



JISC Project Plan

Overview of Project

1. Background

1. 1 This is a one year 'demonstrator' project based at the University of East London. Its objective is the establishment of a 'living archive', *East London Lives 2012 (ELL2012)*, to document the changes in the Olympic 2012 host borough areas (Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest). By tracing the regenerative promises in the bid for the London 2012 Games, it will investigate if and how any changes are taking place locally. It will record that which would otherwise be lost by creating data and storing historical data relating to the Olympics and London.

1. 2 The University of East London is well placed to host the archive with the support of its partners, as it has engaged with London 2012 from the inception of the London Olympic bid. Since the bid's success the University has been engaged in several teaching and research-related projects concerning the Olympics and East London. For example, the Institute for Health and Human Development (IHHD) has established a research and community engagement programme on health provision in East London (including an Olympics related awareness strand) and the London East Research Institute (LERI) has undertaken several research and consultancy projects, producing a number of academic publications on urban regeneration and the Games.

1. 3 *East London Lives 2012* will build on this background of engagement with Olympics studies. It will record and reflect upon the process of social change in East London arising from hosting the Games, considered to be the world's leading 'mega event'. *ELL2012* will offer a unique perspective by focusing on community development and social regeneration in the East London area, two of the key legacy promises made by the London 2012 organisers. Bringing together material from UEL research projects and specially commissioned oral histories, *ELL2012* will be organised around a cluster of critical legacy indicators relating to health, wellbeing and regeneration which we will develop as part of the project. Here the archive's contribution is in the consolidation and creation of vital data on the impact of the 2012 Olympic Games & Paralympics on London.

1. 4 These outputs will be of considerable interest to the broader community in assessing the impact and legacy of the Games and other mega events: for example, Government (DCMS), Olympic boroughs, policy makers and academics. They will also be relevant to the 2014 Commonwealth Games and other major events with significant legacy promises.

1. 5 Stakeholders in the project include: the Museums, Libraries and Archives Council who will advise on metadata and standards. The archive will also complement their 'People's Record'. The GLA will allow their information to be used and catalogued. The student community at UEL will access and use the archive as its pilot end users. The wider community will be involved in research content creation and evaluation.

2. Aims and Objectives

2. 1 Aims The aim is to create a digital archive known as *ELL2012*, which will be a thematic cluster of digital resources. It will provide essential data on two selective but important themes: community development and health and wellbeing. It will be aimed at dissemination to a wide audience, and will support teaching and learning at the local and international level. Essentially, the archive will aid knowledge transfer by providing information which is either hard to reach or otherwise at risk of not being recovered at all.

2. 1. 2 The archive will draw upon work already being carried out by UEL academics. The aim is to consolidate these data sources and disseminate them to the wider community. In doing so, UEL will confirm its role as an important partner in and with the local community, and will further embed its Olympics-based research and expertise. The archive will become a forum for thought and debate about London 2012 and facilitate further research on it.

2. 1. 3 The archive will also facilitate research on an area which has received little attention: how the lives of people in host cities might change or are affected by the Games. Areas of research will include:

- How are individual lives, particularly in relation to regeneration and health and wellbeing, changing as the Olympic development takes place?
- How did preparations for the Games change neighbourhoods, and how did neighbourhoods and communities themselves shape the preparations?
- How did the built environment change over time?
- What are community aspirations for the Games and are they being fulfilled?
- What community regeneration lessons might be learned?

2. 2 Objectives: The overall objective is to provide data on all of these concerns, and to make the data available to the community. The consolidation of free access to this repository of information is unique:

- To monitor and create documentation on performance related indicators of the above
- To provide data on community development that would not otherwise be recorded
- To provide a multimedia resource on the Olympics in London
- To recover sources otherwise in danger of being lost
- To consolidate research sources on the Olympics by digitising and cataloguing them for web use and free access
- To support teaching and learning in the academic community
- To share information (knowledge transfer) with the wider community

3. Overall Approach

3. 1 Strategy: We will adopt a multidisciplinary approach to revealing the lives of East Londoners as the Games approach. Our concentration on two of the 2012 legacy themes, social regeneration and health and wellbeing, will direct our areas of research.

