The stakeholder forum offers us an important opportunity to update you on our performance and plans for the future. Even more importantly it enables us to hear from you about the business challenges that you’re facing and how Jisc can help.

We collected a wealth of feedback and intelligence about your priorities and challenges and how you want us to help.

Last August we told you what we were doing, or planning to do, in response to the issues that you raised. **We’re pleased to provide a further update on progress in this report.**

A quick summary of what you told us you wanted from Jisc is below – with information about what we are doing in response in the following pages.
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<th>You said you want Jisc to...</th>
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| Keep the Janet Network (jisc.ac.uk/janet) and Jisc Collections (jisc.ac.uk/jisc-collections) as our key priorities | » We doubled the Janet Network’s core bandwidth to 400Gbit/s and we’re about to increase it again, to 600Gbit/s  
» We are reviewing the design of the network and we’ll use feedback from a series of online briefings to inform future changes  
» We negotiated a range of cost-saving agreements with publishers, including 100+ agreements, covering nearly half (£125m) of universities’ spend on digital content  
» Whilst also reducing annual price rises from the four big academic publishers to less than 3% for the first time  
» We’ve secured new discounts from Oxford University Press and Cambridge University Press on open access publishing |
| Understand you better and improve our communication and interaction with you  
Target our products and services according to your profile, to be more agile and responsive and to prioritise the big, important things that you want  
Prioritise our research data shared service | » We improved our account management model so that we can get to know you better and make sure we’re delivering existing and new services according to your organisation’s profile  
» We sharpened our focus on FE. Account managers have so far proactively engaged with 91% of strategic contacts in FE to help them get the most value from their Jisc membership  
» We made it easier for you to contact your account manager (jisc.ac.uk/contact/your-account-manager) and make general enquiries (help@jisc.ac.uk)  
» The Jisc membership pages (jisc.ac.uk/membership) have been updated to make clearer what’s included in your subscription and My Jisc (https://my.jisc.ac.uk) will help you to manage your Jisc membership  
» We re-established the Jisc Inform members’ magazine, with HE and FE versions  
» We continued to refine our approach to co-design (jisc.ac.uk/rd/how-we-innovate/co-design)  
  › The first outputs from our new work on the intelligent campus (jisc.ac.uk/rd/projects/intelligent-campus) and digital apprenticeships (jisc.ac.uk/rd/projects/digital-apprenticeships) are coming soon  
  › A new approach to co-design will help us explore how to improve our technology enhanced learning and improving institutional efficiency services. Look out for updates  
  › And, read through our co-design playbook (http://repository.jisc.ac.uk/6658/1/co-design-playbook-2017.pdf) for ideas to help your own innovation work  
» To be more agile and responsive we’re developing:  
  › New lean processes for innovation to support rapid development  
  › An updated portfolio of services based on your needs and continual product review  
  › More than 20 new products and services including our learning analytics service (jisc.ac.uk/rd/projects/effective-learning-analytics) and research data shared service (jisc.ac.uk/rd/projects/research-data-shared-service) |
| Provide help and guidance with cyber security - especially with the human aspects | » We added more courses to our security training portfolio - with several focusing on General Data Protection Regulation (GDPR) (jisc.ac.uk/gdpr)  
» We’ve seen increased interest in our simulated phishing and associated training (jisc.ac.uk/simulated-phishing-and-associated-training) service which helps users spot threats  
» And we’ve launched our in-house penetration testing service (jisc.ac.uk/penetration-testing) helping you to reduce the risk of information security breaches  
» Look out for an enhanced distributed denial of service (DDoS) protection service providing a more granular level of protection for Janet Network users who want it  
» And a cyber security portal initially enabling members to view their DDoS mitigations. We’ll add more self-service functions, eg vulnerability information, in due course |
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| Help with moving to the cloud and data centres | - We have updated the cloud area on our website to be clearer about services such as our shared data centres ([jisc.ac.uk/shared-data-centre](http://jisc.ac.uk/shared-data-centre)) and third party cloud provision ([jisc.ac.uk/network/cloud](http://jisc.ac.uk/network/cloud))
- Cloud professional services and consultancy will be available soon |
| Focus on developing our learning analytics service | - The learning analytics ([jisc.ac.uk/rd/projects/effective-learning-analytics](http://jisc.ac.uk/rd/projects/effective-learning-analytics)) project is progressing to service and we’re working to a launch date in August 2018
- We’re developing resources to help you take up the learning analytics solutions and navigate challenges such as legal and ethical issues |
| Help you to address gaps in digital skills and leadership | - Our account managers have been engaging with members to raise awareness about how technology can support organisational transformation and how we can help
