Jisc annual report 2021-22

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Introduction

1. Jisc is the UK higher, further education and skills sectors' not-for-profit organisation for digital services and solutions
2. We believe education and research improves lives, and technology improves education and research.
3. Our vision is for the UK to be a world leader in technology for education and research. Our mission is to power and empower our members with the technology and data they need to succeed.
4. Through investment in its capabilities, Jisc enhances the UK's critical national digital infrastructure for education and research and supports innovation using advanced technologies.
5. 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

1. 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).
2. The UK funding bodies have agreed a shared funding model for Jisc[1] 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 funding.[2] HE institutions in Scotland provide a contribution of approximately £1m (incl. VAT) via member subscription fees.

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

2 In 2021-22 core grant funding equated to £5.2m for HE (12% of Jisc's total core grant funding as per the agreed UK shared funding formula) and £2.9m for FE (8% of Jisc's total core grant funding as per the agreed UK shared funding formula).

Jisc-SFC funding agreement 2019-2022

3. Jisc and SFC agreed a new three-year funding agreement 2019-20 to 2021-22 in August 2019. The agreement provided 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.

Reporting against our priorities

4. This report outlines the outcomes and progress against the priorities in the Jisc-SFC Outcome Agreement 2019-22 for the academic year 2021-22. It complements UK-wide updates on Jisc's progress given to the Funders and Owners Group (FOG) in October 2021 and in May and October 2022.

Strategic context

Jisc strategy

5. While the retrospective nature of this report means that activity took place against the context of our previous **corporate strategy** 2019-22, in the autumn of 2022 Jisc updated its strategy. The overarching principle of the new strategy for 2022-25[3] is to become *the* trusted partner in digital transformation by building on our core strengths and leveraging the collective power of the sectors to maximise our impact.
6. We will achieve this by focussing on three things:
    - *Delivering the right solutions* – Enabling digital transformation by providing solutions to our customers through our portfolio of products and services. Striking the right balance between in house delivery and working with partners to respond in the best way to our customer needs.
    - *Empowering communities* – 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.
    - *Being a force for good* – As a driver for change, we are focussed on our commercial and financial sustainability but are always aware of our place in and impact on the world.
7. We are also guided by three sector strategies:
    - Higher education strategy: powering UK higher education 2021-24
    - Further education and skill strategy 2020-23
    - Research and innovation sector strategy 2021-23.
8. Jisc is also guided by the high-level priorities of the SFC and the Scottish

[3] Subject to Jisc board approval.

Government when planning its work. Recently we worked on the digital elements of SFC's Review of coherent provision and sustainability and other priorities include:

- The outcomes in SFC's 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: Network

Agreed Outcome:

By 2023, Scotland's universities and colleges will benefit from the upgrade of the Janet access infrastructure, providing better network coverage, more resilience, lower costs and faster provisioning of additional connectivity services

Update against agreed outcome:

9. **Janet access programme:** The Janet network consists of a national backbone and 18 different regional networks that were built at different times using different technologies and operated by separate, outsourced regional consortia. In 2019 we launched the multi-year, capital-funded Janet access programme to unify all regional networks via a common infrastructure. The new consistent infrastructure will serve all member needs, irrespective of geography, and enable us to deliver a wide range of services. Connectivity will be more agile and secure so that institutions will be able to innovate in the ways in which they undertake research using technology. In particular, universities will be able to meet the bandwidth and capability demands arising from ever-increasing volumes and complexity of research data, its processing and management.
10. The programme continued across the UK with three regions in England fully transitioned to the new infrastructure. In Scotland, we completed the 'design' phase and we are at the approximate midpoint of the 'build' phase which we expect to complete by March 2023. However, while work continues, the estimated timeframe for full transition to the new infrastructure and decommission of the old infrastructure has been extended from the end of 2022 to the end of 2023. This is due to the worldwide shortage of network hardware such as silicon chips which is causing very long delays. We continue to work with suppliers to understand delivery times and to support members affected in Scotland, to ensure clarity of the process and understanding of the roadmap to delivery. This includes webinars such as **Tech to Tech** to update members on the programme.

Other highlights

11. Jisc started planning for the launch of the FE 'levelling up' college resilient connectivity programme. We have committed to providing full resilience (i.e., two x 1

Gbit/s IP Janet connections) to all UK colleges, where reasonably possible. This includes funding for second connections and for those who are paying for second connections themselves. While we are currently working out the details and timeframes for delivery, we intend to start work in early 2023. This will ensure that all colleges in Scotland benefit from the same network resilience as universities, at no extra cost.

12. Following consultation with our members, we have updated the Janet security policy. The refreshed policy introduces additional network restrictions, increased proactive scanning by Jisc and requires mandatory self-review of security posture by our members. This will help to improve the security landscape for our member's and minimise instances of attack.

13. As the UK's National Research and Education Network (NREN), Jisc is in regular and close discussion with GÉANT, the pan-European Research and Education Network, as well as (N)RENs from across the world regarding the Russian war on Ukraine. The incoming UUK CEO, Vivienne Stern recently commended Jisc for its activity as one of the key sector bodies supporting the Ukraine education and research sector at its annual conference in September. This includes our support for the UK-Ukraine University Twinning Programme on all aspects of digital, data and technology between our UK education institutions and their partners in Ukraine. It includes work with GEANT and our sister NRENs to develop a global response to the war and doing what we can to help the Ukraine NREN, URAN, such as making data back-up available, donating equipment and support with content.

14. We've continued to liaise with UKRI on digital research infrastructure as it develops its governance structures, including discussions on where Jisc should fit into those structures, and the relationship between this work and the funding agreements with UKRI. In particular, Jisc has undertaken a number of projects including:
    - Analysis of potential uptake and use of the JASMIN service by other communities outside of NERC.
    - Improved network testing facilities to ensure optimal Janet use for data intensive research.
    - We've continued engagement with the European Open Science Cloud (EOSC) and EU Research Infrastructures, including involvement in the latest round of EOSC projects including EOSC Synergy (researcher skills and national readiness for EOSC) and EGI ACE (green computing), among others.
    - We've continued to work worked with BEIS, UKRI and UUK International on the implications of the delay in the UK's association with Horizon Europe. Jisc has supported the "Stick to Science" initiative and engaged in BEIS organised roundtables on "Plan B" should the UK not associate to Horizon Europe.

15. We launched an Edubox pilot, which uses mobile data coverage to provide eduroam-authenticated Wi-Fi connectivity where it may be otherwise difficult to get online.

16. The UK's usage of the OCRE cloud framework (offering UK researchers and research institutions access to cloud service agreements) has been exceeding that

of most other European countries[4]. In August 2022, 129 UK organisations were contracted to purchase cloud services via the framework at substantially discounted rates. We estimate that this could save UK education organisations[5] more than £8.6m.

Janet network: outcomes		
Priority	**2021-22 agreed outcomes**	**2021-22 update**
Janet transitioned to new access structure	• New Scottish access network infrastructure delivered during 2021-22. • Transition of member connections to new access infrastructure to commence in 2021-22. • All member connections provided on new Janet access infrastructure will be delivered in a more efficient and agile manner.	Work on the access programme in Scotland has continued though timeframes for completion are extended due to the worldwide shortage of network hardware. See above for further detail.

Priority: Cyber security

Agreed outcome:

By 2022, Scotland's universities and colleges will be more cyber-resilient and able to align with the Scottish Government's Cyber Resilient Scotland strategic framework

Update against agreed outcome:

17. **High take-up of cyber security services / continued development of services:** We protect the Janet network (as well as our members who use the network) from cyber security threats such as DDoS attacks with a number core services plus a number of optional cyber security services to keep our member's online environments and physical infrastructures secure. Our target was to ensure a high take-up of our enhanced (optional) cyber security services by Scottish institutions in order to improve cyber security posture across the sector. In most cases, we have increased usage of these paid-for services compared to the previous academic year:

4 Data from Geant consumption reports show that the UK (via Jisc) exceeded spend under OCRE compared to other European NRENs in June 2022.

