

Project Acronym: CEDAR
Version: Project Plan Draft 0.1
Contact: Gurdish Sandhu
Date: 22nd September 2009



Project Document Cover Sheet

Project Information			
Project Acronym	CEDAR		
Project Title	Clustering and Enhancing Digital Archives for Research		
Start Date	1.09.2009	End Date	28.02.2011
Lead Institution	University of East London		
Project Director	Gurdish Sandhu		
Project Manager & contact details	Dr. Mary Kathleen Smith Library and Learning Services University of East London Docklands Campus University Way, London E16 2RD Email: m.k.smith@uel.ac.uk 020 8223 2276		
Partner Institutions	CeRch (Kings College), University of Nottingham, Sheffield University, Royal Holloway University of London		
Project Web URL			
Programme Name (and number)	<i>JISC e-content Program 2008-11</i>		
Programme Manager	Ben Showers Digitisation Programme Manager		

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JISC Project Plan

Overview of Project

1. Background

The University of East London, in collaboration with Half Moon Young People's Theatre, Hoxton Hall, Theatre Royal, Stratford East, V&A Theatre Collections, Wilton's Music Hall and King's College - Centre for E-Research (CeRch), successfully bid to create 'the *East London Theatre Archive (ELTA)*' in the second phase of JISC's e-content programme (2006). ELTA digitised 15,000 images of a wide range of materials from East London theatres, establishing a popular 'open access' online archive of these resources with contextual guides to the materials thus preserving physically fragile and hard-to-access collections for future generations. ELTA provided the first widely accessible and comprehensive collection of e-resources in the theatre and performing arts, so addressing a real need: paucity of available e-resources for students and researchers. Considered a flagship project, ELTA created valuable long term cross institutional relationships and staff expertise, fostering a deep commitment by all concerned to further develop and enhance this popular resource.

We aim to coordinate this commitment with addressing a timely and key mandate for the use of e-resources agreed at the 2007 JISC Digitisation Conference that the "...focus should be on embedding/ making effective use of archive material, not just on expansion of digitised content. Archives must be backed up by robust sustainable strategy including technological infrastructure, staffing commitment, continuous enhancement of metadata".

Having established ELTA as a free and open archive of nearly 15,000 images from the world of theatre and performing arts in east London, we are now committed to further developmental and enhancement opportunities. We recognise a need to embed ELTA comprehensively into learning, teaching and research activities at UEL and across the sector. Additionally we shall explore and promote its use in other non HEI formal and informal learning settings.

During the development of ELTA it became clear that this resource had great potential for further investigation of the way in which digital archives are actually used in learning environments of all kinds. For example, could ELTA content be embedded and used in specific modules and learning programmes? Four partner universities expressed an interest in taking part to deliver the next phase of their project, CEDAR.

By working with four partners (King's College- CeRch, UEL - Institute for Performing Arts Development, UEL Library & Learning Services, University of Nottingham, Royal Holloway- University of London, University of Sheffield), all experts in theatre studies pedagogy, resource use and digital archives, we shall explore the potential of this resource and digital archives in learning. We will develop a large usability testing field and explore dissemination and user engagement through research, producing case studies. This will lead toward the development of a hub/ network for the performing arts and theatre studies and promote the use of e-resources in learning and teaching nationwide.

2. Aims and Objectives

C.1.1 Overall Aims

The overall aim of "Clustering and Enhancing Digital Archives for Research (CEDAR)" is to enhance the usability/re-usability of ELTA e-content in Higher Education Institutions' (HEI) learning, teaching & research activity by (i) further developing the user interface and (ii) clustering ELTA content with partner HEIs archives.

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The project addresses usability factors of content through the following strategies:

1. Creating thematic clusters of Theatre Studies material:

The project will bring together four Higher education Institution Theatre/Performing Art departments (UEL, University of Nottingham, Royal Holloway-University of London & University of Sheffield) in the development of both clustering and enhancing pre-existing resources. This is the focus of our project: clustering the extant digitised archive of theatre or performance-related materials that each of our identified partners has.

