

Jisc

Annual review 2022/23

December 2023





Delivering the right solutions



Empowering communities



Be a force for good

94%

see Jisc as their trusted partner*

In 2022/23 this is because we focused on our **strategic objectives...**

...see how on the following pages...

1 Introduction	9 Empowering communities	14 Be a force for good
2 Delivering the right solutions	10 Building communities	14 Our place in the world
2 Supporting transformation	12 Supporting communities	14 2022/23 Sustainability impact at a glance
3 Digital transformation		16 Our finances
8 Delivering data		16 Financial summary
8 Supporting research		17 Economic value of our services
		17 Estimated economic value of Jisc services
		18 Inclusive workplace

*Source: Jisc's annual leadership survey - 546 agreed, out of 580.

Delivering the right solutions

I'm excited that our world-leading Janet Network connectivity is reaching more people in more places through our extending eduroam programme. Through a little box of tricks, we can enable access to eduroam in areas where there is only cellular connectivity.

Just one box connected to the existing local network can deliver reliable and seamless eduroam for up to 100 users – or the fit-in-a-backpack version means commuter students can simply plug in and go, wherever they are.

Empowering communities

I am convinced that AI has the power to improve the educational experience for staff and learners. But adopting AI can be a daunting challenge for institutions who may lack the time and resources to explore its opportunities.

So we've been working with the sector this year through our national centre for AI and its programme of pilots and research, to support colleges and universities to use AI effectively.

Be a force for good

I'm proud that independent research has found that Jisc helps save the sector more than £300m per year and contributes immensely to the UK economy. For every £1 our members invest in us, they receive a return of more than £3 just in terms of savings.

From connectivity to cyber security, cloud and licensing deals to levelling up, we generate high-value benefits for the education and research sector – and the UK economy as a whole.

Introduction

At Jisc we believe education and research improve lives and that technology improves education and research.

We're focused on doing three things to support the sector with digital transformation to improve lives: delivering the right solutions, empowering communities and being a force for good. I'm delighted that, as a result of our work in those areas, we are overwhelmingly UK FE and HE's trusted partner in digital transformation.

Heidi Fraser-Krauss
Chief executive officer

Delivering the right solutions



“The art of the possible, which Jisc shows us, has been transformative.”

Scott Hayden, head of digital learning,
Basingstoke College of Technology

Supporting transformation

We enable digital transformation by providing solutions to our customers through our products and services. We strike the right balance between in-house delivery and working with partners to respond in the best way to our customers' needs.

We focus on the needs of higher education, further education, skills and research, by prioritising our investment and developing products and services based on the needs of our members, their staff and students.

Our products and services are delivered at pace, at scale, to a defined standard.



“Successful digital transformation is about taking a holistic institution wide approach to the adoption and application of technology, that has people, process, leadership and culture at its heart.”

Liam Earney, Jisc’s managing director for HE and research

Digital transformation

Taking a strategic, organisation-wide approach to technology is vital for the long-term success and sustainability of colleges and universities. Digital transformation is an investment that can take on some of the sector’s biggest challenges, from improving flexible teaching and learning to boosting organisational efficiency and offering greater resilience during disruption.

This year, in a sector first, we have created a **framework** to help universities make strategic moves towards digital transformation. We also published **Digital strategies in UK higher education: making digital mainstream**, a report revealing how today’s HE leaders drive digital innovation within their institutions.

Nearly **two-thirds of the FE sector** are now using our digital elevation tool. It supports education leaders and learning providers to better understand their current digital infrastructure and build an effective digital strategy for the future. This year, the Scottish Funding Council recommended the tool be used in **all Scotland’s colleges** to aid digital transformation.



Framework for digital transformation in higher education report



Digital strategies in UK higher education: making digital mainstream report

Digital transformation

Bringing digital into every space at Barnsley College

When Barnsley College embarked on a digital transformation project across all 14 campuses, Rachel James, assistant principal for teaching and learning, had a challenge ahead of her.

Rachel wanted to bring digital into every learning space, from the farm to the sports hall, to bring each subject to life and allow for a new way of teaching. Jisc's digital elevation tool proved to be a vital resource during the planning and implementation of the project.



