

Jisc Trustees' Report and Financial Statements

Year ended 31 July 2024

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Report from the chair

I am delighted to present our trustees' report and financial statements for the year ended 31 July 2024.

It is a year in which the sector has experienced considerable flux, not least with the lead-up to a general election and a change of government. While the new government's education and research policies are mostly to come, three of the five missions set out by Labour – kickstarting economic growth, making Britain a clean energy superpower and breaking down opportunities for all – touch directly on the crucial work that takes place in colleges, universities and research centres all around the UK. In addition, the swift establishment of Skills England signals a fresh focus on the nation's skills gaps.

However, financial concerns are weighing ever more heavily on the sector. We know that our HE members face significant financial pressures due to frozen tuition fees, escalating costs, inflation, reduced revenues and the growing disparity between income and expenditure. The current funding model is seen as unsustainable. In FE, the availability of funds to invest in new technologies, staff training and infrastructure is a crucial factor and enabler. As a result, we have been developing more services at pace to help our members meet their challenges and achieve value for money. For example, we have delivered **licensing and software deals**, from Springer, Elsevier and Wiley as well as Microsoft and Oracle. These build on the savings of £580m achieved last year through further cost avoidance and efficiency.

The increasing frequency and severity of the **cyber** attacks experienced by the sector is a further source of concern. Indeed, it is the most commonly cited concern for both HE and FE in this year's Jisc leadership survey. With cyber security increasingly a national issue with potentially far-reaching impacts on UK PLC, we are supporting the sector with our services and thought leadership. We have secured certification to the highest level of the National Cyber Security Centre (NCSC) Cyber Incident Response (Level 2), which underlines our capability to effectively manage cyber security incidents and our commitment to maintaining the highest standards of cyber security resilience and incident response for our customers. Furthermore, our robust Security Operations Centre (SOC) for the education and research sector is now fully into proof of concept stage, with five HE and FE institutions actively participating in testing a range of critical security services. We expect to launch the full service in March 2025.

We also know that **artificial intelligence** (AI) closely follows cyber security as the challenge expected to have the greatest impact on our members over the next three years, as both a disruptor and an enabler. AI is seen as a transformative force in the sector, with the potential to automate standard tasks and transform teaching, learning and research. However, there are concerns about its integration, ethics, the risk to academic integrity and the need for safe, secure and effective use. We are supporting the sector to meet these challenges by leading the way on the AI conversation with our experts, informing sector bodies and policymakers, and producing practical toolkits.

Our members depend on the resilience of the **Janet Network** and we are pleased that an overwhelming number (96%) say that our connectivity responds well to the needs of their organisation. This year we have built even further on those firm foundations of world-leading resilience and accessibility with the launch of our Janet Resilient Access product (offering 1Gbit/s fibre and cellular failover). We have also extended eduroam wifi into new places across the UK via low-cost, easy-to-use devices using 4G and 5G cellular connectivity. Our SD-WAN (software-defined wide area network) proof of concept, which provides a secure connection to Janet without a direct Janet line, freeing up IT resource costs due to simplified network infrastructure, is another exciting development.



Building on our previous engagement with the government's **Reducing Research Bureaucracy** review, we were named in the government response to the review as a key contributor to deliver a number of important recommendations to help remove bureaucracy across the research system which has become a barrier to effective working and efficiency.

Following the publication of our first annual **sustainability** report last year, we have continued our focus on this critical area, especially in light of increasing awareness of the energy-hungry demands of AI. Our survey of Jisc members showed that digital sustainability is already high on the agenda for many and we are supporting cross-sector collaboration and good practice through a digital sustainability roadmap. Mapping the energy use and emissions associated with the Janet Network is a key factor in our efforts to reach net zero across our operational emissions by 2040.

Last year we became a producer of official statistics about higher education in the UK, following our merger with HESA (the Higher Education Statistics Agency), and an immediate focus since then has been the **Data Futures** project. We understand that there were challenges with this implementation and have listened to the concerns of colleagues across the HE sector. A clear message was received about the stability of the HESA data platform and the need to minimise data changes. These have been our focus areas for this year. We were able to publish the 2022/23 student data bulletin on 8 August 2024, which was later than planned so as to include further amendments to the data from providers, enable enhanced quality assessment to be conducted and align with regulatory and funding requirements of statutory customers. We also conducted an internal audit on our processes and systems that has resulted in improvements to user testing and development as well as additional training, support and documentation. In addition, we have collaborated on the independent review led by the Office for Students (OfS) this summer. We will work collaboratively with the sector and OfS to further improve processes.

Our focus on data relating to **employability** saw us receive the Office for Statistics Regulation kitemark of Accredited Official Statistics for our Graduate Outcomes survey data, with our Graduate Outcomes survey generating 350,000 responses from the 2021/22 cohort. We also shared the results of the Early careers survey 2024 which highlighted some of the key challenges faced by students and graduates.

Our ongoing focus on the **customer experience** means that we are improving our processes and systems to provide a smoother experience for customers. This focus on our customers continues to be reflected in high customer satisfaction scores, with 89% of leaders across FE and HE reporting that we are a trusted partner.

As ever, I wish to offer the thanks of everyone on the board to Jisc colleagues who have continued to work so hard throughout the year. I am confident that this high level of support will continue and we will remain a reliable and trusted partner for digital, data and technology.

Paul Boyle

Professor Paul Boyle

Jisc chair

November 2024



Strategic report

The trustees present our strategic report for the year ended 31 July 2024.

Our vision and purpose

Jisc is the UK digital, data and technology agency focused on tertiary education, research and innovation.

Vision: for the UK to be a world leader in technology for education, research and innovation


Our purpose: to improve lives through the digital transformation of education and research


We are a not-for-profit organisation and believe education and research improves lives and that technology improves education and research.


We provide managed and brokered products and services, enhanced with expertise and intelligence, to provide sector leadership and enable digital transformation.


We are a member organisation, working in support of further education, higher education and research and innovation in the UK. We also provide services to local government, public sector, non-profits and industry customers.


Our overarching aim is to be the vital partner for the sectors. Here's how we help:


- 


Cloud – consultancy, support and reseller of cloud services
- 


Libraries, learning resources and research – shared services, infrastructure and advice
- 


Connectivity – network connection services and infrastructure
- 

Student experience – tools to enrich learning and employability
- 

Cyber security – protecting the network and member organisations
- 

Trust and identity – manage access to systems efficiently and effectively
- 

Data collection and analytics – collecting essential sector data and helping address strategic challenges through data
- 

Advice and guidance – guides, training and consultancy
- 

Procurement frameworks and dynamic purchasing systems – approved agreements to save time and money



Our strategy

We are the vital sector partner, holding a prominent leadership position, using sector knowledge and expertise to exert a strong level of influence over the advancement of the tertiary education and research sectors in data, digital and technology.

We will achieve this by continuing to direct our efforts on three things:

i. **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 customers' needs.

- We will focus on the needs of higher education, further education, skills and research, by prioritising our investment and development of products and services on the needs of our members, their staff and students
- We will deliver a targeted range of managed services. Primarily we will partner, not build ourselves, to increase our agility and that of our customers
- Our products and services will be delivered at pace, at scale and to a defined standard. We will professionalise our portfolio management to ensure our ongoing financial sustainability

ii. **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.

- We will use our insight, gathered through data, analytics and customer feedback, to offer advice, guidance and inspiration to our customers and sectors
- We will proactively scan the horizon, to inform and co-design innovative solutions with our customers and trusted partners. We will imagine new possibilities
- We will champion our role as a convener of customers and communities around our core strengths

iii. **Be a force for good**

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

- Sustainability is an organisational imperative. We always work to minimise the harm we do to our environment, and we support our customers to do the same
- We operate in the international community for the benefit of our customers, always striving to make a positive global impact
- Our people are our key asset and we will embed our one Jisc culture through an engaged, skilled, well led, diverse and inclusive workforce

Below we share information about some of the key activities and achievements from 2023/24 that have contributed to the delivery of our strategy. In 2024/25, we'll be continuing our work in these areas, prioritising delivering the right solutions, focusing on empowering communities and maintaining our emphasis as being a force for good.

Key achievements 2023/24

We maintained Janet Network availability of 99.9% (12 month average) through 2023/24	We worked in response to 12 business impacting incidents, 37 notable incidents and mitigated 442 DDoS attacks against 76 members	We welcomed 10,000 delegates to a range of training opportunities
We generated income and managed our costs to ensure we could invest in the products that our members need	89% of HE and FE institutions combined agree that we are a trusted partner	We continued to drive savings in the HE sector on licensing agreements building on £580m from last year
We trained 1,230 of our staff on customer experience to ensure a consistent customer centric approach	Our Graduate Outcomes survey generated 350,000 responses from the 2021/22 cohort	We welcomed 2.1 million unique visitors to Prospects.ac.uk per month

Some of our other key activities through the year to deliver our 2022-2025 strategy are below.

How we have delivered the right solutions

We launched a new consultancy service designed to guide universities towards digital transformation.	We brokered an agreement for the FeedbackFruits digital tool that supports transformative assessment and feedback practices.	We launched a BETA pilot of the redeveloped Learning Analytics service which is now faster, more efficient and easier to use.
We launched our cyber security posture survey to benchmark the current position of institutions and inform strategic and tactical action to improve	We launched our Extending eduroam and Cyber security threat monitoring services to our members	We received funding from UK Research and Innovation (UKRI) to extend our work on Octopus , a new publishing platform for scholarly research

How we have empowered communities

We convened a sector working group to inform a guide to digital transformation and generated a toolkit to enable members to assess their digital maturity and generate a roadmap. 27 pilots are underway to baseline maturity and share the results.	We delivered a report, commissioned by UKRI on extending and identifying new collaborative digital research infrastructure for a resilient, sustainable and inclusive research sector.	We delivered an updated apprenticeship toolkit to support FE members in the use of digital technologies to support apprentices.
We conducted our first FE Systems survey to support future benchmarking and licensing negotiations.	We provided significant advice and support to the Department for Education (DfE) on digital standards for schools and colleges	We facilitated strategic discussions at our flagship events – Digifest, Security conference and Networkshop - with an average customer satisfaction scores of 88%.

How we have been a force for good

We launched our first annual sustainability report mapped against the United Nations Sustainable Development Goals (UN SDGs).	We published the results of a survey on digital sustainability in tertiary education with recommendations for reducing carbon impact across estates.	We shared the results of the Early careers survey 2024 which highlighted some of the key challenges faced by students and graduates.
We are on our journey to understand the energy consumption and emissions associated with the Janet Network so we can plan our approach to reducing impact.	We are continuing our work to understand international students' digital experience and looking to the next phase to inform service and curricula developments for international students	We were awarded the status of producer of official statistics and received the Office for Statistics Regulation kitemark of Accredited Official Statistics for our Graduate Outcomes survey data

Financial performance and strategy

This report and the accompanying financial statements have been prepared in accordance with Financial Reporting Standard 102 (FRS 102) and the Charities SORP.

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024	Total funds 2023 Restated
	£'000	£'000	£'000	£'000
Donations and grants	58,230	13,440	71,670	73,579
Income from charitable activities	25,712	-	25,712	23,993
Income from trading with members	21,141	426	21,567	18,458
Income from other trading activities	28,966	-	28,966	27,028
Investment income	743	-	743	717
Income	134,792	13,866	148,658	143,775
Expenditure from charitable activities	77,944	15,669	93,613	103,382
Expenditure from trading with members	45,133	(15)	45,118	30,265
Other trading activities	22,683	1,332	24,015	17,172
Grants	137	-	137	(7)
Other gains	-	-	-	(757)
Expenditure	145,897	16,986	162,883	150,055
Net expenditure before movement in pension provision	(11,105)	(3,120)	(14,225)	(6,280)
Release of pension provision	29,684	-	29,684	1,700
Net (expenditure)/income	18,579	(3,120)	15,459	(4,580)
Other unrealised gains	11,636	-	11,636	931
Gift of reserves from HESA	-	-	-	2,149
Net movement in funds for the year	30,215	(3,120)	27,095	(1,500)

	2024	2023 Restated
	£'000	£'000
Fixed assets	149,469	104,908
Current assets	48,451	102,132
Creditors falling due in less than one year	(57,127)	(63,040)
Provisions for liabilities	(1,356)	(3,322)
Net current (liabilities)/assets	(10,032)	35,770

Provisions for liabilities falling due in more than one year - (28,336)

Total net assets **139,437** **112,342**

Restricted reserves	5,615	8,735
Unrestricted designated reserves	60,559	16,759
Unrestricted free reserves	73,263	86,848
	139,437	112,342

Cash and cash equivalents **12,137** **64,802**



In 2020/21 we agreed to invest in enhancing our services and developing new products using our reserves to fund this. This would offer additional value to members, without increasing the subscription, and drive further contribution from our commercial products which would support our charitable objectives. This investment also included modernising data collection and publication following the merger with HESA.

This investment, over five years, means that we budgeted to deliver a deficit before any gains from investments or changes in the pension scheme, and in two of those years we have not increased member subscriptions, recognising the financial constraints of both higher and further education sectors, despite inflationary pressures on our cost base.

Recognising this investment, we have taken the decision to ring-fence a portion of the unrestricted reserves going forward - £36.4m for network refresh and additional cyber protection and £7.4m for data collection and publication modernisation.

The results for this year include the release of the USS (Universities Superannuation Scheme) pension scheme liability, adding £29.7m back into reserves (although this is a non-cash adjustment), and an increase in our investment portfolio of £11.6m which continues to grow and will be used in future to support our strategy.

Consolidated income and expenditure

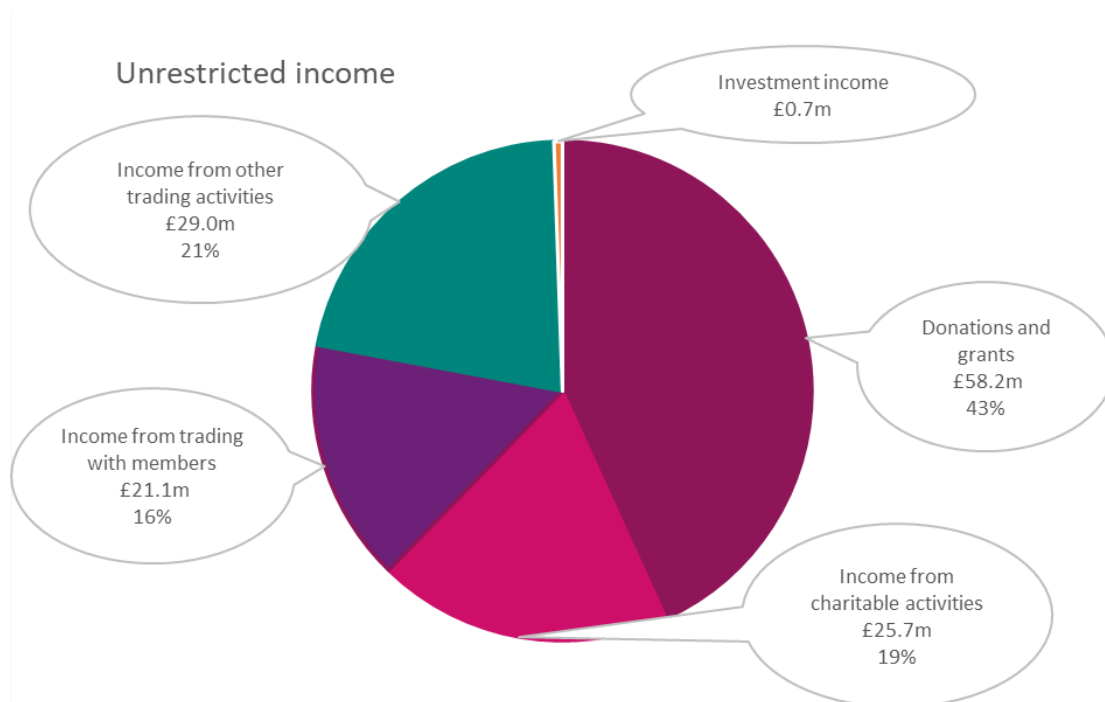
The net movement in funds in the year is a surplus of £27.1m compared to a deficit of £1.5m in 2022/23 and total funds carried forward are £139.4m.

Excluding movements on the USS pensions scheme liability, the results for the year would have been a deficit of £2.6m compared to £3.2m last year.

Income

Total income has increased by 2%, from £143.8m in 2022/23 to £148.7m in 2023/24, with a fall in restricted income being offset by a £11.5m increase in unrestricted income (9%).

Donations and grant income consist of restricted and unrestricted funding from the higher and further education funding bodies across the UK. Core funding remained the same in total as in the previous year with £5m of funding from Research England moving from restricted to unrestricted. With the completion of the Janet Access Programme in Scotland and the data futures project being funded by Jisc reserves rather than by the OfS, restricted income has reduced from £20.2m to £13.4m.



