

Registered Charity Number: 1161218
Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts
for the year ended
31 December 2019

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

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Universities and Colleges Information Systems Association

Trustees' Annual Report for the financial year ended on 31 December 2019

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 2019 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2019 Annual General Meeting took place on Thursday 28 March during the Annual Conference held at the Edinburgh International Conference Centre, Edinburgh.

Trustees

The following were elected trustees at the 2019 Annual General Meeting:

Mr Drew Cook, Chair*
Mr Adrian Ellison, Vice-Chair*
Mr Paul Butler, Secretary*
Mr Dean Phillips, Treasurer*
Ms Claire Priestley, Elected Trustee
Ms Elizabeth Bailey, Elected Trustee

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

Mr Mike Cope remained as a trustee, his term of office not having expired.

The following were co-opted as trustees on 28 March 2019

Mr Arthur Clune
Mr Paul Harness
Mr Garod Barker
Mr Darren Tysoe

During the Financial Year, Mr Mike Cope and Mrs Elizabeth Bailey resigned as Trustees as they ceased employment with member institutions. The Trustees would like to record their thanks to them both for their work and for their 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.

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Trustees' Annual Report (continued) for the financial year ended on 31 December 2019

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years. 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*. Most Trustees have attended the *What every trustee should know* course. In addition, one Trustee has previously completed the Institute of Directors diploma. All Office Holders took part in a workshop on Governance in April 2018.

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

The Trustees instigated a comprehensive review of the major risks relating to the operations of the charity in 2013. This led to the formation 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.

The Trustees, having considered the risk profile of the group, carried out a review of governance to ensure that the organisation is run in accordance with best practice. This review led to the Executive Committee being split into two entities in 2018 – 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.

In late 2018 the Trustees identified the need for additional leadership capacity in order to expedite achievement against the strategic plan and drive the transformational change envisaged within it. Following a comprehensive recruitment campaign, a Chief Executive Officer was appointed in April 2019 and Deborah Green took up her post in late May 2019 with a mandate to deliver transformational change, optimising the organisation to support effective delivery of the Five year strategy.

Central administration for ucisa had been provided by the University of Oxford under a service contract for many years. Discussions with Oxford in late 2018/ early 2019, brought mutual agreement that Oxford could no longer provide the service levels required to deliver ucisa's ambitions to expand membership services in support of the expert digital community it serves. The decision was therefore taken to end the service contract and transfer to direct administrative control by ucisa during the Financial year.

In Autumn 2019 Executive Director Peter Tinson decided that the ending of the contract with Oxford was also the appropriate juncture for him to stand down. The Trustees and wider ucisa community marked his departure with a presentation at the CISG-PCMG Conference Dinner in November 2019, however the Trustees would like to formally record their thanks to Peter for the significant contribution he made over 14 years with ucisa leaving the organisation in a strong position to achieve its ambitious plans thanks to the reputation it built under his leadership.

Nina Robinson, ucisa's Finance and Commercial Director, confirmed her intention to step down at the end of the Financial Year as she had achieved the objectives set for her by the Trustees, which gave her responsibility for devising and implementing new financial systems and protocols to ensure strong financial governance. Announcing her departure, Nina said she could leave the organisation with sound governance, clarity in reporting and a robust financial environment in place. The Trustees would like to formally record their thanks to Nina for her work in laying strong foundations for the organisation.

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

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2019

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

- Delivery of a comprehensive programme of conferences, one day training events, workshops, community days, networking events and webinars 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.
- Supporting special interest groups and Communities of Practice to reflect the breadth of activity and specialisms within IT in HE and FE.
- The appointment of Champions within each Special Interest Group tasked with ensuring cross cutting themes such as Diversity, Accessibility and dissemination of best practice are considered and factored in to all ucisa activities in order to create a culture of inclusion.
- Thought leadership activity through Directors' Cut briefings, Study Tours, Rapid Response Events, and through Blogs, Vlogs and our social media channels.
- 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.
- Provision of Bursary Awards to promote the personal development of award recipients through funding attendance at events, conferences and then sharing the knowledge acquired with the wider ucisa membership.
- 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.

During 2019, ucisa conceived, planned and implemented a sustained and significant organisational change and development programme, in order to deliver against the strategic plan, agreed by its membership, which promises to *optimise the organisation to support effective strategy delivery*.