“It really helped us reflect where we were on our digital journey and what we needed to prioritise moving forward. The elevation tool gave us confidence and direction as a team.”

Rachel James, assistant principal for teaching and learning, Barnsley College



“I’m absolutely sure that digital underpins the student experience and the staff experience, and we need to continue our digital transformation journey. Culture change is as important as any other part of that digital transformation.”

Shân Wareing, deputy vice-chancellor, University of Northampton



Digital transformation

Weaving digital and physical at the University of Northampton

Digital is quite literally built into the University of Northampton from the ground up. Its Waterside campus enables the university's digital transformation strategy and teaching and learning vision to evolve together. Physical and digital estate work hand in hand, integrating Northampton's groundbreaking active blended learning pedagogy.

Digital transformation

Collaborating on a digital learning toolkit at Teesside University

Teesside University's digital learning design framework and toolkit was originally created to help course leaders design more effective programmes of study and improve the staff and student learning journey. But, with Jisc's support, the toolkit has achieved success far beyond the university's original aims. Paul Durston, digital learning manager explains,

"What Jisc really helped with was the reach that we wouldn't have been able to achieve on our own. Jisc was able to bring the national scale and give a bird's eye view of what every institution is grappling with, which as just one institution we didn't have. It gave us the opportunity to spot the gaps and fill them through the toolkit."

Working with Jisc allowed the university to further develop the toolkit, using the wealth of knowledge we have of the education sector's needs. It has now been published by Educause and is used by more than 80 organisations within the education sector and beyond. As assistant director Ann Thanaraj says,

"It's available now for anybody to access, so businesses outside of education have taken it and adapted it into their quality assurance processes which is a really interesting dynamic. There's such a range of organisations that have taken the toolkit and used it to influence their work that it feels like we've made a really good contribution not only to the sector, but globally."



Digital transformation

Extending eduroam with a little box of tricks

When Bridgend College wanted to host British Horse Society events at its equine centre, bringing valuable funds to the college, Jisc's edubox pilot came at just the right moment.

As a condition of the deal, Bridgend College committed to live streaming the horse shows – but the college's eduroam connection did not extend as far as the equine arena. Scott Morgan, head of digital innovation and IT services, signed up to the newly available edubox proof of concept, and swiftly extended 5g/4g connectivity right across the arena and yards.

Now, with the extending eduroam box, not only are the horse shows streamed without a glitch, students working at the stables also enjoy seamless connectivity to their Chromebooks. As Scott says,

“We literally plugged it in and it worked. I very rarely give it a second thought because it just works. Without the edubox, we would have had to use dongles running off data with a separate log in. The confidence I have in the connectivity comes from the relationship we have with Jisc – I trust them.”



1

The extending eduroam 4G device is small enough to fit into a rucksack and is simple to install, just plug-in and go. Students automatically connect to the eduroam network, providing a reliable and seamless internet connectivity experience when studying at home or commuting to campus.

89

89 customers (FE, HE and public sector) have participated in the proof of concept, with 21 live and 25 more now getting on board.

100

The extending eduroam 4G/5G device connects up to 100 users at one time – perfect for larger teaching and learning spaces like libraries, sports stadiums and off-campus lecture theatres in hospitals (or even horse stables).

Delivering data

1 data body

The last year has been one of significant change for both Jisc and HESA, following the merger of the charities in October 2022. The merger has been an important step in enabling Jisc to become the digital, data and technology body for tertiary education and research in the UK. The immediate focus post-merger, and not without its challenges, has been the delivery of the Data Futures project and the new HESA data platform. We are conscious that this project has required a major overhaul of existing practices, for both HESA and the higher education sector, resulting from a multi-year investment and a radically different data model.



800,000

HE graduates surveyed last year in the UK's largest annual social survey, Graduate Outcomes. The survey achieves a strong response rate of around 54% and we're working to improve this further. We also produce a range of open data products, statistical bulletins and other research outputs, with 200 open data assets available online.

"Jisc's new graduate dashboards deliver the best insight we've ever seen on self-employment."

Gareth Trainer, director, Enterprise Educators UK

1,000

UK-based researchers from over 50 institutes working on data from CERN over the Janet Network.

