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Welcome

Professor Sir Tim O’Shea, chair and Professor Martin Hall, chair elect

We are proud to be able to offer these introductory comments jointly, as outgoing and incoming chairs of the board. In doing so, we mark the continuity of one of the longest serving and most effective national digital networks in the world.

This annual review covers a period which has seen the successful restructuring of Jisc in accordance with the guidance provided by Sir Alan Wilson in his review. It has been immensely complex and challenging, not least because throughout the process it has been essential to provide a seamless continuity of service to some six hundred colleges and universities.

That the transition has been achieved successfully is largely due to the commitment and leadership of Jisc’s CEO, Professor Martyn Harrow, and his leadership team. It is also due to the unshaking support and advice of Jisc’s funders and ‘owners’ (Universities UK, the Association of Colleges and Guild HE).

We have now completed the process of establishing Jisc as a new legal entity that has been registered as a charity. Jisc is now one organisation, integrating the specialist contributions of the Janet team, Jisc Collections, Jisc Futures and our executive leadership. A new governance structure has been put in place and is fully functioning under a single board that is exercising fiduciary control, appropriate due diligence and strategic leadership. This has ensured that Jisc has delivered all its project commitments including, in particular, the Janet6 network on schedule and within budget.

A key aspect of Jisc’s restructuring has been cost saving and the ability to phase in a subscription-based system for future financing. We are pleased to note that all the cost savings targets recommended in the Wilson review – and required by our funders and ‘owners’ – have been met.

As a result of the combination of financial prudence, the comprehensive review and realignment of earlier projects and the implementation of cost saving measures, Jisc was able to enter its second financial year as a restructured organisation in a strong financial position. The board’s forward plan for the current financial year will see this positive balance reduced to a normal operating surplus that ensures that investments in Jisc are promptly returned to our sector as investments in facilities and as services.

Looking forwards, our strategic framework sets out areas for prioritisation in dialogue with our customers and stakeholders. We are confident that, from the sound platform that has now been established, Jisc will continue to deliver a first rate service that will maintain and advance its reputation as best-in-class for digital services to education in the world.
Major achievements for Jisc in 2012–2013 included:

- **24 digital collections enabled by Jisc in 2012-13**
- **1.3m Jisc funding for 33 FE and Skills projects**
- **28,000 Jisc customers**
- **400,000 visitors to Bombsight December–March**
- **21 million emails sent through Jiscmail emailing service**
- **1.25m Jiscmail email users with 96% overall satisfaction**
- **7,760 Janet video conference locations**
- **9,326 regular users**
- **7,038 video conferences**
- **12,253 hours (Feb-April 2013)**
- **21 million maps viewed, 60m /f.shortiles downloaded, £40m worth of maps and data downloaded**
- **29,253,258 e-book pages, saving £7.5m/year in e/f_f.shorticiency gains and saving £75.5m across digital content**
- **£230,000 spent on new e-book content in 2012/13**
- **22% rise in FE college usage, 97% e-books across the UK**
- **24 digital collections enabled by Jisc in 2012/hyphen.cap13**
- **£25m for Janet to create one of the most advanced networks in the world**
- **18m Janet users, 7,760 regular users, 9,326 hours (Feb-April 2013)**
- **7,038 Janet video conference locations, 29 years uninterrupted service**
- **£48m saved by HE using Jisc brokerage**
- **2,000 Jisc customers**
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Major achievements

- 60m Digimap screen maps viewed
- £40m worth of maps and data downloaded
- 2m files downloaded
- 500 designs digitised
- more than 100,000 visitors
- 2,000 UK learning providers helped by Jisc Regional Support Centres
- 400,000 visitors to Bombsight December–March
- 100,000 more than visitors
- 500 designs digitised

Jisc in 2012-2013 included...

