Higher Education Data & Information Improvement Programme

Programme Plan to July 2016

Contents

1 Executive Summary

This is the second Programme Plan for the Higher Education Data & Information Improvement Programme (HEDIIP). It covers the period from July 2015 to the end of the current funding arrangements July 2016. The Programme Plan is a living document and will be subject to further development as the programme progresses. As previously the plan is organised in the three broad themes: Strategy and Change; Standards and Understanding; and Capability and Excellence.

Over the last planning period the programme has been successful in achieving its key milestones. Some changes to the programme plan were made over the period as a result of scoping work and more time was allowed in several projects to enable further consultation.

Stakeholder engagement has been successful in gaining participation from a wide range of stakeholders. The programme structure has been very effective in steering project work and the engagement strategy has ensured that the voice of stakeholders has guided the programme at every stage. Key achievements in the last period:

- Building an active forum for cross-sector discussion, communication and participation through the Advisory Panel and HEDIIP Stakeholder Engagement Strategy.
- Establishing a way of working that has enabled stakeholders to actively engage and shape recommendations and developments through involvement in Project Boards, technical panels and workshops.
- Identifying opportunities and barriers to the rationalisation and standardisation of HE student data collection.
- Developing a replacement for the JACS system that was originally developed over 16 years ago.
- Developing a blueprint for the adoption of the ULN in HE.
- Developing a data management maturity model that enables data providers and collectors to assess and improve their capability.
- Developing a vision and blueprint for the landscape that has achieved consensus from a wide range of stakeholders.

This programme plan is concerned with the adoption of the HEDIIP blueprint defined by the New Landscape Project completed in Phase 1. The plan addresses the need for implementation partners to take ownership of the changes required and the transition to 'business as usual'. The plan addresses the four programme outcomes identified in the blueprint:

- Establishment of a collective governance function and common data principles
- Development of a Standard Dataset with agreed definitions that are used by all key Data Collectors
- Change in the data collection model whereby certain collectors will take the 'standard data' from a single body
- Enhancement of HEPs data maturity and capability

A key component in the new landscape will be the Governance Body, recommended in the HEDIIP New Data Landscape Report; this will be set up at the start of Phase 2. The HESA CACHED Programme will also be a key component especially in delivering the third programme outcome.

HEDIIP products including the new data language, new subject coding system and data collection inventory will be produced in Phase 2 and delivered to HESA for the CACHED Programme to implement as part of a new data collection regime. The ongoing development and maintenance of the HEDIIP products will be handed over to the Governance Body. The Governance Body while owning the products on behalf of the landscape will use the resources of key stakeholders especially HESA to perform its role.

Data management capability, which will be key to the success of the new landscape will be developed and guided through early adoption by HEDIIP and transitioned to the Governance Body. ULN HE adoption will be handed over to implementation partners (such as SFA, HESA, UCAS) and its progress co-ordinated and monitored by the Governance Body.

2   Introduction

2.1   Programme objectives

The Higher Education Data & Information Improvement Programme has been established to redesign the information landscape in order to arrive at a new system that reduces the burden on data providers and improves the quality, timeliness and accessibility of data and information about HE.

2.2   Vision and principles

New Landscape Project[1] has identified a vision and set of principles that will underpin all the HEDIIP activities.

> *Vision - 'A data and information landscape for Higher Education in the UK that has effective governance and leadership, promotes data standards, rationalises data flows and maximises the value of technology and enables improved data capability'*.

To underpin the vision and provide a common basis for all data collectors and HEPs to operate, the following data principles have been developed:

- **Effective Governance**: Data collection requirements in the stakeholders and Higher Education Providers need collective governance that is free from bias to allow for effective implementation and delivery of a new data landscape. This governance should be delivered by representatives from HEPs and Data Collectors from across the sector, and represent sector views, with student views represented by the NUS;
- **Adherence to Principles**: These principles of information management apply to all bodies exchanging data with HE sector organisations;
- **Maximum Benefit to HE Sector as a Whole**: Information management decisions are made to provide maximum benefit to the HE sector as a whole including students;
- **Information Management is Everybody's Business**: All key stakeholders within the HE Sector participate in information management decisions needed to accomplish business objectives;
- **Compliance with the law**: HE information management processes comply with all relevant laws, policies, and regulations, including competition law;
- **Data is an Asset**: Data is an asset that has value to the HE Stakeholders and is managed accordingly;
- **Data is Shared**: Users have access to the data necessary to perform their duties or answer their query; therefore, data is shared across Stakeholders, where permissible and appropriate;
- **Data Trustee**: Each data element has an owner and a trustee accountable for data quality;
- **Common vocabulary and Data Definitions**: Data is defined consistently throughout the HE sector, and the definitions are understandable and available to all users;
- **Data Security**: Data is protected from unauthorised use and disclosure. In addition to the traditional aspects of national security classification, this includes, but is not limited to, protection of sensitive and proprietary information;
- **Technology Independence**: Applications are independent of specific technology choices and therefore can operate on a variety of technology platforms;
- **Responsive Change Management**: Changes to the HE information landscape are implemented in a timely manner;
- **Interoperability**: Software and hardware should conform to defined standards that promote interoperability for data, applications, and technology; and
- **Protection of Competitive Position**: Data that is viewed as compromising the competitive position of HEPs will still be collected in year, but will not be available publically, nor to other collectors (save for that data required for them to fulfil their requirements) until it is no longer viewed as commercially sensitive.

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[1] The Blueprint for a New HE Data Landscape, KPMG, May 2015

3   Programme plan review

The purpose of this section is to review the previous programme plan which covered the period January 2014 to July 2015.

3.1   Changes to plan

The first programme plan was approved by the Programme Board in January 2014. The plan was reviewed by the Programme Board in June 2014, where the following changes were made:

- The initiation of the New Landscape project was moved back from July 2014 to October 2014.
- The ULN Project was moved forward to start in July rather than August 2014.
- Scoping for the Best Practice projects was brought forward from July to May 2014. The Capability and Excellence Theme was designed to produce a data collection cost benefit model, however following a visit to the Bank of England to review their experiences of trying to build such a model it was decided not to progress this activity. The scoping also identified that core elements of best practice were common to both data providers and collectors and therefore the two best practice projects were merged and the new project named Data Capability was formed. The project name Data Capability was chosen to align with the BIS Data Capability Strategy.
- Scoping for the Data Language project identified a potential conflict with the New Landscape project. It became clear that the scope in terms of breadth and depth of the Data Language project was dependent on the outcome of the blueprint for the New Landscape; the project was therefore moved in the programme schedule to follow the New Landscape project.

3.2   Risks and issues

The programme maintains Risk and issue logs that are presented to each Programme Board meeting. This section summarises the main changes that have taken place over the course of the previous Programme Plan from January 2014 to June 2015:

- Lack of project resources due to the specialist nature of the work and/or lack of funding has been mitigated by the resource commissioning and procurement process and support from the funders.
- Risk of poor quality deliverables through lack of buy in and commitment of stakeholders has been mitigated through the Advisory Panel and use of Project Boards.
- The risk of divergence of policy across the UK and changes to government policy affecting HEDIIP has increased and continues to be monitored.
- Benefit realisation risk has been identified and mitigation includes regular reporting to the Programme Board; benefit realisation plans for the programme and projects are being developed.

