



Jisc annual report 2019-20

Against the SFC-Jisc Outcome Agreement 2019-22

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Introduction

1. Jisc is the UK's higher education (HE), further education (FE) and skills sectors' not-for-profit organisation for digital services and solutions. We champion the importance and potential of digital technologies for UK education and research; and do three main things:
 - i. We operate shared digital infrastructure and services
 - ii. We negotiate sector-wide deals with IT vendors and commercial publishers
 - iii. We provide trusted advice and practical assistance for universities, colleges and learning providers.
2. Our research and development (R&D) work is integrated across these three areas.
3. Working closely with colleagues and sector bodies, our aim is to:
 - Deliver considerable collective digital advantage, financial savings and efficiencies for UK universities, colleges and learning providers today.
 - Ensure these benefits are sustained and intelligently further enhanced.
 - Do all this as affordably, efficiently and as cost effectively as possible.
4. We work in partnership with Scottish universities and colleges to ensure that they not only make the most of the digital opportunities available, but at the same time make substantial savings compared with doing so individually.

SFC funding of Jisc

5. Jisc is funded by the UK HE and FE funding bodies to deliver essential UK-wide digital infrastructure. We are a critical part of building both the capability and capacity of Scotland's further, higher and vocational educational sectors, using grant-in-aid from the Scottish Funding Council (SFC).
6. The UK funding bodies have agreed a shared funding model for Jisc¹ on the basis of a two-thirds contribution from HE and a one-third contribution from FE. Proportions are then divided between the respective nations across the UK. The funding provided by the SFC is approximately 20% of Jisc's total core grant funding². HE institutions in Scotland provide a contribution of approximately £1m via member subscription fees.

¹ Described in the Jisc – HE and FE Funding Bodies Memorandum of Understanding, 2012.

² In 2019-20 this equated to £5.2m for HE (12% of Jisc's total funding) and £2.9m for FE (8% of Jisc's total funding).

Jisc-SFC funding agreement 2019-2022

7. Jisc and SFC agreed a new **three year funding agreement 2019-20** to **2021-22** in August 2019. The agreement provides certainty to institutions as to Jisc's priorities over the three years and clarifies the outcomes we seek to achieve on behalf of the Scottish education and research sectors. It should be noted, however, that any activity after the first funded year (2019-20) will be subject to a flat cash funding settlement from Jisc's core funders, including from the SFC. Any cuts to our funding could result in some of the activity in the agreement being reduced or stopped and/or increases to the HE subscription fee in Scotland.

Reporting against our priorities

8. This report outlines the outcomes and progress against the priorities in the Jisc-SFC Outcome Agreement 2019-22 for the **academic year 2019-20**. It complements UK-wide updates on Jisc's progress given to the Funders and Owners Group (FOG) in October 2019 and in May and October 2020.

Strategic context

Jisc strategy 2019-22

9. Jisc's **strategy** for 2019-22 is to build on our transition to a membership organisation, taking our achievements to the next level and enhancing what we do to the further satisfaction of members and funders. We will:
 - Deliver world-class core services by continuing to listen and invest to ensure that our service and capability levels within our core offer remain fit for members' future needs.
 - Offer value-added services by developing vibrant new services that are co-designed and driven by the needs of members in HE, FE and research, and are distinct from the commercial market.
 - Inspire with thought leadership in order to stimulate transformative change in the sector's use of technology to improve teaching, learning and research.
 - Satisfy members and funders.
 - Provide financial leadership by ensuring that our membership subscription is kept 'low', with an aim to maintain increases that are inflation-based or less, subject to grant funding. We will also aim to address the balance of funding/income and to achieve a goal of 50% from non-grant sources.
 - Transform Jisc by being well run and operating effectively and efficiently.
10. Jisc is also guided by our sector strategies in areas of areas of learning & teaching/student experience, research and technology infrastructure. We also maintain a strategy covering the use of capital grants (2015-20).
11. Jisc also considers the high-level priorities of the SFC and the Scottish Government,

for example:

- [SFC Strategic Framework 2019-22](#)
- [Scotland's College and University sector ICT strategy 2019-21](#)
- [Digital Scotland](#)
- [Working collaboratively for a Better Scotland: outline strategic plan 2018.](#)

Report on progress against priorities

Priority: Cyber security

Agreed outcome: By 2022, Scotland's colleges and universities will be more cyber resilient, better able to respond to security incidents and with the ability to demonstrate an increased cyber-security posture.

12. Jisc protects the Janet network (as well as our members who use the network) from cyber security threats such as DDoS (distributed denial-of-service) attacks and we provide a wide range of additional [cyber security services](#) to keep our member's online environments and physical infrastructures secure. In 2019-20, we developed a security incident and event management (SIEM) analytics platform and continued to develop our cyber security portal, which allows members to view real-time traffic and DDoS mitigation data. We sought to be a thought leader for our sectors through, for example, our annual [cyber security conference](#) and [posture survey](#), and we helped devise [a code of ethics](#) for security professionals working in education and research. We continued to provide online cyber security training during the pandemic lockdown period and beyond, and we worked with national and international security organisations for active defence. For example, both Jisc and the National Cyber Security Centre saw evidence of low-level cyber espionage against UK institutions during the pandemic crisis, with global attacks on research organisations including those working on vaccine research. As a result, and within current funding, we were able to provide a heightened layer of cyber security protection to the relevant UK institutions throughout the period.

Update on agreed outcomes 2019-20

13. **Increased use of enhanced cyber security services:** to improve the security of our Scottish HE & FE members, we sought to increase the number of institutions using our enhanced cyber security services. In 2019-20, we:
- Broadly met our target for [cyber security portal](#) use. The portal allows members to monitor their own network traffic and use data on DDoS attacks for quicker mitigation against attacks.
 - Increased take-up of the [Penetration testing](#) service which simulates real work cyber attacks in order to highlight member IT vulnerabilities and non-compliance with third party standards such as [Cyber Essentials](#).
 - Improved and relaunched our enhanced DDoS service (which offers

customisable and out-of-hours DDoS mitigation coverage) as we did not initially see the expected number of subscribers. After consultation we redesigned the service to better meet member needs (eg it now includes protection for processes such as clearing and enrolment) and we relaunched the service as **Critical protection**. We are beginning to see increased take-up of the service.

14. **Completion of cybersecurity portal and self-serve for members:** While most of the development for self-service capability within the **cyber security portal** has completed, we expect to complete the portal's payment facilities and appointment booking system by 2020-21.

Update on agreed outcomes 2021-22

15. **Enhanced DDoS critical infrastructure:** The **foundation level of DDoS protection** that universities and colleges receive as part of their subscription is underpinned by an infrastructure that requires regular updating to address the changing threat landscape. We continue to build new capability into this service in order to provide further efficiencies in the detection and visibility of DDoS incidents.