- 29,253,258 e-book pages
- £230,000 spent on new e-book content in 2012/13
- saving £7.5m/year in efficiency gains
- and saving £75.5m across digital content
- 22% rise in FE college usage
- 97% FE colleges benefit across the UK
- 18m Janet users
- 29 years uninterrupted service
- £25m for Janet6 to create one of the most advanced networks in the world
- 1.3m Jisc funding for 33 FE and Skills projects
- 2,000 Jisc customers
- 500,000 Jisc email users
- overall satisfaction 1.25m
- 96%
Key strategic areas
Through our discovery services, we provide access to 658 of the UK’s richest collection of digital content so that your researchers and learners can have round the clock access to information.

Our library support services include expert negotiations for licensed content, usage statistic services and resource management tools, resulting in efficiencies at institutional and national level.

Our digital content highlights from this year include:

» With the University of Sussex, Observing the 1980s, a new publicly available digital archive including 1980s ephemera, mostly radical pamphlets reflecting the politics of this era.

» With the University of Sheffield, Manuscripts Online, enabling search across an enormous body of primary resources from British culture.

» With the British Geological Survey, the world’s first 3D fossil collection, liberating thousands of these unique objects from dusty drawers.

» The e-books for FE project has given us access to a collection of free e-books that would otherwise have been beyond our means.

Hilary Richmond, e-resources librarian at Cheadle & Marple Sixth Form College

SpringerProtocols
We purchased and made freely available to all UK institutions SpringerProtocols. At 28,000 protocols it’s the world’s largest database of life sciences protocols – the “recipes” which allow scientists to recreate experiments in their own laboratories.

» With Woodhead Publishing Online, nearly 100 new e-books to expand our collection of over 950 of their books.
I am certain that this accessible, open education resource featuring one of the most influential British fashion designers over the past 50 years will stimulate and inform future generations.

Professor Kerstin Mey, director of research and enterprise at University for the Creative Arts
Our network Janet has 18 million users,

We operate, maintain and develop Janet, the high performance network for UK education and research. It enables universities to communicate with each other and the world outside academia and saves the sector £11m every year.

With Janet6, we’re ensuring that your data capacity needs will be met until at least 2022. We’ve secured £25m funding to help build the next generation of Janet infrastructure, designed to ensure capacity, resilience and flexibility for research and education.

In 2010, Janet became the most advanced computer network in the world when it hit its fastest speed yet at 100 gigabits per second. Janet6 will provide even greater backbone speeds, starting at 2 terabits and increasing to a staggering 8 terabits per second over the next five years - placing the UK’s academic community in an unrivalled position.

“[The] aim was to produce a TV system where the resolution exceeds that of the eye and where the screen is big enough to fill your field of view - the ultimate TV system!”

John Zubrzycki, principal technologist at BBC Research

Jisc connects...

Discover how Janet’s agreement with Microsoft is benefiting 18m staff and students across the UK. http://bit.ly/jiscconnects
Janet and Microsoft
More than 18 million students, staff and researchers across the UK will benefit from faster, more secure cloud computing thanks to a new arrangement between Janet and Microsoft. Microsoft Windows Azure and Janet will be privately connected, allowing high-speed data delivery separate from the public internet. The agreement also means any UK education institution can benefit from standard terms and conditions on Microsoft’s cloud-based productivity software suite Office 365, negotiated by Janet.

Janet goes for gold at London 2012
Janet led the way at the London 2012 Olympic Games by showcasing the use of new technology in practice and enabling the BBC and NHK (Japanese public broadcasters) to use the network to broadcast key moments of the games in Super Hi-Vision. By using the Janet network the BBC was able to stream the events in a series of public screenings at locations in London, Bradford and Glasgow. The high-bandwidth stream was simultaneously transmitted around the world to live sites in Japan and Washington DC during the games. Working with international research and education networks, the project was a first in the next stage of television technology and the transmission of content over high-bandwidth IP networks.

“In the UK, higher education institutions are fortunate to have high-speed network services provided by Janet. The capability afforded by Janet’s peering with Microsoft’s Azure Cloud with high-bandwidth secure connections creates new opportunities for researchers and the University community as a whole.”

