

# Adoption of the ULN in HE

## HE ULN Adoption Management Plan

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## About HEDIIP

The Higher Education Data & Information Improvement Programme (HEDIIP) is a programme of work funded by the Higher Education Funding Council for England (HEFCE), the Higher Education Funding Council for Wales (HEFCW), the Scottish Funding Council (SFC) and the Department for Employment and Learning (DEL) Northern Ireland. HEDIIP is hosted by the Higher Education Statistics Agency Ltd (HESA) which is a company limited by guarantee, registered in England at 95 Promenade Cheltenham GL50 1HZ. Registered No. 2766993. The members of HESA are Universities UK and GuildHE. Registered Charity No. 1039709. HESA is the contracting party for any contract with HEDIIP.

## Purpose

This document sets out a foundation for managing the adoption of the ULN across the UK in HE. The document fulfils two main purposes within the HEDIIP programme structure:

1. It acts as a project initiation document for the ULN adoption plan.
2. It acts as a means to co-ordinate the adoption plan.

This document is drafted by the Programme Management Office and is subject to review by the ULN HE Adoption Group.

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# 1 Executive summary

This management plan covers the adoption of the ULN in higher education, it describes the Initiation and Phase 1 stages; as the adoption progresses it will be expanded to include Phases 2 and 3.

The plan is based on the outcome of the 'HEDIIP Unique Learner Number: Adoption of the ULN in HE' report; which identified the need for a UK wide identifier solution that includes the ULN and addresses Scotland where the Scottish Candidate Number (SCN) is well embedded in the school and FE sectors.

The overall objective of the plan is to drive adoption of the ULN. The project scope includes adoption of the ULN (with interoperability with the SCN) as a single cross sector identifier for the UK HE landscape; and the PLR at appropriate points to improve data reliability, timeliness and accessibility.

Adoption and operation of the ULN in FE and state funded schools in England, Wales and Northern Ireland is outside scope as this falls within the remit of the SFA. While the plan is aimed at co-ordinating adoption activity it is not intended to specify how capabilities and processes within organisations should operate.

The plan is made up of a number of work packages. Each work package has been identified to fill a specific gap between current processes and the blueprint. The work packages will be owned by stakeholders and each stakeholder will be responsible for the changes required to their own systems and processes.

In putting the plan together we have made the following assumptions:

- The SFA will continue to host the ULN and PLR and support the National Careers web site
- SQA will continue to manage and operate the SCN
- England, Wales and Northern Ireland remain committed to the ULN

HEDIIP will continue in its present form until July 2016 however the adoption process will continue past this date. Sustainability of the adoption will be achieved by HEDIIP handing over its co-ordination role to the 'collective governance' arrangements being set up as a result of the New Landscape project.

Although each stakeholder is responsible for the implementation of their own work packages, they agreed that the adoption would benefit by some degree of coordination. This paper therefore proposes that a HE ULN Adoption Group is formed with terms of reference that include:

- Act as a steering and oversight group for the adoption
- Act as ambassadors and champions for the adoption
- Respond to requests and make decisions on escalated risks and issues
- Review the Blueprint, Roadmap and benefits case to ensure it remains relevant and achievable

The Group will include representatives from the implementation partners, will meet on a regular basis (potentially quarterly) and receive monthly updates on progress, risks and issues.

The plan is divided into two main stages and is expected to be completed in 2019. The Initiation stage includes work packages aimed at:

- Securing the resources for the work packages by completing business cases.
- Exploring the feasibility of the ULN being used in the NHS and interoperability with the SCN
- Initiating communications to encourage applicants to enter their ULNs into HE application forms

The Phase 1 work packages include changes to:

- Improve the number of ULNs being captured by HE providers
- Use of the PLR to provide HE providers access to verified qualifications
- Increase the number of ULN collected in HESA returns
- Updating the PLR with HE qualifications

Phase 2 of the adoption plan will be concerned with extending the ULN to student cohorts who are currently not allocated ULNs and this will include: Scottish domiciled students, pupils from independent schools, non-UK students and mature students.

Phase 3 will be aimed at exploiting the benefits of the ULN and PLR by extending their use to employers and professional and statutory regulatory bodies and into continual professional development. The PLR will also be expanded to show more detailed information about HE achievements and LRS support for contextualised admissions.

A business case will be developed to justify each phase of the adoption plan, for example the development of the business case for Phase 2 will overlap with the completion of the Phase 1 work packages. The plan shows how each phase in the adoption contributes to the value propositions defined in the blueprint.

## 2 Introduction

This management plan acts as an initiation document for Phase 1 of the adoption of the ULN by HE and describes in detail the Initiation and Phase 1 stages. As the Adoption progresses the Plan will be updated to include Phases 2 and 3.

The adoption plan is based on the outcome of the 'HEDIIP Unique Learner Number: Adoption of the ULN in HE' report; which identified the need for a UK wide identifier solution that includes the ULN and addresses Scotland where the Scottish Candidate Number (SCN) is well embedded in the School and FE sectors. Therefore references to the ULN in this plan include the requirement for interoperability with the SCN.

## 3 Project definition

### 3.1 Project objectives

The overall objective of the adoption plan is to drive adoption of the ULN across the UK HE landscape. To achieve this objective the project will:

- Co-ordinate adoption of the blueprint supported by the key stakeholders under the HEDIIP principles.
- Understand the barriers to adoption, identify how they can be overcome and consider how the cost of adoption can be minimised
- Further develop and realise the benefits case that justifies adoption.
- Prepare the HE information landscape for the adoption by raising awareness and gaining commitment.
- Working with the sector to identify implementation organisations, develop a co-ordinated adoption strategy and monitor its implementation.
- Regularly review the Blueprint, Roadmap and benefits case to ensure it remains relevant and achievable.

### 3.2 Project completion criteria

The criteria used to measure whether or not the project is complete are as follows:

- The blueprint for HE adoption has been achieved.
- Completion of the adoption plan.
- Benefits realisation has been completed.
- All project management and control processes have been completed.

### 3.3 Project outcomes

The desired project outcomes are as follows:

- Adoption of the ULN, in the interfaces between HE providers and the organisations that collect and process HE student data, to enable the joining of diverse data sets.
- HE funders, HE data processors and PSRBs use the identifier as the primary student identifier in their interfaces and therefore enable data providers to reduce the number of student identifiers they need to maintain.
- Improved data sharing amongst data collectors resulting in better information and a reduction in the data collection burden on HE data providers and collectors.
- Stakeholder confidence that:
  - The identifier is fit for purpose as a unique student identifier.
  - An appropriate support infrastructure is in place.
  - There is an allocation process for the identifier that will not impose a disproportionate operational burden on HE providers.

- The PLR is fit for purpose as a record of an individual's learning achievements for HE admissions.

### 3.4 Project scope and exclusions

The project scope includes adoption of the ULN (with interoperability with the SCN) as a single cross sector identifier for the UK HE landscape; and the PLR at appropriate points to improve data reliability, timeliness and accessibility.

The scope includes establishing the capabilities and services described in the Blueprint, while the project will encourage wider adoption of the identifier through communication it will not address change in organisations outside the HE sector. For example the project will work with the NHS to explore the benefits of adoption but the capabilities and processes required by the NHS will be for the NHS to understand and address.

The following are out of scope:

- Adoption and operation of the ULN in FE and state funded schools in England, Wales and Northern Ireland
- Adoption and operation of the SCN in FE and schools in Scotland
- Use of the ULN and PLR outside the UK
- Capabilities and processes within organisations outside the HE sector such as employers, PSRBs etc

### 3.5 Constraints and assumptions

Assumptions:

- Stakeholder's will be responsible for the changes required to their own systems and processes.
- The SFA will continue to host the ULN and PLR and support the National Careers web site
- SQA will continue to manage and operate the SCN
- England, Wales and Northern Ireland remain committed to the ULN
- HEDIIP will continue in its present form until July 2016; any governance activities required after the completion of HEDIIP will be taken over by the 'collective governance' arrangements identified by the HEDIIP New Landscape project.