3.3 Timescales

Project	Milestone	Original Milestone Date	Revised Milestone Date	Actual/ Forecast Date	Comments
Benefits	Benefits Management strategy	2014-06	2014-06	2014-06	
New Landscape	Project Initiation	2014-07	2014-11	2014-11	
	New Landscape Definition	2014-12	2015-03	2015-05	Project deliverables combined into single report.
	Adoption Plan	2015-06	2015-03	2015-05	Final report delayed due to additional stakeholder engagement to gain consensus
	Benefits identified	2015-06	2015-03	2015-05	
Data Collection Inventory Review	Post implementation review of inventory	2015-06		2016-01	Project rescheduled to Phase 2.
New Subject Coding System	Project Initiation	2014-05	2014-06	2014-06	
	Coding requirements analysis	2014-09	2014-09	2014-11	Requirements completed in Sept as planned and additional time allowed for Advisory Panel review and preparation for publication
	New Subject Coding System	2015-06	2015-06	2015-06	
	Standard approach to subject definition	2015-06	2015-06	2015-06	
	Governance model	tbc	2015-09	2015-09	
	Adoption plan	tbc	2015-09	2015-09	
ULN	Scoping recommendations	2014-03	2014-03	2014-03	
	Project Initiation	tbc	2014-07	2014-07	
	Blueprint and adoption plan	tbc	2015-04	2015-05	Additional stakeholder engagement and additional reviews included due to complexity of requirements
Data Language	Scoping recommendations	2014-06		2015-03	Project re-scoped based on New Landscape Project outcomes
Student Data Collection Review	Present findings & recommendations	2014-06	2014-06	2014-06	
	Final Report	2014-07	2014-07	2014-07	
Data Capability Project	Project initiation	n/a	2014-12	2014-12	
	Data capability model field tested	n/a	2015-05	2015-05	
	Data capability model and toolkit launch	n/a	2015-05	2015-05	

3.4   Resources

Project	Budget (days)	Actual/Forecast (days charged)	Comments
Benefits	50	50	
New Landscape	142	tba	KPMG estimate they have used an additional 18 days due to increasing the scope of stakeholder engagement, some of this will be recharged to HEDIIP.
New subject Coding System Stage 1	150	150	
New subject Coding System Stage 2	171	171	Expected outturn is 171 days
ULN	0	0	Project resourced by PMO from existing HEDIIP resources
Student Data Collection Review	70	58	One consultant withdrew from the project due to unforeseen circumstances.
Data Capability	66	66	Expected outturn is 66 days.

3.5   Lessons learnt

This section summarises the key lessons learnt from the work completed so far:

- Stakeholder engagement is critical and requires a significant amount of project time; timescales are often driven by stakeholder availability. Projects need to perform stakeholder analysis as part of the initiation phase, planning meetings, interviews and workshops as early as possible and allowing for iterations.
- The programme structure, use of the Advisory Panel and Project Boards has worked well to support and guide the projects.
- Validation workshops to review project findings before deliverables are finalised proved extremely useful in the Student Data Collection Review, ULN and Data Capability projects.
- Finalising contractual arrangements took longer than planned for the New Landscape project, this was partly because negotiations took longer than expected and because the supplier was not specific in their response to the tender on their issues with the HEDIIP standard terms. Lessons learnt:
    - Greater exploration in the supplier evaluation process of the acceptability of contract terms.
    - Project managing and more rapid escalation of issues during the negotiation stage.
- Fixed price contracts based on well-defined tender documents have proved an effective basis for managing contractors.
- Stakeholder engagement with practitioners helps to create quality deliverables but does not ensure organisational commitment to adoption. Project plans need to build in effective engagement with the senior management in implementation partners to discuss adoption issues and commitment.

4   Stakeholder engagement review

Stakeholder engagement covered by the previous Programme Plan, in addition to that undertaken by the projects described in section 4, includes presentations and briefings given at the following events and conferences:

2014		2015	
Jan	• HESPA executive • Pharmacy Schools Council meeting in Aston	**Feb**	HESPA annual conference Inside Government Higher Education Efficiency 2015 conference Russell Group IT Directors
Feb	• ARC Council meeting • BUFDG conference in Leicester • Regulatory Partnership Group	**Mar**	SROC annual conference closing keynote address, ULN and the New Subject Coding System projects ran workshops at this event
Mar	• Engineering Council • Learning Records Service and the UK Register of Learning Providers in Coventry		LRS Customer Scrutiny Group HE Commission to discuss the commission's latest enquiry into the digitisation of HE
Apr	• UCAS Admissions Officers Conference in Newport • AUA conference in Manchester • Jisc Digital Festival in Birmingham • Ellucian Thought Leadership Conference in London • CapitaHE user group		AHUA Executive HEW Student Data Group HESPA Executive AUA Conference
Jul	• Engagement activities in Scotland including a seminar for Scottish institutions (hosted by Strathclyde University) and a meeting with the Student Awards Agency for Scotland • The HEDIIP/Westminster Briefing with just under 100 delegates attending which featured presentations from a broad range of HEDIIP stakeholders	**Jun**	ARC Council
Oct	• Meeting with NHS Scotland • Oxford AUA • Health Education England – National Planners Network • UCAS Data Group		
Nov	• UCISA Corporate Information Systems Group conference • Russell Group planners meeting • BIS Ministerial Group on data sharing • Welsh Student Data Returns Group in Aberystwyth • AHUA Northern group • Regulatory Partnership Group		

Key metrics:

- HEDIIP Twitter account has 347 followers
- HEDIIP JISCMAIL account has 445 subscribers
- HEDIIP web site has had 28, 498 unique page views since January 2014.

A more detailed analysis of communication and stakeholder engagement has been undertaken and is presented in the paper 'Stakeholder Engagement Strategy Evaluation'. Outlined below is a summary of the observations and recommendations made against each engagement channel. The Engagement Strategy was scheduled to be reviewed internally on an annual basis and the analysis shown therefore covers the period April 2014-April 2015.

Green = Communication effective, no action required.
Yellow = Communication effective, some challenges encountered, no action required.
Amber = Communication mostly effective, further action required.
Red = Communication ineffective, action required.

Engagement	Observations		Recommendations
JISCM@il	The majority of institutions in England, Scotland, Wales and Northern Ireland have an employee subscribing.	(green)	
	There are 26 English institutions, 7 Scottish institutions, 2 Northern Irish institutions and 3 Welsh institutions with no employees subscribed.	(amber)	The Programme should undertake a communications exercise to the UK institutions not already subscribed to encourage relevant employees to join the mailing list. The Programme could make use of HESA's institutional contacts.
	Of the 124 institutions with employees subscribed 55.6% had up to two employees subscribed and 15.3% had between 5 and 9 employees subscribed.	(green)	
	Of the 124 institutions with employees subscribed 298% had one employee subscribed.	(amber)	Institutions with only one employee subscribed may not be communicating HEDIIP messages far across the institution. Email communication could go out to subscribers to encourage others in their institution to follow HEDIIP developments.
	Of the PSRBs the Programme is aware of, employees of 4.1% have subscribed to the mailing list.	(amber)	The Programme should communicate with the remaining PSRBs not subscribed to encourage them to engage with HEDIIP developments. The QAA PSRB forum could be used to send out an initial message.
	Of the other sector bodies or services the Programme is aware of, employees of 12% have subscribed.	(amber)	The Programme should consider how it might engage with the other sector bodies or services not currently subscribing.
	Of the sector professional groups or bodies the Programme is aware of, employees of 20% have subscribed.	(yellow)	
	A limited number of software suppliers and government bodies are currently subscribing.	(yellow)	

