Programme Plan to July 2015

1 Document Control

Revision History

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3 Foreword

I am pleased to introduce the first annual Programme Plan of the Higher Education Data & Information Improvement Programme (HEDIIP).

This Programme has an objective that was defined within the 2011 White Paper *Students at the Heart of the System*. The White Paper provided a bold mandate to redesign the HE information landscape in order to reduce duplication within it, to enhance access to it, and to improve the timeliness and quality of data and information flows that support it. It is an objective that has clarity in its purpose. However, the complexity of the present information landscape dictated that considerable analysis was needed before an appropriate methodology could be defined, and yet further work undertaken before likely outcomes, and hence impacts, could be identified. To achieve the White Paper's bold objective, a journey of analysis, change and evaluation had to be started; a journey where milestones of review, evaluation and planning would feature in Programme governance. This document represents one such milestone.

Studies in 2012/3 identified key issues to be addressed and considered how best to carry this work forward. The creation of HEDIIP in 2013 and the level of support that this programme is attracting – from all four nations of the UK – reflects the importance that is attached to this work.

Major change programmes of this nature involve many parties and are subject to hitherto unknown pressures during their life, but the direction is clearly defined and the initial stages of the journey have been successfully completed. There are projects within the programme that will deliver known outcomes and measurable impacts; there are other projects that identify new challenges to be overcome. The latter will crystallise into new projects focussed on further improvements, delivering substantive outcomes and defined impacts.

This plan includes work which carries forward initiatives already started under the umbrella of the Regulatory Partnership Group: the creation of a new subject coding system for HE, the implementation of the Unique Learner Number, and the development of a common HE data language. The plan also includes new strands of work to improve the way data is managed and to establish methodologies for evaluating the benefits of change in this field.

The present data and information landscape has evolved over decades to meet discrete individual organisational needs, not by sector-wide strategic design. The creation of HEDIIP provides a once-in-a-generation opportunity to challenge existing practice; to address fundamental issues of design; to improve the management of data and information, and to realise its value beyond its burden. In order to succeed in this journey, all parties involved need to understand the issues through the lens of others; all parties need to be open to change. The commitment shown by all parties to date provides me with confidence that their support will be sustained and that the objectives of this ambitious Programme will be achieved.

Sir Tim Wilson
Chair of the HEDIIP Programme Board

4 Executive Summary

This is the first Programme Plan for the Higher Education Data & Information Improvement Programme (HEDIIP). It covers the period from programme establishment until July 2015. The Programme Plan is a living document and will be subject to further development as the programme progresses through its definition stage.

The plan is organised into three broad themes; strategy and change, standards and understanding, and capability and excellence. The first theme considers what we want the future information landscape to look like and how we can get there; the second theme addresses issues of data and information standardisation and the third theme considers the processes and capabilities that work across the landscape.

5 Introduction

5.1 Vision

HEDIIP has been established to redesign the UK HE information landscape, to implement a new system that reduces the burden on data providers and improves the quality, timeliness and accessibility of data and information about HE.

5.2 Programme objectives

The RPG study[1] that recommended the creation of HEDIIP set out the six key issues faced by the information landscape and the desired programme objectives that address these issues. This analysis of issues and objectives has informed the drafting of the Programme Plan.

Issue	Desired objectives
1. A lack of visibility of data collections conducted and data available in the sector	a. Better understanding by institutions of how they can use data for their own benefit
	b. Better understanding by data collectors of data available in order to reduce duplicated collections
2. Poor understanding of the purpose of data collections	a. Clarity for institutions on the purpose and value of data collections
	b. Identification and elimination of any non-value added data collections
3. No common data language	a. Comparable, better quality and more accessible data sets
	b. Reduced duplication of data collections through data sharing (facilitated by common data definitions)
4. Weak operational co-ordination between organisations including data sharing	a. Reduced duplication of data collections through more efficient data collection processes and data sharing
	b. Improved timeliness of data
5. Absence of a sector wide strategy on data	a. Sector wide strategies to promote consistency across all organisations
	b. Sector wide understanding of the needs and requirements of data users
6. No mandate or expectations to change behaviours to drive efficiencies	a. Data collectors to seek most efficient method of collecting data to meet their requirements
	b. HE institutions to adopt most efficient and effective methods of data management and governance.

[1] http://www.hediip.ac.uk/wp-content/uploads/RPG_HEDIIP_proposal_2013-03.pdf

6 Programme Schedule

The programme schedule (Figure 1 below) shows the projects that have been identified to take the programme through to July 2015.

The schedule includes an overarching Programme Management project focussed on the methodology of defining and measuring benefits of change. The remaining projects are clustered under three themes: 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 sections 7 through to 10.

The November 2013 Programme Board requested a clear articulation of the benefits led approach used in project definition and an acknowledgement of the affect of stakeholder engagement upon project timing. The former has been consolidated into the plan by ensuring that benefits measurement is an overarching project, the latter will be accommodated by regular reviews of the delivery stages of individual projects and the external influences that may delay them.