Constraints:

- The project will need to consider the resource and cost constraints of stakeholders.

### 3.6 Interfaces & dependencies

The project is dependent on the 'collective governance' arrangements identified by the HEDIIP New Landscape project being in place from August 2016 onwards to support the delivery of Phases 1,2 and 3.

The ULN and SCN are part of the 'Standard HE student data set' and therefore there is a link to the data specifications that will be developed by the HEDIIP Data Language project, in terms of ensuring that any specifications developed by the Data Language project are consistent with the approach described in this paper.

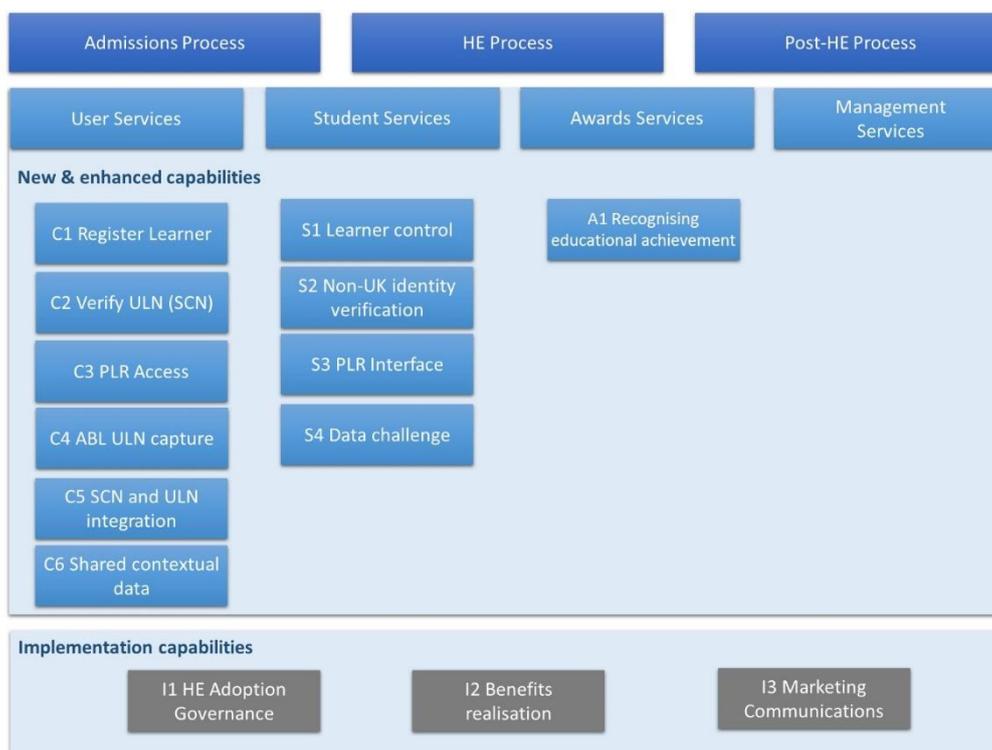
## 4 Blueprint

This section summarises the Blueprint defined by the HEDIIP ULN Project

For the ULN to become an intrinsic part of HE and satisfy the requirements it will need to be supported by a set of processes, services and capabilities. Most of these capabilities around the ULN already exist in the form of the LRS, some will require extending from Schools and FE into the HE landscape and some new capabilities will be required.

This section describes the processes, services and capabilities required, it focuses on the changes required to existing arrangements, rather than describe HE processes in their entirety.

Figure 1: Blueprint summary



### 4.1 Process

#### 4.1.1 Admissions process

This section describes how the ULN should be applied to enhance admission processes and address the business requirements. The changes described in this section should streamline administration, improve data quality and embed the identifier in HE data sets.

Key changes:

- ULN captured in the HE application process and funding application process should be verified against the LRS. This process must work without any manual intervention during the learner's UCAS application process online.
- Applicants should be able to download verified qualifications from the PLR into their application; again without manual intervention during the learner's UCAS application process online.
- Contextualised admissions data could be captured and stored by the LRS.
- Applicants could download verified contextual data into their application.

- Verified qualifications and contextual data should be clearly indicated to HE Providers so they can distinguish between verified and unverified data.
- Extending access to the PLR to HE admission teams to reduce administration involved in verifying qualifications not received on the ABL (for example Level 3 and below).
- Although the ULN remains an optional field, the ULN should be provided on the UCAS ABL link to increase the number of ULNs HE Providers can capture.
- ULN should be included in interfaces between funders and HE Providers to reduce the risk of mismatches.

#### 4.1.2 HE and Post-HE processes

This section summarises the implementation of the identifier into HE processes and its extension into post HE activities such as continual professional development. The changes described in this section are aimed at improving student services, improving access to verified information and enabling data linking and sharing.

Key changes:

- Verification of ULNs collected from HE Providers by HESA – enabling HESA to provide verified ULNs in the data sets it provides to its customers for use in data linking and sharing.
- HE Providers supplying the ULN in interfaces to NHS – enabling the NHS to adopt the ULN in its internal processes to identify and track students.
- Capturing HE qualifications and potentially the HEAR and transcripts on the PLR.
- Extending the PLR and Lifelong Learning Account into Continual Professional Development.
- Extending access to the PLR to employers and PSRBs to reduce administration involved in verifying qualifications as part of recruitment and registration services.

## 4.2 New enhanced process capabilities

This section provides more details on the new and enhanced capabilities required to support HE.

Capability	Description	Development
<b>C1</b> Register learner.*	Capability for a learning provider to register a learner and obtain a ULN for an individual. The capability needs to include the handling of exceptions for instance where a provider tries to register a learner who already has a ULN.	Capability extended to HEPs enabling them to register mature and non-UK students via their student information systems.
<b>C2</b> Verify ULN (SCN).*	Capability to access the LRS to look up an individual's ULN and/or ascertain whether a specified ULN is correct for an individual.  Verified ULNs can be recognised and held in student information systems.	Capability extended to HE organisations including UCAS, HESA, SLC and HEPs to enable them to verify ULNs via their information systems.
<b>C3</b> PLR access.*	Capability to access an individual's verified qualifications held on the PLR. The capability will be used to verify qualifications presented by an individual and view qualifications held. The capability should work for an individual student and a group of students and from third party systems.  This capability needs to respect the learner's data sharing settings	Capability extended to HE organisations (initially for HEPs extending to employers, NHS and PSRBs) to enable them to access the PLR via their information systems
<b>C4</b> ABL ULN capture.	Capability for HE providers to capture the ULN from the qualifications file provided by UCAS. This will require UCAS to pass the ULN supplied by awarding organisations onto the HE providers; thereby reducing the number of ULNs that HEPs will need to look up or verify.	New capability would be required in UCAS ABL and HEP.
<b>C5</b> SCN and ULN integration.	Capability for interoperability between the SCNs and ULN and SQA qualifications awarded in Scotland and the LRS system.	New capability would be required for interoperability between SCN and ULN involving the LRS and SQA.

