

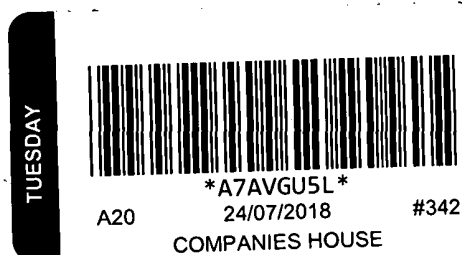
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Registered Charity Number: 1161218  
Company Number: 09349804

**Universities and Colleges Information Systems Association**

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**Consolidated Accounts**  
**for the year ended**  
**31 December 2017**



**Wenn Townsend**  
**Chartered Accountants**  
**Oxford**

# Universities and Colleges Information Systems Association

## Association information

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

# Universities and Colleges Information Systems Association

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# Universities and Colleges Information Systems Association

## Trustees' Annual Report for the year ended 31 December 2017

### 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 2017 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2017 Annual General Meeting took place on Thursday 8 March during the Annual Conference held at the Celtic Manor Resort, Newport.

### Trustees

The following were elected trustees at Annual General Meeting 2017:

Mr David Telford, Chair  
Mr Drew Cook, Vice-Chair  
Mr Paul Butler, Secretary  
Mr Dean Phillips, Treasurer

David Telford, Drew Cook and Dean Phillips are trustees, elected at previous AGMs.

### Executive members

Jon Faulkner, Peter O'Rourke and Mike Cope were elected as Executive members at the 2016 AGM.

### 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 and a company limited by guarantee (Company number 09349804) having previously been operated as a charitable trust (charity number 277747). UCISA operates under the terms laid out in the Articles of Association. 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 Executive Committee. 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 UCISA; 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 UCISA 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. UCISA is committed to offering training to its trustees. Paul Butler attended the *What every trustee should know* course; two others have previously attended the course. In addition one Trustee has previously completed the IoD Directors diploma.

A significant amount of the work of UCISA is 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 UCISA Services Limited;
- Provide support for the membership of UCISA and maintaining adequate, accurate records;

# Universities and Colleges Information Systems Association

## Trustees' Annual Report (continued) for the year ended 31 December 2017

### Structure, governance and management (continued)

- Provide and support relevant business systems;
- Produce publications as required by UCISA;
- Provide project management for activities required by UCISA;
- Draft and submit responses to consultations from Government and other related bodies;
- Represent the membership on working parties and committees;

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 UCISA. In addition, two part-time staff are paid directly by UCISA.

The Executive Director, Peter Tinson, is responsible for day to day operations, ensuring that the Office is adequately resourced to support delivery of the plan of activities, to ensure that the Trustees are aware of any financial risks that may arise from operational activities of UCISA. He also leads on representation and lobbying activities and is permitted, through the terms of the Memorandum of Agreement with the University of Oxford, to authorise expenditure for services (up to £10,000). Items with a greater cost or the introduction of externally based services run on behalf of UCISA are presented to the Executive for approval. The Executive Director is supported by a Finance and Commercial Director, Nina Robinson, responsible for compliance with financial good practice, and budgeting and reporting, to ensure that the organisation can continue to meet its 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 these 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, have instigated a review of governance to ensure that the organisation is run in accordance with best practice. This review is due for completion by the end of summer 2018.

### 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.

The Trustees have complied with their duty to have due regard to the guidance on public benefit published by the 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 UCISA's 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 suppliers and gave briefings directly to two commercial concerns.

**Trustees' Annual Report (continued)  
for the year ended 31 December 2017**

**Objectives and activities for the Public Benefit (continued)**

Whilst the conferences tend to discuss a broad range of topics, UCISA continues to offer opportunities for members to share experiences in specific areas, either to go into greater depth on a given topic, or to facilitate closer collaboration at a local level. UCISA ran a 'community day' for the first time in 2017, allowing members of the community to meet to discuss the challenges in migrating institutions to Windows 10. The day allowed for a high degree of interaction and exchange of ideas.