5 This figure includes a small number of FE organisations – we are unable to separate the HE value from the FE value at present.

- 100% of universities and 96% of colleges in Scotland are using Jisc's cyber security portal which allows members to monitor network traffic and use data on current or past DDoS attacks for quicker mitigation against future attacks.
- In Scottish universities, we've increased the use of Cyber Essentials (a third-party cyber security standard) from 6% to 22% in Scottish HE in the current academic year.
- In Scottish universities, we've increased the use of penetration testing from 6% in 20-21 to 17% this academic year. The service simulates real work cyber-attacks to help member IT teams to understand their current vulnerabilities to cyber-attack.
- Increased take up critical services (enhanced DDoS) protection in Scottish universities from 17% to 22% of HEIs.
- Our managed SIEM service helped members proactively manage cyber threats with Jisc's cyber security expertise. The service proved very popular with members so we paused taking new customers in order to explore how we can provide the service to more customers in a sustainable way.
- We've continued to develop new services. Jisc's new firewall service allows member firewalls to be proactively maintained, patched and configured by our cyber security experts. We are also investigating developments in cyber security analytics to conduct more proactive incident detection. We have also met our target to **enhance our DDoS and critical infrastructure hardening**:

18. **Continued maintenance and development of the cybersecurity portal so that each new Jisc service has facilities within the portal**: we have successfully added the Janet network resolver service to the cyber security portal, allowing members to subscribe to both standard or bespoke subscriptions. We continue to work on bringing the Domain registry service and the Primary/secondary nameserver services into the portal by end 2022-23.

Other cyber security highlights

19. In the reporting period, Jisc continued to work behind the scenes to ensure the security of the Janet network in view of the heightened attack threat provided by Russian groups both before and since the invasion of Ukraine in February. We advised our members on mitigations in line with advice from the National Cyber Security Centre (NCSC).
20. Ransomware remained a huge problem for organisations in all sectors across the globe, including education. Our 2021 cyber posture survey showed that it was the top threat for both UK HE and FE, and we expect similar feedback in our 2022 survey. We issued advice on why universities and research centres should not pay ransomware demands, despite advice from some insurance companies that they do so.
21. Doxing incidents (where private or identifying information about a particular individual is published on the internet with malicious intent) continued to be an increasing threat in HE and we helped members to put in place mechanisms to prevent these incidents.

22. We've also continued to see a significant number of unpatched IT services in the sector, with the vulnerabilities of 'log4j' and 'printnightmare' actively being exploited by threat groups across education, and nationally. We've recommended to members that they put in place robust and effective patching regimes as well as enforcing multi-factor authentication and prioritising hardening tools such as PowerShell, amongst other measures.
23. In Scotland compromised accounts have also been an issue. In March, Jisc gained access to a new third-party platform providing an increase in visibility of dark web forums and details of credential brokerage. After a major incident involving a Scottish organisation whose credentials had been put up for sale, Jisc created a new process for dealing with this scenario. Since this process was initiated in May there have been two further access 'alerts' for Scottish organisations but neither have developed into incidents.
24. Jisc's cyber security incident response team (CSIRT) continued to develop its defensive capabilities to ensure that it performs to highest levels and meets the cyber security needs of our members. This has included a restructure bringing together our cyber incident response, threat intelligence and defensive functions into a single Protective services team. The implementation of an IT service management (ITSM) platform has resulted in our incident response times dropping from, on average, 2 days, to 1 day 15 hours. We continue to assess the platform and our approach to ensure improvements to monitoring and reporting.
25. The Jisc cyber security community continues to grow (with over 500 active members at present including senior (CISO, Director) level members from research and education. From August, the community is going to share live threat report sessions with members to help participants improve their skills in reading and responding to live threat data.
26. We've updated our Cyber impact report aimed at senior institutional leaders and published 16 questions to assess cyber security posture. We also held our annual cyber security conference in November which saw over 1500 delegates.

Summary

Cybersecurity: outcomes		
Priority	**2021-22 outcomes**	**2021-22 update**
Enhanced cyber security services taken up	High take-up of cyber services with services changing to meet the fast-moving member requirements in this area.	See above
Enhance our DDoS and critical infrastructure hardening	Develop further new capability to provide efficiencies in the detection and visibility of DDoS incidents on the Janet network	See above
Further development of cyber security portal including access to 'self-serve' for members	Continued maintenance and development of the portal so that each new Jisc service has facilities within the portal	See above

Priority: World leading research

By 2022, Scotland's universities will be supported with data, digital and technology services to achieve their research and innovation priorities and so that science and research remain cutting edge and excellent in global terms.

Update against agreed outcomes 2021-22

27. **National bibliographic knowledgebase (NBK):** the most complete aggregation of UK academic, national and specialist library metadata available underpins several Jisc library hub services. It now features 187 contributing libraries (up 7% from last year). This includes 22 contributors (from 21 institutions) in Scotland.
28. A snap survey in June 2022 indicated 89% of the 164 respondents were satisfied or very satisfied with the Library hub discover service in particular, which is the principal interface onto the NBK data. It provides a single search portal for researchers in the UK and globally to explore the holdings of UK academic libraries. Usage statistics reveal that during 2021-22, Discover supported over 20 million user sessions.
29. Library Hub services are named as an integral part of delivering on the new Research Libraries UK (RLUK) strategic objective to progress the concept of the 'Collective Collection'. Work commenced in June 2022 to start mapping uniqueness and overlap across collections using NBK data. This work is an evolution into the

monographs area of work previously undertaken to deduplicate print journal holdings in UK HE libraries.

30. We negotiated a Transitional National Metadata Agreement during 2021-22. This put in place – for the first time – a transparent banded cost framework for the provision of OCLC cataloguing services to all UK HE and other NBK-contributor libraries. While it proved impossible to take the Agreement (also known as Plan M) into a subsequent phase, it clarified the sectoral demand for OCLC services, established a more equitable pricing framework, and provided a very useful benchmark for future negotiations.

31. The existence of the NBK enables Jisc to act in this brokerage role, and to intervene in a data ecosystem (on behalf of UK HE) that might otherwise slip into ownership by commercial entities, who may then seek to monetise library metadata. There is clear ongoing benefit to research and researchers in keeping descriptive metadata about resources as free and as globally open and accessible as possible.

32. Outputs include:

    - Library services blog
    - Free webinar on the OCLC Metadata Agreement, with recordings
    - A number of library blogs: Libraries have power in numbers to provide students with the resources they deserve**,** World digital preservation day: bits and pieces and Standing up for fairer publishing practices needn't hinder your career
    - A number of library guides: How to track ongoing access, Purchasing digital archives, Supporting discovery and delivery, Supporting purchasing and licence management and Supporting the evaluation and review of collections

33. **Researcher digital experience Insights survey participation**: for this survey looking at researchers and their use of digital platforms and services, our target was to increase participation, with help from the Association of Research Managers and Administrators (ARMA). In 2020-21, 922 UK researchers from 7 UK HEIs (2 HEIs in Scotland) participated in the Insights survey. This increased to 987 researchers in 2021-22 from 12 UK HEIs (4 in Scotland). Findings for the 2020-21 survey are now available on our web site.

Other highlights

34. In 2022, we refreshed our Research and innovation sector strategy 2021 to 2023 with our vision for the UK to be world leaders in technology for research and seven areas of activity where we are uniquely placed to act in the continued development of technology, digital and data approaches, and advice and guidance to support their effective implementation.