Cybersecurity: indicative outcomes		
Priority	2019-20 agreed outcomes	2019-20 update
Increased use of enhanced cyber security services ³	<ul style="list-style-type: none"> - 400 HE & FE members (80 in Scotland) using the cyber security portal. - Increase number of UK HE & FE members using the penetration testing service by 10%. - 77 HE & FE members (15 in Scotland) taking up enhanced DDoS (now called Critical Protection) service. 	<ul style="list-style-type: none"> - 392 UK members using cyber security portal⁴. - We have increased the number of UK HE & FE members using the penetration testing service in excess of 10% on 2018-19 figures. - 18 UK members have taken Critical Protection (2 in Scotland). Note this service was re-launched in 2020 to better meet member protection needs, eg during clearing and enrolment. Take up started to increase in the latter part of the academic year.
Completion of cyber security portal including 'self-serve' for members	<ul style="list-style-type: none"> - Complete development of member self-serve capability. 	<ul style="list-style-type: none"> - Self-serve capability implemented. Payment and billing system to be fully implemented by end 2020-21.

³ Wording of outcomes throughout document are altered from original Outcome Agreement 2019-22 for clarity.

⁴ Scottish usage figures for the portal are unavailable for 2019-20. They will be available from 2020-21. Please note that all institutions have access to the portal but must register first. This count represents those users that have registered and have been verified.

Priority: Efficient institutions

Agreed outcome: In 2019-20, Scotland's colleges will have an appraisal of their digital infrastructure set against the context of their institutional strategy, highlighting the areas of greatest risk and priority.

16. In 2019-20 Jisc helped to provide value to our member universities and colleges by saving them time and costs via shared services such as the **student voter registration service**, bespoke consultancy and guidance on building an **Intelligent campus**. We enabled the secure, seamless authentication and access for the UK research base to resources and facilities through services such as the UK Access Management Federation (UK AMF). The UK AMF is the world's largest federated access management solution for research and education, and it is used by every researcher in the UK. Without it, UK research would incur significant additional costs and curtailed or revoked access to facilities such as CERN. Further, our 3-5 year upgrade of the Janet access infrastructure will increase capability, capacity and flexibility of the network for our members. In Scotland, our appraisal of the IT infrastructures of Scottish colleges against their overall college strategy will help to highlight areas of greatest IT risk and priority.

Update on agreed outcomes 2019-20

17. **Intelligent campus:** We began developing an **intelligent campus service** in order to help universities and colleges to make more effective and efficient use of their physical estates, from room use to energy consumption. Outputs included:
- Publication of a **guide to the intelligent campus** (pdf), a **data protection impact assessment toolkit**, a GitHub wiki with an **intelligent campus data specification** and **use cases** on this topic.
 - Sponsorship of the *Campus of the future* category at the **Green Gown Awards 2019**, held at the Glasgow Science Centre in November 2019. Also, that month, we held an intelligent campus community event at the University of East London.
 - Continued work with the **Internet of Things competition** winners from 2019 (including the University of Glasgow and CDN & Fife College).
 - Ongoing engagement on intelligence campus development with Scottish members through Jisc's account managers.
18. Although we are **no longer developing** this particular service for our members, the topic of *intelligent digital and physical environments and estates* remains a key priority in our HE strategy and we will continue to run a number of project streams to support members in this space. At present this includes sharing insights from the environmental sensors placed in Jisc's own offices and demonstrations from our new Innovation Lab in Bristol in 2020-21.
19. **College infrastructure readiness review:** During 2019-20, Jisc account managers engaged with Scotland's colleges in order to provide these reviews. For each institution, an appraisal of relevant infrastructure was made in a number of key areas, against institutional strategy. The exercise was carried out through structured interviews with appropriate staff as to college strategy, and with the head of IT and

other relevant technical staff. Whilst priorities and strategy shifted during the year due to the move to online teaching and learning as a consequence of COVID-19 restrictions, the reviews showed that each college areas of strength and weakness, without any outstanding sector-wide trends.

Update on agreed outcomes 2021-22

20. **Janet access programme:** We continued to run our UK programme to upgrade and rearchitect access to the Janet Network infrastructure across the UK to meet the growing needs of our members for high speed connectivity, agile implementation of new technologies and easier deployment of end to end services. Design work for the four Scottish regional networks will be undertaken in 2020-21, and subject to funding in Scotland, new access networks will be delivered in 2021-22, followed by transition of customer connections to the new networks. Implementation of updated access networks across the rest of the UK will complete in 2023-24. The new access infrastructure design will involve creating resilient rings based on a combination of telephone exchanges, carrier neutral data centres, dark fibre, and a range of ethernet and optical based services from **Openreach**.

Efficient institutions: indicative outcomes		
Priority	2019-20 agreed outcomes	2019-20 update
Intelligent campus service	- Service launch July 2020. - Marketing and promotion to Scotland's members with a view to maximising engagement.	- Service development halted (see above). - Marketing and promotion complete (see above).
College infrastructure review to identify ICT priority areas for improvements to Scotland's colleges' infrastructure	- Jisc account managers to compile short summary for each Scottish FEC and identify development priorities (for essential underpinning infrastructure) for all colleges over the next three years.	- Complete (see above).

Priority: World leading research

Agreed outcomes: By 2022, universities will be able to manage, preserve and share their research data in ways which meet efficiently the requirements of funders and open science. Jisc will have maintained the current depth of its participation and leadership in European open access, in spite of Brexit.

21. Jisc supports the Scottish research sector to grow, to collaborate, to address global challenges and to innovate. Jisc provides the ultra-fast and secure UK National Research and Education Network (NREN) Janet, which democratises access to the digital infrastructure UK research relies on. We provide open research services to help universities to manage, preserve and share their research data in ways which meet the requirements of funders and open science. Our technical solution aggregating catalogues and metadata can aid academic and specialist libraries with preservation, discovery and delivery. Further, the increase in digitisation and open access publishing has increased attention on research integrity and there is a requirement for Scotland's HEIs to engage with sector-wide concordats on [open research data](#), [public engagements](#) and [research integrity](#).
22. Scottish research organisations save costs on content through Jisc's negotiations with publishers covering over £130 million of expenditure on subscriptions and open access. Jisc Collections pioneered the use of 'read and publish' deals, a cost-effective route to open access (OA), with 43% of UK research output now covered by a Jisc OA agreement.
23. A growing number of digital competencies will be required by researchers to generate and use massive and/or very complex datasets, to shape and responsibly use AI and robotics, ubiquitous connectivity, and IoT environments in the 'Research 4.0' world. Our [Insights survey](#) aimed at researchers will help research staff to assess their own digital capabilities.

