

**Registered Charity Number: 1161218**

**Company Number: 09349804**

**Universities and Colleges Information Systems Association**

**Consolidated Accounts**

**for the year ended**

**31 December 2025**

**Gravita Audit Oxford LLP**

**Chartered Accountants Oxford**

## Universities and Colleges Information Systems Association

### Association information

|                                   |                                                                                                                 |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Chair:</b>                     | Emma Woodcock                                                                                                   |
| <b>Treasurer:</b>                 | Sarah Beavon                                                                                                    |
| <b>Deputy Chair:</b>              | James Crooks                                                                                                    |
| <b>Secretary:</b>                 | Matthew Flower                                                                                                  |
| <b>CEO:</b>                       | Deborah Green                                                                                                   |
| <b>Registered Charity Number:</b> | 1161218                                                                                                         |
| <b>Registered Office:</b>         | UCISA c/o Gravita Audit Oxford LLP<br>First Floor<br>Park Central<br>40-41 Park End Street<br>Oxford<br>OX1 1JD |
| <b>Auditor:</b>                   | Gravita Audit Oxford LLP<br>First Floor<br>Park Central<br>40-41 Park End Street<br>Oxford<br>OX1 1JD           |
| <b>Business Address:</b>          | UCISA<br>Ruskin College<br>Dunstan road<br>Old Headington<br>Oxford<br>OX3 9BZ                                  |
| <b>Bankers:</b>                   | Barclays Bank plc<br>54 Cornmarket Street<br>Oxford<br>OX1 3HB                                                  |

# 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 2025**

**Introduction**

This document is the annual report of the trustees of UCISA (the Universities and Colleges Information Systems Association). The Trustees for 2025 were elected at the Annual General Meeting according to the procedures laid out in the Articles of Association. The 2025 Annual General Meeting took place virtually on Thursday 19<sup>th</sup> of June 2025 via Microsoft Teams.

**Trustees**

The following trustees were elected at the 2025 Annual General Meeting:

Mr. James Crooks, Chair\*

Mr. James Smith, Deputy Chair\*

Ms. Karen Bates\*\*

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

Ms. Sarah Cockrill, Treasurer\* (please note: Sarah Cockrill became Sarah Beavon in July 2024)

Mr. Matthew Flower, Secretary

Mr. Nicholas Gilbert

Mr. Mark Johnston

The following were co-opted as Trustees on 19<sup>th</sup> June 2025:

Mr. Iain McCracken

Mr. Simon Corbett

Ms. Nathalie Czechowski

Mr. Krishnananda Pilicudale

The following Trustee was resigned on 19<sup>th</sup> June 2025:

Ms. Emma Woodcock

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

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

**Our Mission - Connect, Share, Transform**

Founded in 1993, UCISA is the professional body for Digital Practitioners in education. Open and inclusive, we connect our communities of practice and key stakeholders, working together to share our collective digital expertise to help transform teaching, learning and research by enabling operational efficiency and an excellent student experience.

**Objectives and Activities**

The overarching charitable objective of UCISA as set out in our Articles of Association is:

*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.*

To achieve this objective our Strategic Plan **Building on Success- Strategic Plan 2022 to 2027** sets out three key goals:

- To represent the digital community in the Education Sector with authenticity and authority.
- To harness the power of our collective voice by expanding the breadth and depth of engagement with UCISA.
- To enable the professional development of individuals and enhance the collective expertise of our community.

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**Trustees' Annual Report (continued)**  
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These goals are met through the following key services to our members:

- Delivery of a comprehensive programme of on-line conferences, webinars, peer-to-peer continuing professional development sessions, and round table events covering a broad range of topics to address strategic challenges facing the education sector. All events reflect our mission to connect our members, share best practice and transform our communities of practice, enabling efficiencies and effectiveness for the greater good of the sector.
- Delivery of face-to-face conferences across the year.
- Creation of a bank of webinar recordings to allow members to access development training at a time and pace to suit their individual circumstances.
- Representation work with suppliers in the sector, including the formation of working parties and representative groups to facilitate and further this work.
- Supporting Special Interest Communities to reflect the breadth of activity and specialisms within IT in HE and FE.
- Providing thought leadership activity through events, briefings, round table discussions, CIO panels and open members' meetings to discuss key current issues arising.
- Horizon scanning by identifying and stimulating debate on emerging UK and Global trends.
- The provision of Toolkits, Guides, Templates and Resources for members to build understanding and drive efficiencies.
- Conducting a regular programme of surveys, allowing our members to benchmark themselves against their peers and against national trends and facilitating ad hoc survey activity to meet membership needs identified in year.
- Facilitating peer to peer and institution to institution collaboration for our members.
- Maintaining strong relationships and collaborations with equivalent overseas organisations in Australia (CAUDIT), South Africa (HEITSA) and Canada (CUCCIO) and Europe (EUNIS) enabling global collaboration and international benchmarking for our collective membership.
- Maintaining strong relationships and collaborations with equivalent UK organisations representing Libraries, Estates, Finance, HR, Learning and Teaching and Registry functions in HE and FE.
- Collaborating with and supporting the work of sector bodies and agencies such as UUK, Jisc, HESA, UCAS, Advance HE; contributing to programme boards, advisory boards working parties, responses to government and consultations.
- Providing survey data and sector information to inform and support policy making.
- Drafting responses to government papers and consultations on behalf of the IT community in our sector.
- Commenting on legislative change (both contemplated and implemented) and educating members to ensure understanding and promote & support compliance.

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

**Achievements and Performance**

In this period UCISA continued to deliver against this Strategic Plan, achieving significant milestones:

Financial Resilience: Despite economic challenges, and the fact we predicted a deficit budget, we managed to exceed targets whilst also funding significant investment into our core systems.

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**Trustees' Annual Report (continued)**  
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Representation and Advocacy: UCISA's representation work has expanded significantly, with efforts to address key issues often with major global suppliers. UCISA now influences critical discussions in the House of Lords, OfS, NCSC, DSIT, The Home Office, SLC and with national stakeholders, reinforcing its role as the voice of digital practitioners in HE. Much of this work has significantly improved UCISA's reputation and influence within the sector.

Professional Development: Initiatives such as the PlusOne Bursary Scheme, new digital badges, and CPD certification for conferences have advanced members' professional growth. UCISA also saw our first cohort successfully graduate from the Technology Academy in partnership with Hays, and transition to work in the sector.

Strengthening Communities: UCISA's peer support networks have thrived, with the formation of our new All Ireland Directors Community. The mentoring scheme continues to receive positive feedback, underscoring UCISA's value in fostering professional connections. The Launch of our new Connect Portal has made engagement with UCISA simpler for members. The Business Systems Development project, utilises MS Dynamics CRM to enhance UCISA's digital capabilities. This investment in technology is complemented by our enhanced conference app. This work was supported in the year by an external contractor working alongside our in-house team.

We have delivered against our key goals in the financial year in the following ways:

**Representing the digital community in the Education Sector with authenticity and authority**

In our last report we envisaged that our representation work was likely to be a critical part of our ongoing support for our members in 2025 and this has indeed proved to be the case.

UCISA's advocacy has driven key changes in technology vendors policies and cybersecurity standards. By representing over 160 institutions, UCISA ensures that the higher education sector's unique needs are heard in policy and vendor negotiations.

*"UCISA's work has been pivotal in simplifying cybersecurity standards and ensuring the sector's interests are prioritised"*  
Paul A National Cyber Security Centre.

It would not be appropriate for us to mention individual representation work with suppliers in a public document such as this as such discussions are strictly confidential. However, the following case study published by UUK in June 2025 gives a flavour of the impact of our work:

*The Adobe ETLA Agreement, has provided Adobe Creative Cloud (CC) licences to around 280 UK and Irish institutions since 2015, saving institutions approximately £50m a year. This agreement is one of the largest Adobe educational agreements outside the USA.*

*Following the Covid pandemic, the professional association UCISA asked Jisc to develop a new offer that was able to meet the evolving needs of institutions and their students. Over a two-year negotiation, Jisc – in partnership with UCISA – secured significant changes to the licensing model that Adobe was offering to institutions, responding to the changing needs of universities, their staff and students. The new licence model, negotiated by Jisc, was offered under the ETLA Agreement for the first time in summer 2024, with 21 institutions upgrading their licences. For £246,000, an additional £2.9m of licences were secured for students. There are now over 300 organisations accessing the agreement, with cost savings of £87m in 2024–25. To secure the changes, Jisc and UCISA leveraged the voice of the sector and its buying power, by aggregating all sector spend and placing a multimillion-pound order on behalf of UK tertiary education. This ensures that the UK's tertiary education sector is regarded as a strategic partner by Adobe and provides the UK with access at a senior level within Adobe.*

In addition to this example, some sense of the scale of our work in this area is shown by the fact we held 23 representation open members' meetings with 1,665 attendees. Most of these meetings also necessitated pre-meetings and debriefing sessions to agree actions and follow-up. In addition, we held 36 meetings with representation groups which are separate to the other supporting meetings we have organised and does not include a wide range of representation meetings that the CEO and/or Head of Policy and Representation have attended.