Engagement	Observations		Recommendations
	Between July 2014 and April 2015 the number of HEDIIP followers has steadily increased.		Although a positive increase has been seen interventions should be made to ensure this increase is more substantial. HEDIIP could tweet more frequently and encourage followers to retweet, therefore improving the chance that a wider audience will follow HEDIIP.
	Between September 2014 and March 2015 the number of profile visits has increased by 73%.		
	Between September 2014 and March 2015 the number of tweet impressions has fluctuated between 4583 and 10900. This is correlated with influential re-tweeters.		Tweet impressions are important for HEDIIP communications to reach a greater number of stakeholders. It is vital that core sector bodies and sector professional groups or bodies are encouraged to follow HEDIIP on Twitter and re-tweet posts; this might be achieved by following them first.
	The most influential re-tweeters for HEDIIP have been HESA, SROC, UCISA, John Townsend and BUFDG.		
	The top cities shown in the follower analytics correlate with those institutions with the greatest number of employees subscribing to the HEDIIP Jiscmail mailing list.		HEDIIP clearly has some well engaged/interested cities. HEDIIP could harness this interest to publicise the Programme.
	The top interest for 74% of HEDIIP followers is education news and general info and many are also following other HE bodies.		
	While HEDIIP is being followed by many individuals who are likely to be employees of stakeholders HEDIIP is not being followed by the official Twitter account of many stakeholders.		HEDIIP should be following its stakeholders on Twitter, Retweeting other Higher Education messages puts HEDIIP in view of other Twitter users who might not currently be following the Programme. Following stakeholders will also encourage stakeholders to follow HEDIIP too.

Engagement	Observations		Recommendations
HEDIIP Hediip.ac.uk	Between publishing the newsletter in May 2014 and April 2015 the number of unique newsletter page visits in the month of publication have increased by 75%.		
	Between April 2014 and March 2015 the number of unique page views on the HEDIIP website peaked in November and January due to a Tweet about the New Landscape at UCISA (re-tweeted by UCISA), and a Tweet about Data Capability news with a link to the website.		The Programme should continue to signpost to the website from Twitter. The Programme should address the recommendations in relation to Twitter in order to ensure that more sector bodies re-tweet HEDIIP messages.
	46.5% of traffic to the website is new visitors, but the Programme is also maintaining the interest of returning visitors (53.5%).		
	The HEDIIP project pages are seeing good monthly traffic. Since November 2014 the ULN is seeing the least traffic of the current HEDIIP projects.		A communications exercise is necessary in order to raise the profile of the ULN project and generate both interest and awareness of the project.
	The high number of sessions from the direct traffic source in March is an indication that there are a number of interested individuals with existing knowledge of the Programme.		
	The 43 sessions in March with Twitter as the traffic source are an indication that using Twitter to signpost to the HEDIIP website is successful in generating some traffic.		
	Traffic sources from sites such as wonkhe are an effective mechanism for forwarding interested visitors to the HEDIIP site.		
	Between April 2014 and April 2015 the project page with the greatest mean bounce rate was the ULN.		The Programme should explore the reason for the high ULN project page bounce rate and take action accordingly.
	The peaks in project page views correlate with Twitter and Jiscmail announcements on project developments and are greatly aided by sector professional groups or bodies sharing this information.		The Programme should continue to signpost to the website from Jiscmail and Twitter. The Programme should address the recommendations in relation to Twitter in order to ensure that more sector bodies re-tweet HEDIIP messages.

Engagement	Observations		Recommendations
Programme Board	**Triannual Board meeting** Effective for communicating Programme developments and receiving input from core sector bodies. Some Board members might not be the right level of seniority to sign off policy and strategy projects such as the New Landscape; further engagement sometimes necessary.		Programme to continue to engage with other individuals within stakeholder organisations who are in a position to make decisions for that organisation.
	Monthly Programme Update Standing item on Programme Board agenda. Board members satisfied with the updates and find them very informative. Greater communication of benefits is being addressed.		
	Project participation through meetings Board members happy to engage. Working around members busy diaries has proven difficult with some projects.		
	Documentation review by email Board members provide valuable input to shaping Programme and project documentation. Timescales sometimes challenging and can hinder response rate.		
Advisory Panel	**Triannual Panel meeting** Effective for communicating Programme developments, receiving input from a wide variety of stakeholders, and learning of other relevant sector developments. Members welcome the opportunity to collaborate with other sector organisations.		
	Monthly Programme update Panel members satisfied with the updates and find them very informative.		
	Project participation through meetings Panel members willing to engage and have been available for a variety of meetings and workshops.		
	Documentation review by email Panel members provide valuable input to shaping Programme and project documentation. Timescales sometimes challenging and can hinder response rate.		

| Engagement	Observations		Recommendations
	Project Board teleconferences Effective as teleconferences rather than meetings. Strong attendance rate and highly valuable input from stakeholders.		
	Project Highlight Reports No concerns raised by stakeholders on the reporting approach.		
Programme funders	**Email and phone correspondence** Effective to date.		
Programme Sponsoring Group	**Triannual Board meeting**		
HE Providers	**Project participation through meetings and workshops** HE Providers willing to engage. At this stage in the Programme it is now important to take engagement beyond those who are already familiar with the Programme.		Programme to take forward actions outlined in relation to Jiscmail and Twitter in order to engage with a wider HE provider audience.
Sector professional groups or bodies	**Sector events/conferences** Effective in promoting the HEDIIP Programme and generating increased interest and engagement.		
	Meetings Effective to date but requirement for further engagement in order to promote HEDIIP projects and outputs.		Programme to take forward actions outlined in relation to Jiscmail and Twitter in order to engage further with sector professional groups and bodies.
Research Councils	**Project participation through meetings and workshops** Limited availability for meetings to date. Requirement to engage further with Research Councils on HEDIIP projects.		Programme to engage with Research Councils on projects that will require them to take action.
Software and Services	**Workshops** Effective to date. Requirement for further workshops to inform suppliers as to changes to the HE landscape.		Programme to schedule further supplier events.
Government bodies	**Meetings** Identified as an issue with the New Landscape project engagement.		As a Programme HEDIIP needs to undertake further engagement with government bodies of all administrations.

Engagement	Observations		Recommendations
PSRBs	**Project participation through meetings and workshops** Those who have engaged have provided invaluable input. The Programme now needs to ensure it engages with a wider PSRB audience.		Programme to take forward actions outlined in relation to Jiscmail and Twitter in order to reach a wider PSRB audience.
Other sector bodies or services	**Inform through HEDIIP communication channels** Limited engagement with this group to date.		Programme to take forward actions outlined in relation to Jiscmail and Twitter.
Consumers of data and information	**Information through stakeholders and sector communication channels** Much information yet to reach consumers of data and information but this will be addressed by individual project communications.		Programme to engage with organisations such as the NUS in order to reach consumers of data and information.
Business Advisory firms or individuals	**Publishing of RFP and work spec, interviewing, working alongside selected consultants and firms.** Effective to date. Action taken on previous issues encountered.		
	Weekly project calls Effective to date, project consultants satisfied with communication channels.		

5   Programme blueprint

This Programme Plan is aimed at implementing the blueprint identified by the New Landscape Project and is summarised below.