35. We have consulted widely on our research and innovation strategy with institutions and stakeholders including the University of St Andrews. Strategy implementation is steered by the Jisc research strategy forum including PVC-R representation from three HEIs in Scotland, and from the SFC.

36. Notable achievements in the research and innovation space in 2020-21 have included:

    - Successful completion of negotiation, on behalf of our members, for the world's

largest Open Access agreement with Elsevier, bringing a significant reduction on current institutional spend on Elsevier journals.

- Our programme of work to support our members in the implementation of the UKRI Open Access policy continues to deliver against the agreed targets. As of 31 July, Jisc has negotiated 72 open access agreements and worked to put in place compliant arrangements with over 200 small and society publishers to enable 93.3% of articles to be compliant and eligible / green compliant.
- We launched a ground-breaking Octopus publishing platform to enable fast, free and fair publishing of research that is open to all and focuses on the intrinsic quality of research.
- We upgraded our Equipment.data platform to make research assets (including equipment, facilities, code, software, intellectual property and methods) discoverable, helping research projects to fulfil UKRI requirements.
- We collaborated with the British Science Association to publish their digital archive, providing access to 930,000 pages of scientific archive material.
- We held the eleventh meeting of the **Jisc Research and innovation strategy forum** of twenty UK Pro Vice-Chancellors. Key areas of focus included software negotiation, digital support for more dynamic working at the intersection with the missions of teaching, research and knowledge exchange with research partners, including internationally and ensuring the trusted research agenda remains a high priority including digital integrity.
- We continued our collaboration with ARMA as part of its project on supporting due diligence in international collaboration.
- The BEIS sponsored Reducing Bureaucracy Review report, authored by Adam Tickell was published and made a recommendation for Jisc: *For the higher education sector, Jisc should lead on the creation of sector-wide groups responsible for overseeing the development and further integration of the research information ecosystem, including research management data.* We were asked to complete a template covering our response to Government to include actions underway; actions planned; and issues that will be explored following the publication. We met with BEIS and have been invited to meet UKRI's Simpler and Better Funding Programme to align our response. We have been invited to support BEIS in convening an experts' group for a digital deep dive in the autumn. The full review report is here.

Summary

World-leading research: outcomes		
Priority	**2021-22 outcomes**	**2021-22 update**
National bibliographic knowledgebase (NBK)	• By July 2022, 200 libraries (22 in Scotland) should be contributing data to the NBK • The NBK should be driving nationally coordinated work	• The NBK now features 187 contributing libraries (up 7% from last year). This includes 22 contributor libraries (from 21 institutions) in Scotland. • The existence of the NBK enables Jisc to act in this brokerage role, and to intervene in a data ecosystem (on behalf of UK HE) that might otherwise slip into ownership by commercial entities, who may then seek to monetise library metadata. For example, Library Hub services are named as an integral part of delivering on the new Research Libraries UK (RLUK) strategic objective to progress the concept of the 'Collective Collection'.
Researcher Insights survey participation	Increased numbers of university groups and research groups participating in the Jisc researcher Insights survey by 2021-22 (working with ARMA).	987 researchers from 12 UK HEIs (4 in Scotland) participated in the survey (compared to 922 UK researchers from 7 UK HEIs (2 in Scotland) in the previous year.

Priority: High quality teaching and learning

Outcomes

By 2022, Scotland's universities will be supported and feel empowered on their journey to embed digital at the heart of their culture

By 2022, Scotland's colleges will have access to digital services that will elevate the sector's ability to serve people as lifelong learners.

Update on agreed outcomes 2020-21

37. Building digital capabilities: Our target has been to increase take up of this service (helping students and staff is Scotland's institutions reflect on, and build, their digital capabilities) to at least 67 HE members (8 in Scotland) and 33 FE members (3 in Scotland)

38. In the reporting period, 58 HE members (9 in Scotland) and 120 FE members (7 in Scotland) have taken up the service, exceeding our targets in Scotland.

39. Key outputs include**:**

- Access to the digital framework underpinning the digital capabilities discovery tool. Subscribers to the service also benefit from access to the full discovery tool, which has been upgraded to address the challenges of teaching effectively online during the pandemic. The upgrade has involving moving the tool to a new platform and reviewing the digital framework, role profiles and question sets with associated resources.
- Development of a Digital elevation tool**,** an online digital self-assessment tool bespoke for the FE sector. The tool, part of the Jisc FE subscription, drew over 170 expressions of interest and 138 UK FE members contracted into the service by July 2022 (with a target of 60 signups). We will continue to enhance the product in 2022-23.
- Continued support to university and college leadership teams through the redesign and delivery of our successful Digital leaders programme and 'Vision for change' workshops as well as other training courses such as Designing for digital capabilities in the curriculum and Supporting learners' digital identity and wellbeing**.**
- An active online community of practice with a strong emphasis on leadership by the community, learning from each other and sharing what works plus access to post event recordings, transcripts and slides.
- Events included:
    - Building digital capability upgrade support webinar to help members explore the upgrade digital capability tool
    - Building digital capability – discovery tool V2 implementation and admin overview events and online resources
    - Joint building digital capability and digital experience insights community of practice events.
- Blog, case studies, and advice and guidance.

40. **Curriculum analytics**: our target was to incubate work on curriculum analytics within our learning analytics service. In the reporting period, we used information and lessons learned from developing our Learning analytics service to deliver an initial protype Curriculum Analytics style dashboard visualisation with the University of Gloucestershire. We are widening activity by prototyping a Power BI curriculum quality and planning dashboard which focuses on answering the question *What curriculum intelligence might look like in a post-Covid world*. The University of Nottingham hosted the Designing Programmes for Learning conference in January (2022) and the recordings for the whole event are available here.
41. We also continued to understand the requirement of **wellbeing analytics** to inform innovation development.
42. **Digital experience Insights surveys**: Insights survey results are intended to help build richer insights into the digital student experience in Scotland, and to help

individual institutions improve their understanding and use of digital technologies in their own contexts. Our target for the service was to deliver a minimum return of 60,000 student, staff and professional services surveys (9,000 in HE/FE Scotland) from 90 institutions (10 HE/FE in Scotland) with targeted promotion by Jisc Scotland relationship managers (previously known as account managers).

43. In the reporting period, a total of 55,211 student, teaching and professional services staff across the UK (7,176 in Scotland) from 83 institutions (9 in Scotland) participated in the survey.

44. While we did not meet our target, it is important to note that we saw a lot of survey-fatigue last year across colleges in particular. We aim to improve our support to participants in the 2022-23 survey cycle.

45. HE Insights results are now available on Jisc's website here. Results for the national FE sector, staff and professional services surveys will be available by December 2022.

46. Key outputs include:

    - An active community of practice (subscribers to the service receive two priority places per institution for each event as well as additional support webinars) and student experience experts group
    - Celebration of a set of community champions
    - Dedicated web pages and blog
    - Reports, briefings and toolkits
    - Resources and guides.

Other highlights

Scotland

47. In Scotland, we sponsored the Innovative Use of Technology Award as part of The Herald HE Awards and participated in the judging of the CDN Awards (with sponsorship of the Digital Learning Award); in both cases, recognising excellence within the post-16 education sectors in Scotland.

48. Progress has also been made on working with the University of Stirling as host of Jisc's Innovation Hub in Scotland, with equipment ordered, and expectation of launching the facility in autumn 2022.

49. We completed the sector consultation requested by the SFC as part of the development of a National Standard for Online and Blended Learning, with comprehensive engagement by sector agencies, colleges and universities across Scotland. This has led to a further ask on continuing discussion with the relevant sector quality bodies.

