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"As the landscape changes, so too does Jisc. Amid all the change and uncertainty faced by our members, we’ve been listening and engaging to better understand their needs as we become a full membership organisation."
Introduction

This past year, 2016/17, has been characterised by intense uncertainty for UK education and research.

As the Higher Education and Research Act 2017 comes into effect the sector is preparing for the arrival of two new regulatory and funding bodies in 2018: the Office for Students (OfS) and UK Research and Innovation (UKRI).

And further education is anticipating major changes to funding with further decentralisation and devolvement for adult funding, resulting in fully localised funding by 2019. Many colleges in England have either merged or are facing merger scenarios as a result of the area reviews. It has also been a significant time for apprenticeships with the apprenticeship levy accelerating interest.

Uncertainty around Brexit and its potential impact on many levels, from funding to staffing, continues. Meanwhile, of course, technological change continues apace. Jisc is supporting UK education and research as it faces all these developments.

We have continued to invest in our significant upgrade to the Janet Network, including the provision of additional network security and resilience to bring increased capacity and lower costs.

Brokering agreements for access to digital content continues to be an important part of our offer. For example, in 2016/17 we negotiated access to Elsevier’s ScienceDirect – one of the largest journal agreements in the UK. We also launched free access to e-books to support English and maths teaching for FE learners re-sitting GCSEs.

Shared services development has been key, including our data analytics work. The pilot research data shared service is helping researchers and institutions to meet their policy requirements; and a new group-purchasing pilot with publishers is lowering the cost of digital archival collections.

Cyber security is of critical importance to our members. We launched the simulated phishing and training service and the Safe Share service to enable authorised researchers to access and share data safely and securely over the network. The Distributed Denial of Service (DDoS) facility has prevented almost all DDoS attacks since its inception.

We welcomed Sir David Bell’s review of the UK higher education sector agencies landscape. We share his opinion that data is at the heart of what universities deliver and that it can transform the higher education experience. We are working collaboratively with the other sector data agencies to explore innovative ways to use data for this purpose. We also continue to work with publishers on behalf of UK universities and researchers to develop faster, more cost-effective routes to accessing academic research – something we were glad to see highlighted.

Amid all the uncertainty faced by our members, we’ve been listening and engaging to better understand their needs. We consulted our members in higher education about our subscription model to ensure it provides them with value and choice, and shaped the subscription model as a result of the consultation process. We have also been developing our membership offer for alternative providers and supporting colleges with technology transformation.

As this review shows, Jisc is a crucial part of the higher education, further education and skills arenas. On behalf of the board I would like to thank our members and stakeholders for their continued support and encouragement in enabling Jisc to continue to power teaching, learning and research in UK higher and further education and to inspire its digital transformation.

Professor David Maguire
Chair of Jisc and vice chancellor of the University of Greenwich
The year in review

Boosting the Janet Network

We continued to invest in upgrading the core of the Janet Network, which serves 18 million users worldwide and provides UK research and education with a reliable, high capacity, world-class network. As a result, we have achieved increased capacity with lower costs. External traffic use reached its highest ever level of 450Gbit/s in May 2017.

External traffic use: 450Gbit/s
May 2017

Supporting FE with English and maths resits

As compulsory resits of maths and English GCSEs increase in number, we’ve been helping cash-strapped post-16 providers and students by providing free access to e-books that cover all five of the main exam boards. Our English and maths resources for FE launched with 23 books in September 2016 and another 15 were added in summer 2017. Signing up for the collection is free for members and we have calculated that each full book downloaded represents a saving of £20.

Highlighting cyber security

Through our dedicated cyber security division we have continued to develop and deliver services to protect our members and the Janet Network. We launched services including simulated phishing and associated training, and Safe Share and achieved significant success in the prevention and mitigation of distributed denial of service (DDoS) attacks.

We provided a coordination role for the sector with government and security experts during the WannaCry crisis and a more hands-on role during the ransomware outbreak in HE. We continue to reinforce our sector leadership and protection role in cyber security. We delve deeper into our cyber security work on p6-7.

