

Registered Charity Number: 1161218
Company Number: 09349804

Universities and Colleges Information Systems Association

Consolidated Accounts
for the year ended
31 December 2020

Wenn Townsend
Chartered Accountants
Oxford

Universities and Colleges Information Systems Association

Association information

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

Universities and Colleges Information Systems Association

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Universities and Colleges Information Systems Association

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

Introduction

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

Trustees

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

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

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

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

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

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

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

Mr Arthur Clune
Mr Garrod Barker
Mr Darren Tysoe

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

Structure, governance and management

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

ucisa has four categories of membership:

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

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

Universities and Colleges Information Systems Association

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

Structure, governance and management (continued)

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

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

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

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

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

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

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

Objectives and activities for the public benefit

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

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

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

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

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

Universities and Colleges Information Systems Association

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

Objectives and activities for the public benefit (continued)

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

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

Achievements and performance

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

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

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

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

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

Universities and Colleges Information Systems Association

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

Achievements and performance (continued)

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

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

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

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

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

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

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

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

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

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

Universities and Colleges Information Systems Association

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

Financial performance

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

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

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

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

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

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

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

Fundraising

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

Future plans

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

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

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

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

Universities and Colleges Information Systems Association

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

Future plans (continued)

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

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

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

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

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

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

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

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

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

Universities and Colleges Information Systems Association

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

Trustees' responsibilities statement

The trustees (who are also directors of the Universities and Colleges Information Systems Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

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

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

Signature and declaration

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

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



..... Dean Phillips – Treasurer

Signed on behalf of the trustees on 11th May 2021

Universities and Colleges Information Systems Association

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

Opinion

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st December 2020 which comprise the group statement of financial activities, the group and parent charity balance sheets, the group cash flow statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

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

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

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

Universities and Colleges Information Systems Association

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



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

11th May 2021

Wenn Townsend is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Universities and Colleges Information Systems Association

**Consolidated Statement of Financial Activities
(including income and expenditure account)
for the year ended 31 December 2020**

	Notes	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £
Income:							
Other trading activities							
Membership subscriptions		678,744	-	678,744	604,775	-	604,775
Charitable activities							
Events exhibitions and sponsorship	2	248,679	-	248,679	912,614	-	912,614
Charitable fundraising		-	-	-	3,120	-	3,120
Investments							
Other		6,293	-	6,293	13,430	-	13,430
		-	-	-	-	686,820	686,820
Total income		<u>933,716</u>	<u>-</u>	<u>933,716</u>	<u>1,533,939</u>	<u>686,820</u>	<u>2,220,759</u>
Expenditure:							
Raising funds							
Cost of raising income	3	498,833	-	498,833	871,882	-	871,882
Charitable activities							
Events, exhibition and sponsorship	2	212,925	-	212,925	913,862	6,109	919,971
Projects and surveys	4	20,352	-	20,352	49,055	-	49,055
Publicity and awards	5	8,666	14,400	23,066	18,974	-	18,974
Charitable donations		-	-	-	3,120	-	3,120
		740,776	14,400	755,176	1,856,893	6,109	1,863,002
Corporation Tax (due on subsidiary company)		-	-	-	-	-	-
Total expenditure		<u>740,776</u>	<u>14,400</u>	<u>755,176</u>	<u>1,856,893</u>	<u>6,109</u>	<u>1,863,002</u>
Net movement in funds	15	192,940	(14,400)	178,540	(322,954)	680,711	357,757
Reconciliation of funds:							
Total funds brought forward		1,573,417	680,711	2,254,128	1,896,371	-	1,896,371
Total funds carried forward		<u>1,766,357</u>	<u>666,311</u>	<u>2,432,668</u>	<u>1,573,417</u>	<u>680,711</u>	<u>2,254,128</u>

All income and expenditure derive from continuing activities.