This drive for change was reflected in ucisa's annual Leadership Conference in March 2019 which focussed on effecting positive cultural change and the role its members play in cutting edge Service Delivery. This year's Conference marked a step change in our approach and has laid the foundation for ambitious plans for 2020 and beyond. In March ucisa also formally welcomed the former London Metropolitan Network into ucisa as our new London Group and we were joined by HEIDS, Higher Education Information Directors Scotland, strengthening its ability to respond to regional need.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2019

In May we announced the ucisa Bursary awards for 2019/20 with 23 members receiving funding, the highest number to date following a record number of applications. Throughout the year each Bursary winner has produced blogs and reports sharing the insights they have gained through funded activity with the sector and have reflected on the contribution to their personal development that the funding has enabled.

In June ucisa launched its VLE Review toolkit, the Digital Capabilities survey report was presented at its Spotlight on Digital Capabilities Conference and the ucisa conference season began in earnest with a full suite of vibrant and thought-provoking conferences delivered by the hardworking conference committees throughout the year, culminating in a sell-out CISG-PCMG Conference in November. These events would not be possible without the dedication of ucisa's overarching group committees and the specific work of each conference committee. The trustees would like to recognise and thank all those who have served on a ucisa committee this year for the huge contribution that they have made to our organisation. This work makes ucisa's ambition to **Connect, Share** and **Transform**, a reality for all our members and the Trustees grateful for the commitment and support of our members.

July brought a focus on Digital Accessibility and helping members prepare for the new Digital Accessibility Legislation which was to come into force in September. Ucisa published its first Directors' Cut briefing on the new legislation and held the first Rapid Response Event in September. These two new communications platforms will now become a regular, if ad hoc, feature in ucisa's membership services.

Over the summer of 2019, ucisa produced guidance for members when responding to FOI requests relating to cyber security, represented members at Data Futures consultation events and our Approaches in Business Continuity resource formed the basis of a Brexit preparedness article in WonkHE.

Ucisa was delighted to see its bi annual Technology Enhanced Learning survey recognised in the research category at the ALT Conference in the autumn, and to see the hard work that the TEL survey team within the Digital Education Group put in for the collective benefit of its members recognised and valued within the sector as a whole.

Since June the ucisa leadership team has focussed on delivering a major organisational change programme; which saw ucisa's small central administration team relocating from the University of Oxford premises to new flexible workspace within Lumen House on the nearby Harwell Science and Technology Campus – placing ucisa at the heart of UK technology research and innovation.

Relocation and full ucisa ownership of day-to-day business activities took place on December 1st, marking the latest milestone in its strategy of reshaping ucisa service provision around the current and future digital challenges and opportunities facing member institutions – including support for all aspects of digital expertise related to the delivery of an exceptional student experience.

The trustees would like to express their appreciation of the close partnership ucisa has enjoyed with the University of Oxford during their hosting of ucisa. The University of Oxford remains a member of ucisa and we look forward to building on that continuing relationship.

The trustees believe that direct ucisa control of administrative support will provide the organisation with far greater agility in offering 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.

Two further significant achievements made during the accounting period will also enhance ucisa's ability to serve members interests more effectively; the launch of a new website and the implementation of a ucisa Microsoft Office 365 Tenancy which will allow the space for our members to work collaboratively and effectively.

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 2019

Financial performance

The free reserves available to ucisa are £1,572,761 as at 31 December 2019.

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 significant progress in the implementation of the 5 year Strategic Plan approved in 2018. The first phase of a new website for ucisa went live, the service contract with Oxford was ended, a new Chief Executive Officer was appointed to provide additional leadership capacity, and Governance remained a key priority as did securing improvements to our financial systems for enhanced reporting and controls. This transformation activity utilised £550,000 from the approved reserves budget and the programme of work required in 2020 will fully commit the budget approved.

Members approved a deficit budget for 2019 and it was stated at the AGM that the Trustees transformation strategy would require a further deficit budget for 2020 in order to deliver a balanced budget in 2021. Transformation progress has delivered financially ahead of schedule in a number of areas and the Trustees are now able to propose a balanced budget for 2020 whilst utilising the remaining approved reserves budget for transformation activity. The proposed balanced budget for 2020 will ensure that the operating costs are covered by membership and event income, whilst maintaining sufficient reserves to mitigate known risks.

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.

