

Registered Charity Number: 1161218
Company Number: 09349804

Universities and Colleges Information Systems Association

**Consolidated Accounts
for the year ended
31 December 2018**



**Wenn Townsend
Chartered Accountants
Oxford**

Universities and Colleges Information Systems Association

Association information

Chair:	David Telford
Treasurer:	Dean Phillips
Vice Chair:	Drew Cook
Secretary:	Paul Butler
Executive Director:	Peter Tinson
Registered Charity Number:	1161218
Registered Office:	13 Banbury Road Oxford OX2 6NN
Auditor:	Wenn Townsend Chartered Accountants Oxford
Business Address:	University of Oxford 13 Banbury Road Oxford OX2 6NN
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 2018

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 2018 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2018 Annual General Meeting took place on Thursday 8th March during the Annual Conference held at the Bournemouth International Centre, Bournemouth.

Trustees

The following were elected trustees at Annual General Meeting 2018:

Mr David Telford, Chair
Mr Drew Cook, Vice-Chair
Mr Paul Butler, Secretary
Mr Dean Phillips, Treasurer
Mr Peter O'Rourke, Elected Trustee
Mr Adrian Ellison, Elected Trustee
Mr Mike Cope, Elected Trustee

All were already trustees having been elected at previous AGMs

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.

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. Most Trustees have attended the *What every trustee should know* course. In addition one Trustee has previously completed the IoD Directors diploma. All Trustees took part in a workshop on Governance in April 2018.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2018

Structure, governance and management (continued)

UCISA's work is largely carried out by volunteers from the universities and colleges sector. This work is supported by the UCISA Office which comprises seven full time staff supplemented by part-time, temporary and contract workers as required. The functions of this Office are to:

- Provide support for events organised by the Association;
- Provide support for the membership including the maintenance of accurate records;
- Provide and support appropriate business systems;
- Produce publications as required by the Association;
- Provide project management for activities required by the Association;
- Draft and submit responses to consultations from Government and other related bodies;
- Represent the membership on working parties and committees;
- Organise occasional events aimed at senior managers within information/IT service departments.

UCISA contracts the provision of services from the University of Oxford. A comprehensive list of the functions of the Office is defined in the contract agreed between the University of Oxford IT Services and the Trustees of the Association. In addition, two staff (one part-time) are paid directly by UCISA.

The Executive Director, Peter Tinson, is responsible for the day to day management of the Association's activities. This largely entails ensuring that the Office is adequately resourced to support delivery of the plan of activities, lead on representation and lobbying activity and along with the Finance and Commercial Director, Nina Robinson, ensures that the Trustees are aware of any financial risks that may arise from the Association's activities. The Executive Director is permitted, through the terms of the Memorandum of Agreement with the University of Oxford, to authorise modest expenditure for services (up to £10,000). Items with a greater cost or the introduction of externally based services run on behalf of the Association will be presented to the Board of Trustees for approval. The Executive Director is supported by a UCISA directly employed Finance and Commercial Director, Nina Robinson, who is responsible for compliance with financial good practice while achieving the organisation's charitable objectives.

The Trustees instigated a comprehensive review of the major risks relating to the operations of the charity in 2013, and have implemented procedures and systems to manage those risks. The outcome of this review 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 – the UCISA Board of Trustees, which will have responsibility for the strategic development, and corporate and financial compliance, and the Leadership Council which will be the focal point for membership engagement and management of the delivery of resources and publications.

Objectives and activities for the Public Benefit

The objective of UCISA is to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research, primarily in United Kingdom universities and colleges. UCISA seeks to achieve this objective through two strategic aims:

- To identify and disseminate best practice in the promotion and use of information systems, services and technologies in higher and further education in the UK;
- To inform and support policy making processes, at an international, national and institutional level, relating to the cost effective application of information systems, services and technologies.

**Trustees' Annual Report (continued)
for the financial year ended on 31 December 2018**

Objectives and activities for the Public Benefit (continued)

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.

Identification and dissemination of best practice – a summary

UCISA continues to pursue a broad range of activities in order to identify and promote best practice. UCISA's conferences and seminars continue to be the primary focus of work in this area.