As a teacher I feel reassured to have at my fingertips an up to date, relevant book. And I also feel reassured that my students have the same access as I do to that resource.

Maths tutor Angie Penny, Coleg Cambria, Wales
Digitising UK medical heritage

Three years ago we partnered with the Wellcome Trust to deliver the digitisation of over 15m pages of 19th century medical history books – the UK Medical Heritage Library collection launched in July 2017. It has created a comprehensive online resource for the history of medicine and related sciences, which significantly increases the availability of digitised text for teaching, learning and research.

Negotiating with Elsevier

After 18 months of extensive consultation across the 160 participating institutions, in November 2016 we signed a new five-year opt-in deal with Elsevier on behalf of the sector, offering subscription access to around 2,116 journals on Elsevier’s ScienceDirect online platform. Price rises were capped at a lower rate per year than were previously in place.

Piloting a digital capabilities discovery tool

Our digital capabilities discovery tool, for all UK universities, colleges and providers, is designed to support individuals and managers in a range of roles by helping them to identify and reflect on their current digital capability and then improve it using a customised playlist of resources. We tried the tool out successfully in a closed pilot with 14 organisations in 2016/17; the current phase is working with interested institutions as part of an open pilot from December 2017 to May 2018.

Access to 2,116 journals

The visualisation of these resources through beautifully designed infographics and online taxonomies will ensure that the researcher and student are invited into the collection in multiple ways, while being trained in Jisc-informed digital literacies along the way.

Raphael Hallett, director, Leeds Institute for Teaching Excellence, and associate professor in early modern history, University of Leeds
Supporting FE restructuring

As a result of area reviews, increasing numbers of FE colleges face the challenge of restructuring and merger. We’ve created a suite of free tools to support further education learning providers in England as they restructure. These include a financial insight review tool, a transformation toolkit and a mergers toolkit that outlines the ways we can help colleges join together successfully and emerge from the process as efficient, sustainable and high-quality providers of learning and skills. We have also developed a modular package of consultancy services, designed to support colleges as they review and develop their infrastructure, vision and strategy and helping them to access support and share effective practice with peers.

Training digital leaders

Our four-day digital leaders programme has been supporting the HE and FE community by equipping them with the tools, knowledge and skills to become more effective digital leaders. The programme explores and challenges the role of leadership across a broad range of digital-related issues and the way they influence organisational strategy and individual practice.

Launching govroam

In July 2017 we launched govroam fully, following a highly successful early adopter roll-out in September 2016. It’s the public sector equivalent of eduroam, allowing seamless wifi and authentication, and it means that public sector employees across the UK can now travel between any participating public service building and connect seamlessly to the network. It will make a real difference to public sector working, from enabling multi-disciplinary activities such as the convergence of health and social care, to supporting site-sharing encouraging collaborative working with cost-saving benefits.

“It’s a way of encouraging interaction, freeing people up, promoting collaborative working. Anyone can operate anywhere. That’s massive.”

Jon Browne, Yorkshire and Humberside Public Services Network lead
The digital leaders programme was immensely valuable ... it was really reassuring to know that we were all encountering the same sort of things, whether we were from FE or HE...

Deborah Kelsey Millar, director of IT, Salford City College
Focus on cyber security

The Janet Network is a major part of the UK’s critical infrastructure and we recognise the part we play in helping our members to secure their own cyber space, as well as the importance of protecting ours. Our cyber security division is responsible for monitoring, detecting and resolving issues that will affect the availability of the network. We respond quickly to incidents on the network, such as DDoS attacks, so that these don’t degrade services to connected organisations.

Cyber security posture survey
We are keen to gain insights into our members’ wants and needs, perceptions and resources. Earlier this year we implemented a cyber security posture survey, which is enabling us to better understand our members’ security positions in this rapidly moving area.

We asked about:

> Staffing
> Budgets
> Perceptions of current protection levels and areas for improvement
> Certification and training provision
> Views on future cyber security threats
> Reactions to potential service areas (and to Jisc providing products in these areas)

We had 95 responses – 65 from HE and research organisations and 30 from FE institutions covering 80 different establishments.