2. Embedding ELTA content in Theatre Studies teaching programmes

The second element of our project is to enhance ELTA usability - each partner has identified either an Undergraduate or Postgraduate taught module/unit that will have ELTA embedded into its teaching and learning. In addition, we shall pursue the idea of a research project committed to embedding and utilising ELTA as a research tool. This will help us to explore ELTA's impact and usability via a much larger test group.

3. Enhancing ELTA content through high quality user generated metadata

We will explore user generated metadata by introducing Bossa open source software, which allows users to participate online in the organisation and cataloguing of collections. This will ensure enhanced usability, by expanding the scope of how users view the collections and their relative importance. This will build on our 'embedding' strategy and widen the scope of our user base, by evidencing response to a wide user base.

In particular, the participatory nature of the software, and the engagement activities around it, will also help to embed this community-based resource in the community. For example, we shall explore the ability of archives to contribute to Primary, Secondary and Further Education and aid informal learning projects in the community, such as those undertaken by local interest groups, community trusts and historical societies. We shall help students, researchers, performing arts practitioners, business, third sector and community users to engage with ELTA e-content to support their learning, teaching and research needs.

4. Exploiting resource discovery & delivery platform

The focus of this project will be enhancing the quality and usability of the ELTA content. However, if we identify a need to digitise additional related content to complete a theme / topic, we shall consider digitising such content. In this context quality refers to the enhancement of digital content to improve searchability, usability, re-usability and interoperability.

3. Overall Approach

3.1 Embedding strategy

The University of East London Performing Arts Research Institute and project partners, University of Nottingham, Royal Holloway-University of London and Sheffield University have agreed to utilize ELTA content in their Theatre studies teaching programmes. A 'memorandum of understanding' will be drawn up for each partner, and a usability plan. Each participating institution will produce a case study in coordination with the CEDAR project team, in particular agreeing areas of expansion and key usability coverage.

3.2 Thematic clustering strategy

We have also secured commitment from the same institutions to cluster ELTA with their extant Theatre-related archives, and to create cross-resource search and browse facilities. The project will produce a basis, framework and exemplar for clustering digital resources in the performing arts that the project partners can build on in future projects.

The following partners have agreed to be on the CEDAR Advisory Group and to contribute to the project and part of the Theatre study cluster:

- Royal Holloway; University of London – Half Moon Young People's Theatre archive
- University of Sheffield - British Theatre Archives Project

- University of Nottingham - AHRC funded 'Mapping Performance Culture: Nottingham 1857-1867'

3.3 Metadata Enhancement Strategy

We will experiment with different software, concentrating on 'Bossa' open source software (<http://bossa.berkeley.edu/>) to enhance the metadata. Bossa implements a model of "distributed thinking", where participants contribute their thought, knowledge and intelligence to performing well defined tasks. This process is not exactly the same as tagging, as used in standard Web 2.0 environments such as Flickr. Instead, the methodology that we propose is a "middle way" between using professional cataloguers and an unstructured approach to tagging. Bossa is able to calibrate a response to each user and evaluate their accuracy, as well as rank them in certain ways according to their expertise. Our use of Bossa will allow our expanded user groups (such as schools and community organisations) to participate online in the organisation and cataloguing of collections, for example by adding and enhancing metadata.

This community engagement will enhance the metadata of the archive, make it more interactive and engaging, and facilitate the embedding of this community-centric resource within the community from which the material originated.

It will also increase the visibility of the project and of JISC in the wider community. By involving schools and young adult learners it will help to nurture the theatre interests of the next generation.

3.4 Strategies for enhancing ELTA technical infrastructure

- Primo - Resource discovery & delivery platform which supports federated, google-like features will be used to discover ELTA content. UEL has already heavily invested in this resource discovery platform and used it with success for the East London Lives 2012 JISC-funded project.
- We would also like to exploit the use of "bx – Scholarly Recommender software tool" designed to work with open URL technology. It is similar to Amazon – book recommendation service based on users reviews. However, bx works at article level, which is ideally suited to the ELTA content.