Capability		Description	Development
<b>C6</b>	Shared contextual data.	Capability to collect, store and enable access to contextual data using the ULN (e.g. free school meals indicator) so that it can be used to facilitate personalised student support and contextual admissions.	New capability would be required to source and store contextual data on the LRS from the NPD (and national equivalent databases).
<b>S1</b>	Learner control.	<p>Capability for a learner to control access to the PLR including:</p> <ul style="list-style-type: none"> <li>• Specifying which achievements to be shared.</li> <li>• Enable temporary access (for example to employers, admissions, PSRBs).</li> </ul> <p>Note: functionality is currently being developed by the NCS GDS Programme to enable citizens to share PLR data with employers. Similar functionality may need to be considered by the other UK nations if they wish to develop their own NCS or learner portals.</p>	Develop enhancements to existing capability on the LRS.
<b>S2</b>	Non-UK identity verification.	Capability to verify non UK students identity to enable them to access the PLR.	Change to existing capability.
<b>S3</b>	PLR interface.*	<p>Capability for a third party system to import verified qualifications and verified contextualised admissions data from the PLR (for example into an application form) and enable the applicant to select which ones to include rather than having to manually enter them.</p> <p>Verified qualifications and contextual data can be recognised and held in the HEP student information system.</p>	New capability required in the application systems of UCAS and potentially direct application systems.
<b>S4</b>	Data challenge.	Capability for a student to challenge the content of the PLR and have errors corrected by the appropriate awarding organisation.	Capability needs to be extended to HEPs when they become awarding organisations and update the PLR.
<b>A1</b>	Recognising educational achievement.*	Capability to update the PLR with HE and CPD verified achievements (including transcripts and the HEAR)	<p>The PLR needs to be extended to hold HEAR and transcript data.</p> <p>HE systems need to be developed to update the PLR.</p>

\* These capabilities must be delivered via system to system interfaces, without increasing manual effort, and need to provide the user with an online real time user experience.

## 5 Adoption plan

This section describes the approach to implementing the blueprint described above.

A gap analysis was carried out to review the As Is processes against the To Be; this identified the gaps that need to be addressed to achieve the blueprint. These gaps were then grouped to form series of work packages and the prioritised into 3 Phases.

The principles behind the adoption plan are as follows:

- Each stakeholder is responsible for the changes required to their own systems and processes
- Each stakeholder only funds their own changes
- Each work package will have a clear single owner who will be responsible for defining the required change (in liaison with other impacted stakeholders), making the changes required to their own systems and processes and co-ordinating the implementation with the other stakeholders.
- All the work packages in Initiation and Phase 1 should be owned
- Ownership should reside with the stakeholder who owns the process being changed or in the case of a communication work package the communication channel.

The work package descriptions shown in this plan use the following definitions:

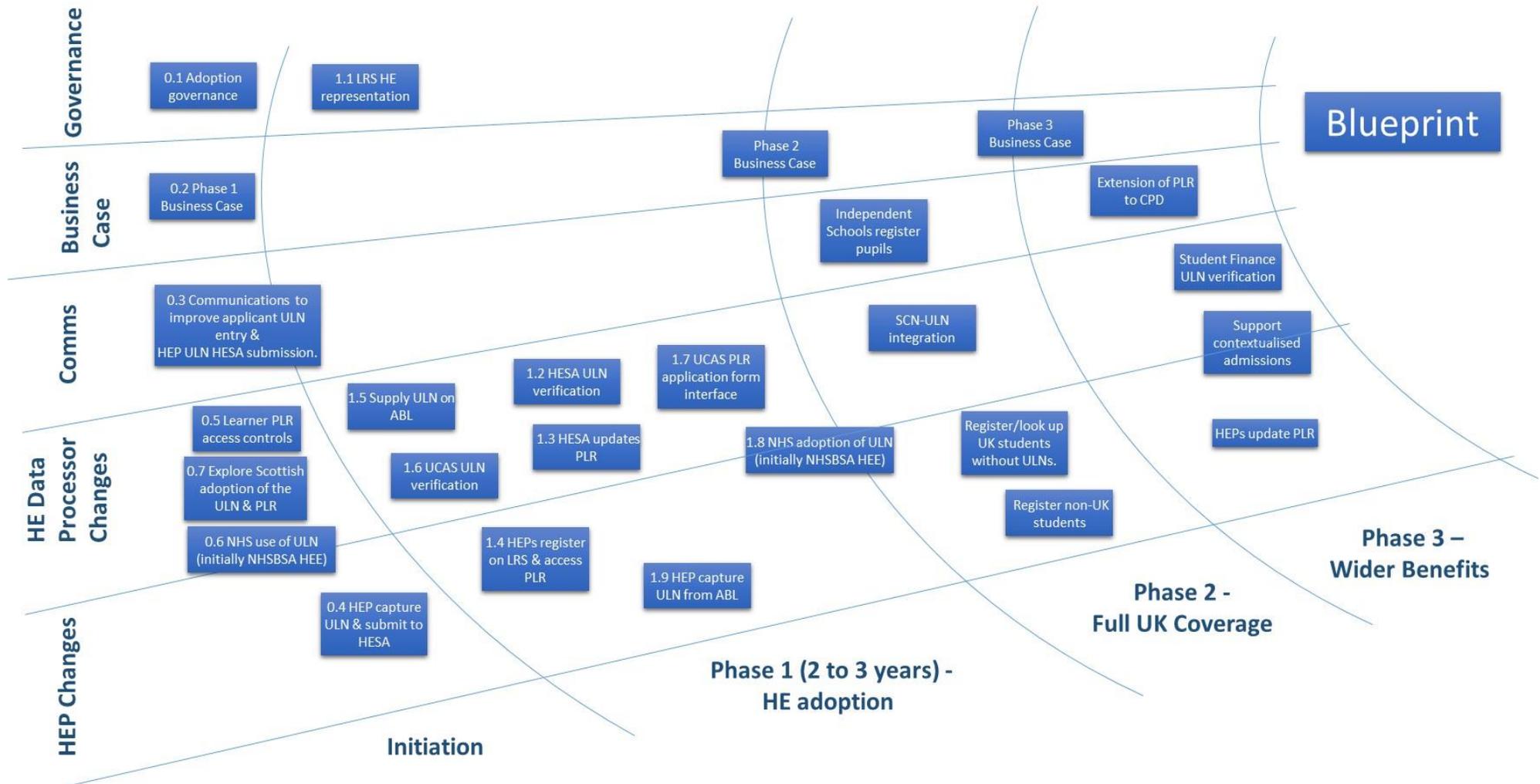
Owner	The Owing organisation. The owner is responsible for the delivery of the work package, gathering the inputs and producing the outputs. The methods and resources used are determined by the owner. Stakeholders are responsible for the costs associated with changing their own systems and processes. The owner of a work package is only responsible for the cost of changing their own systems and processes and not those of any other stakeholders they may be dependent on.
Objectives/outcomes	Describes the purpose of the work package
Inputs	Inputs required to deliver the work package
Outputs	The outputs from the work package

The Input and Output descriptions include those providing and receiving information respectively.

In several instances the work packages include communication activity however work package owners are best placed to understand the stakeholders impacted, the messaging they will require and have the appropriate communication channels; therefore this paper does not seek to impose a communication strategy only to acknowledge communication as part of the work package outputs.

Work package owners, whose organisations capture the ULN, should review their data protection and collection notices to ensure they are compatible with the ULN being used for administrative as well as statistical purposes.

