

# Annual review 2020/21

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November 2021

# Contents

---

3 Thank you

---

4 Powering you

---

6 Getting creative

---

8 Skills for life

---

10 Bringing people together

---

12 Making an impact

---

14 Our finances

---

16 Our year in numbers

# Thank you



"To all members, colleagues, trustees, funders and owners, as I look back on my six years as CEO, I want to take this final opportunity to say thank you. I am very proud of the journey we've shared and of everything we've achieved in this time. I'm delighted to be handing over the reins to Heidi Fraser-Krauss, who I know will build on our successes and take Jisc to new heights."

**Paul Feldman**  
Jisc CEO



"Our experience of the past year has once again highlighted the adaptability of the organisation and if there is a positive that comes from the past months, it is that there is a renewed understanding of the possibilities for digital in the education and research system. At such a critical time for Jisc and the wider higher and further education, research, and skills sectors, it is an honour and a privilege to have taken over as chair."

**Professor Paul Boyle**  
Jisc chair



# Powering you

## 99.96%

availability

...of our network

## 600+

direct peerings

...to key education and research network facilities and providers

It's our mission to empower you with the technology and data you need to succeed. Underpinned by our robust and resilient network, Jisc products and services keep your systems and data protected, and staff and students operating safely online.

With a rise in the number of ransomware attacks on colleges and universities this year, we've been working with you to improve your defences. Simon Hewitt from **Dundee and Angus College** shares how they rebuilt and recovered from an attack, while Gareth Packham at **Oxford Brookes University** highlights why security is a consideration for the whole organisation.

Having recently benefited from a **Janet Network** upgrade as part of the Janet access programme, **Hereward College** now have improved bandwidth and reliability which is broadening their options for teaching, learning and pastoral support into the future.

Seeking digital transformation to ensure their vital services are 'always on', the **Samaritans** have kept downtime to a minimum to avoid disrupting contact with vulnerable members of the public, with the help of our **cloud** services team.

And, having on-demand access to higher education datasets within **Heidi Plus**, **The British Academy** are carrying out activities more comprehensively, quickly and effectively.



Paul Saklatvala

“Whenever unexpected issues cropped up with other project partners Jisc went above and beyond to find a solution and make sure progress wasn't derailed.”

**Paul Saklatvala**  
Assistant director of IT, Samaritans

[Read Paul's story in full...](#)

“It helped that we had asked the Jisc cyber security team to provide data analysis of the attack and their recommendations backed up what we were saying. Their support throughout was outstanding.”

**Simon Hewitt**  
Principal, Dundee and Angus College

[Read Simon's story in full...](#)

#### MEMBER STORY

## Ransomware attack: how one college pulled together to rebuild and recover

When Dundee and Angus College was brought to a halt earlier this year by a ransomware attack, the leadership team quickly realised they were tackling a situation that wasn't in any handbook.

[Read the full Dundee and Angus College member story...](#)

Simon Hewitt



# Getting creative

The way we deliver learning and teaching has changed forever. Together we've been looking to the future to explore the power of technology in finding creative ways to deliver learning and teaching.

As part of the [learning and teaching reimagined initiative](#), we have been sharing visions on what higher education may look like in 2030. Dr Nick Barrett from the [Open University](#) imagines a future where a new higher education reform act would create a free-market system giving learners the freedom to move between institutions to make up their courses.

Earlier this year we [launched our National Centre for Artificial Intelligence \(AI\)](#). AI has the potential to transform teaching and learning, by providing a personalised learning experience that improves, among many things, social mobility and student wellbeing. We believe that taking a national, coordinated approach could accelerate this transformation by implementing the best AI solutions in our colleges and universities.

“Interacting through the use of an avatar gives you that sense of presence so distance is no longer a barrier, either for learning or for relationship building.”

**Itzel Lopez, international officer,  
Cardiff and Vale College**

## Beyond the technology: getting creative

From the creative use of the chat panel to visiting new worlds using virtual reality, you've been sharing how you're using technology to help engage students in new and interesting ways.

### BEYOND THE TECHNOLOGY

#### Teaching students in a virtual world



A guided tour of a virtual world for students, created by Itzel Lopez, an international officer from Cardiff and Vale College.