3. 2 Firstly, with the help of our Academic Steering Group and the expert advice of analysts and archivists from the five Olympic host boroughs, we will create a set of key *performance indicators* designed to demonstrate any changes. This content will be strictly designed with reference to 'legacy' – socio-economic and cultural indicators of progress toward achieving the published policy goals of government, the London 2012 stakeholders and local authorities.

Proceedings and research method

Using a range of sources* we will bring together interlinked performance indicators on key areas relating to multiple indices of deprivation (economics, health, housing, sport participation, education) chosen by our academic steering group and monitored throughout the project for their effectiveness. We will record these measurements three times throughout the project year. This will be provided in the form of a document which uses the information gathered (see below) and compares the indicators across the 5 Olympic boroughs. It will be the copyright of the project team and UEL.

The guiding principles of this data collection will be that the indicators will provide background data for the community consultation research, including:

- indicators are clearly defined and facilitate comparison
- Indicators are susceptible to capture over time
- Indicators capture data that may inform the development of policy making
- Indicators capture data that indicates the impact of policy interventions

*ONS (Census and Annual Survey), DCLG (Department of Communities and Local Government), Tri Annual, LDA, LA, Halifax, NOMIS, Sport England, National House Building Council)

3. 3 Secondly, we will conduct and/or catalogue a three-pronged 'community engagement' **primary research** strand which also follows the above engagement with communities and wellbeing as a determining theme.

3. 3. 1 Focus Groups: Using the legacy indicators as background for the participants, the project will conduct focus groups in each of the five Olympic boroughs, asking people to comment on the below themes:

- How any changes in the above indicators are being experienced by them;
- Their general awareness of and participation in any new policy implementations at the local level relating to the Olympics;
- How they perceive Olympics bodies and their organisation with reference to local developments;
- How they perceive Olympics regeneration and are experiencing it; and,
- If they are making the links themselves between any socioeconomic changes and the Olympics

These focus groups will provide an added level of insight for those interested in the social impact of the Games led regeneration in East London. The groups provide the missing link between quantitative data based on socioeconomic factors *'likely to influence people's lifestyle and wellbeing'* and qualitative data showing how populations actually *experience, perceive and respond* to those socioeconomic factors. They will capture the evolving local assessments and experiences in relation to the '5 promises' made by the Olympic organisers, especially on health and wellbeing and regeneration-related promises. Most importantly they will capture the 'East London story'.

Proceedings and research method

The UEL team will carry out up to 24 focus groups (of 60-90 minutes) in the period between January 2009 and August 2009, choosing up to 15 to edit, transcribe, tag and archive as 'best examples'. These groups will be recorded using a Marantz PMD 660 solid state recorder. We will also archive high resolution images/photography of the groups and write analytical reports on general themes that emerged during all of the groups. These images will be accompanied by a complementary literature review carried out by the project team to provide background and context to the groups. Collection strategies and groups include:

- People from each Olympic Host Borough and surrounding boroughs
- Young people (under 18's)
- Older people (over 65)

The advisory group will undertake quality assurance and decide, based on the research leaders feedback, on which of the groups might be most valuable to host on the digital archive. It will also advise on an editorial scheme commensurate with data protection, especially the protection of minors (U16's) in research projects (see point 10).

3. 3. 2 Health and wellbeing: building on UEL's ongoing community consultation projects, this strand will include the archiving of research done on the barriers to change in this area identified by UEL teams, who have already carried out work on longitudinal and qualitative studies of lifestyles and barriers to change in East London. The University of East London is a partner of the 'Well London' project and has carried out all the research for it, to which it owns the copyright. The Well London project investigated the barriers and stimulants to health and wellbeing in 20 London boroughs.

Proceedings and research method From its research activities already being carried out in the period 2007-2009 the team has:

- Multimedia footage from its 'Memory Soup' performance and health intervention project
- 11 comprehensive research reports called 'Community Engagement Reports' carried out by UEL research teams (covering topics such as health and wellbeing indicators, transcriptions of interviews and focus groups, analysis and recommendations for improving wellbeing)
- Notes and transcripts from 'Community Cafes', café based focus groups on diet and health

- High resolution image/photographic evidence of all research proceedings and the locales in which research took place
- Evidence of community-related interventions by Local Authorities and Health-related organisations (depending on copyright agreement)

The advisory group will decide on what and how comprehensively to archive these items, all of which are in digital format. It will also advise on an editorial scheme commensurate with data protection. The lead researcher will provide an overview of the main themes but these will also be covered in the research reports.

