36,000	36,000	54,000	54,000
		<u>39,254</u>	<u>39,254</u>	<u>56,584</u>	<u>56,584</u>
Current Assets					
Investments	11	2,062,090	2,062,190	2,061,845	2,061,945
Debtors	12	289,261	636,057	380,401	537,537
Cash at bank and in hand		1,481,093	641,419	895,462	365,423
Total Current Assets		<u>3,832,444</u>	<u>3,339,666</u>	<u>3,337,708</u>	<u>2,964,905</u>
Creditors: amounts falling due within one year	13	<u>(1,255,457)</u>	<u>(825,665)</u>	<u>(641,271)</u>	<u>(604,626)</u>
Net Current Assets		<u>2,576,987</u>	<u>2,514,001</u>	<u>2,696,437</u>	<u>2,360,279</u>
Creditors: amounts falling due after more than one year	13	<u>-</u>	<u>-</u>	<u>(320,353)</u>	<u>-</u>
Net assets		<u><u>2,616,241</u></u>	<u><u>2,553,255</u></u>	<u><u>2,432,668</u></u>	<u><u>2,416,863</u></u>
Funds:					
Unrestricted funds		1,900,624	1,900,624	1,750,552	1,750,552
Restricted funds		652,631	652,631	666,311	666,311
Non-charitable trading funds		62,986	-	15,805	-
Total funds	15	<u><u>2,616,241</u></u>	<u><u>2,553,255</u></u>	<u><u>2,432,668</u></u>	<u><u>2,416,863</u></u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These accounts were approved and authorised by the Board on 21st April 2022



Dean Phillips
Treasurer

The notes on pages 12 to 22 form an integral part of these financial statements

Universities and Colleges Information Systems Association

**Consolidated Statement of Cash Flows
for the year ended 31st December 2021**

	Note	2021 £	2020 £
Net cash flow from operating activities	17	<u>587,694</u>	<u>769,189</u>
Cash flow from investing activities			
Purchase of tangible fixed assets		(2,167)	(3,226)
Interest received		<u>349</u>	<u>6,293</u>
Net cash flow from investing activities		<u>(1,818)</u>	<u>3,067</u>
Net increase in cash and cash equivalents		585,876	772,256
Cash and cash equivalents at 1st January		<u>2,957,307</u>	<u>2,185,051</u>
Cash and cash equivalents at 31st December		<u><u>3,543,183</u></u>	<u><u>2,957,307</u></u>
Cash and cash equivalents consist of:			
Cash at bank and in hand		1,481,093	895,462
Short term deposits		<u>2,062,090</u>	<u>2,061,845</u>
Cash and cash equivalents at 31st December		<u><u>3,543,183</u></u>	<u><u>2,957,307</u></u>

The notes on pages 12 to 22 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2021

1. Accounting policies

1.1 Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with:

- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019;
- The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- The Charities Act 2011;
- The Companies Act 2006; and
- UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be measured reliably and it is probable that the income will be received.

Membership subscriptions, excluding VAT, are included in the SOFA in the year to which they relate.

Income from charges made for organising conferences, seminars and workshops represents the value of services provided during the year, excluding VAT.

Interest on funds held on deposit is included when receivable.

1.3 Expenditure

All expenditure is accounted for on an accruals basis, and is allocated to charitable expenditure, publicity expenses, awards, support costs and governance costs as follows:

- a Costs wholly incurred on activities falling within each category are charged directly to the category.
- b Costs involving more than one category are apportioned in accordance with reasonable estimates.

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure, and which is quantifiable.

1.4 Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Computer Equipment	33.33% straight line
Office Equipment	33.33% straight line

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2021

.....continued

1. Accounting policies (continued)

1.5 Intangible assets

Intangible assets are amortised on a straight line basis over their useful lives. The useful lives of intangible assets are as follows:

Intangible type	Useful life	Reason
Computer software	8 years	Assessment of period of use concluded asset is usable through to the end of 2023.

1.6 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

1.7 Creditors

Creditors 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 are normally recognised at their settlement amount.

1.8 Investments

Investments are stated in the balance sheet at fair value at the balance sheet date. The SOFA includes the net gains and losses on revaluations and disposals throughout the year.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

1.11 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2021

.....continued

2. Income and expenditure resources from charitable activities:

Events, exhibition and sponsorship

	Income	Expenditure	Surplus/ (Deficit) 2021	2020
	£	£	£	£
UCISA Annual Conference	-	-	-	-
UCISA Annual Conference repurposed	-	-	-	159,250
Leadership Programmes	125,830	-	125,830	-
Publications	-	-	-	4,333
Supplier Day	-	-	-	3,833
Supplier Showcases	18,750	-	18,750	-
Corporate Information Systems Group	29,000	3,750	25,250	22,143
Digital Capabilities Group	1,750	-	1,750	1,400
Support Services Group	6,500	2,500	4,000	(980)
Managers' Forum	-	-	-	(2,260)
Infrastructure Group	34,000	3,500	30,500	28,000
DEG	-	-	-	(3,893)
Network Group	-	-	-	7,650
Security Group	3,000	-	3,000	-
London Group/LMN	1,000	-	1,000	472
Cultural Challenges Study Tour	-	-	-	4,890
Women in Technology	-	-	-	2,310
HiJack Event Platform	-	10,799	(10,799)	(28,449)
Management Charge from UCISA	-	133,535	(133,535)	(162,945)
Net movement in funds	219,830	154,084	65,746	35,754

Total restricted income and expenditure included in the above is £nil (2020: £nil).

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2021**

.....continued

3. Costs of raising voluntary income

	2021	2020
	£	£
Administration	42,441	50,977
Bank charges	3,315	6,057
IT costs	107,067	85,845
Meeting expenses	17,563	4,550
Public liability insurance	3,936	3,317
Amortisation and depreciation	19,496	18,642
Mentoring	50	-
Governance costs (see note 6)	39,296	40,280
Salaries	440,366	393,804
Recruitment fees	540	3,890
Infrastructure	24,310	36,375
Transition costs	-	18,041
Less recharged to event costs (USL)	(133,535)	(162,945)
	<u>564,845</u>	<u>498,833</u>

Total restricted expenditure included in the above is £nil (2020: £nil).