Other unrestricted income reflects the services we now offer, including the main member and HESA subscriptions, and non-charitable income has been split between members and non-members. Overall, other unrestricted income has increased by £6.6m (10%). This year also includes a full year of HESA activity, compared to 10 months in 2022/23.

Recognising the financial constraints of the sector, we again held both the Jisc and HESA subscriptions at previous year's rates.

Connectivity remains the largest income stream, but this is a low margin activity and the majority of the costs of the Janet Network are covered by the grant income from government funders. This income comes from members taking connections in addition to those provided under their subscription and from customers (ie non-members) buying connectivity from us.

Trust and identity services include verification services offered through OpenAthens and VerifID, both of which have strong growth plans and are generally non-member facing, giving us diversification in both our customer base and internationally, with staff employed in Singapore to provide a more local service to our customers in Asia and Australia. Open Athens continues to show good growth with a new product Connect being developed to attract a different sector of the market.

Our cloud business resells web services such as Azure and AWS through procured frameworks as well as offering consultancy to members who are looking to move some of their activity into the cloud. We have seen year on year growth of £2.6m (51%) in this part of our activity.

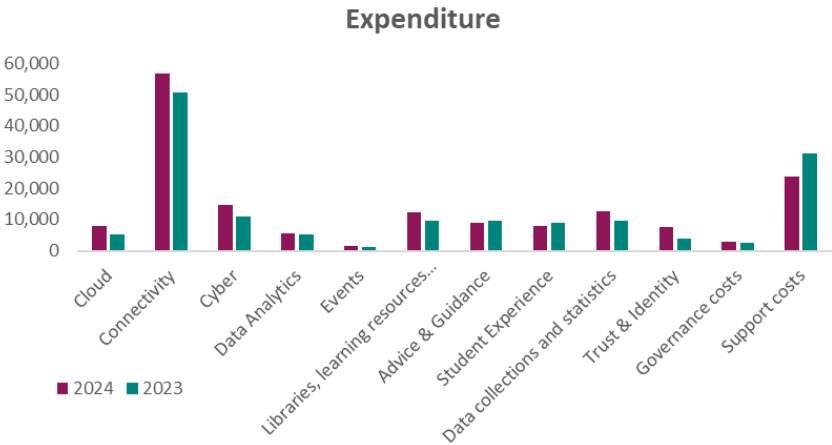
Our libraries and learning resource income represents our management charges from flowthrough licensing and collections purchases. We have negotiated deals on behalf of our members and put in place frameworks which allow them to procure software and publications at a lower rate than they could obtain as a single institution. Members increasingly value this service and we are looking to expand it in the future. This flowthrough income is accounted for on an agency basis with the gross income being £170.9m (2023: £163.1m).



Our members also buy additional cyber products including penetration testing and consultancy. We are developing new services such as cyber threat management and a SOC to help protect the sector against the increasing risk of cyber-attacks. The SOC will be launched at the security conference in November, with beta customers coming on line from March 2025.

Advertising income includes the HEDD service (UK’s official degree verification service) and the advertising of graduate recruitment schemes and university courses through the Graduate Prospects website. Data analytics income includes the sale of HEIDI Plus (the higher education sector’s leading data visualisation and analytics tool), tailored datasets and online survey tools for education and research. This year the income stream has suffered due to the late publication of student data and is more than 10% lower than in 2022/23.

Expenditure



Overall, expenditure has increased by £12.1m (8%). As with income, we have 12 months of HESA expenditure compared with 10 months last year. Expenditure on charitable and trading activities with members is funded by our core grant as well as income from members and surpluses on our commercial activity.

Expenditure has increased on activities where we have growth in income (cost of sales) and where we are investing to provide additional services and protections for our customers as part of the subscription. This is particularly the case with connectivity and cyber, but is also evident in areas where we have seen growth in income as members make more use of the rates we have obtained by negotiating on behalf of the sector (such as cloud).

Support costs include internal IT, finance and HR as well as other central shared resources and we are working to deliver efficiencies and keep these costs to a minimum.

Expenditure has also increased to support new products in data analytics and Group CTO as well as investing in major projects to improve our internal systems including our licence subscriptions manager (LSM), our Salesforce suite (including CRM) and the finance system which will support growth in the business and improve the efficiency of our support functions.

Depreciation and amortisation have remained fairly constant with the new useful economic life review undertaken in 2023 still being suitable for the assets we are holding, most of which relate to the Janet Network. During the year, we moved from Harwell to Milton Park and to new office space in Cheltenham.



Both offices are smaller than previously, reflecting lower usage of our offices since the pandemic and reducing our ongoing costs.

Staff salary costs (ie excluding pension and social security costs) have increased from £53.7m to £57.5m (7%) as the average number of staff has increased from 1,152 to 1,272, with the majority of the new staff in technical roles.

The 2023 USS valuation was completed with the fund showing a surplus position of £7.4bn. This means that the balance sheet provision representing our share of the prior year deficit (£29.1m) was eliminated at 31 July 2024 as we are no longer required to make deficit recovery contributions. The employers' contribution rate was also decreased from 21.6% to 14.5% from 1 January 2024.

During the year we transferred investments from Legal and General's Future World Climate fund and Royal London Asset Management (RLAM) into Mercer Funds with the aim of improving performance and reducing costs, while maintaining diversification with Ruffer Global Funds and Savills Charity Property Fund. Overall, the portfolio increased by £11.6m. Strong cash balances, along with improved cash management, have given rise to investment income of £0.7m.

After the unrealised gain on the portfolio and the release of the pensions' provision there was a surplus on unrestricted activity of £30.2m (2023: £0.6m) and a restricted deficit of £3.1m (2023: £2.1m deficit).

Balance sheet

Intangible assets include customer contracts (acquired as part of the HECSU (Higher Education Careers Services Unit) merger in 2020), digital content assets and software licences. With in-year additions to software licences of £0.7m and amortisation for the year of £3.2m, the net book value reduced from £12.1m to £9.6m. Digital content and customer contracts are written off over ten years with software licenses being written off in line with the contractual terms. Further detail can be found in note 14.

Tangible fixed assets have increased by £4.8m, with additions of £10.8m being offset by disposals with a net book value of £0.02m and a depreciation charge of £6.0m. The majority of additions relate to network equipment with £0.4m relating to fitout costs for the new office accommodation.

The majority of the investments are held within publicly traded funds. £31.0m of money market deposits were previously shown as cash/cash equivalents but are now disclosed as investments due to the underlying nature of the funds now held with Mercer (previously with RLAM). These funds are still available at two days' notice should they be required and are used for operational cashflow purposes as if they were current rather than fixed assets.

This change, alongside the unrealised gain on the investment portfolio, has given an increase from £73.0m to £115.3m. The group also holds equity in a small portfolio of edtech start-up companies as well as investing in the Emerge Education fund – 1.2% of the total invested is in edtech.

Total debtors have decreased by £1.0m, with trade debtors down by £0.1m. The taxation and social security debtors relate mainly to the VAT repayment (see note 31). Creditors (less than one year) have moved from £63.0m to £57.1m with trade creditors having decreased by £3.6m and accruals by £5.3m. This is due to improved payment processes meaning there are fewer unpaid invoices at year-end. The net agency creditor accounting at year-end has increased from £24.9m to £29.3m.

The net current liability position of £10.0m would have been a net current asset of £21.0m had the money market deposits had remained as cash and not been reclassified as investments.



We have total funds of £139.4m (2023: £112.3m) including investments of £115.3m (2023: £73.0m) and cash balances of £12.1m at 31 July 2024 (2023: £64.8m). As noted above, £31.0m of money market funds transferred from RLAM to Mercer are now categorised as investments rather than cash.

The funds of £139.4m comprise £5.6m of restricted reserves (2023: £8.7m) and £133.8m of unrestricted reserves (2023: £103.7m).

Restricted reserves

Restricted reserves, which are subject to special terms specified by the grantors, can only be used for the purpose to which they are given and the trustees fully intend to utilise these funds over the next two years as part of the long term financial plan approved by the board. They do not form part of our reserves available for day-to-day use. We set aside cash to cover these funds. A full breakdown is provided in note 21.

Unrestricted reserves

The starting point for assessing the adequacy of reserves held by any charity, including Jisc, is normally the amount of "free" unrestricted funds it holds. Our policy for the designation for unrestricted funds is that they are comprised as follows.

Tangible assets: the Charities SORP specifically allows funds held against grant-funded tangible fixed assets for charity use to be excluded from general unrestricted reserves. This recognises that certain assets will be used operationally, and their disposal may adversely impact on a charity's ability to deliver its aims. At 31 July 2024 these amounted to £16.2m (2023: £16.2m).

Other designated funds: where unrestricted funds are designated for essential future spending, for example, to fund a project that could not be met from future income alone, they can be excluded from general unrestricted reserves. In 2023/24, we agreed to create two new designated reserves - £36.4m for investment in the network and cyber and £7.4m for data collection and publication modernisation, alongside an existing designated reserve of £0.6m (2023: £0.6m) in respect of restructuring funds.

To cover short-term self-funding if normal funding receipts were delayed, our policy is to have four months cover of our normal operating costs. At 31 July 2024, the balance of our general unrestricted reserves was £73.3m (2023: £86.8m) which equates to 6.2 months (2023: 6.2 months) of our normal operating costs.

The last major upgrade of the Janet Network was in 2012/13 and it is expected that the next major tranche of work will be due in 2028. Given the speed at which technology is moving in telecommunications and networking, and the cyber protection needed against threat actors, the chief technology officer (CTO) and Group CTO are reviewing the architecture of the network and will be delivering a plan on how best to deliver this next upgrade.

The current economic environment, with inflation and interest rates coming down more slowly than expected, places additional risk on the cost base. Pressure on salaries across many sectors, but particularly in technology where we compete for talent, give a need for additional flexibility and support to meet any short-term changes to funding which might come about due to pressure on either funders or members.

Given these plans, and the current economic situation and inflationary cost pressures the sector is facing, the trustees consider the level of reserves to be satisfactory.



Cash

Our Group's cash position for 31 July 2024 was £12.1m (2023: £64.8m). As noted above, £31.0m of money market deposits are classified as investments rather than as cash and can be realised at short notice if required.

2024/25 budget and financial forecast

We have approved an annual budget and three-year financial plan.

Our budget for 2024/25 takes account of the current economic climate, including increasing inflation and energy costs as well as significant investment into additional services for members, increased protection of the Janet Network and revenue generating activities which will diversify our income streams and provide stability for the future. Grant funding was the same as previous years and we have applied an inflationary increase on member subscriptions.

Our three-year plan has built-in efficiencies and savings which will be needed to deliver future surpluses. We have budgeted for an operating deficit position for 2024/25 with the significant investment in projects, as mentioned above, in place to utilise the VAT refund received from HMRC.

As noted in previous years, we have agreed a plan with management to spend the restricted reserves on the network and deliver value to the sector by upgrading services and products.

Going concern

As noted above, the budget for 2024/25 takes account of changes and challenges in the current economic climate and delivers investment in products and services from the VAT refund and Jisc's reserves. Our financial position remains strong, with funding and other income streams being constant and free unrestricted reserves covering six months of operating expenditure, despite significant investment in the business.

Management have undertaken a review of the business, for the period up to 31 July 2026, including future plans, looking at a number of scenarios, including a significant reduction in income (from both members and funders), higher than inflationary increases in costs and expected savings not being delivered, to assess our ability to continue as a going concern.

Given our strong balance sheet and healthy reserves position, management consider that there is no material uncertainty that casts doubt on our financial sustainability over the next 12 months.

Principal risks and uncertainties

A framework is in place that maps risk areas against our strategy and identifies early warning indicators as well as success indicators. This year we have undertaken an exercise to consolidate and reduce the number of risks we hold at a strategic level. Risk areas have been accepted or moved to operational risk registers.

The key risks to the successful delivery of our strategy are summarised as follows:

Risk area	Mitigation
Our internal infrastructure and Janet fails due to a cyber attack	<p>Internal: recommendations of a review of internal security are being implemented; an ISO27001 audit to take place in autumn 2024; CrowdStrike deployment across all devices; a focus on vulnerability management</p> <p>Janet: Distributed Denial of Service (DDoS) upgrades completed, further enhancement planned, development of the SOC to support customers to improve their security posture; upgrades to Domain Name System (DNS) and Janet Network Resolver Service (JNRS)</p>
Failure to innovate / meet customer needs	Key products at launch or beta stage; product roadmap shared with sector; internal focus on processes to improve product pipeline, pace of development and customer experience; focus on understanding and responding to sector needs
Our income is reduced (from members and funders)	Demonstrating value for money for our members and funders; focus on services to save money for our members; generating income to support core services; reviewing cost base and controlling our costs
Critical product failure (non-cyber) impacting on our ability to deliver to our customers	Supplier mapping, major incident planning and exercises; focus on business continuity across services and the organisation
Significant issues in the delivery of the student data collection and unable to deliver on the data strategy	Improvements in HESA data platform based on feedback from users; focus on stability of the platform; enhanced engagement with the sector
Failure to leverage the opportunities and mitigate threats around AI	Continued support for members and stakeholders through advice, guidance and training, community engagement, pilots and leadership; issue of a member-facing strategy and an internal AI strategy; collaboration with cyber to ensure AI-driven threats are addressed



Stakeholder engagement and Companies Act section 172 statement

As the UK digital, data and technology agency focused on tertiary education, research and innovation, our stakeholders include the UK research, higher and further education sectors, our core funders and wider customer base. As the Designated Data Body (DDB) and a producer of official statistics, our stakeholder base includes all those users of the data we gather and publish. As an organisation working for the benefit of others, we know that our staff are a key asset and are core to what we deliver.

Our strategy for 2022-2025 brings a very clear focus on meeting the needs of our stakeholders. Our three priorities reflect the ways in which our strategy supports our stakeholders. In *delivering the right solutions* we will meet the needs of our members and customers, their staff and students. Our aim to *empower communities* reflects the consistent feedback that we enable and add value by being proactive in key areas of importance to our members. Our focus on being a *force for good* reflects how we are working towards being a sustainable organisation, for the benefit of our stakeholders and the global community.

Sector engagement is a fundamental part of what we do. Our annual flagship event, Digifest, provides a forum for stakeholders to hear about the latest innovations in learning, teaching and assessment, leadership and culture, and research. Our focused events such as Networkshop, our Security conference and Connect More bring additional opportunities to engage across key stakeholder groups. Our annual stakeholder strategic updates, held across the nations, provide a unique opportunity for our members to reflect on our achievements in the previous year, hear about and feed into future plans and, crucially, share the challenges they are facing where we can help. The customer satisfaction score that we receive across our flagship events continues to be strong, at 88%.

Our annual leadership surveys of HE and FE highlight the key issues that institutions are facing. This year, cyber security and AI were both high on the list of issues where we can provide support, by providing services, advice and guidance and facilitating discussions through our communities.

Our community forums are focused around mature as well as new areas of interest, inspiring our members, facilitating collaboration and sharing good practice. We also actively engage with our sectors via working groups and advisory boards on key activities such as publisher negotiations. Facilitating these discussions means that we have a close and productive relationship with colleagues in key roles within our member organisations.

Along with our increased focus on the customer experience through our organisation-wide learning programme, our focus on meeting our members' needs is stronger than ever. This is reflected in the leadership surveys conducted each year which show 89% satisfaction across HE and FE.

We have worked with and in support of our funders in a number of ways. For example, we responded to the challenge posed by the RAAC concrete issue to supply emergency connectivity to temporary school buildings on behalf of DfE England. UKRI granted additional funding to continue our work to change the way that academic publishing is viewed through our Octopus project. We supported the successful delivery of the first Scotland Digital 2030 vision and strategy workshop for tertiary education; and provided significant advice and support to DfE England on Digital Standards for Schools and Colleges. We've also led and participated in discussions regarding data support for international HE with a range of stakeholders including funders and key sector organisations. Building on our previous engagement



with the government's Reducing Research Bureaucracy review, we were named in the government response to the review as a key contributor to delivery against a number of key recommendations.

Our staff are recognised as a key asset as well as a stakeholder. Our HR strategy has a focus on employee experience and development. Trustees attend the all-staff conference, allowing an opportunity to engage with staff and respond to their questions and comments. There are mechanisms in place for staff to raise issues with leaders, for example, through our Employee Voice Forum. Our annual staff engagement survey continues to provide insight into the issues that are important to our staff: action plans are developed at organisation and team levels to address challenges where they exist. In our latest staff survey, 79% of employees recommend Jisc as a great place to work.

Charitable purpose and public benefit

As a charity, our purposes must be exclusively charitable.¹ Our charitable objectives are the advancement of education, lifelong learning and research for the public benefit through the provision of services to those within higher education, further education, research communities and charitable and not-for-profit organisations. How we do this is explained through this report. In everything we do, our trustees are aware of the public benefit requirements of our charitable status.

¹ A charitable purpose is a purpose which comes within the descriptions listed in the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and which is for the public benefit.