As a result, we know that some of our services represent the highest priority areas for our members. These include:

> Penetration testing

Summary of top cyber security threats perceived by HE and FE

<table>
<thead>
<tr>
<th>HE</th>
<th>FE</th>
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<tbody>
<tr>
<td>Phishing/spear phishing/whaling/social engineering</td>
<td>Phishing/spear phishing/whaling/social engineering</td>
</tr>
<tr>
<td>Ignorance/lack of awareness/accidents</td>
<td>Ignorance/lack of awareness/accidents</td>
</tr>
<tr>
<td>Attack from inside</td>
<td>Ransomware/malware</td>
</tr>
<tr>
<td>Ransomware/malware</td>
<td>Compliance</td>
</tr>
<tr>
<td>Complacency/lack of responsibility</td>
<td>Data loss</td>
</tr>
<tr>
<td>Legacy systems/hardware</td>
<td>Malware</td>
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</tbody>
</table>

Simulated phishing and associated training

As attacks such as phishing become more sophisticated, it’s vital to ensure that staff and students have the awareness and skills to spot a potential breach.

We offer phishing simulations to help users safely experience what an attack might look like – and related security training so they understand wider risks and know what to do if they suspect an issue.

Paul Maddock, IT director at Warwickshire College, invested in the service, delivered by our partner Khipu Networks, this year. He says,

“It was surprising how difficult people found it to detect a phishing method and I was very surprised how many staff fell for the phishing message. If it was real they would have given away a lot of information.”

“It was a valuable exercise. It definitely shows how easy it is for someone to craft a message to suck information out and you only have to catch one person to get that information. We’ve been quite horrified by it.”

Jisc Security Conference
Following the success of last year’s inaugural Jisc Security Conference, we were delighted to hold the second edition of the conference in November with another line-up of expert speakers and workshops across two days. Events such as our technical forums give the community even more opportunities to engage with us and network with each other.

Working collaboratively
We believe that working together creates the best line of defence. So we collaborate with partners and colleagues within the sector, in government departments and in specialist agencies such as the National Crime Agency and the National Cyber Security Centre, talking, listening and acting together. We always keep an eye on what’s going on beyond the education sector in, for example, the major IT companies such as Microsoft, Google, Amazon and Apple.
Over the last year we have continued to see the number, scale and duration of attacks increase...

...Our Security Operations Centre dealt with more than 4,100 incidents or cyber security related enquiries from HE institutions...

...and 835 incidents or cyber security related enquiries from FE institutions...

The largest individual attack was 45.9 Gbit/s...

...the longest lasting 15 hours. These events are costly...

...the estimated cost of a single incident is £2.3m in HE...

...and £193k in FE.

Last year we mitigated 329 DDoS attacks on HE institutions...

...and 321 DDoS attacks on FE colleges.

These provide a layered, defensive approach to security that has been designed and built to meet the requirements of our members.

Our mitigation was launched within 2 minutes
The year to come

We characterised last year as a time of change and uncertainty for members and the next one will be no less challenging.

As interest in cloud provision grows among our members we are increasing our capacity to provide Microsoft ExpressRoute and working on the Amazon DirectConnect service to provide cost-effective, fast and secure access to these cloud services. We’re also looking to provide a service which will help members migrate more easily onto the cloud.

Cyber security
We are building on the new cyber security services and initiatives introduced this year. We’ll be running more security conferences and providing support to members who want to achieve Cyber Essentials certification. We’ll extend our services to provide highly targeted DDoS mitigation, a security financial x-ray to examine the cost and effectiveness of cyber security measures, digital forensics to support post-attack analysis and a new cyber security portal so members can see the mitigation we’ve done on their behalf.

Network efficiency and resilience
We doubled the Janet Network’s core bandwidth to 400 Gbit/s and we’re about to increase it again, to 600 Gbit/s. We’re reviewing the design of the network to ensure capacity continues to meet need and we’ll be re-designing the regional networks to improve service, flexibility, capacity and to reduce costs.

Are we getting it right?
Let us know. You can contact us on social media, via your account manager or by taking part in the many engagement activities we undertake with our members each year. There’s more about these on the next pages.

