



Value for Money Report 2008/09

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Introduction

This report represents a short update of a more comprehensive Value for Money study commissioned by JISC in 2006 which covered a wide range of JISC services and related companies. This study is confined to those established services which came together in August 2009 under the new JISC Advance company. The component parts of JISC Advance are:

- JISC Digital Media
- JISC infoNet
- JISC Legal
- JISCMail
- JISC Netskills
- JISC Procureweb
- JISC TechDis

About JISC Advance

JISC Advance brands itself as:

'The 360 degree service supporting learning, teaching, research and management.'

and has as its strapline: *'Inspiring Progress through Technology.'*

Focused clearly on the needs of its users, JISC Advance is committed to providing a flexible and comprehensive source of knowledge and support delivering agile and holistic services.

JISC Advance provides guidance and support on technology and ICT issues via:

good practice:

- strategy and information guides
- case studies and exemplars
- technical advice documents
- engaging with business and the community
- procurement efficiency
- the creation and use of digital media
- accessibility and inclusion
- the legalities of ICT
- online communication

training and skill development:

- workshops
- accredited programmes
- webcasts
- online tutorials

advice and support:

- helpdesk services
- regional support centres
- project support
- consultancy
- publications

Executive Summary

This brief report looks at readily measurable efficiencies arising from the support the JISC Advance services give to the further and higher education sectors. The JISC Advance services are one of the great success stories of shared services within the sector and are held in high regard by the communities they serve. The report concludes that for total public funding of just under £3.4 million in 2008/09 the services delivered savings to the value of £41.5 million. This represents a saving of £12.25 for every £1 invested.

A summary of the main activity areas examined is given below. The report comes with the caveat that it has not attempted to measure many other areas where the services add value in the sector.

Benefit Type	Value
Subscription Savings	£4,584,449
Training	£1,896,000
HelpDesk/Consultancy	£670,668
Publications/Tools/Downloads	£12,057,770
Web Resources	£15,207,097
Other Efficiencies	£7,147,298
	£41,563,282

Value per £1 public funding £12.25

Methodology

This report is in some senses a baseline against which JISC Advance is setting itself up to address new and challenging requirements across the education and research communities and beyond. It attempts to define measures by which one can compare the resource, in terms of public funding, supplied to JISC Advance against the benefits it delivers to its user community.

Value for Money in terms of economy, efficiency and effectiveness can be subject to a range of quantifiable measures. The value for money provided by JISC Advance can be determined by a number of approaches:

1. Benchmarking the cost of the whole service against a similar service available on the open market. This is possible where a comparable service exists and the costs on the open market are accessible (e.g. the cost of network provision or e-resource provision).
2. Comparing the cost of the service provided centrally with the cost if each institution had to negotiate provision.
3. Considering time or effort saved by use of the service and putting a value to that time or effort.
4. Calculating the unit cost of parts of the service (e.g. access to a database) and comparing that to the price for similar provision.
5. Assessing the impact made on the target market. This is particularly useful for services with no commercial equivalent.
6. The converse operation to 5. is to consider the implications to the user community if the service was not available.
7. Examining customer comment and customer satisfaction assessments.
8. Exploring trends in use. Services that are well used, used repeatedly or experience continued increase in use must be considered as valuable.

Due to resource and time constraints it has not been possible to explore all of these approaches fully hence this study focuses on measures 1, 3, 4 and 8.