Trustees' report

We present our report and audited consolidated financial statements for the year ended 31 July 2024.

Legal and administrative information

Registered and principal office address

4 Portwall Lane
Bristol
BS1 6NB

Company registration number: 05747339
Charity registration number: 1149740
Registered in England and Wales
Company secretary: Alice Colban

Independent auditors

Grant Thornton UK LLP
30 Finsbury Square
London
EC2A 1AG

Bankers

HSBC
186 Broadway
Didcot
OX11 8RP

Solicitors

Pinsent Masons
30 Crown Place
Earl Street
London
EC2A 4ES

Veale Wasbrough Vizards LLP
Narrow Quay House
Narrow Quay
Bristol
BS1 4QA

Jisc is a company limited by guarantee and a charity registered in England and Wales. In August 2024, our application to be registered as a charity in Scotland was approved; as of 2024/25, we will also fall under the regulatory authority of the Scottish Charity Regulator (OSCR).

We operate under bespoke [Articles of Association](#).



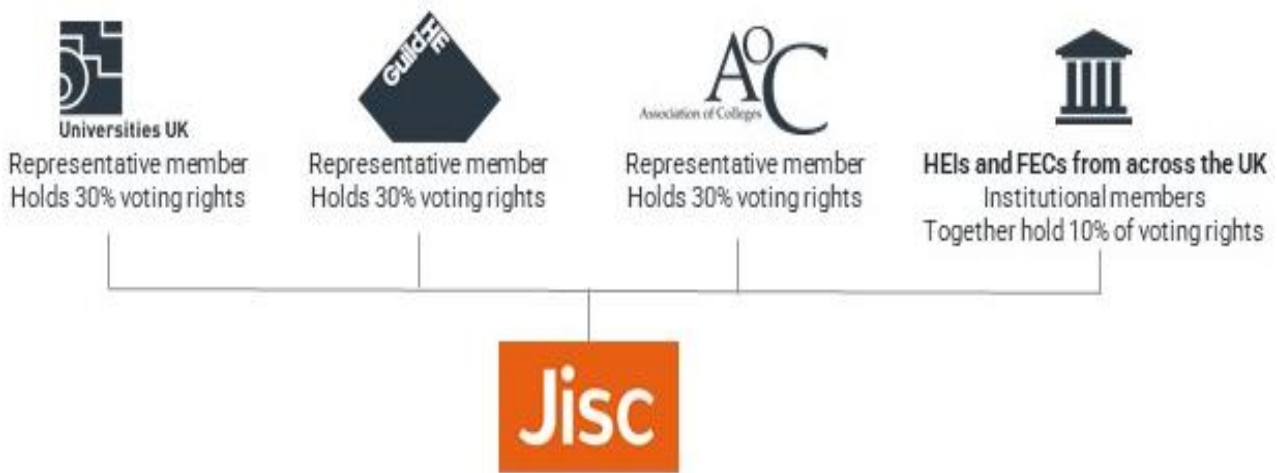
Executive leadership team

The following members of the executive leadership team are responsible for managing the day-to-day activities of the charity:

Name	Role
Heidi Fraser-Krauss	Chief executive officer
Nicola Arnold	Chief financial officer
Alice Colban	Deputy chief executive and chief operating officer (company secretary)
Jayne Davies	Managing director, customer and sector enablement
Liam Earney	Managing director, higher education and research
Robin Ghurbhurun	Managing director, further education and skills
Steve Masters (until 31 January 2024)	Chief technology officer
Joy Palmer (from 1 February 2024)	Interim chief technology officer
Rob Philpotts	Chief data officer
Andrew Wood	Chief of staff

Membership

Our Articles of Association allow for two classes of membership: representative and institutional.





VAT- exempt Cost Sharing Group (CSG)

With Jisc institutional membership comes automatic membership of the VAT-exempt Cost Sharing Group (CSG). Following a ruling by the Court of Justice of the European Union and subsequent technical discussions with HMRC, the CSG will be closed. No charges have been made through the Group for a year or more. During 2024/25, we will make the required changes to Jisc's ownership structure to remove institutional members as a category of member and return the ownership structure to its original form, leaving the Association of Colleges (AoC), GuildHE and Universities UK (UUK) as members ("owners") of Jisc, each holding a third of the voting rights.

Role of members

Until the changes are applied to our membership structure, institutional members continue to be represented by the most appropriate representative member (AoC, GuildHE or UUK) to act on their behalf in governance matters of Jisc. Our representative members therefore also act in the interests of their nominating members.

The liability of each member (both institutional and representative) is limited to a maximum of £1. This liability will apply for the duration of membership of the charity and for one year beyond the end of membership.

Our members have the rights afforded to them by the Companies Act 2006. Each representative member is the same class of member, each having one vote on resolutions proposed to members. Representative members also have one vote on behalf of all the institutional members they represent. Further information on the types of decision that can be proposed to members and the thresholds to pass resolutions is included in our Articles of Association.

Group structure

Jisc is the parent company of the Jisc Group. Jisc Services Limited (JSL) is an active wholly owned subsidiary company in the group, along with Jisc International Apac Pte Ltd (a company limited by shares registered in Singapore) which provides technical support services within the Asia and Pacific region for the Jisc Group.

A number of other subsidiary companies, which joined the group as a result of mergers, or have reached the end of their useful life, have been closed or are in the process of being closed.² All UK Jisc Group companies are registered in England and Wales and operate under bespoke Articles of Association. Each company prepares its own Annual Report and Financial Statements. We also hold equity shares in other companies. Further information can be found in Note 16 to the financial statements.

² These are HESA, Jisc Commercial Limited, and Jisc Liberate Managed Services Limited.

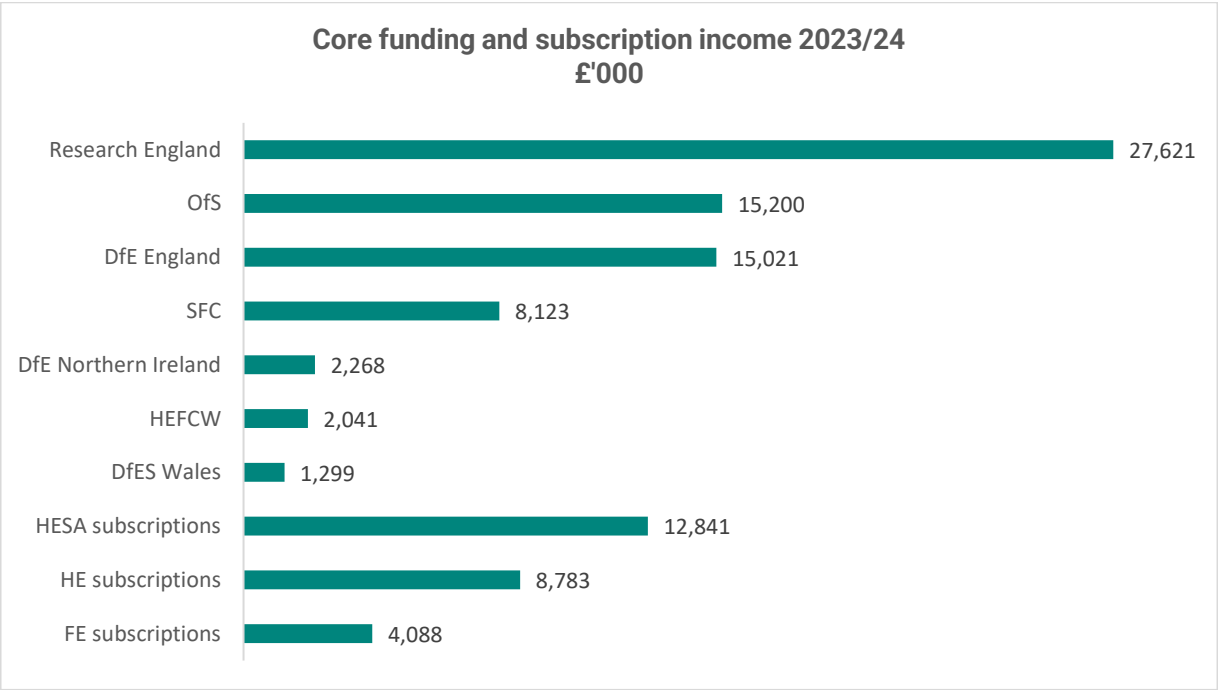


Funding model

We receive core funding from the funding bodies responsible for HE and FE across the UK. These are:

- **Research England**
- **Office for Students** (OfS)
- **Department for Education (England)** (DfE England)
- **Scottish Further and Higher Education Funding Council** (SFC)
- **Higher Education Funding Council for Wales** (HEFCW) – part of Medr from 1 August 2024
- **Department for the Economy (Northern Ireland)** (DfE Northern Ireland)
- **Department for Education and Skills, Wales** (DfES) – part of Medr from 1 August 2024

A subscription fee is also paid by HE institutions across the UK and by FE colleges in England. The chart below shows the different elements of our core funding and subscription income across Jisc and HESA in 2023/24:



This income is analysed further in notes 4 and 5.

Governance and management

Trustees

The trustees of the charity who were in office during the year and up to the date of signing the financial statements were:

Trustee name	Role	
Professor Paul Boyle (Chair)	Vice-chancellor, Swansea University	Appointed by AoC, GuildHE and UUK
Dr David Ashton	Interim pro vice-chancellor (strategy) Kingston University London	Nominated by our core funders
Simon Bolton	Trustee	
Joanna Campbell	Principal and chief executive, Dumfries and Galloway College	
David Chalmers	Trustee	
Professor Andy Collop	Vice chancellor, principal and chief executive, Hartpury University and Hartpury College	Nominated by GuildHE
Heidi Fraser-Krauss	Chief executive, Jisc	
Debra Gray (Deputy chair)	Principal and chief executive, Hull College	Nominated by AoC
Professor Sir Chris Husbands	Vice-chancellor, Sheffield Hallam University (until 31 December 2023)	
Robert McWilliam (until 29 February 2024)	Trustee	
Professor Raheel Nawaz (from 1 January 2024)	Pro vice-chancellor (digital transformation), Staffordshire University	
Professor Helen O'Sullivan (from 1 January 2024)	Provost and deputy vice-chancellor, University of Chester	
Dr David Pilsbury	Chief development officer, Oxford international Education Group	
Professor Lisa Roberts	Vice-chancellor and chief executive, University of Exeter	Nominated by UUK
Fiona Salzen (from 29 February 2024)	Trustee	
Ashley Wheaton (Deputy chair) (until 31 December 2023)	Principal, University College of Estate Management	Nominated by GuildHE



Charity Governance Code

This report explains our approach to governance in line with the principles and recommended practice in the Charity Governance Code ("Code").

Organisational purpose

We have a three-year strategy which is reviewed annually and strategic targets for each year are set.

A statement on the section 172 responsibilities of trustees of a charitable company (in accordance with the requirements of the Companies Act 2006) can be found in the Stakeholder engagement section of this report. All decisions we make are in the context of meeting the needs of our members. We track member satisfaction in a number of ways, including surveys of leaders in HE and FE, which are conducted annually.

One of our key risks is reduction of income from funders and members. Our strategy supports this through ongoing efficiencies and by prioritising investment and the development of products and services based on the needs of our members, their staff and students.

We recognise our broader responsibilities towards communities, stakeholders, society and the environment. One of our strategic priorities is to strive to make a positive global impact with sustainability noted as a key priority. In 2023 the board agreed that we should move towards a broader sustainability approach, mapped against the UNSDGs. Our first [annual sustainability report](#) was published in November 2023. Further information about our environmental activities can be found in the Streamlined Energy and Carbon Reporting section of this report.

Leadership

Our board and individual trustees take collective responsibility for decisions. Our chair provides leadership and ensures that our strategy and priorities are clear. We have agreed guiding principles as key drivers of how the organisation should operate.

The roles of the board, chair and deputy chair are clearly defined. Proper arrangements are in place for appointments, including a planned and delivered induction process with follow-up sessions as required. The board also participates in the appointment process for executive leadership team (ELT) appointments where required. Proper arrangements are in place in the organisation for the management of senior leaders. Performance reviews of the chief executive and ELT including any resulting pay awards are overseen by the Remuneration committee.

We have two subsidiary companies. The relationship with our UK subsidiary is governed by a Management and Supervision Agreement (which includes a list of matters reserved for the Jisc board) and an Intra-Group Operating Agreement (which describes the services that we provide to the subsidiary and vice-versa). An annual business plan and budget for the subsidiary company is prepared and agreed by us and we receive regular progress reports. Each of our committees (Audit and risk management, Finance and treasury, Nominations and governance, Remuneration) operate across all companies in the Jisc Group.

We recognise and respect differing views among trustees and constructive challenge is welcomed by senior leaders. A supportive relationship exists between the board and senior leaders based on openness and trust, with appropriate challenge where necessary. This is evident from the results of an external board effectiveness review conducted in Autumn 2023 which reflects our positive views about the relationship.



The time commitment expected of us is detailed during the recruitment process and in the appointment documentation. Additional time commitments because of involvement in committees or other activities are outlined when these roles are appointed. Attendance of trustees and committee members at meetings is recorded and the statistics reported to the Nominations and governance committee for review annually.

Five board meetings were held in the reporting year 1 August 2023 to 31 July 2024. Attendance of trustees at board meetings was as follows:

Trustee name	Eligibility to attend (based on term of office)	Actual attendance
Professor Paul Boyle	5	4
Dr David Ashton	5	5
Simon Bolton	5	4
Joanna Campbell	5	2
David Chalmers	5	3
Professor Andy Collop	3	1
Heidi Fraser-Krauss	5	5
Debra Gray	5	5
Professor Sir Chris Husbands	5	4
Robert McWilliam	3	2
Professor Raheel Nawaz	3	1
Professor Helen O'Sullivan	3	3
Dr David Pilsbury	5	5
Professor Lisa Roberts	5	3
Fiona Salzen	2	2
Ashley Wheaton	2	1

Integrity

We act with honesty, trustworthiness and care, and support Jisc's guiding principles. We abide by the Nolan Principles of public life – selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Collectively, we are independent in our decision-making to support our purpose and no one person or group has undue power or influence.

A register of interests is maintained for trustees and updated when new trustees are appointed and as changes are reported. A full review is undertaken annually. The declaration of interests is a standing item at the beginning of each board meeting.

Along with our guiding principles, a number of policies exist that provide guidance to staff about expected values and behaviours, including Conflict of Interest, Gifts and Hospitality, Anti-Bribery and



Corruption, Anti-Fraud and Whistleblowing. All staff must complete Anti-Bribery and Corruption, Fraud awareness, Whistleblowing and Modern Slavery awareness training through our online training platform. We have a defined process for our response to actual or suspected fraud and a detailed approach to responding to a whistleblowing report, including how to address and respond to anonymous reports.

The nature of our business, and our relationship with UK HE and FE through institutional membership and the delivery of services, means that we have a relationship with the employing organisations of several trustees. However, this is reflective of the membership structure of the organisation and the purposeful approach to ensuring our activities are guided by the customers we exist to serve and does not affect the independence of trustees. In discharging our responsibilities, we act solely in the interests of the charitable company - we are not the delegates or representatives of any organisation or nominating body. We, with the exception of our chief executive, are all considered to be independent non-executive directors.

Our Safeguarding policy reflects the steps that we take as an organisation to ensure a safe working environment for staff and sharing clear guidance on how to raise any concerns.

We have evolved our Corporate Social Responsibility (CSR) strategy into a broader sustainability programme, focusing on the UN SDGs (discussed further under Organisational purpose in the Governance and Management section and in our [annual sustainability report](#)).

Decision-making, risk and control

We are ultimately responsible for the charitable company's system of internal control and for reviewing its effectiveness. Our internal control system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance of effectiveness. Internal control processes include:

- our approved strategy and strategic targets
- identification and management of risks or potential risks through a strategic risk register along with our approved risk appetite statement
- our approved annual budget
- our consideration of the financial results of the group, including variance from budgets
- delegation of authority and segregation of duties
- an internal audit team reporting to the Audit and risk management committee, the committee chair and trustees
- processes in place for identifying and managing compliance with relevant legislation and with the requirements of regulatory bodies
- operational policies and procedures for staff.

Our [role as the board](#) can be found on our website. We have four standing committees which operate across the Jisc Group. Our Articles of Association define areas of responsibility that we cannot delegate to a committee. Each committee operates under terms of reference that we have agreed and which are reviewed annually.

The [terms of reference and committee memberships](#) can be found on the Jisc website. Each committee is chaired by a trustee with at least one further trustee as a member of each committee. The



appointment of committee chairs and members falls under the auspices of the Nominations and governance committee. Each committee reports to the board regularly.

We review key documents such as the risk appetite, financial Scheme of Delegation, Reserves policy and Treasury policy regularly following detailed discussion by the appropriate committee. A Governance Scheme of delegation is in place and reviewed annually to ensure clarity of decision-making across the governance structure.