Supporting research

£2m savings

for the sector, thanks to our successful negotiation with Springer Nature, which provides open access publishing and access to paywalled journal articles in 2,500 Springer Nature titles.

96% + 90%

Together with the sector, we have successfully negotiated OA agreements with more than 65 publishers, from large commercial publishers such as Elsevier and Wiley to smaller, society publishers. These agreements mean that researchers can publish open access at no cost to them and at a sustainable cost to their institution, while supporting funder and government policies. We have been able to support the implementation of the UKRI open access policy, enabling over 96% of articles and 90% of journals to be compliant and eligible for UKRI open access funds.

Empowering communities

We know that our strength comes from our customers, sectors and communities. As a sector leader we bring insight and inspiration, and work with these communities to innovate and imagine new solutions.

We use our insight, gathered through data, analytics and customer feedback to offer advice, guidance and inspiration to our customers and sectors.

We proactively scan the horizon, to inform and co-design innovative solutions with our customers and trusted partners. We will imagine new possibilities.

We champion our role as a convener of customers and communities around our core strengths.

Building communities

Our events bring together members and communities in person and online to share experiences, uncover best practice and imagine new possibilities. From our flagship events Digifest, Networkshop and the Security conference to 160 smaller gatherings, 7,000 people have come together this year – and our events scored an 80% satisfaction rate.

Communities play a vital role in making voices heard, combatting feelings of isolation and ensuring that best practices are shared for the benefit of all. Over the past year our community managers have supported more than 40 communities and thousands of individuals, actively encouraging each group's interests and their different ways of gathering and communicating.

Immersive technologies (such as augmented, mixed and virtual reality – known collectively as XR) are transforming the sector, offering new and innovative ways to engage learners. The **UK XR community** launched in March to inspire and provide advice and guidance on how FE and HE can maximise the potential of immersive experiences and technologies to improve the student experience.

The **FE library and learning resources centre community** helps practitioners to feel less isolated, providing practical solutions they can use and creating a safe space to share learning resources. It had grown to 500 members and its first annual survey saw an overall satisfaction score of 93%.

Community champions



Our community champion programme celebrates those who have gone above and beyond, bringing together extraordinary individuals and unsung heroes.

In 2023 15 champions were chosen from across UK education and research communities. One of them was Joy McLean, senior librarian at West College Scotland.

Joy plays a vital role in the FE library and learning resources centre community, delivering workshops and sharing knowledge on how a library can use freely available digital tools. Joy says:

“Although we work across the whole college, providing support and access to resources for all students and staff, it can be difficult for librarians to make their voices heard. Community is important because it provides a safe and welcoming space to share experiences, ask questions and learn from others who understand their role and what we’re trying to achieve.”



Images 1, 2 & 3 courtesy of Phil Faulks, University of Leeds.

Building communities

Digital Diamonds: developing a Welsh community of practice to support digital literacy

Digital Diamonds is an active network helping practitioners and managers deliver Essential Skills Wales Digital Literacy across post-16 vocational education and training.

Supported by Jisc and with the aim of bringing staff together from all the learning providers delivering the qualification, the membership of the network has grown to around 60 practitioners who come together regularly through organised online and face-to-face meetups and workshops. It is an opportunity for people to talk and share their ideas as well as challenges. From those discussions, themes emerge and colleagues work collaboratively on developing resources that are collated and shared on Hwb, the digital platform for learning and teaching in Wales, for anyone delivering the digital literacy qualification.

For Catherine Evans, subject specialist digital pedagogy, Jisc, the strength of the community that has been built up is the key to its success:

“You’ve got a lot of people working in the community or even in a college, and they’re the only ones delivering that qualification. They’re quite lonely and they’re not sure if they’re doing it right or wrong. By making connections with other people, they’ve now got someone they can email or ring to ask what they’re doing.”

Catherine Evans, subject specialist digital pedagogy, Jisc



Supporting communities

AI has real potential to help educators better understand and meet the needs of their learners. From chatbots and digital assistants to adaptive learning platforms and predictive analytics, it has the power to transform the educational experience for staff and students alike.