The plan has been structured along the following principles and priority:

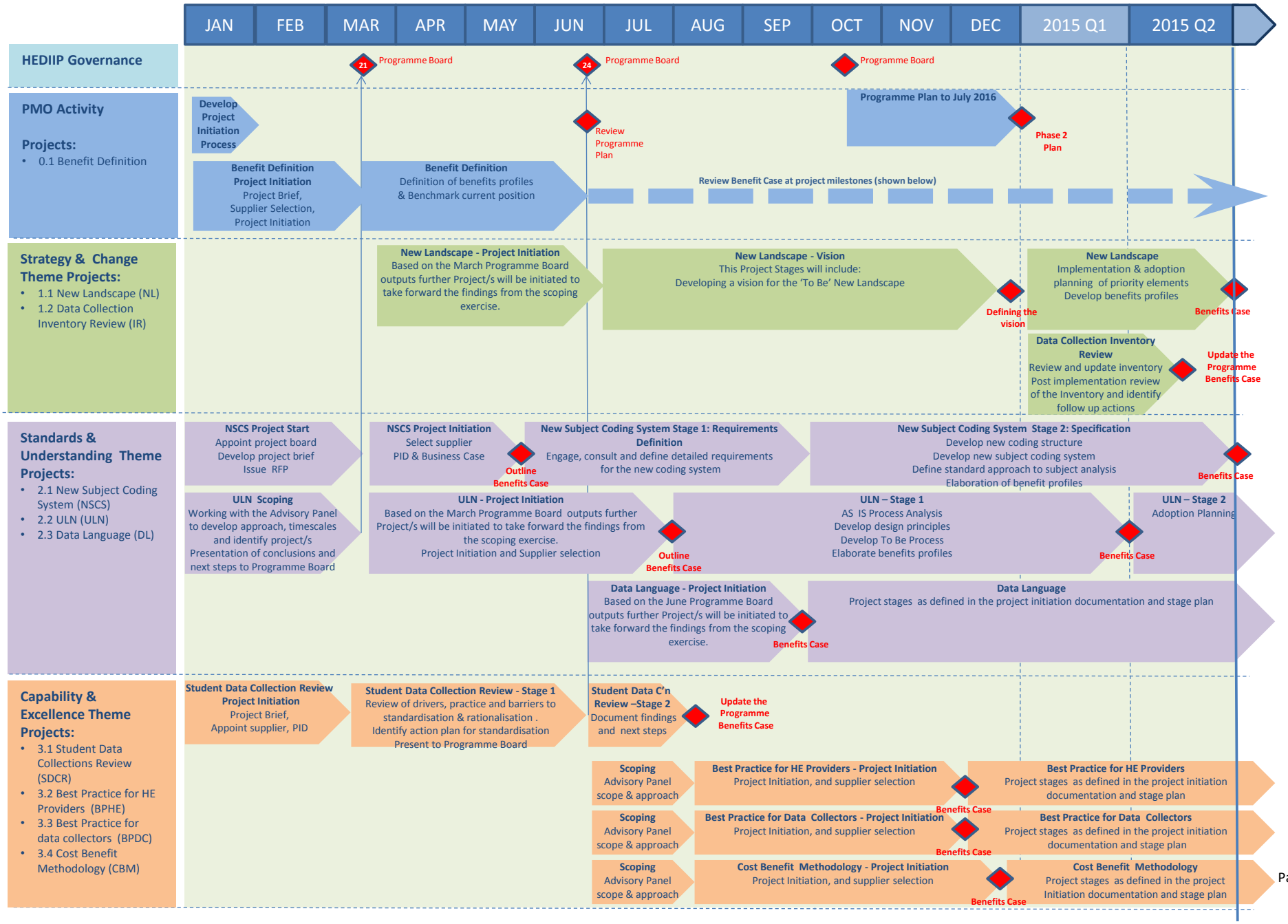
- The overarching Benefits definition project will identify the current level of resources required to support the existing data landscape and identify measures that can be used to define the potential benefits of change.
- The New Subject Coding System and Unique Learner Number are priorities for the programme and project initiation and the associated benefits analysis will start on these projects in January 2014.
- The Student Data Collection Review run under the Capability and excellence theme will examine the rationale for multiple data collections with similar attributes, and the potential to reduce or consolidate them.
- The other listed projects under the three themes will be defined in detail during the period of this plan and prioritised using the outcome of the benefits analysis.

The Programme Plan will be revised during the year to include project milestones identified from the scoping exercises and the communications plan, informed by stakeholder analysis and undertaken by the PMO. Such revisions will be undertaken within the governance framework of the Programme.

Appendix 1 shows a mapping of the projects against the Programme outcomes and benefits. The programme outcomes and benefits have been derived from the report “A Pathway to Reform – Redesigning the higher education data and information landscape”[2].

[2] Regulatory Partnership Group, June 2012

Figure 1 - Programme schedule



7 PMO Activity

7.1 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.