- Our subject specialists delivered practical support and assistance to over 100 members in 2017 as an inclusive membership benefit - and we extended the range of support that they provide
- A number of you sought help from our new consultancy service ([jisc.ac.uk/consultancy](http://jisc.ac.uk/consultancy)) set up to provide an enhanced level of practical support on a range of subjects, including cyber security
- We’re continuing to help colleges manage digital transformation post area reviews and with organisational mergers via a number of services ([jisc.ac.uk/consultancy/merger-support](http://jisc.ac.uk/consultancy/merger-support)), including two quick reference guides that help college leaders ([jisc.ac.uk/guides/key-questions-college-leaders-should-ask](http://jisc.ac.uk/guides/key-questions-college-leaders-should-ask)) and governors ([jisc.ac.uk/guides/key-questions-college-governors-should-ask](http://jisc.ac.uk/guides/key-questions-college-governors-should-ask)) understand the key technology questions they should ask their management teams and boards
- We’re empowering and equipping leaders to help their organisations respond to technology driven change through our digital leaders programme and we provide a range of other training opportunities ([jisc.ac.uk/training](http://jisc.ac.uk/training)) to help your organisation make the most of digital |
| Offer specialised skills on a consultancy basis | |
| Provide help for leaders to understand the potential of digital technologies | |
| Help (especially FE colleges) with mergers and develop strategies to support change | |
| Help you to share effective practice | - Through events such as [Digifest](http://jisc.ac.uk/digifest) and [Connect More](http://jisc.ac.uk/connect-more) we share best practice and sector innovations
- We share case studies, success stories and best practice through the Headlines newsletter and our social media channels and produce best practice guides ([jisc.ac.uk/guides](http://jisc.ac.uk/guides)) to help you get the most from digital technologies
- We manage communities of practice around some of the key challenges that you face (eg student experience and digital capabilities)
- We’re also getting more involved with regional forums delivered by associations and networks (eg the Association of Colleges, the Society of College, National and University Libraries and UCISA)
- We’re trialling different approaches to meeting with you and over the summer we’re looking to deliver a series of events led by you but with Jisc acting as a facilitator |
<p>| Offer more opportunities, especially for FE colleges, to meet locally and share experiences and practice | |</p>
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| Act as a broker, open up new channels to vendors – and provide guidance on procurement | » Jisc Collections ([jisc.ac.uk/jisc-collections](jisc.ac.uk/jisc-collections)) launched 25 new non-journal agreements in a variety of academic disciplines  
» We expanded the number of vendors we are working with in learning analytics and adopted a dynamic framework so we can add more vendors as they become interested – and we continue to explore how we work with vendors in the research data project  
» In place of the ‘summer of student innovation’ we have developed an approach for working with edtech start-ups called the edtech launchpad ([jisc.ac.uk/rd/projects/edtech-launchpad](jisc.ac.uk/rd/projects/edtech-launchpad)). The 2017 winners of our edtech start-up competition have been announced and we’re identifying a group of start-ups who we’re happy to recommend to members. The first of these are Placer and Unitu  
» We brokered new deals including the vulnerability and assessment information service ([jisc.ac.uk/vulnerability-assessment-and-information-service](jisc.ac.uk/vulnerability-assessment-and-information-service)), a new web filtering ([jisc.ac.uk/web-filtering](jisc.ac.uk/web-filtering)) service (with seven suppliers); the simulated phishing and associated training service ([jisc.ac.uk/simulated-phishing-and-associated-training](jisc.ac.uk/simulated-phishing-and-associated-training)) and the GÉANT IaaS framework ([jisc.ac.uk/geant-iaas-framework](jisc.ac.uk/geant-iaas-framework))  
» We continue to work with cloud providers to identify services that might be of value to members  
» And we produce buyers’ guides ([https://community.jisc.ac.uk/search/site/buyers%20guides](https://community.jisc.ac.uk/search/site/buyers%20guides)) to help you with a range of framework agreements |
| Help with the General Data Protection Regulation (GDPR) | » We launched a series of initiatives to help you:  
  › Our GDPR website ([jisc.ac.uk/gdpr](jisc.ac.uk/gdpr)), which features guidance and advice  
  › We continue to publish advisory blog posts ([https://community.jisc.ac.uk](https://community.jisc.ac.uk)) on our Jisc community regulatory developments site  
  › We ran a GDPR conference ([jisc.ac.uk/events/gdpr-conference-06-dec-2017](jisc.ac.uk/events/gdpr-conference-06-dec-2017)) and recordings of the talks are available  
  › We offer paid-for consultancy ([jisc.ac.uk/consultancy](jisc.ac.uk/consultancy)) for organisations that need extra help  
» Going forward, we will continue to support sector events by providing speakers and panellists  
» And produce more specific sector guidance |
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| **Develop more services and systems that enable your research, and help with developing researchers’ digital literacy and skills** | » We already provide shared services for researchers including:  
› Safe share ([jisc.ac.uk/safe-share](https://jisc.ac.uk/safe-share)), enabling the safe transfer of highly sensitive data  