Figure 2 Adoption roadmap



## 5.1 Initiation work packages

Work package	0.1 Adoption governance
Owner	HEDIIP HE ULN Adoption Group
Objectives/ Outcomes	<p>To set-up the adoption governance, co-ordinate delivery of work packages and engage with stakeholders in preparation for Phases 2 and 3.</p> <ul style="list-style-type: none"> <li>Plan the delivery approach for the work packages and confirm timescales</li> <li>Establish who will lead each work package</li> <li>Facilitate work package leads taking ownership of their work packages</li> <li>Implement HE ULN Adoption Group to co-ordinate, monitor progress and dependencies and escalate issues when required</li> <li>Setup and implement the project management processes</li> <li>Identify performance measures and benefits for Phase 1</li> <li>Setup process to monitor Phase 1 benefits realisation</li> <li>Stakeholder engagement and communication in preparation for Phases 2 and 3</li> <li>Confirming scope of Phase 2, confirm business cases required and identifying business case owners</li> <li>Planning and co-ordination of business cases for Phase 2</li> <li>Identify performance measures and benefits for Phases 2 and 3</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>SFA, HESA, UCAS, NHS and HEPs requirements for governance</li> <li>Performance and benefits measurements</li> <li>SFA, HESA and UCAS: <ul style="list-style-type: none"> <li>Summary of the work package approach, deliverables and milestone delivery dates</li> <li>Monthly updates on progress, risks and issues</li> <li>Summary of the approved business case</li> </ul> </li> </ul>
Outputs	<ul style="list-style-type: none"> <li>Providing ULN Blueprint and Roadmap to work package owners</li> <li>Providing work package objectives to work package owners</li> <li>Escalation of risks and issues to the HEDIIP Programme Board and stakeholders to gain resolution</li> <li>Corrective actions to improve performance and benefits measurements</li> <li>Stakeholder engagement in preparation for Phase 2 and 3 <ul style="list-style-type: none"> <li>Department for Education and communication to Independent Schools</li> <li>UK Visas and Immigration in preparation for Phase 2 non-UK students</li> <li>Welsh Government and DELNI to confirm access to PLR</li> <li>HEPs and PSRBs to prepare for Phase 2 and 3</li> </ul> </li> <li>Phase 2 work package definitions and Phase 2 business case plan</li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

'0.2 Phase 1 Business Case' has been broken down into 3 work packages for each of the implementation partners

Work package	0.21 LRS Phase 1 Business Case
Owner	SFA
Objectives/ Outcomes	<p>To procure implementation budget and resources for Phase 1 activities (as described in the ULN Roadmap).</p> <ul style="list-style-type: none"> <li>Review of LRS people, process and technology to assess the impact of HE adoption</li> <li>Work with implementation partners to identify and agree feasible timescales and solutions</li> <li>Develop and validate business case for the resources needed for Initiation and Phase 1</li> <li>Approval of business case and agreement to procure implementation resources</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>HESA, UCAS and HEPs to provide requirements requested</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>Summary of the work package plan (approach, deliverables and milestone delivery dates)</li> <li>Monthly progress reports (progress, achievements, risks and issues)</li> <li>Summary of the approved business case to HE ULN Adoption Group</li> <li>Engagement with relevant stakeholders: <ul style="list-style-type: none"> <li>HESA</li> <li>UCAS</li> <li>HEPs</li> <li>BIS</li> <li>LRS stakeholder group</li> </ul> </li> <li>Agree with partners milestone dates, solution and resources for the dependent work packages: <ul style="list-style-type: none"> <li>1.2 HESA ULN verification.</li> <li>1.3 HESA updates PLR</li> <li>1.4 HEPs register on LRS and access PLR</li> <li>1.6 UCAS ULN Verification.</li> <li>1.7 UCAS PLR application form interface</li> </ul> </li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

<b>Work package</b>	<b>0.22 UCAS Phase 1 Business Case</b>
<b>Owner</b>	UCAS
<b>Objectives/ Outcomes</b>	<p>To procure implementation budget and resources for Phase 1 activities (as described in the ULN Roadmap).</p> <ul style="list-style-type: none"> <li>Review of people, process and technology to access the impact of HE adoption</li> <li>Work with implementation partners to identify and agree feasible timescales</li> <li>Develop and validate business case for the changes needed for Initiation and Phase 1</li> <li>Approval of business case and agreement to procure implementation resources</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>SFA and HEPs to provide requirements requested by UCAS</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Summary of the work package plan (approach, deliverables and milestone delivery dates)</li> <li>Monthly progress reports (progress, achievements, risks and issues)</li> <li>Summary of the approved business case to HE ULN Adoption Group</li> <li>Engagement with relevant stakeholders: <ul style="list-style-type: none"> <li>HEPs</li> <li>SFA</li> <li>Awarding Organisations</li> <li>HESA</li> </ul> </li> <li>Agree with partners milestone dates, solution and resources for the dependent work packages: <ul style="list-style-type: none"> <li>1.5 Supply ULN on ABL</li> <li>1.6 UCAS ULN verification</li> <li>1.7 UCAS PLR application form interface</li> </ul> </li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

<b>Work package</b>	<b>0.23 HESA Phase 1 Business Case</b>
<b>Owner</b>	HESA
<b>Objectives/ Outcomes</b>	<p>To procure implementation budget and resources for Phase 1 activities (as described in the ULN Roadmap).</p> <ul style="list-style-type: none"> <li>Review of people, process and technology to access the impact of HE adoption</li> <li>Work with implementation partners to identify and agree feasible timescales</li> <li>Develop and validate business case for the changes needed for Initiation and Phase 1</li> <li>Approval of business case and agreement to procure implementation resources</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>SFA and HEPs to provide requirements requested by HESA</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Provide summary of the work package approach, deliverables and milestone delivery dates for HE ULN Adoption Group</li> <li>Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>Summary of the approved business case to HE ULN Adoption Group</li> <li>Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>HEP</li> <li>SFA</li> </ul> </li> <li>Agree with partners milestone dates, solution and resources for the dependent work packages: <ul style="list-style-type: none"> <li>0.4 HEP Capture ULN and submit to HESA</li> <li>1.2 HESA ULN verification</li> <li>1.3 HESA updates PLR</li> </ul> </li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

'0.3 Communication' has been broken down into 2 work packages for each of the implementation partners

<b>Work package</b>	<b>0.31 Communication UCAS</b>
<b>Owner</b>	UCAS
<b>Objectives/ Outcomes</b>	<p>To prepare the landscape for adoption by increasing awareness and adoption of ULN.</p> <ul style="list-style-type: none"> <li>Communications/guidance to increase the number of applications that include a ULN by <ul style="list-style-type: none"> <li>Encouraging schools and colleges to communicate ULN to learners and learners to enter their ULNs</li> <li>Encouraging HE admissions to capture ULN</li> <li>Encouraging mature student to self-register for ULNs before application.</li> </ul> </li> <li>Monitoring adoption and develop further communications to address any shortfalls.</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>SFA guidance on LRS registration and services</li> <li>HEDIIP information on future ULN benefits</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Summary of the work package approach, deliverables and milestone delivery dates</li> <li>Monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

<b>Work package</b>	<b>0.32 Communication SFA</b>
<b>Owner</b>	SFA
<b>Objectives/ Outcomes</b>	To prepare the landscape for adoption by increasing awareness and adoption of ULN. <ul style="list-style-type: none"> <li>• Communications/guidance to encourage schools and colleges to: <ul style="list-style-type: none"> <li>◦ communicate ULNs to their learners.</li> </ul> </li> <li>• Monitoring adoption and develop further communications and marketing activities to address any shortfalls.</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• UCAS guidance on how ULN will be used in the application process</li> <li>• HEDIIP information on future ULN benefits</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

<b>Work package</b>	<b>0.4 HEP Capture ULN (from UCAS) &amp; submit to HESA</b>
<b>Owner</b>	HESA
<b>Objectives/ Outcomes</b>	To increase the number of HEPs capturing ULNs from UCAS applications and submitting them through to HESA <ul style="list-style-type: none"> <li>• Communications/guidance to encourage HEPs to capture ULN and submit to HESA</li> <li>• Monitoring adoption and develop further communications and marketing activities to address any shortfalls.</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• UCAS guidance on how ULN is interfaced to HEP</li> <li>• HEDIIP information on future ULN benefits</li> <li>• Information on timescales for 1.5 Supply ULN on ABL</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