3. 3. 3 Oral histories: as part of the community engagement strand, we shall be carrying out and archiving oral histories. This strand of research will create an historic perspective on the Games in London and provide insight into how contemporary populations view the east London area currently undergoing transformation and 'social regeneration' with reference to its history.

The collection of oral history will be three-pronged and generate primary data to:

1. record historical change in the area surrounding the 2012 Olympic Park;
2. give an historical and contemporary perspective on the Olympic Games and
3. reflect on the historical aspects of the Olympics in London

Proceedings and research method

There will be three main collection strategies:

1. People asked to speak about the area of East London being transformed to host the Olympics in 2012
2. People with memories of the Olympics in London (1948 or currently living in post Olympic developments such as Wembley or White City)
3. People who may have participated in the Olympics as athletes or organisers

Using a Marantz PMD660 solid state recorder, recordings of between 30-90 minutes will take place with participants, usually in their homes or in local community centres for their convenience. The timing will relate to the subject area and the involvement of the participant in it. Ten of the most informative in each group chosen by the Academic Steering group will be transcribed and uploaded to the archive. Others will be edited into small sections and uploaded. The editorial scheme will be commensurate with the Data Protection Act and UEL's Research Ethics Committee appraisal. There will be no interviews with people under the age of eighteen. The lead researcher will write contextual literature review to provide context, and a review of major themes for each grouping.

3.4 Thirdly, the archive will also act as a general repository of information on the Olympics in London. We shall be archiving research on the area and miscellaneous data relating to the Olympics, such as photographs of the area around the Olympic site, copyright UEL. Under agreement with the GLA we shall also provide deep links to GLA documents already available on the internet (following the themes of social regeneration and health and wellbeing).

3. 5 Fourthly, as part of our commitment to accessibility and to enriching local lives, the archive will support teaching and learning both at the university of East London and in the wider community.

3. 5. 1 Olympics module: we shall run an Olympics module for UEL students in the academic year 2008-9. Some of the module content will be provided by the archive, and in future years the module, will both depend more on the archive and help facilitate it. The students of this module will be the pilot users of the archive before it has gone live. We will run a workshop on the archive with them and they will use its content for their projects before providing us with formative evaluations on usability and content as part of their end assessment.

3. 5. 2 Olympics workshop: We are holding an Olympics workshop with and for London 2012 professionals and international Olympics industry experts at two events in December 2008. Here, we will introduce news of the archive and at the same time support these wider networks with the non-academic community. We will host a user evaluation survey with Olympic professionals on their views about archive content and usability.

3. 5. 3 Olympics conference: At the close of the project and to launch the archive, we will host a one and a half day conference on our two themes: health and wellbeing, and social regeneration. We will invite international attendance and will support our students by having a poster session at which they can talk about their projects. We will also have a roundtable on the subject of support for future research on the Olympics, at which we will introduce people to the archive by having a launch session.

3. 6 Project boundaries: We shall be careful to consider our resources and their limitations, as well as the large scope of Olympics related knowledge. As a 'mega event', the Olympics touch on a wide area of life, both domestically and internationally, and the Olympics research field is broad as a result. However, there is little concentration on health and wellbeing and social regeneration, hence our focus on these two of the five legacy promises. By concentrating on our expertise in two areas in this first year, we can provide an excellent foundation to support further and broader academic work. *East London Lives 2012* will be of interest to those working in a range of disciplines: arts, architecture, business studies, economics, health studies, media studies, social welfare and sociology.

3. 7 Critical success factors: critical to our success will be the good working relationships we must develop and expand on. We shall also need and require the cooperation of the wider community in participation with research and dissemination (see point 18). One key factor in success will be the support of the project manager through monthly project meetings with the management team.

3. 7. 2 A success factor, especially engaged on with the Olympic Studies module and recruitment for it will be our use of 'Archive Champions', people who will undertake to support the archive and disseminate information about it (see point 18). Within UEL, 'Champions' are based in each school/ department and promote the Olympic Studies module to students; outside UEL they will raise awareness of the archive by disseminating information about it and encouraging others to use it.