› Publications Router ([jisc.ac.uk/publications-router](https://jisc.ac.uk/publications-router)) which populates institutions’ repositories with information about authors’ research articles  
› Open access services including SHERPA ([jisc.ac.uk/sherpa](https://jisc.ac.uk/sherpa)), which help researchers achieve more reach for their research  
› Storage solutions via our shared data centres ([jisc.ac.uk/shared-data-centre](https://jisc.ac.uk/shared-data-centre)) and our cloud storage procurement frameworks ([https://community.jisc.ac.uk/search/site/cloud%20storage%20procurement%20framework](https://community.jisc.ac.uk/search/site/cloud%20storage%20procurement%20framework))  
» We have more solutions in development, including:  
› A range of research data services to support researchers with discovery ([jisc.ac.uk/rd/projects/uk-research-data-discovery](https://jisc.ac.uk/rd/projects/uk-research-data-discovery)), curation and preservation ([jisc.ac.uk/rd/projects/research-data-shared-service](https://jisc.ac.uk/rd/projects/research-data-shared-service))  
› Intelligent tiered storage solutions  
» We’re also bringing together our open access and open research data services to better respond to open science requirements across the research lifecycle  
» And we’re working with ARMA ([https://arma.ac.uk](https://arma.ac.uk)) (the professional association for research management) to deliver digital leadership and training courses to research professionals |
| **Help HE and FE members to reduce costs and improve efficiencies. You want help to get more from the Financial X-ray service and need fresh ideas about sharing resources** | » We estimate that in 2016/17 we delivered £392m in value, savings and efficiencies to the HE and FE sectors through the use of our products and services (including efficiencies of £134.9m). This increase from the 2015/16 figure of £295m is due to a variety of factors including more comprehensive service usage data, a significant real increase in the uptake of journal subscriptions negotiated by Jisc Collections, and an improvement in how we calculate the value and savings using improved usage data from our major publishers  
» We have developed the Financial X-ray service ([jisc.ac.uk/financial-x-ray](https://jisc.ac.uk/financial-x-ray)) further; now you can use it to explore whether the annual IT cost incurred per student is delivering value for money, to benchmark and to prioritise change  
» We are piloting three new x-ray services which will deliver cost transparency and benchmarking for the libraries, research management and cyber security  
» We are working on equipment.data ([jisc.ac.uk/rd/projects/equipment-sharing-made-easy](https://jisc.ac.uk/rd/projects/equipment-sharing-made-easy)), a project to help universities share equipment and save money. Fifty universities are sharing (and saving) already |
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| **Support your international activity, including transnational education (TNE)** | » We are making sure that international is embedded in our research, teaching and learning, FE, libraries and technologies strategies  
» We have been developing collaborative relationships with national research and education networks in the US, Netherlands, China and New Zealand  
» We are internationalising our current product portfolio and developing transnational education (TNE) support activity, by:  
  › Working more closely with the British Council, Universities UK International and the Association of Colleges  
  › Taking up a seat on the government's new cross government group on TNE  
  › Launching (imminently) Global Partnership and Global Connect services  
  › Delivering a TNE licensing pilot ([jisc.ac.uk/rd/get-involved/be-part-of-our-tne-licensing-pilot](jisc.ac.uk/rd/get-involved/be-part-of-our-tne-licensing-pilot))  
  › Leading GEANT’s SIG-TNE ([geant.org/People/Community_development/Pages/SIG-TNE.aspx](geant.org/People/Community_development/Pages/SIG-TNE.aspx)) international collaboration |
| **Help with benchmarking: many of you are looking for better ways to benchmark across a range of activities. You’re interested in Jisc helping in its capacity as a central, unbiased organisation** | » A number of our major projects are all on track to deliver services with benchmarking functionality - learning analytics ([jisc.ac.uk/rd/projects/effective-learning-analytics](jisc.ac.uk/rd/projects/effective-learning-analytics)), analytics lab ([jisc.ac.uk/rd/projects/business-intelligence-project](jisc.ac.uk/rd/projects/business-intelligence-project)), building digital capability ([jisc.ac.uk/rd/projects/building-digital-capability](jisc.ac.uk/rd/projects/building-digital-capability)) and research data shared service ([jisc.ac.uk/rd/projects/research-data-shared-service](jisc.ac.uk/rd/projects/research-data-shared-service))  
» We’ve taken ownership of Bristol Online Surveys and renamed it Online Surveys ([onlinesurveys.ac.uk](onlinesurveys.ac.uk)). This tool offers benchmarking functionality and we’re using it to deliver, for example, our student digital experience tracker ([jisc.ac.uk/rd/projects/student-digital-experience-tracker](jisc.ac.uk/rd/projects/student-digital-experience-tracker))  
» We are developing a new Jisc Collections e-commerce system. It will provide benchmarking facilities, drawing on data from a number of our services including the Journal Usage Statistics Portal (JUSP) ([jisc.ac.uk/journal-usage-statistics-portal](jisc.ac.uk/journal-usage-statistics-portal))  
» The Financial X-ray service ([jisc.ac.uk/financial-x-ray](jisc.ac.uk/financial-x-ray)) includes benchmarking facilities, as will the three new x-ray services for library, research management and cyber security when implemented |