The diagram below outlines the key building blocks required to achieve the New Landscape.
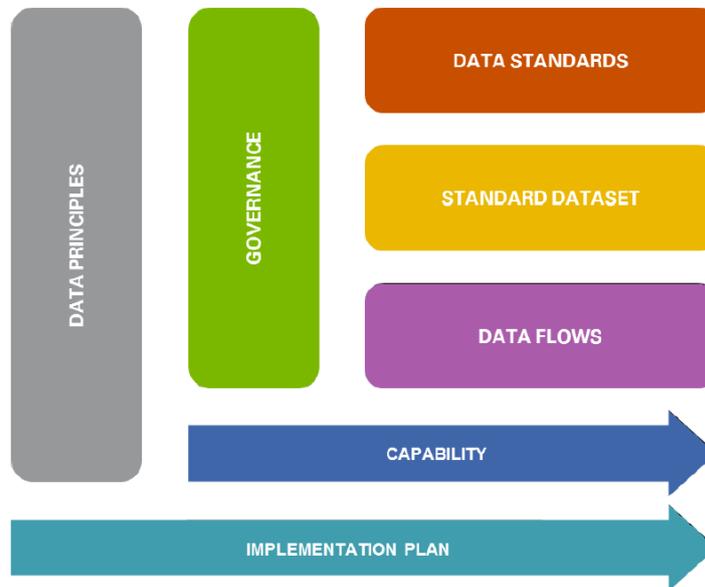
- **Data Principles** – Will be used to provide a shared understanding of the ambitions of the landscape and an agreed framework for the Data Collectors and HEPs across the landscape to adhere to.
- **Governance** – Effective governance is central to the development of the landscape it will provide the administration of the data standards, the inventory of data collections and data collectors. It will also provide oversight of the adherence to the Principles.
- **Data Standards** – Would be provided by the development and publication of the common data specifications for the data being collected within the HE sector. The publication of the data standards would provide all data collectors with an opportunity to ensure that the data that they require is not already being collected before they embark on additional data collection, thus minimising duplication. It will also enable retrospective data collection to cease.
- **Standard dataset** – This would be the collective name for the data items that would be part of the landscape.
- **Data Flows** – Describes an optimised approach for the exchange of data between data collectors and HEPs. The development of the data flows in the New Landscape will be strongly influenced by the data collection approaches that are adopted. The potential change of the HESA return to an in-year data collection will enhance the opportunities for rationalising the data flows.
- **Capability** – The need to raise data management capability across Data Collectors and HEPs.
- **Implementation plan** – There will be a need to agree a structured and resourced action plan for the implementation of the landscape. Given the previous work with data that has been undertaken, it is of paramount importance that the New Landscape is implemented.

The diagram below shows the data collection flows and the interactions between the key organisations that will exist once the transition to the New Landscape has been completed.

Figure 2 New Landscape data flows

Figure 2 New Landscape data flows
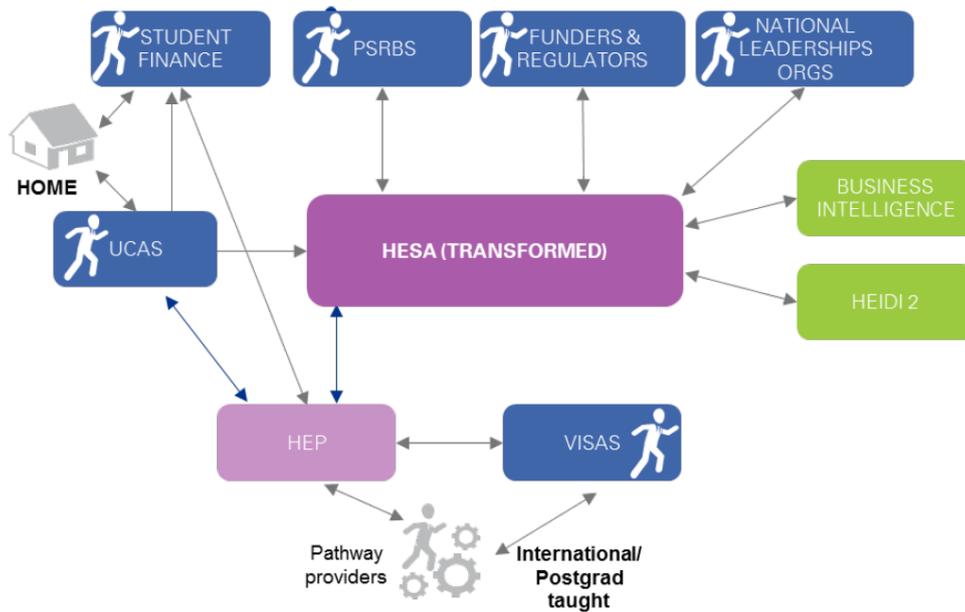
The key features of this model are as follows:

- To the greatest extent possible, data collections are centralised in the 'transformed HESA' and other data collectors obtain their data from HESA, via appropriate agreements. HESA will collect the Standard Dataset in the first instance, but there is scope for non-standard data to be collected on behalf of the data collectors. Process changes will focus on HESA becoming the single collector of the Standard HE dataset once the UCAS admissions process is complete, and other data collectors collecting the standard HE data from HESA.
- The operation of SLC and UCAS processes and the data flows required by these processes remains unchanged.
- The introduction of the Unique Learner Number is assumed in the model above such that data forms can be pre-populated and a student's history understood.
- The volume of different and duplicative data returns that have to be submitted by HEPs is reduced.
- Subject to agreement, there may be scope for course details to be captured and shared between UCAS and the SLC. This would make it less time consuming for HEPs.
- Data returns will become in-year, i.e. data will be submitted at different points in the year to create incremental data returns, rather than a single submission of data after the year end.
- The timing of data returns will be harmonised and lead to common reporting date to HESA, such that the timing with which different data collectors need the data can be overcome.
- Represented in the diagram by the figures, the relationships will still exist between HEPs and the other data collectors and ad-hoc or one off survey collections are required, these could still be led by individual data collectors
- The relationship between the student and the HEP is not affected by this model.
- Over time the model could provide scope for two way data exchanges between collectors (subject to adherence to relevant data sharing agreements and competition restrictions), which would enhance business intelligence that could be provided to the sector.

6   Transition strategy

This programme plan is concerned with the adoption of the HEDIIP blueprint defined by the New Landscape Project completed in Phase 1. The plan addresses the need for implementation partners to take ownership of the changes required and the transition to 'business as usual'.

The plan addresses the four programme outcomes identified in the blueprint:

- Establishment of a collective governance function and common data principles
- Development of a Standard Dataset with agreed definitions that are used by all key Data Collectors
- Change in the data collection model whereby certain collectors will take the 'standard data' from a single body
- Enhancement of HEPs data maturity and capability

Since this programme plan covers the last phase of HEDIIP, transition planning is a key activity. During this phase of HEDIIP a Governance Body will be set up as specified in the Blueprint for a New HE Data Landscape. During the set-up process the funding, constitution, hosting arrangements and operation of the Governance Body will be confirmed. The Governance Body hosted by HESA may subcontract or delegate certain operational activities such as maintenance of specifications to specific stakeholders.

The Governance Body will take ownership of the following building blocks and HEDIIP deliverables; which will be maintained and developed, as an ongoing responsibility after HEDIIP, as part of its 'business as usual':

- 'Governance'
- 'Data principles'
- 'Data standards' (in the form of Data Specifications)
- 'Standard dataset' (in the form of the Common HE Dataset)
- Data collection inventory

The 'Data Flows' building block will be owned by HESA and the transformation to fulfil this role will be undertaken by HESA's CACHED programme. CACHED will transition the HESA (Transformed) to HESA 'business as usual'. Driving adoption to ensure the expected benefits of the New Landscape are realised will be the responsibility of the Governance Body; this will be an on-going responsibility and will continue after HEDIIP.