Funding ucisa

The Trustees propose a budget going forward where the income from membership subscriptions and events is sufficient to meet the costs of running ucisa and meeting its objectives. As reported in 2019 membership subscriptions have remained static for many years as the Trustees were committed to holding subscription rates constant until reserves had been invested in generating future value for ucisa members. The investment of reserves in transformation activity was discussed and the membership approved a phased approach to the increase of subscription rates at 12.5% in 2020 and 12.5% in 2021.

In 2019 for prudence a full conference and event budget review was undertaken to manage costs and ensure that a breakeven or surplus was achievable. The Trustees strategy is to continue to deliver quality events, with impactful content and pursue a policy of investing in quality speakers. Contracts for main events are usually 2+ years in advance and market prices have been challenging with no significant increase to delegate rates for some considerable time. A review of costs, securing of sponsorship and exhibitor fees has ensured that we are able to continue to deliver high quality events for our members, whilst maintaining affordable delegate rates.

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.

Having made strong progress against our five-year Strategic Plan 2018-2022 in 2019, the Trustees look forward to consolidating and building on that progress in 2020.

Each of our special interest groups held planning meetings in the autumn of 2019 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

Trustees' Annual Report (continued)
for the financial year ended on 31 December 2019

Financial performance (continued)

Recognising the fact that the HE and FE Sectors continue to operate in what is undoubtedly one of the most challenging periods of sustained change in their histories, our Special Interest Groups have devised a vibrant series of conferences and events for 2020, focusing on inspiring and enabling outstanding leadership at all levels in IT.

The need to seek out best practice from both within and outside our sector in order to ensure we have the agility and creativity needed to meet the challenges our institutions face, has never been greater, and so our 2020 Conference season begins with our Annual Leadership Conference in March taking the theme Inside out: Outside in.

The conference will explore best practice themes from the **Inside out** by looking at sector exemplars to provide guidance and inspiration. We will be exploring how best to develop, and support our existing workforce to improve capacity, effectiveness and deliver an excellent student experience. The **Outside in** conference strand will seek out examples of best practice, creativity and innovation from outside the sector, focusing on how technological innovations and strategic & operational models identified can be effective within an educational context, opening our minds to new ideas and opportunities.

Our full and vibrant programme of 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.

A full programme of additional activity will continue to drive engagement and offer further membership benefits in 2020. Highlights include:

- Our first supplier day in January 2020 seeking to provide an opportunity for our corporate members to network and engage with CIO's within the sector whilst fostering greater understanding of the current challenges facing their customers in HE and FE.
- A study Tour to Teesside University providing a forum for intensive discussions around cultural challenges of digital transformation within the sector, using the experiences of Teesside University as a lens.
- Our Women in Tech Group is planning its inaugural Conference in May 2020 demonstrating the progress this group is making with its work on this important agenda. The conference will focus on three strands; *Supportive, Disruptive and Resilient* to explore positive role models, career challenges at different life stages and challenge societal stereotypes whilst showcasing successful change initiatives, and encouraging mental and physical wellbeing, work-life balance and connecting support networks
- The formation of a working party to produce a guide to recruiting and retaining IT staff.
- Work by our Digital Education Group to publish our biannual TEL survey
- Updating existing resources for members including the Information Security Training, the VLE toolkit, coupled with work by the Enterprise Architecture Community of Practice to review how the HE capability model is being used and to further develop it.
- Publication of a Benefits Realisation Toolkit by our PCMG
- The work of our London Group in providing insight to ensure that ucisa engages and meets the needs of our FE colleagues by hosting an FE Consultation event and its ongoing support for FE members in London.

Following delivery of our major Transformational Change Programme last year work will continue to progress the ambitious transformation programme required to deliver the Strategic Plan 2018-2022 for ucisa. The cost of these activities is partially funded from reserves approved by members for draw down and trading income. A consolidated position for 2020 is ahead of schedule, delivering a balanced budget a year ahead of schedule. The Trustees review of the operational finances and investments of ucisa, continues to deliver and forecast budgetary expenditure for the period to 2022 that supports the strategic plan and a policy for the investment of reserves.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2019

Financial performance (continued)

Our work to optimise our organisation to support effective strategy deliver will continue apace throughout 2020 with initiatives such as recruitment of specialist support staff, a training and development programme for existing staff, devising and implementing a fresh Risk Management Strategy and planning for phase two of the website programme.