3.4.1 Standards and technical development

- High quality metadata is key to enhancing the usability of digitised material. The project will use a 'community-based' approach, where the public are encouraged to describe or "tag" objects, analogous to the social tagging used on sites such as Flickr. While useful in the context of social websites, it may be too open to misuse and produce results unacceptable for more formal cultural heritage environments. In this context the project seeks to exploit the use of Bossa (<http://bossa.berkeley.edu/>) Open Source software to enhance the quality of metadata.
- Bossa allows groups of people to participate online in the organisation and cataloguing of e-content and it works on the basis that inaccuracies which prevent complete reliance on 'user generated content / tagging' can be resolved by mass engagement; it also offers the ability to automatically generate user reliability rankings based on expertise. Any software development and lessons learnt will be shared with the JISC and user community.
- The project also anticipates exploiting and experimenting with Primo by Ex Libris. Primo is a resource discovery & delivery platform - which is being customised at UEL for the library collections. This is a Google-like federated resource discovery tool which also supports tagging of rich content with metadata (images, reviews etc). This software would be particularly useful in searching thematic clusters seamlessly, hence, providing one stop shop for theatre studies related content. Primo has already been customised to provide a seamless, intuitive search interface for ELL2012 digital archive and works on MARC21 metadata.

4. Project Outputs

In summary the project will produce the following:

- Project website
- Project plan, progress report, final report, completion report, exit and sustainability briefing
- Case studies on evaluation and usability of ELTA
- Dissemination documents, presentations and events
- Enhanced archive and hub of Theatre study material

Intangible knowledge and experience:

- Understanding of the scenarios and requirements for each partners' theatre study resources
- Awareness of any emerging issues in this area
- Improved knowledge to feed into future JISC projects

5. Project Outcomes

- Embed ELTA in partner institutions in:
 - Theatre studies programmes for undergraduates students
 - Research platform for postgraduate students, researchers and academic staff
 - Wider community, e.g. schools and theatre historians
- An interactive, unified resource discovery & delivery platform for ELTA
- Enhanced metadata through the use of Bossa created with user-collaboration
- ELTA archive becomes integral part of the Theatre studies at UEL and partner institutions.
- Insight of users' resource discovery behaviour through usability workshops and system logs
- Raised UEL and partners image and impact within HE and wider community
- Development of staff expertise (UEL & partners) in research as well as in technology
- Enhanced involvement with the wider community through community wide informal learning
- First steps towards developing a broader cluster of theatrical resources.
- Strengthen our already well established partnerships, both departmentally and institutionally; providing us with opportunities for future innovation and knowledge exchange
- Expansion of ELTA collection

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
UEL under graduate and post graduate students	Embedding ELTA in their courses will enhance the learning and teaching experience. Students will feed back their experiences.	High
HEIs involved in Theatre Studies	Embedding ELTA into their learning, teaching and research activities and feeding back their experiences	High
UK/international scholars of Theatre studies	Using ELTA and feeding back their experiences	High
Project partner - CeRch	Interest in the development and enhancement of digital repository systems. Interest in R&D work around metadata creation. Liaison with international @Home/Bossa community.	High
Key UEL staff within Performing Arts & Library and Learning Services	Delivering project, ensuring standards and relevance of project, digitising materials for archive, project management	High
JISC	Increased access to ELTA materials. Better value for money, and visibility/publicity for ELTA.	High
Other digitisation projects and repository projects	The project results, particularly the case studies covering the experiences of the project, will be of utility to other digitisation projects.	High
Wider community, especially local	Closer involvement, participation and accessibility to ELTA, which is a community-centric resource.	High

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Staffing	3	5	15	Lack of effective recruitment; unforeseen issues with job take up; early leave of project staff; illness etc will be addressed through secondment of LLS experienced staff. Also Project Director taking some of the responsibilities.
Organisational: Partnerships	2	4	8	Project partners have agreed to join the Advisory Group. The Project Manager will travel to meet partners. The project plan will be circulated to project partners once agreed by JISC. A meeting calendar will be drawn up and circulated in the second month of the project. Service Level Agreements, and a 'Memorandum of Understanding' with each partner will be drawn up within three months of the project start. Regular communication will be maintained.
Technical system are not developed and implemented in time.	1	5	5	The LLS Systems team has already set-up a similar resource discovery platform and can contribute some of the time required for the set-up of CEDAR platform. CeRch has expertise and commitments to enhancing the metadata. Help will be sought from suppliers and experts in the field to address any technical difficulties.
External suppliers	1	5	5	External suppliers have already support & maintenance contract with UEL. CeRch has three years contract to support the ELTA platform.
Legal	2	4	8	ELTA content already comply with open access requirements. Partners contents' legal requirements would have to be identified and issues resolved through appropriate actions.
Material not used by teaching and research community	2	4	8	Minimised by extensive promotion and negotiation. Partners have committed to embed the material on their courses.