The 'Capability' building block is being realised through the development of a Data Management Capability Toolkit (which includes a capability maturity model). The Toolkit was developed in Stage 1 of the Data Capability project; Stage 2 of the project will establish an owner for the Toolkit and identify partner organisations. After the HEDIIP Data Capability project has been completed the owner will be responsible for the on-going maintenance and development of the Toolkit and working with partner organisations to promote data management capability improvement across the landscape.

The transition timescales to adopt the ULN across the HE landscape (part of the 'Data Standards' building block) will continue after HEDIIP. The transition strategy is to break the adoption process down into a series of work packages that will be managed by the organisations that own the processes and systems that need to be changed to achieve the Blueprint. Responsibility for monitoring progress and dependencies between the work packages, which is undertaken by the HEDIIP ULN Project Board, will be passed to the Governance Body; this responsibility will end when the adoption plan is completed. The work package owners will be responsible for transition of changes to 'business as usual' within their own organisations.

The transition to the New Subject Coding System (NSCS) (part of the 'Data Standards' building block) will use a similar approach to that of the ULN. The NSCS project will develop the system, supporting tools and change management products (such as training materials). The project will identify the implementation partners who will then manage the transition plan. Responsibility for monitoring progress and dependencies will be passed to the Governance Body when the HEDIIP NSCS Project is completed; this responsibility will end when the adoption plan is completed. However when the NSCS Project is closed responsibility for the on-going maintenance, development and promotion of the scheme will transition to the Governance Body; this will be an on-going 'business as usual' responsibility.

7   Programme schedule

The programme schedule shows the projects that have been identified to take the programme through to July 2016 and shows the linkages to HESA's CACHED Programme. The CACHED Programme is not part of the HEDIIP Programme but will be an important component in the implementation of HEDIIP's vision for a new HE data landscape. CACHED strategic case includes supporting changes to the HE data landscape, as recommended by the HEDIIP New Landscape project, and CACHED strategic drivers include:

> *Support changes to the new data landscape (as recommended by HEDIIP)- HESA must be able to adapt to its role in the new data landscape, which will require HESA to collect data on behalf of data users who currently collect their own data directly from HEPs.[2]*

The projects are clustered under the three themes established in the first programme plan: i.e. Strategy and Change; Standards and Understanding; Capability and Excellence. A further description of the individual projects and the themes into which they have been organised is shown in section 8 to 10.
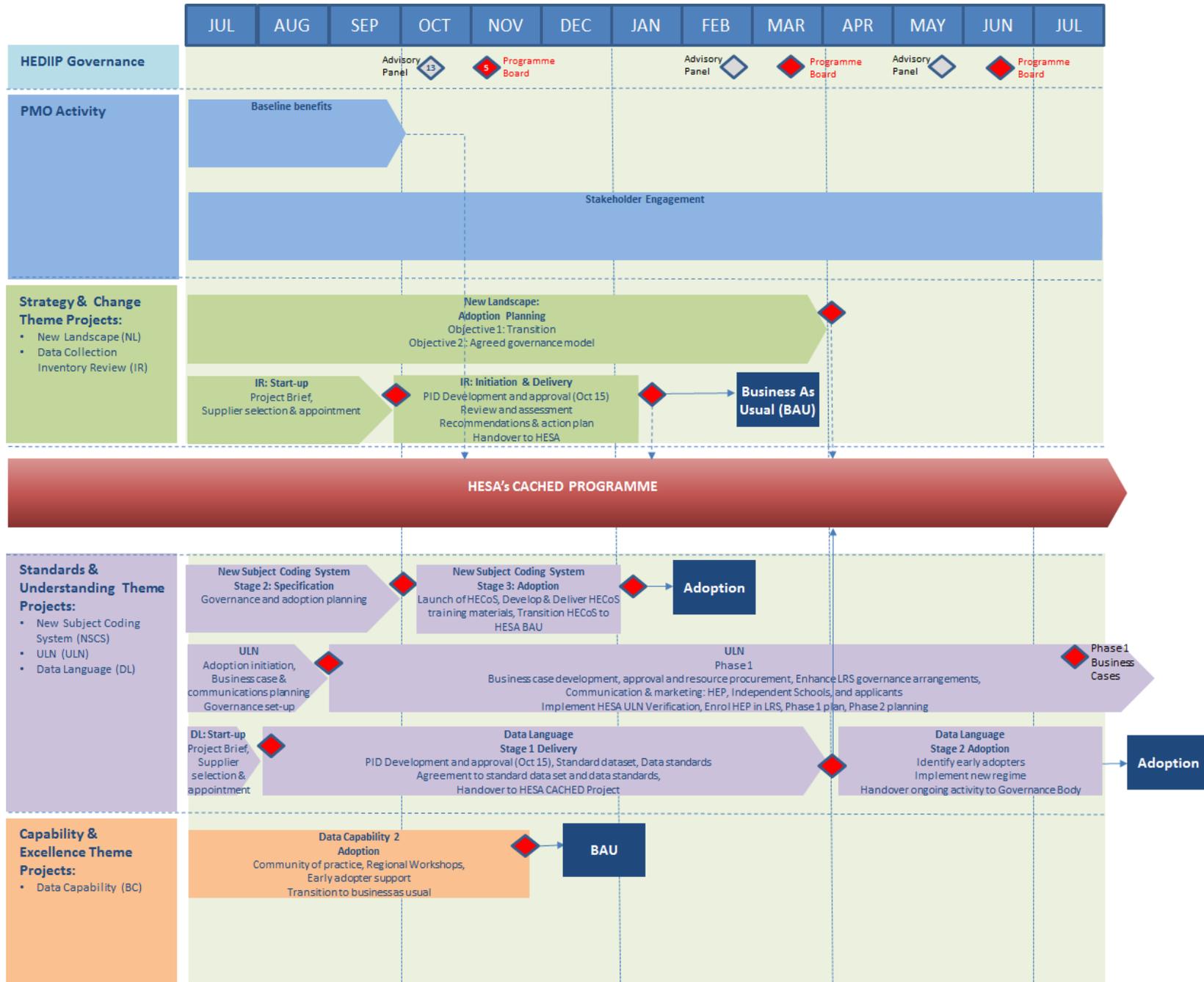
The New Landscape project identified 5 implementation objectives and the table below describes how each of these objectives will be delivered.

Objective		Implementation work stream	Scope
0	Transition	HEDIIP PMO working with HESA CACHED Programme[3] and HESA	Communication and transition planning
1	Agreed data governance model	HEDIIP PMO working with HESA CACHED Programme and HESA	Defining and implementation of governance
		HEDIIP Data Collection Inventory Review	Enabling project to support benefits realisation from HESA CACHED Programme and support governance of the landscape
2	Agreed standard dataset and data standards	HEDIIP Data Language Project	Defining and agreeing the standard dataset and data standards
		HEDIIP ULN Project	Adoption of the ULN as a data standard
		HEDIIP New Subject Coding Project	Adoption of HECoS as a data standard
3	Process redesign	HEDIIP Data Capability Project	Improve data management capability
		HESA CACHED Programme	Implementation of new and improved collection processes
4	Technology implementation	HESA CACHED Programme	HESA transformed implementation

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[2] CACHED Outline Business Case, April 2015, HESA
[3] Activities of HESA CACHED Programme are not covered in this Programme Plan as they are subject to separate funding and governance arrangements.