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, assuming our pilot Supplier Day is successful and using the insight we gain from it, we plan to roll out further 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.

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 2015 (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.

Universities and Colleges Information Systems Association

**Trustees' Annual Report (continued)
for the financial year ended on 31 December 2019**

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 2020

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 2019 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 2019, 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.

Universities and Colleges Information Systems Association

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

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.

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.

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

..... 2020

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 2019**

	Notes	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Total Funds 2018 £
Income:					
Other trading activities					
Membership subscriptions		604,775	-	604,775	606,310
Charitable activities					
Events exhibitions and sponsorship	2	912,614	-	912,614	809,160
Charitable fundraising		3,120	-	3,120	-
Investments		13,430		13,430	9,792
Other		-	686,820	686,820	-
Total income		<u>1,533,939</u>	<u>686,820</u>	<u>2,220,759</u>	<u>1,425,262</u>
Expenditure:					
Raising funds					
Cost of raising voluntary income	3	871,882	-	871,882	914,772
Charitable activities					
Events, exhibition and sponsorship	2	913,862	6,109	919,971	820,174
Projects and surveys	4	49,055	-	49,055	12,244
Publicity and awards	5	18,974	-	18,974	32,581
Charitable donations		3,120	-	3,120	-
		<u>1,856,893</u>	<u>6,109</u>	<u>1,863,002</u>	<u>1,779,771</u>
Corporation Tax (due on subsidiary company)		-	-	-	-
Total expenditure		<u>1,856,893</u>	<u>6,109</u>	<u>1,863,002</u>	<u>1,779,771</u>
Net movement in funds	14	(322,954)	680,711	357,757	(354,509)
Reconciliation of funds:					
Total funds brought forward		<u>1,896,371</u>	-	<u>1,896,371</u>	<u>2,250,880</u>
Total funds carried forward		<u>1,573,417</u>	<u>680,711</u>	<u>2,254,128</u>	<u>1,896,371</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 14 to 22 form an integral part of these financial statements

Universities and Colleges Information Systems Association

**Consolidated Balance Sheet
as at 31 December 2019**

	Notes	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Intangible Fixed Assets	9	72,000	72,000	144,000	144,000
Current Assets					
Investments	10	2,056,485	2,056,585	1,907,080	1,907,180
Debtors	11	206,291	181,050	297,355	147,884
Cash at bank and in hand		128,566	106,665	40,927	8,416
Total Current Assets		2,391,342	2,344,300	2,245,362	2,063,480
Creditors: amounts falling due within one year	12	(209,214)	(162,828)	(492,991)	(314,923)
Net Current Assets		2,182,128	2,181,472	1,752,371	1,748,557
Creditors: amounts falling due after more than one year	12	-	-	-	-
Net assets		2,254,128	2,253,472	1,896,371	1,892,557
Funds:					
Unrestricted funds		1,572,761	1,572,761	1,892,557	1,892,557
Restricted funds		680,711	680,711	-	-
Non-charitable trading funds		656	-	3,814	-
Total funds	14	2,254,128	2,253,472	1,896,371	1,892,557

These accounts were approved and authorised by the Board on 2020

Dean Phillips
Treasurer

The notes on pages 14 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 2019**

	Note	2019 £	2018 £
Net cash flow from operating activities	16	223,614	(377,224)
Cash flow from investing activities			
Interest received		13,430	9,792
Net cash flow from investing activities		13,430	9,792
Net increase in cash and cash equivalents		237,044	(367,432)
Cash and cash equivalents at 1st January		1,948,007	2,315,439
Cash and cash equivalents at 31st December		<u>2,185,051</u>	<u>1,948,007</u>
Cash and cash equivalents consist of:			
Cash at bank and in hand		128,566	40,927
Short term deposits		2,056,485	1,907,080
Cash and cash equivalents at 31st December		<u>2,185,051</u>	<u>1,948,007</u>

The notes on pages 14 to 22 form an integral part of these financial statements.

**Notes to the Financial Statements
for the year ended 31 December 2019**

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 (FRS 102) issued on 16 July 2014;
- 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 as it applies from 1 January 2015.

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 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	5 years	5 years as the economic useful life cannot be reliably estimated

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2019

.....continued

1. Accounting policies (continued)

1.5 Debtors

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

1.6 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.

1.7 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.

1.8 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.9 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.

1.10 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.

