



Transforming Research Management Project Board
 Thursday 21 June 2012 at 14:00
 Kelvin meeting room, 11 The Square

Minutes of Meeting

Present: Professor Steve Beaumont, Vice Principal, Research & Enterprise
 Professor Stephen Brewster, Human-Computer Interactions, Computing Science
 Ms Nancy Donald, College Secretary, SS
 Mr Robert Fraser, Director of Finance (Convener)
 Miss Alice Gee, Head of Research Administration, MVLS
 Ms Joanne Hulley, Head of Research Support
 Mr Tom Jordan, Project Management, Integra Consultant
 Dr Catherine Martin, College Secretary, Arts
 Professor Graeme Milligan, Dean of Research, MVLS
 Mr Gordon Scott, Human Resources Policy Dev. Manager
 Professor Adrienne Scullion, Dean of Research, Arts
 Mrs Louise Virdee, College Research Administration Manager, SS

Apologies: Professor Catherine Schenk, Dean of Research, SS

Attending: Miss Sharon McCredie, Project Administrator (Clerk)

1. Minutes of the Last Meeting

Minutes of last meeting dated 02 May 2012 were approved as an accurate record of the meeting.

2. Matters Arising

Actions from the last meeting were followed up as follows:

1. Joanne Hulley (JL) advised that Arts PI's will be invited to join the PI steering group.
2. Robert Fraser (RF) noted he is yet to meet with Steve Beaumont (SB) and Gordon Scott (GS) to agree how the HR recruitment process review will link into project.
3. JH has included the staff currently undertaking Project Management activities in the Validation and Communication plan (circulated prior to the meeting). **JH**
4. JH circulated the Grants Process documents to the members of the Board prior to the meeting.
5. JH noted that Unit4 will now deliver the System Requirements Specifications - timescales to be confirmed.
6. Approvals Workflow – colleges still to advise suggested approval levels to JH. **ALL**
7. Awards received without application – further investigation to take place. **JH**
8. Policy where funder will only pay direct to PI – further investigation to take place. **JH**
9. Tom Jordan (TJ) circulated the updated Risk register to the members of the Board prior to this meeting (**appendix 1**).

3. Project Status Update (**appendix 2**)

JH provided the Project progress report to the Board members.

Updated target dates as below:

Activity	Target date	Status
Process Definition (Grants)	End July	Wider validation in progress
Process Definition (EU)	End July	Draft to be validated
Process Definition (Contracts)	End July	Draft to be validated
Upgrade to ABW v563	October 2012	In progress
Post award improvements programme	January 2013	
<i>Delivery of pilot Costing module</i>	<i>October 2012</i>	Indicative; see below
<i>Delivery of pilot Award Management</i>	<i>March 2013</i>	
<i>Delivery of full solution for testing</i>	<i>May 2013</i>	
<i>User testing of new solution</i>	<i>June/July 2013</i>	
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Grants Process

All process documents for the grants process have been completed, verified by workshop attendees and circulated to the Project Board for review. Validation with a wider group of stakeholders is in progress. JH requested comments from the Board members. It was agreed JH will meet with Board members, by College to discuss/review the process in further detail.

EU & Contracts Process

Process documents for the above have been drafted and small workshops are planned week beginning 25 June 2012 to complete an initial verification. Wider workshops are planned thereafter. Input will also be sought from a number of PI's.

PI Steering Group

Meetings with PI's to be scheduled in July.

HR Issues

Initial meeting held to investigate interface requirements to CORE on award approval. A detailed workshop is planned for July. RF noted the University has now begun phase two of the HR/Payroll Project and suggested linking both projects together would be advantageous. Tracey Stirling, Human Resources Recruitment Manager input to be sought.

Organisation Design

GS & JH to meet week commencing 25 June 12 to discuss detailed plan for Organisation Design.

Systems

Grants process documents have been made available to Unit4 to support their development of a System Requirements Specification setting out the functionality to be available within the new ABW Award Management module.

Project Plan

TJ to update the Project Plan following confirmation of UNIT4 timescales for delivery of the new system. It was agreed that milestones for other key projects – eg REF and HR/Payroll Phase II – should also be incorporated in the plan.

Project Budget

RF circulated a revised Research System Development Budget to the Board members and the following was noted:

- Total cost increase from £612k to £688k, due to:
- An increase in Project Management costs due to the Systems Accountant leaving. TJ to provide project management as continuity is crucial to the project.
- Replacement of system development cost with UNIT4 consultancy. UNIT4 have been working on a development of the Costing and Pricing module with Oxford and Cambridge and will provide this to GU. UNIT4 will cover the cost of development of a standard solution solution for Award Management and Costing and Pricing including integration with Project Costing and Billing, and GU will pay for any GU-specific additional requirements. The completion date for development of the system is now expected to be May 2013, however, some improvements in Post Award may be delivered prior to that.
- The Board agreed to progress the system development with Unit4.