4. Projects and surveys

	2021	2020
	£	£
LEO info security training	210	2,344
Digital skills survey	2,000	-
TEL survey	8,799	9,000
CISG Annual Survey	4,900	3,200
Survey Software	5,962	5,808
	<u>21,871</u>	<u>20,352</u>

Total restricted expenditure included in the above is £nil (2020: £nil).

5. Publicity and awards

	2021	2020
	£	£
UCISA bursaries	-	-
LMN grants	13,680	14,400
Sponsorship	-	8,666
	<u>13,680</u>	<u>23,066</u>

Total restricted expenditure included in the above is £13,680 (2020: £14,400).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2021

.....continued

6. Governance costs

	2021 £	2020 £
Salary costs	15,575	11,959
Administration	2,129	4,400
Auditor fees: Audit	8,250	8,000
Other work	9,725	11,310
Meeting expenses	925	24
Legal and professional fees	2,692	4,587
	<u>39,296</u>	<u>40,280</u>

7. Staff costs

	2021 £	2020 £
Wages and salaries	385,568	324,989
Social security costs	39,540	33,275
Pensions	19,929	20,399
Redundancy	-	30,984
Temporary staff	10,904	3,616
Reallocated to transition costs	-	(7,500)
	<u>455,941</u>	<u>405,763</u>

During the year, there was an average of eight (2020: seven) persons employed by UCISA.

One person received total employee benefits (excluding employer pension costs) between £120,001 and £130,000 in the year (2020: one person between £110,001 and £120,000).

The total amount of employee benefits received by key management personnel is £152,084 (2020: £143,393).

8. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2020: £nil). Travelling expenses in connection with conferences, workshops and administration amounting to £107 (2020: £nil) were reimbursed to certain committee members during the year.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2021

.....continued

9. Tangible fixed assets

	Office equipment £	Computer equipment £	Total £
Cost as at 1 January 2021	538	2,688	3,226
Additions	581	1,586	2,167
Cost at 31 December 2021	<u>1,119</u>	<u>4,274</u>	<u>5,393</u>
Depreciation as at 1 January 2021	45	597	642
Charge for the year	292	1,205	1,497
Accumulated depreciation at 31 December 2021	<u>337</u>	<u>1,802</u>	<u>2,139</u>
Net book value at 31 December 2021	<u>782</u>	<u>2,472</u>	<u>3,254</u>
Net book value at 31 December 2020	<u>493</u>	<u>2,091</u>	<u>2,584</u>

10. Intangible fixed assets

	Computer software £
Cost as at 1 January 2021	360,000
Cost at 31 December 2021	<u>360,000</u>
Amortisation as at 1 January 2021	306,000
Charge for the year	18,000
Accumulated amortisation at 31 December 2021	<u>324,000</u>
Net book value at 31 December 2021	<u>36,000</u>
Net book value at 31 December 2020	<u>54,000</u>

11. Investments

	COIF Deposit Fund £
Valuation	
Market value at 1 January 2021	2,061,845
Interest credited during period	245
Transfers out	-
Transfers in	-
Market value at 31 December 2021	<u>2,062,090</u>
Total - Group	<u>2,062,090</u>
Investment in subsidiary company: UCISA Services Limited	100
Total - Charity	<u>2,062,190</u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2021**

.....continued

12. Debtors

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Due within one year:				
Trade debtors	162,925	136,206	245,081	231,411
Prepayments	126,336	18,804	135,320	16,991
VAT	-	-	-	-
Inter-company balance	-	481,047	-	289,135
	<u>289,261</u>	<u>636,057</u>	<u>380,401</u>	<u>537,537</u>

13. Creditors: amounts falling due within one year

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Trade creditors	40,469	40,469	53,398	46,090
Accruals	51,346	47,321	38,594	34,694
Deferred income	1,032,802	619,990	455,893	436,894
Other creditors	907	907	436	436
Social security and other taxes	15,605	15,605	9,145	9,145
VAT	114,328	101,373	83,805	77,367
	<u>1,255,457</u>	<u>825,665</u>	<u>641,271</u>	<u>604,626</u>

Creditors: amounts falling due after more than one year

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Deferred income	-	-	320,353	-
	<u>-</u>	<u>-</u>	<u>320,353</u>	<u>-</u>

Deferred income in non-current liabilities relates to income for conferences delayed until 2022.

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2021**

.....continued

14. Deferred income

Deferred income comprises membership subscriptions and event income relating to the following financial year and onwards.

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2021	776,246	436,894
Amount released to incoming resources	(455,894)	(436,894)
Amount deferred in year	712,450	619,990
Balance carried forward as at 31 December 2021	1,032,802	619,990

15. Analysis of funds

	As at 1 January 2021 £	Movements in year £	As at 31 December 2021 £
Unrestricted funds	1,750,552	150,072	1,900,624
Restricted funds	666,311	(13,680)	652,631
Non-charitable trading funds	15,805	47,181	62,986
	2,432,668	183,573	2,616,241

	As at 1 January 2020 £	Movements in year £	As at 31 December 2020 £
Unrestricted funds	1,572,761	177,791	1,750,552
Restricted funds	680,711	(14,400)	666,311
Non-charitable trading funds	656	15,149	15,805
	2,254,128	178,540	2,432,668

The non-charitable trading funds represent the results of the trading subsidiary company. See note 17 for details.

Restricted funds represent funds received under a grant agreement with London Metropolitan Network Limited less expenditure applied under the terms of the agreement.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2021

.....continued

16. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total 2021 £
Tangible fixed assets	-	3,254	3,254
Intangible fixed assets	-	36,000	36,000
Current assets	652,631	3,179,813	3,832,444
Current liabilities	-	(1,255,457)	(1,255,457)
	<u>652,631</u>	<u>1,963,610</u>	<u>2,616,241</u>
	Restricted funds £	Unrestricted funds £	Total 2020 £
Tangible fixed assets	-	2,584	2,584
Intangible fixed assets	-	54,000	54,000
Current assets	666,311	2,671,397	3,337,708
Current liabilities	-	(961,624)	(961,624)
	<u>666,311</u>	<u>1,766,357</u>	<u>2,432,668</u>

17. Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net income/(expenditure) for year	183,573	178,540
Interest receivable	(349)	(6,293)
Amortisation and depreciation	19,497	18,642
Decrease/(increase) in debtors	91,140	(174,110)
Decrease in creditors	293,833	752,410
Net cash flow from operating activities	<u>587,694</u>	<u>769,189</u>

18. Related parties

During the year the Charity undertook the following transactions:

- £4,400 (2020: £nil) was spent on consulting from Roecliffe Marketing Ltd, a company of which Simon Bracewell, a non-executive director of UCISA Services Limited, is a director. Creditors include an amount of £4,400 (2020: £nil) payable to Roecliffe Marketing Ltd at the end of the period.
- The Charity entered into a collaboration agreement for the free exchange of services with HEFESTIS Ltd in August 2021. Subsequently the CEO of UCISA, Deborah Green, was appointed to the board of HEFESTIS Ltd.