<b>Work package</b>	<b>0.5 Learner can control access to PLR.</b>
<b>Owner</b>	SFA
<b>Objectives/ Outcomes</b>	To enable learners to control how their data is shared. <ul style="list-style-type: none"> <li>• Provide the HE ULN Adoption Group with visibility of new functionality, capabilities and services re: Citizen Digital Service</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Citizen Digital Service progress</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Communication to relevant stakeholders (see Communications Strategy)</li> </ul>

<b>Work package</b>	<b>0.6 NHS use of ULN (initially NHSBSA HEE)</b>
<b>Owner</b>	HEDIIP PMO
<b>Objectives/ Outcomes</b>	To enable the NHS to adopt the ULN. <ul style="list-style-type: none"> <li>• Exploring use of the ULN in data sets provided to NHS organisations.</li> <li>• Exploring opportunity to make ULN mandatory for students funded by NHS and social care bursaries</li> <li>• Recommendations and plan to adopt the ULN in the NHS</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• NHSBSA, HEE, NHS Wales, Scotland and NI requirements</li> <li>• HEP requirements</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>◦ NHSBSA, HEE, NHS Wales, Scotland and NI</li> <li>◦ SFA</li> <li>◦ UCAS</li> <li>◦ HESA</li> </ul> </li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> <li>• Agreed definition for Phase 1 work package 1.8 NHS adoption of ULN (initially NHSBSA HEE) for the HE ULN Adoption Group</li> </ul>

<b>Work package</b>	<b>0.7 Explore Scottish adoption of the ULN &amp; PLR</b>
<b>Owner</b>	HEDIIP PMO
<b>Objectives/ Outcomes</b>	<p>To continue to explore Scottish adoption of the ULN and PLR.</p> <ul style="list-style-type: none"> <li>• Understand Scottish Government strategy towards adopting the ULN and PLR</li> <li>• Explore interoperability options between the ULN and the SCN</li> <li>• Explore Scottish benefits for adopting the ULN and PLR</li> <li>• Define and agree a set of proposals with appropriate stakeholders for adoption (or non-adoption) of the ULN and PLR in Scotland</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Scottish Government, SFC, SQA, Skills Development Scotland, NHS Education Scotland, SAAS, SFA, HEP and student requirements</li> <li>• SFA strategy for UK coverage</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>○ Scottish Government</li> <li>○ SFC</li> <li>○ SQA</li> <li>○ Skills Development Scotland</li> <li>○ NHS Education Scotland (other NHS Regions will need to informed)</li> <li>○ SFA</li> <li>○ HEP</li> <li>○ SAAS</li> </ul> </li> <li>• Agreed definition for Phase 2 work package SCN-ULN integration</li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> </ul>

## 5.2 Phase 1

<b>Work package</b>	<b>1.1 LRS HE Representation</b>
<b>Owner</b>	SFA
<b>Objectives/ Outcomes</b>	To Enhance the LRS stakeholder engagement to reflect the new stakeholder community in terms of HE organisations and the national administrations.
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Stakeholders (impacted by the roll out of the ULN to HE) requirements</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Communication with relevant stakeholders (see Communications Strategy)HEP</li> <li>• Updated HE stakeholder representation</li> </ul>

<b>Work package</b>	<b>1.2 HESA ULN verification.</b>
<b>Owner</b>	HESA
<b>Objectives/ Outcomes</b>	<p>To verify ULNs submitted to HESA.</p> <ul style="list-style-type: none"> <li>• Implementation of capability for HESA to verify ULNs submitted by HEPs.</li> <li>• Develop, agree and implement exception processes</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Resources and timescales: <ul style="list-style-type: none"> <li>○ 0.21 LRS Phase 1 Business Case</li> <li>○ 0.23 HESA Phase 1 Business Case</li> </ul> </li> <li>• SFA LRS service and data information and services</li> <li>• HESA stakeholder requirements</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Engagement with relevant stakeholders: <ul style="list-style-type: none"> <li>○ HEP</li> <li>○ SFA</li> </ul> </li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> <li>• ULN verification capability in service</li> </ul>

'1.3 HESA updates PLR' has been broken down into 2 work packages in recognition that HESA will have to undertake some work to ensure it is collecting the correct qualification information for the PLR.

<b>Work package</b>	<b>1.31 HESA obtains qualifications for PLR.</b>
<b>Owner</b>	HESA
<b>Objectives/ Outcomes</b>	<p>To ensure HESA is collecting and supplying the correct HE qualification information for the PLR.</p> <ul style="list-style-type: none"> <li>Review qualification information collected against requirements of the PLR</li> <li>Develop, agree and implement : <ul style="list-style-type: none"> <li>Any required changes to qualification information collection</li> <li>Provision of HE qualification information to the LRS to update the PLR</li> </ul> </li> <li>Implement appropriate data challenge and exception process</li> <li>Identify and resolve any data protection issues</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>Resources and timescales: <ul style="list-style-type: none"> <li>0.21 LRS Phase 1 Business Case</li> <li>0.23 HESA Phase 1 Business Case</li> </ul> </li> <li>SFA LRS service and data information and services</li> <li>HEP requirements requested</li> <li>Acceptance from HEP</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>HEP</li> <li>SFA</li> </ul> </li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> <li>HESA collection of qualifications for the PLR in service</li> </ul>

<b>Work package</b>	<b>1.32 HESA updates PLR</b>
<b>Owner</b>	SFA
<b>Objectives/ Outcomes</b>	<p>To update the PLR with HE qualifications collected by HESA</p> <ul style="list-style-type: none"> <li>Develop and implement a process to update the PLR from data supplied by HESA</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>Resources and timescales: <ul style="list-style-type: none"> <li>0.21 LRS Phase 1 Business Case</li> <li>0.23 HESA Phase 1 Business Case</li> </ul> </li> <li>HESA data and services</li> <li>HEDIIP HE stakeholder contacts to facilitate LRS communications</li> <li>Work package 1.31 HESA obtains qualifications for PLR</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>HESA</li> </ul> </li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> <li>HE qualifications updating the PLR in service (for students with ULNs)</li> </ul>

<b>Work package</b>	<b>1.4 HEPs register on LRS and access PLR</b>
<b>Owner</b>	SFA
<b>Objectives/ Outcomes</b>	<p>To register HEPs in the LRS service and deploy access to the PLR.</p> <ul style="list-style-type: none"> <li>Registering HEPs in the LRS service as users and as awarding organisations.</li> <li>Prepare HEPs to use LRS facilities, processes and responsibilities.</li> <li>Rolling out use the PLR to verify qualifications online.</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>Resources and timescales: <ul style="list-style-type: none"> <li>0.21 LRS Phase 1 Business Case</li> </ul> </li> <li>SPA advice and guidance</li> <li>HEDIIP HE stakeholder contacts to facilitate LRS communications</li> <li>HEDIIP information on future ULN benefits</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>HEP</li> <li>UCAS</li> <li>SPA</li> <li>Awarding Organisations</li> </ul> </li> <li>Communication with relevant stakeholders (see Communications Strategy)</li> <li>HEPs using PLR to verify qualifications</li> </ul>

To simplify the work packages '1.5 Supply ULN on ABL' and '1.9 HEP Capture ULN on ABL' have been combined