We continue to be grateful to those members who also commit their time and energies to serve on our representation and working groups and who share our members' voice in representation meetings with suppliers.

**Universities and Colleges Information Systems Association  
Trustees' Annual Report (continued)  
for the financial year ended on 31 December 2025**

**Harnessing the power of our collective voice by expanding the breadth and depth of engagement with UCISA**

In our last report we pledged to continue to provide the IT and digital practitioners in the UK Education sector with the tools to be leaders in digital transformation and IT developments. In addition to the 'business as usual' activities outlined in section one of this report, the following key programmes of work have contributed to the achievements under this key goal.

We were delighted to launch a Welsh language version of the UCISA Information Security Training Course, the culmination of the work of a dedicated working group of members and the advocacy of HEWIT, our Welsh regional community of IT Directors.

In the UUK report 'Transformation and Efficiency- Towards a New Era of Collaboration' led by Sir Nigel Carrington, UCISA was asked to *"further develop and promote the adoption of shared standards for digital transformation through the framework for digital transformation and the higher education reference model (HERM)"*.

As a result, UCISA, working in strategic partnership with Jisc and ARC, is leading the development of a UK-wide, open and trusted student data model and API framework. This initiative will establish a common national digital language for student records, enabling consistent data definitions and secure, real-time exchange across institutions and systems.

This foundational work is critical to delivering government priorities including the Lifelong Learning Entitlement, modular provision and greater student mobility, as current policy ambitions are running ahead of the sector's underlying digital infrastructure.

The approach is sector-owned and not-for-profit, building on the Higher Education Reference Model (HERM), supported by JISC and is informed by the Netherlands' successful implementation of a national data model. By agreeing shared data standards at sector level, institutions will reduce duplication, lower integration costs, enable trusted digital credentials and create the conditions for greater collaboration and efficiency. The programme now has a formal mandate from UCISA's membership, endorsed by ARC, HESPA and SROC and will transition into structured governance and early adopter pilot activity in 2026.

In addition, the UUK report asked Jisc *"to work with UCISA, BUFDG and procurement consortia to develop a collaborative, centrally agreed procurement approach for common sector wide systems that represent significant cost to individual institutions"*.

UCISA is pleased to be playing an active role in this work, with Jisc presenting their initial ideas to our Board of Trustees for comment and feedback and the ongoing active participation of UCISA's CEO and the co- Chairs of our Procurement Special Interest Community. This work will continue into 2026.

We have also been pleased to see the UCISA Chairs Forum (UCF), heralded in our last report, launch, as planned, in January 2025 and to see the forum begin its key role in supporting the delivery of UCISA's Strategic Goals and acting as a focal point for engagement between UCISA and its members.

**Enabling the professional development of individuals and enhancing the collective expertise of our community**

Our programme of events and conferences remains a key success for UCISA with members valuing the development, networking and enrichment that our events bring. This year saw us deliver the most comprehensive programme to date with 86 virtual events and 19 face-to-face events including five multi-day conferences, all of which were CPD certified. Attendance numbers also saw an increase yet again with 10,310 registered delegates.

In last year's report we cited our intention to invest further funding for bursaries to enable more members to participate in our face-to-face conferences in these financially constrained times. We are pleased to report that our key 'Plus-One Bursary' is now well established with 76 such awards being made during the year. This scheme was supplemented in 2025 with 12 discretionary bursaries allocated to meet support requests on a case-by-case basis. In addition we funded 4 travel bursaries making a total of 92 bursaries awarded during 2025. Recipients have spoken highly of the benefit they have derived from attending UCISA events because of the funding award and how it has supported them in their roles. A full bursary scheme is again in place for 2026 and we look forward to seeing the difference these awards can make.

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The launch of the UCISA Connect Portal in July 2025 (see Finance section below), gave an opportunity to re-focus on the issuing of digital badges. The badges issued by UCISA fall into three main categories:

- Professional Recognition e.g. Awards, PlusOne recipients
- Service – e.g. Board of Trustee roles, Community Committee roles, Mentors
- CPD courses – Mentoring training, other future CPD related courses which offer skills development.

During the year 162 badges were issued to members in recognition of the skills they have gained through their participation in UCISA Communities and events.

Over 2025, 20 mentees were placed with the UCISA Mentoring Scheme. All were either very satisfied (71%) or satisfied (14%) with the mentoring scheme overall and all would recommend the scheme to colleagues to be mentored. The quote below is an example of how the mentoring scheme has impacted the development of mentees participating in the scheme.

*"MentorX has been very relatable and personable as well as sharing great insight in our meetings - lots of pennies dropping moments. I have felt very lucky with the match and the practicality of X's skillset specific to me."* 2025 Mentee.

Throughout 2025, UCISA's Communities continued to deliver high-quality, member-led activity in a challenging sector environment characterised by financial constraints and organisational restructuring, supporting members as they navigated the complex environment.

There was notable growth in cross-community collaboration around AI, sustainability, digital capability and service management, and support provision expanded through virtual conferences, webinars, community days, surveys and toolkit reviews.

The impact this has on our members can best be summarised in the words of a member on leaving the sector:

*"I am really gutted to be leaving the sector and the many friends and networks I have established through UCISA. I would not be the person I am today if it was not for UCISA and the support it has shown me throughout the years."*

### **Financial Review**

Total income for the group for the year was £2,361,775 (2024: £2,409,551). UCISA's principal source of income is derived from Membership subscriptions and the grant and donation income from its subsidiary UCISA Services Limited. The net movement in funds for the year was £92,784 (2024: £392,186).

### **Investment Policy**

UCISA has an investment policy which seeks to produce the best financial return with an acceptable level of risk. UCISA's investment objective is to generate a return of inflation (CPI) plus 3% per annum over the long term, after expenses. This should allow UCISA to at least maintain the real value of assets, whilst funding annual expenditure in excess of the operating surplus per annum. UCISA does not rely on investment income to fund its normal operational activities and is risk aware.

The total gain on the investment portfolio for the financial year was £160,227. The Investment committee meets biannually with our portfolio managers Brewin Dolphin and then makes recommendations to the UCISA board. The Investment Committee was happy with the value of our investment portfolio and will continue to monitor to ensure that we are getting the best value for our members.

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**Reserves Policy**

UCISA has a reserves policy which is updated and shared annually at the Annual General Meeting (AGM) as part of the discussion of the annual accounts. We continue to maintain sufficient reserves to meet UCISA's strategic ambitions and liabilities. The free reserves (unrestricted reserves before the disposal of tangible fixed assets) available to UCISA are £3,335,086 as at 31 December 2025. The restricted reserves which are not available for the general purpose of the charity are £637,083.

The Trustees have determined that the charity should hold free cash reserves sufficient to cover 12 months' core operating costs, which would equate to £2,119,252. The reason for this is to provide sufficient working capital to provide a cushion to deal with any reduction in income levels in future years due to sector constraints, together with unexpected emergencies such as long-term staff absences, external environmental influences, pandemic etc. The Trustees' expectation is that the balance of reserves over and above this sum (£1,215,835 as of 31st December 2025) will be sufficient for the following strategic purposes:

- Furtherance of the 5 Year strategic plan
- To fund the development of the charity
- To fund a major project if necessary
- Retain or recruit key staff in light of the increasing cost pressures in future years
- Enable the charity to continue to deliver a full suite of services to members during a period of uncertainty created by an unforeseen external influence, such as a pandemic
- To fund if needed, the budgeted deficit of £217,121 for 2026
- To fund £150k of bursary related expenditure
- Maintain the updated Infosec Course on an annual basis

The board reviews ongoing performance against this policy on a regular basis.