The study therefore must be read in conjunction with a number of caveats:

- There is a risk in all studies of this nature that the focus lies in what is easiest to measure rather than what is of greatest value. The real value in the JISC Advance services lies in the capacity they build within the sector that keeps the UK at the forefront of developments in education and research. We can easily cost and value a day's training or a guidance document. What is much more important, and harder to measure, is the value generated by the improvements in practice that result from the support. This is particularly true because JISC Advance is providing a holistic set of support services that dovetail with the work of other parts of JISC that may be less outward-facing. The final section of the report attempts to highlight some areas which give a truer reflection of the real value of the services.
- In a similar vein JISC Advance serves to support and to 'inspire' innovation. Its success should therefore be measured not in what it does for its customers but rather in what it enables them to do for themselves. It is not a 'one-size-fits-all' offer that attempts to standardise across the sector. There may be some areas, particularly relating to compliance and procurement, where greater consistency brings efficiencies and benefits. In the world of learning, teaching and research however there is much greater value in being able to apply a diversity of tools and approaches to meet individual needs in a tailored way.
- Attempting to accurately quantify value to the user base, particularly in terms of comparing costs with equivalent commercial provision, requires a significant amount of data about that user base in order to make meaningful comparisons. This is relatively easy to derive for higher education using HESA data and the LSC provides a source of data for 'mainstream'

further education. Beyond that it is much more difficult to obtain meaningful data. Assessment of benefits in many areas of this report is therefore confined to HE and 'general FE' and excludes other known users of the resources e.g. in Adult and Community Learning, Work-Based Learning, Local Authorities, Museums, Galleries and Archives and other organisations and bodies within the public sector.

- Some of the benefits that are hardest to quantify are the far-reaching implications for wider society and the economy. It is significant that 'making a difference' is one of the key values of JISC Advance (and featured prominently in a values survey of all staff within the services). The work of JISC Advance impacts directly on educational organisations meeting some of their more ambitious and long-term goals relating to widening participation, improved employer engagement and becoming more ethical and sustainable organisations.

The following sections look at the total amount of public resource invested in JISC Advance and the value delivered under the main headings that can be compared bearing in mind the caveats above that the core purpose of the services is as much about building capacity as it is about generating efficiency savings.

JISC Advance Funding 2008/09

The following represents the core funding provided by JISC for the JISC Advance services in 2008/09.

Digital Media	£637,394
infoNet	£784,988
Legal	£316,916
Mail	£322,123
Netskills	£206,951
Procureweb	£558,057
TechDis	£565,819
	£3,392,248

Equivalent Subscription Services

It is generally acknowledged that the JISC Advance services are unique and have no direct commercial equivalents. The nearest comparator is EDUCAUSE in the United States. The following information describing the organisation is taken from the EDUCAUSE website.

'EDUCAUSE is a non-profit association whose mission is to advance higher education by promoting the intelligent use of information technology. EDUCAUSE helps those who lead, manage, and use information resources to shape strategic decisions at every level. A comprehensive range of resources and activities is available to all interested employees at EDUCAUSE member organizations, with special opportunities open to designated member representatives.

EDUCAUSE programs include professional development activities, applied research, strategic policy advocacy, teaching and learning initiatives, online information services, print and electronic publications, special interest collaborative communities, and awards for leadership and innovation. EDUCAUSE has offices in Boulder, Colorado, and Washington, D.C.

Membership is open to institutions of higher education, corporations serving the higher education information technology market, and other related associations and organizations.

Resources include:

- professional development activities
- applied research
- strategic policy advocacy
- teaching and learning initiatives
- online information services
- print and electronic publications, including books, monographs, and the magazines *EDUCAUSE Quarterly* and *EDUCAUSE Review*
- special interest collaborative communities
- awards for leadership and exemplary practices'

Greater familiarity with EDUCAUSE resources and activities highlights the fact that it serves as a comparator really only for the JISC infoNet element of JISC Advance (and indeed EDUCAUSE makes use of JISC infoNet resources and promotes them to its members e.g. in the area of Learning Spaces <http://www.educause.edu/LearningSpaces>). It has a similar focus on management and leadership aspects of ICT and on learning and teaching and its research activities mirror the way in which the JISC Advance services, particularly JISC infoNet, serve as a dissemination route for JISC Innovation activity. It does not offer the equivalent of the specialist JISC Advance services JISC Digital Media, JISC Legal, JISCMail, JISC Procureweb and JISC TechDis. Any events or development activities EDUCAUSE offers are chargeable albeit with a discount for members. EDUCASE does not offer an equivalent to the Helpdesk function provided by the JISC Advance services.