Figure 3 - Programme schedule Jul 2015 to Jul 2016

| JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL |

HEDIIP Governance
- Advisory Panel (13)
- Programme Board (5)
- Advisory Panel
- Programme Board
- Advisory Panel
- Programme Board

PMO Activity
- Baseline benefits
- Stakeholder Engagement

Strategy & Change Theme Projects:
- New Landscape (NL)
- Data Collection Inventory Review (IR)

New Landscape:
Adoption Planning
Objective 1: Transition
Objective 2: Agreed governance model

IR: Start-up
Project Brief,
Supplier selection & appointment

IR: Initiation & Delivery
PID Development and approval (Oct 15)
Review and assessment
Recommendations & action plan
Handover to HESA

Business As Usual (BAU)

HESA's CACHED PROGRAMME

Standards & Understanding Theme Projects:
- New Subject Coding System (NSCS)
- ULN (ULN)
- Data Language (DL)

New Subject Coding System
Stage 2: Specification
Governance and adoption planning

New Subject Coding System
Stage 3: Adoption
Launch of HECoS, Develop & Deliver HECoS
training materials, Transition HECoS to
HESA BAU

Adoption

ULN
Adoption initiation,
Business case &
communications planning
Governance set-up

ULN
Phase 1
Business case development, approval and resource procurement, Enhance LRS governance arrangements,
Communication & marketing: HEP, Independent Schools, and applicants
Implement HESA ULN Verification, Enrol HEP in LRS, Phase 1 plan, Phase 2 planning

Phase 1
Business
Cases

DL: Start-up
Project Brief,
Supplier
selection &
appointment

Data Language
Stage 1 Delivery
PID Development and approval (Oct 15), Standard dataset, Data standards
Agreement to standard data set and data standards,
Handover to HESA CACHED Project

Data Language
Stage 2 Adoption
Identify early adopters
Implement new regime
Handover ongoing activity to Governance Body

Adoption

Capability & Excellence Theme Projects:
- Data Capability (BC)

Data Capability 2
Adoption
Community of practice, Regional Workshops,
Early adopter support
Transition to business as usual

BAU

8 Theme 1 - Strategy and change

8.1 Introduction

Aim

This theme will initially consider the broad question *what should the redesigned information landscape look like and how do we get there?* As the programme evolves, this theme will focus on change activities that are required to achieve the goals of the programme and identify specific issues to be addressed through themes 2 and 3.

Theme objectives

- A design (expressed in whatever form is suitable) of the future information landscape
- Broad consensus and support for that design
- A roadmap setting out the journey required to achieve that design.

8.2 Projects

Activities within the Strategy and Change Theme are as follows:

New Landscape adoption planning
Rationale: The New Landscape project has been completed and work now needs to take place to take forward the adoption plan and address the first two implementation objectives: • Objective 0 – Transition • Objective 1 – Agreed governance model
Summary: Activities below are taken from the HEDIIP New Data Landscape Report – Implementation plan Transition • Communicate the approved HEDIIP New Data Landscape Report • Communicate approved principles to the Stakeholders • Develop transition arrangement for the New Landscape • Approve transition arrangements with HEDIIP • Evaluate and align the progress and scope of the HESA CACHED project • Evaluate the current data infrastructure plans for the large Data Collectors • Evaluate the potential contribution of existing stakeholder-led sector-wide projects and their impact on the landscape. • Agree communications strategy • Begin delivery of communication strategy Agreed governance model • Agree terms of reference • Agree constitution and remit of governance body • Develop job descriptions for management function • Recruit to the new structure • Formally constitute governance body
Delivery: HEDIIP PMO working with the HESA CACHED Programme and HESA.

Key Deliverables:	Milestones:
• Communication Plans • Alignment with HESA CACHED and sector projects • Governance model constituted	• Objective 0 communications – Jul 2015 • Objective 0 completed – Aug 2015 • Objective 1 constitution agreed – Mar 2016 • Objective 1 job descriptions – Mar 2016 • Objective 1 completed – Mar 2016
Programme Outcomes the project will support	**Programme Benefits the project will support**
• Establishment of a collective governance function and common data principles	• For HEPs, the new landscape should remove an estimated £12.8m of data processing and return burden • For data collectors, the blueprint should remove an estimated £1m of HE data collection burden • For students the new landscape should enable HEPs to focus more resources on improving the student experience

Data Collection Inventory Review Project

Rationale:

In order to realise the desired benefits of the New Landscape project data collectors such as PSRBs, who currently go directly to HEPs to collect data, should receive the Common HE Student Dataset from HESA. An accurate and up to date inventory will be essential to enable HESA to target data collectors and encourage them to adopt the Dataset and migrate to HESA. This project is therefore an enabler to the delivery of New Landscape benefits. The project builds on the existing HEDIIP data collection inventory which was developed in 2013 and maintained by the PMO. The project should enable data collectors and data providers to understand who is collecting what and why and hence facilitate greater data sharing opportunities.

Summary:

A project to review the HEDIIP inventory of data collections to:

- Review and assess the value of the existing inventory to date and how stakeholders, including collectors and providers, have engaged with it.
- Identify the accuracy and completeness of the inventory
- Recommend changes to the structure and content of the inventory to enable it to be used to support New Landscape benefits realisation
- Recommend and then take actions to improve the inventory where appropriate
- Transition the inventory to business as usual

Delivery:

HEDIIP PMO working with the HESA CACHED Programme will develop the tender documents and commission a contractor to undertake the Project using fixed price contract arrangements.

Key Deliverables:	Milestones:
- Recommend changes to the inventory structure and content - Improve the accuracy and completeness of the inventory - Transition the inventory to business as usual	- Appointment of contractor – Sep 2015 - Inventory improvements and handover – Jan 2016
Programme Outcomes the project will support	**Programme Benefits the project will support**
- Establishment of a collective governance function and common data principles - Change in the data collection model whereby certain collectors will take the 'standard data' from a single body	- For HEPs, the new landscape should remove an estimated £12.8m of data processing and return burden - For data collectors, the blueprint should remove an estimated £1m of HE data collection burden - For students the new landscape should enable HEPs to focus more resources on improving the student experience

9   Theme 2 – Standards and understanding

9.1   Introduction

Aim

This theme will promote the standardisation of HE data and information definitions to reduce the burden involved with data supply and to improve the opportunities for data sharing and the comparability of published information. Where data and information can – or should – not be standardised, it will aim to increase the understanding of differences that exist.

Key outcomes

- An improved understanding of the data specifications that exist
- Improved dialogue and understanding amongst those bodies that create and manage data specifications
- Real progress on standardising data and analysis definitions where it is appropriate to do so