***Launch of first regional group in London***

In addition, 2017 saw UCISA launch its first regional group in London. The Group has been established following a partnership between UCISA and London Metropolitan Network Ltd (LMN). This partnership resulted in over nineteen further education colleges and two sixth form colleges joining UCISA. Six London Group meetings were held in 2017 with each providing the opportunity for further and higher education colleges to learn from each other.

***Group activities and webinars***

The face to face events were supplemented by seventeen webinars this year covering topics as diverse as MOOCs (Massive Open Online Courses) and cloud based applications. UCISA recognises that it is not always possible for our members to take the time out of the office to attend face to face events and believe that the webinars, which are free to participants, offer a practical alternative to traditional events for single topics. The webinars proved popular with a number fully booked.

The Enterprise Architecture Community of Practice continues to flourish with a number of face to face and virtual meetings taking place. A sub-group of the Community of Practice has been working on enhancing an enterprise architecture reference model for a higher education institution developed by UCISA's Australasian sister organisation, CAUDIT, for use in the United Kingdom.

UCISA continues to focus on key issues and provide information to support and assist our member institutions. UCISA continues to support its members in the application of the General Data Protection Regulation, commissioning a worked example of a Privacy Impact Assessment and encouraging dissemination of current practice. One of the UCISA Groups is currently putting together a collection of case study material to highlight how universities are tackling the Information Commissioner's Office's twelve steps to implementation. The Group have been liaising with the ICO in developing this resource.

UCISA recognises that the pace of change in technology means that there are often skills shortages in the sector. Consequently a number of events have been focused on personal development to help individuals manage in the changing environment.

***Specialist topics and member surveys***

Cyber/information security continues to be a major challenge for the sector. In spite of the importance of securing personal and commercially sensitive data, individuals' ignorance continues to be the most likely source of a data breach. UCISA procured an Information Security Awareness Training course in 2016 and made it freely available to full (institutional) members. The course was updated in 2017 and has been modified by members in Scotland to refer to the local legislation. One of the key components of an institutional computing department is the service desk. UCISA published the UK Higher Education Service Desk Toolkit, which highlighted service desk good practice in the higher education context, and provided practical guidance collated from across the support services community.

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 Digital Capabilities Survey was carried out this year and the results presented at UCISA's Spotlight on Digital Capabilities event. The Corporate Information Systems survey, which highlights the applications used for many of the corporate functions within our member institutions, continues to be attract a high level of participation. The results from the survey have been utilised by a number of other organisations and professional services staff within our members. UCISA also revisited a survey on out of hours support that was first carried out in 2015 and published a best practice guide that highlighted different approaches to providing support outside normal working hours.

**Trustees' Annual Report (continued)  
for the year ended 31 December 2017**

**Objectives and activities for the Public Benefit (continued)**

***Bursary award and knowledge sharing***

The UCISA bursary scheme was run again in 2017, providing the opportunity for members to attend overseas or commercial conferences and share the knowledge they acquire through the UCISA blog. Some bursary winners extended their attendance to include institutional visits and additionally reported on those visits. UCISA, together with our Australasian and Canadian counterparts, organised a study tour based around the EDUCAUSE conference in Philadelphia. Nine US universities were visited during the tour which attracted nine UK representatives along with fourteen from Australia and New Zealand and one Canadian. UCISA recognises that there is much to be learned from outside the UK higher and further education sector and seeks to engage speakers from outside the UCISA community to bring expertise from other countries and sectors to our membership. John O'Brien, President of our North American equivalent organisation EDUCAUSE, spoke at the main UCISA Conference. UCISA's Executive Director, Peter Tinson, spoke at a major conference in New Zealand on UCISA's work. UCISA is a member of the Coalition of Higher Education IT Associations, a global association with the aim of addressing issues common to all higher education IT departments throughout the world. These presentations, along with collaboration and exchange of information on a range of issues, share expertise globally.

**Informing and supporting policy making – a summary**

UCISA continues to work with a number of bodies to address issues and improve the effectiveness of IT services and systems in the sector, including the Home Office, HESA and UCAS.

UCISA's work continues to be cited and our expertise sought by others. UCISA was approached by the Home Office to discuss proposed changes to the points based immigration system and the potential impact on student records systems. UCISA remains in contact with the Home Office although the timetable for the proposed changes has altered due to the ongoing Brexit negotiations.