Update on agreed outcome 2019-20

24. **Open research hub:** We continued to increase take-up of our modular service providing repository, preservation and interoperability functionality for HEIs to manage and disseminate research outputs. It allows universities to manage all digital research outputs in one place, meeting funder policy compliance and supporting good research practice, among other benefits. Service outputs included:
 - Posts in [Research data blog](#)
 - **Case study:** In November 2019, we published a case study from a team at the University of St Andrews, pilot participants in Jisc's research data shared service, specifically seeking to pilot institutional digital preservation.
 - Updates to best practice and guidance, eg [research data management toolkit](#).
 - Events/workshops eg at Digifest, and more research-focused events including a [study tour](#) for ARMA members in October with 55 attendees.
 - Reports (eg [Research Data: What to keep](#))
 - Contributions to research data outputs from the [Knowledge Exchange](#).

- Following a review in the light of rapidly changing landscape and market conditions, Jisc has adopted a greater role in brokering access to existing solutions by launching a **Research Outputs Repositories Dynamic Purchasing System**. We have also been exploring new opportunities for Jisc to provide active research data management services, engaged with Practice Research Advisory Group (PRAG) and University of Westminster to support practice research (eg hosting a community event) and begun investigating the possibility of establishing more frameworks around the research lifecycle and consulting with members.
25. **Jisc's role in European open access:** We continued to maintain the UK's current depth of participation and leadership in open access, in spite of Brexit. In 2019-20, we:
- Continued our collaborative engagement with the European Open Science Cloud (the EOSC) where Jisc's representation and influence directly affects the development of the efforts in general and on specific areas such as training (the **EOSC Synergy** project) and sustainability and business models (**EOSC-Hub**). We were also part of a joint proposal for the **eInfraEOSC-03** call, with GÉANT and other partners - an opportunity to operate, maintain and enhance the EOSC portal giving access to European public research infrastructures.
 - Responded to and tracked the developments in both UKRI policy and Plan S policy and community response in workflow development and information needs. This allowed us to prepare and position our services for rapid response compliance and advisory support as policies are implemented.
 - Engaged stakeholders such as: UKRI, Science Europe, cOAlition S funders, RLUK, SCONUL, Wellcome Trust, UKCoRR, COAR, and Australian, Norwegian, Canadian, Swiss, Finnish, Japanese and French consortia to ensure that Jisc's views, work and achievements are represented to the stakeholders and that the views, work and achievements of these consortia are fed back into Jisc.
 - Ensured alignment of our work with stakeholder requirements, innovation and international best practice.
 - Continued providing our services as free-to-use for a global user-base, particularly **Romeo**, attracting 80% of use from overseas with an overall 180M APIs hits per year.
 - International collaboration to enhance the global OA infrastructure for systemic added-value, savings and efficiencies. For example, working with the BASE OA search service (Bielefeld) for ongoing exchange of information with **OpenDOAR** to enhance the detail and coverage of our listings - work with the French Mir@bel service for them to use Romeo data directly in their service - continuing support to DOAJ as part of their quality assurance process - contributing to the work of OpenAIRE, the **Knowledge Exchange**, etc.

Update on agreed outcomes 2021-22

26. **National bibliographic knowledgebase (NBK):** Jisc has launched a set of three services based on the **NBK** (which brings together the catalogues of 160 academic

and specialist libraries). The services are known as **Jisc Library Hub**. **Discover service** averages over 1 million searches a month, supporting library and researcher activity, while data exposure to search engines generates another 400,000 searches including direct access and search bot activity, enhancing contributor collection visibility. Among other developments, we have enhanced access to Open Access and other online resources to support users during the COVID-19 outbreak. **Cataloguing service** is used by a wider range of academic libraries than the previous RLUK database, averaging over 14,000 searches a month. **Compare service** has been used by 30-40 institutions per month since launch (when average use for the old Copac Collections Management Tools service was about 15 institutions per month). The percentage of new institutions using Compare has risen from 20% to about 50%, so there is considerable interest and engagement with the service from the broader community who now have access to it. We continue to increase take-up of the service.

27. We continue with a key area of stakeholder engagement known as 'Plan M', which seeks to develop and pilot a new model for the supply and use of bibliographic metadata throughout the library supply chain and which has the potential to streamline the metadata marketplace in the UK so that it is more coherent, transparent, robust and sustainable. Outputs included:
- Three blogs (**The open access needle in the discovery haystack**, **Improving open access and discovery during the pandemic**, **How we are supporting research dealing with COVID-19**).
 - Updates to the **Quick Guide**.
 - Presentations including at **DCDC 2019**.
28. **Researcher skills:** Our research skills digital capability survey provide insights to help our members to better understand the competencies required by researchers and research managers. In early 2020, we gathered 479 responses from researchers at six HEIs (two from Scotland) as part of a pilot which used our successful **Insights survey** model to develop a survey for researchers to assess their digital capabilities. Findings will inform the roll-out of a full set of surveys for researchers to be launched in October 2020.

World-leading research: indicative outcomes		
Priority	2019-20 agreed outcomes	2019-20 Update
Open scholarship	<ul style="list-style-type: none"> - Open Research Hub service used by 25 HE members (three in Scotland). - Maintain current depth of participation and leadership of Jisc in European open access, in spite of Brexit. 	<ul style="list-style-type: none"> - Ten UK users of the service (two in Scotland). - See update above.

Priority: High quality teaching and learning

Agreed outcome: By 2022, universities and colleges will have access to a national learning analytics service that is having a demonstrable impact on retention and attainment.

29. Jisc's vision for learning, teaching and student experience in HE is for Scotland's HEIs to be world leading in digital innovation, and for digital to be at the forefront of addressing new opportunities and challenges. Our vision for colleges in Scotland is for all of the colleges to be digital by default in five years or heading seriously in this direction. The three priorities for Scottish colleges are: 1) quality of provision, 2) sector transformation and 3) employer-led training.
30. This past year has seen Jisc provide IT and infrastructure solutions for our members which have saved them significant time and effort in their learning and teaching business. We have also helped members to respond rapidly to the challenges brought on by the pandemic. For example, this [case study from the University of Edinburgh](#) shows how, when lockdown was looking almost inevitable in early 2020, the university, like all HEIs, was rapidly preparing to take learning and teaching off-campus and online. This was only possible given the existing digital infrastructure and skilled people available to run it. On the library and resources side, we have offered free access to e-textbooks and digital content, backed by online and remote support and upskilling for staff and students. Further, two key initiatives ([Shaping the future of FES](#) and [L&T reimaged](#)) were launched by Jisc to identify, surface and aggregate the key challenges HE and FE members have faced during the pandemic crisis so that we may tailor our support accordingly.