9.2   Projects

New Subject Coding System (NSCS) Project Stage 2 and 3	
Rationale: Stage 1 of the NSCS Project established the requirements for a new system, and Stage 2 will define the system itself, a governance model to ensure sustainability and an adoption plan. Stage 3 is required to make sure the system, preliminarily named HECoS (Higher Education Coding of Subjects), is successfully adopted and transitioned into business as usual.	
Summary: Stage 2 is in progress and due to be completed in September 2015 it will produce a new subject coding scheme, standardised approach for subject analysis, a proposed governance model and an adoption plan. Stage 3 will be required to develop a detailed plan to communicate and launch HECoS. Training materials and courses will need to be designed and delivered to ensure that the coding scheme is consistently and widely applied. The project will need to develop the training materials and work with HESA to provide the training either online and/or in training sessions. Training will need to consider the needs of different audiences who may have diverse perspectives on subject coding such as planners, registrars and academic staff The project will also need to produce the open licence and coding support tool and transition these to the Governance Body. The project will need to co-ordinate the launch of the new system and drive take up. At the end of the project support and governance for the new system must be transitioned to the Governance Body business as usual.	
Delivery: Cetis were commissioned to deliver Stages 1 and 2 of this project, in the light of the knowledge and expertise they have developed HEDIIP PMO intend to commission them to undertake Stage 3 using fixed price contract arrangements.	
Key Deliverables: Stage 2: • Standard approach to subject analysis • New subject coding system • Governance model • Adoption plan Stage 3: • Open licence and online support tool • Training materials and course design • New subject coding system launch activities • Transition to business as usual	**Milestones:** Stage 2: • New subject coding system - June 15 • Governance model and adoption plan – Sep 15 Stage 3: • Training material and course design – tba • Launch – tba • Transition to business as usual - tba
Programme Outcomes the project will support	**Programme Benefits the project will support**
• Development of a Standard Dataset with agreed definitions that are used by all key Data	• For data collectors the NSCS should provide an opportunity to link and share data to reduce data collection activity • For data consumers the NSCS should improve access to consistent information • For HEPs the NSCS should reduce the effort and cost involved in subject coding

ULN Initiation & Phase 1

Rationale:

This is the first stage of the adoption plan. The purpose of this phase is to: set-up adoption governance; procure the resources required to make the necessary changes to systems and processes and; start the implementation process.

Summary:

The initiation stage will include:

- Developing and implementing the adoption governance arrangements
- Working with the SFA, SFC, SQA, Skills Development Scotland and the Scottish Government to identify how the ULN and SCN should be integrated and how the PLR will be adopted in Scotland.
- Detailed planning of business cases with the SFA, UCAS, HESA, and NHSBSA/HEE
- Working with UCAS, HESA and SFA to develop detailed communications plan

Following the initiation stage the following activities will be delivered in Phase 1:

- Business case development and procurement of implementation budget and resources
- Enhance LRS stakeholder representation to engage the HE stakeholder community
- Communication activities:
    - HEPs to capture ULNs
    - Applicants to enter ULNs and mature applicants to self-register
- Implement HESA and UCAS ULN verification
- Register HEP on the LRS and promote use of the PLR for qualification verification
- Amend UCAS ABL to improve flow of ULNs to HEPs
- Interface qualifications from PLR to UCAS application form

Delivery:

A full-time Project Manager will be required from May 15 to Jun 16 to manage the communications plan, to co-ordinate the business cases and HEP enrolment and use of PLR. During the initiation phase communications resource will be procured.

Key Deliverables:	Milestones:
Approved business cases - Enhanced LRS representation - HESA ULN verification - HEP LRS registration - Communication activity and materials - UCAS ULN and PLR enhancements	- Adoption Initiation completed – Aug 15 - Approved Phase 1 business cases and resourcing – tba - Phase One complete and Phase 2 Business Case – Aug 18 Intermediate milestones will be identified during the initiation stage
Programme Outcomes the project will support	**Programme Benefits the project will support**
Development of a Standard Dataset with agreed definitions that are used by all key Data	- For HEP, use of the PLR will result in a reduction in the 4.5 days per 1,000 applicants taken to verify qualifications - For HEPs, use of the ULN should enable analysis of widening participation activities, activities which cost institutions between £50k and £7m. - For students the ULN should enable the development of better joined up services (by enabling data linking from a variety of sources including school, FE and WP events)

Data Language Project

Rationale:

This project supports the New Landscape Implementation Objective 2 'Agreed standard dataset and data standards'. In the first stage the project will define the dataset and specifications that will underpin the New Landscape and be adopted by the HESA CACHED Programme. In stage 2 the project will work with stakeholders that do not engage with HESA to drive adoption of the dataset and specifications. Stakeholders that engage with HESA will be addressed through HESA 'business as usual'.

Summary:

Stage 1 Delivery: The project will need to work with the HESA CACHED Programme to agree the detailed terms of reference: the breadth and depth of the standards required and; the initial scope of collectors to be engaged. The project will use the current HESA dataset and standards as the baseline and work out the changes that need to be made to achieve the blueprint described by the New Landscape Project. Project steps will include:

- Analysis of current datasets and data standards used by HESA and data collectors to identify overlaps
- Define the Common HE Student Dataset
- Develop data specifications for the Dataset
- Gain agreement to the Common HE Student Dataset and data specifications
- Work with the early adopters and HESA CACHED Programme to agree a transition plan
- Complete handover of agreed Dataset and data specifications to HESA CACHED Programme
- Publish the agreed Dataset and data specifications

The project will take an iterative approach defining an initial Common HE Student Dataset and data specifications and refining these through a process of consultation and refinement.

Stage 2 Adoption:

This stage is concerned with driving adoption of the Common HE Student Dataset and data specifications into stakeholders that do not currently engage with HESA. At the end of this stage the Common HE Student Dataset and data specifications will be handed over to the Governance Body for ongoing support and maintenance. Activities in this stage (have been taken from the HEDIIP New Data Landscape Report) and include:

- Work with stakeholders to identify early adopter agencies
- Identify timeline for implementation
- Agree implementation project members from each Agency
- Establish a monitoring and reporting system
- Analyse necessary changes to organisational structures, processes
- Ongoing project management
- Design and implement new business processes
- Regular meetings to discuss issues and seek solutions
- Restructure of data collection departments where appropriate
- Go live of new regime for early adopters
- Go live of new regime for second phase adopters

Activities post July 2016 will be managed by the Governance Body

Delivery:

The PMO will lead the project supported by a consultant. In appointing the consultant the PMO will explore use of contractors, secondments and fixed term contracts with HESA HR to select someone with a detailed knowledge of HE data collection, data analysis skills and a deep understanding of the sector.

Key Deliverables:	Milestones:
• Project brief, product descriptions and quality plan • Common HE Student Dataset • Data specifications • Handover to HESA CACHED Programme	• Project definition – May 2015 • Contractor appointed – June 2015 • Draft Common HE Student Dataset – Nov 2015 • Agreed Common HE Student Dataset and data specifications- Mar 2016 • Handover/support for transition to HESA/CACHED – April 201 • Project Close – May 2016 • Stage 2 Adoption milestones will be confirmed in Stage 1

Programme Outcomes the project will support	Programme Benefits the project will support
• Development of a Standard Dataset with agreed definitions that are used by all key Data	• For HEPs, the new landscape should remove an estimated £12.8m of data processing and return burden • For data collectors, the blueprint should remove an estimated £1m of HE data collection burden • For students the new landscape should enable HEPs to focus more resources on improving the student experience

10 Theme 3 – Capability and excellence

10.1 Introduction

Aim
This theme will address the processes and capabilities associated with data and information, including management and governance issues where appropriate.

Key outcomes
- Improve data management and analytical capabilities across the landscape
- A greater understanding of the data collections that currently exist
- The identification of opportunities for standardisation and rationalisation of collections
- The identification and development of best practice for data and information stakeholders
- The development of a more nuanced evaluation of the cost/benefits of data collection

10.2 Projects

Data Capability 2
Rationale: Stage 1 of the Data Capability project focused on building and testing the data management capability maturity assessment model and developing a supporting toolkit to help data providers and collectors improve their data management capability. Once the model and toolkit have been launched it has become apparent that data providers and collectors will need support in developing their data management improvement plans. The move to more frequent data collections by HESA may, if data management capability is not improved, increase data provider resources needed to support data collection. The purpose of this project is to drive improvements in data management capability within data providers and collectors, but focusing initially on HEPs to enable them to benefit from the New Landscape.