The wholly owned trading subsidiary UCISA Services Limited is incorporated in the United Kingdom and pays all of its profits to the charity by Gift Aid. The charity owns the entire share capital of 100 shares of £1 each.

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2021**

.....continued

18. Related parties (continued)

For the period ended 31 December 2021 the subsidiary company showed the following results:

	2021	2020
	£	£
Turnover	219,830	248,679
Cost of sales	(154,083)	(217,674)
Gross profit	<u>65,747</u>	<u>31,005</u>
Administrative and overhead costs	(5,646)	(16,249)
Interest receivable	64	393
Profit for the financial year	<u>60,165</u>	<u>15,149</u>
Distribution to the charity	(12,985)	-
Profit retained	<u><u>47,180</u></u>	<u><u>15,149</u></u>

The balance sheet of the subsidiary as at 31 December 2021 was:

	2021	2020
	£	£
Current assets:		
Debtors	26,719	13,670
Prepayments	107,531	118,329
Cash at bank	839,674	530,039
Other debtors	-	-
Current liabilities:		
Creditors	-	(7,307)
Accruals and deferred income	(416,836)	(22,900)
Other creditors	(12,955)	(6,437)
Owed to UCISA	(481,047)	(289,135)
Net current assets	<u><u>63,086</u></u>	<u><u>336,259</u></u>
Non-current liabilities		
Accruals and deferred income	-	(320,353)
Total net assets	<u><u>63,086</u></u>	<u><u>15,906</u></u>
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	62,986	15,806
	<u><u>63,086</u></u>	<u><u>15,906</u></u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2021**

.....continued

19. Charity statement of financial activities

The charity's own results are summarised below:

	2021 £	2020 £
Income and endowments from:		
Other trading activities		
Membership subscriptions	717,162	678,744
Charitable activities		
Events, exhibitions and sponsorship	13,697	-
Charitable fundraising	-	-
Investments	286	5,901
Grant income	-	-
Total income and endowments	<u>731,145</u>	<u>684,645</u>
Total expenditure	<u>(594,753)</u>	<u>(521,254)</u>
Net movement in funds	<u><u>136,392</u></u>	<u><u>163,391</u></u>

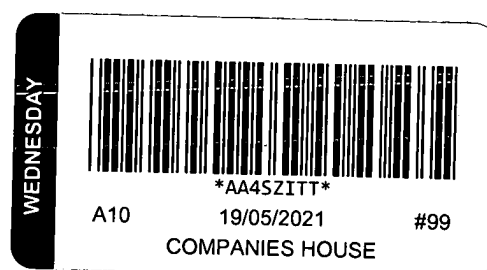
Accounts

Registered Charity Number: 1161218
Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts
for the year ended
31 December 2020

Wenn Townsend
Chartered Accountants
Oxford



Universities and Colleges Information Systems Association

Association information

Chair:	Drew Cook
Treasurer:	Dean Phillips
Vice Chair:	Adrian Ellison
Secretary:	Paul Butler
CEO:	Deborah Green
Registered Charity Number:	1161218
Registered Office:	30 St Giles Oxford OX1 3LE
Auditor:	Wenn Townsend Chartered Accountants Oxford
Business Address:	Lumen House Library Avenue Harwell Oxford Didcot Oxon OX11 0SG
Bankers:	Barclays Bank plc

Universities and Colleges Information Systems Association

Contents

	Page
Trustees' Annual Report	1 – 7
Auditors Report	8 – 9
Statement of Financial Activities	10
Balance Sheet	11
Statement of Cash Flows	12
Notes to the Financial Statements	13 – 23

Universities and Colleges Information Systems Association

Trustees' Annual Report for the financial year ended on 31 December 2020

Introduction

This document is the annual report of the trustees of the Universities and Colleges Information Systems Association, otherwise known as ucisa. The Trustees for 2020 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2020 Annual General Meeting took place virtually on Thursday 11th June via Microsoft Teams.

Trustees

The following trustees were elected at the 2020 Annual General Meeting:

Mr Paul Butler, Secretary*
Mr Dean Phillips, Treasurer*
Ms Sarah Cockerill, Elected Trustee
Dr Paul Harness, Elected Trustee**

*Denotes that the office holder was already a trustee having been elected at a previous AGM

** Denotes that the person elected was already a co-opted trustee

The following remained as trustees, their term of office not having expired:

Mr Drew Cook, Chair*
Mr Adrian Ellison, Vice-Chair*
Ms Claire Priestley, Elected Trustee*

The following were co-opted as trustees on 11th June 2020:

Mr Arthur Clune
Mr Garrod Barker
Mr Darren Tysoe

During the Financial Year, Mr Garrod Barker resigned as a Trustee as he ceased employment with a member institution. The Trustees would like to record their thanks to him for his contribution to ucisa.

Structure, governance and management

ucisa is a membership organisation which exists to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in UK universities and colleges. ucisa is a Registered Charity (Charity number 1161218) and a company limited by guarantee (Company number 09349804) having previously operated as a Charitable Trust (Charity number 277747). The Charitable Trust became dormant in December 2015 having transferred its assets and liabilities to the new Charity and Company, i.e. the current ucisa also referred to as CCLG (Charitable Company Limited by Guarantee). Finally, the Charitable Trust was dissolved in July 2017. ucisa operates under the terms laid out in the Articles of Association which are available from the Companies House website (<https://beta.companieshouse.gov.uk/company/09349804/filing-history>).

ucisa has four categories of membership:

- Full members – universities, colleges and other educational institutions;
- Affiliate members – any organisation that is a separate legal entity (or part of one) to its host institution, other educational, not for profit organisations;
- Corporate members – commercial organisations;
- Individual members – available to those who have worked in the sector and who wish to retain a connection with ucisa and its membership and is at the sole discretion of the Board of Trustees. Individual membership is not available to employees of organisations that might otherwise be ucisa Corporate members.