UCISA continues to work with its corporate members to increase understanding of the sector and so ensure that engagement between suppliers and universities and colleges deliver effective and efficient solutions. In addition to the briefings for exhibitors, UCISA ran two events targeted specifically at building a better comprehension of the sector amongst supplier and gave briefings directly to a number of commercial concerns. UCISA also recognises that there is benefit in building a more strategic partnership with major suppliers to the sector and has begun discussions with one organisation regarding a collaboration to promote more effective use of technology and to identify future trends and so facilitate better planning within IT departments going forward. In addition, UCISA seeks to ensure that its members are influential in shaping the development of strategic applications by promoting membership of application user groups and product development boards.

The conferences continue to cover a broad range of topics and to address strategic challenges. UCISA ran a number of one day events to allow greater focus on diverse topics including the development and application of immersive environments, lecture capture and service management tools. Whilst the one day events allow opportunities for conversations around individual topics, UCISA's community days allow greater, in depth discussion. Two were run in 2018 looking at the application and ethical challenges of position intelligence engines, and at the impact of the General Data Protection Regulations on service desk operation.

The face to face events were supplemented by nine webinars in 2018, many of which were fully booked. These focused on topics such as award and recognition, and the benefits of employing students on project management teams. UCISA recognises that there is much to learn from other sectors with a number of presentations at our events being given by commercial partners.

UCISA, as part of our strategy to broaden the organisation's reach, ran a joint event with Jisc targeted at the developer community within the sector. The two day event was well attended and the collaboration was strengthened by UCISA promoting a number of further Jisc events on the development and application of chatbots.

Regional engagement

UCISA's first regional group based in London continued to flourish in 2018. The Group meetings attracted delegates from a broad range of roles and allowed greater interaction between higher and further education colleagues. London Metropolitan Network Ltd, who subsidised the operation of the group for 2017 and 2018 agreed to continue their funding for 2019. Engagement at a regional level is a key aim within UCISA's strategy. UCISA continued to attend meetings of the Scottish IT Directors group HEIDS during the year and, at its last meeting of the year, the HEIDS members agreed to become a UCISA regional group. Development of regional groups is a key part of UCISA's strategy to increase our reach and we are encouraged by the high level of engagement and commitment from our groups established thus far.

Diversity

During the course of the year, UCISA has broadened its activities relating to improving diversity in the IT staffing in higher and further education institutions. Each of the special interest groups has allocated a champion tasked with ensuring that all group activities take into account the need to promote diversity. Following on from a presentation on women in IT at the Leadership Conference, UCISA supported the CIO+1 initiative instigated by Claire Priestley of City, University of London, published a blog post to provoke further debate and launched the Women in Technology group. This group is forming its plans for the coming year, including engagement with similar networks within commercial organisations.

**Trustees' Annual Report (continued)
for the financial year ended on 31 December 2018**

Objectives and activities for the Public Benefit (continued)

A number of individuals within UCISA's membership achieved success in the Everywoman in Technology Awards and the Women in IT Awards. UCISA promoted the success of these individuals and a number shared their success with the wider membership through blogs and presentations. One award winner, Sally Bogg from Leeds Beckett University, led the activity to establish a Women in Technology group. The Group, now chaired by Lynne Newbitt from Loughborough University, has met a number of times and is planning activities for 2019.

Provoking debate

One of UCISA's strategic aims is to act as a thought leader in the community we serve. The aim is to stimulate discussion and to help our membership consider emerging trends and thinking when planning their services. A total of five thought leadership blogs were published during the course of the year, considering marketing and IT, the challenges of balancing openness and security when managing research data, and mental health and diversity.

Membership surveys

UCISA carries out a number of surveys during the year to allow our members to benchmark themselves against their peers and against national trends. The biennial Technology Enhanced Learning (TEL) Survey was carried out during the course of the year and the results presented at the ALT-C Conference. The survey continues to be referred to externally with a research article on the trends in educational technology drawing on the survey results being published.