Update on agreed outcomes 2019-20

31. [Building digital capability](#) service: our target is to increase take up of this service so that more of Scotland's students develop digital skills and prepare them for the workplace of the future, and so that more staff understand why digital capability matters. We exceeded our target to sign up at least two Scottish colleges to this service and gained three (City of Glasgow College, West College Scotland, Dumfries and Galloway College), in addition to bringing the UHI partner colleges onboard as part of the UHI network. We also signed up three Scottish HEIs (University of Edinburgh, University of the Highlands and Islands, and SRUC). Key outputs included:
 - New digital capabilities discovery tool question set to address the challenges of teaching effectively online during the pandemic.
 - [Digital wellbeing briefing papers](#) for practitioners and senior leaders
 - [A case study from the University of Edinburgh](#)
 - Community of practice event held at the [University of Edinburgh on 27 November 2019](#) with resources from the event available on the [blog](#).
 - A number of [innovative additional resources](#) including a board game and question cards for helping groups to talk about digital capabilities.
32. [Digital experience Insights survey](#): Our target each year is to increase

participation in this survey in order to build richer insights into the digital student experience in the UK and its nations, and to help individual Scottish institutions improve their understanding and use of digital technologies in their own contexts. This year, digital experience Insights survey took into account the COVID context for students, teaching staff and professional services staff and resulted in 39,807 UK responses. In Scotland, we exceeded our target of at least 5,000 Scottish student, staff and professional services staff taking this survey with 6,918 participants from the following institutions:

- Royal Conservatoire of Scotland
- SRUC
- University of Aberdeen
- University of Stirling
- Glasgow University
- University of St Andrews
- City of Glasgow College
- North East College Scotland.

33. National sector reports (including for Scotland) on the results will be available from September 2020. Other key outputs included:

- Dedicated [web pages](#), [community of practice](#) and [blog](#).
- Customisable toolkits to help staff review, develop and communicate information that is key to the successful induction and onboarding of new students:
 - Further education toolkit (**downloadable in Word**)
 - Higher education toolkit (**downloadable in Word**)
- A [short booklet](#) shows the benefits of combining the digital experience insights and the building digital capabilities services.
- Community of practice event held at the [University of Edinburgh on 27 November 2019](#) and an online event (with resources) in [June 2020](#).
- Analysis of teaching staff and professional services data is currently underway with a total of 5,370 and 4,563 responses respectively.

Update on agreed outcomes 2021-22

34. **National learning analytics** service: a key priority for us has been to increase the uptake of our national learning analytics service within HE (and explore what an equivalent service for colleges might look like) in order to support more students, and improve satisfaction, retention and graduation rates. We have also continued to pilot a service to [develop mental health and well-being analytics](#) to help organisations wishing to address the rising incidence of clinically diagnosed mental health conditions among young adults, and discovery work using analytics to better understand and enhance the curriculum. Key outputs to date include:

- [Blog](#), [web page](#) and [On-boarding Guide](#)

- [Learning analytics going live](#) feature (Apr 2020) and **10 relevant blog posts**.
- [Learning Analytics Research Projects Update](#) (Jul 2020)
- Presentations at [ALT-19 at the University of Edinburgh](#) and Digifest 20 (online) and five dedicated events throughout the period including networking and research group meetings (f2f and online during the national lockdown)
- [Well-being blog](#) and [Curriculum analytics blog](#) providing further information and resources.
- We talked to key national stakeholders about learning analytics generally and specifically in relation to the QAAS Enhancement Theme work in Scotland. The University of Strathclyde is leading the Learning Analytics Collaborative Cluster within the current QAAS Theme and have a particular interest in curriculum and wellbeing analytics.
- Karen Foster joined Jisc from [HESA](#), together with 22 members of her team in Sep 2019. Jisc and HESA have a long-standing and successful relationship and the new directorate combines the expertise of both organisations to deliver data services including learning analytics to HE providers.
- Jisc took part in the [ICO Sandbox](#) for its developing [learning analytics code of practice](#).

High quality teaching and learning: indicative outcomes		
Priority	2019-20 agreed outcomes	2019-20 update
Building digital capability	<ul style="list-style-type: none"> - Take up the service by 56 UK HE/FE members (two colleges and five HEIs in Scotland)⁵ with targeted promotion by Account Managers. - Community of practice (CoP) event at the University of Edinburgh, Nov 2019. 	<ul style="list-style-type: none"> - Take-up by 67 UK HE/FE members (three colleges, and additionally, the UHI partner college network in Scotland, and three HEIs in Scotland). (see above for further information). - CoP event complete. See above.
Digital experience Insights survey	<ul style="list-style-type: none"> - Survey completed with a minimum return of 45,000 student, staff and professional services participants (5,000 in HE/FE Scotland) from 90 institutions (15 HE/FE in Scotland) with targeted promotion by Jisc Scotland Account Managers. - Community of practice event at the University of Edinburgh, Nov 	<ul style="list-style-type: none"> - Survey return of 39,807 of student, staff and professional services participants (6,918 HE/FE in Scotland) from eight HE/FE institutions in Scotland (see above for further information). - CoP event complete. See above.

⁵ Please note that the expression of this outcome has been changed from the one in the OA 2019-22 which was “38 HE members (5 in Scotland) and 18 HE members (2 in Scotland) to take up this service”.

High quality teaching and learning: indicative outcomes		
Priority	2019-20 agreed outcomes	2019-20 update
	2019.	

Priority: Financial sustainability

Agreed outcome: By 2023 Jisc will have improved its financial sustainability, progressing towards its goal of generating 50% of income from non-grant sources, a surplus of £1m p.a. and acknowledged productivity improvements.

35. Our corporate strategy is underpinned by strong financial foundations that enables us to maintain the best quality service and deliver our product and thought leadership strategies while ensuring membership subscription is kept 'low', with an aim to maintain increases that are inflation-based or less, subject to grant funding. We run ourselves efficiently, ensuring that costs as a proportion of revenue grow less than inflation and we aim for an annual operating surplus of around £1m pa, while at the same time fully investing our restricted income in core purpose improved offerings.

Update on agreed outcomes 2019-20

36. In 2019-20, we have not only increased income, but delivered an operating surplus which is higher than the associated costs of delivering the new income. The unrestricted operating surplus for the year is £2.4m, compared to a loss of £1.9m in 2019-20.
37. We have continued to make improvements in procurement and have delivered savings of £1.5m through competitive tendering and the increased use of frameworks and have additional controls in place over spend on consultants and recruitment of staff.
38. We maintained our investment portfolio despite COVID-19, largely due to the protections built into the strategy of diversification of investments and investment return rate.
39. We implemented a sales enablement programme which underpins our account management approach and is improving our sales processes, including improved content and campaigns, competitor analysis and the use of our customer relationship management system.
40. We continued to improve the performance of Jisc Commercial with a corresponding strengthening of the balance sheet which saw total sales of £7.2m (contract value) being recorded for the financial year.
41. We maintained 100% HE membership subscription in Scotland.
42. We have created sustainable product strategies for each of our product areas, reviewed annually, and we are using a 'P&L' model for portfolio management. To support business-wide prioritisation and strategic planning, we are also implementing product KPIs and data-driven performance monitoring to support cross-organisational review and analysis of our entire product portfolio.