Professor Anne Trefethen, chief information officer, University of Oxford
Our services offer the support you need to facilitate informed decisions, improve organisational efficiency and build sector capacity and knowledge. They range from Jisc Legal with its guidance on everything law-related in technology and education to Jisc infoNet and its advice relating to strategic planning, operational management and the use of technologies. There is also TechDis, championing inclusive learning, Netskills, providing training and staff development services, Digital Media for all your audio and video skills needs, and more besides.

Some of the year’s highlights from Jisc’s advice and guidance services include:

» Jisc Legal has published a hugely popular “bring your own device” toolkit in response to the rise in learners and employees using their personal computing devices in the work and learning environment.

» Jisc Legal has also produced a guide on copyright for those using image sharing social networks such as Pinterest in teaching and learning.

» Jisc infoNet’s new resource on e-safety for the higher education, further education and skills sector focuses on helping your organisation, staff and students to understand their online responsibilities.

» During June 2013, more than 21 million emails were sent through the Jisc mailing service.

» We now host more than 250 Excellence Gateway case studies, covering a range of e-learning and wider technology topics and attracting around 10,000 page views per month.

» In the past year we delivered at least one “practical issues” webinar a week, to your overwhelmingly positive feedback.

Jisc helps...
Learn how we’ve helped all kinds of learning providers all over the UK.
Advice and guidance

Jisc can help us with the specialist knowledge. I’m not a lawyer – I don’t understand all the legal implications of bringing your own device or housing data off-site – but Jisc have done that work for me.

Patrick Biggs, CIS, Doncaster Deaf Trust College

Regional support centres
Jisc Regional Support Centres (RSCs) work with more than 2,000 UK learning providers, helping them to improve performance and efficiency through the use of technology. Our RSCs provide advice and support, share good practice and facilitate collaboration to help solve your everyday challenges and achieve your strategic objectives.

online toolkits and guides to support your staff
Jisc continues to collaborate with visionaries from the education and research sector to do exciting futures work. Through co-development, evaluation, experimentation and prototyping, Jisc identifies opportunities that evolve digital thinking, enabling the provision of the best solutions for the research and education sectors.

We’re taking a new approach to innovation with our pilot co-design programme, which we’re running in partnership with some of our key stakeholder associations – Research Libraries UK (RLUK), Russell Universities Group of IT directors (RUGIT), the Society of College, National and University Libraries (SCONUL) and the Universities and Colleges Information Systems Association (UCISA).

Together we’re closely scrutinising all projects and deciding whether to change their focus, speed them up or stop them completely. This means any project outputs will be more refined and tested and, most importantly, better meet the requirements of the people who will use them – the users and consumers in universities and colleges.

Key strategic areas:

Research and development

The co-design process

1. Capturing – ideas addressing current sector concerns collected for consideration
2. Prioritisation – shortlist of ideas chosen for further development and discussion
3. Selection – seven final project ideas chosen for funding

Jisc innovates...

Innovation in FE and skills

We’re supporting 33 projects, to the tune of £1.4m, to develop new learning resources and practical approaches, and to open up opportunities for post-16 learning across the UK, with the knowledge gained in this groundbreaking work being shared and leveraged across the sector.

We’re focusing on four key areas: innovative uses of technology; improving the learner experience; improving efficiencies; and making better use of existing resources. In the last year, 15 projects have been completed, resulting in more resources for the FE and skills sector and numerous collaborations with partners.

Saving the monograph

The scholarly monograph – the book-length result of dedicated research and the gold standard for authoritative academic publication – finds itself in a precarious position. It’s no longer economically sustainable and it’s facing a number of grave challenges. So we’ve set out to involve the academic community in tackling the issues in an open way. The National Monograph Strategy is exploring the potential for a joined-up approach to the collection, preservation, supply and digitisation of scholarly monographs by looking at the problems, the value of the benefits, appropriate solutions and a strategy to deliver them. We kicked off in July 2013 with the Open Access Monographs in the Humanities and Social Sciences conference, hosted by the British Library and attended by more than 250 delegates from across the world and from all areas of scholarly communications.