Responsibilities include supporting the Programme Director to:

- develop business cases to support the commissioning or tendering of projects;
- manage the portfolio of projects;
- co-ordinate project strands and identify synergies and overlaps;
- identify overlaps with other sector projects in this area;
- manage benefits realisation, communications and reporting;
- be a visible point of contact and locus of expertise for HE providers and other stakeholders; and
- prepare agendas and papers for programme board meetings.

The table below shows the next phase of activities of the PMO.

Activity	**Timescale**
Developing a project initiation and management plan – to include the commissioning process for project resourcing, the project approval and control processes and Programme Quality Plan	March 2014
Developing a stakeholder map and detailed communication plan	March 2014
Implementing the programme and project management control and reporting processes	March 2014

7.2 Benefits realisation

The PMO will manage the programme benefit profiles and realisation plan. The initial activity will be to identify the programme benefit profiles. This will be done by commissioning a project to define the profiles and to benchmark the current position (as shown in section 7.3 below).

At key milestones identified in the programme schedule the PMO will carry out an independent review of each project to ensure the anticipated benefits are realisable, or understated. The result of the review will be used to revise project plans and may lead to project re-scoping, re-defining the benefit case or, if the benefit case is no longer achievable, project closure.

7.3 PMO projects

0.1 Benefits Definition

Summary:

This is an enabling project to define programme benefit profiles and to benchmark the current position. The project will enable prioritisation and scoping of programme activity based on the potential benefits.

Description:

The project will engage with HEIs, data collectors and funders in order to understand the current level of activity involved in:

- preparation, transmission and collection of data
- reconciliation and data validation
- collection, development and maintenance
- analysis required due to the lack of timely data and non-alignment with the business cycle

The project will use the information gathered to develop benefits profiles which will then be reviewed by the Advisory Panel before being presented to the Programme Board.

The project will enable the programme to take a benefits driven approach to the prioritisation of projects and deliverables. These benefits will therefore inform the scoping of the following projects:

- 1.1 New Landscape
- 2.3 Data Language
- 3.3 Best practice for HE providers
- 3.4 Best practice for HE collectors
- 3.5 Cost benefit methodology

The output from the project will be presented to the June Programme Board. At this point there will be a review of the programme plan.

Key Deliverables:	**Timescales (up to Jul 2015)**
Benefits Profile & benchmark	Jun 2014 (Programme Board)

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.

Approach
The approach to this theme will be:

1. Building on the studies already undertaken, engage with stakeholders across the landscape to build and share a deep understanding of the problems with the current landscape and the opportunities for change that exist.

2. Create a high-level design of the information landscape that addresses these problems, achieves the vision of HEDIIP and is supported by the various groups of stakeholders across the landscape.
    - This will be an iterative process
    - It should focus on high-level design principles
    - It should include clearly defined benefits at both a landscape level and for individual stakeholders

3. Understand where we currently are and the journey that is required to realise that vision; focus on priorities and remain pragmatic as to what is achievable and what will gain widespread support.

4. Commission and support projects to undertake that journey.

5. Monitor, review and report
    - Monitor the broader environment for significant changes and drivers that will affect the programme
    - Evaluate progress against aims and benefits realised
    - Review and update plans

8.2 Projects

<table>
<tr><td colspan="2">1.1 New Landscape</td></tr>
<tr><td colspan="2">Summary:
The project will define the new data and information landscape for HE, providing a blueprint to maintain the programme's focus on delivering the required transformations.</td></tr>
<tr><td colspan="2">Description:
The project initiation stage will use the benefits identified by the Benefits Definition (0.1) to define the approach to develop the programme vision and define a new landscape for HE data and information.

Following the development of the new landscape the project will work to develop an adoption plan. The adoption plan will identify the key stakeholders involved in the implementation, their role and will also show how implementation activity can be co-ordinated. This will require prioritisation of the landscape elements, understanding of the risks involved and developing an implementation strategy that takes into account the constraints, capacity and capabilities of the stakeholders to effect the changes required.

The project will also develop a governance and sustainability model to ensure the on-going maintenance and development of the landscape.

The outcomes and benefits listed below will be accrued from the adoption of the new landscape by the HE sector.</td></tr>
<tr><td>Key Deliverables:
Project Initiation
New landscape definition
Prioritised adoption plan
Benefits profiles</td><td>Timescales (up to Jul 2015)
Jul 2014 (Programme Board)
December 2014
June 2015
June 2015</td></tr>
<tr><td>Programme Outcomes the project will support</td><td>Programme Benefits the project will support</td></tr>
<tr><td>1.Reduced burden - reducing duplicate collection, improved reuse & automation
2. Improve data quality – reduce ambiguity, errors, improve timeliness
3. Accessibility – simpler data exchange, comparison & standard definitions
4. Increased flexibility to meet new/unforeseen requirements
5. Increased capability for added value analysis – data linking
6. Consistent performance information
7. Improved capability for partnership working – consistent data
8. Improved IAG – coherent, consistent information, better presentation of info</td><td>1. Reducing % time, cost of collection, preparation, transmission of data
2. Opportunity cost of added value analysis
3. Greater confidence in policy and funding decisions
4. Reduction in % inconsistency errors
5. % Reduction in the number of data collections
6. Increased information accuracy – cycle alignment
7. More timely availability of information
8. % Reduction in time, cost of system & process changes
9. Improved quality of decision making (see note)
10. Increased trust in and reputation of HE information
11. Greater transparency in demonstrating value for money
12. Improved management of performance – KPIs, benchmarking
13. Students make better choices – better satisfaction & retention</td></tr>
</table>