The first survey of infrastructure technology was carried out this year with the results expected to be published early in 2019. The survey will complement the corporate information systems survey, now well established in the sector and will help build a more complete picture of the technology in use across the sector.

Resources for the sector

UCISA continues to develop resources for its membership. Implementation of the General Data Protection Regulation presented a major challenge to the sector. UCISA produced two resources to help meet those challenges. *GDPR is coming – what shall we do?* gave practical advice on following the twelve steps to GDPR implementation published by the Information Commissioner's Office. In addition, UCISA published a toolkit to help institutions carry out privacy impact assessments, a key part of GDPR activity. UCISA collaborated with both the Information Commissioner's Office and Microsoft to include a worked example of a privacy impact assessment for an Office 365 implementation.

The Enterprise Architecture Community of Practice launched a reference model for a higher education institution at the Leadership Conference in March. The model was based on a similar model developed by UCISA's Australasian sister organisation CAUDIT. The model has been well received in the sector with a presentation on its use given a number of forums in addition to the joint Corporate Information Systems and Project and Change Management Groups' conference in November.

The ability to communicate well to your stakeholders is fundamental to the successful operation of an IT service department; getting communications right can lead to improved customer trust, reputation and engagement. The UCISA Support Services Group developed a *Communications Toolkit* to assist institutions in understanding the reasons for communicating with their stakeholders as well as what and how to communicate. The Toolkit was launched at the Support Services Conference and was also promoted at a number of other UCISA events.

UCISA, as part of our strategic mission, seeks to provoke discussion and debate amongst our members. A collaboration with Sero HE Consulting saw a workshop run in Birmingham in 2017 to discuss the implementation and development of analytics within the sector. The output from that workshop *The Truth about Data and Analytics* was published in April with a number of blogs then following up on the report's contents.

It is pleasing to note that UCISA's resources continue to be referenced further afield. In addition to the TEL survey report being cited, the *Learning Spaces Toolkit* was referenced in the New Media Consortium's Horizon Report. Further, the Home Office's *Prevent* guidance cites UCISA's *Model regulations for the use of institutional IT facilities and systems*.

**Trustees' Annual Report (continued)
for the financial year ended on 31 December 2018**

Objectives and activities for the Public Benefit (continued)

Bursary award and knowledge sharing

The UCISA bursary scheme was run again in 2018, providing the opportunity for members to attend conferences that they would not normally have the opportunity to attend, and to share the knowledge they acquire with UCISA members. UCISA, sought to encourage junior staff to apply for bursaries as part of our wider strategy to encourage engagement with and development those not in managerial positions. The scheme attracted a record number of applications in 2018 including many from junior positions with over thirty bursaries funded.

UCISA continues to engage with our overseas equivalent organisations, collaborating on areas of mutual interest and exchanging information on a range of issues. The Executive Director, Peter Tinson, has continued as chair of the Coalition of Higher Education IT Associations to drive global collaboration and sharing of expertise. In addition, UCISA events benefited from presentations from two North American universities and from a number of experts from the tech industry.

Developing our members

UCISA recognises that individuals' development can be supported in a variety of different ways. In addition to formal training, individuals can benefit from support from their peers both formally through mentoring or coaching schemes and informally through their own support networks. UCISA supported both formal and informal development through 2018. The main focus of the formal development came through UCISA's support of the Future Professional Directors Programme, run by Advance HE (formerly the Leadership Foundation for Higher Education) on behalf of UCISA and a number of other professional associations. The Programme is now in its third iteration in its current form and continues to be well supported.

One of the principle drivers of UCISA is to assist our members build networks that will support them throughout their careers. UCISA recognises that, whilst our events offer some opportunities for our members to build their own networks, other events may provide different opportunities. UCISA supported a number of action learning sets that were established between ourselves and our library, finance, HR and estates equivalent organisations. This is the third tranche of learning sets; previous instances have continued beyond the formal end of the programme. The CIO+1 events run by Claire Priestley (City, University of London) provide an opportunity for CIOs to network but also for them to bring members of their team from diverse backgrounds to start to build their own networks. UCISA supported two of the CIO+1 events in 2018 as part of our strategic mission to broaden awareness of UCISA and our activities amongst IT staff in universities and colleges, and to encourage and foster diversity.