3. 7. 3 Another success factor will be quality assurance (see point 17), and our appraisal of user needs for the archive (see point 16), as well as our sustainability plan (19). We need to make sure that the archive is fit for purpose; to regulate the quality of the material on the archive; and to make sure of its relevance to the subject area. For this reason we will carry out evaluations and surveys with various groups before we begin research and during it, beginning with members of academic staff involved in Olympics Studies. This will also involve metadata assessments. We will begin with user evaluations pre-research, questionnaires and surveys with Olympic Studies academics during the research and the advice and input of our LLS team and the Advisory Steering Group.

3. 7. 4 Another recognised success factor will be defining a good data protection scheme. While the majority of the information generated for the project will be copyright of UEL (and editorial decisions will also be UEL responsibility), we will apply to use or to host deep links to documents available in other locations on the World Wide Web. Our research practice will be defined by, apply to and be approved by guidance from UEL's Research Ethics Committee, which defines UEL researcher's best practice, informed consent and researcher conduct, as well as the protection of research subjects. Our editorial scheme and decisions about content will follow the Data Protection Act 1988, UEL policy and advice from the MLA, and will also follow OHS and ESDS guidelines. Advice on consent both with research subjects and approaching copyright holders is given by UEL's Director of Knowledge Transfer who is responsible for UEL's IPR management, and by the LLS Copyright team. All final decisions on archive content will be made by the Advisory Steering Group.

4. Project Outputs

- Reports on progress
- Archive for community, student and wider academic community end users
- Dissemination on Olympics Studies
- Raising Olympic Studies profiles, as well as those of partner institutions
- Olympic Module to be sustained in future years
- Conference on Olympics Studies

5. Project Outcomes

5. 1 This archive is intended as a tool which will facilitate and embed Olympics knowledge, teaching and learning at the University level. Because of its open format, and its capture of time-sensitive data it will be an incomparable data source made accessible to the local and international community.

5. 2 Outcomes:

- Support of the community
- Embedding Olympic studies in UK universities
- Aiding teaching and learning
- Dissemination of information about the Olympics to the local community and wider interested parties
- Partnerships and future working practices

5. 2. 1 Support: The status of the project as a 'living archive' with ongoing knowledge creation will support and also generate interest in the changes that take place in East London as the Olympics approach. This is empowering for those who experience change in their local area. It will provide a reference point for them and is intended as a source through which they can access and promote their understanding and articulation of local concerns. It brings the academic community together to consider what happens to the local populations in host cities and the participation of the local community in the focus groups will cement that representation of local concerns. The participants of the focus groups will also engage in feedback in evaluating the usability and usefulness of the archive.

5. 2. 2 Embedding Olympic Studies: The project's value to the academic community will be in the unique insight it provides into the dynamics of hosting the Games. Its provision of primary sources for open access through a digital forum is also unique for its levels of accessibility. This will first benefit the UEL student community who will have used the project materials for reference in the Olympics module, but on the launch of the archive the wider and academic community will have access to a collection of valuable and targeted primary sources that would otherwise not exist.

5. 2. 3 Aiding teaching and learning: The archive will be used as a project by students at UEL and will be a resource for teaching. It will also encourage learning amongst the wider community as it is freely accessible.

5. 2. 4 Dissemination: by creating information on the Olympics and sharing it via the archive, the project supports the empowerment of a wide community of potential users. Its promotion activities will also support the learning of and expertise of the wider community, including interested professionals. The workshops and conferences provide a forum for debate and knowledge transfer. Its accessibility creates a unique opportunity for dissemination on an area that hitherto has been relatively unexplored by the international community.