That's why Jisc is taking the lead in helping institutions understand and leverage the benefits of AI as part of wider digital strategies. By providing institutions with impartial, accurate advice on AI and its implications, we believe we can help reduce risk, cost and complexity, as well as accelerate the adoption of this enabling new technology across the sector.

Through our national centre for AI, Jisc provides a range of resources – reports and primers, online courses, webinars and pilot projects – to give a solid grounding to institutions which may still be considering their approach to AI.



“Assessment needs to be able to take into account the technology that students are going to have access to in the wider world and the skills they will need for their careers.”

Mary McHarg, activities and engagement officer, Students' Union UCL



AI in tertiary education
2023 report



Student perceptions of
generative AI report



Generative AI – a primer

Supporting communities

How UCL is redesigning assessment for the AI age

At the start of the year, when the initial furore over the impact of generative AI on assessment integrity in universities exploded, one source was referred to over and over again. UCL's guidance for students on how to use tools such as ChatGPT effectively and ethically stood out as a beacon of calm amid the panic.

Since then, UCL has remained in the vanguard of universities exploring how best to address the opportunities and challenges of generative AI in assessment. For Marieke Guy, head of digital assessment at UCL, tackling the topic head on is crucial.

"For us at UCL, Jisc has always been a great sounding board for initiatives as well as a useful barometer of what the rest of the sector is doing. As one of the institutions that's led the way in AI and assessment, you can feel like you're sticking your neck out. But Jisc has helped us have confidence in our actions."

Marieke Guy, head of digital assessment at UCL

Be a force for good

Our place in the world

As a driver for change, we are focused on our commercial and financial sustainability but are always aware of our place in, and impact on, the world.

Sustainability is an organisational imperative. We always work to minimise the harm we do to our environment, and we support our customers to do the same.

We operate in the international community for the benefit of our customers, always striving to make a positive global impact.

Our people are our key asset and we will embed our one Jisc culture through an engaged, skilled, well led, diverse and inclusive workforce.



2022/23 Sustainability impact at a glance



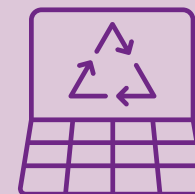
Net zero roadmap to 2040 approved



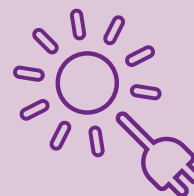
29% of staff taking a volunteering day (321 days across the organisation)



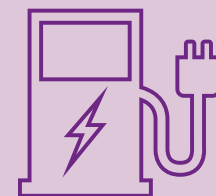
<1% domestic and electronic waste sent to landfill from our offices



Over 370 pieces of IT kit recycled



58,856 kWh of solar energy generated in Portwall Lane
*since November 2019



New electric car scheme



Living wage employer



50% of our senior leaders+ are women

*Those reporting to the executive leadership team.

Sustainability impact

Assessing the environmental impact of IT at Oxford University

When the University of Oxford's IT director of customer services John Ireland developed a pioneering framework for assessing the environmental impact of IT projects, he felt he needed an outside view to validate the approach.

"We wanted somebody to have a good look at it and provide us with some assurance around whether it matched and aligned with industry standard ways of doing scope one, two and three assessments for our end-to-end IT activities. Did we have the right things in scope and had we applied it in a sensible way? How were other universities tackling this topic? We also needed pointers for the next stage," he explained.

But it was hard to find someone with the necessary expertise who didn't already have industry ties that might affect the integrity of the project. And that's where Jisc's Claire Casey came in. With both a depth of personal expertise and a breadth of sector knowledge, she was able to scrutinise the methodology John and his colleague Lyndsey Middleton had

produced, suggest improvements, compare it to other higher education institutions' approaches and set out a series of reflections, findings and recommendations for next steps.

The result was that, after three months, John and Lyndsey could deliver a final report and roadmap to the university's digital transformation team – and achieve dedicated resource for the next stages of work, including recruiting a head of IT sustainability for the first time. For John, Claire's help was invaluable:

"We needed to feel safe to share what we had been doing, and how we'd been thinking about it and not feel that we were being steered down an approach that would lead to needing to buy a vendor product or pay for more consultancy. With Jisc, we were able to work with a partner we could trust, and who gave us feedback that was aware of the individualities of the HE sector, and the constraints and priorities that we have in the context. We knew we were going to end up somewhere useful."