UCISA launched a mentoring scheme in 2018, running a pilot scheme with two of its special interest groups. The scheme has suffered from a lack of individuals putting themselves forward as mentors but has successfully placed some mentees with mentors. It is hoped that the positive experience gained can be used to encourage more potential mentors to put themselves forward.

The skills sets required by personnel within university and college IT departments is rapidly changing. UCISA has supported initiatives with Jisc and Eduserv to investigate ways of identifying and supporting the workforce of the future and to look at the leadership challenges CIOs face. Both initiatives are due to report early in 2019. It is anticipated that this work will influence the development of UCISA resources and events going forward.

Informing and supporting policy making

The Higher Education Statistics Agency (HESA) continued on its programme of work to improve the timeliness and quality of the information provided on the higher education sector to a wide range of organisations. UCISA is represented on both the Programme and Advisory Boards for the HESA Data Futures Programme and continues to work to ensure that both institutions and software suppliers are kept informed on progress and that their needs are understood and recognised by HESA.

UCISA staff have met with representatives from the Universities Admission service UCAS on a number of occasions during the year. In addition, UCISA continues to be represented on the UCAS Council.

**Trustees' Annual Report (continued)
for the financial year ended on 31 December 2018**

Achievements and performance

UCISA continues to be a thriving organisation and the activities detailed above are evidence of the way it is meeting the needs of its membership and stated objectives. UCISA ran a varied portfolio of events in 2018 including free to access webinars and a number of free to attend community days which allowed members to discuss a particular issue. There were high levels of attendance at all of the face to face events with five selling out ahead of the booking deadline. The Trustees recognise the financial pressures on the member institutions and agreed to continue to maintain most delegate fee levels at the 2013 rates in order to encourage participation. There were two few exceptions where the delegate fee was increased slightly for two one day events that included parallel sessions to take into account the additional cost incurred. Neither event was adversely affected; one was sold out and the other exceeded its target audience. The Trustees are also of the view that events where the audience is likely to be new to UCISA should be subsidised in order to ensure that they are well supported and effectively grow the UCISA community.

Following launch in November 2017, implementation of the UCISA 5 year Strategic Plan 2018 – 2022 progressed in earnest during 2018. The strategy was a response to member feedback received from a formal survey of membership in late 2016 to assess UCISA's value to its membership, the programme of work seeks to address the four goals of the strategy:

- To become the expert voice in the use of digital technologies in education;
- To grow the membership and make it easier to engage with UCISA;
- To offer further membership benefits; and
- To optimise the organisation of UCISA to support effective strategy delivery.

This programme of transformation has been supported by specialist staff to support finance, marketing and project management. It includes rebranding and the redevelopment of the website and the associated business systems. The new branding was launched in November 2018; the website is due to be launched at the Leadership Conference in 2019.

Following regulatory approval of the move in 2016 to the status of a Charitable Company Limited by Guarantee has given UCISA the ability to identify and purchase resources on behalf of its membership. The Trustees have sought to invest more in projects to deliver quality collateral to its membership. Five major projects were run during 2018, of which four have been completed providing collateral of great benefit to the membership.

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 continues to provide value to members.

Financial performance

The free reserves available to UCISA are £1,892,557 as at 31 December 2018.

The Reserves Policy is stated at the Annual General Meeting as part of the discussion of the annual accounts. The policy agreed at the 2017 Annual General Meeting was to maintain sufficient reserves to meet UCISA's liabilities. Of the approved drawdown in 2016 of £250,000 from reserves, only £155,000 was only actually utilised in 2017 due to a delay in finalising the 5 year Strategic Plan and commencement of the work on Governance.