EDUCAUSE has a complex scale of subscriptions based on FTE enrolment and type of learning provider. In order to achieve the closest comparison with the JISC Advance services an organisation would need to subscribe to EDUCAUSE, its research outputs (ECAR) and its Learning Initiative (ELI). The cost of this for UK FE and HE has been estimated below. The figures for HE have been estimated with reasonable accuracy using HESA data. The figures for FE are an under estimate based on all but a few very large FE colleges paying a basic fee and all paying the lowest level of ECAR subscription. The total, at the exchange rate current at the time of writing, comes to £3,350,249.

It can therefore be seen that, without considering any other benefits, a comparable cost for the JISC infoNet service alone would almost equal the cost of all of the JISC Advance services put together.

The only other area where it would appear possible to cost an equivalent service is in relation to JISCMail. This is not a true commercial comparator as it is based on a service that JISCMail itself provides to non-JISC organisations. JISCMail offers a commercial service Mailtalk to non-JISC subscribers. This service charges £110 per annum for each list of 1-100 subscribers. Lists with 501 - 2000 subscribers cost £540 per annum. It would be extremely conservative to consider that, should JISCMail not exist, each HEI might have to set up at least 30 lists (of up to 100 users) for itself using a service of this type and that each FE college might set up 10 lists of up to 100 users. The costs for this are calculated below.

Again the benefits are clear – a very basic service with none of the added value of JISCMail (and one which is unlikely to prove adequate for any length of time) could cost over 3 times as much as the current service.

Educause HE (1)	£964,067
Educause FE (2)	£2,386,182
Mailing Lists (3)	£1,234,200
	£4,584,449

(1) Based on subscription rates according to HESA FTE stats including ECAR and ELI subs.

(2) Based on basic subscription rate of \$1460 (except for a few known large colleges) including minimum ECAR subs and ELI.

(3) Based on every university setting up 30 lists and every FEC setting up 10 lists with no more than 100 subscribers per list.

Training

Training is, on the face of it, one of the easier activities to cost as it is relatively easy to find commercial equivalents. Simple comparisons do not however take account of the fact that JISC Advance training is specifically tailored to the needs of the sectors it serves. This is a feature which is commended time and time again by delegates as many commercial providers offer generic packages including approaches which are inappropriate in many education contexts. Unlike commercial provision the training is also backed up by contextualised materials that can be re-used within the trainee's own organisations and free access to supporting resources and enquiry services.

The table below shows that JISC Advance services trained over 5,000 people in the last year. The equivalent commercial cost has been calculated using an average of up to 11 comparators for each type of course. In some cases the commercial comparison cannot really be made e.g. JISC infoNet has partnered with the world-leading business school INSEAD to obtain an education sector version of INSEAD's EIS (Executive Information Simulation) tool. The tool is normally used in executive short courses costing 36,000 euros per attendee. There are also currently few real equivalents to the low cost and great convenience of the online training provided by JISC TechDis. Nonetheless at a best estimate the training provided by the JISC Advance services last year had a commercial value amounting to just under £2 million.

	No. People	Comparator Rate	Saving to Sector
Digital Media (4)	298	660	£196,680
infoNet (5)	373	676	£252,148
Legal Webinars	200	150	£30,000
Legal (6)	33	200	£6,600
Mail	N/A	N/A	
Netskills (7)	2,035	356	£724,460
Procureweb	57	368	£20,976
TechDis (8)	1,260	474	£597,240
TechDis Online events (9)	948	37	£35,076
Xerte Training	78	120	£9,360
In-Folio Training	115	204	£23,460
			£1,896,000

(4) Digital Media figs based on actual delegate no.s and estimated commercial rate for type of course.