Paul Feldman, chief executive

facebook.com/jiscsocial
twitter.com/jisc
jisc.ac.uk/contact/your-account-manager
Digital content services

We have a number of activities that are seeking to improve access to e-books, including a more cost effective way to access e-text books that feature on reading lists; usage reports on the e-books for FE service that will help librarians make evident the impact of these resources in their colleges and e-books for apprentices.

We will continue to enhance our digital content offer for FE and skills - including the provision of health and social care content. We’re also investigating new approaches to funding the creation and delivery of digital collections, including crowdfunding, and how to lower the cost of digital archival collections.

We have set up a transnational education licensing pilot to explore negotiating international access to digital resources.

Preparing for the General Data Protection Regulation (GDPR)

We have been working with the Information Commissioner’s Office (ICO) on the GDPR and have developed a range of resources that help members prepare for the new regulation, which comes into effect in May. We've held a conference and, in the months ahead, our training courses and an online briefing are available to help members make sure they are ready.

Tailoring our services for FE

We’re liaising closely with our FE members to adapt to their changing needs. We have renewed our focus on merger support and we will be providing specialist advice and practical assistance to help merging organisations form their new college and develop infrastructure and strategies that meet learners’ digital needs.

We’ll be investigating how we can adapt the learning analytics service for FE and rolling out the building digital capability service for FE and skills. We’ll also be looking to provide more opportunities for people to share good practice with each other on a regional basis.

We are also working with the new Institute for Apprenticeships on the content, design and delivery of new technical pathways.

In conjunction with the Association of Colleges (Aoc) we have set up a technology special interest group to advocate the strategic importance of technology in further education.

Accessibility

Our accessibility and inclusion specialists work are helping members to identify and remove or minimise the barriers to learning that can affect any student because we believe that getting accessibility right is good for every learner. In 2016/17 we introduced accessibility snapshot to help members identify areas where barriers might exist and we’ll be building on this work in the year ahead.

Promoting the UK in the global community

We will continue to engage and influence internationally in areas such as:

> Working with the global national research education network community
> Our work with open access, such as our partnership in OpenAIRE
> Collaborating with the library community in the USA, including the Jisc and the Coalition for the Networked Information (CNI) leaders conference 2018
> Our transnational education (TNE) support programme

Look out for these new products and services

New product and service launches over the next few months include:

Liberate

Our fully managed access management solution designed around the needs of education and research. Liberate is the only outsourced solution that supports all three of our access management services - the UK Access Management Federation, eduroam and Assent. It will free up staff time and save members money because they only pay for the elements they need.

Learning analytics service

Now in beta, the full service launches on 1 August 2018. Our architecture and tools interoperate with commercially available products and our learning analytics purchasing service helps users obtain products and services from commercial vendors cost effectively. We are providing extensive support and building a community of interest to shape developments in learning analytics to meet the needs of education and research.

Research data shared service

A service that simplifies processes for researchers and institutions when they deposit data. It ensures that data is discoverable, reusable and preserved long term to comply with research funder mandates. We’re aiming to sign up 23 HEIs for the beta service by July 2018.

National bibliographic knowledgebase

We’re working with global library cooperative OCLC to build a national shared service that helps libraries manage their collections collectively so they are optimised for research and learning. More than 100 academic and specialist libraries will have contributed collections by August 2018.

Apprenticeships

Advice and practical assistance to help members deliver 21st century apprenticeship provision and to maximise the power of digital to support apprentices on their learning journey. Services include dynamic toolkits, training, digital resources and infrastructure support.

Paul Feldman, chief executive
How we have engaged

Over the last 12 months we’ve used lots of different approaches to engage with as many members as possible, to hear what the education and research sectors want from us.

Consultation

During February and March 2017 we consulted with HE members and sector bodies to make sure that any changes to the Jisc subscription model were in the sector’s best interests. We spoke to universities from England, Scotland, Wales and Northern Ireland and gathered feedback that enabled us to shape a subscription model that provides a core offer including our most valued services while offering others as options. To demonstrate Jisc’s value to each individual university we provided a “cost per head” figure - In HE, Jisc membership costs an average of just £3.87 for each student and member of staff.