43. There were 64 sign-ups by Scottish members for optional (non-core) paid-for services during the year, with the most common services being Building Digital Capability, Digital Experience Insights, the Managed Route Service, and use of the Network Equipment Framework.
44. Overall satisfaction with Jisc of our UK HE member senior leaders was 91%⁶. Satisfaction from survey FE respondents was also high in 2020, with 91% (n=45) of FE leaders satisfied with their Jisc product, service or event⁷.

Jisc

September 2020

⁶ HE senior leader's survey, January 2020.

⁷ Due to COVID-19, we did not carry out the FE senior leadership survey in 2020 and we instead did an analysis of satisfaction with discrete interactions. The 2020 results cannot be compared like for like with previous year's results (ie the percentage of those FE leaders satisfied with Jisc in previous leaders' surveys were: 79% in 2016; 80% in 2017; and 89% in 2019) because FE leaders were asked about 'overall satisfaction' and the 2020 analysis focussed on 'discrete interactions'.

Annex A Impact in numbers

Since 2014 we have developed our approach to presenting information based on stakeholders' requirements and that uses accurate and reliable data. In some instances, the collection of this data is outside of our control and has shown significant changes in the time that we have used it for reporting. These changes in quality have led us to adopt a more agile approach, moving away from a single, global value, savings and efficiency (VSE) figure, to a set of complementary metrics that give a more rounded view. This new approach was endorsed by the Jisc Funders and Owners Group in February 2020.

Impact in numbers is the name we are using for the data and information (ie the numbers) we now share with members and funders that demonstrate the 'impact' or benefits of Jisc membership.

It's our new approach to demonstrating not just the VSE that Jisc services achieve, but the other positive ways a Jisc membership impacts organisations and sector for the better.

The approach uses a range of data from the Hadfield Consultancy studies that were commissioned between 2017 and 2019. Findings from the studies, supported by further feedback from other participating members, have enabled us to develop a provisional model of the sector-wide cost savings and costs avoided. The information comes from a range of FECs and publicly available expenditure data.

Overall sector savings - Scotland

Our chosen metric to use in the modelling of overall sector savings is expenditure on 'academic services' (HE) and the equivalent for FE. Academic services expenditure is defined by HESA as:

"...expenditure incurred by centralised academic services such as the library and learning resource centres, central computers and computer networks (including maintenance and operating costs), expenditure on centrally run museums, galleries and observatories, and any other general academic services not covered elsewhere."

By using Jisc services:

Scotland's FE colleges save the equivalent of 5% of their academic services expenditure⁸.

Scotland's FE colleges avoid spending the equivalent of 6% of their academic services expenditure.

For Scottish FE this is roughly equivalent to **£5.17** million per annum.

⁸ Scotland does not publish FE academic services expenditure. This assumes a similar expenditure per college compared to the £446.7 million spent by 247 English FE institutions in AY 2018-19 (the latest figures taken from <https://www.gov.uk/guidance/esfa-financial-management-college-accounts>). This works out as £47.0 million over 26 Scottish FE colleges.

Scotland's HEIs save the equivalent of 3% of their academic services expenditure.

Scotland's HEIs avoid spending the equivalent of 0.75% of their academic services expenditure.

For Scottish HEIs this is roughly equivalent to **£13.2** million per annum⁹.

Specific savings - UK

- Each separate resource that our members use through Jisc Collections has taken, on average, four days for Jisc experts to negotiate (with some taking several weeks).
- Our negotiations have kept Jisc Collections annual price increases at a low of 2% for FE and 3% for HE, compared to a commercial market average of 5-6%.
- FE value - We have negotiated UK colleges access to 14 free content agreements with a total commercial list price of £35,000.
- We do not have access to the data needed for updating the efficiencies for CSIRT. They will remain at their 2016-17 levels. However, the number of denial of service (DoS), often distributed DoS (DDoS) attacks reduced slightly comparing to the previous academic year. In AY18-19 thirty attacks to nine organisations and AY19-20 there were nine to five HE organisations; however, in AY18-19 there were 38 attacks on five FE organisations, which reduced to 12 in the following year to four organisations. The main reason for this was that from the beginning of the national lockdown due to COVID-19 fewer number of attacks were targeted at sites connected to Janet. It is well documented that students at institutions, particularly in FE, cause a significant portion of attacks using free or paid-for 'stresser' sites. There is a good chance that when students are not on campus there is less incentive to want to disrupt lectures and exams, which is clearly the case during previous out of term times.
- **The Chest agreement savings** cannot be broken down by nation. The total HE savings for the four nations is £51.4 million; the FE savings are £21.1 million; and the overall transactional savings is £7.9 million.