8. Standards

Name of standard or specification	Version	Notes
OAIPMH	2.0	To support sharing of metadata
Dublin Core, PREMIS, NISO Z39.87 expressed as MIX metadata schema		ELTA archive metadata is already held in MIX schema
TIFF, JPEG images		Accepted standard
MARC21		For records to be created on the PRIMO resource discovery platform
XML		Cataloguing
W3C		To ensure CEDAR website content complies with accessibility standards

9. Technical Development

The Project Manager will undertake the customisation and development of Primo and Bx scholarly recommender software in conjunction with the UEL system team. CeRch staff will develop and exploit the functionality of Bossa open source software. Any technical developments and lessons learnt will be shared with the JISC and wider community.

10. Intellectual Property Rights

10.1 East London Theatre archive resources are copyright cleared and made available to users under open access initiatives. If new resources need to be added to the online archive, copyright clearance will be undertaken prior to the digitisation of these objects.

10.2 Research participants will be protected by the UEL and project partners' research ethics protocols.

10.3 Any software and documents produced by the project will be made available to the education community. The project will conform to JISC requirements for IPR.

Project Resources

11. Project Partners

The Project will be delivered by a project team consisting of staff from the Institute of Performing Arts Department (IPAD), Library and Learning Services (LLS) both at University of East London (UEL) and the Centre for e-Research (CeRCH) at King's College London. The Centre for e-Research (CeRch) at King's College London is located within Information Services and Systems, and carries R&D activities in information management, repositories, metadata, preservation, and e-research infrastructures, both internally for King's College departments and externally funded projects. Currently CeRch is responsible for hosting & supporting the ELTA.

This phase brings in *Royal Holloway College- University of London* as an important partner enabling us to link the ELTA to its own Half Moon Theatre archive. Moreover, RHUL will actively engage with the existing *East London Theatre Archive* by using it within modules at both undergraduate (its *Historiography and Theatre* module) and post-graduate levels (*British Theatre Since 1945* and *Archiving* in its new *Public History* Master's course). The involvement of Dr Chris Megson onto the project's advisory panel will provide an important opportunity for us to plan for the future in a networked manner and enable us to access RHUL's considerable networks in theatre research.

The *University of Sheffield* has direct links with the ELTA project through Professor Bill McDonnell who was an original CAST member. Professor McDonnell is keen to embed the archive within the work of his MA course in Theatre and Performance while at the same time offering us an opportunity

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to link into the AHRC British Library/University of Sheffield *British Theatre Archives Project*. The synergies between this archive and the ELTA are numerous as both cover a critical period on British theatre history (1945-1968) although the scope of the ELTA is by necessity wider historically but geographically more specific. Bringing in Professor McDonnell is a major coup for the ELTA development and with his advice and support will enable us to move forward strategically and provide an unparalleled theatre resource for theatre history researchers.

The *University of Nottingham* recently launched their AHRC-funded resource, 'Mapping Performance Culture: Nottingham 1857-1867'. A collaboration between the University's Theatre and Geography departments, this project developed an intuitive interactive map and research database, which layers social, cultural and economic data onto a spatial representation of the town. As well as clustering our archives, the skills and experiences of the Nottingham team, led by Dr Joanne Robinson, in developing this interactive web-resource will be invaluable to this next phase of the ELTA project. 'Mapping Performance Culture: Nottingham 1857-1867' was launched in March of this year with the conference "Sites of Performance: Mapping/Performance/History" at which Mark Hunter, UEL staff and ELTA Advisory Panel member, presented a paper.

E.2 Roles and Responsibilities

The roles and responsibilities of the partners, officers and academics of the project are clearly defined (see the structure grid in section C5). Based on a principle of collaboration and collective consultation, the lines of responsibility lead directly down from the Project Director who will ensure that all deliverables occur on time and on budget and that the project aims are met.