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

The notes on pages 13 to 23 form an integral part of these financial statements

Universities and Colleges Information Systems Association

Consolidated Balance Sheet
as at 31 December 2020

	Notes	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Fixed Assets					
Tangible Fixed Assets	9	2,584	2,584	-	-
Intangible Fixed Assets	10	54,000	54,000	72,000	72,000
		<u>56,584</u>	<u>56,584</u>	<u>72,000</u>	<u>72,000</u>
Current Assets					
Investments	11	2,061,845	2,061,945	2,056,485	2,056,585
Debtors	12	380,401	537,537	206,291	181,050
Cash at bank and in hand		895,462	365,423	128,566	106,665
Total Current Assets		<u>3,337,708</u>	<u>2,964,905</u>	<u>2,391,342</u>	<u>2,344,300</u>
Creditors: amounts falling due within one year	13	<u>(641,271)</u>	<u>(604,626)</u>	<u>(209,214)</u>	<u>(162,828)</u>
Net Current Assets		<u>2,696,437</u>	<u>2,360,279</u>	<u>2,182,128</u>	<u>2,181,472</u>
Creditors: amounts falling due after more than one year	13	<u>(320,353)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net assets		<u><u>2,432,668</u></u>	<u><u>2,416,863</u></u>	<u><u>2,254,128</u></u>	<u><u>2,253,472</u></u>
Funds:					
Unrestricted funds		1,750,552	1,750,552	1,572,761	1,572,761
Restricted funds		666,311	666,311	680,711	680,711
Non-charitable trading funds		15,805	-	656	-
Total funds	15	<u><u>2,432,668</u></u>	<u><u>2,416,863</u></u>	<u><u>2,254,128</u></u>	<u><u>2,253,472</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 11th May 2021



Dean Phillips
Treasurer

The notes on pages 13 to 23 form an integral part of these financial statements

Universities and Colleges Information Systems Association

Consolidated Statement of Cash Flows
for the year ended 31st December 2020

	Note	2020 £	2019 £
Net cash flow from operating activities	17	769,189	223,614
Cash flow from investing activities			
Purchase of tangible fixed assets		(3,226)	-
Interest received		6,293	13,430
Net cash flow from investing activities		3,067	13,430
Net increase in cash and cash equivalents		772,256	237,044
Cash and cash equivalents at 1st January		2,185,051	1,948,007
Cash and cash equivalents at 31st December		2,957,307	2,185,051
Cash and cash equivalents consist of:			
Cash at bank and in hand		895,462	128,566
Short term deposits		2,061,845	2,056,485
Cash and cash equivalents at 31st December		2,957,307	2,185,051

The notes on pages 13 to 23 form an integral part of these financial statements.

**Notes to the Financial Statements
for the year ended 31 December 2020**

1. Accounting policies

1.1 Basis of preparation

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

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

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

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

1.2 Income

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

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

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

Interest on funds held on deposit is included when receivable.

1.3 Expenditure

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

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

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

1.4 Tangible assets

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

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

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

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

1. Accounting policies (continued)

1.5 Intangible assets

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

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

Following an update to the intangible asset during the current year, the asset is considered to have an additional three years of useful life compared to the previous five year estimate. The amortisation policy has been adjusted to reflect this. The impact upon the SOFA from this change in estimate is to decrease the amortisation charge in the current year from £72,000 to £18,000 and will result in amortisation charges of £18,000 in the next three accounts years. Under the previous policy the asset would have been fully amortised by the end of 2020.

1.6 Debtors

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

1.7 Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

1.8 Investments

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

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

1.10 Fund accounting

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

1.11 Going concern

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

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

2. Income and expenditure resources from charitable activities:

Events, exhibition and sponsorship

	Income	Expenditure	Surplus/ (Deficit) 2020	2019
	£	£	£	£
ucisa Annual Conference	-	-	-	74,344
ucisa Annual Conference repurposed	159,250	-	159,250	-
Publications	4,333	-	4,330	-
Supplier Day	3,833	-	3,833	-
Corporate Information Systems Group	27,000	4,857	22,143	65,737
Digital Capabilities Group	1,400	-	1,400	2,743
Support Services Group	3,423	4,403	(980)	(11,147)
Managers' Forum	-	2,260	(2,260)	959
Infrastructure Group	33,650	5,650	28,000	57,696
DEG	(50)	3,843	(3,893)	647
Network Group	7,700	50	7,650	(5,486)
Project Change and Management Group	-	-	-	2,267
London Group/LMN	500	28	472	30,870
Community Days	-	-	-	(2,023)
Cultural Challenges Study Tour	4,890	-	4,890	-
Educause Study Tour	-	-	-	2,059
Women in Technology	2,750	440	2,310	(964)
ALT Award	-	-	-	500
HiJack Event Platform	-	28,449	(28,449)	-
Management Charge from ucisa	-	162,945	(162,945)	(225,559)
Net movement in funds	<u>248,679</u>	<u>212,925</u>	<u>35,751</u>	<u>(7,357)</u>

Total restricted income and expenditure included in the above is £nil (2019: £6,109).