<b>Work package</b>	<b>1.5 Supply ULN on ABL</b>
<b>Owner</b>	UCAS
<b>Objectives/ Outcomes</b>	<p>To supply ULNs and SCNs to HEPs on the ABL.</p> <ul style="list-style-type: none"> <li>• UCAS implement the capability to supply ULNs on the ABL.</li> <li>• Communicate timescale and changes to HEPs.</li> <li>• Encourage HEPs to capture the ULN from the ABL link</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Resources and timescales: <ul style="list-style-type: none"> <li>○ 0.22 UCAS Phase 1 Business Case</li> </ul> </li> <li>• Awarding Organisation acceptance</li> <li>• HEP requirements</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Engagement with relevant stakeholders including <ul style="list-style-type: none"> <li>○ HEP</li> <li>○ Awarding Organisations</li> </ul> </li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> <li>• UCAS supplying ULN on ABL link</li> </ul>

<b>Work package</b>	<b>1.6 To verify ULN entered in UCAS applications</b>
<b>Owner</b>	UCAS
<b>Objectives/ Outcomes</b>	<p>To verify ULN entered in UCAS applications.</p> <ul style="list-style-type: none"> <li>• UCAS implement the capability to verify ULNs entered by applicants against the LRS and pass these to the HEP</li> <li>• Update information, advice and guidance.</li> <li>• Develop, agree and implement exception processes</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Resources and timescales: <ul style="list-style-type: none"> <li>○ 0.21 LRS Phase 1 Business Case</li> <li>○ 0.22 UCAS Phase 1 Business Case</li> </ul> </li> <li>• SFA LRS service and data information and services</li> <li>• HEP and HESA requirements</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>○ HEP</li> <li>○ SFA</li> </ul> </li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> <li>• UCAS ULN verification capability in service</li> </ul>

<b>Work package</b>	<b>1.7 UCAS PLR application form interface</b>
<b>Owner</b>	UCAS
<b>Objectives/ Outcomes</b>	<p>To enable students to download qualifications from the PLR into their UCAS application.</p> <ul style="list-style-type: none"> <li>• UCAS working with LRS to develop the capability to download qualifications into applications from the PLR.</li> <li>• Enable student to select which qualifications to include in their application and pass these to the HEP</li> <li>• Communicate timescale and changes to HEPs.</li> <li>• Update information advice and guidance.</li> </ul>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Resources and timescales: <ul style="list-style-type: none"> <li>○ 0.21 LRS Phase 1 Business Case</li> <li>○ 0.22 UCAS Phase 1 Business Case</li> </ul> </li> <li>• Awarding Organisation acceptance</li> <li>• SFA LRS service and data information and services</li> <li>• HEP requirements</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Provide summary of the work package approach, deliverables and milestone delivery dates</li> <li>• Provide monthly updates on progress, risks and issues to HE ULN Adoption Group</li> <li>• Engagement with relevant stakeholders <ul style="list-style-type: none"> <li>○ HEP</li> <li>○ SFA</li> <li>○ Awarding Organisations</li> </ul> </li> <li>• Communication with relevant stakeholders (see Communications Strategy)</li> <li>• PLR interface to UCAS application in service</li> </ul>

Work package 1.8 will be defined on completion of 0.6 NHS use of ULN (initially NHSBSA HEE)

## 6 Communication strategy

This section describes the communication strategy for each work package

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
Initiation	0.1 Adoption Governance	HE ULN Adoption Group	HE ULN Adoption Group	<b>Group meetings</b> <b>PMO monthly progress reports</b>	HEDIIP Programme Board	<b>Monthly PMO Programme updates.</b> <b>Programme Board meeting updates</b>	Welsh Government DEL. BIS.	<b>Achievements and key decisions communicated by PMO</b>
					HEDIIP Advisory Panel	<b>Monthly PMO Newsletter</b> <b>Advisory Panel meeting updates</b>	Scottish Government Jiscmail subscribers, Twitter followers etc.	
					LRS customers	<b>PMO reports to LRS Customer Scrutiny Group Meetings</b>	HEP student information system software suppliers	
Initiation	0.21 SFA Phase 1 Business Case	Skills Funding Agency	BIS	<b>Business Case</b> <b>Work package owner</b>	HEDIIP PMO	<b>Consult – plan, benefits</b>	HE ULN Adoption Group	<b>Monthly Progress Reports via PMO</b> <b>Summary business case</b> <b>Summary work package plan</b>
			SFA		UCAS HESA HE Providers	<b>Consult – requirements, solution options, timescales.</b>		
			LRS Customer Scrutiny Group		<b>Inform - SFA communications</b>			

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
Initiation	0.22 UCAS Phase 1 Business Case	UCAS	UCAS	Work package owner	HEDIIP PMO	Consult – plan, benefits	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary business case Summary work package plan
					SFA HESA HEP	Consult – requirements, solution options, timescales.		
					Awarding Organisations	Consult – requirements,		
Initiation	0.23 HESA Phase 1 Business Case	HESA	HESA	Work package owner	HEDIIP PMO	Consult – plan, benefits	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary business case Summary work package plan
					SFA HEP HESA CACHED Programme	Consult – requirements, solution options, timescales.		
Initiation	0.31 Communication UCAS	UCAS	UCAS	Work package owner	HEDIIP PMO	Consult – benefits + collateral	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary work package plan
					SFA	Consult – guidance on LRS services		
					Schools & Colleges HEP Admissions	UCAS communications		
							SPA	UCAS communications
						HE applicants	Inform through website Inform through School and Colleges	

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
Initiation	0.32 Communication SFA	Skills Funding Agency	SFA	Work package owner	HEDIIP PMO	Consult – benefits + collateral	HE ULN Adoption Group	Monthly Progress Reports via PMO  Summary work package plan
					UCAS	Consult – guidance on how ULN used in Admissions		
					Schools & Colleges	SFA Communications		
Initiation	0.4 HEP Capture ULN from UCAS	HESA	HESA	Work package owner	HE Providers	HESA Communications	HE ULN Adoption Group	Monthly Progress Reports via PMO  Summary work package plan
					UCAS	Consult timescales for 1.5 ULN on ABL		
					HEDIIP PMO	Consult – benefits + collateral		
Initiation	0.5 Learner can control access to PLR	Skills Funding Agency	Government Digital Service	SFA consult – requirements, solution, timescales	National Careers Service  Customer Scrutiny Group  Data Advisory Group	SFA Communications	HE ULN Adoption Group	Monthly Progress Reports via PMO  Summary work package plan

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
Initiation	0.6 NHS use of ULN	HEDIIP PMO	HEE Department of Health	PMO consult– requirements, solution options, timescales	NHSBSA HSCNI NHS Wales NES	PMO consult – requirements, solution options, timescales	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary work package plan
							DELNI BIS Scottish Government Welsh Government	Achievements and key decisions communicated by PMO
Initiation	0.7 Explore Scottish adoption of ULN and PLR	HEDIIP PMO	Scottish Government SFA	PMO consult– principles, requirements, solution options, timescales	SFC SAAS SQA SDS	PMO consult– principles, requirements, solution options, timescales	Welsh Government DEL BIS HEP	Achievements and key decisions communicated by PMO
					UCAS HESA HE ULN Adoption Group		PMO consult– principles, solution options, timescales	HE ULN Adoption Group

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
Phase 1	1.1 LRS HE Representation	Skills Funding Agency	SFA	Work package owner	HE ULN Adoption Group	Consult – sector requirements for HE representation	HEDIIP Programme Board	Achievements and key decisions communicated by PMO
					Customer Scrutiny Group Data Advisory Group	Consult – HE engagement in LRS stakeholder representation	HEDIIP Advisory Panel	
Phase 1	1.2 HESA ULN Verification	HESA	HESA	Work package owner	HE Providers	HESA consult– requirements, solution options, timescales, specifications	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary work package plan
			SFA	HESA consult– requirements, solution options, timescales, specifications			HESA customers	Achievements and key decisions communicated by HESA
							HEP student info system suppliers	HESA Communications – specifications, timescales