4. Validation and Communication Plan (appendix 3)

JH had provided the current plan of engagement and validation sessions to be scheduled prior to the meeting. She suggested that some of the reviews for Deans of Research, College Secretaries and Research administrators would be done on a college basis where possible.

JH asked for the Board members to confirm if any additional people or committees should be added to the plan.

It was agreed that communication sessions with the College and School Management groups should not proceed until further engagement with PI's and College Secretaries was completed.



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It was also agreed that a webpage should be developed to provide information on the project's progress. JH and GS to meet to discuss further.

TJ was actioned to develop a complete communication strategy for the project.

5. Risk Register (*appendix 4*)

Tom Jordan (TJ) circulated the updated register prior to the meeting.

TJ noted the following:

Risk id 9 – Loss of support for Delphi

RF noted two staff are engaged in ensuring the maintenance of Delphi data to support the existing Research system until the new system is in place. No issues are anticipated at present.

Risk id 11 - UAT taking place within period for REF Selection

RF noted the risk level will not be reviewed until the project plan has been updated.

Risk id 12 – Introduction of Horizon 2020

As agreed at the last meeting, Horizon 2020 has been added to the register. However, the impact is unknown at this stage.

Risk id 13 – Unit4 contracted to supply new award management product

Additional risk added. There has been a change in the approach and Unit4 have been engaged to provide the system solution. This poses a risk as the product they develop may not deliver the complete solution required. JH to contact the Research office at Cambridge to request information on their system development with Unit4. However, it was also noted that some risks have been closed on the register due to this change in approach.

6. AOCB

EU Projects

JH requested feedback from the Board members about the point of award approval for EU projects (triggering creation of appointments in HR etc). The application outcome for EU is more complicated than the standard grants process in that there are a number of stages and potential points that the funder can still reject the project. The key stages in the process are:

- Invitation
- Negotiation
- Completion of Grant Preparation Forms
- Development of Consortium Agreement
- Receipt of Grant Agreement

The award is not actually confirmed until the receipt of the Grant Agreement signed by the EU. However, the process for getting this can cause significant delays in starting a project. The Board agreed that the recruitment etc can proceed when the GU Grant Preparation Form is completed rather than wait until receipt of the Grant Agreement, because the risk of not getting the award at this stage is low.

However, it was noted, contracts of employment cannot be issued until the Grant Agreement has been received.



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7. Actions

1. Additional Arts PI's will be invited to join the PI Steering Group. **JH**
2. PI Steering Group - meetings to be scheduled in July 2012. **JH**
3. Agree how the HR recruitment process review will link into project. **RF/SB/GS**
4. Unit4 to provide the System Requirements Specifications and timescales for delivery of system solution **TJ to progress with UNIT4**
5. Grants Process - meet with Board members by College to review the process detail. **JH**
6. EU & Contracts Process - validation workshops to start week commencing 25 June 2012. **JH**
7. HR – detailed workshop to take place in July 2012. **JH**
8. Tracey Stirling, Human Resources Recruitment Manager to be approached for input to link with redevelopment of recruitment process. **JH/GS**
9. Organisation Design – develop detailed plan to be included in Project Plan – meeting week commencing 25 June 2012 to progress. **JH/GS**
10. Update Project Plan incorporating Organisation Design and key milestones for REF, HR/Payroll Phase II and other major College initiatives **TJ**
11. Create webpage for project. **JH/GS**
12. Develop Communication Strategy **TJ**
13. Contact Research office at Cambridge for information on new system development with Unit4. **JH**
14. Date of next meeting and venue to be circulated: **Monday 13th August 2012 at 14:00 at the Kelvin meeting room, 11 The Square. SMC**

Risk Register

Risk Id.	Date Raised	Raised by	Date Last Updated	Event	Owner (Role)	Lik	Imp	Risk Value	Impact on Project Objectives	Mitigation	
3	13-Jan-12	Project Charter		Full stakeholder agreement of revised organisational structures not achieved within the required timescales. 15-Mar-12: Risk reviewed by PM - no change 27-Apr-12: Risk reviewed by PM; no change made 12-Jun-12: Risk reviewed; no change.	SU	2	5	10	Project delay	Effective engage stakeholders to e of the new struct clearly communic	
5	26-Mar-12	Project Board		Systems are in place to enable accurate and timely reporting for REF (Submission date: November 2013) 27-Apr-12: Risk reviewed by PM; no change made 12-Jun-12: Risk reviewed; no change	PS	2	5	10	Potential to squeeze or increase timescales.	Ensure that syste available at the ri live of the new R agreed appropri	
8	26-Mar-12	Project Board		Resource requirements relating to interfaces. Getting the required level to build and test those required. 27-Apr-12: Risk reviewed by PM; no change made 12-Jun-12: Risk reviewed; no change	PB	3	5	15	Interfaces not being built in time resulting in a project delay.	Interface require already being co discussions are c to the build of the Needs to be clos	
9	26-Mar-12	Project Board		Lose external support for Delphi as at the end of March 2013. Potential risk regarding the accuracy of research costing. 27-Apr-12: Risk reviewed by PM; no change made 12-Jun-12: Risk reviewed; no change	PS	5	1	5	Increased urgency for going live with new costing functionality. Time pressure upon the project.	Assess all implica ensure contingen possible if require	