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

3. Costs of raising voluntary income

	2020	2019
	£	£
Administration	50,977	48,336
Bank charges	6,057	9,303
IT costs	85,845	51,168
Contracted administration and support costs	-	426,629
Meeting expenses	4,550	17,403
Public liability insurance	3,317	2,875
Amortisation and depreciation	18,642	72,000
Bad debt	-	62
Governance costs (see note 6)	40,280	48,334
Salaries	393,804	153,691
Recruitment fees	3,890	-
Infrastructure	36,375	-
Website and rebranding	-	27,556
Transition costs	18,041	240,084
Less recharged to event costs (USL)	(162,945)	(225,559)
	<u>498,833</u>	<u>871,882</u>

Total restricted expenditure included in the above is £nil (2019: £nil).

4. Projects and surveys

	2020	2019
	£	£
Projects	-	13,130
LEO info security training	2,344	-
Digital skills survey	-	28,354
TEL survey	9,000	7,571
CISG Annual Survey	3,200	-
Survey Software	5,808	-
	<u>20,352</u>	<u>49,055</u>

Total restricted expenditure included in the above is £nil (2019: £nil).

5. Publicity and awards

	2020	2019
	£	£
ucisa bursaries	-	18,974
LMN grants	14,400	-
Sponsorship	8,666	-
	<u>23,066</u>	<u>18,974</u>

Total restricted expenditure included in the above is £14,400 (2019: £nil).

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

6. Governance costs	2020	2019
	£	£
Salary costs	11,959	8,090
Administration	4,400	3,606
Auditor fees: Audit	8,000	7,800
Other work	11,310	16,779
Contracted administration	-	8,707
Meeting expenses	24	916
Legal and professional fees	4,587	2,436
	<u>40,280</u>	<u>48,334</u>
	<u><u>40,280</u></u>	<u><u>48,334</u></u>
7. Staff costs	2020	2019
	£	£
Wages and salaries	324,989	210,561
Social security costs	33,275	22,678
Pensions	20,399	9,876
Redundancy	30,984	-
Temporary staff	3,616	-
Reallocated to transition costs	(7,500)	(81,334)
	<u>405,763</u>	<u>161,781</u>
	<u><u>405,763</u></u>	<u><u>161,781</u></u>

During the year, there was an average of seven (2019: two) persons directly employed by ucisa. Until November 2019 ucisa's support staff were employed by the University of Oxford IT Services. The University made a charge to the charity in respect of management fees for the year at a value of £nil (2019: £517,342).

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

Key management personnel remuneration are included in the above bandings.

8. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2019: £nil). Travelling expenses in connection with conferences, workshops and administration amounting to £nil (2019: £2,095) were reimbursed to certain committee members during the year.

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

9. Tangible fixed assets

	Office equipment £	Computer equipment £	Total £
Cost as at 1 January 2020	-	-	-
Additions	538	2,688	3,226
Cost at 31 December 2020	538	2,688	3,226
Depreciation as at 1 January 2020	-	-	-
Charge for the year	45	597	642
Accumulated depreciation at 31 December 2020	45	597	642
Net book value at 31 December 2020	493	2,091	2,584
Net book value at 31 December 2019	-	-	-

10. Intangible fixed assets

	Computer software £
Cost as at 1 January 2020	360,000
Cost at 31 December 2020	360,000
Amortisation as at 1 January 2020	288,000
Charge for the year	18,000
Accumulated amortisation at 31 December 2020	306,000
Net book value at 31 December 2020	54,000
Net book value at 31 December 2019	72,000

11. Investments

	COIF Deposit Fund £
Valuation	
Market value at 1 January 2020	2,056,486
Interest credited during period	5,359
Transfers out	-
Transfers in	-
Market value at 31 December 2020	2,061,845
Total - Group	2,061,845
Investment in subsidiary company: ucisa Services Limited	100
Total - Charity	2,061,945

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

12. Debtors

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Due within one year:				
Trade debtors	245,081	231,411	57,755	6,816
Prepayments	135,320	16,991	97,092	16,383
VAT	-	-	51,444	40,456
Inter-company balance	-	289,135	-	117,395
	<u>380,401</u>	<u>537,537</u>	<u>206,291</u>	<u>181,050</u>