Under the terms of the Articles of Association of the CCLG, each Full member institution is entitled to a single vote at General Meetings. Affiliate, Corporate and Individual members may attend and speak at General Meetings but shall not have the right to vote. Trustees are elected at the Annual General Meeting of the Association; under the terms of the Articles of Association.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2020

Structure, governance and management (continued)

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years, except in exceptional circumstances where such extension is authorised by a majority of 75% of Members attending and entitled to vote at an AGM. This allows the Association to plan succession for the officer positions, although the Articles allow for any representative of a full member institution to stand for a position of office at an Annual General Meeting. The Association is committed to offering training to its trustees. All Trustees receive a copy of *The Essential Trustee* and commit to reading it. Several trustees have attended the *What every trustee should know* course and one Trustee has previously completed the Institute of Directors diploma. Training for all trustees will take place after the 2021 AGM.

ucisa's work is largely carried out by volunteers from the universities and colleges sector. This work is supported by the ucisa Office team.

ucisa is comprised of two entities, a Charitable Company Limited by Guarantee, ucisa, and its wholly owned trading subsidiary, ucisa Services Limited. ucisa was granted charitable status on 9 April 2016. Since 2018 governance is carried out by the ucisa Board of Trustees, which has responsibility for strategic development, and corporate and financial compliance, and the Leadership Council which is the focal point for membership engagement and management of the delivery of resources and publications.

A Chief Executive Officer was appointed in May 2019 with a mandate to deliver transformational change, optimising the organisation to support effective delivery of the Five year strategy. During 2019 central administration of ucisa, which had previously been provided by the University of Oxford, was brought fully under the control of ucisa including TUPE of associated staff, and relocation of the ucisa office to Lumen House, Harwell.

In early 2020 a full review of risk was conducted and a new Risk Management Strategy approved and implemented.

During the Financial year two long-standing members of staff, Laura Beard (Accounts Officer) and Anna Mathews (Policy and Projects Manager) left our employment and the Trustees would like to record their thanks to them for their service to ucisa.

Following a national lockdown due to the Covid-19 pandemic the ucisa office at Lumen House was closed and the executive team have worked from home since that date. A new operating model was swiftly adopted and the decision was taken in April 2020 that ucisa would move its membership and events offer fully on-line, offering no face-to-face events until March 2022.

Objectives and activities for the public benefit

The objective of ucisa is to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in United Kingdom universities and colleges.

The ucisa five- year Strategic Plan 2018-2022, set to respond to feedback received following a formal survey of membership to assess ucisa's value to its membership, rests on four key pillars:

- To be the expert voice in the use of digital technologies in education
- To grow membership and engagement
- To offer further membership benefits
- To optimise the organisation to support effective strategy delivery

These aims have been fulfilled in the accounting period as follows:

- Delivery of a comprehensive programme of on-line conferences, webinars, peer-to peer continuing professional development sessions, study tours and round table events covering a broad range of topics to address strategic challenges facing the education sector. All events reflect our aim to **Connect** our members, **Share** best practice and **Transform** our communities of practice, enabling efficiencies and effectiveness for the greater good of the sector.
- Creation of a bank of webinar recordings to allow members to access development training at a time and pace to suit their individual circumstances.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2020

Objectives and activities for the public benefit (continued)

- Increased representation work with suppliers to the sector as members sought to meet the new challenges and opportunities brought about by the Covid19 pandemic, including the formation of working parties and representative groups to facilitate and further this work.
- Provision of regular Covid-19 briefing updates.
- Supporting special interest groups and Communities of Practice to reflect the breadth of activity and specialisms within IT in HE and FE.
- Thought leadership activity through Directors' Cut briefings, Study Tours, CIO panels and the instigation of open members' meetings to discuss key current issues arising.
- Horizon scanning by identifying and stimulating debate on emerging UK and Global trends.
- The provision of Toolkits, Guides, Templates and Resources for members to build understanding and drive efficiencies.
- Conducting a regular programme of surveys, allowing our members to benchmark themselves against their peers and against national trends and facilitating ad hoc survey activity to meet membership needs identified in year.
- Facilitating peer to peer and institution to institution collaboration for our members.
- Maintaining strong relationships and collaborations with equivalent overseas organisations.
- Maintaining strong relationships and collaborations with equivalent UK organisations representing Libraries, Estates, Finance, HR, Learning and Teaching, functions in HE and FE.
- Collaborating with and supporting the work of sector bodies and agencies such as HESA, UUK, UCAS, Advance HE; contributing to Programme Boards, Advisory Boards, working parties, responses to government and consultations.
- Providing survey data and sector information to inform and support policy making.
- Drafting responses to government papers and consultations on behalf of the IT community in our sector
- Commenting on Legislative change (both contemplated and implemented) and educating members to ensure understanding and promote & support compliance.

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Achievements and performance

ucisa continues to be a thriving organisation and is making good progress against the five-year Strategic plan 2018-2022.

The status of a Charitable Company Limited by Guarantee has given ucisa the ability to identify and purchase resources on behalf of its membership. As outlined above, the trustees have sought to invest in projects to deliver quality collateral to its membership and activities that meet members needs in a challenging and ever-changing sector environment.

The Trustees continue to invest in projects and resources to ensure that the organisation is fit for purpose, is able to continue to achieve its charitable objectives and to provide value to members.

2020 has brought many challenges for our members, both personally and professionally. We have all been required to adapt, to innovate, to question established thinking and find pragmatic solutions at speed and under considerable pressure. Few would deny the pivotal role that IT departments have played to enable our sector to respond and continue to deliver, despite the difficult circumstances that Covid-19 has brought.

Thanks to the heroic efforts of University and College IT staff at every level, the very people that ucisa is set up to support, the almost herculean task of enabling remote working for just under 3 million students, lecturers, researchers, academic leaders and support staff, was achieved at pace in March this year. This is in addition to moving the delivery of higher education and research fully online.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2020

Achievements and performance (continued)

As one Vice Chancellor put it, "our IT team delivered four years' worth of digital strategy in six weeks, enabling our whole operation to continue."

Having accomplished the initial challenge, CIOs found the IT departments they lead are now more valued in institutions; with staff at all levels more aware of the significant role they play. They have been quick to build upon the momentum, fully appreciating the opportunity this presents to accelerate the delivery of a truly transformational digitalisation strategy. CIOs understand the impact that a move to world-leading hybrid learning can bring to the sector, reinforcing the reputation of higher education in the UK, which contributes £95 billion in gross output for the UK economy.

ucisa's role throughout this exceptional period has been to support our members and to provide resources, practical guidance, briefings and events that helped them achieve all that was asked of them.