1.2 Data Collection Inventory Review	
Summary: An enabling project to evaluate the implementation of the Data Collection Inventory and identify any further actions required.	
Description: The project will be initiated after the inventory has been in place for 12 months. The project reviews the inventory's contribution towards delivering programme outcomes. The review will also identify any follow up actions, including changes to the inventory, to leverage the benefits of the inventory. Following the review benefits identified will be updated in the programme benefits profiles.	
Key Deliverables: Post implementation review of the inventory	**Timescales (up to Jul 2015)** June 2015

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

Approach
The approach to this theme will be:

1. Analyse the data definitions that currently exist in order to
    a. identify those areas where de facto standards already exist,
    b. identify those areas where standard concepts are described with different language, and
    c. identify those genuine differences between apparently similar concepts

2. Identify and engage with the various data standards organisations and activities that are relevant to Higher Education

3. Review the analysis standards that are used across the landscape to identify differences in analysis algorithms, and therefore the information that is published from data
    a. Promote the understanding of differences in analyses
    b. Where possible, standardise analysis algorithms in order to improve comparability of information

4. Identify and prioritise gaps in data and analysis standards; commission projects as appropriate.

5. Promote engagement with the data standards agenda and the adoption of standard definitions amongst stakeholders.

9.2 Projects

<table>
<tr><td colspan="2">2.1 New Subject Coding System</td></tr>
<tr><td colspan="2">Summary:
Developing a new subject coding system to replace JACS</td></tr>
<tr><td colspan="2">Description:
Stage 1 will include building on the 2013 report by Dr Gill Ferrell, engage, consult and define the detailed requirements for a new subject coding system for HE.

Stage 2 will include the development of a new subject coding system for HE, including the specification of a standard approach to analysis and aggregation of subject data.

The project will need to develop a governance and sustainability model to ensure the on-going maintenance and continual development of the system</td></tr>
<tr><td>Key Deliverables:
Project Initiation
Coding requirements analysis
New subject coding structure
New subject coding system
Standard approach to subject analysis (e.g. STEM, Chemistry)
Standard methodology for text mining
Adoption plan
Governance & sustainability plan
Adoption into service</td><td>Timescales (up to Jul 2015)
May 2014
Sep 2014
Jun 2015
Jun 2015
Jun 2015

(dependent on Coding requirements analysis)
tba
tba
From 2016 onwards</td></tr>
<tr><td>Programme Outcomes the project will support</td><td>Programme Benefits the project will support</td></tr>
<tr><td>1.Reduced burden - reducing duplicate collection, improved reuse & automation
2. Improve data quality – reduce ambiguity, errors, improve timeliness
3. Accessibility – simpler data exchange, & standard definitions
4. Increased flexibility to meet new/unforeseen requirements</td><td>1. Reducing % time, cost of collection, preparation, transmission
2. Opportunity cost of added value analysis
3. Greater confidence in policy and funding decisions
4. Reduction in % inconsistency errors
5. % Reduction in the number of data collections
6. Increased information accuracy – cycle alignment
7. % Reduction in time, cost of system & process changes
8. Improved quality of decision making (see note)
9. Increased trust in and reputation of HE information</td></tr>
</table>

2.2 ULN

Summary:

The adoption of the Unique Learner Number (ULN) across the HE landscape

Description:

The first stage will be a pre-project scoping exercise, engaging with the Advisory Panel to review the 2013 Fice/Ferrell report on adoption of the ULN in HE; develop an approach and timescale for the adoption of the ULN in the HE sector; consult with relevant stakeholders in order to achieve consensus.

The conclusion from this scoping exercise will be presented to the Programme Board. Following this project/s will be defined in detail to support the implementation. The project is aiming for adoption into service from 2015 onwards.

The project will develop a Governance and sustainability model to ensure that the on-going adoption of the ULN in HE is appropriately managed.

The outcomes and benefits listed below will be accrued from the implementation of the ULN. Timescales following the scoping exercise will be subject to the outcome of the March Programme Board.