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10	26-Mar-12	Project Board		Data Migration requirements. 27-Apr-12: Risk reviewed by PM; no change made 12-Jun-12: Risk reviewed; no change	SU	2	5	10	Data Migration requirements not identified correctly	Ensure all output checked against and ensure data held in a suitable new system.
11	26-Mar-12	Project Board		UAT taking place within period for REF selection 27-Apr-12: Risk reviewed by PM; no change made 12-Jun-12: Risk reviewed; no change	PB	5	5	25	Impact upon resources available. Extending the timescales required for the testing period and delaying go live.	Ensure resources and made available required.
12	02-May-12	Project Board		The introduction of Horizon 2020 in 2014 may introduce new unforeseen requirements. There is currently insufficient detailed information available to fully establish level of risk.	SU	5	2	10	Significant change could potentially delay implementation	SU to monitor of Horizon 2020 to potential issues opportunity
13	12-Jun-12	Project Management		New Award Management product does not fully deliver required solution	SU	3	5	15	Potential project delay.	(1) Detailed revision specification to University required provided for. (2) Close working confirm specification fully developed.

Project Status

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Project Highlights

1. All process documents for Grants have been completed and verified by workshop attendees, and have been circulated to Project Board for review. Validation with a wider group of stakeholders is in progress.
2. Process documents for EU and Contracts have been drafted and are now going through initial verification which will be complete by mid-June. This will be followed by validation with key stakeholders.
3. PI Steering group – being scheduled for June/July.
4. HR considerations – Initial meeting held to investigate interface requirements to CORE on award approval; detailed workshop planned for July.
5. Grants process documents have been made available to Unit4 to support their development of a System Requirements Specification setting out the functionality to be available within the new ABW Award Management module. *(Note that this replaces the SSD activity to prepare and circulate detailed system requirements – action 6 from last PB meeting.)*
6. Unit4 will deliver the completed System Requirements Specification to the University for our review, delivery timescale to be confirmed.
7. In line with the above, Unit4 are preparing a development plan and timescale confirming availability of the new modules and when a full solution will be available. The above indicative timescales have been discussed.
8. In preparation for the new modules, SSD is planning an upgrade to the latest release of ABW – v563 – which will be required to support the new functionality. Work has started on this and the live upgrade will take place by October 2012.
9. Following the above, an improvement programme in respect of post-award functionality will take place, scope to be defined but likely to be focussed on reporting, for implementation from January 2013.

Joanne Hulley/Tom Jordan, 12th June 2012

VALIDATION AND COMMUNICATIONS PLAN – PROCESS AND SYSTEMS REQUIREMENTS
Grants Process Validation – Workshop Attendees

Name	College	Role	Scheduled Date
Alice Gee	MVLS	Head of Research Administration	Complete
Ashley Theunissen	Arts	Head of Research Administration	Complete
Karen Phillips	S&E	Senior Administrator	Complete
Louise Virdee	Social Sciences	College Research Administration Manager	Complete
John O'Dowd	RSO	Senior Grants Manager	Complete
Kate Nimmo	RSO	Grants Manager	Complete
Hazel Tolan	RSO	Supervisor, Post Award	Complete
Lesley Cumming	RSO	Senior Financial Analyst	Complete
Fiona Doyle	MVLS	College Research Administrator	Complete

Contract Process Validation

Name	College	Role	Scheduled Date
Paul Ellis	RSO	Senior Contracts Manager	
Diane Foster	RSO	Contracts Manager	20/07/12
Caroline Woodside	MVLS	Head of Research and Business Development	20/07/12
Sarah-Jane Sharpe	SS	School Finance Officer	
Sara Diegoli	S&E	Business Development Manager - Research	20/07/12
Lynne Brown	S&E	Business Development Manager - Research	20/07/12
Fraser Rowan	Arts	Business Development Manager	20/07/12