50. Engagement highlights included the multi-year take up of the Building Digital Capability service by the University of Glasgow, the University of Stirling, and by Heriot-Watt University (the latter two also taking up the Digital Experience Insights survey), in addition to yearly take-up of the services by other institutions.

51. Three early adopters of the Session Border Controller service, allowing Teams for

Telephony integration, were in Scotland - being the University of St Andrew, the University of Stirling, and Robert Gordon University.

52. There was an ongoing focus on cyber security, with continued take-up of the Jisc penetration testing service (for both general and specific assurance purposes) and Cyber Essentials and relevant support, particularly around the introduction of a new accreditation question set. Adding to the portfolio, there was strong interest and take-up of Jisc's Managed SIEM (and positive engagement with the subsequent review of the service).

53. In the college sector specifically, we assisted with the development of digital strategy, with Glasgow Kelvin College, New College Lanarkshire and West Lothian College all availing of Jisc's Vision for Change workshop, with New College Lanarkshire going to use the **Planning for Action** follow-on workshop. Five colleges took up the use of the **Digital Elevation Tool**, and with strong interest from others about doing so in 2022-23.

UK

54. We created a programme of thought leadership in support of the four themes of our Powering UK Higher Education 2021-24 strategy to stimulate transformative change in the sector's use of technology to improve teaching, learning and research.

55. We continue to build on the impact made through Shaping the future of FES and L&T reimagined activity by informing sector/nation strategies in key areas.

56. Rethinking assessment and feedback in a digital age: The principles of assessment and feedback guide continues to be one of the most visited guides on the Jisc website, and numerous presentations and workshops on these resources have been delivered at national conferences and university staff development events in June and July 2022. Our series on rethinking assessment and feedback from the Beyond the Technology podcasts have continued to attract a large number of listeners (9,359) since March 2022.

57. We launched the first tech careers fair in the UK, connecting employers and educational institutions with hard-to-reach young talent interested in technology careers.

58. We are helping UK universities explore how artificial intelligence (AI) can reduce workload for their staff by piloting Graide, an AI-based digital assessment and feedback platform.

Summary

High quality teaching and learning: indicative outcomes		
Priority	**2021-22 agreed outcomes**	**2021-22 update**
Building digital capability	67 HE members (8 in Scotland) and 33 FE members (3 in Scotland) to take-up the service	58 HE members (9 in Scotland) and 120 FE members (7 in Scotland) have taken up the service, exceeding our targets in Scotland.

High quality teaching and learning: indicative outcomes		
Priority	**2021-22 agreed outcomes**	**2021-22 update**
Well-being analytics Curriculum analytics	Continue to understand the requirement of wellbeing analytics to inform innovation development. Incubate work on curriculum analytics within our learning analytics service.	See above
Digital experience Insights	Survey completed with a minimum return of 60,000 student, staff and professional services participants (9,000 in HE/FE Scotland) from 90 institutions (10 HE/FE in Scotland) with targeted promotion by Jisc Scotland Account Managers	The survey was completed with 55,211 student, staff & professional service participants across the UK (7,176 in Scotland) from 83 institutions (9 in Scotland) While we did not quite reach our target, there was evidence of survey-fatigue last year across FE providers and we aim to improve support to them in the 2022-23 cycle.

Priority: High standards of efficiency and effectiveness

59. Our corporate strategy 2019-22[6] 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'. 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.
60. We aim to be regarded as the best-run sector agency, with a people strategy that ensures we have the right culture, the right skills and the right internal processes to make things easy to do within Jisc and make Jisc easy for members and customers to do business with.

Update on priorities 2021-22

61. We've maintained our core grant income in 2021-22 (with a small decrease in core funding from the OfS and a small increase from the Welsh Government). Increased member sales with new HE sales of £5.4m and new FE sales of £2.8m. Sales to non-members were £7.8m.
62. We've continued the strategic drawdown of our restricted reserves to fund Janet backbone and Janet access programme.

[6] Jisc's new corporate strategy 2022-2025 is with the Jisc board for approval.

63. We've continued making improvements to our finance system through the finance transformation programme launched in 2021; it is expected to complete its first phase by the end of 2023.

64. We've managed our investment portfolio to ensure that it supports Jisc's ongoing financial plans. Despite a very challenging environment, at year end we had made a full year gain of £3.0m.

65. We've maintained 100% of HE and FE members in Scotland subscribed to Jisc. We've absorbed inflation for 2022-23 in order to keep subscription fees level. We also negotiated with publishers with respect to online access to publications (e.g., the Elsevier deal) to help institutions with the financial challenges brought by Covid-19, inflation and rising energy costs.

66. Our senior leaders' satisfaction surveys in early 2022 achieved HE customer satisfaction of 86% (against a target of 90%) and FE satisfaction of 94% (against a target of 91%).

Other highlights

67. **Impact in numbers**: We have updated the methodology based on the results of a new set of independent value studies delivered in early 2022 (see *FOG22(12)*). In addition to the new value studies, we have engaged the same independent consultant to undertake a value study with the University of Sheffield. This report is still in draft but concludes that Jisc delivers value for money from across the university's portfolio, saving c.£4.7m per annum and 13.3 FTE worth of staff effort per annum.

68. **Environmental sustainability**: For the sector, we have

    - Worked with industry expert Scott Stonham to publish the Exploring digital carbon footprints report generating considerable attention from the sector and industry press.
    - Established a pilot with Honeywell in Bristol to gather data through Building Management System environments on power usage. This will allow analysis of data and actions identified to help address priority areas of power consumption and reduce carbon emissions. Trials at member sites are now imminent.
    - Participated in EC projects built around the ambition for open science clouds – providing researchers with tools they need to research and with a focus on green and carbon impact.

69. For Jisc itself, we have initiated a Net Zero project to gather data to inform our baseline scope 1, 2 and 3 (partial) carbon emissions and carbon reduction plan. We've published an initial Carbon reduction plan to meet PPN 06/21 requirements.

Jisc

September 2022

Annex A Impact in numbers

Impact in numbers does not just look at the financial savings or costs avoided that Jisc services achieve, but the other positive ways a Jisc membership impacts organisations and sector for the better.

The revised method uses a range of data from the Hadfield Consultancy studies that were conducted between 2017 and 2022. This new approach was endorsed by the Jisc Funders and Owners Group (FOG) in February 2020 and updated at the FOG meeting in May 2022. It continues to use academic services' (HE) and the equivalent for FE as the chosen metric to use in the modelling of overall sector savings. 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."

The sample size used for the previous method and the new one is very small; after the second iteration we have figures from **eight FE** and **four HE** organisations in full, and one HE organisation only on connectivity. Participant organisations include two Scottish colleges and one university. These may not accurately represent the sector despite the attempt to choose a range of FE and HE organisations from a range of locations, of different sizes, and with different focuses.

To account for this the methodology described in paper *FOG(22)12* allows the analyst to set their confidence levels in extrapolating the methods from those participating to the wider sector. It also allows the analyst to set confidence levels, so how likely is the actual total savings occur in the range (and it will be a range as we are taking a sample of organisations). The more confident we wish to be the wider the range.

Using the figures given to FOG we are using a confidence level of 90%, that is we are 90% confident that the methods used the correct hours saved, salary rates, that the alternative costs would be the same in another location, and thus can be extrapolated. Effectively we are being conservative by reducing the figures by 10%. The confidence level for savings has been set at 98%, while the confidence level for costs avoided is 93% as these savings are more subjective and we wish to decrease the range to be meaningful.

Where possible the method has been validated. For example, by calculating figures for Jisc Collections using the agreed methods from the study by the Jisc Collections team as we know the overall number of subscriptions and comparing to the range of potential value extrapolated findings from the study.