(5) infoNet figs based on actual delegate no.s and average of c. 5 commercial rates for each different course. Only overall average is shown here.

(6) Legal f2f figs based on providing a speaker for 33 external staff development events.

(7) Netskills comparator rate is calculated by averaging similar courses and deducting the £110 usually charged by Netskills.

(8) TechDis figs based on an average of 12 delegates per course and average of 11 commercial course rates.

(9) TechDis online figs based on actual delegate logins and average of several commercial courses.

HelpDesk/Consultancy

All of the JISC Advance services provide some form of enquiry service. For some e.g. JISC Legal and JISC Procureweb this forms a cornerstone of their support to the sector whilst for others it is more of a back-up to their other resources although they may deliver consultancy-type support at specific times on topical issues.

The main identifiable savings to the sector under this heading come therefore from estimating the commercial equivalent value of the information provided by JISC Legal. The value of this aspect of JISC Legal's work amounts to almost the total budget for the service without considering the value the service provides from its other activities such as training and publications.

For other services it is assumed that the service provided represents a saving in staff time in trying to find information themselves or trial and error to find solutions to problems. For substantive enquiries (i.e. not basic information requests) we have assumed a saving of 1 hour staff time. This is increased to 2 hours in the case of JISC Digital Media where the enquiries tend to be of a complex technical nature.

In many cases the role of the helpdesk is less important than it was the last time an exercise of this type was performed simply because the services provide more in terms of other access routes and FAQs so that many users find what they need before they need to call a helpdesk.

In terms of specific initiatives we have highlighted the Technology Change for Inclusion visits and briefings delivered by JISC TechDis in support of the widening participation agenda. One Pro Vice-Chancellor who commended the initiative had investigated commercial alternatives and discovered the cost to be £750 for a visit with a further £750 for the supporting materials.

	No. Users	Value of Time Saved	Commercial equivalent cost	Value to Sector
Digital Media (10)	496	£44,640		£44,640
infoNet (11)	150	£6,750		£6,750
Legal (12)	472		£295,000	£295,000
Mail (13)	5,806	£21,773		£21,773
Netskills (13)	8,660	£32,475		£32,475
Procureweb (14)	2,400	£54,000		£54,000
TechDis (11)	303	£13,635		£13,635
Accessibility self-evaluation	165		£463	£76,395
TCI Consultancy	168		£750	£126,000
				£670,668

(10) Digital Media staff time savings estimated as 2 hours per enquiry based on £40k salary plus FEC as recommended by OGC.

(11) infoNet & TechDis staff time savings estimated as 1 hour per enquiry calc as above.

(12) Legal saving costed as 2 hours commercial lawyer @£250 +VAT per hour plus £50 admin for quotes/bills/meetings.

(13) Mail and Netskills savings costed as 5 mins per enquiry.

(14) Procureweb saving costed as 30 mins per enquiry.

Publications/Tools/Downloads

The JISC Advance services provide resources in a variety of formats including hard copy publications as well as tools and resources that can be downloaded via the Internet. These resources prove extremely popular and many users who obtain a hard copy publication go on to request multiple copies for staff development purposes within their organisation.

Hard copies and web downloads of the JISC TechDis resources amounted to almost half a million copies last year. The range of resources included in this total includes: Accessibility Essentials 1-4, Upwardly Mobile and a range of e-Guides and CPD staff packs.

The TechDis GetFreeSoftware service is accessed by 250 unique users per month and allows them to find and download a range of accessible software tools that would otherwise take them considerable time to find and evaluate (or cost to purchase).

JISC Digital Media launched an online tutorial 'Internet Searching for Images' in September 2008 and (based on total page views divided by total pages) this has been used a quarter of a million times by both staff and students.

Figures for JISC infoNet publications and project management resources are an under-estimate as the figure shown includes only materials requested by named individuals and excludes materials given out at exhibitions and events.