Training

We ran 159 training courses.

1,907 people took part... giving us a satisfaction rating of 96%

Meetings with individual members

We’ve had 1,635 meetings with members...

...and 20 meetings with alternative HE providers.

Resulting in 11,431 tasks completed for members by Jisc...

...and 98 tasks completed by us for alternative HE providers.

In HE, Jisc membership costs an average of just £3.87 for each student and member of staff.
How we have engaged

Surveys

In the spring we surveyed FE leaders about the challenges they face. They described a number of issues around organisational agility and long-term sustainability and said it was becoming increasingly complicated and time consuming to address these; they also said they have a growing need for access to good data to help their organisations to promote themselves effectively.

Then in October we surveyed HE members to uncover their challenges and see how they rate our services and support. We found them more preoccupied than ever with improving student experience and enhancing learning, teaching and assessment.

We're using the results of both surveys to ensure that, over the next 12 months, we prioritise the services and support that will have the biggest impact on the issues the respondents highlighted.

Collaboration

We continued to work in partnership with sector bodies on a range of issues, for example Universities UK, the Association of Colleges (AoC), UCISA, the Society of College, National and University Libraries (SCONUL) and Research Libraries UK (RLUK) to name just a few.

We liaised with the Higher Education Funding Council for England (HEFCE) to prepare for working with the new Office for Students (OfS) and to ensure that our work can support the OfS’s agenda and its focus on the needs of learners.

Satisfaction with us among FE leaders remains high at 80%.

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Events

We organised 99 national and regional events including Digifest, Networkshop, Connect More and our security conference.

Digifest, our key celebration of all things digital, welcomed 838 attendees in 2017.

Our Stakeholder Forum gave us a prime opportunity to hear from members about how we can help with business challenges.

We have produced a “you said, we’re doing” report* that highlights the key issues and what we’re doing in response.

Our members’ overall satisfaction with our events was rated at 89%.

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Transforming accessibility at the University of Kent

Ben Watson
Accessible information advisor at the University of Kent

“Working with Jisc on the Opera project, we’re trying to put in the equivalent of ramps and lifts to information so that anyone with print disabilities can seamlessly get access to it. We’re trying to raise awareness of that at Kent and of the broader opportunities that inclusive information creates for everyone. One of our key principles for making information accessible is to make it available electronically – that’s great for part-timers and for commuting students as well, and, of course, it’s great for people with print disabilities who can manipulate that information, whether it’s through magnification or through format shifting it so that you can take a text document and convert it to speech.

I was aware of the great work that Jisc had done, particularly around digital inclusion, and in speaking to their accessibility specialist I got lots of really useful advice about how we might structure the work at Kent and go about building this project. It evolved as a two-way partnership with Jisc specialists advising us on the ground, at the coalface, seeing how it would work to adapt and embed some of their approaches and strategies in this living, breathing, ever-changing dynamic environment, and we would give them feedback about what worked and what didn’t.”
Transforming accessibility at the University of Kent

Alistair McNaught
Jisc subject specialist (accessibility and inclusion)

“The place we were starting from at Kent was that accessibility is about everybody and it’s not just about looking at disability per se but the things that can cause barriers for any student. I often use the analogy of barriers and walls in that a typical response to disabled students is to give them a ladder to get over the barriers, whereas what’s actually better in the long term is to work on reducing the barriers so that they don’t need the ladders.

As a result of this work, as a part of the subscription offer for every university and every college, we can offer a short, objective accessibility snapshot. We’ll look at your website, your prospectus, your learning platform, your assistive technology provision, your e-books and e-journals and we’ll give you a report. And help people to see accessibility not as how big is the ladder you’re giving the students but how effective have you been at making the barriers as small as possible. If you get accessibility right, it gets it right for everybody and has value for everybody.

Watch our University of Kent member story video to find out more about what Ben and Alistair have been achieving at the University of Kent: https://vimeo.com/236907706
Embedding new technology in teaching and learning at Grimsby Institute Group

Grimsby Institute Group is one of England’s largest providers of further and higher education with more than 23,000 learners.

