

Appendix B – Work Package details

Work package & activity	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
<b>WORK PACKAGE 1</b> <b>Objective: Establish project management infrastructure</b>					
1. Establish Project Team and structure		1/11/2009	Project management structure in place		MC/PB/CK/DM
2. Recruit Project manager		1/3/2009	Project manager post		PB/CK
3. Agree project calendar/schedule meetings		1/3/2009	Agreed project calendar		MC/PB/CK/DM
4. Recruit business process analyst		30/4/2009	Business Process analyst in post.		PB/DM
5. Review bid document		1/2/2009	Changes required as a consequences of learning acquired following submission of bid identified.		MC/PB/CK/DM
6. Set up portal project group		1/10/2008	Repository for internal project documents established		CK
7. Set up project web site		1/11/2008	<b>Area for dissemination of project out puts established.</b>		CK
8. Establish financial administration of project		1/10/2008	System in place for administration and tracking of project budget.		MC
9. Implement issues/lessons learned log		1/11/2008			CK
10. Identify development requirements of project staff		6/12/2008			MC/PB/CK/DM
11. Draft project plan	8/2/2008	6/2/2009	<b>Draft project plan</b>		MC/PB/CK/DM
12. Complete project plan	6/2/2009	30/4/2009	<b>Project plan</b>		CE
<b>WORK PACKAGE 2</b> <b>Objective Base line research, analysis and environmental scan</b>					
13. Review of findings of part – time and flexible working group	8/09/2008	31/5/2009	Summary of implications of working group findings for UG-FLEX project		MC/PB/CK/DM
14. Generation of statistics on institutions current “non-standard” provision	8/09/2008	31/5/2009	Statistics on university non-standard provision		PB/DM
15. Desk research on current government and other agencies	8/09/2008	31/5/2009	Key policy documents identified and available to management group from portal group.		MC/PB/CK/DM

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work on flexible curriculum			Shared understanding amongst management group of current policy work and key research findings in the area of flexible curriculum design and part-time provision.		
16. Assessment of potential impact of other complementary and competing internal and external initiatives on project. E.g., work based learning, employer engagement. Government cap on recruitment to HE. Introduction of new timetabling system.	8/09/2008	31/5/2009	Summary environmental scan report.		CE/MC/PB/CK/DM
17. Draft Baseline Report	17/3/2009	30/4/2009	Draft Baseline Report		CE
18. Final Baseline Report	17/3/2009	31/5/2009	Final Baseline Report		CE
<b>WORK PACKAGE 3</b> <b>Objective: Communication of project objectives and dissemination of findings.</b>					
19. Development of communication plan	2/2/2009	13/4/2009	Targets and priorities for project communication identified		/MC/PB/DM/ ACK
20. Presentations to university committees	2/3/2009	6/4/2009	Awareness and buy in to project		MC
21. Meeting with Heads of schools and Directors of Learning and Quality		31/5/2009	Agreement to participate in project and release staff as required.		CE/MC
22. Regular reports on project considered by relevant university committees. (Exec; APCS & L&Q)		16/2/2009	Ability to embed discussion of project in to discussions of institutional business		MC
23. Presentations to School boards/meetings		30/6/2009	Raise awareness amongst curriculum designers		CE
24. LECS (School learning enhancement co-ordinators)		30/6/2009	Raise awareness amongst curriculum designers		CE

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25. Development of curriculum design web pages		12/10/2009	Provide a mechanism for internal dissemination of project findings		CE
26. JISC reports and meetings		Various	<b>Enable JISC to monitor progress of project and enable dissemination of outputs</b>		CE
27. Placement of articles in Greenwich line.		2/3/2009	Raise awareness of project within institution		CE
<b>WORK PACKAGE 4</b> <b>Objective: Identification of good practice.</b>					
28. Literature review	3/11/2008	29/5/2009	Identification of good practice		CE/ACK
29. Sites visits/consultation with external organisations	2/2/2009	29/5/2009	Identification of good practice		CE/ACK/PB/DM
30. Identification of internal exemplar case studies	2/2/2009	29/5/2009	<b>Identification of good practice</b>		ACK/CE
31. Development of ideal case study scenarios	2/2/2009	29/5/2009	<b>Identification of good practice</b>		ACK/CE
<b>WORK PACKAGE 5</b> <b>Objective: Process analysis/Mapping of current processes and procedures</b>					
32. Programme/course design process map	2/3/2009	30/06/2009	Clearer understanding of current processes and a basis for discussion of future change		BPA/PB/DM
33. Programme/course approval map	2/3/2009	30/06/2009	Clearer understanding of current processes and a basis for discussion of future change		BPA/PB/DM
34. Programme/course marketing map	2/3/2009	30/06/2009	Clearer understanding of current processes and a basis for discussion of future change		BPA/PB/DM
35. Admissions process	2/3/2009	30/06/2009	Clearer understanding of current processes and a basis for discussion of future change		BPA/B/DM
36. Registration process	2/3/2009	30/06/2009	Clearer understanding of current processes and a basis for discussion of future change		BPA/PB/DM
<b>WORK PACKAGE 6</b> <b>Objective: Review of Regulatory and Quality framework</b>					
37. Report detailing impact on programme/course design of HEFCE regulations	2/3/2009	30/06/2009	<b>Clarity around the options available to curricula designers and better understanding of funding implications.</b>		CC