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
Phase 1	1.31 HESA obtains quals for the PLR	HESA	HESA	<b>Work package owner</b>	HE Providers	<b>HESA consult– requirements, solution options, timescales, specifications</b>	HE ULN Adoption Group	<b>Monthly Progress Reports via PMO</b> <b>Summary work package plan</b>
			SFA	<b>HESA consult– requirements, solution options, timescales, specifications</b>			HESA customers	<b>Achievements and key decisions communicated by HESA</b>
							HEP student info system suppliers	<b>HESA Communications – specifications, timescales</b>
Phase 1	1.32 HESA updates PLR	Skills Funding Agency	SFA	<b>Work package owner</b>	Customer Scrutiny Group Data Advisory Group	<b>SFA Communications</b>	HE ULN Adoption Group	<b>Monthly Progress Reports via PMO</b> <b>Summary work package plan</b>
							HE Providers	<b>HESA Communications</b>
			HESA	<b>SFA consult– requirements, solution options, timescales, specifications</b>			HE students	<b>Via HESA communications to HEP</b>
							Lifelong Learning Account holders Learners	<b>SFA Communications</b>

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy	
Phase 1	1.4 HEPs register with LRS and access PLR	Skills Funding Agency	SFA	Work package owner	HEP	Consult – requirements, services and timescales	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary work package plan	
					UCAS SPA	Consult – guidance for use in Admissions process	Students	UCAS Communications via Schools and Colleges	
					Awarding Organisations	Consult – use of the PLR in Admissions			
Phase 1	1.5 Supply ULN on ABL	UCAS	UCAS	Work package owner	HE Providers	Consult – requirements, and timescales	HE ULN Adoption Group	Monthly Progress Reports via PMO Summary work package plan	
					Awarding Organisations	Consult – use of the ULN	HEP student info system suppliers	UCAS Communications – specifications, timescales	
Phase 1	1.6 Verify ULN entered in UCAS applications	UCAS	UCAS	Work package owner	HEP	UCAS consult– requirements, solution options, timescales, specifications	HE ULN Adoption Group	Summary work package plan Monthly Progress Reports via PMO	
			SFA				UCAS consult– requirements, solution options, timescales, specifications	Schools & colleges Applicant	UCAS Communications
								HEP student info system suppliers	UCAS Communications – specifications, timescales
Phase 1	1.7 UCAS PLR application form interface	UCAS	UCAS	Work package owner	HE Providers	UCAS consult– requirements, solution options, timescales, specifications	HE ULN Adoption Group	Summary work package plan Monthly Progress Reports via PMO	

Phase	Work Package	Owner	Decision Maker(s)	Engagement Strategy	Influencer(s)	Engagement Strategy	Interested Parties	Engagement Strategy
			SFA	<b>UCAS consult– requirements, solution options, timescales, specifications</b>	Awarding bodies	<b>UCAS consult–use of awards on PLR</b>	Schools & colleges Applicant	<b>UCAS Communications</b>
							HEP student info system suppliers	<b>UCAS Communications – specifications, timescales</b>

## 7 Outline benefits case

Detailed below are the key benefits and outcomes for each of the stakeholders, the table shows how each Phase of the project contributes to the benefit. Phase 1 Work packages that contribute to the outcomes are shown in brackets.

Key: Partial – benefits/outcomes are partially delivered in the Phase indicated, Complete – delivery of full benefits/outcomes will be complete in the Phase. The table shows the Phase 1 outcomes which contribute to each benefit.

Stakeholder	Benefit	Phase 1 HE Adoption	Phase 2 Full UK Coverage	Phase 3 Wider Benefits
<b>Students</b>	For over 350,000 students a year use of the PLR should provide them with the ability to view and share all their qualifications online	PARTIAL English, Welsh and NI students PLR updated with HE qualifications (1.2, 1.3, 1.5, 1.6)	PARTIAL Coverage of ULN extended to Independent schools, Scotland and non-UK students	COMPLETE Usage of the PLR promoted into post-HE e.g. professional bodies and employers
	For students, use of the PLR should result in a reduction in the need to pay between £5 and £50 to replace lost certificates and transcripts.			COMPLETE HEPs update the PLR with transcript and HEAR
	For students who have invested in a UK degree programme, use of the ULN and PLR should result in a reduction in qualification fraud committed by students who have not made this investment.	PARTIAL English, Welsh and NI students PLR updated with HE qualifications (1.2, 1.3, 1.5, 1.6)	PARTIAL Coverage of PLR extended to Independent schools, Scotland and non-UK students	COMPLETE Usage of the PLR promoted into post-HE e.g. professional bodies and employers
	Data linking and sharing enabled by the ULN will also enable the development of more joined up student services; reducing the number of times a student or applicant has to enter information into different systems			
<b>HE Providers</b>	For HEPs, use of the PLR will result in a reduction in the 4.5 days per 1,000 applicants taken to verify qualifications during the admissions process.	PARTIAL For English, Welsh and NI students PLR can be used to verify up to level 3 qualifications (1.4, 1.5, 1.6, 1.7)	COMPLETE Coverage of PLR extended to Independent schools and Scotland	

Stakeholder	Benefit	Phase 1 HE Adoption	Phase 2 Full UK Coverage	Phase 3 Wider Benefits
	For HE Providers, use of the LRS should reduce the £16k to £30k cost per HEP of procuring and verifying contextualised admissions data.			<b>COMPLETE</b> LRS extended to support contextual admissions
	For HE Providers, use of the ULN should enable more efficient and effective analysis of widening participation activities which anecdotally cost institutions between £50k and £7m.	<b>PARTIAL</b> English, Welsh and NI students ULN should be recorded for use in WP analysis (1.2, 1.5, 1.6)	<b>COMPLETE</b> Coverage of the ULN extended to Scotland	
	For HE Providers, enabling students to share their PLR should result in a reduction in the need to provide employers with verified qualifications potentially saving up to 1 FTE per Provider.	<b>PARTIAL</b> For English, Welsh and NI students should be enabled to share HE qualifications using the PLR (1.2, 1.3, 1.5, 1.6)	<b>PARTIAL</b> Coverage of PLR extended to Independent schools, Scotland and non-UK students	<b>COMPLETE</b> Usage of the PLR promoted into post-HE e.g. professional bodies and employers
	For HE Providers the PLR should improve the accuracy of GCSE entry qualification data by 4%.	<b>PARTIAL</b> English, Welsh and NI students should be enabled to download verified qualifications from the PLR to their application forms (1.6, 1.7)	<b>COMPLETE</b> Coverage extended to Independent schools and Scotland	
<b>NHS</b>	For the NHSBSA, use of the ULN should improve processing for around 80,000 NHS bursary students and 11,000 social work bursary students by improving efficiency in processing change of circumstances, call referrals, confirmation of attendance, practice placement expenses and disabled student allowance applications by simplifying data matching.	<b>PARTIAL</b> English, Welsh and NI students will have ULNs that can be used by the NHS (1.2, 1.5, 1.6)	<b>PARTIAL</b> Coverage of ULN extended to Independent schools, Scotland and non-UK students	<b>COMPLETE</b> Usage of the ULN promoted into post-HE e.g. professional bodies and employers
	For the NHSBSA, use of the ULN should improve tracking of students by reducing the 15,000 duplicate accounts.	<b>PARTIAL</b> English, Welsh and NI students will have ULNs that can be used by the NHS (1.2, 1.5, 1.6)	<b>PARTIAL</b> Coverage of ULN extended to Independent schools, Scotland and non-UK students	<b>COMPLETE</b> Usage of the ULN promoted into post-HE e.g. professional bodies and employers