The advent of 2018 brought the finalisation of the Strategic Plan and the start of implementation of this plan which included a new website for UCISA, continuation of work on Governance and improvements to the financial systems for improved operational reporting and controls. In order to fund these activities, a further drawdown of £550,000 was approved by members at the 2018 AGM for undertaking the stated activities in the years to follow. Much of this work commenced in 2018 utilising some £400,000 from reserves, and is ongoing, and the remainder of the approved drawdown amount is fully committed and continues to be applied for the approved activities which include risk management, governance review, financial good practice, and the implementation of UCISA's strategic plan 2018-2022. The work on each of these activities is progressing. The risk management and governance review was completed at the end of 2018. The programme of work for improvements to the operational systems and the implementation of the strategic plan will continue through 2019.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2018

Financial performance (continued)

In line with the deficit funding plan approved by members last year, the Trustees are proposing a deficit budget for UCISA for 2019 utilising the remaining unassigned reserves, whilst ensuring that the operating costs are covered by membership income and that there remain sufficient reserves to mitigate known risks. The Trustees have assessed the risks and current liabilities and regard it as prudent to hold reserves as detailed below.

Firstly, to continue to hold a sum in the reserves against the cost of operating the association for a period of approximately 12 months without income and to be able to withstand uninsured or uninsurable financial losses associated with the failure of a major conference event.

The Trustees also believe that there are additional risks that require contingency to be in place. UCISA has a contract of services with the University of Oxford IT Services to provide services required by UCISA to carry out its head office activities. These services include the cost of employment of most of UCISA Office staff, office accommodation and business support services, namely, IT infrastructure, finance and HR support. While the Trustees do not believe there is an immediate risk of the contract being terminated (six months' notice is required), they deem it to be prudent to continue to hold an amount in reserves against relocation, redundancy, re-staffing and re-organisation.

Annual cost of running UCISA	£850,000
Redundancy and relocation costs	£400,000
Cancellation of contracts in place	£300,000
Strategic plan remaining budget	£150,000
Unassigned reserves	<u>£192,557</u>
Total	£1,892,557

During 2018, the Board approved a Reserves and Investment Policy for UCISA and, going forward, are confident of the adequacy of the level of the Reserves stated above which will be invested in accordance with the approved policy.

The 2019 Annual General Meeting will invite members to review and endorse the Reserves and Investment Policy summarised above, with the detailed document available at the UCISA website.

Funding UCISA

The Trustees propose a budget going forward where the income from membership subscriptions is sufficient to meet the costs of running UCISA and meeting its objectives. For the past 10 years, membership subscriptions have remained static while the costs of providing services to members have increased in line with inflation. Annual inflation over the last 10 years has denuded the value of income significantly, the costs have continued to increase annually in line with inflation. Despite these observations, the Trustees were committed to holding subscription rates constant until the reserves had been invested in generating future value for UCISA members. We believe that this has now been achieved and therefore going forward it is proposed that membership subscriptions for 2020 are increased by a modest margin of 12.5%.

For prudence, each conference or event is budgeted for breakeven or to generate a modest surplus. The Trustees continue to pursue a policy of investing in quality speakers and excellent programme content for UCISA's main conferences, for which venue and speaker slots must be reserved usually 2+ years in advance. Meanwhile, market prices have continued to increase without any increase to delegate rates for some considerable time. In order to continue with providing quality events for our members, the delegate rates for conferences along with the management of costs will need to be reviewed. The balance of financing for events will be funded by securing sponsorships and exhibitor fees as before.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued) for the financial year ended on 31 December 2018

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 by:

- Identifying and disseminating best practice in the promotion and use of information systems, services and technologies in higher and further education in the UK;
- Informing and supporting policy making processes, at an international, national and institutional level, relating to the cost effective application of information systems, services and technologies.

The Trustees commissioned a survey of members in late 2016 and, having carefully considered the feedback received, they set out in 2017 to define the Strategic Plan 2018-2022 for ucisa. This plan was approved by the executive and launched in late 2017, the work arising from this programme continues to progress. This work has necessitated engagement of additional staff resources with specialist skills to deliver the requirements within acceptable timescales, which are ambitious though achievable. The cost of these activities is partially funded from reserves approved by members for draw down. With the advent of 2018, the Trustees have commenced a comprehensive review of the operational finances and investments of ucisa, an outcome from which will be a consolidated budget for 2019 with forecast expenditure for the period to 2022 to support the strategic plan and a policy for the investment of reserves. These documents together will constitute the business plan for ucisa.