A principal key risk is that Universities are facing continued economic challenge causing all memberships to be carefully considered on an annual basis. We therefore have a robust renewals process which engages the Head of Finance and CEO throughout. Costs continue to rise but are carefully monitored by staff and Trustees.

The Reserves Policy is stated at the Annual General Meeting (AGM) as part of the discussion of the annual accounts and we continue to maintain sufficient reserves to meet UCISA's strategic ambitions and liabilities. The Trustees regularly review the level of reserves during the period of trading to ensure it is proportionate to the risks and to fund any strategic investments required.

This year has seen further implementation of our strategic plan for 2022 to 2027 building on the transformation activity already achieved. The Board is committed to underpinning the strategic plan by investing significant reserves over successive years.

Having conducted a full business systems review in 2022/23 we concluded UCISA business in systems were no longer fit for purpose. 2023 saw an ambitious investment programme begin with a view to implementation in late 2024. At that time, Implementation was paused to ensure that the final outputs were as needed. Implementation restarted in 2025, having established and agreed a minimum viable product for go live. Go live at this level took place in July 2025 for Events and Finance functionality with agreed follow-on project plans for CPD, Communities and Representation functionality for the remainder of 2025/2026. Once this work is in place it is proposed that work improvements to the MVP functionality will begin.

A new website project has commenced, recognising that the availability of our new connect portal functionality will change what is required of our website. In addition, we now recognise the need for our website to be easily updated and edited by UCISA staff and therefore may need to move away from our current platform. We anticipate that reserves will be used to fund this development work.

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Other potential investments include personnel and services that ensure we can maximise membership value and continue to deliver a rich portfolio of high-quality events and services and additional investment in the Infosec Course with a planned maintenance programme.

The Budget proposed for 2026 continues to ensure that the core operating costs are covered by membership and event income, whilst maintaining sufficient reserves to invest in our strategic ambitions, fund bursaries and development work and mitigate known risks. We recognize the sector is under increased financial pressure with budgetary constraints being faced by many institutions. The 2027 budget will be drafted in April 2027 to ensure that UCISA is looking further to the future whilst also reviewing ongoing performance within the current year.

### **Fundraising**

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

### **Structure, Governance and Management**

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.

Our members are primarily from Universities and Colleges in the UK and Ireland but we are open to academic institutions from other geographies where their interests align.

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 by majority of voting members at the Annual General Meeting of the Association, under the terms of the Articles of Association and appointed within two weeks of the AGM. Any member nominated for election but not successful in achieving an elected position is automatically considered for co-option as a Trustee for a period of one year. Our constitution provides for up to four co-opted trustees in any year. If there are more than four candidates, the office holders and elected trustees determine who should be appointed, ensuring that the board will have a good mix of representation that reflects the overall makeup of the Higher Education Sector.

UCISA is comprised of two entities, a Charitable Company Limited by Guarantee, UCISA, and its wholly owned trading subsidiary, UCISA Services Limited. UCISA was granted charitable status on 9 April 2016. The USL board meets 5 times per year. Since 2018 governance is carried out by the UCISA Board of Trustees, which has responsibility for strategic development, and corporate and financial compliance.

The Articles state (section 5.6) that no person shall be a trustee for more than eight consecutive years, except in exceptional circumstances where such extension is authorised by a majority of 75% of Members attending and entitled to vote at an AGM. This allows the Association to plan succession for the officer positions, although the Articles allow for any representative of a full member institution to stand for an officer position at an Annual General Meeting.

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**for the financial year ended on 31 December 2025**

UCISA is committed to offering training to its trustees. All trustees receive a copy of The Essential Trustee and commit to reading it. All trustees have access to the latest versions of all key policy and governance documents and play a key role in the cycle of policy review which ensures policies remain pertinent and appropriate. Documents of key importance are highlighted during the election process and on induction. Training in the role and duties of Trustees is provided annually in July, intended to follow the AGM and ensure that all Trustees are aware of their responsibilities.

The trustees set the overall strategy for UCISA overseeing all financial and investment decisions. The Board of Trustees meet formally five times per year and have a regular informal meeting with the CEO every two weeks to receive updates on our work, which is often fast moving.

Progress against our strategic plan - Building on Success- Strategic Plan 2022 to 2027 and delivery against the clear ambition it sets out, is closely monitored in all trustee meetings. In addition, Progress is reviewed annually by the Board of Trustees and Leadership Council (which became the UCISA Chairs Forum in January 2025) at our two-day strategic planning event in July. This meeting sets priorities for the following twelve months.

Clear targets are set for membership renewals and for sponsorship revenue and progress is monitored at all board meetings.

The CEO is charged with delivery of the strategy, working closely with the Trustees and our Communities. The Trustees delegate the day to day management of the company to the CEO.

UCISA is proudly run by the members for the members and engagement figures are closely monitored. Members are consulted and engaged in all major matters through our communities of practice, working groups, UCISA Chairs forum or through open members meetings on specific topics. Trustees receive a report at every board meeting on external relationships. Our relationship with suppliers is delegated to the CEO, Head of Finance, Head of Events and Head of Operations depending on the service provided with oversight on major business systems delegated by the Board to the Business Systems Review Group and oversight of Investment performance delegated to the Investment Committee.

UCISA is a membership organisation and we are proud of our commitment to ensure it is run by our institutional members and for their benefit. Members' contribution is therefore the driving force of our organisation. Following the Constitutional Review conducted in 2024, we have updated our governance structures with the formation in January 2025, of our UCISA Chairs Forum (UCF) in place of the former Leadership Council. The UCF is chaired by the Deputy Chair of UCISA, enabling them to work closely with our Community Chairs throughout their two-year term, ensuring they have strong relationships with the grass roots of our membership and a clear understanding of the work and needs of the communities that are the life blood of UCISA, ahead of taking up office as Chair. The UCF Chair also acts as a conduit between our Trustees and Communities, ensuring transparent and effective lines of communication between these key bodies.

Trustees and Communities are supported by the UCISA Office team, which currently comprises 16 staff members, led by the UCISA CEO.

The CEO makes recommendations for all staff salaries to the board annually through the budgeting process and in discussions prior to annual pay review in August each year. In setting any annual percentage pay increase, note is taken of the annual pay award given to staff at Oxford University. In addition, periodic benchmarking takes place to ensure salaries are in line with sector and industry equivalent roles. As a result, where necessary, individual roles are considered for pay awards outside the annual pay review norm to ensure benchmarking outcomes are acted upon. The CEO's salary is set by a remuneration committee comprised of the office holders (Chair, Deputy, Secretary and Treasurer) however, it is accepted that the CEO will normally receive the same percentage pay award as all staff.

### **Future Plans**

In summer 2026 we will launch the Communities functionality in our new UCISA Connect Portal, giving members ready access to all our communities in a clear and easily navigable format and enhancing access to the tools and resources that our communities produce. This will be followed by a new Representation area within the portal, allowing institutional members to see the wide range of representation work that UCISA carries out on behalf of our membership and further enhancing their ability to benefit from and get involved in this aspect of our work. This is a key enhancement, as our representation work is likely to remain a critical part of our ongoing support for members for the rest of this year.

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UCISA's work to support the UUK Efficiency and Effectiveness Task Force will continue, most notably through our work to establish a Common Student Data Model for HE in the UK. This sector-led initiative, coordinated by UCISA with strategic support from ARC, HESPA and Jisc, will develop a UK-wide, open, trusted student data model and API (data transfer layer) framework, building on the Higher Education Reference Model (HERM) and learning directly from the mature national approach of the Netherlands.

Looking at the longer term, work is already well underway on the Strategic Plan for 2027-32 with strong member participation in formulating the strategy, its goals and ambitions to ensure there is a clear understanding of and support for our longer term aims and objectives. The Strategy development process started with our STEEPLE analysis at the Annual Strategic Planning event in July 2025 attended by all Trustees, Staff and Chairs of our Communities.

This was followed by:

- Trustees' Workshops in October and December 2025
- Session with UCISA Chairs Forum in January 2026
- Workshop with UCISA staff in January 2026
- Open Member sessions on 4<sup>th</sup> and 12<sup>th</sup> March 2026

The feedback from all of these activities has been collated and will be shared with Trustees and Community Chairs ahead of the Annual Strategic Planning event in July 2026, where the final version of the plan will be agreed.