Our decision to move fully on-line until March 2022 was a catalyst for our ambitious programme of events, which saw us deliver over 65 events between April and December 2020 with 4,223 registered delegates. In addition our CPD programme launched in autumn 2020 provided a further 6 events with 551 registered delegates.

Moving to a new operational model required reorganisation to meet our changed operational needs and so we entered a period of consultation and re-structure throughout the summer months and into the autumn, in order to deliver against the strategic plan, which promises to *optimise the organisation to support effective strategy delivery*.

With the exception of the Leadership Conference which sadly had to be postponed to March 2022 due to the national lockdown introduced in March, we were able to offer our full programme of conferences and events, all suitably deconstructed and re-imagined to ensure effective delivery fully on-line. These events were well supported by our corporate member sponsors and by our Institutional delegates. We would like to record our thanks to our sponsors for their generous support of our work.

Our representation work increased exponentially as the year progressed as ucisa strove to support institutional members facing the many and varied challenges that emerged. Our work with suppliers focussed on ensuring access to key platforms for students, spotlighted issues of digital poverty preventing access to quality on-line learning, challenged practices that adversely impacted our sector at a time of huge financial pressure and showcased inspirational thinking, best practice and championed new ways to deliver in an everchanging landscape.

The trustees believe that the administrative changes made in 2019 directly contributed to our ability to respond swiftly and with agility during this period, enabling us to offer unique opportunities for members to **Connect**, **Share** expertise and **Transform** digital approaches, as well as enhancing ucisa's ability to work with digital suppliers to HE and FE in highlighting product needs.

In particular the implementation of a ucisa Microsoft Office 365 Tenancy in December 2019 proved invaluable both allowing space for our members to work collaboratively and effectively and providing a platform for delivery of a full and expanded service offering delivered fully on-line.

The Trustees are pleased to report that ucisa maintained full business and service continuity during this period of significant change and would like to record their thanks to the ucisa staff team for their hard work and dedication in bringing this about.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2020

Financial performance

The free reserves available to ucisa are £1,750,552 as at 31 December 2020.

The Reserves Policy is stated at the Annual General Meeting (AGM) as part of the discussion of the annual accounts and this continues to be maintained to ensure sufficient reserves to meet ucisa's liabilities.

This year has seen further progress in the implementation of the 5-year Strategic Plan. A small additional sum was spent towards completing transformation activity utilised from the approved reserves budget. The financial systems have been further developed with additional and more in-depth reporting, including regular reforecasts to allow ucisa to react accordingly.

The year-on-year comparisons for costs in relation to salaries, IT, infrastructure and contracted administration and support costs are distorted due to the majority of these being included in one section for 2019. The combined costs being just over 18% less in 2020 due to exiting the Oxford contract.

The renewal process for 2021 started earlier (late 2020), cash reserves were therefore high at year end because of early payments into the year. Debtors were also higher at year end as the deadline for subscription renewals was set firmly as January 14th 2021.

Members approved a balanced budget for 2020. A change in offering was needed due to Covid-19 and a swift move was made to wholly virtual events. All cancellation costs for live events in 2020 have been negotiated to zero. The proposed balanced budgets for 2021 and 2022 will continue to ensure that the operating costs are covered by membership and event income, whilst maintaining sufficient reserves to mitigate known risks. A mix of virtual and face to face events is planned for 2022 and will be the first year that the 'hybrid' model is tested.

The Trustees have assessed the risks and current liabilities and regard it as prudent to hold a sum in reserves against the cost of operating the association for a period of approximately 12 months without income and to be able to withstand uninsured or uninsurable financial losses associated with the failure of a major conference event.

Fundraising

ucisa's funds are generated from membership income and surpluses from charitable activities. The Charity does not raise funds from the public.

Future plans

The objective of ucisa continues to promote and advance education for public benefit in information systems and digital technologies and their use in education and research and no other purposes.

Very strong progress has been made against our five-year Strategic Plan 2018-2022 in this year and Trustees look forward to beginning work on the new five-year strategy in July.

Each of our special interest groups hold planning meetings and put forward plans to support delivery of the four pillars of our Strategic Plan:

- To be the expert voice in the use of digital technologies in education
- To grow membership and engagement
- To offer further membership benefits
- To optimise the organisation to support effective strategy delivery.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2020

Future plans (continued)

Trustees would like to record their thanks to all of our Special Interest Groups, their Chairs and committees for their dedication and commitment throughout 2020 and 2021, navigating a difficult pandemic period with creativity, agility and dedication and ensuring that we continue to offer our full range of annual conferences, events and activity wholly on-line.

This move to wholly on-line events has proved very successful, with increased engagement across all sections of the ucisa community. This vibrant programme will continue throughout 2021 and we are already on target to exceed the 65 events that we delivered in 2020.

Plans are already well underway for 2022 when we will introduce a hybrid events model, delivering the full programme of face-to face conferences and events that our members value, alongside a vibrant monthly online programme.

Our aim is always to deliver quality events, with impactful content and pursue a policy of investing in quality speakers and our hybrid programme will be no different in this regard. However trustees are mindful that contracts for face-to-face events are usually made 2+ years in advance and market prices have been challenging with no corresponding significant increase to delegate rates for some considerable time. A further review of costs, securing of sponsorship and exhibitor fees will take place to ensure that we are able to continue to deliver high quality events for our members, whilst maintaining affordable delegate rates.

The need to seek out best practice from both within and outside our sector to ensure we have the agility and creativity needed to meet the challenges our institutions face, has never been greater, and so we look forward to our delayed, much anticipated Annual Leadership Conference in March 2022, our first live event in two years. We look forward to seeing as many members as possible at this conference and to enjoying the networking opportunities that have not been possible for such a long time.

Our full and vibrant programme of live conferences will continue to be the backbone of our activities, playing a fundamental part in delivery against our strategic plan: **Connecting** our members through their shared interest in the topics they cover and the networking opportunities they afford, **Sharing** best practice and thought leadership to provide the inspiration and insight needed to **Transform** our practices, all of which ensures we live up to our pledge to be the expert voice in the use of digital technologies in education.