Research and development

Considering a collaborative approach to managing monograph collections throws up some interesting challenges, but it also provides us with an opportunity to think creatively about the way we work.

Ann Rossiter, executive director of SCONUL

NFC collaboration

The mobile learning project at Nottingham College International is helping international students improve their English language by developing out-of-classroom collaborative activities using Near Field Communication (NFC) tags embedded into posters.

Using NFC codes took the focus away from the technology and allowed students to focus on the task at hand.

Simon Wardman, teacher of English as a Foreign Language at Central College Nottingham
Key achievements
The wider economic pressures witnessed in all parts of society continued to have an impact on us all in 2012/13. But the education sector has faced specific financial challenges with student fees, changing funding mechanisms and increased operating costs. We are continually exploring new ways to help you save money through business efficiencies, shared services and procurement activities.

In direct cost savings and cost avoidance alone, Jisc saves the whole sector £259m a year, not to mention the further value arising from productivity, efficiency and added value benefits.

Jisc Collections, the national academic library consortium, saves the sector around £75.5m every year. We can do that by using the combined buying power of our customers to negotiate for them the best possible commercial terms and licence conditions for scholarly communications and other information resources.

Key achievements:

Saving money

Knowledge Base+ – organising for libraries

Our new central academic library database, Knowledge Base+, is a cloud-based shared service covering all subscribed UK higher education resources (electronic and print), publication information, holdings and rights, subscription management, organisations, licences and evidence such as usage statistics and financial data. Instead of creating a big new system, we’ve created something that is data-driven and in the cloud. Knowledge Base+ uses the power of the collective for the benefit of everyone in higher education. It can save £4.5 million in staff time alone.

JUSP: the one stop shop for librarians

Jisc’s JUSP portal, which helps libraries to evaluate the impact of e-resources and inform future purchasing decisions, is saving UK higher education libraries time and money. JUSP provides a “one-stop shop” where libraries can go to view and download their own usage reports from publishers, a move welcomed by libraries that previously had to go into each publisher’s password-protected administration sites separately. Estimated savings are in excess of 97% compared with manual file handling, with the Open University estimating that JUSP results in resource savings of two weeks of staff time per year.

During 2012–2013, we
Cost savings per year = huge efficiency savings through online access to digital content

Savings to UK education and research through use of Jisc videoconferencing system

For each £1 spent by us on digital content, the return to the community in value of time saved in information gathering is at least £18.

Training courses for more than 5,000 participants every year, saving the sector over...

Our regional and national advice and guidance cost £12m... but we saved the sector £121.5m in training, efficiency savings and subscriptions.

We offer huge efficiency savings by providing easy access to the essential digital content you need:

Online journals
Datasets
Archive collections
E-books for FE

Productivity gains from use of Digimap collections and Knowledge Base+ service estimated to be in excess of £100m a year

Higher education institutions that use Jisc Brokerage services will save between £11.2m and £48.6m

I have now completed an evaluation of one of our publisher deals using JUSP which has proved that we are getting value for money and should recommend renewal. Being able to clearly see our core titles made this task much simpler and I was able to complete the evaluation much quicker than anticipated.

JUSP user, Loughborough University
The relationship between institutions and students is changing, with students moving to the heart of the education system and the student experience now top of the agenda for every university and college.

We fund programmes to support you as you respond to changing student needs and demands. Through our digitisation programmes we also open up vast, rich collections of previously hidden resources, making it ever easier for students to access the materials they need, when they need them.

Technology has a key role to play in many innovative learning experiences and students are often quicker to identify potential solutions than staff. By seeing students as partners in the delivery of their education, institutions benefit from fresh perspectives while students gain skills valued by employers and a sense of empowerment.