5. 2. 5 Partnerships: as a digital archive, the project has accessibility as a foremost concern, as above. As a 'living archive' the priority is also with the evolution of good working practice and relationships which can be supported and promoted through the above activities. At its close this project will have established, maintained and leaves a living network of people from different academic, professional and community backgrounds that have worked together and participated in the project. This will lead to future relationships and promotes accountability of all professionals to the wider community.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
Museums, Libraries and Archives Council	Guiding development of standards and protocols, key partner in project, ensuring complementarity with <i>People's Record</i> and other archive projects	High
Five Olympic boroughs in	Helping with focus groups, ensuring structured oral	High

London and their archivists	histories, and using the archive and legacy indicators, feeding back their experiences	
UEL u/g and p/g students (over 50% live in the 5 Olympic boroughs)	Using the archive and legacy indicators and feeding back their experiences to enrich archive	High
HEIs involved in Olympic Studies	Using the archive and legacy indicators and feeding back their experiences	High
UK and international scholars of Olympic studies	Using the archive and legacy indicators and feeding back their experiences	High
Key UEL staff within LERI, IHHD and Library and Learning Services	Delivering project, ensuring standards and relevance of project, and digitising materials for archive, and project management	High
JISC and other JISC projects	Sharing experience and guiding project	High

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Organisational – focus groups are difficult to establish and maintain	1	5	5	Minimised by the experience of the project team which has significant experience setting up projects. Minimised by contacting local and other voluntary organisations; UEL and connected researchers already have established teams of people and contacts in the local community
Technical – difficulties in digitization	1	5	5	Most data will be created by the project and in accordance with national standards so limiting technical issues. Working projects at UEL are already focused on digitization
Recruitment	3	5	15	Lack of effective recruitment; unforeseen issues with job take up; early leave of project staff/ illness. Minimized by choosing more than one clear candidate to take up positions or seconding LLS staff to role
Project Personnel	3	5	15	Unforeseen circumstances result in staff shortage. Minimize by identifying clear alternatives and by recruiting and emphasising Archive Champions who support the project and are well placed to 'step in' to provide support
External suppliers – problems eliciting agreement of material to be hosted	2	5	10	Clear lines of communication to be established between project team and stakeholders; minimized by pre-existing contacts within the stakeholder community and dissemination events re: archive champions.

Legal – copyright becomes a significant issue	2	5	10	Minimised by expert Academic Steering Group guidance/advice; prior copyright consent sought for all oral histories; focus on clear and specific themes; processes established to ensure quality of material. Limit on hosting information not created by UEL. Good sustainability plan to ensure we comply with Data Protection Act by maintaining the archive.
Sustainability	3	5	15	Minimised by demonstrating the added value to teaching and research community; providing the foundations for subsequent research grant applications; Archive will be marketed in UK and internationally; support secured from policy makers at local and UK levels; critical mass of post and undergraduate students recruited to UEL programmes linked to Olympic Studies
Material not used by research community	2	4	8	Minimised by extensive promotion and marketing; to date, significant network of international scholar links and student enquiries about London 2012; high profile link with UEL/research centre internet pages; good metadata quality to ensure identification by search engines

8. Standards

Name of standard or specification	Version	Notes
OAIPMH	2.0	to support metadata harvesting
METS		as above
Dublin Core		as above
TIFF, JPEG, GIF		image files
MPEG1,MPEG4		audiovisual files
W3C		accessibility standards for website content
RSS		alerting

9. Technical Development

9.1 Technical advice will be sought from the MLA, Digital Curation Centre, National Sound Archive, TASI and Sound Archives Film Images Repository (Project SAFIR). We will use Dublin Core and

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expand on it, in part using METS for multimedia. There will be a sub-group to consider metadata requirements, created in accordance with user evaluations before the research period and to be reviewed by the Advisory Steering Group and the Project Management Board. The technical development will occur in accordance with best practice currently being reviewed by the Community Archive Development Group of the National Council on Archives. This will update the International Archives Council's International Standard of Archive Description (General). This will be informed with expert assistance from the Museums, Libraries and Archives Council.

9.2 The user interface of the archive will be developed as a specific sub-site of the UEL institutional website with a dedicated URL www.uel.ac.uk/ell2012 <<http://www.uel.ac.uk/ell2012>>* with an emphasis on producing a visually attractive user-friendly appearance. This website has been established in November 2008 to garner interest but will be developed further upon archive launch in September 2009. The back-end of the archive will be provided via the established UEL institutional repository, roar@UEL, (based on open source software DSpace) which has the capacity to support the full range of digital formats the ELL2012 project will produce. Part of the aim of the project is to merge historical and current Olympic related archives and we shall exploit the use of web2.0 technologies as appropriate, in particular in relation to publicising and disseminating information about the project. Any software developments or lessons learnt from incorporating the content for the ELL2012 project into the archive will be shared with the JISC and international community.