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EU Process Validation

Name	College	Role	Scheduled Date
Joe Galloway	RSO	Contracts Manager	Complete
Derek Motherwell	RSO	Team Leader, European and Federal Funding	Complete
Alexander Marshall	Arts	PI	
Alice Jenkins	Arts	PI	31/07/12
Catherine Steel	Arts	PI	
Gillian Doyle	Arts	PI	
Perla Innocenti	Arts	PI	31/07/12
Christian Delles	MVLS	PI	31/07/12
David Stott	MVLS	PI	
Godfrey Smith	MVLS	PI	
Lisa Ranford-Cartwright	MVLS	PI	
Michael Stear	MVLS	PI	
Douglas Paul	S&E	PI	31/07/12
Lyndsay Fletcher	S&E	PI	
Lynette Jordan	SS	PI	
Michael Osborne	SS	PI	
Jonathan Scott	MVLS	Assistant Research and Business Development Manager	Complete
Sara Diegoli	S&E	Business Development Manager - Research	Complete
Lynne Brown	S&E	Business Development Manager - Research	Complete
Alice Gee	MVLS	Head of Research Administration	Complete
Ashley Theunissen	Arts	Business Development Manager	Complete
Louise Virdee	SS	College Research Administration Manager	Complete

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PI Steering Group

Name	College	School Institute	Scheduled Date	
Catherine Steele	Arts			To be arranged by AT
Dauvit Broun	Arts			To be arranged by AT
David Shuttleton	Arts	School of Critical Studies		Check if still involved
Genevieve Warwick	Arts			To be arranged by AT
Gerry Carruthers	Arts			To be arranged by AT
Jane Stuart-Smith	Ars			To be arranged by AT
Karen Lury	Arts			To be arranged by AT
Laurence "Billy" Grove	Arts			To be arranged by AT
Martin Cloonan	Arts	School of Culture and Creative Arts		To be invited to replace W Jeanrond – check if still involved
Paul Bishop	Arts			To be arranged by AT
Peter van Dommelen	Arts	School of Humanities		Check if still involved
Raymond Boyle	Arts			To be arranged by AT
Rob Maslen	Arts			To be arranged by AT
Roibeard o Maolalaigh	Arts			To be arranged by AT
Thomas Clancy	Arts	School of Humanities		To be arranged by AT
Werner Jeanrond	Arts	School of Critical Studies		On Research Leave
Dan Haydon	MVLS	Institute of Biodiversity Animal Health and Comparative Medicine		E:mailed 30/07
Iain Mcinnes	MVLS	Institute of Infection, Immunity and Inflammation		E:mailed 30/07
Massimo Palmarini	MVLS	Institute of Infection, Immunity and Inflammation	07/08/12	E:mailed 30/07
David Cumming	S&E	School of Engineering	02/08/12	E:mailed 19/07

Appendix 3

Joe Sventek	S&E	School of Computing Science	10/08/12	E:mailed 19/07
Lee Cronin	S&E	School of Chemistry	09/08/12	E:mailed 19/07
Miles Padgett	S&E	School of Physics and Astronomy	27/07/12	E:mailed 19/07
Sheila Rowan	S&E	School of Physics and Astronomy	31/07/12	
Andy Furlong	SS	School of Education	03/08/12	
Denis Fischbacher-Smith	SS	Business School		To be invited to replace Richard Harris. E:mailed 30/07
Lindsay Farmer	SS	School of Law		E:mailed 30/07
Nick Watson	SS	Institute of Health and Wellbeing	03/10/12	
Sean Johnston	SS	School of Interdisciplinary Studies		E:mailed 30/07

Other Engagement

Name	College	Role	Scheduled Date	
Steve Beaumont	US	VP R&e		
Carol Clugston	MVLS	College Secretary	13/06/2012 + 04/07/12	
Gordon Duckett	S&E	College Secretary		
Adrienne Scullion	Arts	Dean of Research	09/08/12	
Catherine Schenk	SS	Dean of Research	27/06/12	Complete
Graham Milligan	MVLS	Dean of Research	15/08/12	
Stephen Brewster	S&E	PI on Project Board		Awaiting call back
Nancy Donald	SS	College Secretary	27/06/12	Complete
Catherine Martin	Arts	College Secretary	09/08/12	
Robert Spier	MVLS	Head of Finance		
Sharon McGregor	SS	Head of Finance		
Liz Broe	Arts	Head of Finance	30/07/12	
David Rhodes	S&E	Head of Finance		
Alison Gailey	US	Head of Finance		
Jacqueline Coffield	MVLS	Translational Research Officer		Project Management
Jill Murray	MVLS	European Network of Excellence Project Manager		Project Management



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Committees

Name	College	Scheduled Date
Research and KT	Arts	
Research and KT	Engineering	
Research and KT	MVLS	
Research and KT	SS	
College Management Group	Arts	
College Management Group	Engineering	
College Management Group	MVLS	
College Management Group	SS	

Communication plan with administrative staff to be agreed with College Secretaries