Key achievements:

The student experience

Jisc’s summer of student innovation – co-design in action

Could Jisc, in partnership with RLUK, RUGIT, SCONUL and UCISA, enable students to develop technologies that will enhance their learning, research and student life? We found out in our summer of student innovation programme by supporting 21 teams of students to develop new technologies that they and their fellow students need, ranging from a mark forecasting system and crowdsourcing platforms to a scientific network to promote collaboration on public engagement projects. The students are working on outputs and the next stage is to work with universities to trial the new technology they produce.
Being an innovator is quite intense. It can be exciting at times but it's also really hard, I find, because you need a lot of support and to be sure of what you're doing. Organisations like Jisc really help by providing a great environment and the freedom to go and innovate.

Ben Jeffrey, University of Edinburgh student innovator with PitchPatch project
We understand the value of your institution’s research – to your researchers, to your reputation and to wider society. We want to help you protect, manage and share your research data and outputs in the most effective way possible.

As you strive to do more with less, digital technologies offer fresh ways to conduct, manage and disseminate research, as well as new opportunities to increase its impact.

Some of our research excellence highlights from 2012/13 include:

» with Knowledge Exchange: a report on the value of research data metrics. Máire Geoghegan-Quinn, Commissioner of Research, Innovation and Science, said: “The European Commission is committed to increase the impact of publicly-funded research through open access…this report is very timely as we develop our ideas”

» with Exeter University: the Describe project produced guidance on capturing research impact. David Sweeney, HEFCE, said “this report firmly sets the stage…beyond REF 2014”

» with RLUK and Ithaka: a major survey to understand UK academic research and teaching practice

» the Discovery Summit: Jisc and the British Library hosted an international summit to share ideas and approaches, and uncover commonalities and new lessons in resource discovery

» with University of Cardiff: in a showcase of ultra high definition, researchers carried out 3D demonstrations on a “virtual patient”, showing how groundbreaking ultra high definition technology is making a real difference to medical training and diagnosis
Digimap

The most comprehensive set of maps and geospatial data ever assembled is now available to UK higher education. With the commercial value of maps and data downloaded from Digimap by subscribing institutions totalling £40 million for the period August 2012-May 2013, it demonstrates excellent value for money for institutions and for Jisc. 2012/13 saw 60 million screen maps viewed and 2 million data files downloaded.

Open access

We’ve been working in the open access field with institutions, funders and publishers for many years and are perfectly positioned to advise on the latest developments in open access policy and publishing. With our partners in the Open Access Implementation Group, our work on the government’s Finch report has made a valuable contribution to the debate on the future of scholarly publishing, and we continue to offer advice and support to institutions and their researchers as they journey along the open access path.

With Jisc APC, our pilot project to assist UK higher education institutions and publishers worldwide in managing gold open access article processing charges, we’re exploring the issues and developing an online administration platform to manage all aspects of the payment cycle.

“An invaluable source of otherwise expensive datasets which, if not available through Digimap, would be unaffordable.”

University student

Using Janet’s robust, high capacity network, scientists can generate and analyse petabytes of data from climate change simulations in real time to more accurately predict weather patterns.
Key achievements:

Business and community engagement

In 2012, UK higher education institutions made £1.1 billion through research contracts with businesses and non-commercial organisations. A further £1.4 billion of income was derived from consultancy contracts, facilities and equipment, intellectual property, and regeneration and development programmes.

We support you in your business and community engagement and your strategic management of relationships with external partners and clients, particularly

» knowledge exchange
» employer engagement
» public engagement
» lifelong learning

Helping Hull College

Our business and community engagement team supported 20 projects as they sought to improve how businesses and other external partners access knowledge services from universities and colleges, and create and lead new co-development opportunities. We facilitated knowledge sharing between the projects to produce a synthesis of good practice that will benefit all institutions to improve in this area.