Stakeholder	Benefit	Phase 1 HE Adoption	Phase 2 Full UK Coverage	Phase 3 Wider Benefits
	For the NHS use of the ULN and PLR should result in a reduction in monetary losses associated with qualification fraud.	PARTIAL For English, Welsh and NI students should be enabled to share HE qualifications using the PLR (1.2, 1.3, 1.5, 1.6)	PARTIAL Coverage of ULN and PLR extended to Independent schools, Scotland and non-UK students	COMPLETE Usage of the PLR promoted into post-HE e.g. professional bodies and employers
<b>Employers</b>	For Employers, use of the PLR should result in a reduction in the £10 cost of verifying qualifications.	PARTIAL For English, Welsh and NI students should be enabled to share HE qualifications using the PLR (1.2, 1.3, 1.5, 1.6)	PARTIAL Coverage of ULN and PLR extended to Independent schools, Scotland and non-UK students	COMPLETE Usage of the PLR promoted into post-HE e.g. professional bodies and employers
	For Employers, use of the ULN and the PLR should result in a reduction in qualification fraud	PARTIAL For English, Welsh and NI students should be enabled to share HE qualifications using the PLR (1.2, 1.3, 1.5, 1.6)	PARTIAL Coverage of ULN and PLR extended to Independent schools, Scotland and non-UK students	COMPLETE Usage of the PLR promoted into post-HE e.g. professional bodies and employers
<b>Widening Participation</b>	For HEAT use of the ULN should reduce the costs of fuzzy matching to track students accessing widening participation initiatives	PARTIAL English, Welsh and NI students will have verified ULNs, on the HESA student dataset, that can be used in matching processes (1.2, 1.5, 1.6)	COMPLETE Coverage of ULN extended to Independent schools and Scotland	
<b>Research Councils</b>	The ability to track students into destinations using the ULN is a major benefit to Research Councils.	PARTIAL English, Welsh and NI students will have ULNs that can be used in tracking (1.2, 1.5, 1.6)	COMPLETE Coverage of ULN extended to Independent schools, Non-UK students and Scotland	

Stakeholder	Benefit	Phase 1 HE Adoption	Phase 2 Full UK Coverage	Phase 3 Wider Benefits
<b>HE Stakeholders - Long term</b>	<p>Growing confidence and coverage of the ULN and PLR in HE should lead to further downstream benefits which, although difficult to measure at this stage will be significant:</p> <ul style="list-style-type: none"> <li>• Reduction in data collection from HE Providers – for example ‘qualification’ and ‘institutions attended’ information currently collected from HE Providers by HESA could be accessed directly from the PLR.</li> <li>• HE Providers maintenance of unique student identifiers could be reduced - for example HESA’s HUSID and SLC’s SSN could be replaced by the ULN.</li> </ul>	<p><b>PARTIAL</b></p> <p>Coverage of the ULN will include verified ULNs for English, Welsh and NI HE students on the HESA student dataset (1.2, 1.5, 1.6)</p>	<p><b>PARTIAL</b></p> <p>Coverage of ULN extended to Independent schools, Scotland and non-UK students</p>	<p><b>COMPLETE</b></p> <p>Usage of the ULN promoted into post-HE e.g. professional bodies and employers</p>

## 8 Key outcomes

Key outcomes to be monitored to check adoption progress towards the benefits shown in the previous section:

- Number of UCAS applications with ULNs
- Number of verified ULNs supplied by UCAS through:
  - Application forms
  - ABL link
- Number of ULNs collected by HESA
- Number of verified ULNs in HESA datasets
- Number of HEPs registered on the LRS
- Number of HEPs accessing the PLR to verify qualifications
- Number of HE qualifications being updated onto the PLR
- Number of PSRBs and employers:
  - Registered on the LRS
  - Accessing the PLR
- NHS adoption of the ULN

The above will be expressed as absolute numbers and as percentages

## 9 Management strategy

Throughout the adoption process each stakeholder is responsible for the changes required to their own systems and processes and each stakeholder only funds their own changes. Each work package will have an owner who will be responsible for defining the required change (in liaison with other impacted stakeholders), making the changes required to their own systems and processes and co-ordinating the implementation with the other stakeholders.

Each work package owner will be responsible for co-ordinating the end to end delivery of their own work packages liaising their stakeholders communities and implementation partners. HEDIIP recognises that each stakeholder has their own governance, project and change management arrangements in place.

### 9.1 Adoption

An HE ULN Adoption Group will be formed to co-ordinate implementation of the work packages and the overall adoption plan. The Group will include work package owners and the key stakeholders impacted by the adoption and will meet on a quarterly basis to review progress, risks and issues.

#### **HE ULN Adoption Group:**

Chair: Andy Youell, Programme Director, HEDIIP

Members: Dan Cook – Head of Collections Development, HESA  
Helen Mansfield – Head of Workforce & Development, Health Education North West London  
Jonathan Dalton – Head of Consumer Services Planning, Skills Funding Agency  
Martin Boyle – Director of Planning and Business Intelligence, University of Glasgow  
Martin Smith – Deputy Director Funding Policy, SFC  
Mike Spink – Data Architect, UCAS  
Louisa Ruman - NHSBSA  
John Britton – Deputy Director of Planning, Cardiff University  
Paul Baron, Programme Manager, HEDIIP  
Jenni Cockram, Programme Officer, HEDIIP

## HE ULN Adoption Group terms of reference:

- Act as a steering and oversight group for the adoption
- Contribute to the specification of work packages, including scope, sustainability and outcomes;
- Respond to requests and make decisions on escalated risks and issues
- Act as ambassadors and champions for the adoption
- Approve the adoption plan and any changes requested
- Provide overall guidance and direction to the adoption, ensuring it remains viable and within constraints
- Ensure that dependencies are being tracked and managed as effectively as possible
- Review and approve plans for future phases of the adoption
- Review the Blueprint, Roadmap and benefits case to ensure it remains relevant and achievable

## Management

On a monthly basis the work package owners should submit a highlight report to the HEDIIP PMO. The PMO will then provide a consolidated report to the Adoption Group. The report should include a summary of progress against plan, escalated risks and issues and summaries planned actions in the next month. In between Group meetings the PMO will be responsible for issue and risk escalation.

The HEDIIP PMO will:

- maintain the adoption plan
- distribute Highlight reports to members of the Adoption Group
- administer the Adoption Group meetings
- escalate appropriate risks and issues to the HEDIIP Advisory Panel, Programme Board and appropriate stakeholders
- report progress to the HEDIIP Advisory Panel, LRS Customer Scrutiny Group and HEDIIP Programme Board

## 9.2 Risks and issues

Each work package owner should operate their own risk and issue management strategy in accordance with their organisation's policies and procedures.

Risks and issues that affect dependencies between stakeholders and work packages, or impact the overall adoption objectives should be reported to the Adoption Group through the monthly Highlight report.

The HEDIIP PMO will maintain a Risk, Assumption, Issue, Dependencies and Decision (RAIDD) Log and be responsible for escalating issues where appropriate to stakeholders, the HEDIIP Advisory Panel and Programme Board.

## 9.3 Quality

Each work package owner should operate their own quality management strategy in accordance with their organisation's policies and procedures. Quality management, service level agreements concerning interfaces between stakeholders should be agreed bi-laterally by the stakeholders involved.

## 9.4 Communication

Each work package owner should develop and operate their own communication strategy for their internal and external stakeholders in accordance with their organisation's policies and procedures.

Section 5 provides an overall breakdown of the Adoption Plan's communication strategy.