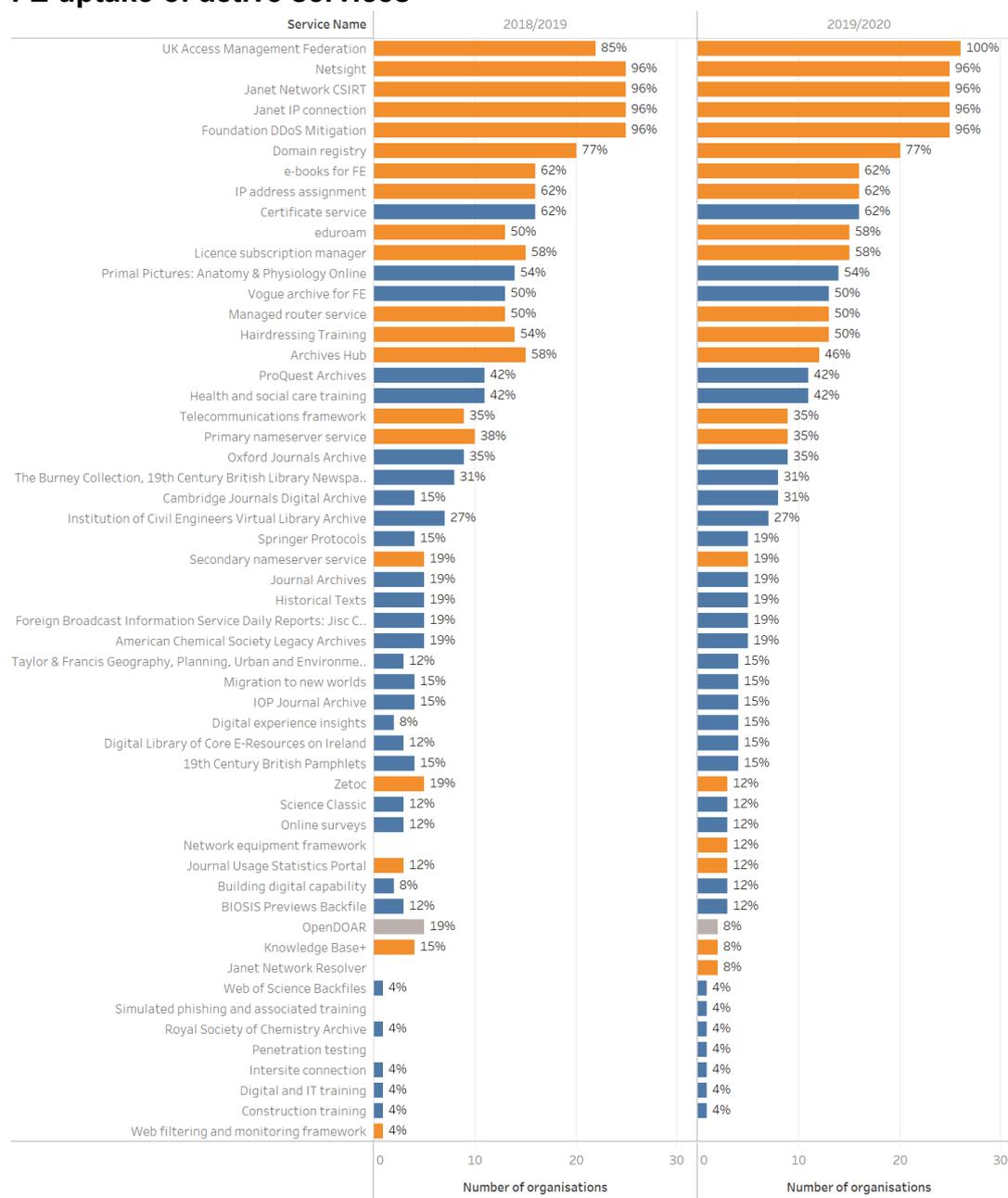
⁹ The total figure for 2019-19 academic service expenditure is taken from filtering **Country of HE provider** to **Scotland**, **Academic departments** to **Total academic services**, and **HESA cost centre** to **201 Total academic services** on <https://www.hesa.ac.uk/data-and-analysis/finances/expenditure>. This gives a total expenditure of £351 million.

Annex B Progress Indicators

As per the SFC grant funding letter to Jisc dated 17 September 2019, the progress indicators used to measure whether or not the project and its outcomes are on track are:

1. Uptake of Jisc services by institutions

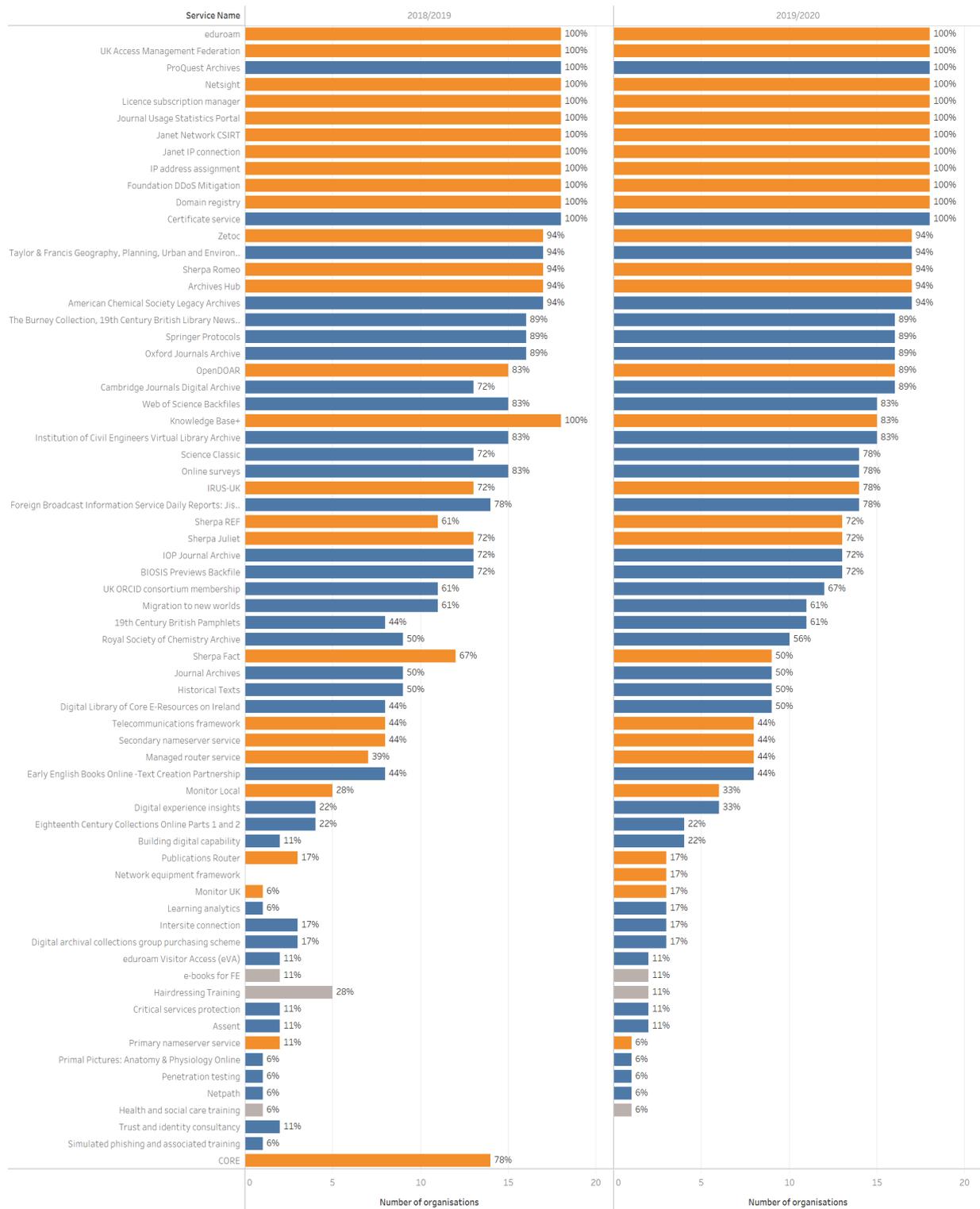
FE uptake of active services



Notes

- Nine colleges access eduroam through UHI.
- Argyll College does not use Janet directly.
- **Digital and IT, Construction, Health and Social Care, and Education and childcare** training have been made available to all through lockdown. The chart only shows number of subscribers.