We receive reports at each meeting on progress against our strategic targets, our financial performance and key product areas. We have responsibility for overseeing risk management within the organisation with the Audit and risk management committee having more detailed oversight.

Our high-level strategic and operational risk registers are underpinned by risk registers in key areas of the business. These are reviewed regularly to check progress of mitigating actions and position of early warning indicators. Details of the key risks to the successful delivery of our strategy can be found in the Principal risks and uncertainties section.

Risk management training and supporting documentation is available to all staff. A risk management system is in use across the organisation, which is also used for tracking progress against organisational targets as well as actions arising from internal audits.

We consider the risk appetite annually. A well-managed risk appetite is encouraged, tailored to each area of our activity, which supports the development and delivery of new services to meet the needs of our customers through our research and development work, while ensuring that we maintain oversight for parts of the business with less tolerance for risk. The risk appetite was reviewed and updated in June 2024.

Each year, the Audit and risk management committee receives an assurance map for a series of planned audits, approve the annual internal audit plan and receive reports of all internal audits undertaken by the Internal audit team.



Audit and Risk Management opinion 2023/24

Based on the work of the Audit and risk management committee, internal audits conducted during the reporting year and in the context of materiality:

Audit and risk management committee opinion 2023/24

Having taken account of:

- consideration of reports from the chief executive and Jisc officers on a number of activities;
- consideration of a range of audits and the opinion of Jisc’s Group Internal Audit Manager (reflected below);
- discussions with the Jisc executive leadership team and others regarding risk management across the Group, and the assurance we have received as to the beneficial impact of those discussions on Jisc’s system of risk management;
- the Jisc risk management framework including the Jisc risk appetite.

It is the opinion of the Audit and Risk Management committee that:

- The overall control environment is adequate and effective, although a number of internal controls need to continue to improve to meet business objectives;
- The Jisc Group arrangements for corporate governance, risk management and value for money are adequate and effective;
- The Jisc board may place reasonable reliance on these processes and systems in carrying out their respective roles and providing assurances to Jisc’s funders and members.

Board effectiveness

We usually meet five times a year as a board including a strategy-focused awayday. Our meetings throughout the year, including strategy sessions, have been held in person at our offices with the option to join online for those unable to travel. We have a clear agenda at every meeting and a forward look agenda plan. Additional items can be added to future agendas at the request of trustees.

Our trustees include senior leaders working in UK further and higher education and individuals with the business skills and expertise that help shape Jisc for the future. Individuals are drawn from across the UK to provide an appropriate balance of experience from the respective countries and from the sectors we serve, and in accordance with our defined skills set for trustees.

Trustees are permitted to access independent professional advice should they feel it is necessary to support the discharge of their duties as a trustee. There have been no requests for such advice in the reporting year.

Our chair is appointed by our representative members (AoC, GuildHE and UUK). The role of chair is separate to that of chief executive. A deputy chair is also appointed by the board on the recommendation of the Nominations and governance committee.

As at 31 July 2024, the composition of the board was as follows:

Chair – appointed by AoC, GuildHE and UUK	
One trustee nominated by AoC	One trustee nominated by GuildHE
One trustee nominated by UUK	One trustee nominated by our funders
Up to eight trustees appointed by the board	Jisc chief executive

The skills matrix for trustees is reviewed when a vacancy arises to identify the skills and experience that we wish to see in new trustee appointments. Trustees are appointed based on merit for a maximum term of six years – a three-year initial term and an extension of up to a further three years subject to a positive performance review and subject to the agreement of appointing organisations where this applies. In exceptional circumstances, an extension of a further year is permitted. Four new trustees were appointed in early 2024. Details of all trustees appointed can be found in the Governance and management section.

Trustees receive an induction when taking up a role with Jisc. This includes the provision of background and supporting documents relating to the Jisc Group and resources from the Charity Commission. Since our registration as a charity in Scotland in August 2024, resources from OSCR (the Scottish charity regulator) are also shared with trustees. Induction meetings are held with the chief executive and members of the executive leadership team to give a detailed overview of our activities. Inductions are also held when a trustee is appointed to any of our board committees.

A board and committee effectiveness review is conducted each year, which also includes a survey and discussions with trustees and committee members about their contributions to the role of the board or committee. This allows an opportunity for trustees and committee members to reflect on the board or committee environment and how this can develop further to facilitate effective and constructive challenge during discussions. The recommendations arising from the reviews are considered and agreed by the Nominations and governance committee and the relevant board or committee. A progress report is provided to the Nominations and governance committee part-way through the year to ensure the executive team is held accountable for the delivery of agreed recommendations. An external review was undertaken in autumn 2023, which concluded that the board was operating effectively and recommendations made were to help us to thrive. Those recommendations have been implemented.

Equality, diversity and inclusion

We are committed to increasing diversity within the governance structure, both at board and executive level. Our [board and committee diversity policy](#) outlines our intention of improving diversity on the board, recognising that a mix of skills, knowledge and experience with different perspectives and insights builds a strong foundation for well-informed decision-making and as a consequence, better performance in support of our stakeholders. The policy was reviewed by the Nominations and governance committee in June 2024 and found to remain appropriate.

Candidates from diverse backgrounds are sought and encouraged whenever a vacancy for a trustee or committee member arises, including when an appointment is the result of the nomination by our funders or representative members.

We are committed to removing, reducing or preventing obstacles to people becoming trustees. One of our guiding principles is 'Always inclusive' which focuses on working collaboratively, celebrating a culture of diverse minds and being actively inclusive and open. We receive regular updates on our equality, diversity and inclusion activities within the organisation.

As of 31 July 2024, our board comprised 14 trustees with 36% identifying as a woman (2023: 26%), 57% identifying as a man (2023: 67%) and with 7% preferring not to say. The ethnicity of trustees was 72% White British, 7% White English, 7% White Scottish, 7% Asian or Asian British-Pakistani and 7% preferring not to say.³ We do not have any disabilities declared by trustees.

³ Our diversity data collection form was updated in 2023 to reflect broader lists of possible answers.



Our ELT comprises the chief executive officer and executive directors. The gender distribution is 56% identifying as a woman and 44% identifying as a man. The average age among the executive leadership team is 54 years. The gender distribution of senior leaders (SLT - those reporting to executive leadership team members) is 42% identifying as a woman, 50% identifying as a man, 6% have not disclosed and 2% have indicated that they prefer not to say. The average age is 48 years.

100% of the executive leadership team and 85% of senior leaders have provided ethnicity data. Of those providing information, 11% of the executive leadership team have indicated a non-white ethnicity and 4% of senior leaders have indicated mixed heritage ethnicity. 13% of senior leaders have declared a disability.

Further information on our internal Diversity and inclusion strategy can be found in the Internal organisation section.

Openness and accountability

Further information about engagement with our members can be found in the stakeholder engagement section of the strategic report. Communicating effectively with our key stakeholders is central to our business and drives our approach to delivering the right solutions and empowering communities in accordance with our strategy.

Regular reporting is provided to each of our core funders to describe our activities and how we have supported the priorities of our funders. Meetings of our Funders and owners group are held three times annually, which consists of representatives from each of our funders and representative members. The meetings are chaired by the Jisc chair and attended by senior Jisc leaders.

We receive reports based on feedback from member organisations or other stakeholders. We discuss lessons learned as appropriate in the context of our strategic role.

In the year to 31 July 2024, remuneration has been paid to the chief executive and the chair. This remuneration is paid for these additional roles undertaken on behalf of Jisc and not in their capacity as trustees. The details of the remuneration are shown in note 12 of the Financial Statements. The level of remuneration has been approved by the Remuneration committee and Jisc's Articles of Association give authority for this payment. No other trustees are remunerated.

The remuneration of the executive leadership team is set within a framework agreed by the Remuneration committee. Details of this remuneration can be found in note 12 of the Financial Statements.

A travel and subsistence policy is available for trustees and committee members. Travel and subsistence costs are refunded to trustees and committee members on submission of a claim with supporting receipts and payment is subject to compliance with the policy. These costs relating to trustees' expenses are included in note 12 of the Financial Statements.

Trustee indemnity insurance provides insurance cover for trustees against claims which may arise from their legitimate actions as trustees. Insurance is in place for all trustees through the course of their appointment. There have been no claims against this insurance in the reporting year.



Streamlined energy and carbon reporting (SECR)

In accordance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, we present our greenhouse gas emissions and energy use report covering the 2023/24 financial year. Autumn 2020 was the first year that we produced a SECR for the year ending 31 July 2020. In this report, 2022/23 has been used as comparison year. Direct comparison cannot be made on refrigerants or upstream leased assets as additional data has been collected this year, increasing the accuracy of our carbon reporting.

We have continued to expand our data collection to develop a more complete and accurate picture of our GHG emissions. 2023/24 will be used as a new baseline due to the increase in data collected across scope 1 and scope 3 leased assets. We are verifying our data in line with the ISO 14064 standard.

Our full carbon footprint report can be found in our annual sustainability report.

Greenhouse gas emissions and energy use data for period 1 August 2023 to 31 July 2024	Current reporting year 2023/24	Comparison reporting year 2022/23
	UK and offshore	
Energy consumption used to calculate emissions (kWh) (all facilities and data centres)	2,446,598.97	1,364,797.1
Scope 1 emissions		
Natural gas (tCO ₂ e)	7.20	8.60
Refrigerants (tCO ₂ e)	0	Data not available
Scope 2 emissions		
Purchased electricity (location based) (tCO ₂ e)	13.41	15.32
Scope 3 emissions		
Business travel in employee owned vehicles	74.45	80.89
Other business travel (air, rail and hotel stays)	557.71	427.98
Employee commuting	69.98	68.96
Homeworking	517.78	475.48
Waste generation	0.17	0.33
Transmission and distribution losses	44.77	24.46 (partial)
Upstream leased assets	487.04	267.29 (partial)
Downstream transportation	7.01	4.05
Total gross emissions tCO₂e	1779.52	1373.36



Intensity ratio: tCO2e per £m of income	1779.52 tCO2e / £149m = 11.94 tCO2e per £m of income	1373.36 tCO2e / £146m = 9.41 tCO2e per £m of income
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Changes in methodology and emissions

To align our carbon reporting and remain transparent in our emissions, we include additional data not required in the SECR; this includes hotel stays (under other business travel), homeworking, waste generation, transmission and distribution losses, upstream leased assets and downstream transportation.

This year we have continued to expand our data collection to report emissions from all the data centres in which we lease space, meaning emissions from upstream leased assets have increased. As an organisation driving digital transformation we acknowledge that our use of data centres may continue to increase our carbon emissions. We use Renewable Energy Guarantees of Origin (REGO) for one of our largest data centres in which we lease space and will explore options for further renewable energy use in future. We have also measured emissions from refrigerant gases this year.

We have seen an increase in travel via train and air in 2023/24. There is an increase in emissions from homeworking due to an 8% increase in staff numbers; this is an estimated figure based on averages that we cannot control.

Energy efficiency action

We have made the commitment to be net zero by 2040. This includes emissions in scope, including gas, electricity, business travel and staff commuting. We will be net zero across our remaining scope 3 emissions, including our supply chain, transport and distribution, waste and electrical use of our leased assets by 2050. We plan to put interim targets in place to ensure sufficient progress is made and will work towards aligning with the Science Based Target Initiative in future. We have a published net zero roadmap which outlines our approach to reducing emissions and sets out our plans for future projects. This year we have undertaken the discovery phase of our sustainability impact and monitoring programme, and aim to publish our new sustainability strategy in the coming months.

Environmental considerations and energy efficiency are a priority for all refurbished offices, including reusing and recycling furniture. Our office at Portwall Lane, Bristol includes features such as repurposed furniture from our previous office and motion-controlled lighting to save unnecessary electricity. We produce our own green energy from onsite solar power, this year generating 14,481kWh from August 2023 to July 2024. Our building management system tracks real time data on energy and water consumption across different areas and systems within Portwall Lane. Automatically controlled lighting, heating and cooling means we can increase efficiencies and optimise usage where areas of the building may be used or not used. Furthermore, in June we commissioned an energy audit of the office to identify further energy efficiency and decarbonisation measures to help achieve our net zero target. We will schedule this work as part of our sustainability programme.

Our electronic waste from offices is collected and resold or reused, resulting in zero electronic waste to landfill. In 2023/24 we recycled 1,315 electronic items and sent 1,255 old pieces back into circulation for a new life.

Our hybrid approach to work means we have reduced the emissions we produce from commuting by using video conferencing instead of meeting face to face. We encourage staff to use public transport wherever possible. We operate a cycle to work scheme and provide cycle racks and shower facilities to encourage and support cyclists. We also have an electric car scheme as part of our benefits package. In 2023/24, 83% of business travel journeys were done by rail and 59% of commuting was undertaken by public transport or active travel methods.

Further information on how we are working towards the UN SDGs and climate action, including working with our members and the FE and HE sectors, can be found in our annual sustainability report.

Methodology

Emissions category	Data sources and assumptions
Scope 1	
Natural gas	<ul style="list-style-type: none"> Location-based method kWh from invoices obtained by facilities UK Government conversion factor for UK natural gas used Average from previous months used on one month where there was inaccurate billing
Refrigerants	<ul style="list-style-type: none"> Location-based method F-gas report obtained from maintenance company, which confirms that no gas was topped up in the reporting year UK Government conversion factor for specific gas used
Scope 2	
Purchased electricity	<ul style="list-style-type: none"> Location-based method KWh from invoices and BMS' obtained by facilities UK Government conversion factor for UK electricity
Scope 3	
Transmission and distribution losses	<ul style="list-style-type: none"> Average data method Total kWh from invoices obtained by facilities UK Government conversion factor for UK electricity T&D used
Waste	<ul style="list-style-type: none"> Waste type-specific method and average data method Mass of waste for each waste treatment method obtained by facilities from waste collection companies Waste data for Cheltenham, London and Oxford offices were not available Mass of WEEE waste from invoices obtained from WEEE recycling partner UK Government conversion factor for each waste type used
Business travel	<ul style="list-style-type: none"> Distance-based method Number of miles travelled via personal vehicle use, rail and air obtained from expenses system and our travel provider Hotel bookings obtained from our travel provider UK Government conversion factors for each mode of transport, haul length and booking class used. Conversion factors included indirect effects of flights Where country-specific hotel conversion factors were unavailable, nearest location geographically used

Emissions category	Data sources and assumptions
Employee commuting	<ul style="list-style-type: none"> Distance-based method Number of miles travelled by staff per transport type per month obtained from staff commuting survey UK Government conversion factors for each mode of transport used Emissions multiplied by 12 to establish emissions for the year. 44% survey response rate. Extrapolated for number of staff as of 31 July 2024
Homeworking	<ul style="list-style-type: none"> Annual working hours based on 35-hour week and 39 days off annually UK Government conversion factors for homeworking (office equipment and heating) used Working from home estimated at 75%
Upstream leased assets	<ul style="list-style-type: none"> Asset-specific method and average data method KWh from invoices obtained by facilities and data centre managers Data for Lumen House was not available so usage was estimated using 2021/22 data UK Government conversion factor for UK electricity used Average from previous months used where data not available
Downstream transportation	<ul style="list-style-type: none"> Spend-based method Spend on courier and freight services obtained from procurement Conversion factor for UK postal and courier services used via ClimaTiq

Financial policies and risks

Financial policies

A number of financial policies are in place for the Group:

- Treasury** – this describes the nature of the investments that we hold. Neither Jisc nor its subsidiaries have a requirement for external borrowings. Any borrowings are not permitted to be taken out without the prior consent from OfS under the terms of the grant funding agreement.
- Reserves** – this describes the categories of reserves that we hold and the reasons for each.

Both policies were reviewed by the Finance and treasury committee in 2024 and approved by the board.

Credit risk

The Group's activities are primarily with state-funded education and research bodies and, as such, have minimum credit risk.

Liquidity risk

In its cash management, we ensure that there are sufficient cash balances to meet the day-to-day needs of the organisation. Our reserves policy states that we should hold four months of operating costs in undesignated reserves (see financial performance and strategy section).

Grant-making policies

We provide grants to organisations to provide services on our behalf or to participate in projects. Grants are managed through specific agreements, which set out the conditions of the grant, including reporting requirements and when and how disclosure will happen. The agreement also outlines our responsibilities.



Grants are usually disbursed in instalments to ensure that agreed timings and results are being met and managed. Our staff monitor and evaluate progress throughout the period of the grants. The nature of these activities will depend on the size and complexity of the grant and the perceived level of risk.

Payment practices

In accordance with regulations in the Small Business, Enterprise and Employment Act 2015, we have prepared and submitted **payment practices reports** for each six-month period for Jisc and its subsidiary Jisc Services Limited.