We believe that ucisa will continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research.

Universities and Colleges Information Systems Association

Trustees' Annual Report (continued)
for the financial year ended on 31 December 2018

Statement of Trustees' responsibilities

The trustees 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).

The law applicable to charities in England & Wales 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 charity and of the incoming resources and application of resources of the charity 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 2016 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 charity will continue in operation.

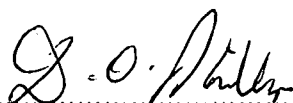
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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 28/3/2019

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 2018 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 2018, 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 9, 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

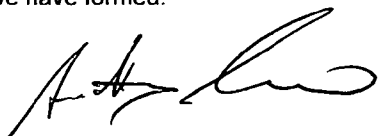
We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

28/3 2019

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 2018

			Unrestricted Total Funds 2018 £	Total Funds 2017 £
	Notes			
Income:				
Other trading activities				
Membership subscriptions			606,310	587,516
Charitable activities				
Events exhibitions and sponsorship	2		809,160	777,617
Investments			9,792	5,470
Total income			<u>1,425,262</u>	<u>1,370,603</u>
Expenditure:				
Raising funds				
Cost of raising voluntary income	3		914,772	683,877
Charitable activities				
Events, exhibition and sponsorship	2		820,174	751,756
Projects and surveys	4		12,244	70,952
Publicity and awards	5		32,581	18,458
Charitable donations			-	113
			<u>1,779,771</u>	<u>1,525,156</u>
Corporation Tax (due on subsidiary company)			-	202
Total expenditure			<u>1,779,771</u>	<u>1,525,358</u>
Net movement in funds	14		(354,509)	(154,755)
Reconciliation of funds:				
Total funds brought forward			2,250,880	2,405,635
Total funds carried forward			<u>1,896,371</u>	<u>2,250,880</u>

All income and expenditure derive from continuing activities.

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

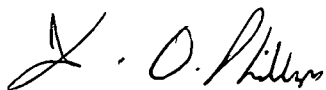
The notes on pages 15 to 23 form an integral part of these financial statements

Universities and Colleges Information Systems Association

Consolidated Balance Sheet
as at 31 December 2018

	Notes	Group 2018 £	Charity 2018 £	Group 2017 £	Charity 2017 £
Intangible Fixed Assets	9	144,000	144,000	216,000	216,000
Current Assets					
Investments	10	1,907,080	1,907,180	2,297,814	2,297,914
Debtors	11	297,355	147,884	248,993	101,409
Cash at bank and in hand		40,927	8,416	17,625	3,824
Total Current Assets		2,245,362	2,063,480	2,563,522	2,403,147
Creditors: amounts falling due within one year	12	(492,991)	(314,923)	(528,652)	(371,088)
Net Current Assets		1,752,371	1,748,557	2,034,880	2,032,059
Creditors: amounts falling due after more than one year	12	-	-	-	-
Net assets		1,896,371	1,892,557	2,250,880	2,248,059
Funds:					
Unrestricted funds	14	1,892,557	1,892,557	2,248,059	2,248,059
Non-charitable trading funds	14	3,814	-	2,821	-
Total funds		1,896,371	1,892,557	2,250,880	2,248,059

These accounts were approved and authorised by the Board on 28/3/2019


Dean Phillips
Treasurer

The notes on pages 15 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 2018**

	Note	2018 £	2017 £
Net cash flow from operating activities	15	<u>(377,224)</u>	<u>(92,386)</u>
Cash flow from investing activities			
Interest received		<u>9,792</u>	<u>5,470</u>
Net cash flow from investing activities		<u>9,792</u>	<u>5,470</u>
Net increase in cash and cash equivalents		(367,432)	(86,916)
Cash and cash equivalents at 1st January		<u>2,315,439</u>	<u>2,402,355</u>
Cash and cash equivalents at 31st December		<u><u>1,948,007</u></u>	<u><u>2,315,439</u></u>
Cash and cash equivalents consist of:			
Cash at bank and in hand		40,927	17,625
Short term deposits		<u>1,907,080</u>	<u>2,297,814</u>
Cash and cash equivalents at 31st December		<u><u>1,948,007</u></u>	<u><u>2,315,439</u></u>

The notes on pages 15 to 23 form an integral part of these financial statements.