2. Income and expenditure resources from charitable activities:

Events, exhibition and sponsorship

	Income	Expenditure	Surplus/ (Deficit) 2019	2018
	£	£	£	£
ucisa Annual Conference	474,418	400,074	74,344	149,070
Corporate Information Systems Group	179,307	113,570	65,737	6,803
Digital Capabilities Group	23,478	20,735	2,743	2,329
Support Services Group	50,815	61,962	(11,147)	(8,273)
Managers' Forum	2,950	1,991	959	2,281
Infrastructure Group	108,378	50,682	57,696	39,335
DEG	3,750	3,103	647	11,729
Network Group	-	5,486	(5,486)	(4,826)
Project Change and Management Group	14,039	11,772	2,267	(2,029)
London Group/LMN	52,920	22,050	30,870	22,161
Community Days	-	2,023	(2,023)	(3,513)
Educause Study Tour	2,059	-	2,059	-
Women in Technology	-	964	(964)	-
ALT Award	500	-	500	-
Management Charge from ucisa	-	225,559	(225,559)	(226,081)
Net movement in funds	912,614	919,971	(7,357)	(11,014)

Total restricted income and expenditure included in the above is £6,109 (2018: £nil).

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

3. Costs of raising voluntary income

	2019	2018
	£	£
Administration	48,336	82,146
Bank charges	9,303	6,401
Business systems	41,775	37,691
Web Content management system	9,393	24,961
Contracted administration and support costs	426,629	460,512
Less recharged to event costs (USL)	(225,559)	(226,081)
Meeting expenses	17,403	28,728
Public liability insurance	2,875	2,675
Amortisation	72,000	72,000
Bad debt	62	-
Mentoring	-	2,781
Governance costs (see note 6)	48,334	86,839
Salaries	153,691	139,704
Recruitment fees	-	14,650
Website and rebranding	27,556	181,765
Transition costs	240,084	-
	<u>871,882</u>	<u>914,772</u>

Total restricted expenditure included in the above is £nil (2018: £nil).

4. Projects and surveys

	2019	2018
	£	£
Projects	13,130	10,616
Accrual write-back for cancelled projects	-	(22,000)
Digital skills survey	28,354	1,041
TEL survey	7,571	22,587
	<u>49,055</u>	<u>12,244</u>

Total restricted expenditure included in the above is £nil (2018: £nil).

5. Publicity and awards

	2019	2018
	£	£
ucisa bursaries	18,974	32,581
	<u>18,974</u>	<u>32,581</u>

Total restricted expenditure included in the above is £nil (2018: £nil).

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

6. Governance costs	2019	2018
	£	£
Salary costs	8,090	7,353
Administration	3,606	1,476
Auditor fees: Audit	7,800	7,600
Other work	16,779	14,437
Contracted administration	8,707	9,398
Meeting expenses	916	15,488
Legal and professional fees	2,436	31,087
	<u>48,334</u>	<u>86,839</u>
	<u><u>48,334</u></u>	<u><u>86,839</u></u>
 7. Staff costs		
	2019	2018
	£	£
Wages and salaries	210,561	132,542
Social security costs	22,678	10,505
Pensions	9,876	4,010
Reallocated to transition costs	(81,334)	-
	<u>161,781</u>	<u>147,057</u>
	<u><u>161,781</u></u>	<u><u>147,057</u></u>

During the year, there were two (2018: 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 £517,342 (2018: £469,912). From December 2019 support staff were directly employed by ucisa with an additional 5 employees added to the payroll.

One person received between £110,001 and £120,000 in the year.

One person received between £70,001 and £80,000 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 (2018: £nil). Travelling expenses in connection with conferences, workshops and administration amounting to £2,095 (2018: £20,363) were reimbursed to certain committee members during the year.