UCISA continues to represent the interests of its members by responding to consultations issued by Government departments and other organisations. UCISA submitted a response to the implementation of the General Data Protection Regulations and continues to monitor the proposed expansion of scope of the Teaching Excellence Framework (TEF).

The Higher Education Statistics Agency (HESA) has embarked on a 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 Data Futures Programme. UCISA also continues to have representation on the UCAS Council.

UCISA enjoys a strong working relationship with Jisc. The Chair, Vice Chair and Executive Director meet with senior Jisc management quarterly to discuss strategic direction, communications and wider sector issues. UCISA is represented on a number of consultative forums and advisory boards for aspects of Jisc's work.

Many of the issues faced by our members are not the sole responsibility of IT Departments and instead require a collaborative approach to be adopted. UCISA recognises this and looks for opportunities to work with its sister organisations for other professions in the sector. UCISA is working with a number of organisations to develop case studies to support the Higher Education Learning Spaces Toolkit which was developed in association with UCISA's sister organisations for media services staff (SCHOMS) and Directors of Estates (AUDE). UCISA continues to liaise with similar organisations to address issues of wider interest to the sector. In particular, UCISA works with eight other professional associations and the Leadership Foundation for Higher Education on the Future Professional Directors programme which is targeted at those with aspirations to lead service departments within the sector. In addition, UCISA collaborated with four other organisations to set up action learning sets for individuals at deputy director level.

UCISA, as a UK wide organisation, continues to monitor developments, initiatives and consultations founded in the devolved administrations. It is necessary to understand the different requirements of the Welsh and Scottish Governments and the impacts those requirements may have on the institutions in those countries. UCISA staff continue to liaise with Scottish and Welsh colloquiums of higher education IT directors and staff.

# Universities and Colleges Information Systems Association

## Trustees' Annual Report (continued) for the year ended 31 December 2017

### Objectives and activities for the Public Benefit (continued)

UCISA had a high level of engagement with the international community during 2017. UCISA contributed to international work on benchmarking IT services in universities and colleges and a number of UCISA resources have been promoted at meetings of CHEITA, the Coalition of Higher Education IT Associations. UCISA resources were promoted at European, Australasian and North American conferences. UCISA continues to seek opportunities to promote good practice from overseas institutions.

### Achievements and performance

UCISA continues to be a thriving Association 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 2017 including free to access webinars. There were high levels of attendance at all of the face to face events with six selling out ahead of the booking deadline. The Trustees recognise the financial pressures on the member institutions and agreed to continue to maintain delegate fee levels at the 2013 rates in order to encourage participation. This is reflected in the events delivering a modest surplus. 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.

During 2017 UCISA developed its Strategic Plan 2018 - 2022, launching it in November 2017. This strategy is a response to member feedback received from a formal survey of membership in late 2016 to assess UCISA's value to its membership. A programme of work is being defined to take forward the strategy and a number of projects have been instigated within this programme, which includes an increase in As part of this work, the staff complement increased by two part time staff specialising in Finance and Marketing. This programme of work is being funded through reserves, with an initial investment of £250,000 endorsed by the membership at the 2017 Annual General Meeting.

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. Four major projects were run during 2017, of which two have been completed providing collateral of great benefit to the membership. In addition to the programme of work for the implementation of the strategic plan, operational projects have been progressing, an example of these is the Information Security Awareness training material which was funded out of operational budgets to the tune of £135,000.

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. Another outcome of these activities is evidenced in the Accounts for 2017 which show an operational deficit of £154,755. Contributory to this deficit are the following items of cost which are to be drawn from reserves, having been approved by members as follows:

- a sum of £135,000 being the 3rd and final year's annual licence fee and related service for Information Security Awareness training approved by members in 2016;
- circa £70,000 spent up to December 2017 being costs incurred at the initial stages of the execution of the Strategic Plan 2018-2022, out of the £250,000 approved by members at AGM 2017. The remainder of this amount is fully committed to defined projects relevant to strategy implementation.

During 2018 and beyond, the Trustees will continue to seek a more effective use of the reserves held and are planning to:

- a) utilise the reserves for further project expenditure within the programme of work required to deliver the Strategic Plan 2018-2022 and
- b) investigating ways in which the reserves can be used to provide a future income stream for UCISA.

