Introduction

1. The following five breakout groups were offered to enable participants to share their views on key strategic issues and where Jisc can help:

   A. How can Jisc help universities respond to proposed reforms such as the Green Paper and the Nurse review?
   B. Jisc subscription in HE: the next phase
   C. Jisc subscription in FE: help us understand what you would pay for
   D. Jisc support for the area reviews
   E. Jisc priorities in the current funding climate

2. Cross cutting issues arising from all the sessions at the forum, including the breakout groups, have been identified in the key messages report, together with an update on what we’re doing in response. The key messages report can be found here.

3. A short update on our plans and progress in response to the breakout group discussions is provided in this report. The summary of the discussions in each group is included in an Annex to this report.
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<th>Breakout group</th>
<th>Progress report</th>
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| **Breakout group A: how can Jisc help universities respond to proposed reforms such as the Green Paper and the Nurse Review** | The group highlighted a number of ways in which Jisc could help. We will continue to prioritise the alignment of the services and solutions that we provide to better meet the unique needs and demands of universities, colleges and providers – ensuring that the Jisc portfolio remains relevant in the light of changes facing the sectors as a consequence of the HE Green Paper and the Nurse review.  
We are reviewing our strategy to make sure that we focus our product offerings in key areas that make the biggest difference to education and research and enable our members to respond to new and existing challenges, such as the teaching excellence agenda and research e-infrastructure. We will combine the sectors’ best thinking with our ability to innovate and implement and focus on leveraging the expertise and insights of our staff, members and partners, where we can achieve national scale and benefit.  
This will be dependent on effective engagement and collaboration with our members, sector bodies and agencies. |
| **Breakout group B: Jisc subscription in HE: the next phase** | A key message arising from the breakout group discussion was to keep the funding model as simple as it is currently, and this will inform our ongoing discussions. As we move to new ways of funding, we will be taking time to gather the views of our members and will be taking into account the many changes that are affecting them.  
We were pleased to note that stakeholders want to support our research and development going forward and we are keen to make this as affordable as possible. We are actively pursuing all the ideas raised in this breakout group.  
In response to the feed-back from the group we also need to ensure that Jisc is seen as a strategic investment – and particularly that those paying for Jisc appreciate the full extent to which the value of what we provide is felt across the organisation. We will tackle this on two fronts: we are broadening the scope of our account management to work across the university or college, research, teaching and administration, as well as engaging further with professional associations. We also want to provide you with easily digestible |
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<td>Breakout group C: Jisc subscription in FE – help us understand what you would pay for</td>
<td>We heard very clearly from this discussion group that we need to do more to demonstrate the strategic value of our offer, as well as its breadth, to senior management within colleges and skills providers. We want to become a more highly-recognised and better valued partner to FE nationally and for senior managers in colleges to understand the contribution that we are making. As detailed above we will produce digestible and informative material that can be used to make the case for Jisc in colleges. The account management model will continue to develop to ensure that we reach more widely across colleges and so that the strategic value of our offer can be more fully appreciated.</td>
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<td>Breakout group D: Jisc support for area reviews</td>
<td>A clear message from the discussion group was that the area reviews process will be challenging. We are here to help – and you can find out how here or contact our area review support teams (<a href="mailto:areareview@jisc.ac.uk">areareview@jisc.ac.uk</a>). We can support you throughout the options and implementation stages and you can seek our advice and support when the time is right for you, which may be at different points in the process. Jisc’s head of further education and skills will attend the preliminary principal’s briefing meetings at the outset to let you know about the support that we can provide around the use of technology and the efficiencies this can offer. Your Jisc account manager will also get in touch to answer any questions on how we can support you – including providing you with access to a technology review tool which will help you establish technology effectiveness, identifying improvements to back office systems and changes to teaching, learning and assessment practices. We will also provide participating colleges with our online financial review tool to capture IT related expenditure. Specialist advice is also available from our team of experts in curriculum design, business process, IT and enterprise systems, and workforce</td>
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<td>Breakout group E: Jisc priorities in the current funding climate</td>
<td>The group highlighted a number of priorities for us to address. However, the overwhelming message was that we should protect existing services and focus on what we do best and where we can add value. This has been identified as one of the key overarching messages to emerge from the forum which we will take account of in our planning and prioritisation. We will continue to review and refine the portfolio of services and solutions offered – closing services that are no longer priorities for our members and stakeholders and identifying where advances in technologies mean services can now be delivered more efficiently in other ways. Key to this is ensuring we understand what you need us to prioritise and through our various engagement approaches we will ensure your input is sought and included, e.g. through co-design approach. A lot of specific feedback was provided about services that you currently value. This will be reviewed in the context of our product management process.</td>
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Breakout group A: how can Jisc help universities respond to proposed reforms such as the Green Paper and the Nurse review?