Our collective aim is to produce a living strategy - grounded in agility and flexibility and focused on supporting and responding to a sector going through intense change; keeping an emphasis on cost consciousness while placing people at the heart.

We look forward to sharing the details of our new strategy in our next Annual Report.

### **Conclusion**

We hope this report has demonstrated how UCISA's work continues to go from strength to strength. The recent consultation meetings with members to inform our new strategy, has demonstrated just how much our members value the work we do with and through them, on behalf of the sector and we thank all the members who took time to contribute to the consultation process.

Harnessing the collective strength of our membership voice, we will continue to provide the IT and digital practitioners in the UK Education sector with the tools to be leaders in digital transformation and IT development.

In this way we believe that UCISA will continue to meet its charitable object to promote and advance education for the public benefit in information systems and digital technologies and their use in education and research.

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We will end this year's report with the words of one member during our consultation exercise. Whilst many were more effusive, to us, this quote reflects a balanced view of what we do well and where we still can do more and reminds us that, whilst we will always celebrate our successes, there is always more that we can do:

*"Overall, UCISA is doing well in maintaining strong peer networks and providing valuable forums for sharing experience across institutions. The communities of practice, events and working groups continue to be particularly effective. There may be an opportunity to strengthen UCISA's strategic influence further ensuring the collective voice of digital and IT practitioners is consistently heard in wider sector discussions"*

**Trustees' responsibilities statement**

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

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

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

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

In so far as the trustees are aware:

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

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

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

**Universities and Colleges Information Systems Association  
Trustees' Annual Report (continued)  
for the financial year ended on 31 December 2025**

**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



.....

**Sarah Beavon -Treasurer**

Signed on behalf of the trustees on 08/05/26.....

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

**Universities and Colleges Information Systems Association**

**Opinion**

We have audited the financial statements of Universities and Colleges Information Systems Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair *view* of the state of the group's and parent charitable company's affairs as at 31 December 2025, 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.

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

**Universities and Colleges Information Systems Association**

**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, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 6, 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. Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

**Universities and Colleges Information Systems Association**

**Auditor's responsibilities for the audit of the financial statements (Continued)**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with directors/trustees and other management, and from our commercial knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including legislation such as the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 1.13 were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions; and

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;

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

**Universities and Colleges Information Systems Association**

**Auditor's responsibilities for the audit of the financial statements (Continued)**

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.



**Katherine Wilkes (Senior Statutory Auditor)**

**Date** 14/5/26 .....

For and on behalf of  
Gravita Audit Oxford LLP  
First Floor  
Park Central  
40-41 Park End Street  
Oxford  
OX1 1JD

**Universities and Colleges Information Systems Association**  
**Consolidated Statement of Financial Activities**  
**(including income and expenditure account)**  
**for the year ended 31 December 2025**

|                                                   | Unrestricted<br>Funds<br>2025 | Restricted<br>Funds<br>2025 | Total<br>Funds<br>2025 | Unrestricted<br>Funds<br>2024 | Restricted<br>Funds<br>2024 | Total<br>Funds<br>2024 |                  |
|---------------------------------------------------|-------------------------------|-----------------------------|------------------------|-------------------------------|-----------------------------|------------------------|------------------|
| Notes                                             | £                             | £                           | £                      | £                             | £                           | £                      |                  |
| <b>Income from:</b>                               |                               |                             |                        |                               |                             |                        |                  |
| <b>Charitable Activities</b>                      |                               |                             |                        |                               |                             |                        |                  |
| Events, exhibitions and sponsorship               | 2,15                          | 1,286,685                   | -                      | 1,286,685                     | 1,407,484                   | -                      | 1,407,484        |
| <b>Other trading activities</b>                   |                               |                             |                        |                               |                             |                        |                  |
| Membership subscriptions                          |                               | 984,631                     | -                      | 984,631                       | 910,421                     | -                      | 910,421          |
| <b>Investments</b>                                | <b>3</b>                      | 72,316                      | 18,143                 | 90,459                        | 74,309                      | 17,337                 | 91,646           |
| <b>Other</b>                                      |                               | -                           | -                      | -                             | -                           | -                      | -                |
|                                                   |                               | <u>2,343,632</u>            | <u>18,143</u>          | <u>2,361,775</u>              | <u>2,392,214</u>            | <u>17,337</u>          | <u>2,409,551</u> |
| <b>Total income</b>                               |                               |                             |                        |                               |                             |                        |                  |
| <b>Expenditure on:</b>                            |                               |                             |                        |                               |                             |                        |                  |
| <b>Raising funds</b>                              |                               |                             |                        |                               |                             |                        |                  |
| Cost of raising voluntary income                  | 5                             | 1,287,637                   | 24,800                 | 1,312,437                     | 1,082,693                   | 31,066                 | 1,113,759        |
| <b>Charitable activities</b>                      |                               |                             |                        |                               |                             |                        |                  |
| Events, exhibitions and sponsorship               | 6                             | 997,565                     | -                      | 997,565                       | 995,453                     | -                      | 995,453          |
| Projects and surveys                              | 7                             | 3,400                       | -                      | 3,400                         | 11,150                      | -                      | 11,150           |
| Publicity and awards                              | 8                             | 57,370                      | 48,462                 | 105,832                       | 39,394                      | 17,836                 | 57,230           |
| <b>Total expenditure</b>                          | <b>4</b>                      | <u>2,345,972</u>            | <u>73,262</u>          | <u>2,419,234</u>              | <u>2,128,690</u>            | <u>48,902</u>          | <u>2,177,592</u> |
| <b>Net income before net gains on investments</b> |                               | (2,340)                     | (55,119)               | (57,459)                      | 263,524                     | (31,565)               | 231,959          |
| Gains on investments                              | 13                            | 100,663                     | 49,580                 | 150,243                       | 107,352                     | 52,875                 | 160,227          |
| <b>Net movement in funds</b>                      | <b>19</b>                     | 98,323                      | (5,539)                | 92,784                        | 370,876                     | 21,310                 | 392,186          |
| <b>Reconciliation of funds:</b>                   |                               |                             |                        |                               |                             |                        |                  |
| Total funds brought forward                       |                               | 3,246,076                   | 642,622                | 3,888,698                     | 2,875,200                   | 621,312                | 3,496,512        |
| Total funds carried forward                       |                               | <u>3,344,399</u>            | <u>637,083</u>         | <u>3,981,482</u>              | <u>3,246,076</u>            | <u>642,622</u>         | <u>3,888,698</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 20 to 31 form an integral part of these financial statements.**

**Universities and Colleges Information Systems Association**

**Consolidated and Charity Balance Sheets  
as at 31 December 2025**

|                                                       | Notes | Group<br>2025<br>£ | Charity<br>2025<br>£ | Group<br>2024<br>£ | Charity<br>2024<br>£ |
|-------------------------------------------------------|-------|--------------------|----------------------|--------------------|----------------------|
| <b>Fixed Assets</b>                                   |       |                    |                      |                    |                      |
| Tangible fixed assets                                 | 12    | 9,313              | 9,313                | 18,792             | 18,792               |
| Investments                                           | 13    | <u>2,438,538</u>   | <u>2,438,638</u>     | <u>2,305,313</u>   | <u>2,305,413</u>     |
|                                                       |       | <u>2,447,851</u>   | <u>2,447,951</u>     | <u>2,324,105</u>   | <u>2,324,205</u>     |
| <b>Current Assets</b>                                 |       |                    |                      |                    |                      |
| Debtors                                               | 15    | 194,828            | 185,817              | 200,715            | 480,376              |
| Cash at bank and in hand                              |       | <u>2,530,399</u>   | <u>1,868,730</u>     | <u>2,500,744</u>   | <u>1,451,475</u>     |
| <b>Total Current Assets</b>                           |       | <u>2,725,227</u>   | <u>2,054,547</u>     | <u>2,701,459</u>   | <u>1,931,851</u>     |
| <b>Creditors: Amounts falling due within one year</b> | 16    | <u>(1,191,596)</u> | <u>(807,705)</u>     | <u>(1,136,866)</u> | <u>(776,409)</u>     |
| <b>Net Current Assets</b>                             |       | <u>1,533,631</u>   | <u>1,246,842</u>     | <u>1,564,593</u>   | <u>1,155,442</u>     |
| <b>Net Assets</b>                                     | 18    | <u>3,981,482</u>   | <u>3,694,793</u>     | <u>3,888,698</u>   | <u>3,479,647</u>     |
| <b>Funds:</b>                                         |       |                    |                      |                    |                      |
| Unrestricted funds                                    |       | 3,344,399          | 3,057,710            | 3,246,076          | 2,837,025            |
| Restricted funds                                      |       | <u>637,083</u>     | <u>637,083</u>       | <u>642,622</u>     | <u>642,622</u>       |
| <b>Total funds</b>                                    | 18    | <u>3,981,482</u>   | <u>3,694,793</u>     | <u>3,888,698</u>   | <u>3,479,647</u>     |