Internal organisation

HR strategy

The first year of our current HR strategy (2023 to 2026) is complete and has seen significant progress in a number of areas. The strategy comprises six themes to ensure we find and keep great people with the right skills both now, and in the future, to ensure strategic success and customer service excellence. We continue to develop a culture and employee experience our employees recommend, one where people choose to remain at Jisc. This year we have agreed our employee value proposition – we want Jisc to be a place where you can:

- Be your authentic self and your wellbeing is prioritised
- Be trusted with genuine flexible working
- Develop yourself and your career

Our latest employee survey data shows we are making good progress: 79% of employees recommend Jisc as a great place to work. Our wellbeing, inclusion and flexibility questions have all increased this year and now average over 80% agreement. Our learning and development and career development scores have remained the same, demonstrating the need to build on our existing offer. Following a trial in 2022/23, we have now made our 'internal first' recruitment approach permanent. This means almost all roles are advertised internally first, and in 2023/24 36% of our vacancies were filled internally, demonstrating how our employees can develop their careers in Jisc.

Having great managers is crucial to our people success. This year we completed our leadership programme and were delighted that our programme was shortlisted for an award with the Institute of Leadership and Management. Our new programme 'Lead at Jisc' supports new leaders to learn alongside peers and internal leaders while taking advantage of world-class online resources. We are seeing results – this year the scores on all our manager questions increased on our employee survey. Our managers now average at least 83% agreement on all our different areas of management. Our masterclass and manager briefing series, and our thriving manager community, plus an increasing number of toolkits, allow our managers to stay connected and focus on their skills and knowledge development.

In 2023/24 we have particularly focused on recruitment and onboarding activity. HR have successfully implemented a new recruitment system and reviewed several processes with managers to ensure we are delivering a great, inclusive candidate experience as efficiently as possible.



Our diversity and inclusion and anti-racism strategy is delivering on its aims to ensure our workforce becomes more diverse and our culture more inclusive. 71% of employees have disclosed their data, enabling us to further understand the diversity of our workforce and any gaps. Key achievements in 2023/24 include:

- Increasing the membership of our employee networks⁴ from 557 to 1,199; our networks are safe spaces for people to meet, share and learn together. Our networks have put on events for employees throughout the year
- Publishing our first anti-racism manifesto setting out the actions we are taking to become anti-racist
- Identifying and training neurodiversity champions who provide support and signposting within Jisc
- Clarifying and improving our reasonable adjustments process
- Completing inclusion training for all managers

In line with our commitment to an inclusive and diverse workforce, disabled employees have equality of access to training, development and progression. Support is also given to encourage return to work and retention of newly disabled employees, providing where required a period of rehabilitation, support and training, working with expert partners and our Occupational Health service when required. 14% of employees have disclosed a disability.

As well as access to a well-resourced learning and development offer, employees have access to a wide range of benefits. Particular emphasis is placed on benefits linked to financial and mental wellbeing, to ensure wellbeing is prioritised. This includes discounts and salary sacrifice schemes (including electric cars), enhanced sick pay, mortgage services, a healthcare cash plan (a very popular scheme to allow employees to claim back the costs of everyday healthcare), total mental health support (giving access to excellent mental health services), enhanced annual leave and volunteering days, and the opportunity to buy additional annual leave. Total reward statements are published twice a year showing employees how we invest in them and the value of all their benefits.

In 2024/25 we will be focusing on reviewing our culture and guiding principles, ensuring we are planning for the workforce of the future and exploring opportunities with AI, particularly with regard to efficient and effective processes.

Workforce data

Our overall headcount has increased from 1,247 to 1,322 at 31 July 2024. Turnover has dropped significantly over the last 12 months, from 14% to 6%. 4% of employees are on fixed term contracts, compared to 7% in 2023.

This year both our median and mean gender pay gaps have reduced by 1% each to 15.6% and 13.2% respectively. This year we have worked with Close the Gap to better understand what's driving our gender pay gap and what action we can take. Gendered pay inequalities continue to exist within Jisc, although our workforce is progressively becoming more balanced, and the pay gap is narrowing. Despite having a woman CEO and a nearly gender balanced executive leadership team, the overrepresentation of women in

⁴ Employee networks include Accessibility matters, Anti-racism and racial equality, Faith and ethical beliefs, Internationals at Jisc, LGBTQIA+, Men's health and wellbeing, Menopause, Neurodiversity, Parents and carers, Women, and Youth



lower pay roles across the organisation and within job families persists. The tendency of women to be found in the lower deciles of the organisation, and the overrepresentation of men in the highest, combined with the wide salary range within the highest deciles, is likely to be a key driver of our gender pay gap. By getting a deeper understanding of what is driving our gender pay gaps we know that our long term strategy of growing our own talent into senior technical roles is beginning to show signs of progress. For example our internal first approach to recruitment is helping women to progress their careers in Jisc.

Equalities information is held on our HR system in accordance with GDPR principles. 71% of employees have disclosed their diversity data.

Diversity data disclosure has continued to increase overall as we have progressed with our Diversity and Inclusion strategy and anti-racism initiatives. The largest disclosure increase has been ethnicity data; during February 2022 it was 41%, whereas it now stands at 71%, seeing a substantial 30% increase. Building trust has been critical to this strong, upwards disclosure trend and we will seek to continue it with authentic and relevant initiatives.

Ethnicity

Diversity varies across teams. Further details of ethnic diversity are shown in the table below. Of those who provided a response, the number of staff recording themselves as White is nearly 62% across Jisc.

Asian or Asian British	Black or Black British	Mixed heritage	Not provided	Other	Not known or prefer not to say	White
6.43%	4.24%	2.59%	21.88%	1.25%	1.65%	61.96%

Religion

Across the organisation, 46% of staff report that they hold a religion or belief, spreading across 17 religions or beliefs. 25% indicate that they are of no religion, 25% did not disclose and 4% prefer not to say.

Age and gender

We continue to employ people across a broad age group, with the age of new starters over the past year ranging between 19 and 67, with the average age for a new starter being 37 years old.

Compared to last year, the proportion of women in post has increased, from 41.3% at the end of July 2023 to 43.5% at the end of July 2024.

Employees disclosing gender identity has remained at 86%, this employee data contributes to giving Jisc a clearer picture of its workforce.

Sexual orientation

69.4% of staff have disclosed their sexual orientation and 5.4% preferred not to say. The majority of staff (62.3%) indicate that they are heterosexual; 6.27% identify as lesbian, gay or bisexual.



Bisexual	Gay	Heterosexual	Lesbian	Not provided	Other	Prefer not to say	Unknown
3.69%	1.65%	62.35%	0.94%	24.86%	0.78%	5.41%	0.32%

Pay governance

The Remuneration committee considers the annual pay review proposals for all staff across the organisation and the resulting overall level of increase in the salary bill. It does this in the context of business performance and the need to ensure good pay governance to ensure money from funding is spent and focused in the right way. The Remuneration committee reports to the board, providing sufficient detail to enable the board to assure themselves that rigorous, fair and defensible processes have been undertaken in all reward decisions as overall responsibility remains with the board.

We have an annual performance management cycle, with managers having conversations with their teams about their performance throughout the year, with quarterly reviews to drive better and more frequent conversations.

We have a set of guiding reward principles that include a new single pay framework which covers all staff except the executive leadership team. The salaries of the executive leadership team are determined by the Remuneration committee.

A variable bonus scheme is in place for members of the executive leadership team, and there are fully governed commission schemes for account managers and other sales employees. These schemes are reviewed annually to ensure alignment to business priorities and fully linked to performance. A company-wide performance bonus is dependent on strategic targets being achieved as is approved by the Remuneration committee.

Engagement and communication

Ensuring effective two-way communication and good internal communication is in place is key to our success. Our employee voice routes are:

- Joint Negotiating Committee with the University and College Union (UCU), our recognised trade union
- Employee Voice Forum (EVF), available to all staff to enable all employees to have a voice, and to share their concerns and views
- Our employee networks provide a valuable route to share ideas and bring about systemic change. This year the chief executive has conducted a number of listening lunches with our networks to enhance two-way communication and better understand the employee experience

In addition, a number of internal communications channels and initiatives ensure employees are able to stay up to date with company performance and operational arrangements. These include a fortnightly employee briefing, a monthly ‘all hands’ meeting, updates from executive team members, our intranet, our annual staff conference and targeted emails, briefings and consultation processes.



Responsibilities of the board in relation to the Trustees' report

The trustees (who are also directors of Jisc for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's and group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the trust deed. The trustees are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

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

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



Appointment of independent auditors

Grant Thornton UK LLP are deemed reappointed as our external auditor pursuant to section 487 of the Companies Act 2006.

The strategic report and trustees' report have been approved, authorised for issue and signed on behalf of the board by:

Paul Boyle

Professor Paul Boyle, Jisc chair

29 November 2024



Independent auditor's report to the members and trustees of Jisc

Opinion

We have audited the financial statements of Jisc (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 July 2024 and of the group's and the parent charitable company's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Statement of Recommended Practice: Accounting and Reporting by Charities, 2019 Edition; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as the cost of living crises, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

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



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

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

Other information

The other information comprises the information included in the Trustees' Report and Financial Statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report, prepared for the purposes of company law, included in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report included in the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report included in the Trustees' Report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 38, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and parent charitable company and the sector in which it operates through our sector experience, making enquiries of management and those charged with governance and inspection of the parent charitable company's key external correspondence. We corroborated our inquiries through our review of board minutes and other information obtained during the course of the audit;
- Through the understanding we obtained, we determined that the following laws and regulations related to the financial reporting framework, being International Accounting Standards on conformity with the requirements of the Companies Act 2006, and The Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and Data Protection Act 2018, as well as other laws and regulations such as Bribery and Corruption;
- We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement, including how fraud might occur and the risk of management override of controls, by considering management's incentives and opportunities for manipulation of the financial statements;



Our audit procedures included:

- making enquiries of management concerning the groups and parent charitable company's policies and procedures relating to the identification, evaluation and compliance with laws and regulations; the detection and response to the risks of fraud; And the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations;
- gaining an understanding of the controls that management has in place to prevent and detect fraud;
- identifying and testing journal entries, in particular, manual journal entries to revenue;
- challenging significant accounting assumptions, estimates and judgments made by management, including those relevant to: the areas of estimation and judgement in relation to the valuation of intangible assets;
- gaining an understanding of significant identified related party transactions;
- performing audit procedures to consider the compliance of disclosures in the financial statements with the applicable financial reporting requirements;
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- The assessment of the appropriateness of the collective competence and capabilities of the engagement team include consideration of engagement team's:
 - understanding of, and practical experience with, audit engagements of a similar nature and complexity, through appropriate training and participation;
 - knowledge of the industry in which the group and parent company operates.
- communications with the audit team in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in relation to the areas of potential management bias around estimation uncertainty and through management override of controls in the preparation of the financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Use of our report

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006, Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Bird

James Bird BSc FCA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London
29 November 2024

Grant Thornton UK LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated Statement of Financial Activities (including income and expenditure account) for the year ended 31 July 2024

	Note	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
		2024	2024	2024	2023	2023	2023
		£'000	£'000	£'000	£'000	£'000	£'000
INCOME							
Donations and grants	4	58,230	13,440	71,670	53,358	20,221	73,579
Income from charitable activities	5	25,712	-	25,712	23,746	247	23,993
Income from trading with members	5	21,141	426	21,567	18,413	45	18,458
Income from other trading activities	5	28,966	-	28,966	27,028	-	27,028
Investment income	6	743	-	743	717	-	717
Other income		-	-	-	-	2,149	2,149
TOTAL INCOME		134,792	13,866	148,658	123,262	22,662	145,924
EXPENDITURE							
Expenditure from charitable activities before USS pension change		77,944	15,669	93,613	94,532	8,850	103,382
USS pension provision change	29	(29,684)	-	(29,684)	(1,700)	-	(1,700)
Total charitable activities	7	48,260	15,669	63,929	92,832	8,850	101,682
Expenditure from trading with members	7	45,133	(15)	45,118	19,573	10,692	30,265
Other trading activities	7	22,683	1,332	24,015	17,172	-	17,172
Grants paid	10	137	-	137	(48)	41	(7)
Other gains / (losses)		-	-	-	(757)	-	(757)
TOTAL EXPENDITURE		116,213	16,986	133,199	128,772	19,583	148,355
Net (expenditure) / income	11/25	18,579	(3,120)	15,459	(5,510)	3,079	(2,431)
Transfers between funds	21	-	-	-	5,163	(5,163)	-
Other unrealised gains	16	11,636	-	11,636	931	-	931
Net movement in funds for the year		30,215	(3,120)	27,095	584	(2,084)	(1,500)
Reconciliation of funds							
Total funds brought forward		103,607	8,735	112,342	103,023	10,819	113,842
Total funds carried forward		133,822	5,615	139,437	103,607	8,735	112,342

The accompanying notes are an integral part of these financial statements.

All results in the year to 31 July 2024 and in the prior year derive from continuing operations.

The consolidated SoFA includes all gains and losses for the year and the income and expenditure of the Group.

Consolidated and Charity Balance Sheets as at 31 July 2024

		Group 2024	Group 2023 Restated*	Charity 2024	Charity 2023 Restated*
	Note	£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	14	9,599	12,115	1,255	1,233
Tangible assets	15	24,586	19,827	7,786	7,671
Investments	16	115,284	72,966	140,423	104,855
Total fixed assets		149,469	104,908	149,464	113,759
Current assets					
Debtors	17	36,314	37,330	19,157	27,684
Cash and cash equivalents	25	12,137	64,802	3,423	38,936
Total current assets		48,451	102,132	22,580	66,620
Liabilities					
Creditors: amounts falling due within one year	18	57,127	63,040	16,264	25,804
Provisions for liabilities	20	1,356	3,322	1,356	3,318
Total liabilities		58,483	66,362	17,620	29,122
Net current (liabilities) / assets		(10,032)	35,770	4,960	37,498
Total assets less current liabilities		139,437	140,678	154,424	151,257
Provisions for liabilities: amounts falling due after one year	20	-	28,336	-	28,167
Net assets		139,437	112,342	154,424	123,090
The funds of the Group / Charity:					
Restricted income funds	21	5,615	8,735	5,615	8,735
Unrestricted income funds	22	133,822	103,607	148,809	114,355
Total Group / Charity funds		139,437	112,342	154,424	123,090

* Debtors and creditors: amounts falling due within one year have been restated to show the gross amounts due from/(to) HMRC in respect of VAT as explained in note 17.

The Charity only net surplus for the year was £20,003k (2023 Deficit: £6,202k) – refer to note 27. In the year, charity restricted reserves have been restated to align with those of the group. The accompanying notes are an integral part of these financial statements. The financial statements on pages 45 to 81 were approved and authorised for issue by the board and signed on its behalf by:

Heidi Fraser-Krauss

Heidi Fraser-Krauss
Chief executive officer
29 November 2024
Registered number: 05747339

Consolidated Cash Flow Statement for the year ended 31 July 2024

	Note	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash (used) / provided by operating activities	25	(10,690)	18,957
Cash flows from investing activities:			
Interest received	6	743	717
Proceeds from the sale of property, plant and equipment	15	-	-
Purchase of property, plant and equipment	15	(10,785)	(2,985)
Purchase of intangible assets	14	(691)	(2,407)
Sale of investments	16	54,433	-
Purchase of investments	16	(85,675)	(192)
Net cash used in investing activities		(41,975)	(4,867)
Net cash provided by financing activities		-	-
Net cash acquired		-	-
Change in cash and cash equivalents in the reporting year		(52,665)	14,090
Cash and cash equivalents at the beginning of the reporting year		64,802	50,712
Cash and cash equivalents at the end of the reporting year		12,137	64,802



Notes to the financial statements

1. Statement of compliance

The Group and individual financial statements of Jisc have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice ("Charities SORP") applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") (effective 1 January 2019) and the Companies Act 2006.

2. Principal accounting policies

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a) Basis of preparation

These consolidated and separate financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). After reviewing the Group's forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing its consolidated financial statements.

b) Gift aid

Various Group subsidiaries will make a gift aid donation to Jisc as their parent company. Gift aid donations are recognised when a legal obligation to make the payment exists and are classified as a distribution in the statement of changes in equity. In considering the level of gift aid donation to make, the paying company will consider whether there are sufficiently distributable reserves available and whether the paying company will be able to meet its liabilities as they fall due.

c) Group financial statements

The consolidated financial statements and the consolidated cash flow statement include the financial activities of the charity, and its wholly owned trading subsidiaries Jisc Services Limited and Jisc International Apac Pte. Ltd. Intra-Group transactions and balances are eliminated fully on consolidation.

A separate Statement of Financial Activities ("SoFA"), including the Income and Expenditure Account, for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. Jisc as a standalone company as permitted by FRS102 as a qualifying entity has taken advantage of the available exemption to not prepare a statement of cash flows (section 7 of FRS102 and para 3.17 (d)).

d) Fund structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor, such as where funding is for specific projects or is capital in nature. Unrestricted funds comprise those funds which the charity is free to use for any purpose in furtherance of the charitable objects.

Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.



e) **Income**

Income is recognised in the SoFA when a transaction or other event results in an increase in the Group's assets or a reduction in its liabilities. Income is recognised when all of the following criteria are met:

- Entitlement – control over the rights or other access to the economic benefit has passed to the Group
- Probable – it is more likely than not that the economic benefits associated with the transaction will flow to the Group
- Measurement – the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction can be measured reliably

Government grants

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Group has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Performance-related grants that are conditional upon the delivery of a specific level of service are deferred where the conditions have not yet been met.

Income for services

Income for services, including higher education subscriptions, is recognised over the period when the relevant service is provided, or in line with the work being performed, whichever is most appropriate.

Where income is received for a specific activity which is to be delivered in a subsequent financial year, that income is deferred.

Principal versus agent

When the Group acts as the principal in a transaction of goods and/or services, the income is recognised gross and the related expense is recognised within expenditure. Where the Group acts as the agent in a transaction of goods and/or services, the related income and cost are netted off against each other such that the margin is ultimately recognised within income. For licences sold on an agency basis the income is recognised in full as an agency fee at the start of the licensing agreement period in line with the contract structure.

The indications that the Group is an agent in the transaction are usually:

- The Group is not responsible for providing the good or service, or;
- The Group does not have inventory risk before the good or service is provided to the customer or even after it has been provided, or;
- The Group does not have control over the price of the good or service.

The Chest and Collections licences sold by the Group are considered to be sold on an agency basis and income reported on a net basis. Further detail is shown in Note 5.

Interest income

Interest is recognised as earned.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to that category of activity within the Group. Expenditure is classified under the following activity headings:

- Costs of trading with members and non-members
- Expenditure on charitable activities includes the costs of activities undertaken to further the purposes of the charity and their associated support costs
- Grants payable are payments made to third parties in the furtherance of the charitable objects of the Group. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Group agrees to pay the grant without conditions, or the conditions attached to the grant are outside the control of the Group
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged against the expenditure category of resources expended for which it was incurred.

g) Allocation of overhead and support costs

Support costs are those functions that assist the work of the Group but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support Jisc's projects and activities. These costs have been allocated between commercial trading operations and expenditure on charitable activities.

h) Operating leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

i) Lease incentives

Incentives received to enter into an operating lease are credited to the SoFA, to reduce the lease expense, on a straight-line basis over the period of the lease.

The Group has taken advantage of the exemption in respect of lease incentives on leases in existence on the date of transition to FRS 102 (1 August 2014) and continues to credit such lease incentives to the SoFA over the period to the first review date on which the rent is adjusted to market rates.



j) Intangible assets and amortisation

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

- Electronic content 10 years
- Customer contracts 10 years
- Long Term Software licences In line with contractual terms

Amortisation is charged to the SoFA.

Where factors, such as technological advancement or changes in market price, indicate that residual value or useful life have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for on an annual basis if the above factors indicate that the carrying amount may be impaired.

Costs associated with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- It is technically feasible to complete the software so that it will be available for use;
- Management intends to complete the software and use or sell it;
- There is an ability to use or sell the software;
- It can be demonstrated how the software will generate probable future economic benefits;
- Adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- The expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

k) Tangible fixed assets and depreciation

All assets are capitalised and recorded at historic cost including any incidental costs of acquisition. Where appropriate, provision has been made for impairment in the value of tangible fixed assets.

Depreciation is charged on a straight-line basis to write off the cost of the tangible fixed assets over their estimated useful life. Items with a total cost of less than £25,000 are expensed in the period in which they occur.

- Land non-depreciating
- Freehold property 50 years
- Freehold improvements 10 years
- Leasehold improvements over the life of the lease
- Fixtures and fittings 10 years
- Network equipment 5 years
- IT equipment 3 years

Repairs, maintenance and minor inspection costs are expensed as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the SoFA.



l) Investments

Investments in subsidiaries and associates are stated at cost, less provision for impairment.

An investment in a jointly controlled entity exists when there is a contractually agreed sharing of control over an economic activity of a separate legal entity, between Jisc and third party(s). A jointly controlled entity is initially recognised at the transaction price and subsequently adjusted for the investors' share of the profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the assets are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

m) Pensions

The organisation participates in Universities Superannuation Scheme (USS). The scheme is a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The organisation is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the organisation therefore accounts for the scheme as if it were a wholly defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme.

If the organisation enters into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund any overall deficit, the organisation will recognise a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and therefore an expense would be recognised.

n) Contingent liabilities

In accordance with the Charities SORP (FRS102) contingent liabilities are disclosed for those grants, which do not represent liabilities, but where there is a possible obligation, which arises from past events, which will only be confirmed by one or more future events, not wholly within the trustees' control.

o) Foreign currency

Transactions denominated in foreign currencies are translated at the rate of exchange at the date of the transaction. Foreign currency balances are re-translated at the rate of exchange prevailing at the balance sheet date. Any gain or loss arising is charged to the SoFA.

The majority of foreign currency income transactions have a corresponding cost of sales transaction in the same currency, where a surplus is generated this is used to settle ad-hoc purchases in currency throughout the year.



p) Debtors

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

q) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

r) Creditors and provisions

Creditors and provisions are recognised where Jisc has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount after allowing for any trade discounts due. Provisions are recognised at amortised cost.

s) Financial instruments

Jisc only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their amortised cost. All financial assets and financial liabilities are carried at amortised cost.

t) Taxation

Jisc is a registered charity and is entitled to certain exemptions from corporation tax on profits from investments and any trading activities carried on in furtherance of the charity's primary objectives. The subsidiary companies make qualifying donations of all taxable profits to Jisc.

The Group is able to reclaim a proportion of its input VAT incurred using the partial exemption method.

3. Critical accounting judgements and estimation uncertainty

a) Critical judgements in applying the entity's accounting policies

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(i) Multi-employer defined benefit pension scheme

FRS 102 makes the distinction between a Group plan and a multi-employer scheme. A Group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as USS. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with section 28 of FRS 102. The trustees are satisfied that USS meets the definition of a multi-employer scheme but no contractual contributions are recognised in the financial year, as there is no deficit recovery plan in place at the date of approving the financial statements (note 30).

(ii) Timing of grant revenue recognition

Revenue from restricted grants (note 4) can vary in its terms and conditions, specified years to which it relates and cash payment profile. Judgement about the most appropriate financial year in which to recognise revenue can be required together with the amount of revenue to be recognised in that year, with reference to the specifications of a grant letter.



b) Critical accounting estimates and assumptions

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Useful economic life of tangible and intangible assets

The annual depreciation charge for tangible and intangible assets (notes 15 and 14 respectively) is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 14 and 15 for the carrying amount of the intangible and fixed assets respectively, and note 2k for the useful economic lives for each class of assets.

(ii) Impairment of debtors

The company makes an estimate of the recoverable value of trade, intercompany and other debtors (note 17). When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

(iii) Multi-employer defined benefit pension scheme

The scheme actuary reviews the funding of the USS every year and undertakes a formal actuarial valuation every three years (note 30).

(iv) Impairment of fixed asset investments

In assessing whether the carrying value of fixed asset investments has suffered a permanent impairment, the company considers a number of indicators which include the comparing the market value of the underlying net assets to the cost of the investment, the trading history of the entity and the forecast cash flows of that entity.

4. Donations and grants

During the year to 31 July 2024 £71,670k (2023: £73,579k) of funding was received from the United Kingdom funding bodies for higher and further education.

	2024			2023		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Funding body:	£'000	£'000	£'000	£'000	£'000	£'000
Office for Students	10,200	5,000	15,200	10,200	6,503	16,703
Research England	20,380	7,242	27,622	15,520	11,832	27,352
DfE - England	15,021	-	15,021	15,021	-	15,021
Scottish Funding Council	8,073	50	8,123	8,073	961	9,034
HEFCW	2,001	40	2,041	2,001	-	2,001
DfE Northern Ireland	1,410	858	2,268	1,410	675	2,085
Welsh Government	1,049	250	1,299	1,046	250	1,296
Government grant under Apprenticeship Training Scheme	96	-	96	87	-	87
	58,230	13,440	71,670	53,358	20,221	73,579

5. Income

Income is classified to reflect the activities of Jisc as: charitable, trading with members and other trading activities and services. The analysis below is presented to provide additional clarity to readers.

These activities are fully costed and funded independently of one another. Funding received in relation to any charitable activity is not used to cross-subsidise or provide any undue benefit to any other activity.

	Income from charitable activities	Income from trading with Jisc members	Income from other trading activities	2024 Total
	£'000	£'000	£'000	£'000
Connectivity	-	8,353	7,707	16,060
Data collections and statistics	12,841	161	204	13,206
Trust and identity	-	1,243	11,697	12,940
Jisc membership subscription	12,871	-	-	12,871
Cloud	-	3,078	4,753	7,831
Libraries, learning resources and research	-	3,302	963	4,265
Advertising income	-	837	1,877	2,714
Data analytics	-	1,734	658	2,392
Cyber	-	1,994	320	2,314
Other (including rent)	-	865	787	1,652
	25,712	21,567	28,966	76,245

Connectivity income comes from members and non-members taking connections in addition to those provided under their subscription and trust and identity services include verification services offered through OpenAthens and VerifID. Our cloud business resells web services through procured frameworks as well offering consultancy to members who are looking to move some of



their activity into the cloud.

Our libraries and learning resource income represents management charges which Jisc takes on flowthrough licensing and collections purchases and Prospects.ac.uk income includes the HEDD service and the advertising through the Graduate Prospects website. Data analytics income includes the sale of HEIDI Plus, tailored data sets and online survey tools for education and research. Cyber products including penetration testing and consultancy.

Included within libraries, learning resources and research is net income of £2,838k (2023: £1,547k) from the resell of licence subscriptions through Chest and Collections. These licences are sold on an agency basis and income reported accordingly on a net basis. Gross income from licences sold on an agency basis in 2024 was £170,928k (2023: £163,116k).

Income from research organisations is classified under income from other trading activities, in prior years it was classified as income from other charitable activities. The 2023 note has not been restated, however would result in a reclassification of £808k. This excludes Subscription income which is all classified as income from charitable activities.

	Income from charitable activities	Income from trading with Jisc members	Income from other trading activities	2023 Total
	£'000	£'000	£'000	£'000
Connectivity	-	7,246	8,865	16,111
Jisc membership subscription	12,947	-	-	12,947
Trust and identity	308	1,694	9,999	12,001
Data collections and statistics	10,238	-	-	10,238
Cloud	103	1,947	3,151	5,201
Libraries, learning resources and research	14	2,253	613	2,880
Advertising income	-	605	2,015	2,620
Data analytics	28	1,881	841	2,750
Cyber	39	1,890	324	2,253
Other (including rent)	316	942	1,220	2,478
	23,993	18,458	27,028	69,479

The Group is domiciled in the UK.

Income for the year to 31 July 2024 from external customers that are non-UK based was £8,988k (2023: £7,055k) with the remainder generated in the UK.

Of the above, £75,819k was unrestricted (2023: £69,187k) and £426k restricted (2023: £292k).

6. Investment income

All of the Group's investment income of £743k (2023: £717k) arises from money held in interest bearing deposit accounts and distributions from investments.

7. Expenditure

	Charitable activity expenditure £'000	Expenditure from trading with Jisc member £'000	Expenditure from other trading £'000	2024 Total £'000
Data collections and statistics	12,776	-	-	12,776
Libraries, learning resources and research	11,038	1,313	-	12,351
Connectivity	34,935	13,029	8,778	56,742
Trust and identity	-	725	6,827	7,552
Cloud	-	3,114	4,809	7,923
Cyber	-	12,732	2,043	14,775
Data analytics	-	3,970	1,507	5,477
Advice and guidance	5,144	3,887	-	9,031
Student experience	-	7,833	-	7,833
Events	1,659	-	-	1,659
Governance costs (note 8)	2,879	85	27	2,991
Support costs (note 9)	(3,562)	(2,057)	24	(5,595)
Other	(940)	487	-	(453)
	63,929	45,118	24,015	133,062

	Charitable activity expenditure £'000	Expenditure from trading with Jisc member £'000	Expenditure from other trading £'000	Restated 2023 Total £'000
Data collections and statistics	9,740	-	-	9,740
Libraries, learning resources and research	8,064	1,470	-	9,534
Connectivity	31,175	11,627	7,833	50,635
Trust and identity	-	365	3,439	3,804
Cloud	-	2,071	3,198	5,269
Cyber	1,350	9,794	-	11,144
Data analytics	2,619	2,754	-	5,373
Advice and guidance	9,265	288	-	9,553
Student experience	6,448	720	1,898	9,066
Events	1,367	-	-	1,367
Governance costs (note 8)	2,513	87	16	2,616
Support costs (note 9)	26,209	(1,675)	632	25,166
Other	2,932	2,764	156	5,852
	101,682	30,265	17,172	149,119

Of the above total, £116,076k was unrestricted expenditure (2023: £129,577k) and £16,896k was restricted expenditure (2023: £19,542k).

The comparative amounts have been restated to better reflect the split of costs between categories within Connectivity, Trust & Identity and Cloud services.

All expenditure includes irrecoverable VAT, where it has been incurred.

8. Governance costs

	2024 £'000	2023 £'000
External audit	180	252
Senior management salaries (note 12)	1,676	1,612
Trustee expenses (note 12)	15	5
Governance support costs	1,120	747
	2,991	2,616

The costs relating to the governance function are equally apportioned between the four key charitable activities undertaken in the year.

Governance support costs include staff salary and related costs, recruitment, insurance and professional charges.

9. Support costs

	Expenditure charitable activities £'000	Expenditure from trading with Jisc members £'000	Expenditure from other trading £'000	2024 £'000
Finance and procurement	2,068	-	-	2,068
Group costs	(27,682)	(2,325)	24	(29,983)
Strategy and corporate services	11,712	253	-	11,965
Internal IT costs	10,340	15	-	10,355
	(3,562)	(2,057)	24	(5,595)

	Expenditure charitable activities £'000	Expenditure from trading with Jisc members £'000	Expenditure from other trading £'000	2023 £'000
Finance and procurement	4,336	-	-	4,336
Group costs	(1,490)	(2,836)	632	(3,694)
Strategy and corporate services	11,993	21	-	12,014
Internal IT costs	11,370	1,140	-	12,510
	26,209	(1,675)	632	25,166

Support costs of Jisc are allocated where possible directly to the charitable activity and where this direct allocation is not possible costs are allocated in line with the number of direct staff working in each charitable activity type. Wages and pension costs include a liability for paid annual leave accrued but not taken of £1,004k (2023: £1,126k).

Group costs include credit balances for irrecoverable VAT and the release of the USS pension provision on completion of the 2023 revaluation of £29,684k (2023: £1,700k). This is explained more fully in note 30.

Internal IT costs include the costs of the software development group who work on products and services for members and customers as well as the costs of maintaining Jisc's own IT services and systems.

10. Grants paid

	Employability and Careers Research £'000	Content and Discovery Project £'000	Open Source Software £'000	2024 Total £'000	2023 Total £'000
The Open University	-	-	-	-	41
Shibboleth Consortium	-	-	62	62	62
Grant accrual release	-	-	-	-	(160)
Other grants (< £30k)	53	22	-	75	50
	53	22	62	137	(7)

In 2024 no grants were awarded to individuals (2023: £nil), all grants were to institutions. Of the total grants paid to third parties during 2024, all were unrestricted (2023: £112k) and none were restricted (2023: £41k).

11. Net expenditure / (income)

Net expenditure / (income) is stated after charging:

	2024 £'000	2023 £'000
Amortisation of intangible assets	3,207	2,685
Depreciation of tangible assets	6,002	5,079
Loss on sale of tangible fixed assets	20	30
Exchange differences	185	242
Operating lease rentals: property	1,743	2,074

During the year the Group obtained the following services from the Group's auditors and its associates:

	2024 £'000	2023 £'000
Audit of all entities and consolidated financial statements		
Fees payable for the audit of the annual accounts	175	252
Fees payable for other services: grant audit	-	7
Total	175	259



12. Transactions with trustees and the cost of key management personnel

Remuneration and benefits

Recipient	2024 £	2023 £
Chief executive officer	245,852	235,649
Jisc chair	15,000	15,000
	260,852	250,649

The remuneration of the CEO is for their role as CEO rather than as a trustee.

The level of remuneration has been approved by the Remuneration committee, and the Articles of Association of Jisc give express authority for their employment.

The charity trustees were not paid nor received any other benefits from employment with Jisc or its subsidiaries in the year (2023: £nil), neither were they paid for professional or other services supplied to the charity (2023: £nil).

Reimbursement of expenses

Expenses were paid to trustees during the year as shown below and a breakdown by expenditure type:

	2024 £'000	2023 £'000
Travel and subsistence	15	5

Key management personnel

The key management personnel of the Group comprise the trustees, the chief executive officer, and 9 (2023:9) members of executive leadership team (ELT). The total remuneration and employee benefits of the key management personnel of the Group were £1,676,094 (2023: £1,612,182).