After developing a simple WordPress website, and working with partners to deploy additional platforms for them, the Open Innovation project at Hull College reported:

» 15% increase in small and medium-sized enterprises (SME) activity
» 2% increase in local companies winning national tenders
» 50% efficiency gains over existing tender evaluations and processes
In 2012, UK higher education institutions made £1.1bn through research contracts...

Walk-in Access to e-Resources

Working with Sconul we’ve been promoting the wider uptake of public access to e-resources across the HE sector, including a report that provides advice on the case for it, guidance for its implementation and case studies from a range of institutions which have successfully implemented visitor access to e-resources.

“Thank you to the fantastically knowledgeable and supportive staff at Jisc for their invaluable guidance along the way.”

Hull College project manager

“ade £1.1bn through research contracts...”
In 2012/13 we continued to strengthen our partnership work and collaborative activities. We can achieve more, and achieve it more effectively, when we work with others.

One way we do this is through our futures work, in which we collaborate with experts in universities and colleges to develop tools and resources. We also work with a wide range of partners in our digitisation projects, creating accessible collections of exciting resources for teaching, learning and research.

We are proud of the work we do internationally to enhance UK higher education’s international profile. We are an active member of the e-Infrastructure Policy Forum, a leading European Commission body shaping Horizon 2020 for the EC’s Research and Innovation Directorate. We also host workshops for the European Commission, including a research technologist workshop held early 2013.

Key achievements:

**Working together**

**BBC Northern Ireland Chronicle**

In partnership, the BBC, British Universities Film and Video Council (BUFVC) and Jisc are working together on Chronicle, a project to make BBC Northern Ireland’s television news from the 1960s and 1970s available to the academic community online.

The audio-visual archives of the BBC contain a wealth of material gathered since it was founded in the 1920s, but they remain largely inaccessible, held on film or videotape. Chronicle makes part of that archive available to UK higher and further education by digitising news and current affairs programmes from BBC Northern Ireland’s vaults.

The project is the first in a new partnership between the BBC and Jisc, following our signing of a Memorandum of Understanding to support the promotion of our common purposes, especially with regard to education, learning and culture.
Changing the learner landscape

We’ve been working with the Leadership Foundation for Higher Education to provide leadership services and support to senior managers in over 30 institutions. We did this in three ways: by engaging with senior managers and their staff on the practical implementation of embedding change within institutions; by providing expert advice and strategies on a variety of projects; and through professional development sessions.

Working together

This project is an important step forward in finding ways to use archive material to serve both the academic community and the BBC’s broader public purposes. We are very excited to be able to share this significant collection, not only because of the light it will shed on recent history but because we will be able to apply the expertise gained to other archive-related activities across the BBC.

Caroline Thomson, chief operating officer of the BBC

We can achieve more, and achieve it more effectively, when we work with others.
The equality, diversity and sustainability agendas in our sectors are important and we take them seriously. We have a customer service, Jisc TechDis, dedicated to exploring and promoting inclusive practices, resources and advice for learning and teaching in UK higher education, further education and skills, and independent and specialist colleges.

TechDis highlights of the year include Voices, a project to introduce youthful, modern, natural-sounding voices for use with text-to-speech tools, and the e-book accessibility advocacy project, which aims to influence publishing processes to make sure that digital publications are fully accessible to people with reading disabilities.

“Working in partnership with TechDis helps us to collaborate and network with other colleges but also makes the research and development pound stretch a lot further.”

Mark Dale, principal and CEO of Portland College
Accessible YouTube
Thanks to Jisc support, Henshaws College has been able to develop and launch ACCESS: YouTube, an interface that simplifies YouTube and strips out surplus content while still working on desktop computers, making it more accessible to students with learning difficulties and disabilities.

Mike Thrussell, assistive technology coordinator, Henshaws College

Thousands of people use it every week. And people have started taking it into higher education institutions and schools. As well as providing crucial funding, Jisc has been hugely supportive in helping to popularise it.