The group discussed the following questions

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<td>1.</td>
<td>What are the key challenges for your institution in implementing the changes proposed in the Green Paper and the Nurse Review – or any other changes coming over your horizon?</td>
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<td>2.</td>
<td>What do universities need to do to respond to these challenges?</td>
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<td>3.</td>
<td>What systems, services or data could Jisc provide to support with this, either directly or as an enabler?</td>
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The group highlighted the following key points for Jisc to consider in response to the above:

- Do more to support digital culture, skills, literacies and leadership.
  - How can institutions achieve a digital culture? Digital leadership is more than what Jisc is doing already. Don’t make assumptions about the levels of digital literacy in staff and students. Jisc can help with:
    - Providing well-designed online training materials and sources of help. It is not just about IT skills but literacies.
    - A diagnostic toolkit for digital literacy.
    - Demonstrating the benefits to academics.
    - Helping to inform the debate on the ‘value add’ of the education experience. Consider ways to hear the student voice.

- Do more to help with understanding metrics:
  - Jisc should be an influencer – and could work with the sector to ensure that the Teaching Excellence Framework is useful, worthwhile and achievable.
  - The available metrics aren’t always the best indicators of what you are trying to understand. Jisc should explore other qualitative tools and alternative metrics – not just learner analytics.

- Do more to help with enabling the infrastructure that is the foundation of research excellence as well as business intelligence, analytics and reporting.
Jisc should develop and agree a data model for research which is extensible and sustainable – taking account of the reliability, integrity and confidentiality of data.

Jisc should be guardian and curator of the data model.

**Breakout group B: Jisc subscription in HE: the next phase**

The group discussed the following questions:

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<td>1.</td>
<td>How can we better position / explain the Jisc subscription so that it is recognised as a strategic investment in your institution, therefore enabling it to be funded through your university’s central budget?</td>
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<td>2.</td>
<td>How can we fund Jisc’s research and development in HE if there is no central funding?</td>
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<td>3.</td>
<td>Currently research and development is funded from the core funding. What ideas do you have for how research and development activity could be funded if there was no or reduced funding in the future?</td>
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The group highlighted the following key points for Jisc to consider in response to the above:

- Overall, there is a need for greater transparency and information about cost, usage and value of the services that we provide. This includes greater clarity about what is included in the subscription and what is optional. This information and clarity is necessary if colleagues are to make the case for Jisc within their own institutions.

- Clear usage, pricing and costs, including information about which services institutions aren’t using but which are included in the Jisc subscription, should be produced for account managers in their interactions with institutions.

- Should Jisc split the services between commodities (needed by all), specialist services needed by some institutions on an ad hoc basis and strategic activities?

- Keep the funding model simple. There was some debate about whether Jisc is a strategic investment or a commodity service – but, the key is to keep the funding model as simple as it is currently.

- Jisc delivers a whole raft of activities and relationships should be developed across institutions accordingly. There may be a mismatch between where the cost of Jisc resides in the institution and all the places where the value is felt. Jisc could reflect on whether customer representatives broaden their engagement to include wider senior manager and also consider different models for engaging with institutions. Ensure that account managers are well briefed when visiting institutions.

- How could research and development be funded in the future? The view was expressed that Jisc mainly does development rather than research activity – with universities more likely to be doing
the research. In this context it’s easier to justify this development activity as a small tax on services to provide for future investment.

- However, Jisc should be looking for other innovative ways to fund research and development activity, e.g. commercial partnerships, crowd funding – where institutions could help fund a project in order to get early access to services, competitive design environments. Jisc could also look to the Research Councils for funding. Account managers could feed back to Jisc when institutions have specific needs or ideas for research and development. Keep the sector up to speed on the latest developments with, for example, regular bulletins.

**Breakout group C: Jisc subscription in FE: help us understand what you would pay for**

The group discussed the following questions:

1. If you had to pay a Jisc subscription, to what extent would you be willing to pay for services within the Jisc offer (the Janet network and associated services, digital resources and advice and guidance)?

2. If we do have to implement a subscription model for FE, how can we position it / explain it to ensure it is recognised as a strategic investment in your college and funded accordingly?

3. What are you doing or paying for now (that Jisc doesn’t currently offer), that isn’t adequately provided commercially, that Jisc might be able to deliver more efficiently?

The group highlighted the following key points for Jisc to consider in response to the above:

- The Jisc offer is vital to enabling the further education and skills sector to achieve its strategic objectives because Janet and related network services are absolutely core. Without a reliable and trusted network it would be impossible to do anything in the area of digitally enhanced e-learning.

- Funding Jisc is seen as a strategic investment not an operational cost as it includes the core network services, but, Jisc is not doing enough to promote the strategic aspects of the Jisc offer at the senior level within colleges. A newsletter for college senior management teams was suggested.