9. Intangible fixed assets

	Computer software £
Cost as at 1 January 2019	360,000
Cost at 31 December 2019	<u>360,000</u>
Amortisation as at 1 January 2019	216,000
Charge for the year	72,000
Accumulated amortisation at 31 December 2019	<u>288,000</u>
Net book value at 31 December 2019	<u>72,000</u>
Net book value at 31 December 2018	<u><u>144,000</u></u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

10. Investments

	COIF Deposit Fund £
Valuation	
Market value at 1 January 2019	1,907,080
Interest credited during period	12,586
Transfers out	(550,000)
Transfers in	686,820
	<hr/>
Market value at 31 December 2019	2,056,486
	<hr/>
Total - Group	2,056,486
	<hr/> <hr/>
Investment in subsidiary company:	
ucisa Services Limited	100
	<hr/>
Total - Charity	2,056,586
	<hr/> <hr/>

11. Debtors

	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Due within one year:				
Trade debtors	57,755	6,816	78,421	9,408
Prepayments	97,092	16,383	195,742	15,589
VAT	51,444	40,456	23,192	37,892
Inter-company balance	-	117,395	-	84,995
	<hr/>	<hr/>	<hr/>	<hr/>
	206,291	181,050	297,355	147,884
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

12. Creditors: amounts falling due within one year

	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Trade creditors	55,454	45,063	236,307	131,248
Accruals	68,934	62,134	138,540	134,840
Deferred income	59,435	30,240	113,469	44,160
Other creditors	475	475	846	846
Social security and other taxes	24,916	24,916	3,829	3,829
Corporation tax	-	-	-	-
	<u>209,214</u>	<u>162,828</u>	<u>492,991</u>	<u>314,923</u>

13. Deferred income

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

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2019	113,469	44,160
Amount released to incoming resources	(113,469)	(44,160)
Amount deferred in year	59,435	30,240
	<u>59,435</u>	<u>30,240</u>
Balance carried forward as at 31 December 2019	<u><u>59,435</u></u>	<u><u>30,240</u></u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

14. Analysis of funds

	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
	<u>1,896,371</u>	<u>357,757</u>	<u>2,254,128</u>
	<u>1,896,371</u>	<u>357,757</u>	<u>2,254,128</u>
	As at 1 January 2018 £	Movements in year £	As at 31 December 2018 £
Unrestricted funds	2,248,059	(355,502)	1,892,557
Non-charitable trading funds	2,821	993	3,814
	<u>2,250,880</u>	<u>354,509</u>	<u>1,896,371</u>
	<u>2,250,880</u>	<u>354,509</u>	<u>1,896,371</u>

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.

15. Analysis of net assets between funds

	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>
	<u>680,711</u>	<u>1,573,417</u>	<u>2,254,128</u>

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

	2019 £	2018 £
Net income/(expenditure) for year	357,757	(354,509)
Interest receivable	(13,430)	(9,792)
Amortisation of intangible fixed assets	72,000	72,000
Decrease/(increase) in debtors	91,064	(49,272)
Decrease in creditors	(283,777)	(35,651)
Net cash flow from operating activities	<u>223,614</u>	<u>(377,224)</u>
	<u>223,614</u>	<u>(377,224)</u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

17. 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 2019 the subsidiary company showed the following results:

	2019	2018
	£	£
Turnover	910,054	809,159
Cost of sales	(889,741)	(788,882)
	<hr/>	<hr/>
Gross profit	20,313	20,277
Administrative and overhead costs	(22,854)	(19,495)
Interest receivable	377	212
Corporation Tax	-	-
	<hr/>	<hr/>
Net (loss)/profit	(2,164)	994
Distribution to the charity	(994)	-
	<hr/>	<hr/>
Profit retained	<u>(3,158)</u>	<u>994</u>

The balance sheet of the subsidiary as at 31 December 2019 was:

	2019	2018
	£	£
Current assets:		
Debtors	50,940	69,013
Prepayments	80,708	180,152
Cash at bank	21,902	32,512
Other debtors	10,989	-
Current liabilities:		
Creditors	(10,392)	(105,059)
Accruals and deferred income	(35,995)	(73,009)
Other creditors	-	(14,701)
Owed to ucisa	(117,396)	(84,994)
	<hr/>	<hr/>
Net current assets	756	3,914
	<hr/>	<hr/>
Total net assets	<u>756</u>	<u>3,914</u>
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	656	3,814
	<hr/>	<hr/>
	<u>756</u>	<u>3,914</u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2019**

.....continued

18. Charity statement of financial activities

The charity's own results are summarised below:

	2019	2018
	£	£
Income and endowments from:		
Other trading activities		
Membership subscriptions	604,775	606,310
Charitable activities		
Events, exhibitions and sponsorship	2,559	-
Charitable fundraising	4,114	-
Investments	13,052	9,580
Grant income	686,820	-
Total income and endowments	1,311,320	615,890
Total expenditure	(950,405)	(971,392)
Net movement in funds	360,915	(355,502)