* the existing project background on the URL .../ell2012 will be archived into .../ell2012/plan.

10. Intellectual Property Rights

10.1 The major content of the Archive will be material generated by the project team, who agree to all open access requirements being met to facilitate teaching and research within the sector. All external researchers will also be required to assign copyright to UEL.

10.2 The selective nature of the Archive's themes have been designed to ensure that the resources, oral histories and other narratives generated by the project team and the focus groups will all have been copyright cleared for the project: this will be achieved by obtaining copyright consent prior to their creation. No digitisation will be undertaken of material whose copyright is not owned by the project team or cannot easily be obtained. Any third party media clips required will only be used where copyright clearance has been obtained and we will act to minimize.

10.3 Research participants will be protected by the UEL's Research Ethics Committee protocol. Following the 1988 Copyright Act people will be invited to have the moral rights to their own stories in oral history research. We undertake to guarantee *express* (24 hour pre-interview written) informed consent in assigning copyright. All steps will be taken to protect participants and consider the different needs of age groups and subject areas and inform people of the possible risks and benefits to participation. People will not be asked for retrospective consent.

10.4 It is the Project Manager's responsibility, under guidance from the Advisory Steering Group and the Project Management Group, to monitor copyright matters. They are supported in this work by Library and Learning Services at UEL who have significant expertise and knowledge of copyright law and of clearing rights for educational use. They are also supported by UEL's Director of Knowledge Transfer who manages UEL's IPR policy and protection.

Project Resources

11. Project Partners

The Project will be delivered by a UEL academic team consisting of staff from the London East Research Institute (LERI), the Institute for Health and Human Development (IHHD) and the Library and Learning Services (LLS)

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Date: October 2008

11.1 Main contact for Project: Dr Mary Smith, Project Manager, London East Research Institute, UEL, EB G.01b, Docklands Campus, 4-6 University Way, London, E16 2RD.
Phone: 020 8223 7261, Email: m.k.smith@uel.ac.uk

12. Project Management

The Project Director, Professor Andrew McDonald, oversees the project. Two steering/ management groups have been established: the first, the Academic Steering Group, gives creative input. The second, the Project Management Group, is responsible for coordination and delivery.

12.1 Advisory Steering Group

An expert group of academics, archivists and policy researchers has been established to give contextual advice and guidance on the aims, policies, themes and content of the Archive. Experts represent Olympic Studies scholars, one international and three from the UK. They also reflect the inter and multidisciplinary focus of the project and include stakeholder institutions (the Greater London Assembly and the Museum, Libraries and Archive Council, the 5 Boroughs, JISC representatives). The Group advises on legacy indicators and embedding the Archive in learning and teaching and with other stakeholders. This will ensure we reflect external perceptions and analysis of the progress of London 2012.

Advisory Steering Group Members

Professor Andrew Blake, Associate Dean SMACS UEL

Professor Jean Loup Chappelet, University of Lausanne

Richard Derecki, Senior Research Officer, Greater London Assembly

Alastair Dunning, Programme Manager, JISC Digitisation Programmes (as available)

Vanessa Harbar, Project Manager for 2012, Museum, Libraries and Archive Council (MLA)

Andrew Holden, Programme Director for 2012, MLA (as available)

Dr Iain MacRury, Director, UEL London East Research Institute

Professor Andrew McDonald, Director UEL Library and Learning Services

Dr Gerry Mooney, Scotland Open University

Professor Gavin Poynter, Chair, UEL London East Research Institute (as available)

Professor Adrian Renton, Director, UEL Institute for Health and Human Development

Ben Showers, Programme Officer, JISC Digitisation Programmes

Isobel Siddons, Programme Manager for 2012, MLA (as available)

Dr Mary Smith, Project Manager, ELL2012

Norman Turner, Chief Executive Officer, 5 Boroughs Host Partnership

Professor Sheila Wigmore, Sheffield Hallam University

12.2 Project Management Group

This group is responsible for the management, coordination and delivery of the project

Project Management Group Members

Project Director: Professor Andrew McDonald, Director UEL Library and Learning Services