The resources have been given an approximate value based on costs of commercial learning resources and publications. The interactive online resources have been conservatively estimated at £16-20 each and a figure of £20-25 has been put on publications. The Project Management in a Box figure of £60 is a conservative estimate based on the median cost of online versions of MSP (Managing Successful Programmes) and PRINCE2 documentation.

	Quantity	Value of Resource	Saving to Sector
Digital Media	253,540	16	£4,056,640
infoNet Publications	616	25	£15,400
infoKit Downloads	1,109	20	£22,180
Issuu Readers (15)	1,736	20	£34,720
Project Mgt in a Box	333	60	£19,980
Legal	400	250	£100,000
Data Protection Code of Practice	650	25	£16,250
Mail	N/A	N/A	
Netskills (16)	40,000	16	£640,000
Procureweb	2,800	16	£44,800
TechDis	435,800	16	£6,972,800
GetFreeSoftware (17)	3,000	45	£135,000
			£12,057,770

(15) Issuu figs for 6 months only

(16) Netskills figures based on an average 200 downloads of web2practice guides per working day

(17) Based on each user saving 1 hour searching for software

Web Resources

Unsurprisingly, for a technology-based organisation, web resources are the mainstay of many service offerings yet they remain amongst the most difficult to value. JISC Advance offers a vast array of online resources on a huge range of topics and all of the resources have been quality assured and contextualised for the audience in question. The sector is able to rely on them to be authoritative, accurate and, particularly in the case of legal/compliance information, up-to-date. Resources of this calibre command a high price in print form and in most other online forms would be part of a subscription based service. For the purpose of this study we have valued the web resources simply in terms of time that would otherwise be spent searching for similar resources across a wide variety of sites and subsequently evaluating the findings for reliability and content.

In line with JISC's commitment to open educational resources access to most of the JISC Advance web resources open and free (the exceptions being the need to register for some of the free services available from JISC Netskills and JISC Procureweb). The absence of required login credentials means we must be conservative in our estimation of user numbers as the resources are widely used outside the UK and, in some cases, outside the education sector.

As an example the JISC infoNet web statistics record usage by c.40k unique 'real' visitors per month (exclude robots/spiders etc) and therefore amounts to just under half a million users per year. Identifiable UK domain addresses including in this amount to some 134,827 unique visitors per year, with around one third of these uniquely identifiable as .ac.uk addresses. The approach taken is to look at the verified UK academic users and assume a proxy of 50% for 'other UK' to allow for proxies, learning providers not using .ac.uk as their primary domain, staff logging on from home PCs or laptops and sector bodies and agencies that do not have .ac.uk addresses. The derived figure of 7,458 'valid' users engaging with content per month is therefore an estimate on the low side. The significant number of other UK users that do not fall into this category may represent an interesting target market for JISC Advance as many of them are known to be from local authorities, the NHS and other parts of the public sector.

The approach taken by JISC Legal to recording only .ac.uk domains is similarly conservative and has been increased by an additional 50% in line with JISC infoNet figures to allow for non.ac.uk valid users. Figures for users of the JISC Procureweb databases are more robust as they require login credentials. Figures for JISC TechDis users are based on statistics for use of the site's 'print' function and those for JISC Digital Media and JISC Netskills have been extrapolated from the ratio of page views to valid users for other services.

Given the frequency with which users from all backgrounds use Google as a primary search function the popularity of web resources from the JISC Advance services is testified by their performance in Google rankings (which draw on access and linkage data). For some services, such as JISC infoNet, the web resources are a primary means of reaching the target audience. Worldwide searches on common terms reveal consistently high rankings for the service e.g. project management 7th out of 1.3 billion; change management 5th out of 228 million, risk management 6th out of 81 million. JISC Legal can demonstrate similar success in the field of Data Protection where they rank 7th out of 84 million.