	Midpoint (£000)	Lower boundary (£000)	Upper boundary (£000)
FE [7]			
Costs saved	£ 2,874.12	£ 1,945.64	£ 3,802.60
Costs avoided	£ 3,307.67	£ 2,035.43	£ 4,579.91
Subtotal	£ 6,181.79	£ 4,302.01[8]	£ 8,382.51
HE [9]			
Costs saved	£ 7,124.39	£ 6,490.89	£ 7,757.89
Costs avoided	£ 5,632.82	£ 5,428.12	£ 5,837.51
Subtotal	£ 12,757.21	£ 11,919.01	£ 13,595.41
HE & FE			
Costs saved	£ 9,998.51	£ 8,436.53	£ 11,560.50
Costs avoided	£ 8,940.48	£ 7,463.55	£ 10,417.42
Total	£ 18,939.00	£ 16,221.01	£ 21,977.92

Table 1: AY20-21 range of costs saved and avoided in Scotland through Jisc based on academic services spend

Using the new method, the overall savings are in the order of **£18.94 million** (see Table 1). This compares to the £17.81 million from last year (which is in the range of potential savings). However, there has been a shift in that proportionally more saving is attributed to FE than HE using the new method.

Specific savings

7 Scotland does not publish FE academic services expenditure separately, only overall funding (see Table 1 in the College final funding allocations AY 2021-22. Thus, we have assumed a similar academic services expenditure per college compared to English FE. £349.24 million was spent by 227 English FE institutions in AY 2020-21 (the latest figures taken from https://www.gov.uk/guidance/esfa-financial-management-college-accounts). This works out as £40.0 million over 26 Scottish FE colleges.

8 The lower boundary is higher than the sum of costs saved and avoided as from earlier studies we have shown a conservative estimate of the saving is 1.5 times the grant and subscription income.

9 The total figure for 2020-21 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 £373.2 million.

The Chest agreements are not included in the impact in numbers as they are paid for directly by the organisation. However, through using Jisc there are substantial savings. Through Chest Software Agreements for Software the total HE savings for the four nations for 2021/22 is estimated at £56.9 million; the FE saving at £18.1 million; and the overall transactional savings at £5.2million. This still cannot be broken down by nation. The optional Chest online resources savings for just Scotland have been calculated by the Jisc Collections team using the BT3 methodology. The FE savings are £114k; and the HE savings are £441k.

We have negotiated Scottish colleges access to 15 agreements (14 of which are free of charge to the institutions) with a total commercial list price for archival content of £298,854. We have negotiated Scottish HE institutions access to 23 archival agreements; 15 of which are free of charge to the institutions with a total commercial list price for archival content of £986,589 The free access is not included in calculations given an institution would be unlikely to pay market rates but still get considerable benefit from using the service.

The transitional agreements actual cost saving achieved calculated for the whole of UK HE is approximately £19.5 million. The proportion from Scotland is £4.1m.

Savings from the certificate service are not included above as bundles are purchased from Jisc rather than included in core membership. However, using average certificate costs the certificate service has saved Scottish FE members £53.6k and HE members £620.4k.

Annex B Progress indicators

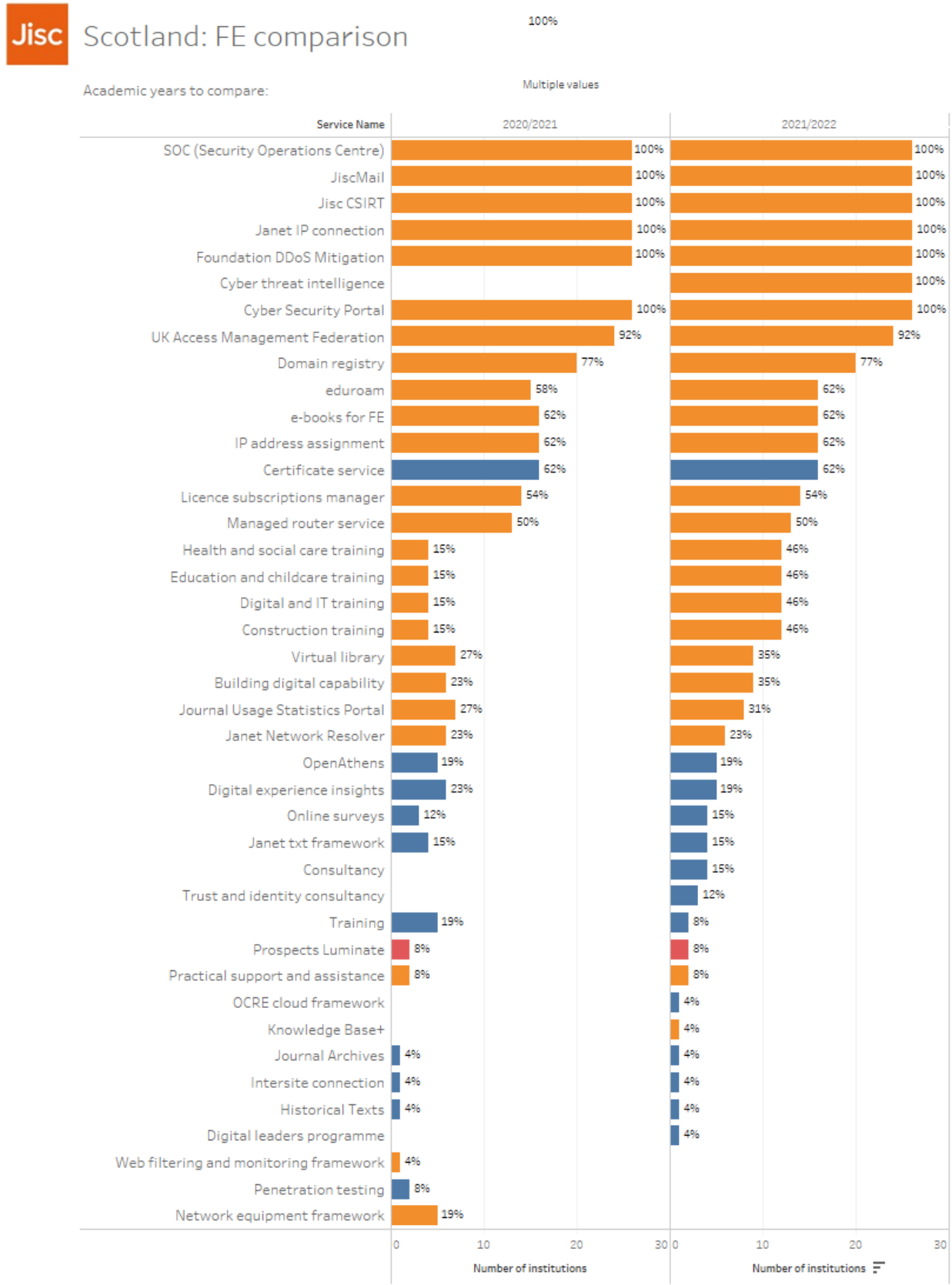
1. Uptake of Jisc services by institutions

Key:
Orange: Relevant and included in the Jisc subscription bundle
Blue: Relevant but not included in the subscription bundle ('optional' services)
Red: Included but not deemed relevant to that sector