Key Deliverables:	**Timescales (up to Jul 2015)**
Scoping recommendations	Mar 2014 (Programme Board)
Further milestones to be established following March Programme Board	
Adoption into service	From 2015 onwards

Programme Outcomes the project will support	**Programme Benefits the project will support**
1.Reduced burden - reducing duplicate collection, improved reuse & automation	1. Reducing % time, cost of collection, preparation, transmission
2. Improve data quality – reduce ambiguity, errors, improve timeliness	2. Opportunity cost of added value analysis
3. Accessibility – simpler data exchange, comparison & standard definitions	3. Greater confidence in policy and funding decisions
4. Increased capability for added value analysis – data linking	4. Reduction in % inconsistency errors
5. Improved IAG – coherent, consistent information, better presentation of info	5. % Reduction in the number of data collections
	6. Increased information accuracy – cycle alignment
	7. Improved quality of decision making (see note)
	8. Increased trust in and reputation of HE information
	9. Students make better choices – better satisfaction & retention

2.3 Data Language

Summary:

The adoption of a standard core data specification, a standard lexicon and an on-going governance process across the HE landscape.

Description:

The project initiation stage will use the benefits identified by the Scoping Project (3.1) and the 2013 report by John Milner on the development of an HE data language to define the project approach. The Advisory Panel will be engaged to review the scope in terms of its breadth and depth.

This initiation stage will define the project delivery stages, which may include dividing the project up into a number of delivery projects. Project Brief/s will be developed and presented to the Programme Board. Following approval of the Project Briefs the project/s will be defined in detail.

The development and adoption of a standard data language will be an on-going activity; this project will address key priority areas identified by the benefits profiles. The project will also define a Governance and sustainability model to ensure that the standard data language continues to be developed and adopted by the sector.

Key Deliverables:	**Timescales (up to Jul 2015)**
Scoping recommendations	June 2014 (Programme Board)
Further milestones to be established	
Adoption into service	From 2016 onwards
Programme Outcomes the project will support	**Programme Benefits the project will support**
1.Reduced burden - reducing duplicate collection, improved reuse & automation	1. Reducing % time, cost of collection, preparation, transmission
2. Improve data quality – reduce ambiguity, errors, improve timeliness	2. Opportunity cost of added value analysis
3. Accessibility – simpler data exchange, comparison & standard definitions	3. Greater confidence in policy and funding decisions
4. Increased flexibility to meet new/unforeseen requirements	4. Reduction in % inconsistency errors
5. Increased capability for added value analysis – data linking	5. % Reduction in the number of data collections
6. Consistent performance information	6. Increased information accuracy – cycle alignment
7. Improved capability for partnership working – consistent data	7. % Reduction in time, cost of system & process changes
	8. Improved quality of decision making (see note)
	9. Greater transparency in demonstrating value for money
	10. Improved management of performance – KPIs, benchmarking

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

Approach
The approach to this theme will be:

1. Gain a better understanding of the drivers behind the range of data collections that take place and the barriers to standardisation and rationalisation.

2. Identify and pursue opportunities for the standardisation and rationalisation of data collections.

3. Identify and promote best practice for data collectors in the specification and operation of data collections and in data sharing.

4. Identify and promote best practice for the management and governance of data to support reporting by HE providers.

10.2 Projects

<table>
<tr><td colspan="2">3.1 Student Data Collection Review</td></tr>
<tr><td colspan="2">Summary:
This is an enabling project to review student data collections in order to inform quantifying the programme benefits and recommend next steps.</td></tr>
<tr><td colspan="2">Description:
Review student data collections to gain a greater understanding of drivers, practice and barriers to standardisation and rationalisation. The review will recommend achievable goals for the standardisation and rationalisation of collections and identify next steps.

The review will feed into the work to design the future landscape. The outputs from the project will also be fed into the programme benefits profiles. The project will define a governance and sustainability model to ensure the continued maintenance of the inventory.</td></tr>
<tr><td>Key Deliverables:
Review report & recommendations presentation
Final Report & recommendations</td><td>Timescales (up to Jul 2015)
Jun 2014 (Programme Board)
Jul 2014</td></tr>
</table>

3.2 Best Practice for HE Providers	
Summary: The identification and dissemination of best practice in data management and governance for HE providers.	
Description: Review of data management and governance amongst HE providers with an emphasis on how they respond to requests for data and information; identification and promotion of best practice; identification of areas for further development. The project will need to develop a governance and sustainability model to ensure the on-going maintenance and continual improvement of best practice across the sector. The project will aim for adoption of best practice from 2015 onwards. *The outcomes and benefits listed below will be accrued from the implementation. Timescales following the scoping exercise will be subject to the outcome of the June Programme Board.*	
Key Deliverables: Best practice Adoption into Service	**Timescales (up to Jul 2015)** tba From 2015 onwards
Programme Outcomes the project will support	**Programme Benefits the project will support**
1. Reduced burden - reducing duplicate collection, improved reuse & automation 2. Increased flexibility to meet new/unforeseen requirements	1. Reducing % time, cost of collection, preparation, transmission 2. Opportunity cost of added value analysis 3. % Reduction in time, cost of system & process changes