Within the scope of the project, role may be clarified as:

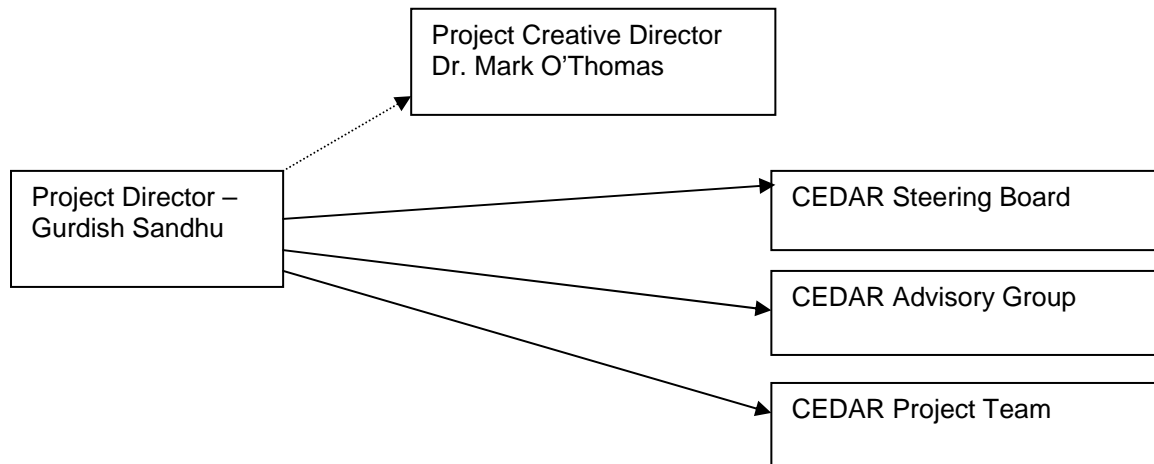
- UEL will provide project management, support, metadata enhancement and technical solutions and support
- UEL's Institute of Performing Arts Development (IPAD) will embed ELTA into their teaching and learning, as well as liaising and maintaining project links with all partners, and play important role in dissemination activities
- CeRch will undertake the development of the enhancements to the archive. In particular they will coordinate the Bossa activities, configuring the system, liaising with the international @Home community, and working in collaboration with domain experts at UEL to define tasks and processes for metadata enhancement.
- Institutional Partners will embed the enhanced ELTA content into degree programme learning & teaching and produce case studies. They will also be members of the Advisory Group and will provide advice and advocacy. Additionally they will facilitate access to enable clustering of their institutional content with the ELTA platform.
- JISC will play a vital role in helping to integrate this project with other JISC digitisation projects.

12. Project Management

The Project Director will be responsible for the recruitment of projects staff, supervision, support and overall finance management. The Project Director will also develop Service Level agreements with project partners. The Project Director is likely to contribute 2-3 days in a month towards project activities.

The Project Creative Director (PCD) will provide guidance and directions for embedding ELTA content on theatre study programmes at UEL and at partners' institutions. The Creative Director will also contribute to the recruitment of project staff. It is envisaged that the Creative Director will contribute approx. 1-2 days per month to wards project activities over the life of the project.

The Project Manager will work full time on the project and be responsible for line management of the Research Officer, day-to-day budget management, developing agreements between partners, ensuring usability testing and all the project deliverables under the supervision of the Project Director.



12.1 CEDAR Steering Board

The Steering Board will monitor project progress and provide support to resolve any issues. The Project Board is likely to meet bi-monthly.

Gurdish Sandhu - (Project Director)
Mark O'Thomas - (Project Creative Director)
Project Manager - Dr Mary Smith
Paola Marchionni - JISC Digitisation Programme Manager
Stephen Grace - (CeRch)

12.2 CEDAR Advisory Group

The CEDAR Advisory Group will provide advice on the embedding of archive and feedback on the website. The Advisory Group is likely to meet around 2-3 times in a year.