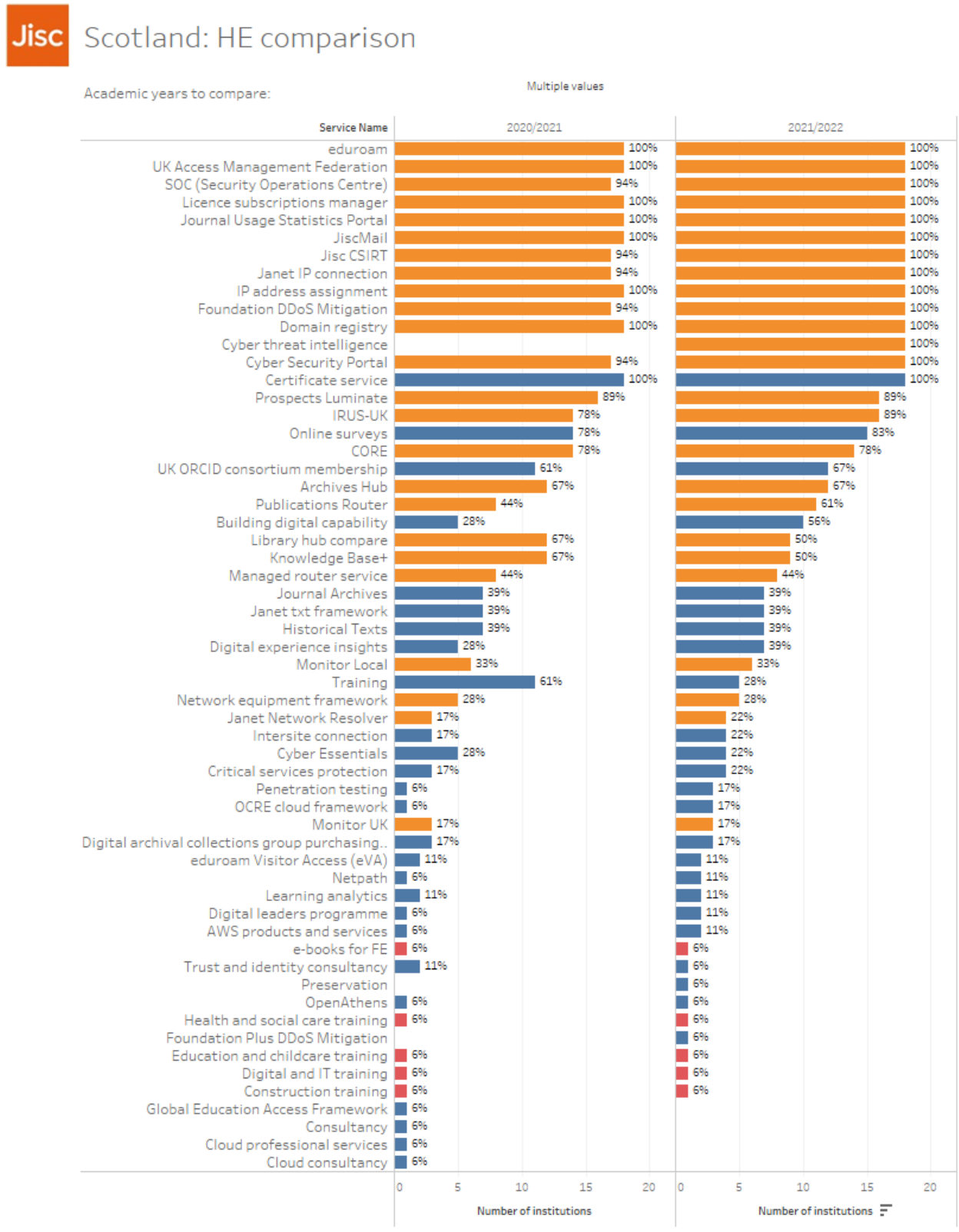
Notes

- A service is included in the figures if subscribed (either as included in the subscription or additionally purchased) or in the case of open services if accessed at least once by that organisation in the time period. However, a subscription does not necessarily mean it has been used. **All** institutions with Janet connections have access to the cyber security service but not all institutions raise tickets hence Janet Network (CSIRT) not being 100%.
- Retired and decommissioned services are not included.
- The Janet connection is the service Janet IP connection.
- The FE vocational content services: Construction, Digital and IT, Education and childcare, and Health and social care training have been made freely available permanently hence the increase in take up.
- Known issues with Google Analytics have meant that we could not track usage of: Archives Hub, Hairdresser training, Sherpa Romeo, Sherpa Juliet, Sherpa REF, Sherpa Fact or OpenDOAR in AY2021-22.
- Knowledge Base + is still being subscribed to but the service is under review.
- Internal issues with recording of Primary Nameserver and Secondary Nameserver mean that these have been temporarily excluded.
- There are data source issues for Netsight although it has been running in AY2021-22.

FE uptake of active services in Scotland



HE uptake of active services in Scotland



2. Savings secured by Jisc on licensed digital content

HE savings

All Scottish universities subscribe to at least one Transitional Open Access Agreement which includes journal content that we negotiate specifically for the SHEDL consortia. From a total expenditure of £18.9m in AY 2021-22, we estimate that we saved Scottish universities a total of **£16.5m** (compared to £2.3m last year).

This amount includes additional measures compared to last year hence the large increase in the savings that we are reporting:

- Method 1. Contained price increases £167.1k;
- Method 2: BT3 methodology £2.7m;
- Method 3. Savings on archives £263.6k*;
- Method 9 Saving on the list price £12.2m;
- Method 8 Saving on the final negotiated price reduction £12.38k;
- Method 8 Elsevier Read Fee Saving £1.12m

Last year, the savings of £2.4m were calculated using methods 1-3.

* Savings on archives

Scottish universities

23 archival agreements were negotiated for Scottish HEIs, 15 of which are free of charge in the 2021-22 academic year. The total commercial value of the archival content was **£986.6k**.

Colleges savings

From a total expenditure of £72.1k in AY 2021-22, we saved Scottish colleges a total of **£178.5k**. It is worth noting that colleges in general subscribe to a lot of free of charge agreements which is why the saving is less than last year (i.e., £224k) e.g., e-books for FE, Virtual Library for FE, The Vogue Archive, Primal Pictures, Kortext Open Resources Collection for FE, MediaPlus for FE, Vocational learning resources.

* Savings on archives

Scottish colleges

15 agreements were negotiated for Scottish colleges, 14 of which are free of charge in AY 2021-22. The total commercial value of the archival content is **£298.9k**.

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

In 2021-22, Jisc held **117** events and/or training sessions which included at least one delegate from a Scottish institution. Of these, 8 were held in-person, 108 were held online, and 1 was held with both in-person and online participation (Digifest 2022) . A total of **1438 delegates from Scottish institutions and organisations** were registered, with 388 from colleges, 956 from HE, and 94 from other organisations (such as stakeholders and intermediaries).

Whilst account manager engagement with Jisc's Scottish colleges and universities happens across a wide range of platforms, contexts and formality, we recorded 360 significant recordable interactions with colleges and universities, in addition to one-to-many community engagement in 2021-22.