Furthermore, the Trustees are also reviewing investment options for the balance of reserves and in this context, are due to perform an assessment of the risk appetite of the organisation based on the risk attitude of the Board of Trustees. This assessment will take into account the steer from membership articulated at the annual general meeting of its predecessor organisation in 2011. This steer prefers the choice of ethical funds and a lower risk to investment, notwithstanding the fact that this may yield lower returns.

The annual accounts prepared by our auditors are presented to the Annual General Meeting and the meeting invited to vote to accept them.



## Universities and Colleges Information Systems Association

### Trustees' Annual Report (continued) for the year ended 31 December 2017

#### Financial performance

The free reserves available to UCISA are £2,250,880 as at 31 December 2017.

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 and to draw on these reserves to a tune of £250,000 in 2017 to fund the programme of work to implement the new strategic plan, and to undertake necessary work and specialist advice to improve governance and to set out good practice in operational accounting and finance and monitoring and reporting of UCISA's performance. The remainder of this amount, approximately is fully committed and continues to be applied as approved, for activities which include risk management, governance review, and the implementation of UCISA's strategic plan 2018-2022. The work on each of these activities has commenced and is progressing well. The risk management and governance review is expected to complete by the end of summer 2018. The programme of work for the implementation of the strategic plan will continue throughout 2018 and beyond.

In their quest to make greater use of reserves to further the charitable objectives of UCISA, the Trustees are seeking further approval of funds to be drawn from unallocated reserves up to £550,000 in 2018 to continue to fund important projects within the programme of implementation of the Strategic Plan 2018-2022. As such, the Trustees are proposing a deficit budget for UCISA to draw on the available reserves, whilst ensuring that the operating costs are covered by membership income and that there remain sufficient reserves to mitigate 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 are also mindful of a prudent approach in the application of funds for activities of benefit to members. UCISA has a contract for services with the University of Oxford IT Services to provide services required by UCISA to carry out its head office activities. The last contract expired on 31 December 2017 and we have agreed a 6 month extension with Oxford to allow both parties to review future contract terms that provide operational value for UCISA. A 6 month notice period is required to terminate by either party and whilst this review is undertaken, the Trustees deem it prudent to continue to hold amounts in reserves against relocation, redundancy, re-staffing and re-organisation.

Annual cost of running UCISA	£650,000
Redundancy and relocation costs	£300,000
Cancellation of contracts in place	£300,000
Information Security Awareness Training	£135,000
Strategic plan initial budget	£250,000
Unassigned reserves	<u>£615,880</u>
Total	£2,250,880

During 2017, the Executive has discussed the level of the Reserves and have identified a range of activities that could be instigated to make better use of these funds.

The 2017 Annual General Meeting will be invited to endorse the Reserves Policy as set out above.

**Trustees' Annual Report (continued)  
for the year ended 31 December 2017**

**Funding UCISA**

The Trustees continue to propose a budget where the income from membership subscriptions is sufficient to meet the costs of running UCISA and meeting its objectives. 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, should market prices increase in the period prior to the conference while delegate prices are required to be maintained, it would require the deficit to be funded from our reserves. UCISA is currently holding the bulk of its funds on deposit pending a decision on future investment policy.

**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 2018 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.

**Trustees' Annual Report (continued)  
for the year ended 31 December 2017**

**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.

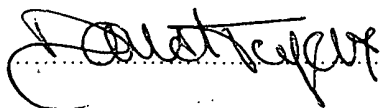
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and 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.



David Telford – Chair

Signed on behalf of the trustees on 8th March 2018

## 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 2017 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).

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

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 2017, 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.