### BEYOND THE TECHNOLOGY

#### Inclusive teaching and engaging students through the chat panel



Miranda Melcher, a teacher, researcher, author, and a fellow of the higher education academy.

### BEYOND THE TECHNOLOGY

#### Chatbots and the student experience



Hannah Mathias, e-learning manager at Cardiff and Vale College, where they've created a personalised learning bot for GCSE Maths and English.

Listen to these podcasts in full



# Skills for life

**By demonstrating digital leadership you're inspiring your peers and learners. Equipping your staff with the digital skills they need to deliver a first-class, accessible education, and giving your students the transferable skills, they need to thrive.**

As digital becomes a central feature of learning and teaching, strong leadership and a clear vision are essential traits that underpin successful transformation. This year, we introduced an online version of our **digital leaders programme**. Paula Kilburn, **the Education Training Collective** and Jo Loss, **Essex Adult Community Learning**, reflect on their time on the programme.

When planning a digital strategy, the library might not be the first place that springs to mind. Mark Hughes, **Cardiff Metropolitan University**, Alison Harding, **University of Wales Trinity St David** and James Stephen, **University of Cumbria**, share why students, staff and the whole institution can benefit when a library service leads or co-creates the digital strategy.

Committed to addressing digital inequality for all learners, we're helping to remove barriers that learners face in accessing their education online. **We've been encouraging local authorities in England** to collaborate with us in providing access to our **eduroam** roaming service through their existing **govroam** networks.

With demand for digital skills increasing, our **Prospects** service has been helping to prepare students and graduates properly for the future job market. Students from the universities of **Liverpool, Bedfordshire and Newcastle** share their experiences of securing a job offer during lockdown.