In December 2021, the Stakeholder strategic update[6] (which provided opportunities for members and stakeholders to engage with our senior leaders and Jisc representatives) achieved a UK satisfaction score of 81%, down from 89% in 2020 but up from 2019's score of 74%. We had only had five responses from Scotland to our survey, however all were satisfied, 4 of which were very satisfied with the event. An FE member said:

> *"The event provided a clear and comprehensive account of all relevant activity, with sufficient time allocated for questions and discussion, also. A sincere 'thank you' for increasing and improving engagement in this type of tertiary format, from an FE perspective. It is a fantastic step forward, as the sector has a great deal to offer."*

Digifest 2022 was the first face to face Digifest event held in three years. the flagship event achieved a UK satisfaction rating of **81%** (up from 67% in 2021 for what was an entirely online event). It comprised 62 sessions held across two days. The key themes were around 1) creating lasting change post-pandemic, 2) personal and adaptive post-pandemic learning experiences and 3) how the education sector can shape a sustainable future. There were 19 responses from Scotland HE and FE, with 89% satisfied. Only one Scotland respondent attended the live event, all others were online, with a reduced programme. Specific feedback included:

> *"It was great to be able to view events and connect with others online. However, as a lot of sessions were available as in person only, there was a lot missed. I do appreciate that it would have been difficult to provide access to everything online and it was welcome to have the option to access sessions online."*

> *"Great to see so much innovation and like-minded people working towards a common goal."*

Networkshop50 (an event for IT leads) was held in-person, with a reduced programme available online. It achieved an overall UK satisfaction rating of **84%** (down three per cent on last year). While only three delegates from Scotland filled out our event survey, all were satisfied. Specific feedback included:

> *"Good content which was easily accessible even though I could not attend in person."*

> *"I was very happy to return to an in-person format and the range of speakers and talks was good."*

> *"Initial apprehension in attending live, but the organisation worked well as did the slightly reduced numbers meant you never felt crowded. … Relevant and interesting talks."*

Overall satisfaction with our annual three-day practitioner event Connect More increased this year to 89% of UK respondents (88% of Scottish respondents) who were very or fairly satisfied with the event. We received feedback from 16 delegates from Scottish member institutions. Their feedback included:

> *"I liked the format of the conference - timings were good and there was opportunity for breaks and networking."*

"It was really nice to hear from students in the final session. I think they should be included in all future events."

"[Most valuable aspects were] Flexibility in attending. Nicely timed sessions. Learning about others' experiences and finding out about new tools and JISC services. I found a lot to reflect on and take forward in relation to my role."

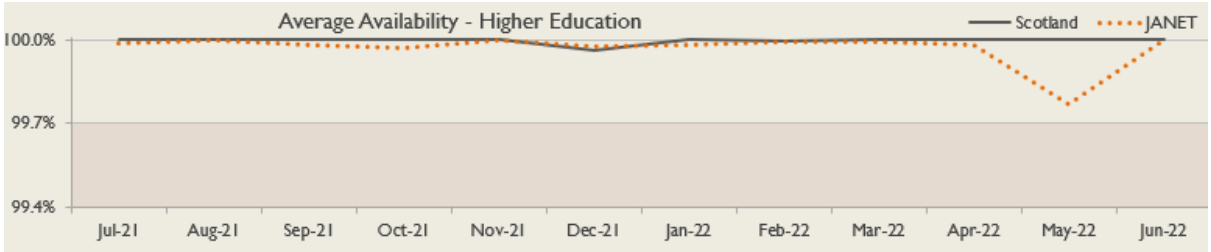
Jisc continued to work closely and proactively with its members in Scotland in order to ensure they're getting the most value from their membership of Jisc. There were 94 take-ups of service from Scottish members in the reporting year 2021-22, across 31 different services.

4. Janet network performance and reliability

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

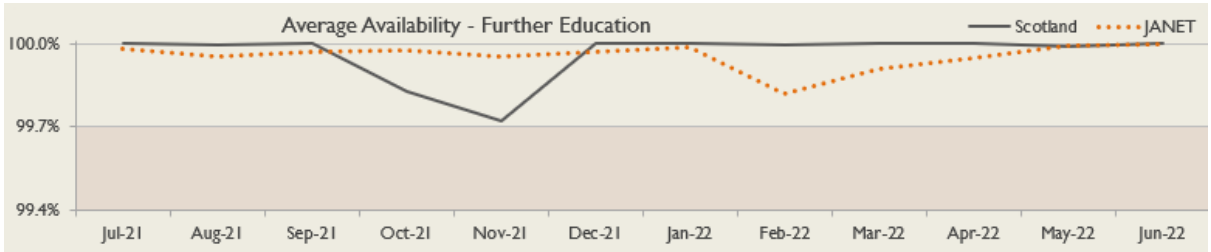
Periods of scheduled and emergency maintenance are not included in reliability performance statistics.

Service reliability: HE



Average Availability of HE Services in Scotland				Average Availability of HE Services in Janet			
Jun 2022	Equivalent Unavailability in Minutes per Service	12 Months Rolling	Equivalent Unavailability in Minutes per Service	Jun 2022	Equivalent Unavailability in Minutes per Service	12 Months Rolling	Equivalent Unavailability in Minutes per Service
100%	0	>99.99%	20	100%	0	99.97%	163
Mean Time to Repair		Average Faults per Service per Year		Mean Time to Repair		Average Faults per Service per Year	
13h 20m		0.22		19h 14m		0.12	

Service reliability: FE



Average Availability of FE Services in Scotland				Average Availability of FE Services in Janet			
Jun 2022	Equivalent Unavailability in Minutes per Service	12 Months Rolling	Equivalent Unavailability in Minutes per Service	Jun 2022	Equivalent Unavailability in Minutes per Service	12 Months Rolling	Equivalent Unavailability in Minutes per Service
100%	0	99.96%	209	>99.99%	0	99.95%	239
Mean Time to Repair		Average Faults per Service per Year		Mean Time to Repair		Average Faults per Service per Year	
6h 55m		0.36		7h 43m		0.34	
Based on 27 faults over the last 24 months				Based on 412 faults over the last 24 months			

There was a fault with the Telco equipment at Kilmarnock campus in October and a port failure on equipment at VF network site at the Ayr Campus – both at Ayrshire College which led to the dips in October and November.

Annex C Equality update

SFC's grant funding letter to Jisc dated 10 August 2021 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:** *100% of all Jisc sector events will take place in a wheelchair accessible venue.*

All of Jisc's events in AY 2021-22 were held in wheelchair accessible venues.

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

All of Jisc's events in AY 2021-22 considered the needs of the hearing impaired. In addition, all online events made transcriptions available.

- **Indicator:** *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.*

To address our gender pay gap and encourage women into the technology sector we have increased representation of women at external events including female-only panels at Digifest and Networkshop. For example, at Networkshop50, seven of 13 keynote or keynote panel speakers were female (54%). We have also welcomed Jisc's first female CEO and women have been strongly represented on the Jisc leadership programme.

Equality summary

In the reporting period, Jisc continued to advance and progress with equality, diversity and inclusion initiatives in line with its 'always inclusive' guiding principle and people strategy. Reinforcing its inclusive culture, there has been continued education on understanding differences and the benefits of a diverse workforce. Furthermore, expert partnerships have been brokered to support its ambitious strategy.

Anti-racism

Jisc is committed to deconstructing systemic racism in all its forms. It has partnered with the Black Leadership Group (BLG) who expertly led an executive induction for board members, the executive leadership team, and strategic leaders. Following on, Jisc set anti-racism initiatives which it started immediately implementing. Some include: Black, Asian and minority ethnic colleagues took part in independent, third party led, focus groups to share their lived experiences at Jisc; plus Jisc mental health first aiders took part in a workshop to understand mental health and the impact of racism. It is planned for all employee network co-chairs to undergo a further induction with the BLG on weaving anti-racism throughout each network and its activities.

Policy

A new ED&I (equality, diversity, and inclusion) policy has been drafted, which will be adopted in the next academic year. Colleagues from the inclusion group consulted on the policy and were able to contribute to it. It includes additions such as anti-racism, gender expression and identity, micro-aggressions as a form of bullying, harassment and discrimination, and menopause.

Partnerships

Jisc continues to build on its external partnerships. It now works with three officially: Black Leadership Group (BLG), Emerge UK, and INvolve. They continue to support with education programmes to shift mindsets and Jisc culture towards a fully inclusive one through the provision of additional resources, events and materials for all. We will continue to expand these partnerships and drawing upon the expertise available to support identity related topics.