HE uptake of active services



2. Savings secured by Jisc on licensed digital content

At the time of report, data was unavailable for the savings secured during 2019-20. As with previous years, Jisc continues to provide its members with significant savings through sector-wide deals. Data on savings secured by Jisc on licensed digital content will be provided separately once available¹⁰.

In 2019-20 Jisc's negotiations secured 17 open access agreements increasing the percentage of UK research output covered by UK funder compliant arrangements to c43%. The transitional open agreements put in place with Wiley, Sage, RSC, ACM and a number of smaller society publishers, reduced sector expenditure by over £2 million and rapidly increased the number of articles being published OA to between 85-100%, up from around 20-30%. 156 Institutions or 96% of institutions have at least one transitional agreement.

3. Number of institutional engagements being managed by Jisc Scotland.

In 2019-20, Jisc held 111 events which included at least one delegate from a Scottish institution. The majority of these events were held online (70), with 41 held in-person (with six being held at a Scottish venue). 991 delegates in total were registered from Scotland, with 251 from higher education, 711 from further education, and 29 from other organisations (such as stakeholders and intermediaries).

Particularly significant amongst the events was **Connect More 2020** (June 2020). Due to COVID-19 restrictions, the decision was made to move the event online, and benefit from a four-nations sharing of experience. In addition to the increased participation (218 Scottish delegates), the event received a high degree of positive feedback.

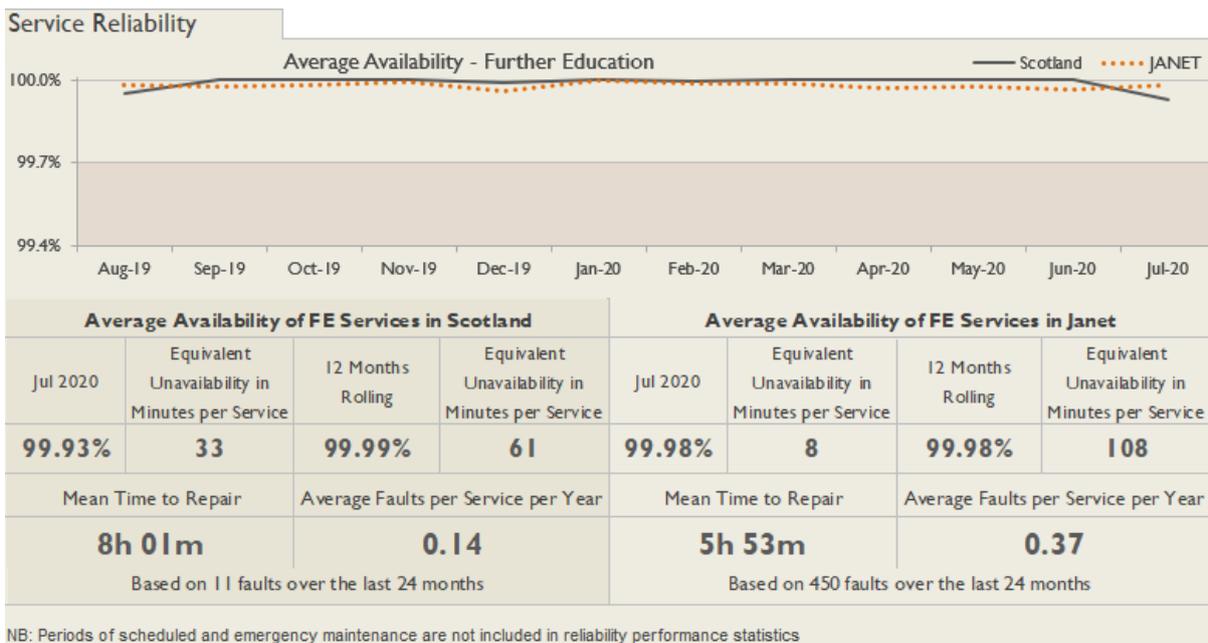
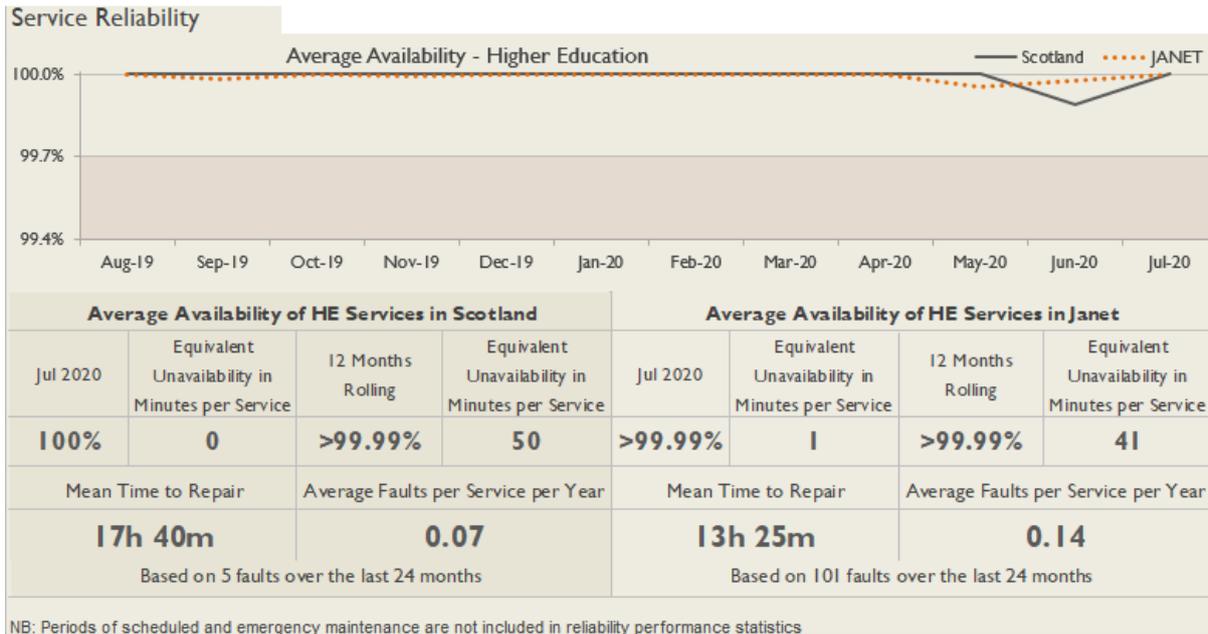
Jisc's flagship annual UK-wide event, **Digifest**, was delivered in March 2020, but had a relatively low Scottish attendance (38), with the growing impact of COVID-19 at that point, and the collapse of Flybe limiting travel options both being factors.