**The notes on pages 20 to 31 form an integral part of these financial statements**

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on .....08/05/26..... and signed on their behalf by:



.....  
**Sarah Beavon**  
**Treasurer**

Company number: 09349804  
Charity number: 1161218

**Universities and Colleges Information Systems Association**

**Consolidated Statement of Cash Flows  
For the Year Ended 31st December 2025**

|                                                              | Note      | Group<br>2025<br>£ | Group<br>2024<br>£ | Charity<br>2025<br>£ | Charity<br>2024<br>£ |
|--------------------------------------------------------------|-----------|--------------------|--------------------|----------------------|----------------------|
| <b>Net cash flow from operating activities</b>               | <b>20</b> | <b>(74,583)</b>    | 291,223            | <b>321,518</b>       | 133,220              |
| <b>Cash flow from investing activities</b>                   |           |                    |                    |                      |                      |
| Purchase of tangible fixed assets                            |           | <b>(3,239)</b>     | (16,450)           | <b>(3,239)</b>       | (16,450)             |
| Investment income received                                   |           | <b>90,459</b>      | 91,646             | <b>81,958</b>        | 75,712               |
| Purchase of fixed asset investments                          |           | <b>(384,714)</b>   | (346,594)          | <b>(384,714)</b>     | (346,594)            |
| Disposal of fixed asset investments                          |           | <b>398,858</b>     | 358,512            | <b>398,858</b>       | 358,512              |
| <b>Net cash flow from investing activities</b>               |           | <b>101,364</b>     | 87,114             | <b>92,863</b>        | 71,180               |
| <b>Net increase/(decrease) in cash and cash equivalents</b>  |           | <b>26,781</b>      | 378,337            | <b>414,381</b>       | 204,400              |
| <b>Cash and cash equivalents at 1<sup>st</sup> January</b>   |           | <b>2,515,849</b>   | 2,137,512          | <b>1,466,580</b>     | 1,262,180            |
| <b>Cash and cash equivalents at 31<sup>st</sup> December</b> |           | <b>2,542,630</b>   | 2,515,849          | <b>1,880,961</b>     | 1,466,580            |
| <b>Cash and cash equivalents consist of:</b>                 |           |                    |                    |                      |                      |
| Cash at bank and in hand                                     |           | <b>2,530,399</b>   | 2,500,744          | <b>1,868,730</b>     | 1,451,475            |
| Cash held as part of investment portfolio                    |           | <b>12,231</b>      | 15,105             | <b>12,231</b>        | 15,105               |
| <b>Cash and cash equivalents at 31<sup>st</sup> December</b> |           | <b>2,542,630</b>   | 2,515,849          | <b>1,880,961</b>     | 1,466,580            |

**The notes on pages 20 to 31 form an integral part of these financial statements.**

## Universities and Colleges Information Systems Association

### Notes to the Consolidated Financial Statements For the year ended 31 December 2025

#### 1. Accounting policies

##### 1.1 Basis of preparation

The charity meets the definition of a public benefit entity under FRS 102.

The charity's legal form is a charitable company limited by guarantee and is incorporated in England and Wales. Its registered office is C/O Gravita Audit Oxford LLP, First Floor, Park Central, 40-41 Park End Street, Oxford OX1 1JD, England.

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) – Charities SORP (FRS 102);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Charities Act 2011; and
- The Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The presentation currency used is British Pounds Sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

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 Basis of consolidation

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking UCISA Services Limited. The results of the subsidiary are consolidated on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by Companies Act 2006, s.408.

##### 1.3 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.

##### 1.4 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 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.

## Universities and Colleges Information Systems Association

### Notes to the Consolidated Financial Statements For the year ended 31 December 2025

#### 1.5 Tangible assets

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

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

|                    |                      |
|--------------------|----------------------|
| Computer equipment | 33.33% straight line |
| Office equipment   | 33.33% straight line |

#### 1.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### 1.7 Creditors

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

#### 1.8 Investments

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

#### 1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and deposits.

#### 1.10 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund are set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

#### 1.11 Going concern

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

#### 1.12 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not apparent from other sources. The estimates as associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of revision and future periods where the revision affects both the current and future periods.

**Universities and Colleges Information Systems Association**

**Notes to the Consolidated Financial Statements  
For the year ended 31 December 2025**

**1.12 Judgements and key sources of estimation uncertainty (continued)**

The charity is recognised as tax-exempt and therefore does not record corporation tax liabilities on income or gains that fall within its charitable purposes. Management is responsible for monitoring activities to ensure ongoing compliance with tax-exemption conditions, and any non-charitable or taxable income is assessed and accounted for in accordance with applicable tax regulations.

The charity operates a defined contribution pension scheme, under which contributions are recognised as an expense when they fall due.

The main judgements and estimates are:

- Deferred Income  
Comprised of subscription renewals for the following year or subscription renewals for part way through the current year and the following year. Where any subscriptions or invoices that relate to the following year are issued, but no income has been received, they are netted off against the corresponding debtor.
- Depreciation and impairment (see note 1.5)
- Investment valuation (see note 1.8)
- Accruals (see note 1.7)

**2. Income from charitable activities:**

|              | <b>2025</b>      | <b>2024</b>      |
|--------------|------------------|------------------|
|              | <b>£</b>         | <b>£</b>         |
| Conferences  | 1,211,935        | 1,325,984        |
| Sponsorships | 74,750           | 81,500           |
|              | <u>1,286,685</u> | <u>1,407,484</u> |

All income is unrestricted.

**3. Investment income**

|                          | <b>2025</b>   | <b>2024</b>   |
|--------------------------|---------------|---------------|
|                          | <b>£</b>      | <b>£</b>      |
| Bank interest receivable | 8,501         | 39,109        |
| Interest on investments  | 26,979        | 20,847        |
| Dividends received       | 54,979        | 31,690        |
|                          | <u>90,459</u> | <u>91,646</u> |

Restricted income included above totals £18,143 (2024: £17,337). This relates to investment income received in relation to a restricted grant received in 2019, which was to be invested and its income to be used towards the purposes of the UCISA Legacy Expenditure fund.

**Universities and Colleges Information Systems Association**

**Notes to the Consolidated Financial Statements  
For the year ended 31 December 2025**

**4. Analysis of Expenditure**

|                                     | <b>Note</b> | <b>Direct<br/>Costs<br/>£</b> | <b>Support<br/>Costs<br/>£</b> | <b>2025<br/>Total<br/>£</b> | <b>2024<br/>Total<br/>£</b> |
|-------------------------------------|-------------|-------------------------------|--------------------------------|-----------------------------|-----------------------------|
| Costs of raising voluntary income   | 5           | 562,675                       | 749,762                        | 1,312,437                   | 1,113,759                   |
| Events, exhibitions and sponsorship | 6           | 997,565                       | -                              | 997,565                     | 995,453                     |
| Projects and surveys                | 7           | 3,400                         | -                              | 3,400                       | 11,150                      |
| Publicity and awards                | 8           | 105,832                       | -                              | 105,832                     | 57,230                      |
|                                     |             | <u>1,669,472</u>              | <u>749,762</u>                 | <u>2,419,234</u>            | <u>2,177,592</u>            |

|                                     | <b>Note</b> | <b>Direct<br/>Costs<br/>£</b> | <b>Support<br/>Costs<br/>£</b> | <b>2024<br/>Total<br/>£</b> | <b>2023<br/>Total<br/>£</b> |
|-------------------------------------|-------------|-------------------------------|--------------------------------|-----------------------------|-----------------------------|
| Costs of raising voluntary income   | 5           | 451,022                       | 662,737                        | 1,113,759                   | 884,840                     |
| Events, exhibitions and sponsorship | 6           | 995,453                       | -                              | 995,453                     | 877,869                     |
| Projects and surveys                | 7           | 11,150                        | -                              | 11,150                      | 11,117                      |
| Publicity and awards                | 8           | 57,230                        | -                              | 57,230                      | 39,106                      |
|                                     |             | <u>1,514,855</u>              | <u>662,737</u>                 | <u>2,177,592</u>            | <u>1,812,932</u>            |