**Notes to the Financial Statements
for the year ended 31 December 2018**

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 2018

.....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) 2018	2017
	£	£	£	£
Publications	-	-	-	50
ucisa Annual Conference	441,453	292,383	149,070	84,964
Corporate Information Systems Group	134,688	127,885	6,803	(15,120)
Digital Capabilities Group	23,595	21,266	2,329	(20,467)
Support Services Group	47,592	55,865	(8,273)	3,385
Managers' Forum	6,350	4,069	2,281	5,099
Infrastructure Group	89,002	49,667	39,335	34,887
DEG	23,180	11,451	11,729	-
Network Group	-	4,826	(4,826)	20,491
Project Change and Management Group	-	2,029	(2,029)	-
Enterprise Architecture	-	-	-	(1,360)
London Group/LMN	43,300	21,139	22,161	28,424
Community Days	-	3,513	(3,513)	(492)
Management Charge from ucisa	-	226,081	(226,081)	(114,000)
Net movement in funds	809,160	820,174	(11,014)	25,861

Total restricted income and expenditure included in the above is £nil (2017: £nil).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2018

.....continued

3. Costs of raising voluntary income

	2018 £	2017 £
Administration	82,146	80,876
Bank charges	6,401	11,120
Business systems	37,691	17,502
Web Content management system	24,961	33,708
Contracted administration and support costs	460,512	445,266
Less recharged to event costs (USL)	(226,081)	(114,000)
Meeting expenses	28,728	30,136
Public liability insurance	2,675	2,623
Amortisation	72,000	72,000
Bad debt	-	24
Mentoring	2,781	-
Governance costs (see note 6)	86,839	53,141
Salaries	139,704	22,500
Recruitment fees	14,650	12,441
Website and rebranding	181,765	16,540
	<u>914,772</u>	<u>683,877</u>

Total restricted expenditure included in the above is £nil (2017: £nil).

4. Projects and surveys

	2018 £	2017 £
Projects	10,616	47,922
Accrual write-back for cancelled projects	(22,000)	-
Digital skills survey	1,041	20,191
TEL survey	22,587	86
Eunis meeting	-	2,753
	<u>12,244</u>	<u>70,952</u>

Total restricted expenditure included in the above is £nil (2017: £nil).

5. Publicity and awards

	2018 £	2017 £
Restricted		
Stats working party	-	1,000
Sponsorship	-	138
UCISA bursaries	32,581	17,320
	<u>32,581</u>	<u>18,458</u>

Total restricted expenditure included in the above is £nil (2017: £nil).

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2018

.....continued

6.	Governance costs	2018 £	2017 £
	Salary costs	7,353	-
	Administration	1,476	500
	Auditor fees: Audit	7,600	7,250
	Other work	14,437	14,783
	Contracted administration	9,398	9,087
	Meeting expenses	15,488	14,770
	Legal and professional fees	31,087	6,751
		<u>86,839</u>	<u>53,141</u>

7. Staff costs

There are two (2017: two) persons directly employed by ucisa. ucisa's support staff are 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 £469,912 (2017: £445,266).

One person received between £60,001 and £70,000 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 (2017: £nil). Travelling expenses in connection with conferences, work shops and administration amounting to £20,363 (2017: £31,385) were reimbursed to certain committee members during the year.