Green ICT
Under the UK Climate Change Act 2008, the higher and further education sectors are required to meet carbon reduction targets of 34% by 2020 and 80% by 2050, compared with 1990 levels. We’re working to help the sectors meet the challenge by reducing the carbon costs of ICT through enabling more efficient working practices and reducing surplus electricity consumption.

We’re leading the way with Green ICT, helping institutions towards a more sustainable future. We’ve set up Sustainability Exchange, a single hub for sharing best practice, comprising 23 of the UK’s top sustainable development and education bodies.

SusTEACH toolkit
Following a study carried out by the Open University and supported by Jisc, comparing complex online HE teaching models with traditional face-to-face and distance teaching methods to test their environmental sustainability, we’ve produced the SusTEACH toolkit - a series of resources that teachers and learners can use to help make their institutions greener.
How we engage with you

We reach our customers in many ways. There are 28,000 of you we reach directly by sharing information and providing support - think infokits, webinars, conferences, networking, helpdesks, training events and much more. Then there are the millions of you we reach through our services - 18 million using our network, Janet, and 2.1 million subscribers to our email service, for example. There’s our website - 1,971,729 page views in the last 12 months - and our 16,000 (and growing everyday) followers on Twitter. We also publish *Jisc inform*, a quarterly magazine enjoyed by more than 1,500 readers and keeping you up-to-date on the key technology issues in the sector.
In December 2012, a new Jisc was born, bringing together Janet, Jisc Collections and the Jisc Executive. This created a new ethos, culture and sense of identity for Jisc along with fresh opportunities to make best use of the wealth of skills, experience, knowledge and enthusiasm of our staff.

Jisc is now a not-for-profit company limited by guarantee while Jisc Collections and Janet(UK) are trading names of Jisc Collections and Janet Limited, a wholly owned Jisc subsidiary and not-for-profit company.

During our time of change we’ve ensured that there’s been no disruption to the many Jisc services on which our communities depend. We’ve continued with the progression and completion of the various innovation and development programmes to which we are committed.

We’re listening and talking
Our restructuring was based on the recommendations of Sir Alan Wilson’s February 2011 review of Jisc. But, while it was prompted by the Wilson review, it was also heavily informed by you and your needs. We’ve been talking to you about what we do, listening to you tell us what you need from us and we’ve restructured based on what we’ve heard. The result? We’ve put a customer ethos at the heart of what we do and we’re driving everything we do from a deep understanding of your needs and priorities.

One Jisc for new times
Reflecting the changes to our structure and leadership team, we’ve got a new, more identifiable brand, a new website that is more user-friendly and easier to navigate, built in response to your feedback, and a new location in Bristol. We’ve also got new product catalogues for HE and FE so you can see at a glance the services we offer.

We’re making all our ‘front of house’ teams easier to contact. For example, in the crucial area of access and identity management (AIM), in August Janet took on the role of operator of the UK Access Management Federation. By moving to a single helpdesk number for all of Jisc’s AIM services we’re making it easier for customers to engage with our activities and services.
engage with our activities
and services
How will we fulfil our commitment?

» Bring together multiple existing ‘front of house’ arrangements including:
  › Developing Jisc Scotland, Jisc Northern Ireland, Jisc Wales and an appropriate regional structure for Jisc in England
  › Mandate knowledgeable and influential ‘customer advocates’ in our organisation
  › Engage and sustain regular interaction with our funders, customers and stakeholders
  › Carry out selective market research
  › Build further on our successful pilot co-design process
  › Implement a Jisc-wide approach to organising and systematising the intelligence from all these processes and interactions
  › Review this intelligence, our strategy and priorities with our formal stakeholder group twice a year

We will continue to focus on what matters to our customers – to secure and provide:

» The best deal on digital network and IT services
» Simple and fast access to digital content and discovery
» The best advice, guidance and hands-on assistance
» Gaining and improving competitive advantage

A customer promise which is simple and straightforward to work with, focusing on activities in areas that matter most to its customers.