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38. Report detailing impact on course design of regulatory environment	2/3/2009	30/06/2009	<b>Better understanding of the design options enabled by regulatory bodies</b>		WCH
<b>WORK PACKAGE 7</b> <b>Objective: Stakeholder consultation and requirements gathering</b>					
39. 2 half-day workshops with programme leaders/heads of department.	1/6/2009	31/7/2009	Shared understanding of what is constitutes curriculum design  Identification of current perceptions of barriers to innovation in curriculum design  Generate requirements for systems and procedure development  Identification of potential pilot schemes		CE/BA/ACK/
40. 2 half day workshops with non-academic staff involved in management and development of relevant systems and procedures	1/6/2009	31/7/2009	Shared understanding of what is constitutes curriculum design and raise awareness of impact of current practices on programme developers  Identification of current perceptions of barriers to innovation in curriculum design  Generate requirements for systems and procedure development  Identification of potential pilot schemes		CE/BA/ACK
41. Focus groups with students	1/6/2009	31/7/2009	Evaluation of current experience of university part-time and flexible provision		CE/ACK/MR
42. Focus Groups/Workshops with employers / employer groups	1/6/2009	31/7/2009	Identification of barriers and enablers to flexible delivery Identification of impact of flexible delivery on business		CE/ACK/ BA

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43. Focus groups/workshops with support staff	1/6/2009	31/7/2009	Identification of barriers and enablers to flexible delivery Identification of impact of flexible delivery on support systems/staff		CE
44. Stakeholder workshops/focus groups.	4/1/2010	31/03/2010	Evaluation of remodelled processes and procedures		CE/ACK
45. Evaluation of piloted systems and procedures.	3/10/2011	12/12/2011	Evaluation of pilots		CE
<b>WORK PACKAGE 8</b>					
<b>Objective:</b> Systems and procedures modelling and development					
46. Pilot schemes confirmed following consultation with stakeholders	1/6/09	31/12/2009	List of Pilot schemes		Project Management Group
47. Functional specification	5/6/2009	30/09/2010	Specification reviewed and accepted by stakeholders		BPA/PB/DM
48. Technical specification	5/6/2009	30/09/2010	Specification reviewed and accepted by stakeholders		BPA/PB/DM
49. Test plan developed	5/6/2009	30/09/2010	Accepted test plan		BPA/PB/DM
50. Unit system testing	5/6/2009	30/09/2010	Iterative development: test logs		BPA/PB/DM
51. Functional /regression testing	5/6/2009	30/09/2010	Iterative development: test logs		BPA/PB/DM
52. User acceptance testing	5/6/2009	30/09/2010	User feedback gathered and iterative development		BPA/PB/DM
<b>WORK PACKAGE 9</b>					
<b>Objective:</b> Piloting of courses and programmes					
53. Details to follow	4/1/2010	27/8/2010	Details to follow		Pilot schools
54.					
55.					
56.					
57.					
<b>WORK PACKAGE 10</b>					
<b>Objective: Review</b>					
58. Details to follow	6/9/2010	28/02/2011	Details to follow		All stakeholders
59.					
60.					
61.					

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62.					
<b>WORK PACKAGE 11</b> <b>Objective: Implementation of redesigned system across institution</b>					
63. User documentation/user guides	28/3/2011	1/07/2012	User guides, use cases, system manuals produced.		CE/BPA/PB/DM
64. Training programme			Training course materials and timetable		CE/BPA/PB/DM
65.					
66.					
67.					
<b>WORK PACKAGE 12</b> <b>Objective: Evaluation</b>					
68. See evaluation plan	8/9/20009	1/7/2012	See evaluation plan		
69.					
70.					
71.					
72.					