Diversity data

Improving diversity data collection and analysis has been at the centre of Jisc's strategy. A revised diversity data form was launched, which saw good engagement from colleagues. Colleagues are encouraged to share their diversity data however this is voluntary. We hold diversity data in accordance with GPDR principles.

Supporting disabled staff

Jisc supports disabled individuals by providing appropriate support and/or reasonable adjustments. We do this by providing full and careful consideration to applications for employment from disabled candidates with due regard to their aptitudes and abilities. In line with our commitment to a diverse and inclusive workforce, disabled employees have equal 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.

Health, safety, and wellbeing

Jisc takes a proactive approach to supporting the health, safety and wellbeing of all staff. It works with an independent occupational health provider, who liaises with staff, line managers and the HR team to determine if there are any measures or reasonable adjustments to be considered to support the individual in the workplace. Furthermore, we have an employee assistance programme provider, which enhances the support provided.

Our proactive approach is driven by our iMatter Strategy. We have trained a further 16 mental health first aiders this year bringing ensuring we now have 50+ across the business. This number includes our wellbeing champions, who help to create and deliver numerous wellbeing initiatives to support our staff and raise awareness.

Jisc has ensured that it uses platforms which offer closed captions for all staff webinars and meetings. The internal communications team has further improved the accessibility process, ensuring that all company-wide presentations to staff are accessible and inclusive. We take forward into 2022 the reasonable adjustments implemented from our successful 2021 in-person staff conference, which enabled many to attend comfortably.

Gender and bonus pay reporting

Forty-six per cent of our workforce is female. Our latest gender pay gap report can be found on our website**,** and which shows that and our mean gender pay gap reduced by 1.5%, supported by two more female appointed executive members. Our median gender pay gap however, increased by 1% due to a lack of women being appointed in the upper middle quartile. As a result, we need to focus on attracting women to senior tech roles advertised and retaining the women employed in tech roles.

We continue to be above the national average for women in tech roles, with 29% of our tech roles taken by women compared to 21% nationally. We continue to assess our recruitment processes. Furthermore, we aim to improve by establishing new external partnerships,

supporting the widening of our talent pool, plus improved collection and analysis of recruitment data from application to appointment. We have an excellent track record on flexible working, and have shifted to hybrid working following the pandemic, ensuring that we are an output-based organisation.

Key diversity and inclusion achievements AY2021-22

- Anti-racism initiatives designed; implementation started.
- New diversity data form launched
- Equality, diversity & inclusion policy re-drafted
- Continued consultation with our employee-led inclusion group supporting the Diversity & inclusion (D&I) strategy plus initiatives
- Evolution of our first D&I strategy; from 7 pillars to 4
- New employee networks forming and preparing to launch are: women; men's health and wellbeing; race and ethnicity, faith and belief; menopause; LGBTQIA+;
- Neurodiversity and Neurodivergence network has organically grown to over 100 members, raising awareness for colleagues to learn more through spotlight sessions on various conditions and the sharing of lived experience.
- Digital accessibility network will widen to include physical accessibility
- Bespoke D&I module implemented within Jisc leadership programme
- The 'inclusive hiring' workshop delivered for hiring managers.
- Further growth in Jisc's network of mental health first aiders, who have also had professional development on anti-racism, as well as LGBTQIA+ history and workplace wellbeing as well as loneliness.
- Continued signatory to Tech Talent Charter.

Corporate social responsibility

Jisc aspires to go above and beyond our charitable mission and to make positive contributions to the communities we are in and to the nation overall, while ensuring that this does not detract from our core purpose. We've a continued determination to make positive contributions to the communities we are in and to the nation overall to continue the development of a learning society.

Our corporate social responsibility (CSR) strategy guides our work across:

- Providing sustainable benefits for our stakeholders
- Minimising our impact on the environment, both directly and through what we do for our stakeholders
- Providing support for the wellbeing and development of staff
- Securing our own financial sustainability and independence
- Improving the positive impact on the communities we live and work in and reducing the negative impact
- Developing our partnerships with suppliers
- Continuous development of our governance and transparency

The coronavirus (COVID-19) pandemic has led us to identify further ways that we can support our members, including:

- Working with publishers to make content and resources available free of charge to students
- Leading collaborative programmes of work to support the move to increasingly online provision for both HE and FE students
- Working with sector partners to raise awareness of digital poverty in government
- Approaching local authorities currently providing Govroam to also provide eduroam, greatly enhancing the areas where students can get online and access their education

Our approach

Our social responsibility has always been central to Jisc's work. Now we are pushing it even further. Our CSR strategy has been launched to the organisation, supported by a dedicated cross-organisation working group to ensure that we move forward with our plans across the three strands of the strategy: business ethics, environment and community.

This year we have communicated across Jisc our intentions and achievements, to drum up support, ideas and involvement business wide. We have introduced CSR champions in each area of our business and created volunteering team events through a structured communication strategy. Below are selection of achievements in the reporting period. A full list of activity is available at: https://www.jisc.ac.uk/about/corporate/corporate-social-responsibility

CSR achievements AY 2021-22

Environment

- Completed baselining project to understand and record our Scope 3 carbon emissions. As part of this, we've launched a homeworking and commuting survey to gather data from staff.
- Launched a carbon reduction plan, which is now a requirement for large bids and tenders.
- Launched an environment policy, which enables us to more closely monitor suppliers and review processes, and this has fed into procurement requirements.

Community

- Appointed Unseen, a UK-based charity working towards a world without slavery, as our corporate charity. We are volunteering and fundraising for them.
- Received a bronze award for our Payroll Giving as 5% or more of staff have taken this up in the first year of launch.
- Encouraged 103 staff use their allocated volunteering day this year; our goal is for 50% of staff to use a volunteer day by 2025 (and 25% by 2023).

Business ethics

- Via our modern slavery working group, we've progressed an action plan to improve awareness and processes, including due diligence and identification of high-risk suppliers to ensure we have ethical supply chains.

- Reviewed risks to environment and modern slavery commitments that may exist in our supply chain and identified areas for review and management of these.
- Trained a further 16 mental health first aiders bringing the total at Jisc to 50.

Key equality achievements on behalf of our members

- Maintained Jisc's accessibility statement and information on our website to help members implement the **web accessibility regulations**.
- Published a member story on How Kirklees Council is tackling digital inequality through eduroam and explored access and inclusion issues in a member story about online proctoring
- Launched, in partnership with London Higher, the new website Wellbeing Connect. It is available to students and support staff at 15 London universities who partnered on the project and allows users to instantly find specific, trusted and tailored NHS and other wellbeing services in London local to them.
- Three new published guides: Device choice, maintenance, and management for reducing carbon footprint, Principle one – help learners understand what good looks like, Principle two - support the personalised needs of learners
- Training courses including:
    - Accessibility drop in clinic
    - Writing for the digital world
    - Making assistive technology decisions: needs assessment essentials
    - Making assistive technology decisions: assistive technology for students who are deaf or hard of hearing
    - Making assistive technology decisions: assistive technology for students who have a vision impairment
    - Making assistive technology decisions: strategic approaches to implementing assistive technology
    - Accessibility: awareness raising and best practice
- Two dedicated subject specialist staff with expertise in accessibility and assistive technology, respectively.
- The Jisc Accessibility community was surveyed in 2022 to understand how effectively it is running, and what developments members would like to see. Of the 24 HE & FE respondents from Scotland, 92% were satisfied. Specific feedback included:

    "It's a font of knowledge and a very inclusive space. I have learned so much via this community."

    "Useful to keep an eye on what current issues are and connect with others in what can be a lonely job."

General issues raised across the community as a whole included frustration with using Teams, and lack of time to access the resources effectively. Additional signposting and guidance has been put in place, so these points will be reviewed in the next survey.