Our customer promise

We will always operate from a deep and sustained understanding of our customers’ needs, challenges and opportunities. Key to this commitment is that we will make Jisc as easy as possible to do business with, aligning our approach to how customers are organised and striving to communicate in our customers’ language, not ours.
A reorganised approach, aligned to customers’ needs, priorities and goals for customer success. Investing in developing and improving skills and capabilities.

A shared vision to make the UK the most digitally advanced education and research network in the world.

Our strategic framework
Guided by our strategic framework and our co-design principles, 2014 will see the start of a series of projects that have been selected to address these 10 impact areas and with careful consideration of the impact that projects will make in the sectors we serve.

Research enablement
We will work with the University of Leicester to provide BRISSKit as a shared service. BRISSKit enables universities and the NHS to collaborate on research using sensitive medical data.

We will also be working with Wellcome to digitise over 8 million pages of their collection of books on the history of medical science. This unique collection will be made available via the Jisc historic books platform.

Learning and teaching and student experience
We will be running another summer of student innovation in 2014. We hope to build on the success of last year and reach more students as well as ensuring the successful ideas from this year are developed into services that benefit universities and colleges.

Data and analytics
We will be working with the Higher Education Statistics Agency (HESA) to develop a pilot shared service that gives universities and colleges easy, flexible access to important datasets that can be used to provide actionable insights to institutional planners.
Looking forward
During the first part of 2014 the majority of our income will continue to be provided by our existing funders. However, from 1 August 2014 we will have a new funding model with a “Jisc subscription” charged to HE institutions, creating a package providing access to Jisc’s network and infrastructure, digital content and advisory services.

We will minimise the impact of the subscription package by creating a VAT cost sharing group across the UK meaning that institutions will not pay VAT on their subscriptions. Our research and development funding will continue to be provided by our funders.
Our finances for the 2012/13 academic year

Incoming resources
- Core Funding £54,144,000
- Gifts (see note) £25,139,000
- Interest Received £286,000
- Sponsorship £12,000
- Funding from Charitable activities £50,718,000
- Primary purpose trading £33,378,000
- Other Income £41,000
Total incoming resources £163,718,000

Note: The 'Gifts' element is excluded from the chart to give a true picture of income as it relates to the one-off transfer of net assets from Janet to Jisc on formation of Jisc as a Legal entity/charity in December 2012. Under charity accounting ie the Statement of Recommended Practice (SORP) the gift had to be recognised in this way and shown as income.

Outgoing resources
- Digital infrastructure and technology £49,628,000
- Digital content and discovery £27,904,000
- Futures £1,235,000
- Value realisation £3,978,000
- Grants £15,225,000
- Governance costs £470,000
- Tax £38,000
Total outgoing resources £98,478,000

Note: This chart represents a re-analysis of the first four items in the 'Outgoing resources' chart above.

Resources expenditure
- Network operations £41,127,000
- Network services £3,458,000
- Content & acquisition £1,423,000
- Support & liaison £2,252,000
- Technical & development £2,600,000
- Subscription payments £22,414,000
- Goodwill amortisation £51,000
- Support costs £9,420,000
Total resources expenditure £82,745,000

will have

a new funding model...
Thank you for reading

2012/13 has been a time of radical change for the Jisc family. We’ve achieved immense internal restructuring while, externally, we’ve continued to deliver on our key services and commitments to you, doing more with less and saving you £259m a year.

Most importantly, it’s been a time of listening and re-positioning. Our success, and our only reason to be, is what we contribute to your success and this is the ethos we’re excited to be taking into 2013/14. Above all, we’re going to keep listening to you and talking to you, driving all we do from your needs and priorities to remain your trusted provider and partner.

Martyn Harrow, chief executive, Jisc
Our mission:

To enable people in higher education, further education and skills in the UK to perform at the forefront of international practice by exploiting fully the possibilities of modern digital empowerment, content and connectivity.
Share our vision to make the UK the most digitally advanced education and research nation in the world

jisc.ac.uk