3.3 Best practice for Data Collectors	
Summary: The identification and dissemination of best practice for data collectors	
Description: Review of practice amongst data collectors; identification and promotion of best practice in data specification, collection and sharing; identification of areas for further development. The project will need to develop a governance and sustainability model to ensure the on-going maintenance and continual improvement of best practice across the sector. The project will aim for adoption of best practice from 2015 onwards. *The outcomes and benefits listed below will be accrued from the implementation. Timescales following the scoping exercise will be subject to the outcome of the June Programme Board.*	
Key Deliverables: Best practice Adoption into Service	**Timescales (up to Jul 2015)** tba From 2015 onwards
Programme Outcomes the project will support	**Programme Benefits the project will support**
1.Reduced burden - reducing duplicate collection, improved reuse & automation 2. Increased flexibility to meet new/unforeseen requirements	1. Reducing % time, cost of collection, preparation, transmission 2. Opportunity cost of added value analysis 3. % Reduction in time, cost of system & process changes

3.4 Cost Benefit Methodology	
Summary: The development of a cost/benefit model for evaluating data collections.	
Description: Drawing on the experiences of data collectors in other sectors, develop and consult on a process to assess the cost and benefit of data collections that can be used in HE in order to gain efficiencies and manage burden. Test this model against existing data collections. The project will need to develop a governance and sustainability model to ensure the on-going maintenance and continual improvement of the methodology across the sector. The project will aim for adoption of the methodology from 2015 onwards. *The outcomes and benefits listed below will be accrued from the implementation. Timescales following the scoping exercise will be subject to the outcome of the June Programme Board.*	
Key Deliverables: Cost/benefit model for HE data collections Analysis of cost/benefit for existing data collections From 2015 onwards	**Timescales (up to Jul 2015)** tba From 2015 onwards
Programme Outcomes the project will support	**Programme Benefits the project will support**
1.Reduced burden - reducing duplicate collection, improved reuse & automation	1. Reducing % time, cost of collection, preparation, transmission 2. % Reduction in time, cost of system & process changes

11 Risks and Issues

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 Resources

HEDIIP is funded 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.

13 Programme Management

13.1 Governance

As a programme, HEDIIP does not have a legal status or identity of its own. The study that defined the HEDIIP programme recommended to RPG that HEDIIP should be hosted by HESA. The implications of this are:

- The HEDIIP Programme Director and office staff will be employees of HESA, reporting to the HESA Chief Executive
- The funding for HEDIIP will be to HESA.
- HEDIIP projects will be commissioned through HESA.
- The HESA Board need to have an oversight of HEDIIP activity to allow for accountability.

The relationship between the HEDIIP Programme Board and HESA is defined in a Memorandum of Understanding which includes the specification of the service that HESA will provide to HEDIIP and the reporting responsibilities from HEDIIP to the HESA Board.

The HEDIIP Programme Board will meet 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 Initiation Document and approved as part of the Initiation process.

At the time of writing the PMO are in the process of developing the Project Initiation and Commissioning process which is due to be approved by the Programme Board in March 2014.

13.2 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 PRINCE2.

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.

14 Mapping HEDIIP activities to programme objectives

The key issues that HEDIIP and desired programme objectives are set out in section 4. The following analysis maps the activities from this plan to the desired outcomes and sets out the further activities that will be required to fully achieve the outcomes.

Issue	Desired objectives	Activities in this plan	Follow on Programme activities	Follow on stakeholder activities	Measures of success
1. A lack of visibility of data collections conducted and data available in the sector	a. Better understanding by institutions of how they can use data for their own benefit	Inventory of data collections 3.2 Best practice for HE Providers	- Review and further development of best practice for institutions	- Use of inventory by HE providers to fully understand their own reporting requirements. - Widespread adoption of best practice by institutions.	- HE providers are aware of exactly which collections they are responding to. - HE providers derive additional value through improved data management and analytical capabilities.
	b. Better understanding by data collectors of data available in order to reduce duplicated collections	Inventory of data collections 3.1 Student Data Collections Review 3.3 Best practice for data collectors	- Review and further development of best practice for data collectors. - Opportunities for standardisation/rationalisation of data collections are followed through.	- Use of inventory by data collectors to identify alternative sources of data. - Widespread adoption of best practice by data collectors.	- Increased collaboration and coordination between data collectors. - Reduction in the number of HE data collections that exist.
2. Poor understanding of the purpose of data collections	a. Clarity for institutions on the purpose and value of data collections	3.1 Student Data Collections Review 3.3 Best practice for data collectors 3.4 Cost Benefit Methodology	- Review and further development of best practice for data collectors. - Tasks necessary to support the adoption of the cost/benefit framework	- Stakeholders engage in a more effective communication and dialogue about the value of data collections. - Widespread adoption of cost/benefit framework.	- HE providers have greater understanding of the purpose and value of data collections they are involved with. - Identification of any non-value added data collections.
	b. Identification and elimination of any non-value added data collections				