Creative Director: Dr Iain MacRury, Director, UEL London East Research Institute

Creative Director: Professor Gavin Poynter, Chair, UEL London East Research Institute

Creative Director: Professor Adrian Renton, Director, UEL Institute for Health and Human Development

Creative Director: Gurdish Sandhu, Ass. Director, UEL Library and Learning Services

Project Manager: Dr Mary Smith

Project Officer

12.3 Key personnel

Project Director: Professor Andrew McDonald, Director of Library and Learning Services and Head of Lifelong Learning Centres, UEL

Creative Directors:

Dr Iain MacRury, Director, London East Research Institute, UEL

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Professor Gavin Poynter, Chair, London East Research Institute, UEL/ **Professor Andrew Blake**, Associate Dean, SSMCS, UEL

Professor Adrian Renton, Professor of Health and Human Development, Director of Institute for Health and Human Development, UEL

Gurdish Sandhu, Ass. Director, Library and Learning Services, UEL

Project Manager: Dr Mary Smith

The Project Manager is a full time appointment dedicated to the management of the project. She is responsible for the overall running of the project, ensuring good communication between partners and working with the Creative Directors to commission research and the necessary contextualisation. The Project Manager is the main contact with the JISC, maintains the project budget and produces required progress reports. The Project Manager is responsible for ensuring adherence to accepted standards and open architectures.

Project Officer (0.5)

The Officer has responsibility for administration, maintaining day-to-day contact with stakeholders, arranging project team meetings and meetings of the Academic Expert Steering Group. S/He also has responsibility for cataloguing materials and metadata

13. Programme Support

We would look for support from the programme in the following areas:

- Advice, guidance and national perspective on issues such as metadata, IP, copyright and technical standards
- Promotion, communications and marketing
- Workshops, training and networking with other projects

14. Budget

There are slight changes from the original proposal to reflect the cost-effectiveness of the recruitment exercise and the holistic nature of the research exercise. It is attached as appendix A.

Detailed Project Planning

15. Workpackages

See appendix B

16. Evaluation Plan

Our evaluation will focus on two types of feedback reflecting our commitments:

1. Formative feedback from the student and teaching community and from the Academic Steering Group
2. Summative feedback on the Archive at the JISC project completion date via an Olympic legacies conference that focuses upon the two main themes of the archive

There are three dimensions to evaluating the archive:

1. Student and community 'end users':

- Students will conduct an evaluation of the Archive as a component of their formative assessment activities in the pilot of the undergraduate 'Olympic Studies' module taught in UEL Semester B, 2009;
- Community 'end users' will be drawn from focus group participants to evaluate the Archive through each of its development phases;

2. Wider 'expert' community:

- Will be represented on the Academic steering groups and will advise on accessibility, content and architecture
- Olympic Studies PhD students at UEL will be invited to give structured feedback;

- Launch of the archive at the Olympics conference: academics will be invited to share observations;
- Wider academic community consulted via a questionnaire on website

3. Technical standards and quality:

- Technical evaluation will be undertaken by the University's Library and Learning Services, taking advice from the MLA in relation to emerging platform standards

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Feb – Jun 09	Content	Is the content useful? Does it have enough breadth to sustain research or interest?	Student project on Olympic module	Projects
Dec 08- Sept 09	Value and usability	Has the archive provided a valuable resource for the community? Is it searchable?	Academic community, Boroughs community	Sustainability; use by wider community
Aug- Sept 09	End usability	Is the content and architecture of the archive acceptable?	Technical Standards and quality	User group consultation; success of Olympic module

17. Quality Plan

The project will adopt a holistic approach to quality assurance, involving our partners and the whole project team in an effort to ensure that the data captured as part of the project meet highest quality standards. With the particular support of the MLA we shall develop a quality assurance framework. Random sample rates will be applied to the created objects and metadata, and the metadata creation and cataloguing will involve checking every item.

The Project Manager will be responsible for overseeing standardization and quality assurance.