**5. Costs of raising voluntary income**

|                                     | <b>Basis of<br/>apportionment</b> | <b>Direct<br/>costs<br/>£</b> | <b>Support<br/>costs<br/>£</b> | <b>2025<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Support<br/>costs<br/>£</b> | <b>2024<br/>£</b> |
|-------------------------------------|-----------------------------------|-------------------------------|--------------------------------|-------------------|-------------------------------|--------------------------------|-------------------|
| Administration                      | Direct                            | 200                           | 53,575                         | <b>53,775</b>     | -                             | 36,027                         | 36,027            |
| Bank charges                        | Direct                            | -                             | 4,035                          | <b>4,035</b>      | -                             | 18,219                         | 18,219            |
| Investment management charge        | Direct                            | -                             | 15,201                         | <b>15,201</b>     | -                             | 14,637                         | 14,637            |
| IT costs                            | Direct                            | 107,462                       | 355,384                        | <b>462,846</b>    | 67,258                        | 217,941                        | 285,199           |
| Meeting expenses                    | Direct                            | 18,784                        | -                              | <b>18,784</b>     | 15,231                        | -                              | 15,231            |
| Public liability insurance          | Direct                            | 4,727                         | -                              | <b>4,727</b>      | 4,513                         | -                              | 4,513             |
| Amortisation and depreciation       | Direct                            | 12,718                        | -                              | <b>12,718</b>     | -                             | 13,411                         | 13,411            |
| Mentoring                           | Direct                            | -                             | 55                             | <b>55</b>         | -                             | 896                            | 896               |
| Governance costs (see note 8)       | Direct                            | -                             | 47,118                         | <b>47,118</b>     | -                             | 61,273                         | 61,273            |
| Salaries                            | See below                         | 701,132                       | 185,198                        | <b>886,330</b>    | 617,107                       | 164,592                        | 781,699           |
| Recruitment fees                    | Direct                            | -                             | 1,142                          | <b>1,142</b>      | -                             | 979                            | 979               |
| Infrastructure                      | Direct                            | -                             | 82,558                         | <b>82,558</b>     | -                             | 75,417                         | 75,417            |
| Legal and professional fees         | Direct                            | -                             | 5,496                          | <b>5,496</b>      | -                             | 59,345                         | 59,345            |
| Less recharged to event costs (USL) | Direct                            | <u>(282,348)</u>              | <u>-</u>                       | <u>(282,348)</u>  | <u>(253,087)</u>              | <u>-</u>                       | <u>(253,087)</u>  |
|                                     |                                   | 562,675                       | 749,762                        | <b>1,312,437</b>  | 451,022                       | 662,737                        | 1,113,759         |

Employment costs of finance and administrative employees are apportioned 95% to support costs and 5% to governance costs. All other employee costs are apportioned 100% to direct costs.

Total restricted expenditure included in the above is £24,800 (2024: £31,066).

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**6. Events, exhibitions and sponsorship**

|                                 | <b>Basis of apportionment</b> | <b>Direct costs</b><br>£ | <b>Support costs</b><br>£ | <b>2025</b><br>£      | <b>Direct costs</b><br>£ | <b>Support costs</b><br>£ | <b>2024</b><br>£      |
|---------------------------------|-------------------------------|--------------------------|---------------------------|-----------------------|--------------------------|---------------------------|-----------------------|
| Venue & Catering charges        | Direct                        | 507,595                  | -                         | <b>507,595</b>        | 535,557                  | -                         | <b>535,557</b>        |
| Equipment Hire                  | Direct                        | 145,846                  | -                         | <b>145,846</b>        | 141,908                  | -                         | <b>141,908</b>        |
| Speaker Fees                    | Direct                        | 25,729                   | -                         | <b>25,729</b>         | 33,370                   | -                         | <b>33,370</b>         |
| Travel & Subsistence            | Direct                        | 10,838                   | -                         | <b>10,838</b>         | 14,788                   | -                         | <b>14,788</b>         |
| Printing, stationery & couriers | Direct                        | 439                      | -                         | <b>439</b>            | 255                      | -                         | <b>255</b>            |
| Miscellaneous expenses          | Direct                        | 24,770                   | -                         | <b>24,770</b>         | 16,515                   | -                         | <b>16,515</b>         |
| Staff wages and salaries        | Direct                        | 237,329                  | -                         | <b>237,329</b>        | 216,746                  | -                         | <b>216,746</b>        |
| Staff social security costs     | Direct                        | 27,827                   | -                         | <b>27,827</b>         | 22,277                   | -                         | <b>22,277</b>         |
| Staff pension costs             | Direct                        | 17,192                   | -                         | <b>17,192</b>         | 14,064                   | -                         | <b>14,064</b>         |
|                                 |                               | <u>997,565</u>           | <u>-</u>                  | <u><b>997,565</b></u> | <u>995,480</u>           | <u>-</u>                  | <u><b>995,480</b></u> |

Total restricted expenditure included in the above is £nil (2024: £nil).

**7. Projects and surveys**

|                    | <b>Basis of apportionment</b> | <b>2025</b><br>£    | <b>2024</b><br>£     |
|--------------------|-------------------------------|---------------------|----------------------|
| TEL Survey         | Direct                        | -                   | 7,750                |
| CISG Annual Survey | Direct                        | <u>3,400</u>        | <u>3,400</u>         |
|                    |                               | <u><u>3,400</u></u> | <u><u>11,150</u></u> |

Total restricted expenditure included in the above is £nil (2024: £nil).

**8. Publicity and awards**

|                                         | <b>Basis of apportionment</b> | <b>2025</b><br>£      | <b>2024</b><br>£     |
|-----------------------------------------|-------------------------------|-----------------------|----------------------|
| UCISA bursaries                         | Direct                        | 57,371                | 39,394               |
| UCISA Legacy Expenditure (formerly LMN) | Direct                        | <u>48,461</u>         | <u>17,836</u>        |
|                                         |                               | <u><u>105,832</u></u> | <u><u>57,230</u></u> |

Total restricted expenditure included in the above is £48,461 (2024: £17,836).

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**9. Governance costs**

|                             | <b>2025</b>   | <b>2024</b>   |
|-----------------------------|---------------|---------------|
|                             | <b>£</b>      | <b>£</b>      |
| Salary costs                | 9,747         | 8,663         |
| Administration              | -             | 2,665         |
| Auditor fees:     Audit     | 13,770        | 10,000        |
| Other work                  | 10,490        | 12,183        |
| Meeting expenses            | 3,718         | 11,566        |
| Legal and professional fees | 9,393         | 16,196        |
|                             | <u>47,118</u> | <u>61,273</u> |

Total restricted expenditure included in the above is £Nil (2024: £6,763).

**10. Staff costs**

|                       | <b>2025</b>    | <b>2024</b>    |
|-----------------------|----------------|----------------|
|                       | <b>£</b>       | <b>£</b>       |
| Wages and salaries    | 759,264        | 679,233        |
| Social security costs | 81,612         | 68,873         |
| Other pension costs   | 55,201         | 42,256         |
|                       | <u>896,077</u> | <u>790,362</u> |

During the year, there was an average of 14 (2024: 14) persons employed by UCISA. None are employed by the subsidiary company.

One person received total employee benefits (excluding employer pension costs) between £60,001 and £70,000 (2024: 2 people), 3 people received total employee benefits (excluding employer pension costs) between £70,001 and £80,000 (2024: 0 people) and 1 person received total employee benefits (excluding employer pension costs) between £160,001 and £170,000 in the year (2024: one person).

The key management personnel are the trustees and the executive team. The total employee benefits, including employer's NI and pension, paid to key management personnel was £545,840 (2024: £429,039).

**11. Trustees' remuneration and reimbursed expenses**

No remuneration was paid to the Trustees during the period (2024: £nil). Travelling expenses in connection with conferences, workshops, training and administration amounting to £5,794 (2024: £8,722) were reimbursed to certain committee members during the year.