Issue	Desired objectives	Activities in this plan	Follow on Programme activities	Follow on stakeholder activities	Measures of success
3. No common data language	a. Comparable, better quality and more accessible data sets	2.3 Data language 2.2 ULN 2.1 New Subject coding system	- On-going development and refinement of data language. - Other specific areas of data standardisation (yet to be defined) - Activities (yet to be defined) to support the adoption and embedding of ULN in HE.	- Adoption and embedding of relevant common data language elements. - Adoption of the ULN as the preferred student identifier in systems - Adoption of the new subject coding system and the standard approaches to analysis and aggregation of subject data.	- Adoption of common language elements in relevant organisations. - Adoption and embedding of new approach to subject coding (and analysis) in relevant organisations. - ULN embedded in HE. - Reduction in the number of person identifiers used across the sector. - Higher awareness of genuine differences between different data sets by data users.
	b. Reduced duplication of data collections through data sharing (facilitated by common data definitions)	Inventory of data collections 2.3 Data language 3.3 Best Practice for Data Collectors	- On-going development and refinement of data language. - Development of data sharing protocols and mechanisms by data collectors.	- Use of inventory by data collectors to identify alternative sources of data.	- Adoption of common language elements in relevant organisations. - Reduction in the number of HE data collection that exist. - Increased levels of data sharing amongst sector-level organisations.

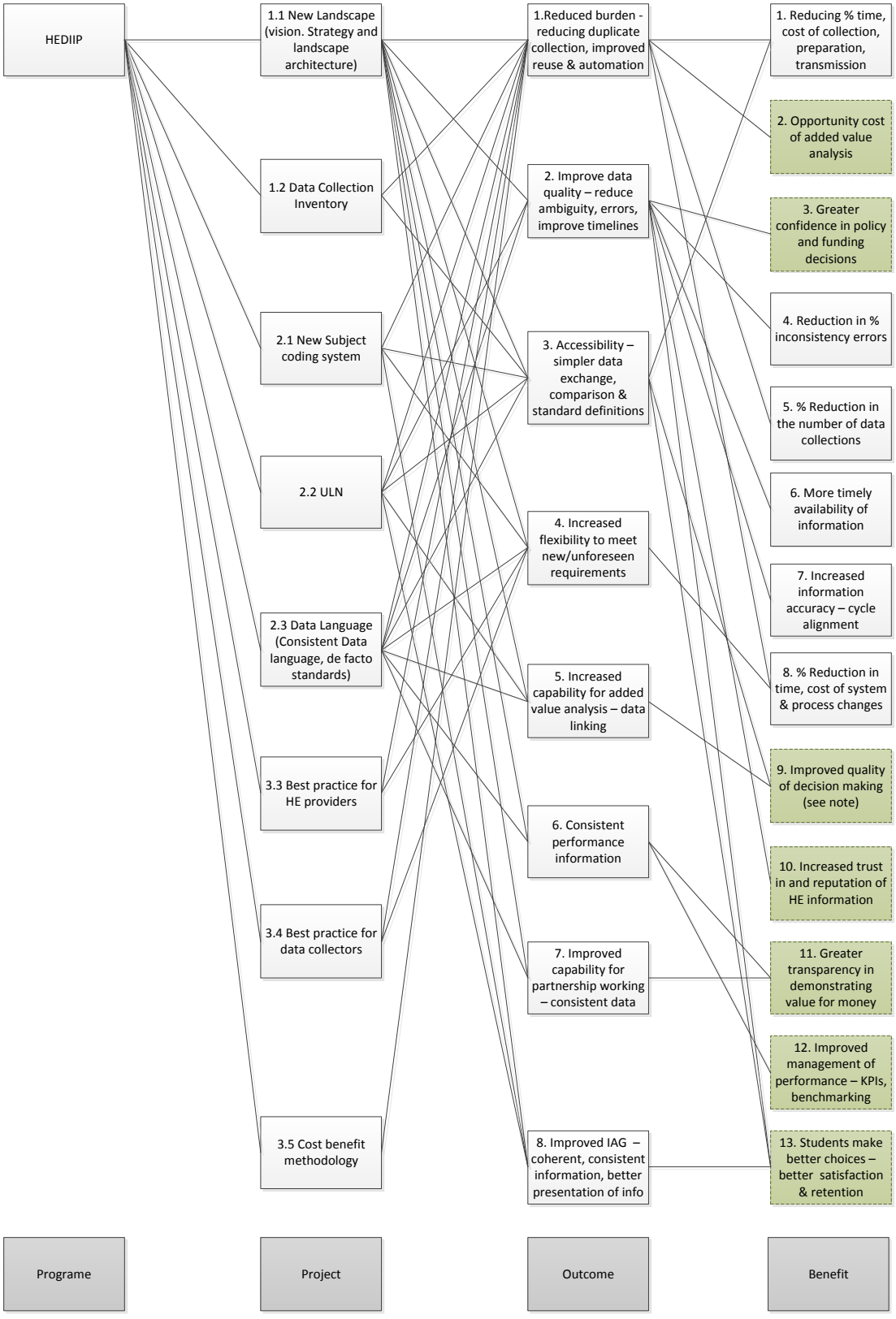
Issue	Desired objectives	Activities in this plan	Follow on Programme activities	Follow on stakeholder activities	Measures of success
4. Weak operational co-ordination between organisations including data sharing	a. Reduced duplication of data collections through more efficient data collection processes and data sharing	1.1 New Landscape	- Maintenance and embedding of the inventory. - Development of more efficient collection processes. - Development of data sharing protocols and mechanisms by data collectors.	- Adoption and embedding of different data acquisition processes, including data sharing	- Commitment to a shared vision for a new information landscape amongst data collectors and processors. - Data collection processes become more efficient - Adoption of common language elements in relevant organisations. - Increased levels of data sharing amongst sector-level organisations.
	b. Improved timeliness of data	1.1 New Landscape 3.3 Best Practice for Data Collectors	- Dissemination and promotion of future landscape vision to gain commitment amongst stakeholders. - Identification of key tasks for the realisation of the future landscape vision. - Dissemination and promotion of best practice for data collectors. - Review and refinement of best practice for data collectors.	- Commitment to the future landscape vision - Adoption and embedding of best practice including standardisation of data, improved data sharing and rationalisation of data collections	- Real commitment to a shared vision for a new information landscape amongst all stakeholders. Realisation of that vision. - Widespread adoption of best practice by data collectors.