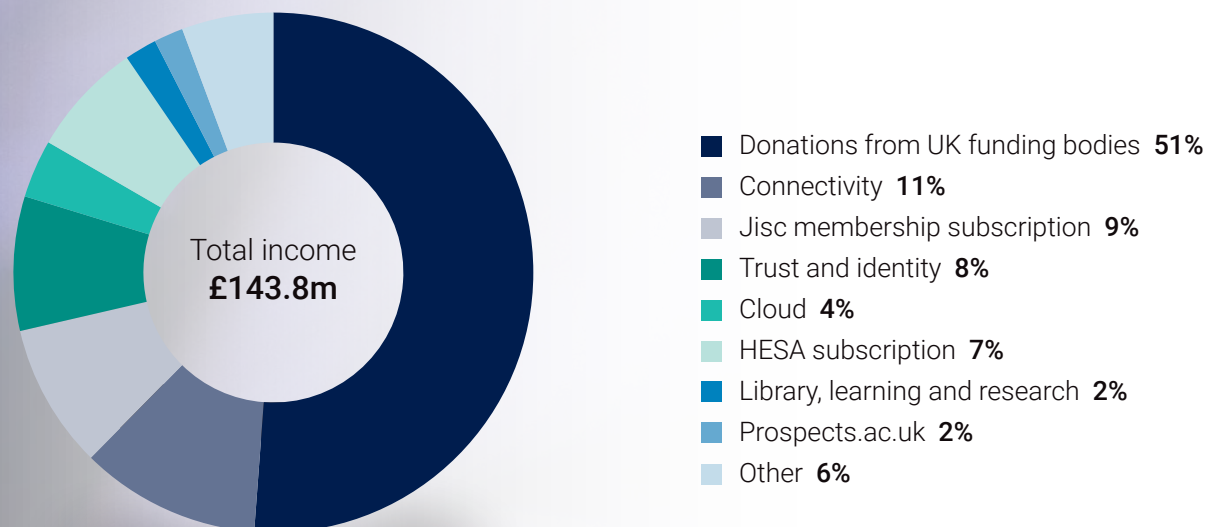


Our finances

We remain financially sustainable, meeting our sales targets and keeping healthy reserves. This supports our financial sustainability and independence into the future.

Financial summary

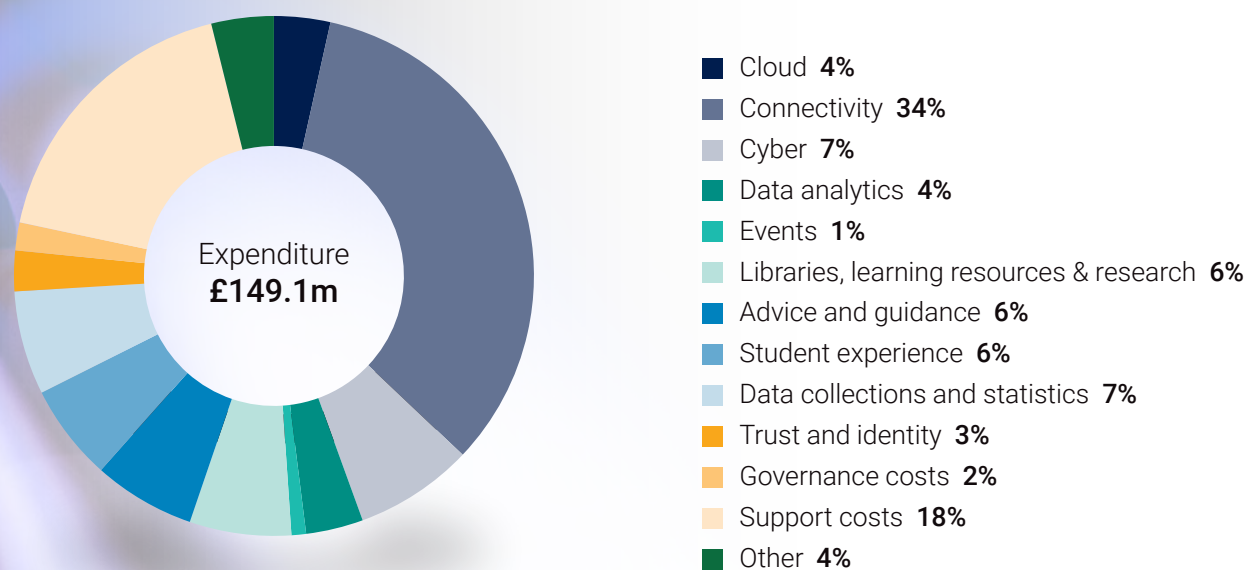
Jisc income in the year ended 31 July 2023