UCISA bursaries of £nil (2024: £nil) were paid to trustees in the year (2024: paid to 0 trustees).

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**12. Tangible fixed assets**

| <b>The group and charity</b>                    | <b>Office<br/>Equipment<br/>£</b> | <b>Computer<br/>Equipment<br/>£</b> | <b>Total<br/>£</b> |
|-------------------------------------------------|-----------------------------------|-------------------------------------|--------------------|
| Cost as at 1 January 2025                       | 7,926                             | 37,985                              | 45,911             |
| Additions                                       | 2,759                             | 480                                 | 3,239              |
|                                                 | <hr/>                             | <hr/>                               | <hr/>              |
| Cost as at 31 December 2025                     | <u>10,685</u>                     | <u>38,465</u>                       | <u>49,150</u>      |
|                                                 | <hr/>                             | <hr/>                               | <hr/>              |
| Depreciation as at 1 January 2025               | 3,995                             | 23,124                              | 27,119             |
| Charge for the year                             | 3,068                             | 9,650                               | 12,718             |
|                                                 | <hr/>                             | <hr/>                               | <hr/>              |
| Accumulated depreciation as at 31 December 2025 | <u>7,063</u>                      | <u>32,774</u>                       | <u>39,837</u>      |
|                                                 | <hr/>                             | <hr/>                               | <hr/>              |
| Net book value at 31 December 2025              | <u>3,622</u>                      | <u>5,691</u>                        | <u>9,313</u>       |
|                                                 | <hr/>                             | <hr/>                               | <hr/>              |
| Net book value at 31 December 2024              | <u>3,931</u>                      | <u>14,861</u>                       | <u>18,792</u>      |

All of the above assets are used for charitable purposes.

**13. Investments**

| <b>(a) Group</b>           | <b>Listed<br/>Investments<br/>£</b> | <b>Cash<br/>£</b> | <b>Total<br/>£</b> |
|----------------------------|-------------------------------------|-------------------|--------------------|
| <b>Cost or valuation</b>   |                                     |                   |                    |
| At 1 January 2025          | 2,290,208                           | 15,105            | 2,305,313          |
| Additions                  | 384,714                             | (384,714)         | -                  |
| Disposal proceeds          | (398,858)                           | 398,858           | -                  |
| Cash movements             | -                                   | (17,018)          | (17,018)           |
| Revaluation                | 150,243                             | -                 | 150,243            |
|                            | <hr/>                               | <hr/>             | <hr/>              |
| <b>At 31 December 2025</b> | <u>2,426,307</u>                    | <u>12,231</u>     | <u>2,438,538</u>   |

| <b>Charity</b>             | <b>Subsidiary<br/>Undertaking<br/>£</b> | <b>Listed<br/>Investments<br/>£</b> | <b>Cash<br/>£</b> | <b>Total<br/>£</b> |
|----------------------------|-----------------------------------------|-------------------------------------|-------------------|--------------------|
| <b>Cost or valuation</b>   |                                         |                                     |                   |                    |
| At 1 January 2025          | 100                                     | 2,290,208                           | 15,105            | 2,305,413          |
| Additions                  | -                                       | 384,714                             | (384,714)         | -                  |
| Disposal proceeds          | -                                       | (398,858)                           | 398,858           | -                  |
| Cash movements             | -                                       | -                                   | (17,018)          | (17,018)           |
| Revaluation                | -                                       | 150,243                             | -                 | 150,243            |
|                            | <hr/>                                   | <hr/>                               | <hr/>             | <hr/>              |
| <b>At 31 December 2025</b> | <u>100</u>                              | <u>2,426,307</u>                    | <u>12,231</u>     | <u>2,438,638</u>   |

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| <b>(b) Analysis of Investments</b>        | <b>2025</b>             | <b>2024</b>             |
|-------------------------------------------|-------------------------|-------------------------|
|                                           | <b>£</b>                | <b>£</b>                |
| Equities                                  | 1,619,119               | 1,543,454               |
| Fixed interest securities                 | 387,790                 | 381,243                 |
| Other securities                          | 419,398                 | 365,512                 |
| Cash                                      | <u>12,231</u>           | <u>15,104</u>           |
| <b>Total group</b>                        | <b>2,438,538</b>        | <b>2,305,313</b>        |
| Equity investment in subsidiary (note 14) | <u>100</u>              | <u>100</u>              |
| <b>Total charity</b>                      | <b><u>2,438,638</u></b> | <b><u>2,305,413</u></b> |

The historical cost of the listed investments was £2,115,886 (2024: £2,076,647).

**14. Subsidiary undertaking**

The charity owns the whole of the issued ordinary share capital of UCISA Services Limited (company 08818902, registered in England and Wales). Its registered office is C/O Gravita Oxford LLP, First Floor, Park Central, 40-41 Park End Street, Oxford OX1 1JD, and it has an issued share capital of £100.

UCISA Services Limited supports the activity of the charity in servicing the needs of the charity's membership within the Further and Higher Education sectors. Activities are consolidated on a line by line basis in the Statement of Financial Activities. Available profits are distributed under Gift Aid to the parent charity.

Deborah Green, CEO, and Matthew Flower (until 10/02/2025), Karen Bates (from 28/04/2025), Iain McCracken (from 04/08/2025), Emma Woodcock (from 03/11/2025) and Sarah Beavon, trustees, are also directors of UCISA Services Limited.

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A summary of the results of the subsidiary is shown below:

|                                                 | <b>2025</b>           | <b>2024</b>           |
|-------------------------------------------------|-----------------------|-----------------------|
|                                                 | <b>£</b>              | <b>£</b>              |
| Turnover                                        | 1,286,685             | 1,407,484             |
| Cost of sales                                   | <u>(997,565)</u>      | <u>(995,451)</u>      |
| <b>Operating surplus</b>                        | <b>289,120</b>        | <b>412,033</b>        |
| Administrative and overhead costs               | (13,755)              | (21,731)              |
| <b>Operating surplus on ordinary activities</b> | <u>275,365</u>        | <u>390,302</u>        |
| Interest receivable and similar income          | <u>8,501</u>          | <u>15,933</u>         |
| <b>Total comprehensive income</b>               | <u><u>283,866</u></u> | <u><u>406,235</u></u> |
| <b>Retained earnings</b>                        |                       |                       |
| Total retained earnings brought forward         | 409,056               | 357,654               |
| Total comprehensive income                      | 283,866               | 406,235               |
| Distribution under Gift Aid to parent charity   | <u>(406,235)</u>      | <u>(354,833)</u>      |
| <b>Total retained earnings carried forward</b>  | <u><u>286,687</u></u> | <u><u>409,056</u></u> |
| <b>Balance sheet</b>                            |                       |                       |
| Assets                                          | 814,519               | 1,355,181             |
| Liabilities                                     | <u>(527,732)</u>      | <u>(946,025)</u>      |
| Net assets                                      | <u><u>286,787</u></u> | <u><u>409,156</u></u> |
| Represented by:                                 |                       |                       |
| Capital                                         | 100                   | 100                   |
| Reserves                                        | <u>286,687</u>        | <u>409,056</u>        |
|                                                 | <u><u>286,787</u></u> | <u><u>409,156</u></u> |

Amounts owed to/from the parent undertaking are shown in note 15.

Included in cost of sales above are salary recharges of £282,347 (2024: £253,087) from the parent entity.