Issue	Desired objectives	Activities in this plan	Follow on Programme activities	Follow on stakeholder activities	Measures of success
5. Absence of a sector wide strategy on data	a. Sector wide strategies to promote consistency across all organisations b. Sector wide understanding of the needs and requirements of data users	1.1 New Landscape 3.1 Student Data Collections Review 3.3 Best practice for data collectors 3.4 Cost Benefit Methodology 3.2 Best practice for HE Providers	- Dissemination and promotion of future landscape vision to gain commitment amongst stakeholders. - Identification of key tasks for the realisation of the future landscape vision. - On-going promotion of best practice for data collectors. - Review and refinement of best practice for data collectors. - Developing the capability for the continual improvement of best practice	- Commitment to the future landscape vision - Adoption and embedding of best practice including standardisation of data, improved data sharing and rationalisation of data collections	- Real commitment to a shared vision for a new information landscape amongst all stakeholders. Realisation of that vision. - HE providers have greater understanding of the purpose and value of data collections they are involved with. - Identification of any non-value added data collections.
6. No mandate or expectations to change behaviours to drive efficiencies	a. Data collectors to seek most efficient method of collecting data to meet their requirements b. HE institutions to adopt most efficient and effective methods of data management and governance.	Inventory of data collections HEDIIP engagement 1.1 New Landscape 3.3 Best practice for data collectors 3.2 Best practice for HE Providers	- - On-going promotion of best practice for data collectors. - Review and refinement of best practice for data collectors. - Developing the capability for the continual improvement of best practice	- Commitment to a shared vision for a new information landscape amongst all stakeholders. - Embedding the outcomes of individual projects amongst all stakeholders.	- Real commitment to a shared vision for a new information landscape amongst all stakeholders. Realisation of that vision.

APPENDIX 1 – Benefits Map

The diagram below shows a summary of the projects, and the outcomes and benefits they contribute towards. The benefits map will be subject to further development as the programme progresses through Phase 1. The outcomes are broken down in more detail in the table below the diagram. Benefits shown in grey will be delivered by the programme, those shown in green (dotted boxes) are broader benefits that the programme will contribute towards.

Figure 2 - Benefits map



	Outcomes	Breakdown of outcomes
1	**Reducing duplication (burden)**	Reduces collection effort through minimising duplication
		Reduces the overhead of data transformation
		Facilitates re-use/linking and hence reduction in the overall number of returns
		Creates the opportunity for closer mapping between HE provider and regulatory data exchange and business cycles
		Increases the opportunity for automation of data collection
		Reduced resource requirements for preparation of data offer greater opportunities to add value through analysis
2	**Improving quality**	Better alignment with business cycles means data is checked and validated by the time it is needed
		Standards limit the opportunity for ambiguity and misunderstanding
		Clear data models and increased automation reduces errors
		Allows for a more accurate representation of HE and its component parts
3	**Increased accessibility**	Use of de facto standards will make exchange of data simpler
		Data presented in standard formats can more easily be recombined, reused and repurposed
		Standardised data in standardised formats can be accessed more readily and thus be more timely for a range of uses
		Accessibility to information results in students making more informed choices - increased satisfaction and retention
4	**Increased flexibility to meet**	Reduction in time, cost of system and process changes
	new, unforseen requirements	
5	**Increased capability for added**	Improved quality of decision and policy making through enhanced information
	value analysis - data linking	
6	**Consistent performance information**	Greater transparency in demonstrating value for money
		Improved management of performance - KPIs, benchmarking
7	**Improved capability for partnership**	Greater transparency in demonstrating value for money
	working - consistent data	Students make more informed choices - increased satisfaction and retention
		Proliferation of best practice across the higher eduation landscape
8	**Improved IAG - coherent, consistent**	Students make more informed choices - increased satisfaction and retention
	information, enhanced presentation of info	Improved reputation of HE overall