

**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**

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

# **Universities and Colleges Information Systems Association**

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## **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.

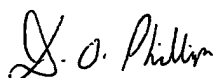
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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](http://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 £
<b>Income:</b>							
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	-	-	-
<b>Total income</b>		<b>938,053</b>	<b>-</b>	<b>938,053</b>	<b>933,716</b>	<b>-</b>	<b>933,716</b>
<b>Expenditure:</b>							
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		-	-	-	-	-	-
		740,800	13,680	754,480	740,776	14,400	755,176
Corporation Tax (due on subsidiary company)		-	-	-	-	-	-
<b>Total expenditure</b>		<b>740,800</b>	<b>13,680</b>	<b>754,480</b>	<b>740,776</b>	<b>14,400</b>	<b>755,176</b>
<b>Net movement in funds</b>	15	<b>197,253</b>	<b>(13,680)</b>	<b>183,573</b>	<b>192,940</b>	<b>(14,400)</b>	<b>178,540</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		1,766,357	666,311	2,432,668	1,573,417	680,711	2,254,128
Total funds carried forward		1,963,610	652,631	2,616,241	1,766,357	666,311	2,432,668

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

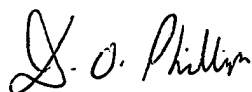
**Universities and Colleges Information Systems Association**

**Consolidated Balance Sheet  
as at 31 December 2021**

	Notes	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
<b>Fixed Assets</b>					
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>
<b>Current Assets</b>					
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
<b>Total Current Assets</b>		<u>3,832,444</u>	<u>3,339,666</u>	<u>3,337,708</u>	<u>2,964,905</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>(1,255,457)</u>	<u>(825,665)</u>	<u>(641,271)</u>	<u>(604,626)</u>
<b>Net Current Assets</b>		<u>2,576,987</u>	<u>2,514,001</u>	<u>2,696,437</u>	<u>2,360,279</u>
<b>Creditors: amounts falling due after more than one year</b>	13	<u>-</u>	<u>-</u>	<u>(320,353)</u>	<u>-</u>
<b>Net assets</b>		<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>
<b>Funds:</b>					
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	-
<b>Total funds</b>	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**

	<b>Note</b>	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
<b>Net cash flow from operating activities</b>	<b>17</b>	<u>587,694</u>	<u>769,189</u>
<b>Cash flow from investing activities</b>			
Purchase of tangible fixed assets		(2,167)	(3,226)
Interest received		<u>349</u>	<u>6,293</u>
<b>Net cash flow from investing activities</b>		<u>(1,818)</u>	<u>3,067</u>
<b>Net increase in cash and cash equivalents</b>		585,876	772,256
<b>Cash and cash equivalents at 1st January</b>		<u>2,957,307</u>	<u>2,185,051</u>
<b>Cash and cash equivalents at 31st December</b>		<u><u>3,543,183</u></u>	<u><u>2,957,307</u></u>
<b>Cash and cash equivalents consist of:</b>			
Cash at bank and in hand		1,481,093	895,462
Short term deposits		<u>2,062,090</u>	<u>2,061,845</u>
<b>Cash and cash equivalents at 31st December</b>		<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)
<b>Net movement in funds</b>	<b>219,830</b>	<b>154,084</b>	<b>65,746</b>	<b>35,754</b>

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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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 £
<b>Valuation</b>	
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>
<b>Total - Group</b>	<u>2,062,090</u>
Investment in subsidiary company: UCISA Services Limited	100
<b>Total - Charity</b>	<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**

	<b>Group 2021 £</b>	<b>Charity 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2020 £</b>
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**

	<b>Group 2021 £</b>	<b>Charity 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2020 £</b>
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**

	<b>Group 2021 £</b>	<b>Charity 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2020 £</b>
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:

	<b>Group £</b>	<b>Charity £</b>
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
	<hr/>	<hr/>
Balance carried forward as at 31 December 2021	1,032,802	619,990
	<hr/>	<hr/>

**15. Analysis of funds**

	<b>As at 1 January 2021 £</b>	<b>Movements in year £</b>	<b>As at 31 December 2021 £</b>
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
	<hr/>	<hr/>	<hr/>
	2,432,668	183,573	2,616,241
	<hr/>	<hr/>	<hr/>

	<b>As at 1 January 2020 £</b>	<b>Movements in year £</b>	<b>As at 31 December 2020 £</b>
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
	<hr/>	<hr/>	<hr/>
	2,254,128	178,540	2,432,668
	<hr/>	<hr/>	<hr/>

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:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Income and endowments from:</b>		
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	-	-
<b>Total income and endowments</b>	<u>731,145</u>	<u>684,645</u>
<b>Total expenditure</b>	<u>(594,753)</u>	<u>(521,254)</u>
<b>Net movement in funds</b>	<u><u>136,392</u></u>	<u><u>163,391</u></u>