## 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 trustees' 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 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

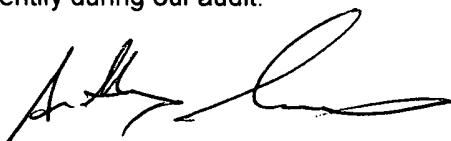
In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either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

#### Auditor's responsibilities for the audit of the financial statements

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



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

**8th March 2018**

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 2017

	Notes	Total Funds 2017 £	Unrestricted Total Funds 2016 £
<b>Income:</b>			
<b>Other trading activities</b>			
Membership subscriptions		628,316	552,892
<b>Charitable activities</b>			
Events exhibitions and sponsorship	2	736,817	766,651
Charitable fundraising		-	2,727
<b>Investments</b>		5,470	213
<b>Other</b>		-	-
<b>Total income</b>		<u>1,370,603</u>	<u>1,322,483</u>
<b>Expenditure:</b>			
<b>Raising funds</b>			
Cost of raising voluntary income	3	667,337	570,872
<b>Charitable activities</b>			
Events, exhibition and sponsorship	2	751,756	769,409
Projects and surveys	4	87,492	73,342
Publicity and awards	5	18,458	22,177
Charitable donations		113	2,727
		<u>1,525,156</u>	<u>1,438,527</u>
<b>Corporation Tax (due on subsidiary company)</b>		202	128
<b>Total expenditure</b>		<u>1,525,358</u>	<u>1,438,655</u>
<b>Net expenditure</b>		<u>(154,755)</u>	<u>(116,172)</u>
Gains/(losses) on investment assets	10	-	190,664
<b>Net movement in funds</b>	14	<u>(154,755)</u>	<u>74,492</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward		2,405,635	2,331,143
Total funds carried forward		<u>2,250,880</u>	<u>2,405,635</u>

All income and expenditure derive from continuing activities.

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

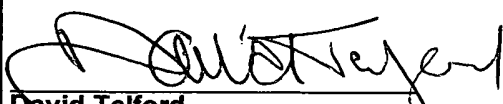
The notes on pages 14 to 22 form an integral part of these financial statements


# Universities and Colleges Information Systems Association

## Consolidated Balance Sheet as at 31 December 2017

	Notes	Group 2017 £	Charity 2017 £	Group 2016 £	Charity 2016 £
<b>Intangible Fixed Assets</b>	9	216,000	216,000	288,000	288,000
<b>Current Assets</b>					
Investments	10	2,297,814	2,297,914	2,292,470	2,292,570
Debtors	11	248,993	101,409	112,165	147,502
Cash at bank and in hand		17,625	3,824	109,885	51,092
<b>Total Current Assets</b>		2,563,522	2,403,147	2,514,520	2,491,164
<b>Creditors: amounts falling due within one year</b>	12	(528,652)	(371,088)	(261,885)	(240,506)
<b>Net Current Assets</b>		2,034,880	2,032,059	2,252,635	2,250,658
<b>Creditors: amounts falling due after more than one year</b>	12	-	-	(135,000)	(135,000)
<b>Net assets</b>		2,250,880	2,248,059	2,403,658	
<b>Funds:</b>					
Unrestricted funds	14	2,248,059	2,248,059	2,403,658	2,403,658
Non-charitable trading funds	14	2,821	-	1,977	-
<b>Total funds</b>		2,250,880	2,248,059	2,405,635	2,403,658

These accounts were approved and authorised by the Board on 8th March 2018

  
David Telford  
Chair

  
Dean Phillips  
Treasurer

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

**Universities and Colleges Information Systems Association**

**Consolidated Statement of Cash Flows  
for the year ended 31 December 2017**

	<b>Note</b>	<b>2017 £</b>	<b>2016 £</b>
<b>Net cash flow from operating activities</b>	<b>15</b>	<b>(92,386)</b>	<b>(111,322)</b>
<b>Cash flow from investing activities</b>			
Receipts from investments		-	190,664
Interest received		5,470	213
<b>Net cash flow from investing activities</b>		<b>5,470</b>	<b>190,877</b>
<b>Net increase in cash and cash equivalents</b>		<b>(86,916)</b>	<b>79,555</b>
<b>Cash and cash equivalents at 1st January</b>		<b>2,402,355</b>	<b>2,322,800</b>
<b>Cash and cash equivalents at 31st December</b>		<b>2,315,439</b>	<b>2,402,355</b>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		17,625	109,885
Short term deposits		2,297,814	2,292,470
<b>Cash and cash equivalents at 31st December</b>		<b>2,315,439</b>	<b>2,402,355</b>