Net income for the year was £143.8m (2022: £129.5m), an increase of £14.3m. This comprises of £123.2m unrestricted and £20.5m restricted funds (2022: £108.7m and £20.8m respectively).

The year-on-year increase in unrestricted income includes £10.3m of HESA subscription income.

Jisc expenditure in the year ended 31 July 2023



Expenditure for the year was £149.1m (2022: £139.3m), an increase of £9.8m. This comprises £129.5m and £19.5m of unrestricted expenditure and restricted expenditure respectively (2022: £108.8m and £13.7m respectively).

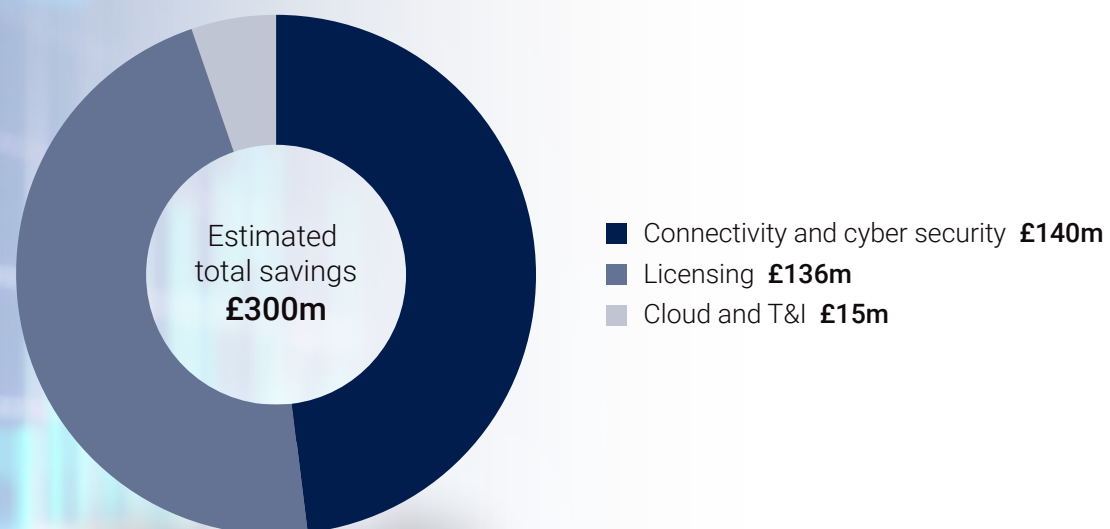
Economic value of our services

With the wider gross economic benefits associated with our services worth more than £1.5bn per year.

For every £1 our members invest in Jisc, they receive a return of more than £3 just in terms of savings.