Output	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Oct 08 – Dec 08	Adherence to standards	Compliance with the OAI- PMH and other metadata standards	Able to exchange data with other repositories	PM, PO	
Nov 08- Dec 08-	Accessibility	Software testing	Compliance with Web Accessibility Initiative	PM, PO	
Feb 09- Jul 09	Usability	Questionnaire with end users	Results	PM, PO	

18. Dissemination Plan

This is a project which seeks to demonstrate the effectiveness of and need for such a resource. It will be geared toward dissemination, as its role is to promote teaching and learning within university environments. It provides an invaluable resource for knowledge transfer, by firstly collecting information which would otherwise be lost and secondly by sharing it with the international community. We shall do so through a series of targeted activities and events:

Timing	Dissemination Activity	Audience	Purpose	Key Message
Oct 08- Sep 09	Archive Champions	International	'Friends of the archive', people who agree to support it and disseminate information about it to the wider community	Highlight the usefulness of the archive, and the importance of creating networks of information and partnerships
Nov 08	Establishment of holding website	UK and international	Inform stakeholder and user community about the project progress, and to provide feedback; raise awareness of archive and legacy indicators	Unique archive, creating knowledge, important legacy indicators, project aims, workshops and literature, project progress reports
Dec 08	Olympics legacy workshop, GLA partners	UK	Host event on legacy, introduce archive to wider expert audience	Project aims, as above;
Jan-Aug 09	Publicity	Local and national community, Olympic bodies, MLA, Olympic boroughs	Raise awareness	Project aims, as above
Jan –Aug 09	Promotion	Interested professionals (analysts and officers) of Olympic boroughs	To assist in selection of material and to increase the usability of archive	Highlighting project benefits, value of archive and legacy indicators for boroughs
Jan-Apr 09	Using archive for teaching and learning	UEL and other universities with Olympics modules	Promote the archive, evaluate its use in learning and teaching, feedback to archive design	Value of unique archive to support learning and teaching, help in improving archive structure
Sept 09	Olympics conference	Local, national and international community (academics, politicians, policy makers, boroughs)	To raise awareness of archive, its use in learning and teachings, value for decision makers, UEL and JISC profile	Archive, legacy indicators, use in Olympics modules, research resources, success of the project and lessons learnt
Nov 08- Sep 09	Conference talks, publications, discussions with colleagues in other organisations, etc	UK and overseas	Introduce archive, legacy indicators, and project	Archive legacy indicators, our experience and possibilities for the future

19. Exit and Sustainability Plans

19. 1 This demonstrator project is designed to create a living archive whose value extends beyond the demonstration phase. The project team will ensure sustainability by embedding Olympic Studies in the undergraduate and postgraduate offering at UEL as a component of existing provision (e.g. establishing a new undergraduate university – wide module, final year dissertations, PhD and professional doctorate programmes). It will demonstrate the value of the archive to other HE institutions and the international academic community by building upon existing relations with academic communities across the world. And it will ally the continued production of the research outputs with the support of local and citywide institutions, including demonstrating the complementary nature of the project with the MLA ‘People’s Record’ programme.

19. 2 The Archive will be expanded and maintained by UEL after the demonstration phase. We will seek further funding from various sources to extend this project into a unique longitudinal study covering the period up to the Games, the Games themselves and a legacy period. We also seek to extend the scope of the Archive and our approach to legacy indicators to all five Olympic promises.

Project Outputs	Action for Take-up & Embedding	Action for Exit
Olympics Module	The project content will be embedded in the Olympics module course and as a result, in university-wide learning	Establish maintenance of archive
Archive	Focus Groups and community led engagement launches in media for open access	As above; apply for more funding to sustain it

19. 3 Sustainability

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Olympics Module	Now the content is established it will run year on year	Continuing it as an option	Supporting the updating of the archive with new material; applying for funding to sustain it
Olympic archive content	It is a digital resource which is sited at UEL	Maintenance by LLS repository manager	Supporting the archive with new material
Good Olympic Studies working relationships	Now created through the network and focus archive provided will grow and continue	More conferences and sharing of information; monitoring other host cities	Creating and expanding on our international links
Good working relationships between London-based professionals in Olympics industry	Now created through the network and focus archive provided have been established and be a reference point for future work	Continuing to offer expert advice to industry; sustaining good partnerships	Supporting administration of working partnerships
Olympic archive content	It is a living archive which needs to be added to	Maintain project and research team	Providing funding

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Appendixes

Appendix A. Project Budget

Appendix B. Workpackages