Remuneration and pension contributions paid to members of the ELT during the year by role performed are shown below:

Role	Remuneration £	Employer Pension £	2024 Total £
Chief executive officer	211,536	34,316	245,852
Chief technology officer (until 31.01.2024)	224,652	-	224,652
Interim chief technology officer (from 01.02.2024)	62,250	9,027	71,277
Managing director, customer and sector enablement	166,067	26,704	192,771
Chief financial officer	163,154	26,704	189,858
Deputy chief executive and chief operating officer	141,986	39,391	181,377
Managing director, higher education and research	146,900	23,831	170,731
Managing director, further education and skills	133,150	21,600	154,750
Chief data officer	145,600	23,831	169,431
Chief of staff	126,355	20,318	146,673
	1,521,650	225,721	1,747,371



Role	Remuneration £	Employer Pension £	2023 Total £
Chief executive officer	195,680	39,969	235,649
Chief technology officer	199,429	21,166	220,595
Managing director, customer and sector enablement	155,618	31,465	187,083
Chief financial officer	155,618	31,465	187,083
Deputy chief executive and chief operating officer	134,248	38,072	172,320
Managing director, higher education and research	138,890	28,080	166,970
Managing director, further education and skills	125,903	25,452	151,355
Chief data officer	125,348	23,400	148,748
Chief of staff	118,438	23,941	142,379
	1,349,172	263,010	1,612,182

The remuneration policy for the ELT is the same as the rest of the Jisc Group, ie subject to the same performance review cycle, ratings and approach to pay.

The annual increase in total ELT remuneration was 8% (2023: decrease 2%). In the year to 31 July 2024, the remuneration of the chief executive officer equates 4.9 times the mean gross pay of Jisc Group employees (2023: 4.6 times) due to growth in staff numbers and the consequent change to average staff pay over the year.

13. Staff and wages

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Wages and salaries	57,458	53,717	42,158	40,103
Social security costs	5,950	5,290	4,339	3,896
Other pension costs	(21,537)	5,020	(23,438)	2,828
Redundancy and termination payments	102	118	102	118
	41,973	64,145	23,161	46,945

In addition, temporary staff costs of £nil (2023: £397k) for the Group were incurred during the year. By activity, the average monthly number of persons employed by the Group and charity during the year is:

	Group		Charity	
	2024	2023	2024	2023
Management	50	45	45	40
Technical	1,082	971	781	698
Administrative	140	136	140	136
	1,272	1,152	966	874

Staff numbers have been reported on the basis of full-time equivalent hours.

The number of staff and gross salary and emoluments of staff whose remuneration was over £60,000 were in the following ranges:

	2024	Restated* 2023
£60,001 - £70,000	94	78
£70,001 - £80,000	56	39
£80,001 - £90,000	16	14
£90,001 - £100,000	12	5
£100,001 - £110,000	3	3
£110,001 - £120,000	5	3
£120,001 - £130,000	4	2
£130,001 - £140,000	1	3
£140,001 - £150,000	3	2
£150,001 - £160,000	-	3
£160,001 - £170,000	2	1
£170,001 - £180,000	-	-
£180,001 - £190,000	-	-
£190,001 - £200,000	-	1
£200,001 - £210,000	-	1
£210,001 - £220,000	1	-
£220,001 - £230,000	1	-
	198	155

* This disclosure is now based on total remuneration rather than basic salary. The comparative disclosure has been restated to align with this enhanced method of preparation.

The number of staff whose remuneration was over £60,000 to whom retirement benefits are accruing under:

	2024	Restated 2023
Money purchase schemes	13	6
Defined benefit schemes	178	135
	191	141

Of the 178 people (2023: 135 people), 176 (2023: 133) are members of the Universities Superannuation Scheme, a hybrid defined benefit and money purchase scheme.

14. Intangible assets

Group	Customer contracts £000	Rights to electronic content £'000	Software licences £'000	Total £'000
Cost				
As at 1 August 2023	6,500	13,665	10,967	31,132
Additions	-	-	691	691
Disposals	-	(10,628)	(1,364)	(11,992)
As at 31 July 2024	6,500	3,037	10,294	19,831
Accumulated amortisation				
As at 1 August 2023	1,950	12,241	4,826	19,017
Disposals	-	(10,628)	(1,364)	(11,992)
Charge for the year	650	364	2,193	3,207
As at 31 July 2024	2,600	1,977	5,655	10,232
As at 31 July 2023	4,550	1,424	6,141	12,115
As at 31 July 2024	3,900	1,060	4,639	9,599

Assets were assessed in the year for impairment indicators and no impairment indicators have been noted.

Charity	Customer contracts £'000	Rights to electronic content £'000	Software licences £'000	Total £'000
Cost				
As at 1 August 2023	-	1,700	197	1,897
Additions	-	-	236	236
Disposals	-	-	(80)	(80)
As at 31 July 2024	-	1,700	353	2,053
Accumulated amortisation				
As at 1 August 2023	-	510	154	664
Disposals	-	-	(80)	(80)
Charge for the year	-	170	44	214
As at 31 July 2024	-	680	118	798
As at 31 July 2023	-	1,190	43	1,233
As at 31 July 2024	-	1,020	235	1,255



15. Tangible assets

Group	Freehold property £'000	Network equipment £'000	IT Equipment £'000	Fixtures and fittings £'000	Leasehold improvements £'000	Total £'000
Cost						
As at 1 August 2023	7,205	83,357	2,237	1,126	4,208	98,133
Additions	-	10,406	-	-	379	10,785
Disposals	-	(1,355)	(617)	(92)	(933)	(2,997)
As at 31 July 2024	7,205	92,408	1,620	1,034	3,654	105,921
Accumulated Depreciation						
As at 1 August 2023	1,363	71,201	1,982	633	3,127	78,306
Charge for the year	376	5,102	157	91	276	6,002
Eliminated on disposal	-	(1,354)	(617)	(70)	(932)	(2,973)
As at 31 July 2024	1,739	74,949	1,522	654	2,471	81,335
Net book value at 31 July 2023	5,842	12,156	255	493	1,081	19,827
Net book value at 31 July 2024	5,466	17,459	98	380	1,183	24,586

Assets were assessed for impairment indicators in the year. No impairment indicators were noted.



Charity	Freehold property £'000	IT equipment £'000	Cyber equipment £'000	Fixtures and fittings £'000	Leasehold improvements £'000	Total £'000
Cost						
As at 1 August 2023	7,205	2,237	-	1,126	4,208	14,776
Additions	-	-	806	-	379	1,185
Disposals	-	(617)	-	(92)	(933)	(1,642)
As at 31 July 2024	7,205	1,620	806	1,034	3,654	14,319
Accumulated Depreciation						
As at 1 August 2023	1,363	1,982	-	633	3,127	7,105
Charge for the year	377	157	146	91	276	1,047
Eliminated on disposal	-	(617)	-	(70)	(932)	(1,619)
As at 31 July 2024	1,740	1,522	146	654	2,471	6,533
Net book value as at 31 July 2023	5,842	255	-	493	1,081	7,671
Net book value as at 31 July 2024	5,465	98	660	380	1,183	7,786



16. Investments

The Group held investments at 31 July 2024 of £115,284k (2023: £72,966k) made up of investments in funds of £114,059k (2023: £71,828k), other equity investments of £1,025k (2023: £938k) and investment in affiliates of £200k (2023: £200k).

An unrealised gain of £11,636k (2023: gain of £931k) has been reported due to the change in value of investment funds held during the year. The amount disclosed as unrealised gain on investments is grossed up to account for charges.

Group	Total £'000
Investment funds	
As at 1 August 2023	71,828
Additions	85,675
Disposals	(54,520)
Unrealised gain on investments	11,076
Investment funds as at 31 July 2024	114,059
Other equity investments	
As at 1 August 2023	938
Additions	87
Other equity investments as at 31 July 2024	1,025
Investments in affiliates	
As at 1 August 2023	200
Investments in affiliates as at 31 July 2024	200
Total investments as at 31 July 2023	72,966
Total investments as at 31 July 2024	115,284
Charity	Total £'000
Investment funds	
As at 1 August 2023	71,828
Additions	85,675
Disposals	(54,520)
Unrealised gain/(loss) on investments	11,076
Investment funds as at 31 July 2024	114,059
Other equity investments	
As at 1 August 2023	938
Additions	87
Other equity investments as at 31 July 2024	1,025
Investments in subsidiaries and affiliates	
As at 1 August 2023	32,089
Dissolution of Jisc Commercial Limited	(6,750)
Investments in subsidiaries and affiliates as at 31 July 2024	25,339
Total investments as at 31 July 2023	104,855
Total investments as at 31 July 2024	140,423

Investment Funds

As at 31 July 2024 Jisc and the Group held the following investments funds which are stated at their market value at the balance sheet date:

Fund	No of units	Price⁵ £	Total 2024 £'000
Mercer LLC	743,844	131.060	97,488
Ruffer Global Funds	5,760,056	1.702	9,805
Savills Investment Management	5,739,140	1.179	6,766
Other equity investments			
Emerge Venture Partners I LP Investment			806
Emerge Venture Partners II LP Investment			71
Edtech startups			148
Investments in affiliates by company			
Unitu Limited			200
			115,284

Holdings as at 31 July 2023 were as follows:

Fund	No of units	Price £	Total 2023 £'000
L&G Future World Climate	70,300,128	0.748	52,549
Ruffer Global Funds	5,760,056	1.679	9,671
Savills Investment Management	5,739,140	1.249	7,166
Managed by Rathbone Investment Management Limited:			
Government Bonds and Invested Cash			30
Equity Risk Investments			1,799
Diversified Fund Investments			613
Other equity investments			
Emerge Venture Partners I LP Investment			790
Angel Investments			148
Investments in affiliates by company			
Unitu Limited			200
			72,966

⁵ Unit price rounded to 3 decimal places



Investment in subsidiaries and affiliates

Jisc holds investments in subsidiaries and affiliates as part of its charitable activities. Investments in subsidiaries and affiliates are accounted for at the lower of cost or underlying net realisable value.

Throughout the year, Jisc held an investment in its trading subsidiary Jisc Services Limited. In prior year, an investment was held in Jisc Commercial Limited which is now dormant.

Jisc has a 100% owned company based in Singapore called Jisc International Apac Pte. Ltd. HESA Services Limited has been dissolved in the year, while Jisc Liberate Managed Services and Higher Education Statistics Agency Limited are both dormant and in the process of being dissolved.

The registered office addresses of all the charity’s investments are:

Name	Registered office address
Jisc Services Limited	4 Portwall Lane, Bristol, BS1 6NB
Jisc Commercial Limited	4 Portwall Lane, Bristol BS1 6NB
Jisc International Apac Pte. Ltd	16 Raffles Quay, Hong Leong Building, Singapore (048581)
Higher Education Statistics Agency Limited	4 Portwall Lane, Bristol, BS1 6NB
Jisc Liberate Managed Services Limited	4 Portwall Lane, Bristol, BS1 6NB
Unitu Limited	2 Viscount House, 8 Lakeside Drive, London, NW10 7GS



The charity holds greater than 20% interests in the following companies:

	Country of registration	Activity	% Holding of Issued Share Capital or guarantees	Turnover £'000	Expenditure interest & tax £'000	Operating surplus / (deficit) £'000	Assets £'000	Liabilities £'000	Funds £'000
Jisc Services Limited	England & Wales	Development and maintenance of the Janet Network and connected services and provision of digital content for the education and research sector	100%	98,185	(91,033)	7,152	54,001	43,822	10,179
Jisc International Apac Pte. Ltd	Singapore	Provides technical support services within the Asia and Pacific region for Jisc Group	100%	209	(193)	16	197	(201)	(4)
Unitu Limited	England & Wales	Provides information technology service activities	22%	168	(332)	(164)	175	(195)	20



17. Debtors

	Group		Charity	
	2024	Restated* 2023	2024	Restated* 2023
	£'000	£'000	£'000	£'000
Trade debtors	7,954	8,022	1,481	1,497
Amounts owed by Group undertakings	-	-	257	8,242
Other taxation & social security debtor	13,229	15,445	13,229	15,445
Other debtors	194	20	177	45
Prepayments	12,563	11,995	2,738	2,207
Accrued income	2,374	1,848	1,275	248
	36,314	37,330	19,157	27,684

Trade debtors are reviewed for impairment and are shown at their amortised cost. An impairment provision of £268k has been recognised in the year (2023: £64k) and has been charged to charitable activities expenditure of £17k (2023: £42k) and other trading activities of £251k (2023: £22k) in the Statement of Financial Activities. No impairment provisions are recognised against charity debtors (2023: £nil).

*The other taxation & social security debtor relates to the recovery of input VAT from previous years on costs incurred on providing the Janet network (note 31). In 2023 this debtor was shown net of £3.3m of VAT payable to HMRC, however this has been restated for clarity to show the gross amount due. See note 34 for details of the prior year published amounts.

Amounts owed by Group undertakings:

	Charity	
	2024	2023
	£'000	£'000
Jisc Commercial Limited	-	8,146
Jisc Services Limited	64	-
Jisc International Apac PTE. Ltd	193	96
	257	8,242

18. Creditors: amounts falling due within one year

	Group		Charity	
	2024	Restated* 2023	2024	Restated* 2023
	£'000	£'000	£'000	£'000
Trade creditors	2,864	6,430	1,352	1,214
Amounts owed to Group undertakings	-	-	2,675	9,522
Other taxation & social security	4,928	6,662	3,606	4,995
Other creditors	1,919	2,259	989	1,221
Accruals	7,769	13,111	6,181	7,862
Deferred income (note 19)	10,394	9,710	1,461	990
Net agency creditor	29,253	24,868	-	-
	57,127	63,040	16,264	25,804

Other creditors no longer includes a balance owed to pension funds (2023: £1,001k).

The other taxation & social security creditor for 2023 has been restated for clarity as explained in note 17. See note 34 for details of the prior year published amounts.



Amounts owed to Group undertakings:

	Charity	
	2024	2023
	£'000	£'000
Jisc Services Limited	2,675	9,522

Amounts owed to Group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

19. Deferred income

Income has been deferred where services or goods issued to beneficiaries have not been or are partially provided. In addition, performance-related grants that are conditional upon the delivery of a specific level of service have been deferred where the conditions had not yet been met.

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Deferred income brought forward	9,710	11,937	990	2,344
Released in year	(9,710)	(11,937)	(990)	(2,344)
Deferred in year	10,394	9,710	1,461	990
	10,394	9,710	1,461	990

20. Provision for liabilities

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Pension provision (note 29)	-	29,078	-	28,905
Other provisions	1,356	2,580	1,356	2,580
	1,356	31,658	1,356	31,485
The above is analysed as follows:				
Due within one year	1,356	3,322	1,356	3,318
Due after more than one year	-	28,336	-	28,167
	1,356	31,658	1,356	31,485

Pension provision

The pension provision represented the Group and charity recognising a liability in relation to its contractual obligation to contribute to covering the USS deficit in the prior year. Following the 2023 valuation, this provision is no longer required

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Due within one year	-	742	-	738
Due after more than one year	-	28,336	-	28,167
	-	29,078	-	28,905



Other provisions

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Balance brought forward 1 August 2023	2,580	1,868	2,580	1,868
Net Movement	(1,224)	712	(1,224)	712
Balance carried forward 31 July 2024	1,356	2,580	1,356	2,580

Provision has been made for £538k of property lease dilapidations (2023: £2,109k). During the year the provisions made for Harwell and Cheltenham properties were released when the leases were surrendered. The remainder of the provisions amount relates to other provisions.

21. Restricted income funds

Group

	2024 £'000	2023 £'000
Balance brought forward 1 August 2023	8,735	10,819
Net incoming/(outcoming) resources	(3,120)	930
Fixed assets purchased and transferred to unrestricted funds	-	(5,163)
Receipt of restricted reserve from merger	-	2,149
Balance to carry forward 31 July 2024	5,615	8,735

Charity

	2024 £'000	Restated 2023 £'000
Balance brought forward 1 August 2023	8,735	10,819
Net outgoing resources	(3,120)	(4,233)
Receipt of restricted reserve from merger	-	2,149
Balance to carry forward 31 July 2024	5,615	8,735

Restricted balances are held in cash. The cash is held within the subsidiary company bank accounts as during the financial year it acted as a central treasury management facility. See note 34 for details of the prior year published amounts.

22. Unrestricted income funds

Group

		Designated funds				
	Total £'000	General unrestricted fund £'000	Grant funded assets £'000	Network and cyber reserve £'000	Data modernisation reserve £'000	Restructure reserve £'000
Balance b/fwd 1 August 2023	103,607	86,848	16,187	-	-	572
Net incoming resources	30,215	30,215	-	-	-	-
Transferred from unrestricted	-	(43,800)	-	36,400	7,400	-
Balance c/fwd 31 July 2024	133,822	73,263	16,187	36,400	7,400	572

The designated fund labelled "grant funded assets" reflects the net book value of assets purchased using grants.