Reviews of our Successful Bursary Scheme and our Series of Member Surveys will also take place in 2020 to ensure the Bursary scheme and all our surveys continue to provide support for our members that is valued, easy to engage with and access. In addition, we have introduced a series of events and engagement opportunities for our corporate members.

Although our Strategic plan runs to 2022, we will host a Strategic Planning Day in July bringing Trustees and members of Leadership Council together at that strategy mid-term point to assess progress towards achieving the goals of the strategic plan and add new detail to the plan as appropriate. Our hope is that this will become an annual event and lay the foundations for strong strategic planning for 2022 and beyond.

In this way we believe that ucisa will not only continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research. But will also ensure that it continues to be recognised as the Expert voice in the use of digital technologies in education.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2020

Trustees' responsibilities statement

The trustees (who are also directors of the Universities and Colleges Information Systems Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 auditor is 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 auditor is aware of that information.

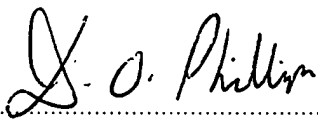
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Signature and declaration

I declare, in my capacity of charity trustee, that:

- the trustees have approved the above report; and
- have authorised me to sign it on their behalf.



Dean Phillips – Treasurer

Signed on behalf of the trustees on 11th May 2021

Universities and Colleges Information Systems Association

Independent Auditor's Report to the Members of Universities and Colleges Information Systems Association

Opinion

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st December 2020 which comprise the group statement of financial activities, the group and parent charity balance sheets, the group cash flow statement and the related notes, 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 group's and parent charitable company's affairs as at 31st December 2020, and of the group's 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 and the Charities Act 2011.

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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions 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 directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Universities and Colleges Information Systems Association

Independent Auditor's Report to the Members of Universities and Colleges Information Systems Association (continued)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 group's and parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Anthony Haines BSc FCA (Senior Statutory Auditors)
For and on behalf of Wenn Townsend Chartered Accountants
Statutory Auditor
Oxford

11th May 2021

Wenn Townsend is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Universities and Colleges Information Systems Association

**Consolidated Statement of Financial Activities
(including income and expenditure account)
for the year ended 31 December 2020**

	Notes	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
Income:							
Other trading activities							
Membership subscriptions		678,744	-	678,744	604,775	-	604,775
Charitable activities							
Events exhibitions and sponsorship	2	248,679	-	248,679	912,614	-	912,614
Charitable fundraising		-	-	-	3,120	-	3,120
Investments		6,293	-	6,293	13,430	-	13,430
Other		-	-	-	-	686,820	686,820
Total income		<u>933,716</u>	<u>-</u>	<u>933,716</u>	<u>1,533,939</u>	<u>686,820</u>	<u>2,220,759</u>
Expenditure:							
Raising funds							
Cost of raising income	3	498,833	-	498,833	871,882	-	871,882
Charitable activities							
Events, exhibition and sponsorship	2	212,925	-	212,925	913,862	6,109	919,971
Projects and surveys	4	20,352	-	20,352	49,055	-	49,055
Publicity and awards	5	8,666	14,400	23,066	18,974	-	18,974
Charitable donations		-	-	-	3,120	-	3,120
		<u>740,776</u>	<u>14,400</u>	<u>755,176</u>	<u>1,856,893</u>	<u>6,109</u>	<u>1,863,002</u>
Corporation Tax (due on subsidiary company)		-	-	-	-	-	-
Total expenditure		<u>740,776</u>	<u>14,400</u>	<u>755,176</u>	<u>1,856,893</u>	<u>6,109</u>	<u>1,863,002</u>
Net movement in funds	15	192,940	(14,400)	178,540	(322,954)	680,711	357,757
Reconciliation of funds:							
Total funds brought forward		1,573,417	680,711	2,254,128	1,896,371	-	1,896,371
Total funds carried forward		<u>1,766,357</u>	<u>666,311</u>	<u>2,432,668</u>	<u>1,573,417</u>	<u>680,711</u>	<u>2,254,128</u>

All income and expenditure derive from continuing activities.

The consolidated Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 13 to 23 form an integral part of these financial statements

**Consolidated Balance Sheet
as at 31 December 2020**

	Notes	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Fixed Assets					
Tangible Fixed Assets	9	2,584	2,584	-	-
Intangible Fixed Assets	10	54,000	54,000	72,000	72,000
		<u>56,584</u>	<u>56,584</u>	<u>72,000</u>	<u>72,000</u>
Current Assets					
Investments	11	2,061,845	2,061,945	2,056,485	2,056,585
Debtors	12	380,401	537,537	206,291	181,050
Cash at bank and in hand		895,462	365,423	128,566	106,665
		<u>3,337,708</u>	<u>2,964,905</u>	<u>2,391,342</u>	<u>2,344,300</u>
Total Current Assets					
Creditors: amounts falling due within one year	13	(641,271)	(604,626)	(209,214)	(162,828)
		<u>2,696,437</u>	<u>2,360,279</u>	<u>2,182,128</u>	<u>2,181,472</u>
Net Current Assets					
Creditors: amounts falling due after more than one year	13	(320,353)	-	-	-
		<u>2,432,668</u>	<u>2,416,863</u>	<u>2,254,128</u>	<u>2,253,472</u>
Net assets					
Funds:					
Unrestricted funds		1,750,552	1,750,552	1,572,761	1,572,761
Restricted funds		666,311	666,311	680,711	680,711
Non-charitable trading funds		15,805	-	656	-
		<u>2,432,668</u>	<u>2,416,863</u>	<u>2,254,128</u>	<u>2,253,472</u>
Total funds	15				

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These accounts were approved and authorised by the Board on 11th May 2021



Dean Phillips
Treasurer

The notes on pages 13 to 23 form an integral part of these financial statements

Universities and Colleges Information Systems Association

**Consolidated Statement of Cash Flows
for the year ended 31st December 2020**

	Note	2020 £	2019 £
Net cash flow from operating activities	17	<u>769,189</u>	<u>223,614</u>
Cash flow from investing activities			
Purchase of tangible fixed assets		(3,226)	-
Interest received		<u>6,293</u>	<u>13,430</u>
Net cash flow from investing activities		<u>3,067</u>	<u>13,430</u>
Net increase in cash and cash equivalents		772,256	237,044
Cash and cash equivalents at 1st January		<u>2,185,051</u>	<u>1,948,007</u>
Cash and cash equivalents at 31st December		<u><u>2,957,307</u></u>	<u><u>2,185,051</u></u>
Cash and cash equivalents consist of:			
Cash at bank and in hand		895,462	128,566
Short term deposits		<u>2,061,845</u>	<u>2,056,485</u>
Cash and cash equivalents at 31st December		<u><u>2,957,307</u></u>	<u><u>2,185,051</u></u>

The notes on pages 13 to 23 form an integral part of these financial statements.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

1. Accounting policies

1.1 Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with:

- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019;
- The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- The Charities Act 2011;
- The Companies Act 2006; and
- UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be measured reliably and it is probable that the income will be received.