13. Creditors: amounts falling due within one year

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Trade creditors	53,398	46,091	55,454	45,063
Accruals	38,594	34,694	68,934	62,134
Deferred income	455,893	436,894	59,435	30,240
Other creditors	436	436	475	475
Social security and other taxes	9,145	9,145	24,916	24,916
VAT	83,805	77,367	-	-
	<u>961,624</u>	<u>604,626</u>	<u>209,214</u>	<u>162,828</u>

Creditors: amounts falling due within one year

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Deferred income	320,353	-	-	-
	<u>320,353</u>	<u>-</u>	<u>-</u>	<u>-</u>

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

Notes to the Financial Statements
for the year ended 31 December 2020

.....continued

14. Deferred income

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

Movements on deferred income during the year were:

	Group £	Charity £
Brought forward as at 1 January 2020	59,435	30,240
Amount released to incoming resources	(33,915)	(30,240)
Amount deferred in year	750,726	436,894
	<u>776,246</u>	<u>436,894</u>
Balance carried forward as at 31 December 2020	<u><u>776,246</u></u>	<u><u>436,894</u></u>

15. Analysis of funds

	As at 1 January 2020 £	Movements in year £	As at 31 December 2020 £
Unrestricted funds	1,572,761	177,791	1,750,552
Restricted funds	680,711	(14,400)	666,311
Non-charitable trading funds	656	15,149	15,805
	<u>2,254,128</u>	<u>178,540</u>	<u>2,432,668</u>
	<u><u>2,254,128</u></u>	<u><u>178,540</u></u>	<u><u>2,432,668</u></u>
	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><u>1,896,371</u></u>	<u><u>357,757</u></u>	<u><u>2,254,128</u></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.

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

16. Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total 2020
	£	£	£
Tangible fixed assets	-	2,584	2,584
Intangible fixed assets	-	54,000	54,000
Current assets	666,311	2,671,397	3,377,708
Current liabilities	-	(961,624)	(961,624)
	666,311	1,1,766,357	2,432,668
	666,311	1,1,766,357	2,432,668
	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)
	680,711	1,573,417	2,254,128
	680,711	1,573,417	2,254,128

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

	2020	2019
	£	£
Net income/(expenditure) for year	178,540	357,757
Interest receivable	(6,293)	(13,430)
Amortisation and depreciation	18,642	72,000
Decrease/(increase) in debtors	(174,110)	91,064
Decrease in creditors	752,410	(283,777)
	769,189	223,614
	769,189	223,614

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

18. Related parties

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

For the period ended 31 December 2020 the subsidiary company showed the following results:

	2020	2019
	£	£
Turnover	248,679	910,054
Cost of sales	(217,674)	(889,741)
	<hr/>	<hr/>
Gross profit	31,005	20,313
Administrative and overhead costs	(16,249)	(22,854)
Interest receivable	393	377
Corporation Tax	-	-
	<hr/>	<hr/>
Net profit/(loss)	15,149	(2,164)
Distribution to the charity	-	(994)
	<hr/>	<hr/>
Profit retained	<u>15,149</u>	<u>(3,158)</u>

The balance sheet of the subsidiary as at 31 December 2020 was:

	2020	2019
	£	£
Current assets:		
Debtors	13,670	50,940
Prepayments	118,329	80,708
Cash at bank	530,039	21,902
Other debtors	-	10,989
Current liabilities:		
Creditors	(7,307)	(10,392)
Accruals and deferred income	(22,900)	(35,995)
Other creditors	(6,437)	-
Owed to ucisa	(289,135)	(117,396)
	<hr/>	<hr/>
Net current assets	<u>336,259</u>	<u>756</u>
Non-current liabilities		
Accruals and deferred income	(320,353)	-
	<hr/>	<hr/>
Total net assets	<u>15,906</u>	<u>756</u>
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	15,806	656
	<hr/>	<hr/>
	<u>15,906</u>	<u>756</u>

Universities and Colleges Information Systems Association

**Notes to the Financial Statements
for the year ended 31 December 2020**

.....continued

19. Charity statement of financial activities

The charity's own results are summarised below:

	2020	2019
	£	£
Income and endowments from:		
Other trading activities		
Membership subscriptions	678,744	604,775
Charitable activities		
Events, exhibitions and sponsorship	-	2,559
Charitable fundraising	-	4,114
Investments	5,901	13,052
Grant income	-	686,820
Total income and endowments	684,645	1,311,320
Total expenditure	(521,254)	(950,405)
Net movement in funds	163,391	360,915