9. Intangible fixed assets

	Computer software £
Cost as at 1 January 2018	360,000
Cost at 31 December 2018	<u>360,000</u>
Amortisation as at 1 January 2018	144,000
Charge for the year	72,000
Accumulated amortisation at 31 December 2018	<u>216,000</u>
Net book value at 31 December 2018	<u>144,000</u>
Net book value at 31 December 2017	<u>216,000</u>

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2018

.....continued

10. Investments

	COIF Deposit Fund £
Valuation	
Market value at 1 January 2018	2,297,814
Interest credited during period	9,266
Transfers out	(400,000)
	<u>1,907,080</u>
Market value at 31 December 2018	<u>1,907,080</u>
Total - Group	<u>1,907,080</u>
Investment in subsidiary company:	
UCISA Services Limited	100
Total - Charity	<u>1,907,180</u>

11. Debtors

	Group 2018 £	Charity 2018 £	Group 2017 £	Charity 2017 £
Due within one year:				
Trade debtors	78,421	9,408	22,180	-
Prepayments	195,742	15,589	177,349	29,611
VAT	23,192	37,892	30,396	23,312
Inter-company balance	-	84,995	-	29,418
Other debtors – Educause 2017	-	-	19,068	19,068
	<u>297,355</u>	<u>147,884</u>	<u>248,993</u>	<u>101,409</u>

**Notes to the Financial Statements
for the year ended 31 December 2018**

.....continued

12. Creditors: amounts falling due within one year

	Group 2018 £	Charity 2018 £	Group 2017 £	Charity 2017 £
Trade creditors	236,307	131,248	227,370	126,551
Accruals	138,540	134,840	56,699	53,149
Software license accrual	-	-	135,000	135,000
Deferred income	113,469	44,160	106,113	53,120
Other creditors	846	846	879	879
Social security and other taxes	3,829	3,829	2,389	2,389
Corporation tax	-	-	202	-
	<u>492,991</u>	<u>314,923</u>	<u>528,652</u>	<u>371,088</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 2018	106,113	53,120
Amount released to incoming resources	(106,113)	(53,120)
Amount deferred in year	113,469	44,160
	<u>113,469</u>	<u>44,160</u>
Balance carried forward as at 31 December 2018	<u>113,469</u>	<u>44,160</u>

**Notes to the Financial Statements
for the year ended 31 December 2018**

.....continued

14. Analysis of funds

	As at 1 January 2018 £	Movements in year £	As at 31 December 2018 £
General 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>

The non-charitable trading funds represent the results of the trading subsidiary company. See note 16 for details.

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

	2018 £	2017 £
Net income/(expenditure) for year	(354,509)	(154,755)
Interest receivable	(9,792)	(5,470)
Amortisation of intangible fixed assets	72,000	72,000
(Increase)/decrease in debtors	(49,272)	(135,928)
Increase/(decrease) in creditors	(35,651)	131,767
Net cash flow from operating activities	<u>(377,224)</u>	<u>(92,386)</u>

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2018

.....continued

16. 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 2018 the subsidiary company showed the following results:

	2018 £	2017 £
Turnover	809,159	777,567
Cost of sales	(788,882)	(733,997)
Gross profit	20,277	43,570
Administrative and overhead costs	(19,495)	(42,636)
Interest receivable	212	112
Corporation Tax	-	(202)
Net (loss)/profit	994	844
Profit retained	994	844

The balance sheet of the subsidiary as at 31 December 2018 was:

	2018 £	2017 £
Current assets:		
Debtors	69,013	21,280
Prepayments	180,152	147,737
Cash at bank	32,512	13,801
Other debtors	-	7,084
Current liabilities:		
Creditors	(105,059)	(100,819)
Accruals and deferred income	(73,009)	(56,543)
Other creditors	(14,701)	(202)
Owed to UCISA	(84,994)	(29,417)
Net current assets	3,914	2,921
Total net assets	3,914	2,921
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	3,814	2,821
	3,914	2,921

Universities and Colleges Information Systems Association

Notes to the Financial Statements for the year ended 31 December 2018

.....continued

17. Charity statement of financial activities

The charity's own results are summarised below:

	2018 £	2017 £
Income and endowments from:		
Other trading activities		
Membership subscriptions	606,310	587,517
Charitable activities		
Events, exhibitions and sponsorship	-	50
Investments	9,580	5,358
Total income and endowments	<u>615,890</u>	<u>592,925</u>
Total expenditure	<u>(971,392)</u>	<u>(767,593)</u>
Net movement in funds	<u><u>(355,502)</u></u>	<u><u>(174,668)</u></u>