Prof. Andrew McDonald (Chair), UEL
Mark O'Thomas (Project Creative Director), UEL
Paola Marchionni - JISC
Dr. Janice Norwood Leicester University
Professor Jim Davis – Warwick University
Dr Jo Robinson – University of Nottingham
Murray Melvin – Stratford East
Colin Chambers – Kingston University
Mark Hedges (Deputy Director CeRch) Kings College London
Guy Leonard Baxter
Claire Hudson – Victoria and Albert Museum
Chris Megson – Royal Holloway London
Fran Birch – The Theatres Trust
Dr Mary Smith - CEDAR Project Manager

12.3 CEDAR Project Delivery Team

The CEDAR Project team is responsible for the day to day project management, co-ordination and delivery of the project

Dr. Mary Smith CEDAR Project Manager

Research Officer (to be appointed)

Libby Homer (Collections Development Manager LLS)

Stephen Grace (Digital Curation Manager CeRch)

John Springett (Technical Support)

12.4 Project Reporting

Following project reports to be produced during the project:

1. Monthly project report for internal project monitoring which will include last month's activities, following month's activities, issues, budget report etc.
2. Quarterly JISC reports
3. Project Steering Board, Advisory Group minutes etc.

13. Programme Support

The project will benefit from any support JISC can give, but particularly in the fields of digital preservation. The project manager and any other relevant project staff will attend JISC events related to the project. The project will use Project management guidelines and will seek JISC's advice where appropriate.

The project will also benefit from regular updates on the other projects in e-content programme. We will be grateful for JISC's assistance in project dissemination activities.

14. Budget

See Appendix A

Detailed Project Planning

15. Workpackages

See Appendix B

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Ongoing	Website usability, interactivity and accessibility	Is interface intuitive? Is interface engaging?	Usability workshops	Meets usability standards, user satisfaction
Feb 2010 – Dec 2010	Archive content	Is it suitable for incorporation into modules?	Individual meetings with teaching staff	Academic staff satisfaction/ agreed to incorporate in modules
Ongoing	Resource discovery platform &	Is the content easily searchable?	Usability workshops &	High scores by users, schools and wider

	functionality		questionnaires	community
Ongoing	Metadata	Is the user generated metadata useful?	Contributing metadata workshops & Bossa deployment	Users are able to tag, view and input metadata via functionality improvements & users can use and find right resources

17. Quality Plan

Quality Assurance: Quality assurance is a critical factor and is central to the management of the project as well as maintaining the quality of metadata. Implementation of quality assurance methodology will be the responsibility of the Project Manager and CeRch for the metadata quality. The quality assurance guidelines will include specification for quality standards such as compliance with the OAI-PMH & other metadata standards, accessibility, usability, reliability, monitoring and reporting standards. The project team will work with the JISC Programme Manager to ensure that quality and timeliness of project milestones, outputs are guaranteed throughout the project duration. The Project team will adhere to the JISC's project management guidelines.

Enhanced metadata

Output	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
01/02/10 – 31/12/10	User - generated meaningful metadata	Usability testing, accuracy testing via Bossa	Checked against existing metadata standards	PM, RO	
1/11/09 - 28/02/10	Usable interactive, intuitive user interface	Usability testing, evidence that the interface works in teaching and learning, all partners in agreement, accessibility monitoring	Comply with W3C	PM. RO	

18. Dissemination Plan

Dissemination and outreach

Timing	Dissemination	Audience	Purpose	Key Messages
Oct 2009	Establishment of project website	Students, teaching staff of theatre studies programme, public	Inform stakeholders and user community about the project	Project aims, project progress reports, promotion of partner institutions
Sept 2009 – Jan 2011	Publicity & promotion	HEI and wider user community	Inform stakeholders and user community	Project awareness, dissemination of project outputs
Oct 2009	JISC Millennium project	JISC & wider community	Inform about the projects UEL has engaged on	Project awareness & promotion of JISC & UEL activities
Jan 2010- Jan 2011	Embedding archives in L&T and	Undergraduate /post graduate students, academics	Integrating into the curriculum	Archive content

	research activities			
Dec 2009	Advisory group 'Champions'	Their colleagues & wider community	Champion the project, disseminate news of it, help to embed it in teaching	Project promotion, advocacy
Jan 2010-ongoing	Paper and publications strategy, conferences	Fellow researchers in performing arts; in digital resources conferences	Inform wider community about project; invite feedback	Share findings about functionality, technical innovations; resource
Jan 2011	Palatine Conference: Digital Resources in Learning & Teaching	Academics, researchers, students on national level	Platform to disseminate project outcomes	Sharing project experience, success, lessons learnt, future recommendations