The restructuring fund is designated for future restructuring expenditure across the Group.

During the financial year the Board agreed to the creation of designated reserves for the following future activities of the group, network and cyber protection and data collection and publication modernisation.

Charity

	Designated funds					
	Restated* Total £'000	Restated* General unrestricted fund £'000	Grant funded assets £'000	Network and cyber reserve £'000	Data modernisation reserve £'000	Restructure reserve £'000
Balance b/fwd 1 August 2023	114,355	106,200	7,583	-	-	572
Net incoming resources	23,123	23,123	-	-	-	-
Gift of reserve from Jisc Commercial Ltd	4,472	4,472	-	-	-	-
Gift aid payment from Jisc Services Ltd	6,859	6,859	-	-	-	-
Transfer from unrestricted	-	(43,800)	-	36,400	7,400	-
Balance c/fwd 31 July 2024	148,809	96,854	7,583	36,400	7,400	572

*The total and general unrestricted opening balances for the charity have been restated to reflect reclassification of balances from restricted funds as of 1 August 22 and 1 August 2023. See note 34 for details of the prior year published amounts.

23. Analysis of net assets between funds

Group	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	Restated* Unrestricted Funds £'000	Restricted Funds £'000	Restated* Total 2023 £'000
Fixed assets	149,469	-	149,469	104,908	-	104,908
Current assets	42,836	5,615	48,451	93,397	8,735	102,132
Current liabilities	(58,483)	-	(58,483)	(66,362)	-	(66,362)
Non-current liabilities	-	-	-	(28,336)	-	(28,336)
Total	133,822	5,615	139,437	103,607	8,735	112,342

Charity	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	Restated* Unrestricted Funds £'000	Restricted Funds £'000	Restated* Total 2023 £'000
Fixed assets	149,464	-	149,464	113,759	-	113,759
Current assets	16,965	5,615	22,580	57,885	8,735	66,620
Current liabilities	(17,620)	-	(17,620)	(29,122)	-	(29,122)
Non-current liabilities	-	-	-	(28,167)	-	(28,167)
Total	148,809	5,615	154,424	114,355	8,735	123,090

* Debtors and creditors: amounts falling due within one year have been restated to show the gross amounts due from/(to) HMRC in respect of VAT as explained in note 17. See note 34 for detail



24. Operating lease commitments

The Group had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Land and buildings				
Not later than one year	1,044	1,039	1,044	1,039
Later than one year and not later than five years	3,118	5,346	3,118	5,346
Later than five years	121	747	121	747
	4,283	7,132	4,283	7,132

25. Reconciliation of net expenditure to net cash inflow from operating activities

	2024	2023
	£'000	£'000
Net income / (expenditure) for the reporting period (as per Statement of Financial Activities)	15,459	(2,431)
Adjustments for:		
Interest	(743)	(717)
Pension deficit contributions paid	(880)	(2,170)
Loss on disposal of fixed assets	20	(7)
Write off of investments	-	58
Depreciation on tangible fixed assets	6,002	5,079
Amortisation of intangible assets	3,207	2,685
Decrease in debtors	1,016	1,977
Decrease / increase in creditors and provisions	(35,938)	13,157
Unwinding of discount on pension provision	606	1,016
Other including unrealised gains	561	310
Net cash (used) / provided by operating activities	(10,690)	18,957

Analysis of net funds

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Cash at bank and in hand	12,137	33,765	3,423	7,899
Cash equivalents	-	31,037	-	31,037
Total cash and cash equivalents	12,137	64,802	3,423	38,936

The amounts held previously as cash equivalents are held in a different financial instrument at 31 July 2024 and are now classified as investments.

26. Members liability

Jisc is a charitable company limited by guarantee (CLG). The constitution allows for two classes of membership. One class comprises representative members, which includes the original members and guarantors - the Association of Colleges, Guild HE and Universities UK. Each of these representative members holds 30% of the voting rights. The other class of membership, in place from 1 August 2014, comprises institutional members, who together hold 10% of the voting rights. The liability of each member (both institutional and representative) is limited to a maximum of £1. This liability will apply for the duration of membership of the charitable company and for one year beyond the end of membership.



27. Results of the charity

	Unrestricted fund £'000	Restricted fund £'000	Total 2024 £'000	Total 2023 £'000
Total incoming resources	106,460	13,781	120,241	102,602
Net surplus/(deficit)	23,123	(3,120)	20,003	(6,202)

28. Related parties

The institutions, suppliers and customers shown within the note have been declared as interests by the trustees of Jisc, members of executive leadership team and the board of directors of its subsidiaries.

Year ended 31 July 2024	I&E		Balance sheet	
	Income	Expenditure	Debtors	Creditors
	£'000	£'000	£'000	£'000
Association for Learning Technology	3	13	-	1
Hartpury University and Hartpury College	57	-	1	-
Hull College	57	-	-	-
Kingston University	1,510	-	188	-
Office for National Statistics (ONS)	6	-	5	-
SHU Education services Limited	1,776	27	88	9
Staffordshire University	590	28	4	-
Swansea University	1,964	5	122	-
Universities UK	9	26	2	12
University College of Estate Management	35	-	-	-
University of Chester	818	10	124	-
University of Derby	788	-	252	-
University of Exeter	2,679	16	123	-
West London College	56	-	9	-
	10,348	125	918	22

Year ended 31 July 2023	I&E		Balance sheet	
	Income	Expenditure	Debtors	Creditors
	£'000	£'000	£'000	£'000
Association of Colleges	1	-	7	-
Birkbeck College	359	221	77	-
Coventry University Management Services	1,198	690	510	-
Dumfries & Galloway College	19	14	31	-
GEANT Vereniging	47	104	562	-
Higher Education Funding Council for Wales (HEFCW)	2,023	-	-	15
Hull College	25	1	23	-
IDP Connect	23	-	-	-
NARIC/ENIC	1	-	-	-



Year ended 31 July 2023	I&E		Balance sheet	
	Income	Expenditure	Debtors	Creditors
	£'000	£'000	£'000	£'000
National Centre for Universities and Business (NCUB) Taskforce	-	6	-	-
Office for National Statistics (ONS)	52	-	37	-
Royal Holloway, University of London	854	6	196	-
Russell Group of Universities	7	-	-	-
St Antony's College, University of Oxford	4,528	1,186	103	-
Swansea University	1,808	661	202	-
The Tech Partnership	49	-	1	-
Universities UK	-	-	5	-
Universities Wales	10	13	2	-
University College London	6,753	2,037	277	3
University of Derby	546	4	247	-
University of Essex	2,084	688	365	4
University of Exeter	2,269	682	473	-
University of Southampton	2,806	14	590	-
University of West London	394	173	24	-
University Recruitment & Global Partnerships at Leeds Beckett University	935	486	-	8
West London College	54	20	18	-
York College	64	25	36	-
Yorkshire Universities	2	-	-	-
	26,911	7,031	3,786	30

Footnotes:

HEFCW was listed as a Related party in FY2023. It provides grant funding as it is a Jisc funding body.

29. Pension

Universities Superannuation Scheme

The company participates in the Universities Superannuation Scheme (the scheme). The assets of the scheme are held in a separate trustee-administered fund. The company is required to contribute a specified percentage of payroll costs to the pension scheme to fund the benefits payable to the company's employees. The company is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS 102, accounts for the scheme as if it were a defined contribution scheme.

The latest available complete actuarial valuation of the Retirement Income Builder is at 31 March 2023 (the valuation date), which was carried out using the projected unit method. It was the seventh valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions (the statutory funding objective). At the valuation date, the value of the assets of the scheme was £73.1 billion and the value of the scheme's technical provisions was £65.7 billion indicating a surplus of £7.4 billion and a funding ratio of 111%.

A deficit recovery plan was put in place as part of the 2020 valuation, which required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%. No deficit recovery plan was required under the 2023 valuation because the scheme was in



surplus on a technical provisions basis. Jisc was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision of £29,078k to the income and expenditure account.

Contributions for the year were £5,946k (2023: £7,311k). The reduction is due to the employer contribution rate falling to 14.5% from 1 January 2024.

The following table shows the movement in the USS pension provision:

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Brought forward	29,078	30,778	28,905	30,514
Deficit contribution paid	(880)	(2,170)	(875)	(2,067)
Unwinding of discount	606	1,016	602	1,011
Change in expected contributions	(28,804)	(546)	(28,632)	(553)
Balance carried forward	-	29,078	-	28,905

The key financial assumptions used in the 2023 valuation are described below. More detail is set out in the [Statement of Funding Principles](#).

CPI assumption	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less:
	1.0% p.a. to 2030, reducing to 0.1% p.a. from 2030
	Benefits with no cap:
Pension increases (subject to a floor of 0%)	CPI assumption plus 3bps
	Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%):
	CPI assumption minus 3bps
Discount rate (forward rates)	Fixed interest gilt yield curve plus
	Pre-retirement: 2.5% p.a.
	Post-retirement: 0.9% p.a.

The main demographic assumption used relates to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2023 actuarial valuation. The mortality assumptions used in these figures are as follows:

2023 valuation

Mortality base table	101% of S2PMA "light" for males and 95% of S£PFA for females.
Future improvements to mortality	CMI_2021 with a smoothing parameter of 7.5, an initial addition of 0.4% pa and a long term improvement rate of 1.8% pa for males and 1.6% pa for females.



The current life expectancies on retirement at age 65 are:

	2024	2023
Males currently aged 65 (years)	23.7	24.0
Females currently aged 65 (years)	25.6	25.6
Males currently aged 45 (years)	25.4	26.0
Females currently aged 45 (years)	27.2	27.4

The employers' contribution rates are as follows:

Effective date	Rate
1 April 2022 to 31 December 2023	21.60%
1 January 2024 to 30 April 2028	14.50%

Civil Service pensions

Pension benefits, for three (2023: three) employees who transferred from HEFCE, are provided through the Civil Service pension arrangements. The statutory arrangements are unfunded with the cost of benefits met by monies voted by parliaments each year. Employee contributions are salary-related and range between 4.6% and 7.35% of pensionable earnings. The rate for employers' contributions is 28.97% and is charged directly to the SoFA.

Group and company contributions to this scheme in 2024 totalled £76k (2023: £76k).

Defined contribution

There is a defined contribution scheme operating within the Group for a small number of employees who transferred from Janet. At the balance sheet date there were two active members. Group contributions were £18k in the year (2023: £17k).

From 1 May 2021 a new additional defined contribution scheme was introduced for new employees and existing employees wishing to transfer. At the balance sheet date there were 609 active members and contributions within the Group were £2,215k (2023: £1,486k).

Contributions on these schemes are charged to the SoFA as incurred. This includes an amount of £296k (2023: £217k), outstanding at the balance sheet date. £nil (2023: £nil) of the contributions for these defined contribution plans were funded through restricted funds.

30. Taxation

As a registered charity, Jisc is entitled to certain tax exemptions on income and profits from investments and surpluses on any trading activities carried out in the furtherance of its primary objectives.

Neither the Group nor charitable company had any deferred tax assets or liabilities (2023: £nil).

31. Contingent assets and liabilities

As Jisc makes both taxable and exempt supplies with respect to VAT, it applies a partial exemption special method to determine the amount of VAT which can be recovered on its inputs. During 2020-21, Jisc agreed a claim totalling £20,979k, net of professional charges, with HMRC for the recovery of historic input VAT from previous years for costs incurred on providing the Janet network. Based on the advice of their professional advisors, the directors consider that it is not probable that any further contingent asset or liability to VAT will arise.



32. Financial commitments

At 31 July, the Group had the following capital commitments:

	2024 £'000	2023 £'000
Contracts for future capital expenditure not provided in the financial statements – equipment	-	2,928

33. Transfer of activities between Jisc group

During the year, a Business Transfer Agreement with an effective date of 1 August 2023 was signed between Jisc Services Limited and Jisc Commercial Limited to transfer the trade and assets of Jisc Commercial Limited to Jisc Services Limited as a going concern. This was undertaken as part of the rationalisation of the Jisc group structure. The assets and liabilities were transferred into Jisc Services Limited at net book value.

The Jisc Commercial Limited board passed a resolution to distribute the entirety of its retained earnings to Jisc as sole shareholder (in accordance with article 93) which totalled £4,472k. Subsequent to this, Jisc Commercial Limited had no assets or liabilities and will be dissolved in due course.

The net asset values transferred from Jisc Commercial Limited to Jisc Services Limited are summarised as follows:

	Book value 01/08/2023 £'000
Intangible assets	4,550
Cash	1,743
Debtors	21
Creditors	(2,480)
Intercompany creditors with group companies	(3,834)
	-

34. Restated amounts in respect of 2023

Income and expenditure associated with charitable activities, trading with members and other trading income

Income within the groupings of charitable activities, trading with members and other trading has been recategorised in the year to more accurately reflect the split of the Group's income within connectivity, trust & identity and cloud services. The comparative amounts in the financial statements have been restated to maintain comparability between financial years.

Expenditure in the same groupings has been recategorised to reflect the costs associated with these activities. The comparative amounts in the financial statements have been restated to maintain comparability between financial years.

The final results of the Group and the charity are unchanged as a result of the recategorisations in the prior year.



Debtors and creditors

The other taxation & social security debtor relates to the recovery of input VAT from previous years on costs incurred on providing the Janet network (note 31). In 2023 this debtor was shown net of £3.3m of VAT payable to HMRC, however this has been restated for clarity to show the gross amount due impacting both debtor and creditor balances.

Debtors

	As reported	Group	Restated
	2023	Adjustment	2023
	£'000	2023	£'000
	£'000	£'000	£'000
Trade debtors	8,022	-	8,022
Amounts owed by Group undertakings	-	-	-
Other taxation & social security debtor	12,145	3,300	15,445
Other debtors	20	-	20
Prepayments	11,995	-	11,995
Accrued income	1,848	-	1,848
	34,030	3,300	37,330

	As reported	Charity	Restated
	2023	Adjustment	2023
	£'000	2023	£'000
	£'000	£'000	£'000
Trade debtors	1,497	-	1,497
Amounts owed by Group undertakings	8,242	-	8,242
Other taxation & social security debtor	12,145	3,300	15,445
Other debtors	45	-	45
Prepayments	2,207	-	2,207
Accrued income	248	-	248
	24,384	3,300	27,684

Creditors: amounts falling due within one year

	As reported	Group	Restated
	2023	Adjustment	2023
	£'000	2023	£'000
	£'000	£'000	£'000
Trade creditors	6,430	-	6,430
Amounts owed to Group undertakings	-	-	-
Other taxation & social security	3,362	3,300	6,662
Other creditors	2,259	-	2,259
Accruals	13,111	-	13,111
Deferred income	9,710	-	9,710
Net agency creditor	24,868	-	24,868
	59,740	3,300	63,040



	As reported	Charity Adjustment	Restated
	2023	2023	2023
	£'000	£'000	£'000
Trade creditors	1,214		1,214
Amounts owed to Group undertakings	9,522		9,522
Other taxation & social security	1,695	3,300	4,995
Other creditors	1,221		1,221
Accruals	7,862		7,862
Deferred income	990		990
	22,504	3,300	25,804

Charity reserves

A review of the Charity reserves identified a historic misclassification between restricted and unrestricted reserves. This has been corrected and the balances restated to reflect the underlying nature of the funds, aligning with those of the Group.

Restricted reserves

Charity	As reported	Adjustment	Restated
	2023	2023	2023
	£'000	£'000	£'000
Balance brought forward 1 August 2022	64,452	(53,633)	10,819
Net incoming/(outgoing resources)	11,523	(15,756)	(4,233)
Receipt of restricted reserve from merger	2,149	-	2,149
Balance to carry forward 31 July 2023	78,124	(69,389)	8,735

Unrestricted reserves

Charity	As reported	Adjustment	Restated
	2023	2023	2023
	£'000	£'000	£'000
Balance brought forward 1 August 2022	61,540	53,633	115,173
Net incoming/(outgoing resources)	(19,874)	15,756	(4,118)
Gift aid payment from Jisc Services Ltd	3,300	-	3,300
Balance carried forward 31 July 2023	44,966	69,389	114,355

Net Assets

Charity	As reported Unrestricted Funds 2023 £'000	Adjustment 2023 £'000	Restated Unrestricted Funds 2023 £'000	As reported Restricted Funds 2023 £'000	Adjustment 2023 £'000	Restated Restricted Funds 2023 £'000
Fixed assets	113,759	-	113,759		-	-
Current assets	(14,804)	72,689	57,885	78,124	(69,389)	8,735
Current liabilities	(25,822)	(3,300)	(29,122)		-	-
Non-current liabilities	(28,167)	-	(28,167)		-	-
Total	44,966	69,389	114,355	78,124	(69,389)	8,735