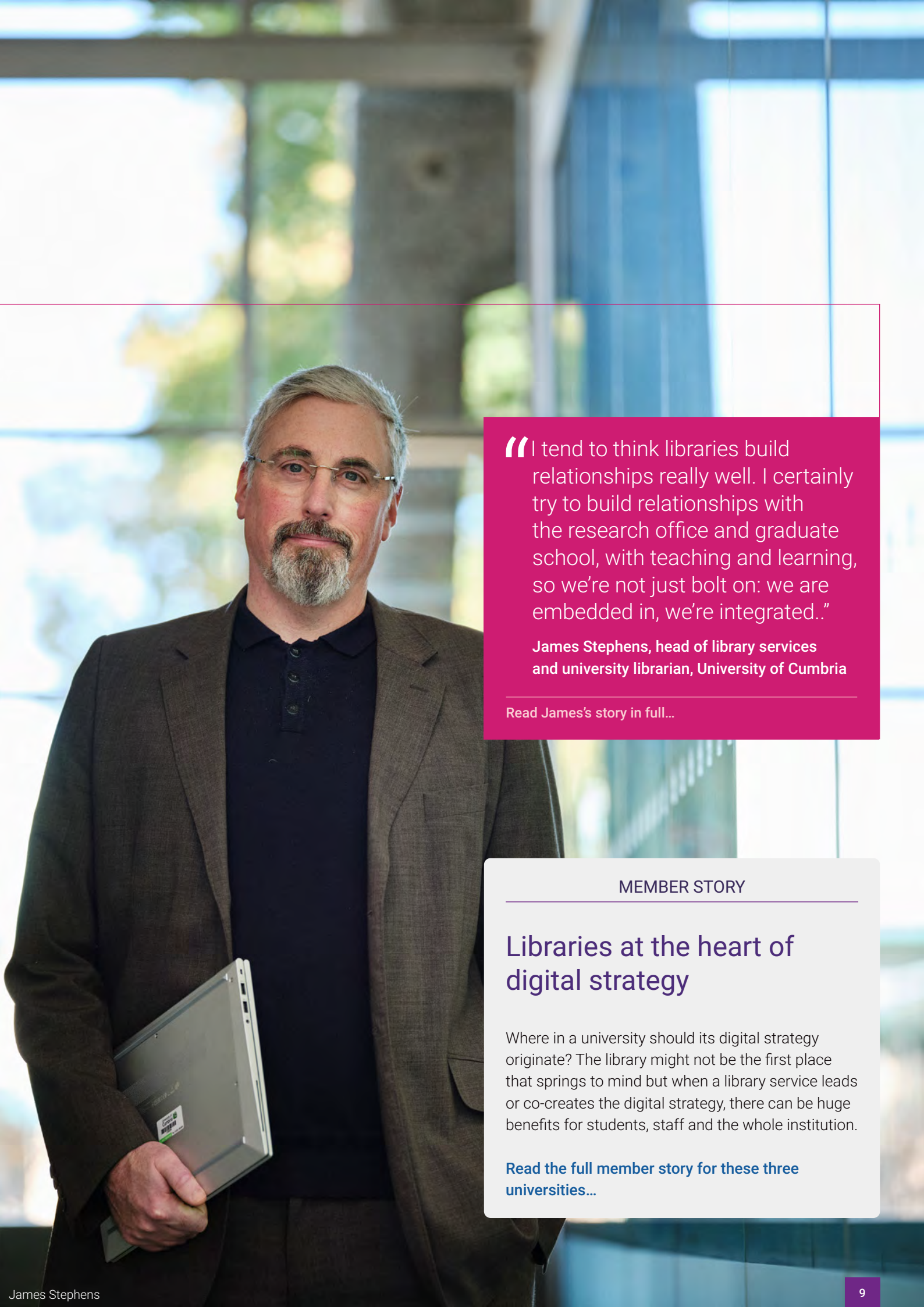
Alison Harding

**“It recognises the library's strength around collaboration. We're seen as a team and a department that manages relationships and collaboration really well.”**

**Alison Harding, executive head of library and learning resources, University of Wales Trinity Saint David (UWTSD)**

[Read Alison's story in full...](#)





“I tend to think libraries build relationships really well. I certainly try to build relationships with the research office and graduate school, with teaching and learning, so we’re not just bolt on: we are embedded in, we’re integrated..”

**James Stephens, head of library services  
and university librarian, University of Cumbria**

[Read James's story in full...](#)

#### MEMBER STORY

## Libraries at the heart of digital strategy

Where in a university should its digital strategy originate? The library might not be the first place that springs to mind but when a library service leads or co-creates the digital strategy, there can be huge benefits for students, staff and the whole institution.

[Read the full member story for these three universities...](#)

# Bringing people together

**By working alongside you and other members in the community, we can connect people, share information and expertise, as well as negotiate on your behalf to drive down costs for all and secure a more sustainable model.**

As the UK's NREN (National research and education network) we administer the GEANT **OCRE (Open Clouds for Research Environments) Cloud Framework**. We advocate and influence with cloud technology providers on your behalf so you can buy public cloud more easily and cost effectively.

Together with the sector, we have successfully negotiated more than 30 open access agreements with publishers which mean researchers can publish open access at no cost to them and at a sustainable cost to their institution. Over 50% of all UK research output is covered by a Jisc-negotiated transitional agreement as we continue to negotiate agreements that **support the transition to open access**.

The UK's researchers, learners and teachers now have free access to a new history of science collection thanks to an R&D project to develop sustainable approaches to digitising collections which brought together the **University of Liverpool** with academic publisher Wiley.

Over the course of this year's calendar of events, we welcomed more than 14,000 delegates to share knowledge and experiences in their areas of interest and expertise. Along with online communities such as the **accessibility community**, you've shared experiences, good and bad, and worked together creating innovative new ideas.

## MEMBER STORY

### University of Liverpool: "Democratising knowledge"

The University of Liverpool has many valuable collections – there are two miles of archives within its humanities and social sciences library alone. In early 2020 the university's special collections and archives team proposed the **Oliver Lodge Collection** for digitisation as part of **our R&D project to develop sustainable approaches to digitising collections**.

[Read the full University of Liverpool member story...](#)

**"Jisc's services are changing and so are we. We've had a meeting of minds and this is helping us get extra value from our subscription."**

**Nicola Bibby, The Courtauld**



Here are some of the open access (OA) agreements that we've negotiated with publishers during the academic year 2020-2021.