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
CEDAR Technical Platform	Ensure the platform is robust and accessible	Move the technical platform to more robust, high performance server (Service Level Agreements developed)
Digital content	Accessible and preserved	Long term preservation, storage
Digital content	It is embedded in Teaching & Learning in UEL and partners' Theatre Studies programmes	Support and upkeep the archive; overseen and further developed by Coll. Dev. Manager
Course guides	Used and tested in teaching and learning programmes	Used and developed by UEL and partners

19.1 Project Outputs

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Ongoing CEDAR archive support	Point of contact elta@uel.ac.uk	On-going responsibility to look after the archive. → embedded into LLS QuestionPoint	Enquiry desk/QuestionPoint and FAQ → none envisaged
Enhanced archive available after 5 Years – long-term	Fully incorporated into UEL collections & systems	UEL systems team responsible for maintenance & enhancement	Integrated into Ass. E-Resources Manager's role (current ELTA project manager) and Coll. Dev. Manager
Maintain a collaborative working relationship with project partners	Good relationship has been established and project partners are working well together and be a reference point for future work	Continuing to offer expert advice; sustaining good partnerships	Willingness to continue? Change in priorities? Time constraints/new staff

Appendixes

Appendix A. Project Budget (following page)

UNIVERSITY OF EAST LONDON

CLUSTERING & ENHANCING

01.09.09 to 28.02.11

Directly Incurred Staff		Sep 2009 - Mar 2010	Apr 2010 - Feb 2011	TOTAL	
Project Manager (Band F, full-time)		£30,351	£48,605	£78,956	
Research Officer (RF56, full-time)		£24,671	£40,440	£65,111	
Total Directly Incurred Staff (A)		£55,022	£89,045	£144,067	
Non-Staff		Sep 2009 - Mar 2010	Apr 2010 - Feb 2011	TOTAL	
Recruitment		£2,000	£0	£2,000	
Travel and expenses		£1,500	£1,500	£3,000	
Hardware/software		£2,000	£0	£2,000	
Dissemination		£5,000	£0	£5,000	
4 case studies partner institutions @£5K per institution		£20,000	£0	£20,000	
Evaluation/usability testing		£2,000	£3,000	£5,000	
Staff development		£1,500	£0	£1,500	
Total Directly Incurred Non-Staff (B)		£34,000	£4,500	£38,500	
Directly Incurred Total (C) (A+B=C)		£89,022	£93,545	£182,567	
Directly Allocated		Days	Sep 2009 - Mar 2010	Apr 2010 - Feb 2011	TOTAL
Project Director		47	£6,789	£11,043	£17,811
Project Creative Director		33	£3,776	£6,152	£9,928
Academic Contribution		33	£3,331	£5,449	£8,781
Collection Development Manager		20	£1,946	£3,174	£5,120
System Support		20	£1,520	£2,478	£3,998
Software Developers		182	£26,374	£14,051	£40,425
Digital Curation Manager		17	£3,062	£1,639	£4,701
Departmental Manager		31	£5,055	£2,957	£8,012
Estates (UEL)			£8,458	£13,292	£21,750
Estates (King's College London)			£5,299	£2,726	£8,025
Directly Allocated Total (D)			£65,591	£62,960	£128,551
UEL Indirect Costs (E)			£53,288	£83,738	£137,026
King's College London Indirect Costs (E)			£20,450	£10,512	£30,962
Total (C+D+E)			£228,351	£250,755	£479,106
Amount Requested from JISC			£97,222	£152,778	£250,000
Institutional Contributions			£131,129	£97,977	£229,106
Percentage Contributions over the life of the project		JISC		UEL/King's College London	TOTAL
		52%		48%	100%
No. FTEs used to calculate indirect and estates charges and staff included		No FTEs		Which Staff	
		3.69		All Directly Incurred and Directly Allocated staff except the Departmental Manager.	

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Appendix B. Workpackages

Please see attached document