Summary:
Stage 1 completed the launch of the data management capability assessment model and toolkit. This project will include: • Communication and marketing activities to promote use of the model and toolkit • Building and facilitating a community of practice to improve data management capability • Developing the toolkit further to include training materials covering how to perform the capability assessment and how to develop the output into an actionable improvement plan • Facilitating a series of up to six regional workshops to promote data management improvement and coach HEPs in interpreting the results of the capability assessment and in how to develop their own organisational specific improvement plans • 'Train to train' coaching to enable training providers such as HESA to run future regional or on-demand workshops • Providing a resource to support early adopters improve their data management capability • Transition the management and support of the model, benchmarking, toolkit, community of practice and the ongoing drive improvement to business as usual either with HESA, a professional HE group/s, a third party or a combination of the above.

Delivery:
Alex Leigh from Leigh Associates carried out Stage 1 of this project and in view of the knowledge and expertise gained the HEDIIP PMO propose to develop appropriate tender documents to commission him to undertake the next stage using fixed price contract arrangements.

Key Deliverables:	Milestones:
• Communications and launch activities • Regional workshops • Community of practice • Transition to business as usual	• Project definition approved – Jun 2015 • Training materials complete – Jul 2015 • Early adopter workshops completed – Sep 2015 • Transition to governance body – Oct 2015 • Project Close – Nov 2015
Programme Outcomes the project will support	**Programme Benefits the project will support**
• Enhancement of HEPs data maturity and capability	Enabling New Landscape benefits: • For HEPs, the new landscape should remove an estimated £12.8m of data processing and return burden • For data collectors, the blueprint should remove an estimated £1m of HE data collection burden

11 PMO activity

11.1 Role and responsibilities

The Programme Management Office (PMO) provides the executive function for the Programme. It also acts as the information hub and standards custodian and is responsible to the Programme Board. It will provide support for the wider programme as well as the individual projects. The staffing of the PMO is in place and the next phase of its activity is underway.

11.2 Stakeholder engagement

Effective stakeholder engagement is critical to the success of the HEDIIP programme. The PMO will maintain a schedule of engagement at sector wide events to promote the programme and the adoption of HEDIIP principles and deliverables. The schedule will follow the same pattern as described in Section 4. As well as the engagement identified within the projects and promotion of the programme through events the programme will continue to develop the communication channels also described in section 4.

11.3 Benefits realisation

The PMO have developed a benefits log which will be presented and reviewed at each Advisory Panel and Programme Board. The PMO will continue to develop and review the log as Projects progress.

During 2015 the PMO will work with stakeholders to baseline each of the quantifiable benefits identified in the log. Where the benefit falls within a particular organisation the PMO will work to agree benefit ownership and responsibilities. For sector benefits - adoption metrics will be identified and ownership for achieving these metrics agreed.

For example the benefit to raise sector wide data management capability will be measured by the data management maturity model, take up of the model will be defined as an adoption metric and will be 'owned' by the body that takes over ownership for the development and maintenance of the model.

Ongoing monitoring of benefits realisation after HEDIIP has closed will rest with the governance set up as part of the New Landscape – Adoption Planning: Objective 1 Agreed Governance Model activity; shown in the Strategy and Change Theme.

12 Risks and Issues

12.1 Process

The PMO maintain a RAIDD (Risks, Issues, Assumptions, Dependencies and Decisions) log for the programme. Risks and Issues are categorised as shown in the table below:

Category	Description
Reputational	Reputation of the Programme or stakeholder's reputation
Financial	Financial risk
Operational	Risk to the efficiency/ effectiveness of stakeholder processes
Resource	Risk concerning the availability of resources and/or skills
Outcome	Risk that may impact the programme or project outcomes or benefits delivery
Programme	Risk to the Programme or project activities
Schedule	Risk to timescales

Each project will maintain its own RAIDD log, a copy of which will be held by the PMO. Unresolved Risks and Issues should be escalated through the following levels:
- Level 1 – Project Board
- Level 2 – PMO & Programme Director
- Level 3 – Programme Board
- Level 4 – Regulatory Partnership Group

Responsibility for escalation beyond level 2 will rest with the Programme Director.

12.2 Key risks and issues

The top three key risks to this programme plan are as follows (a full list of risks and issues is held in the programme RAIDD log):

- There is a risk that the CACHED Programme does not go ahead because funding is not approved or there is a delay.
    - Mitigation: Working with HESA continue to promote the benefits of the NL Blueprint and CACHED
    - Mitigation: HEDIIP will have to de-scope elements of the blueprint and assess the feasibility of continuing with a limited blueprint.
    - Mitigation: Seek alternative funding for a reduced blueprint.
- There is a risk that tangible benefits will not be realised because stakeholders do not commit to benefits realisation or because benefits cannot be measured
    - Mitigation: Ensure that each project has a clear benefits realisation plan that is approved by the appropriate stakeholders
    - Mitigation: Regular benefits review by Programme Board
- Cost of adopting HEDIIP objectives and conflicting priorities amongst stakeholders
    - Mitigation: Realistic planning of timescales for adoption and approval from implementation partners
    - Mitigation: Utilisation of existing change programmes and drivers
    - Mitigation: Emphasis on value of benefits in engagement
- Divergence in UK-wide elements of the landscape that affect the objectives of the programme. Impact all Programme objectives
    - Mitigation: Monitoring and engagement with relevant aspects of the political process.
    - Mitigation: High visibility for HEDIIP.
    - Mitigation: Advocacy where relevant.

13 Resources

HEDIIP is funded until 31 July 2016 by the 4 UK HE funding bodies: HEFCE, HEFCW, SFC and DEL(NI). Funding from HEFCW and DEL(NI) is paid via HEFCE.

Resources for the HEDIIP programme Management Office and for individual HEDIIP projects are defined in the funding agreements with the programme funders.

14 Programme management

14.1 Governance

The HEDIIP Programme Board meet up to three times per year to review the progress of the programme against the desired objectives.

Each project within the programme will have its own Project Board led by a Project Executive and supported by a Senior Stakeholder/s who will be drawn from the Advisory Panel and a Senior Supplier representing the interests of those developing the project's deliverables. The Project Executive will be ultimately responsible for the success of the project supported by the Project Board.

Each project must pass through a project initiation and commissioning process that will be managed by the PMO. Responsibility for producing the project management products will rest with the Project Executive supported by the Project Manager. Projects will not pass into their delivery stage until they have successfully completed Project Initiation.

Benefits realisation will be reviewed independently at key milestones identified in the programme schedule.

Project Boards will meet on a regular basis as defined within the Project Initiation Document. Project tolerances on time, cost and scope will be documented in the Project Brief and approved as part of the Initiation process.

14.2 Programme Reporting

Each Project will submit a regular highlight report to be circulated to the Project Board and to the PMO. Projects will also maintain the own project management products in accordance with the HEDIIP Project Initiation and Management Process.

On a monthly basis the PMO will provide a consolidated Programme Status report which will include progress against milestones, key risks and issues, financial reporting and benefits tracking.

15 References

- HEDIIP Programme RAID Log
- HEDIIP Programme quality log
- HEDIIP Programme benefits log
- HEDIIP Stakeholder engagement strategy v1 2014-04-07
- HEDIIP Programme initiation and management process v1 2014-03-25
- HEDIIP Programme Plan to July 2015 previous programme plan v1 2014-01-14
- HEDIIP The Blueprint for a New HE Data Landscape, KPMG, May 2015