Another measure of success is the extent to which universities, colleges and other organisations link to JISC Advance resources from their own websites (or use a copy of the resources on their own websites). In the time available it has not been possible to do an in depth analysis of these links but we do have evidence that resources from JISC Digital Media and JISC infoNet in particular are heavily used as part of institutional websites and/or as learning objects within VLEs (saving downloaded copies on institutional sites does of course reduce the number of visitors who use the resources directly from the service websites). On a similar note JISC TechDis has identified that 89% of visitors add TechDis resources to their 'favourites' list.

	Unique Users per month	Engaging with content	Saving to Sector
Digital Media (18)		1,807	£975,736
infoNet infoKits (19)	11,236	7,458	£4,027,365
infoNet Flickr site		2,377	£1,283,580
Legal (20)		568	£306,720
Mail	N/A	N/A	
Netskills (21)		3,893	£175,192
Procureweb (22)	45,000	30,000	£1,350,000
TechDis (23)	16,206	13,127	£7,088,504
			£15,207,097

(18) Digital Media and Netskills user no.s extrapolated in line with % users to page views from other services.

(19) infoNet total user no.s based on UK only. Content users based on actual views of infoKits by assumed FE/HE users only.

(20) Legal figures based on evidence that 25% of actual users are UK .ac.uk addresses.

(21) Netskills savings costed at 5 mins per visit as most substantive use covered in downloads fig.

(22) Procureweb savings costed at 5 mins per visit due to same people making regular searches of same databases.

(23) TechDis user no.s based on fact that 81% of pages viewed are printed.

Other Efficiencies

This 'catch-all' heading covers a set of clearly definable efficiency savings the value of which is significant in relation to the amount of public resource expended.

In 2008/09 the JISCMail service screened out 143 million spam messages. Had those messages reached the registered JISCMail users it could have cost each of them at least 5 minutes of working time during the year. Using the FEC figure assumed for other calculations, this would amount to over £2.8 million of lost productivity.

In addition to the spam messages above the JISCMail service also screened out and stopped a total of 1,018,099 viruses. Again it is possible to say that had those million viruses got into our systems they could have cost the FE and HE sectors a considerable amount of working time. Although many would have been stopped by corporate virus protection software, home and laptop users tend not to have such up to date protection installed. An average figure of 5 minutes per user per year would again seem conservative and excludes any specific costs relating to stopping and cleaning up the virus attacks or any costs resulting from loss of data.

In order to assess the value attributable to the JISC Procureweb service we turn to HEFCE's own figures as, until recently, the service has focused predominantly on HE. HEFCE Circular 27/2008 reports the efficiencies achieved by the English higher education sector and HEFCE against the annual target set by the Government. It notes that 'English HEIs delivered efficiencies totalling £103.53 million as a result of improvements in procurement.' The efficiencies were measured using the EMM (Efficiency Measurement Model) hosted by JISC Procureweb and relate to increased use of e-procurement and use of contracts negotiated through regional purchasing consortia and accessed via databases hosted by JISC Procureweb.

A review for the funding councils by Paper, Scissors, Stone consulting in 2006 identified the types of saving resulting from Procureweb activities as falling into the following categories :reduced legal costs, better compliance with policies and regulatory guidelines, faster negotiation cycles, higher contract revenues, increase in renewal revenue, reduction in erroneous payments, reduction in processing and operating costs, reduction in head count or increased productivity and abolition of auto-renewing contracts. If we attribute only 1% of the recorded procurement efficiency savings to the existence of JISC Procureweb and its guidance and tools this would amount to delivering value to the tune of just over a million pounds for the investment of public funds. Given that these savings only relate to English HE then the figure is likely to be an under-estimate and the potential for further savings in the future is considerable.

Another example of how capacity building at the right time assists the sector is the work undertaken jointly by JISC infoNet and JISC Legal to prepare for the introduction of Freedom of Information (FOI) Legislation. AS FOI becomes embedded in the culture the amount of requests for information is increasing steadily. The latest UUK/Guild HE survey shows requests for 2008/09 are up by 3.6% on the previous year. This amounts to a total of 11,275 requests received by HE alone. The sector has an excellent track record of compliance due to the capacity building undertaken by the JISC Advance services. Assuming only 5% efficiency is due to the support and capacity building by the services this represents a saving to the sector of £100k.