Estimated economic value of Jisc services

Estimated total savings for the HE and FE sectors



Wider gross benefits of Jisc services

Connectivity



Up to £0.5bn

Cyber security



Up to £1bn

Trust and identity



Up to £0.1bn

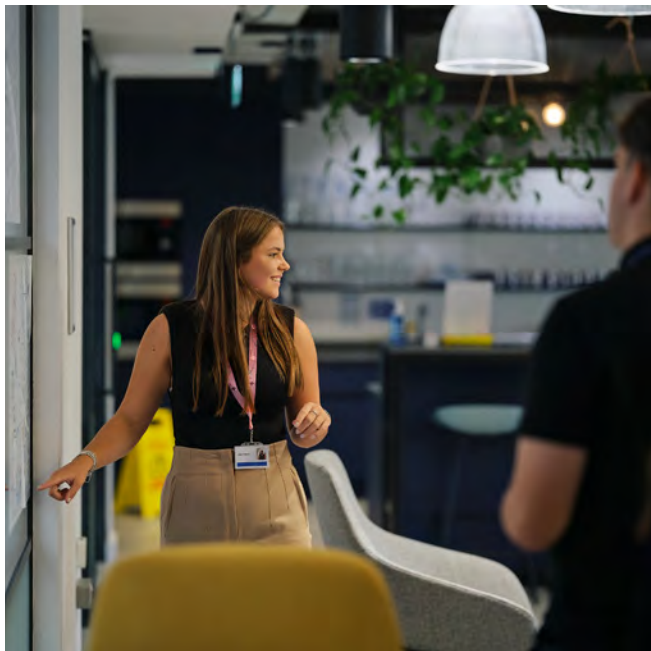
£1.5bn – £2.8bn
total

Cloud services



Up to £1.2bn

Source: Frontier Economics



Inclusive workplace

Twenty-seven people are now working towards an apprenticeship in Jisc. The first graduate cohort, from September 2021, have completed the programme and are being retained in permanent roles in their first-choice areas of where they want to progress their careers.



"I have been able to gain cutting-edge legal experience in relation to digital solutions and data. We also have an apprentice cohort at Jisc and being a part of this has really helped me get to know other apprentices, share experiences and feel really welcomed in the company."

Amy Holloway, Jisc legal apprentice



All this work and all these achievements, which all adds up to making us your 94% trusted partner, is built on the solid foundations of the Janet Network – of how we keep you connected and keep you safe.

Here's how we do it.

4Tbit/s

of external connectivity

11

regional network infrastructures

Capacity of up to
800Gbit/s

1,000

connected organisations

1.6m

devices using eduroam's national RADUS proxy servers every month.

99.9%

rolling availability across all services

18m

people

10,000km

of backbone fibre

7

petabytes of data across Janet every day*

Customer connection capacity ranging from

1Gbit/s
to
200Gbit/s

***What's a petabyte?**

The average 4k movie is 100GB of data. This would mean 1 petabyte of storage could hold 11,000 4k movies. With an average run time of two hours, it would take you over 2.5 years of nonstop binge watching to get through a petabyte's worth of 4k movies.

Cyber security

Defend as one

Cyber security is a collective responsibility, and it's a high priority for all of us. We know from our annual cyber posture survey that a high proportion of senior leaders (97% of HE and 94% of FE providers) include cyber security on their risk register and regularly report on cyber risks and resilience to their executive board (87% of HE and 79% of FE organisations). As the sector's trusted security partner, we're here to support you with key security services, tailored to the needs of the sector, along with training, testing and intelligence. As the security threat evolves, so do we.

5

of the last 6

ransomware-related incidents
proactively detected and
encryption prevented.

16

major business-
impacting incidents
supported.

509

DDoS attacks

targeting 92 individual
members successfully
mitigated.

5,425

incident tickets actioned by
CSIRT and the wider Protective
Services teams.



"It's safe to say we would not have recovered as quickly or coped as well without the help of Jisc who were able to deploy resources and experience and skills pretty much immediately on site."

Chris Wiseman, deputy chief executive, chief operating officer, E-ACT

Cyber security

Strengthening security at Coleg Y Cymoedd

We supported the IT team at Coleg Y Cymoedd, led by Rory Meredith, director of digital strategy and innovation, to complete a cyber security assessment (CSA). By evaluating the effectiveness of their current measures, the process enabled them to see the steps they could take to strengthen their security further. With a comprehensive plan in place, the team is now upskilling and educating learners and staff at all levels about the importance of effective cyber security. At a senior leadership level, cyber security is now firmly on the agenda and the CSA has helped to inform their strategic plan.

“The Jisc cyber security assessment has been super beneficial in helping us to move cyber up the priority list. Attacks are increasing across the sector and without this type of detailed assessment we wouldn’t have such a clear picture of what it is we need to do next to improve.”

Rory Meredith, director of digital strategy and innovation, Coleg Y Cymoedd

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