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**15. Debtors**

|                                    | <b>Group<br/>2025</b> | <b>Charity<br/>2025</b> | <b>Group<br/>2024</b> | <b>Charity<br/>2024</b> |
|------------------------------------|-----------------------|-------------------------|-----------------------|-------------------------|
|                                    | <b>£</b>              | <b>£</b>                | <b>£</b>              | <b>£</b>                |
| <b>Due within one year:</b>        |                       |                         |                       |                         |
| Trade debtors                      | 44,463                | -                       | 61,810                | 28,750                  |
| Prepayments and accrued income     | 118,614               | 41,976                  | 138,905               | 34,744                  |
| Amounts due from group undertaking | -                     | 143,841                 | -                     | 416,882                 |
| Other debtors                      | 31,751                | -                       | -                     | -                       |
|                                    | <u>194,828</u>        | <u>185,817</u>          | <u>200,715</u>        | <u>480,376</u>          |

**16. Creditors: amounts falling due within one year**

|                                 | <b>Group<br/>2025</b> | <b>Charity<br/>2025</b> | <b>Group<br/>2024</b> | <b>Charity<br/>2024</b> |
|---------------------------------|-----------------------|-------------------------|-----------------------|-------------------------|
|                                 | <b>£</b>              | <b>£</b>                | <b>£</b>              | <b>£</b>                |
| Trade creditors                 | 96,968                | 82,928                  | 98,396                | 43,580                  |
| Accruals                        | 71,136                | 67,061                  | 78,600                | 74,022                  |
| Deferred income                 | 848,773               | 497,647                 | 772,264               | 500,651                 |
| Other creditors                 | 9,097                 | 3,735                   | 4,882                 | 4,882                   |
| Other taxes and social security | 24,404                | 24,404                  | 21,455                | 21,455                  |
| VAT                             | 141,218               | 131,930                 | 161,269               | 131,819                 |
|                                 | <u>1,191,596</u>      | <u>807,705</u>          | <u>1,136,866</u>      | <u>776,409</u>          |

**17. Deferred income**

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

Movements on deferred income during the year were:

|                                                | <b>Group<br/>£</b> | <b>Charity<br/>£</b> |
|------------------------------------------------|--------------------|----------------------|
| Brought forward as at 1 January 2025           | 772,264            | 500,651              |
| Amount released to income in the year          | (772,264)          | (500,651)            |
| Amount deferred in year                        | <u>848,773</u>     | <u>497,647</u>       |
| Balance carried forward as at 31 December 2025 | <u>848,773</u>     | <u>497,647</u>       |

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**18. Movement of funds**

|                                            | <b>At<br/>1 January<br/>2025<br/>£</b> | <b>Income &amp;<br/>Gains<br/>£</b> | <b>Expenditure<br/>&amp; Losses<br/>£</b> | <b>Transfers<br/>£</b> | <b>At<br/>31 December<br/>2025<br/>£</b> |
|--------------------------------------------|----------------------------------------|-------------------------------------|-------------------------------------------|------------------------|------------------------------------------|
| <b>Restricted Funds:</b>                   |                                        |                                     |                                           |                        |                                          |
| UCISA Legacy Expenditure<br>(formerly LMN) | 642,622                                | 67,723                              | (73,262)                                  | -                      | 637,083                                  |
| <b>Total restricted funds</b>              | <u>642,622</u>                         | <u>67,723</u>                       | <u>(73,262)</u>                           | <u>-</u>               | <u>637,083</u>                           |
| <b>Unrestricted funds:</b>                 |                                        |                                     |                                           |                        |                                          |
| Unrestricted funds                         | 3,246,076                              | 2,444,295                           | (2,345,972)                               | -                      | 3,344,399                                |
| <b>Total unrestricted funds</b>            | <u>3,246,076</u>                       | <u>2,444,295</u>                    | <u>(2,345,972)</u>                        | <u>-</u>               | <u>3,344,399</u>                         |
| <b>Total funds</b>                         | <u>3,888,698</u>                       | <u>2,512,018</u>                    | <u>(2,419,234)</u>                        | <u>-</u>               | <u>3,981,482</u>                         |

**Prior year funds movements**

|                                            | <b>At<br/>1 January<br/>2024<br/>£</b> | <b>Income &amp;<br/>Gains<br/>£</b> | <b>Expenditure<br/>&amp; Losses<br/>£</b> | <b>Transfers<br/>£</b> | <b>At<br/>31 December<br/>2024<br/>£</b> |
|--------------------------------------------|----------------------------------------|-------------------------------------|-------------------------------------------|------------------------|------------------------------------------|
| <b>Restricted Funds:</b>                   |                                        |                                     |                                           |                        |                                          |
| UCISA Legacy Expenditure<br>(formerly LMN) | 621,312                                | 70,212                              | (48,902)                                  | -                      | 642,622                                  |
| <b>Total restricted funds</b>              | <u>621,312</u>                         | <u>70,212</u>                       | <u>(48,902)</u>                           | <u>-</u>               | <u>642,622</u>                           |
| <b>Unrestricted funds:</b>                 |                                        |                                     |                                           |                        |                                          |
| Unrestricted funds                         | 2,875,200                              | 2,499,566                           | (2,128,690)                               | -                      | 3,246,076                                |
| <b>Total unrestricted funds</b>            | <u>2,875,200</u>                       | <u>2,499,566</u>                    | <u>(2,128,690)</u>                        | <u>-</u>               | <u>3,246,076</u>                         |
| <b>Total funds</b>                         | <u>3,496,512</u>                       | <u>2,569,778</u>                    | <u>(2,177,592)</u>                        | <u>-</u>               | <u>3,888,698</u>                         |

The purpose of the UCISA Legacy Expenditure (formerly LMN) is to promote the efficiency and effectiveness of the information technology services used by further and higher education institutions in London and the South East of England.

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**19. Analysis of net assets between funds**

|                         | <b>Restricted<br/>Funds</b> | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>2025</b> |
|-------------------------|-----------------------------|-------------------------------|-----------------------|
|                         | <b>£</b>                    | <b>£</b>                      | <b>£</b>              |
| Tangible fixed assets   | -                           | 9,313                         | 9,313                 |
| Fixed asset investments | 637,083                     | 1,801,455                     | 2,438,538             |
| Current assets          | -                           | 2,725,227                     | 2,725,227             |
| Current liabilities     | -                           | (1,191,596)                   | (1,191,596)           |
|                         | <u>637,083</u>              | <u>3,344,399</u>              | <u>3,981,482</u>      |

|                         | <b>Restricted<br/>Funds</b> | <b>Unrestricted<br/>Funds</b> | <b>Total<br/>2024</b> |
|-------------------------|-----------------------------|-------------------------------|-----------------------|
|                         | <b>£</b>                    | <b>£</b>                      | <b>£</b>              |
| Tangible fixed assets   | -                           | 18,792                        | 18,792                |
| Fixed asset investments | 642,622                     | 1,662,691                     | 2,305,313             |
| Current assets          | -                           | 2,701,459                     | 2,701,459             |
| Current liabilities     | -                           | (1,136,866)                   | (1,136,866)           |
|                         | <u>642,622</u>              | <u>3,246,076</u>              | <u>3,888,698</u>      |

**20. Reconciliation of net income to net cash flow from operation activities**

|                                         | <b>Group<br/>2025</b> | Group<br>2024  | <b>Charity<br/>2025</b> | Charity<br>2024 |
|-----------------------------------------|-----------------------|----------------|-------------------------|-----------------|
|                                         | <b>£</b>              | <b>£</b>       | <b>£</b>                | <b>£</b>        |
| Net income for year                     | 92,784                | 392,186        | 215,146                 | 340,789         |
| Investment income receivable            | (90,459)              | (91,646)       | (81,958)                | (75,712)        |
| Amortisation and depreciation           | 12,718                | 13,412         | 12,718                  | 13,412          |
| Decrease/(increase) in debtors          | 5,887                 | (2,473)        | 294,559                 | 18,824          |
| Increase/(decrease) in creditors        | 54,730                | 139,971        | 31,296                  | (3,866)         |
| Revaluation gain                        | (150,243)             | (160,227)      | (150,243)               | (160,227)       |
| Net cash flow from operating activities | <u>(74,583)</u>       | <u>291,223</u> | <u>321,518</u>          | <u>133,220</u>  |

## Universities and Colleges Information Systems Association

### Notes to the Consolidated Financial Statements For the year ended 31 December 2025

#### 21. Related parties

During the year the Charity undertook the following transactions:

- a. The Charity entered into a collaboration agreement for the free exchange of services with HEFESTIS Ltd in August 2021. Subsequently the CEO of UCISA, Deborah Green, was appointed to the board of HEFESTIS Ltd. This agreement was still in place throughout 2025.
- b. 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.

The parent entity had expenses to UCISA Services Limited of £18,659 (2024: £19,473) in salary charges relating to the London Legacy Expenditure (formerly LMN) to the parent entity.

The parent entity also had expenses to UCISA Services Limited relating to Bursaries of £49,108 (2024: £37,360) and £15,023 (2024: £13,001) on other event-related expenses.

During the year, the parent entity transferred £114,721 (2024: £205,483) to UCISA Services Limited due to customers paying the wrong entity.

During the year, UCISA Services Limited transferred £146,009 (2024: £126,469) to the parent entity due to customers paying the wrong entity.