Finally we turn to the support provided by JISC Netskills for institutions implementing Federated Access Management. If we assume, again conservatively, that the 89 institutions who have been supported to implement FAM have saved 2 weeks worth of an IT manager's time then this alone equates to more than the total JISC funding for the Netskills service.

Spam Filtering (24)	£2,868,379
Virus Protection (25)	£2,868,379
Procurement Efficiencies HE (26)	£1,035,300
FOI Compliance HE (27)	£101,477
Federated Access Management (28)	£273,764
	£7,147,298

(24) Assuming spam filtering saves the 764,901 JISCmail subscribers 5 minutes each per year at FEC rates.

(25) Assuming virus screening saves the 764,901 JISCmail subscribers 5 minutes each per year at FEC rates.

(26) Assuming that only 1% of the £103 million savings due to procurement efficiencies are due to JISC Procureweb tools and services.

(27) Assuming that JISC Advance capacity building has created 5% efficiency in responding to FOI requests.

(28) Assuming that the 89 institutions who have been supported to implement FAM have saved 2 weeks worth of staff time.

Building Capacity

We have highlighted earlier in the report that the true value of the JISC Advance services lies less in the directly attributable efficiency savings (considerable though these are) and more in the capacity they build to keep UK further and higher education at the forefront of learning and teaching and playing a significant role in the wider economy and society. Technology plays a vital role in the widening participation agenda and is becoming increasingly important in the whole area of engagement with business and the wider community.

In addition to the core activities listed above the JISC Advance services have directly led and supported projects to the value of £5.5 million across the further and higher education sectors supporting initiatives in mobile learning, assistive technologies, business and community engagement, curriculum design and delivery and open educational resources. The package of support services JISC Advance can offer helps these major initiatives operate efficiently and effectively to deliver maximum value.

The JISC Advance services also offer a valuable dissemination route for innovation and good practice that is going on within the sector. Without this communication channel much good work would not be exploited to its full potential. There are over 20,000 individuals actively subscribed to JISC Advance services or engaged in communities facilitated by those services. The value of these links exists at a number of levels: access to professional guidance, information about innovation and access to networks of peer support. As an example the JISC TechDis led HEAT Scheme (Higher Education Assistive Technology) recently completed its first phase of 33 projects. These projects were small scale pilots and it has been calculated that rolled-out (still on a relatively small scale per HEI) across the HE sector they have the potential to save the sector c.£9 million per annum.

The JISC Advance services are involved in, and advise on, developments at a strategic level across the UK and beyond. The work of JISC TechDis with the Publishers Association is leading to major changes across the publishing industry and the work of the combined services with the JISC Curriculum Design programme is supporting major process change across HE.

Even more difficult to quantify is the impact of JISC Advance capacity building in helping universities and colleges deliver against their own strategic initiatives. The field of Learning Spaces is one example: typical costs for a new build fall into the £50-£100 million range so even a small role in supporting projects of this type can have a significant impact on costs.

An indication of how embedded JISC Advance support is comes from a recent report for the HEFCE Leadership, Governance and Management programme which identified that JISC infoNet's project management resources are the resource of choice for the HE sector. 41% of HEIs indicated a preference for these tailored resources over the 'industry standard' resources (34% used resources from professional bodies such as Association of Project Managers and 25% OGC resources).

If support of this type saved every HEI a couple of days management consultancy each year this would amount to another million pounds of savings. The true picture of savings right across the sectors is of course far greater.

Further evidence of the sector's regard for the services comes from the fact that over the last 2 years JISC Advance services have been represented at more than 3 events in the sector every single working day. This is clear endorsement of the value and currency of the services provided.