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



**Notes to the Financial Statements  
for the year ended 31 December 2017**

**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.

**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

**Notes to the Financial Statements  
for the year ended 31 December 2017**

.....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) 2017	2016
	£	£	£	£
Publications	50	-	50	200
UCISA Annual Conference	420,822	335,858	84,964	112,835
Corporate Information Systems Group	129,868	144,988	(15,120)	35,151
Digital Capabilities Group	-	20,467	(20,467)	(3,781)
Support Services Group	65,433	62,048	3,385	(7,993)
Managers' Forum	8,700	3,601	5,099	(418)
Infrastructure Group	87,967	53,080	34,887	27,497
Project and Change Management Group	-	-	-	(1,425)
Network Group	21,477	986	20,491	(859)
Enterprise Architecture	-	1,360	(1,360)	(564)
London Metropolitan Network	2,500	14,876	(12,376)	-
CD	-	492	(492)	-
Management Charge from UCISA	-	114,000	(114,000)	(163,400)
<b>Net movement in funds</b>	<b>736,817</b>	<b>751,756</b>	<b>(14,939)</b>	<b>(2,758)</b>

Total restricted income and expenditure included in the above is £nil (2016: £nil).

# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....continued

### 3. Costs of raising voluntary income

	2017 £	2016 £
Administration	80,876	116,165
Bank charges	11,120	11,377
Business systems	17,502	19,919
Content management system	33,708	18,628
Contracted administration and support costs	445,266	436,886
Less recharged to event costs (USL)	(114,000)	(163,400)
Meeting expenses	30,136	21,315
Public liability insurance	2,623	2,625
Amortisation	72,000	72,000
Bad debt	24	-
Governance costs (see note 6)	53,141	35,357
Salaries and consultancy – the change problem	22,500	-
Recruitment fees	12,441	-
	<u>667,337</u>	<u>570,872</u>

Total restricted expenditure included in the above is £nil (2016: £nil).

### 4. Projects and surveys

	2017 £	2016 £
Projects	47,922	38,070
Digital skills survey	20,191	18,581
TEL survey	86	16,691
Marketing	16,540	-
Eunis meeting	2,753	-
	<u>87,492</u>	<u>73,342</u>

Total restricted expenditure included in the above is £nil (2016: £nil).

### 5. Publicity and awards

	2017 £	2016 £
<b>Restricted</b>		
Stats working party	1,000	6,780
Sponsorship	138	5,150
UCISA bursaries	17,320	10,247
	<u>18,458</u>	<u>22,177</u>

Total restricted expenditure included in the above is £nil (2016: £nil).

# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....continued

6.	Governance costs	2017 £	2016 £
	Administration	500	4,738
	Auditor fees: Audit	7,250	6,000
	Other work	14,783	9,357
	Contracted administration	9,087	8,916
	Meeting expenses	14,770	661
	Legal and professional fees	6,751	5,685
		<u>53,141</u>	<u>35,357</u>

### 7. Staff costs

There are two (2016: nil) 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 £445,266 (2016: £436,882).

One person received between £70,001 and £80,000 in the year.

Key management personnel remuneration totalled £5,000 during the year.

### 8. Trustees' remuneration and reimbursed expenses

No remuneration was paid to the Trustees during the period (2016: £nil). Travelling expenses in connection with conferences, workshops and administration amounting to £31,385 (2016: £21,315) were reimbursed to certain committee members during the year.

### 9. Intangible fixed assets

	Computer software £
Cost as at 1 January 2017	360,000
Cost at 31 December 2017	<u>360,000</u>
Amortisation as at 1 January 2017	72,000
Charge for the year	72,000
Accumulated amortisation at 31 December 2017	<u>144,000</u>
Net book value at 31 December 2017	<u>216,000</u>
Net book value at 31 December 2016	<u>288,000</u>

# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....continued

### 10. Investments

COIF  
Deposit  
Fund  
£

#### Valuation

Market value at 1 January 2017

2,292,470

Interest credited during period

5,344

Market value at 31 December 2017

2,297,814

**Total - Group**

2,297,814

Investment in subsidiary company:

UCISA Services Limited

100

**Total - Charity**

2,297,914

### 11. Debtors

**Group  
2017  
£**

**Charity  
2017  
£**

**Group  
2016  
£**

**Charity  
2016  
£**

Due within one year:

Trade debtors

22,180

-

25,802

1,510

Prepayments

177,349

29,611

67,820

47,420

VAT

30,396

23,312

18,543

13,338

Inter-company balance

-

29,418

-

85,234

Other debtors

19,068

19,068

-

-

248,993

101,409

112,165

147,502

# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....continued

### 12. Creditors: amounts falling due within one year

	Group 2017 £	Charity 2017 £	Group 2016 £	Charity 2016 £
Trade creditors	227,370	126,551	5,957	1
Accruals	191,699	188,149	217,742	214,342
Deferred income	106,113	53,120	35,502	23,680
Other creditors	879	879	2,483	2,483
Social security and other taxes	2,389	2,389	-	-
Corporation tax	202	-	201	-
	<u>528,652</u>	<u>371,088</u>	<u>261,885</u>	<u>240,506</u>
Due after more than one year:				
Provisions	-	-	135,000	135,000
	<u>528,652</u>	<u>371,088</u>	<u>396,885</u>	<u>375,506</u>

The provision relates to the acquisition and related costs of the intangible software as agreed by contract between the parties and was unwound during the year. Accruals contains £135,000 in respect of the final payment due in 2018.

### 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 2017	35,502	23,680
Amount released to incoming resources	(35,502)	(23,680)
Amount deferred in year	106,113	53,120
	<u>106,113</u>	<u>53,120</u>
Balance carried forward as at 31 December 2017	<u>106,113</u>	<u>53,120</u>

# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....continued

### 14. Analysis of funds

	As at 1 January 2017 £	Movements in year £	As at 31 December 2017 £
General funds	2,403,658	(155,599)	2,248,059
Non-charitable trading funds	1,977	844	2,821
	<u>2,405,635</u>	<u>(154,755)</u>	<u>2,250,880</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

	2017 £	2016 £
Net income/(expenditure) for year	(154,755)	74,492
Interest receivable	(5,470)	(213)
Amortisation of intangible fixed assets	72,000	72,000
(Gains)/losses on investments	-	(190,664)
(Increase)/decrease in debtors	(135,928)	46,800
Increase/(decrease) in creditors	131,767	(113,737)
Net cash flow from operating activities	<u>(92,386)</u>	<u>(111,322)</u>

# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....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 2017 the subsidiary company showed the following results:**

	2017 £	2016 £
Turnover	777,567	766,450
Cost of sales	(733,997)	(742,398)
Gross profit	43,570	24,052
Administrative and overhead costs	(42,636)	(23,151)
Interest receivable	112	107
Corporation Tax	(202)	(128)
Net profit	844	880
Amount gift aided to the charity	-	-
Profit retained	844	880

**The balance sheet of the subsidiary as at 31 December 2017 was:**

	2017 £	2016 £
Current assets:		
Debtors	21,280	24,293
Prepayments	147,737	20,400
Cash at bank	13,801	58,792
Other debtors	7,084	5,205
Current liabilities:		
Creditors	(100,819)	(5,956)
Accruals and deferred income	(56,543)	(15,222)
Other creditors	(202)	(202)
Owed to UCISA	(29,417)	(85,234)
Net current assets	2,921	2,076
Total net assets	2,921	2,076
Aggregate share capital and reserves:		
Share capital	100	100
Reserves	2,821	1,976
	2,921	2,076



# Universities and Colleges Information Systems Association

## Notes to the Financial Statements for the year ended 31 December 2017

.....continued

### 17. Charity statement of financial activities

The charity's own results are summarised below:

	2017 £	2016 £
<b>Income and endowments from:</b>		
Other trading activities		
Membership subscriptions	587,517	552,892
Charitable activities		
Events, exhibitions and sponsorship	50	200
Charitable fundraising	-	2,727
Investments	5,358	106
Other	-	-
<b>Total income and endowments</b>	<u>592,925</u>	<u>555,925</u>
<b>Total expenditure</b>	<u>(767,593)</u>	<u>(672,978)</u>
Gains/(losses) on investment assets	-	190,664
<b>Net movement in funds</b>	<u><u>(174,668)</u></u>	<u><u>73,611</u></u>