In 2012 Ofsted rated the Grimsby Institute Group as “good” but commented that “teachers... make too little use of information and learning technology (ILT) to enliven teaching and learning” (Ofsted, 2012).

The group refocused its IT and online strategies to place embedded technology at the heart of its curriculums. It is now used widely to engage learners with their courses and help them prepare effectively for the workplace. “Mixed reality” tools such as the Microsoft HoloLens are being integrated into several courses and learning technologist Khaled Al-Ankar says it’s an approach that appeals to many of the younger students:

“...they’re very familiar with their consoles and they’ve got very good cognitive skills so, with that in mind, we’ve caught them with technology”.

But with learners of all ages from 14 to over 60, as well as staff with varying levels of digital skills, it’s vital that everyone at the institute is supported to get the best out of the ongoing investment in enhanced technologies.

How did we help?
We provided a range of support to develop the digital capabilities of staff and students including:

> Guidance on targeting training effectively, as part of our building digital capability (jisc.ac.uk/rd/projects/building-digital-capability) project

> Supporting the institute’s transition to Microsoft Office 365 and signing it up to our preferential agreement with Microsoft

> Providing support on a range of cyber security and data protection issues

And our services underpin daily operations across the group’s multiple sites.

“We couldn’t be seamless without the Jisc infrastructure”. (Khaled Al-Ankar)

What were the benefits for the group?

Student experience: Technology enhanced learning is engaging learners more vividly with their course content and enabling more personalised learning experiences:

“VR...is more accessible, it’s more interactive and it’s more of a personal teaching [experience], like a one-on-one”.

Using VR tools to teach practical skills saves money and reduces risk, for example by avoiding exposure to hazardous equipment and substances until learners are more adept. It can also provide enrichment opportunities – for travel and tourism students, for example.

Teaching and learning: Through the group’s “Level Up” staff development programme staff are developing their digital capabilities fast.

The change to Microsoft Office 365 is enabling teachers to be more flexible and to switch between media more seamlessly in classes, it is also giving learners experience of systems they are likely to encounter when they get a job. As Khaled says,

“we have to keep our learners up to date with what’s current”.

The 2017 Ofsted inspection rated Grimsby Institute Group as “outstanding”.

Khalid Al-anker, learning technologist and practitioner, Grimsby Institute
Embedding new technology in teaching and learning at Grimsby Institute Group

VR...is more accessible, it’s more interactive and it’s more of a personal teaching [experience], like a one-on-one.

Khalid Al-anker, learning technologist and practitioner, Grimsby Institute
Financial summary

Jisc expenditure in the year ended 31 July 2017

- Digital infrastructure: £65.9m
- Grants from UK funding bodies: £76.9m
- Digital resources licensing: £25.2m
- Digital resources other: £15.0m
- Digital futures: £11.5m
- Member support costs: £11.0m
- Grants: £2.5m
- Other expenditure: £1.9m

Total expenditure: £133m

Jisc’s total expenditure in the year ended 31 July 2017 was £133.0m. It should be noted that this figure was subject to statutory charity reporting requirements. Digital infrastructure was the single largest element of expenditure with £65.9m spent on the Janet network and related services. Digital resources represented £40.2m of expenditure, with £25.2m being the value of licensing arrangements. Of the £133.0m of expenditure, £17.8m was expended on restricted projects, with the remaining £115.2m being unrestricted.

Jisc income in the year ended 31 July 2017

- Digital resources licensing income: £26.9m
- Service income: £12.8m
- HE subscription income: £10.5m
- Other income: £5.9m
- Grants from UK funding bodies: £76.9m
- Other income: £1.9m

Total income: £133m

Jisc’s total income in the year ended 31 July 2017 was £133.0m. The largest element, totalling £76.9m of income, came as grants from UK funding bodies. Digital resources licensing income totalled £26.9m, with service income totalling £12.8m and higher education subscriptions at £10.5. Of the total £133.0m of income, £26.8m was restricted, with the remaining £106.2m being unrestricted.