Membership subscriptions, excluding VAT, are included in the SOFA in the year to which they relate.

Income from charges made for organising conferences, seminars and workshops represents the value of services provided during the year, excluding VAT.

Interest on funds held on deposit is included when receivable.

1.3 Expenditure

All expenditure is accounted for on an accruals basis, and is allocated to charitable expenditure, publicity expenses, awards, support costs and governance costs as follows:

- a Costs wholly incurred on activities falling within each category are charged directly to the category.
- b Costs involving more than one category are apportioned in accordance with reasonable estimates.

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure, and which is quantifiable.

1.4 Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Computer Equipment	33.33% straight line
Office Equipment	33.33% straight line

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

1. Accounting policies (continued)

1.5 Intangible assets

Intangible assets are amortised on a straight line basis over their useful lives. The useful lives of intangible assets are as follows:

Intangible type	Useful life	Reason
Computer software	8 years	Assessment of period of use concluded asset is usable through to the end of 2023.

Following an update to the intangible asset during the current year, the asset is considered to have an additional three years of useful life compared to the previous five year estimate. The amortisation policy has been adjusted to reflect this. The impact upon the SOFA from this change in estimate is to decrease the amortisation charge in the current year from £72,000 to £18,000 and will result in amortisation charges of £18,000 in the next three accounts years. Under the previous policy the asset would have been fully amortised by the end of 2020.

1.6 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

1.7 Creditors

Creditors 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 are normally recognised at their settlement amount.

1.8 Investments

Investments are stated in the balance sheet at fair value at the balance sheet date. The SOFA includes the net gains and losses on revaluations and disposals throughout the year.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

1.11 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

2. Income and expenditure resources from charitable activities:

Events, exhibition and sponsorship

	Income	Expenditure	Surplus/ (Deficit) 2020	2019
	£	£	£	£
ucisa Annual Conference	-	-	-	74,344
ucisa Annual Conference repurposed	159,250	-	159,250	-
Publications	4,333	-	4,330	-
Supplier Day	3,833	-	3,833	-
Corporate Information Systems Group	27,000	4,857	22,143	65,737
Digital Capabilities Group	1,400	-	1,400	2,743
Support Services Group	3,423	4,403	(980)	(11,147)
Managers' Forum	-	2,260	(2,260)	959
Infrastructure Group	33,650	5,650	28,000	57,696
DEG	(50)	3,843	(3,893)	647
Network Group	7,700	50	7,650	(5,486)
Project Change and Management Group	-	-	-	2,267
London Group/LMN	500	28	472	30,870
Community Days	-	-	-	(2,023)
Cultural Challenges Study Tour	4,890	-	4,890	-
Educause Study Tour	-	-	-	2,059
Women in Technology	2,750	440	2,310	(964)
ALT Award	-	-	-	500
HiJack Event Platform	-	28,449	(28,449)	-
Management Charge from ucisa	-	162,945	(162,945)	(225,559)
Net movement in funds	248,679	212,925	35,751	(7,357)

Total restricted income and expenditure included in the above is £nil (2019: £6,109).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

3. Costs of raising voluntary income

	2020 £	2019 £
Administration	50,977	48,336
Bank charges	6,057	9,303
IT costs	85,845	51,168
Contracted administration and support costs	-	426,629
Meeting expenses	4,550	17,403
Public liability insurance	3,317	2,875
Amortisation and depreciation	18,642	72,000
Bad debt	-	62
Governance costs (see note 6)	40,280	48,334
Salaries	393,804	153,691
Recruitment fees	3,890	-
Infrastructure	36,375	-
Website and rebranding	-	27,556
Transition costs	18,041	240,084
Less recharged to event costs (USL)	(162,945)	(225,559)
	<u>498,833</u>	<u>871,882</u>

Total restricted expenditure included in the above is £nil (2019: £nil).

4. Projects and surveys

	2020 £	2019 £
Projects	-	13,130
LEO info security training	2,344	-
Digital skills survey	-	28,354
TEL survey	9,000	7,571
CISG Annual Survey	3,200	-
Survey Software	5,808	-
	<u>20,352</u>	<u>49,055</u>

Total restricted expenditure included in the above is £nil (2019: £nil).

5. Publicity and awards

	2020 £	2019 £
ucisa bursaries	-	18,974
LMN grants	14,400	-
Sponsorship	8,666	-
	<u>23,066</u>	<u>18,974</u>

Total restricted expenditure included in the above is £14,400 (2019: £nil).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

6. Governance costs	2020	2019
	£	£
Salary costs	11,959	8,090
Administration	4,400	3,606
Auditor fees: Audit	8,000	7,800
Other work	11,310	16,779
Contracted administration	-	8,707
Meeting expenses	24	916
Legal and professional fees	4,587	2,436
	<u>40,280</u>	<u>48,334</u>
7. Staff costs	2020	2019
	£	£
Wages and salaries	324,989	210,561
Social security costs	33,275	22,678
Pensions	20,399	9,876
Redundancy	30,984	-
Temporary staff	3,616	-
Reallocated to transition costs	(7,500)	(81,334)
	<u>405,763</u>	<u>161,781</u>

During the year, there was an average of seven (2019: two) persons directly employed by ucisa. Until November 2019 ucisa's support staff were employed by the University of Oxford IT Services. The University made a charge to the charity in respect of management fees for the year at a value of £nil (2019: £517,342).

One person received between £110,001 and £120,000 in the year.

Key management personnel remuneration are included in the above bandings.

8. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2019: £nil). Travelling expenses in connection with conferences, workshops and administration amounting to £nil (2019: £2,095) were reimbursed to certain committee members during the year.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

9. Tangible fixed assets

	Office equipment £	Computer equipment £	Total £
Cost as at 1 January 2020	-	-	-
Additions	538	2,688	3,226
Cost at 31 December 2020	<u>538</u>	<u>2,688</u>	<u>3,226</u>
Depreciation as at 1 January 2020	-	-	-
Charge for the year	45	597	642
Accumulated depreciation at 31 December 2020	<u>45</u>	<u>597</u>	<u>642</u>
Net book value at 31 December 2020	<u>493</u>	<u>2,091</u>	<u>2,584</u>
Net book value at 31 December 2019	<u>-</u>	<u>-</u>	<u>-</u>

10. Intangible fixed assets

	Computer software £
Cost as at 1 January 2020	360,000
Cost at 31 December 2020	<u>360,000</u>
Amortisation as at 1 January 2020	288,000
Charge for the year	18,000
Accumulated amortisation at 31 December 2020	<u>306,000</u>
Net book value at 31 December 2020	<u>54,000</u>
Net book value at 31 December 2019	<u>72,000</u>

11. Investments

	COIF Deposit Fund £
Valuation	
Market value at 1 January 2020	2,056,486
Interest credited during period	5,359
Transfers out	-
Transfers in	-
Market value at 31 December 2020	<u>2,061,845</u>
Total - Group	<u>2,061,845</u>
Investment in subsidiary company: ucisa Services Limited	<u>100</u>
Total - Charity	<u>2,061,945</u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

12. Debtors

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Due within one year:				
Trade debtors	245,081	231,411	57,755	6,816
Prepayments	135,320	16,991	97,092	16,383
VAT	-	-	51,444	40,456
Inter-company balance	-	289,135	-	117,395
	<u>380,401</u>	<u>537,537</u>	<u>206,291</u>	<u>181,050</u>

13. Creditors: amounts falling due within one year

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Trade creditors	53,398	46,091	55,454	45,063
Accruals	38,594	34,694	68,934	62,134
Deferred income	455,893	436,894	59,435	30,240
Other creditors	436	436	475	475
Social security and other taxes	9,145	9,145	24,916	24,916
VAT	83,805	77,367	-	-
	<u>961,624</u>	<u>604,626</u>	<u>209,214</u>	<u>162,828</u>

Creditors: amounts falling due within one year

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Deferred income	320,353	-	-	-
	<u>320,353</u>	<u>-</u>	<u>-</u>	<u>-</u>

Deferred income in non-current liabilities relates to income for conferences delayed until 2022.

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

14. Deferred income

Deferred income comprises membership subscriptions and event income relating to the following financial year and onwards.

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2020	59,435	30,240
Amount released to incoming resources	(33,915)	(30,240)
Amount deferred in year	750,726	436,894
Balance carried forward as at 31 December 2020	776,246	436,894

15. Analysis of funds

	As at 1 January 2020 £	Movements in year £	As at 31 December 2020 £
Unrestricted funds	1,572,761	177,791	1,750,552
Restricted funds	680,711	(14,400)	666,311
Non-charitable trading funds	656	15,149	15,805
	2,254,128	178,540	2,432,668
	As at 1 January 2019 £	Movements in year £	As at 31 December 2019 £
Unrestricted funds	1,892,557	(319,796)	1,572,761
Restricted funds	-	680,711	680,711
Non-charitable trading funds	3,814	(3,158)	656
	1,896,371	357,757	2,254,128

The non-charitable trading funds represent the results of the trading subsidiary company. See note 17 for details.

Restricted funds represent funds received under a grant agreement with London Metropolitan Network Limited less expenditure applied under the terms of the agreement.

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

16. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total 2020 £
Tangible fixed assets	-	2,584	2,584
Intangible fixed assets	-	54,000	54,000
Current assets	666,311	2,671,397	3,377,708
Current liabilities	-	(961,624)	(961,624)
	<u>666,311</u>	<u>1,1,766,357</u>	<u>2,432,668</u>
	Restricted funds £	Unrestricted funds £	Total 2019 £
Intangible fixed assets	-	72,000	72,000
Current assets	680,711	1,710,631	2,391,342
Current liabilities	-	(209,214)	(209,214)
	<u>680,711</u>	<u>1,573,417</u>	<u>2,254,128</u>

17. Reconciliation of net income to net cash flow from operating activities

	2020 £	2019 £
Net income/(expenditure) for year	178,540	357,757
Interest receivable	(6,293)	(13,430)
Amortisation and depreciation	18,642	72,000
Decrease/(increase) in debtors	(174,110)	91,064
Decrease in creditors	752,410	(283,777)
Net cash flow from operating activities	<u>769,189</u>	<u>223,614</u>

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

18. Related parties

The wholly owned trading subsidiary ucisa Services Limited is incorporated in the United Kingdom and pays all of its profits to the charity by Gift Aid. The charity owns the entire share capital of 100 shares of £1 each.

For the period ended 31 December 2020 the subsidiary company showed the following results:

	2020 £	2019 £
Turnover	248,679	910,054
Cost of sales	(217,674)	(889,741)
Gross profit	31,005	20,313
Administrative and overhead costs	(16,249)	(22,854)
Interest receivable	393	377
Corporation Tax	-	-
Net profit/(loss)	15,149	(2,164)
Distribution to the charity	-	(994)
Profit retained	15,149	(3,158)

The balance sheet of the subsidiary as at 31 December 2020 was:

	2020 £	2019 £
Current assets:		
Debtors	13,670	50,940
Prepayments	118,329	80,708
Cash at bank	530,039	21,902
Other debtors	-	10,989
Current liabilities:		
Creditors	(7,307)	(10,392)
Accruals and deferred income	(22,900)	(35,995)
Other creditors	(6,437)	-
Owed to ucisa	(289,135)	(117,396)
Net current assets	336,259	756
Non-current liabilities		
Accruals and deferred income	(320,353)	-
Total net assets	15,906	756
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	15,806	656
	15,906	756

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2020

.....continued

19. Charity statement of financial activities

The charity's own results are summarised below:

	2020 £	2019 £
Income and endowments from:		
Other trading activities		
Membership subscriptions	678,744	604,775
Charitable activities		
Events, exhibitions and sponsorship	-	2,559
Charitable fundraising	-	4,114
Investments	5,901	13,052
Grant income	-	686,820
Total income and endowments	<u>684,645</u>	<u>1,311,320</u>
Total expenditure	<u>(521,254)</u>	<u>(950,405)</u>
Net movement in funds	<u><u>163,391</u></u>	<u><u>360,915</u></u>