### American Physiological Society (APS)



A read, publish and join pilot, offering UK institutions unlimited immediate open access publishing in APS Digital Library.  
[Find out more...](#)



### Emerald Publishing

A new agreement that will help authors in humanities and social sciences auto-deposit green open access papers to institutional repositories.  
[Find out more...](#)

### British Medical Journal (BMJ)



A read and publish pilot agreement that grants members full access to the BMJ's standard collection of 28 specialist journals and gives researchers at these member institutions the opportunity to publish funded articles on an open access basis in BMJ's Standard Collection of journals.  
[Find out more...](#)



### European Mathematical Society (EMS) Press

A three-year agreement giving members subscriptions to a flexible package of five journals making it easier for mathematicians to publish open access.  
[Find out more...](#)

### Cambridge University Press (CUP)



A UK-wide open access agreement that offers a range of flexible read and publish options to all UK institutions.  
[Find out more...](#)

### National Academy of Sciences of the United States of America (NAS)



A two-year transformational open access pilot agreement allowing UK corresponding authors at participating institutions to publish OA articles in the Proceedings of the National Academy of Sciences (PNAS) without incurring any publication charges.  
[Find out more...](#)

### Cold Spring Harbor Laboratory (CSHL) Press



An agreement giving participating institutions unlimited open access publication of accepted research manuscripts as well as full reading access to the complete collection of renowned CSHL Press journals.  
[Find out more...](#)



### Taylor & Francis Group

A three-year transitional agreement combining access and open access publishing to Taylor & Francis Group's portfolio of journals.  
[Find out more...](#)



# Making an impact

**Through the power of collaboration and the sharing of data you're making new discoveries while helping change the lives of people in your community.**

With an increasing demand for genetic and health data, understanding human disease is made possible thanks to organisations like EMBL-EBI and the UK Biobank. We're providing EMBL-EBI with access to a robust infrastructure and shared data centre space, which is supporting their worldwide role of providing open data to the life-science community.

As we rely on digital records more than ever, we recently partnered with The Wiley Digital Archive platform to digitise the British Association for the Advancement of Science's collections. Dr Alex Hall, University of Birmingham explains how digital archives power future research, teaching and learning.

And with physical, non-digital routes to data being cut off, [Armagh Observatory and Planetarium](#) share how the [Janet Network](#) has enabled transfers of massive astronomical datasets from Australia, allowing them to continue their cutting-edge research during the pandemic and beyond.

**“Increasingly, more large-scale initiatives around the world are underway, and through its collaboration with Jisc, EMBL-EBI is well positioned to support sharing of these data.”**

**Dr Mallory Freeberg,  
Project lead EGA, EMBL-EBI**

[Read Mallory's story in full...](#)



“We’re going to have better and better bandwidth, and we wouldn’t be able to do these transfers without it.”

Ciaran Magee, ICT manager, AOP

[Read Ciaran’s story in full...](#)

## CUSTOMER STORY

### How astronomers are making the universe feel smaller

While astronomers tackle the largest research area possible – the entire universe beyond the Earth’s atmosphere – just a few telescopes around the world provide much of the data they study to uncover the secrets of the universe’s celestial objects.

[Read the full Armagh Observatory and Planetarium customer story...](#)

# Our finances

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As financial sustainability remains a key focus for us all, we're committed to working with you to understand and support your needs. Our ongoing financial sustainability underpins our strategy, so we can continue to invest in the development and ongoing delivery of services that deliver the most value to our members and customers.

The agreement by HMRC that additional VAT could be reclaimed on our activities will result in a repayment of VAT from the past seven years and we are looking to invest in areas which we believe will bring most benefit to members and align to our funders' priorities.

To date, we have approved the funding of the National Centre for Artificial Intelligence, support for Student Minds and the development of a digital elevation modelling tool for FE colleges. Cyber support for all our members is at the forefront of our plans and we are actively working to provide additional protection and monitoring capability across the whole of the Janet Network. The open access agenda and the wider collaboration and collation of research data, papers and equipment will also be an area of focus.

We are working to keep subscriptions low and maintain increases that are inflation-based or less, and our overall subscription income has increased by less than one percent in the last two years. Providing you with best quality services so you can deliver world-class learning, teaching and research remains a priority.