Beyond community engagement, Jisc's account managers engaged with members across the year, to ensure ease of access to Jisc's portfolio of services, with over 300 significant interactions recorded.

In addition to the above, and in response to the COVID-19 lockdown, Jisc partnered with the College Development Network to deliver '**Virtual Bridge**' sessions, around support for moving teaching and learning online. In the reporting year, 58 sessions were delivered, all of which were recorded and form an ongoing resource.

¹⁰ Our most recent check (2016-17) of the cost of Jisc Collections resources against the commercial list prices shows that our negotiation and licensing team have enabled UK colleges and universities to save, on average, 51% on the price of their journals, e-books and online resources.

4. Janet network performance and reliability



The SLA sets a target minimum of 99.7% availability for each service averaged over a 12-month rolling period.

Annex C Equality update

SFC's grant funding letter to Jisc dated 17 September 2019 requires Jisc to demonstrate how its work has contributed to the delivery of the Public Sector Equality Duty and the Scottish Specific Duties (Equality Act 2010).

Equality KPIs

- **Indicator:** Events - 100% of all Jisc sector events will take place in a wheelchair accessible venue.

As part of Jisc's choice of venue for our events, we require all venues to provide wheelchair accessible access. **All events** in AY 2019-20 to the point of lockdown in the UK (23 March 2020) have been in a wheelchair accessible venues.

- **Indicator:** Events: Consideration for the needs of the hearing impaired will be given for 100% of all Jisc sector events.

As part of Jisc's choice of venue for our events, consideration is given to the needs of the hearing impaired. **All events** in in AY 2019-20 to the point of lockdown in the UK (23 March 2020) have considered the needs of the hearing impaired.

- **Indicator:** Events: Female keynote speakers at Networkshop will equate to 50% total keynote speakers in order to promote the role of female professionals in the sectors Jisc serves.

At Networkshop 2020 (organised to be an entirely online event at short notice due to the UK lockdown), **two out of the three keynote speakers were female**. We will continue to promote the role of female professionals in the sectors served by Jisc.

Equality summary 2019-20

As an organisation, we believe that work should be somewhere that staff feel valued, respected and safe.

Diversity

We continue to work hard to attract and retain employees from a wide range of ethnic groups. We hold diversity data in accordance with GDPR principles. While we encourage staff to complete their diversity data they are not obliged to do so.

Supporting staff with disability

Jisc supports individuals with disabilities by providing appropriate support and/or adjustments. We do this by providing full and careful consideration to applications for employment from registered disabled candidates with due regard to their aptitudes and abilities. In line with our commitment to a diverse and inclusive workforce, disabled employees have equality of access to training, development and progression. Sympathetic support is also given to support the return to work and retention of a newly disabled employees, providing where required a period of rehabilitation, support and training.

Jisc takes a proactive approach to supporting the health, safety and wellbeing of all staff and works with an independent occupational health provider, who liaises with staff, line

managers and the people services team to determine if there are any measures or reasonable adjustments to be considered to support the individual in the workplace.

We take a proactive approach to supporting the health, safety and wellbeing of all staff. This approach is driven by our IMatter Strategy. We have introduced Mental Health First Aiders across the business, as well as a number of other support mechanisms including the 'Thrive' app and our Employee Assistance Programme which includes counselling. We have introduced mental health awareness training in 2020 and during the COVID-19 pandemic we have been ensuring that we prioritise the mental wellbeing of our people.

Gender and bonus pay reporting

44% of our workforce is female. Our latest gender pay gap report can be found on our [website](#). We continue to be above the national average for women in tech roles; but we are not complacent. The main factors that contribute to Jisc's gender pay gap are that we have fewer women in leadership and technical roles.

We are actively engaged in a range of actions to address the challenges in closing the gender pay gap. Our commitment to this is demonstrated in the changes we have made to our recruitment processes, particularly our website, job descriptions. We have an excellent track record on flexible working, demonstrated by high engagement scores in this area.

Corporate social responsibility statement

Our [approach to corporate social responsibility](#) (CSR) reflects the steps that we are taking to ensure we are, and remain, a good corporate citizen. Social responsibility encompasses everything we do that has an impact on society around us – it is our values and behaviour as an organisation.

We are committed to ensuring that Jisc is a responsible corporate citizen. To do this, we must (among other things):

- Identify and address issues of equality, diversity and inclusion amongst our current and future workforce
- Ensure that employees are supported in their mental and physical health and treated with dignity, respect and in accordance with basic human rights
- Understand our suppliers' commitments to CSR issues and practices and ethical approaches to business in our investment strategy

Key Jisc equality achievements AY 2019-20:

- We have continued to produce videos and blogs called #thisisme in which our people brought to life diversity and inclusion issues at work by sharing their experiences, widening our perspectives and celebrating difference.
- We have launched a network of mental health first aiders.
- To ensure our suppliers show commitment to CSR issues – we have joined a monitoring organisation to audit the supply chain of technology components and protect the rights of workers.
- We have updated our careers web pages and recruitment processes to reflect our objective to be a modern, progressive, inclusive employer
- We have further developed our apprentice programme, increasing numbers

significantly.

- We have signed up to the Tech Talent Charter and launched the STEM ambassadors programme. We also took part, for the first time, in a bring your daughter to work day which proved popular across the organisation.
- We have also introduced online training resources for unconscious bias and have embedded diversity and inclusion into our mandatory people manager training.
- We have celebrated International Women's day and launched our Equality Diversity and Inclusion network which now has more than 100 members. Alongside this, we've updated and re-launched our parental care policy and made significant progress in our journey to make flexible working the norm. The results of our recent engagement survey demonstrate that progress with more than 80% of respondents answering positively to questions about flexible working at Jisc. Last year, we held a successful 'Women in Jisc' event to help us further understand the experiences of women in the business and discuss ideas for improvement, including the development of our coaching offer which is going from strength to strength and particularly popular with our females

Key achievements on behalf of our members 2019-20

- Jisc has helped its members to implement the **web accessibility regulations** in a number of ways:
 - **Accessibility statement**
 - Training opportunities around accessibility include a **drop in clinic**, and sessions in **vision and buy-in**, and **objective setting and auditing**.
 - Members can share experiences and work together to crowdsource resources on our accessibility community Microsoft Teams site.
 - Members can connect with accessibility experts in universities and colleges across the UK by signing up to the digital accessibility mailing list on JiscMail.
 - **Legal guidance**, a number of **blogs** and other **resources**.
- Jisc has provided training and information for our members in supporting learners' digital identity and wellbeing, particularly **during the coronavirus pandemic**.
- We published a **report** (with Emerge Education and UUK) showing how technology can help under-represented students find post-pandemic employment.