- There was a lack of awareness about the breadth of the Jisc offer to further education and skills. The breadth of the Jisc offer for this sector was a key takeaway from the event.

- There was a strong demand for digital resources to support apprenticeships and functional maths and English skills to avoid each college trying to create and/or license these materials. There was also a potential demand for a content delivery platform that can support personalised learning for learners regardless of location.
There was strong demand for cloud based products available through Jisc frameworks such as Office 365 that save time and money and can be used by learners in different locations.

A move to a subscription model would require greater oversight of Jisc to ensure value for money.

There was strong support for Jisc's offer to become more extensive. However, there was insufficient time to explore this in any depth and more work is required to assess what the offer should be.

Jisc needs to be demand driven and the account managers have a key role to play in intelligence gathering. Rather than just marketing existing products, account managers should be going into colleges finding out what they need and what the biggest problems are so Jisc is better able to meet the changing needs of the sector over time.

The account management model needs to ensure that wide relationships are developed across the organisation so that knowledge about Jisc isn’t confined to the same people. This could be through attending staff events, or organising events for multiple organisations where best practice could be shared.

Group D: Jisc support for area reviews

The group discussed the following questions:

1. What do you believe or anticipate the major challenges to be that your college faces as a consequence of the area review process and its outcomes.
   - What solutions would help them address the key challenges identified?
   - What could Jisc do to help advance the solution, considering existing Jisc products and services or potential gaps which Jisc might be in a position to fill?

The group highlighted the following key points for Jisc to consider in response to the above:

- Colleges see challenges ahead in terms of navigating the area review process itself and preparing for the outcomes and feel that Jisc has a role to play in supporting them in this area.
- Some of the areas that it was felt Jisc could offer support may not be within our remit to intervene (e.g. brokering relationships between potential merger partners).
- Suggestions for Jisc support included:
  - Access to case studies and examples of good (and more importantly, bad) practice showing exemplars of technology as an enabler so that colleges can learn from others’ experiences.
Consider developing a 'merger model' – a repeatable model which could be rolled out when required and which could draw on experiences from Scotland and Wales.

Provide spaces and opportunities for discussion and exchanges of ideas between colleges – especially between different areas (so as to avoid any political/competition issues) and to broaden the range of experiences shared.

Support for shared services and system/data integration – that will help provide valid and reliable data for decision making.

Access to training for staff, in particular in relation to:
- Data integration (on the basis that Jisc can’t help directly here, but can help colleges to help themselves)
- Change management, helping people cope through improving staff motivation
- Digital skills and literacy

Identification of existing Jisc products and services which could help colleges through this process.

**Group E: Jisc priorities in the current funding climate**

**The group discussed the following questions:**

1. What new and enhanced services do you think Jisc needs to make available to help you meet your operational and strategic objectives?

2. Consider in what timescales should Jisc prioritise the responses:
   a. In the next 6-9 months
   b. In the next 2 years
   c. In the next 5 years

The group highlighted the following priorities within the three time spans. However, critically, the group wanted service improvements now or very soon and those in the ‘9 months list’ were key to their needs.

- Within 9 months:
  1. Do what you’re already doing, but do it better, bigger and faster
  2. Protect existing priority services first
  3. Ensure everything you do adds value – address sector-wide issues and challenges all customers are facing
Focus on enhancing those things that make Jisc’s offer unique and world leading – such as your work supporting research.

Engage with the Research Councils – enabling more Research Council involvement in IT issues connected to the research they fund.

Ensure Jisc responds and delivers quickly as universities and colleges transform.

Facilitate delivery of the national digital library and make it a world beater.

Extend delivery of existing Prevent services.

Explore co-development of a crowdfunding platform for the education sector.

Improve interoperability; provide pervasive, robust and secure connectivity, safeguard the cyber security resource, ensuring uninterrupted services.

Negotiate access to e-books for the higher education sector.

Offer more cloud based services within Janet, promoting efficiencies and reducing costs.

Create more opportunities to bring colleges and universities together to share best practice - account management and JiscMail are not enough on their own. Facilitate the sharing of market intelligence to drive down cost vendor costs.

Within two years:

- Provide enhanced network performance at the classroom level in further education.
- Undertake technology landscape reviews.
- Provide consultancy in areas such as project delivery.
- Use business intelligence to help fulfil our statutory requirements - automate returns to achieve efficiencies.
- Help with data protection, security and ethics in readiness for the ‘internet of things’.
- Explore discipline-specific research requirements, addressing ways to improve practice in areas of significant importance to the UK.
- Help providers to understand the requirements of the sectors.
- Provide support for global partners, including education and research providers, making the global vision a reality.

Within five years:

- Explore the application and impact of the “internet of things” for teaching and learning.