## **Nicola Arnold**

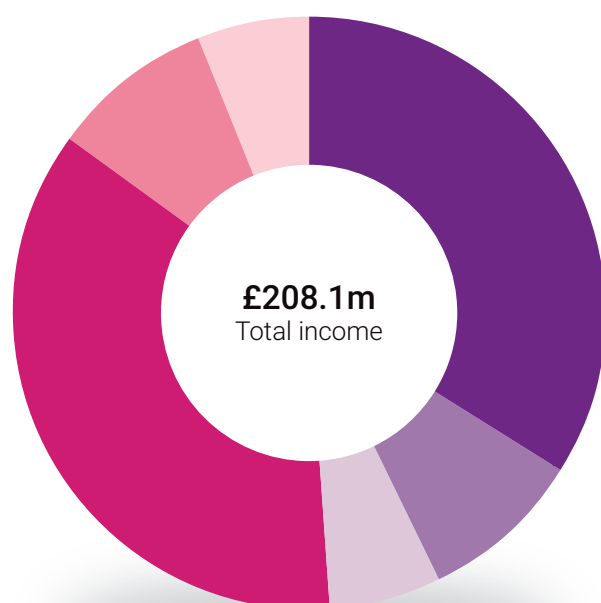
Jisc chief financial officer





## Financial summary

### Jisc income in the year ended 31 July 2021



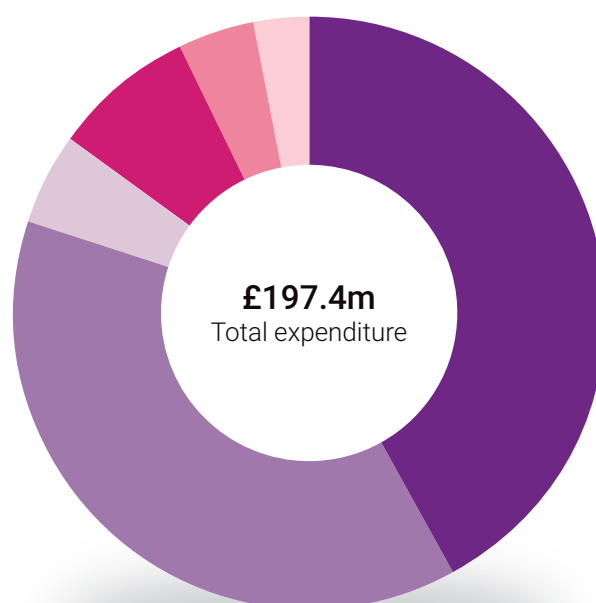
- Donations and grants **34%**
- Income from charitable activities **9%**
- HE and FE subscription income **6%**
- Licensing flowthrough income **36%**
- Income from other trading activities **9%**
- Investment income **6%**

Income for the year was £208.1m (2020: £182.3m), an increase of £25.8m. This includes unrealised gain on investments of £12.4m. The remaining income of £195.7m comprises £172.4m and £23.3m of unrestricted funds and restricted funds respectively (2020: £161.3m and £23.0m respectively).

The year-on-year increase in income was mainly due to an increase in licencing flowthrough income of £13.4m.

This excludes the one-off VAT refund of £20.9m.

### Jisc expenditure in the year ended 31 July 2021



- Digital infrastructure **42%**
- Digital resources licensing **38%**
- Digital resources other **5%**
- Digital data and technology **8%**
- Marketing and comms **4%**
- Other expenditure **3%**

Expenditure for the year was £197.4m (2020: £174.5m), an increase of £22.9m. This comprises £179.9m and £17.5m of unrestricted expenditure and restricted expenditure respectively (2020: £154.7m and £19.9m respectively).

This was principally due to the increase in charitable activities which accounted for £21.8m of the increase in expenditure for the year.

Of the total £197.4m expenditure, £191.5m (2020: £169.7m) was used on charitable activities.

# Our year in numbers

18m

Janet Network users...



...in education, research, science  
parks and public sector bodies.



5m

OpenAthens  
users

in

2,600

organisations

over

65

countries

£7.1m

savings...

...in sector licensing deals  
since the pandemic.



246

consultancy  
engagements...

...by the Jisc cloud team  
in the last year.

24,649

users of Heidi Plus,  
our HE business  
intelligence tool.



169

events delivered  
online with almost  
14,000 delegates.



41+



FE

25+

HE

Net promoter Score (NPS), and customer satisfaction scores of

91%



86%

23,741

learners from

39

different FE & Sixth  
form colleges, and

38,917

students from

41

different universities  
took part in our  
digital experience  
insights survey.

800

Foundation DDoS  
attacks against our  
members mitigated.



110

training workshops delivered with

1,250 participants.

19,000

monthly readers of  
Luminate, the graduate  
labour market platform.



