

Project Identifier:
Version: 1.0
Contact: d.hiom@bristol.ac.uk
Date: 1st March 2011



JISC Project Plan

Project Information			
Project Identifier	<i>To be completed by JISC</i>		
Project Title	Greening Events II		
Project Hashtag	#jiscge2		
Start Date	1 st March 2011	End Date	31 st August 2012
Lead Institution	University of Bristol		
Project Director	Martin Wiles		
Project Manager	Debra Hiom		
Contact email	d.hiom@bristol.ac.uk		
Partner Institutions	UKOLN		
Project Webpage URL	http://greeningevents.ilrt.bris.ac.uk/		
Programme Name	<i>Greening ICT</i>		
Programme Manager	Rob Bristow		

Document Information			
Author(s)	Debra Hiom		
Project Role(s)	Project Manager		
Date	1/3/2011	Filename	greening_events_II_projectplan.doc
URL	<i>If this report is on your project web site</i>		
Access	This report is for general dissemination		

Document History		
Version	Date	Comments
0.1	1/3/2011	Initial draft for internal comments from project team
1.0	2/6/2011	Agreed by Steering Committee

Table of Contents

1.1	Project Summary.....	3
1.2	Objectives.....	3
1.3	Anticipated Outputs and Outcomes	3
1.4	Overall Approach	4
1.5	Anticipated Impact.....	4
1.6	Stakeholder Analysis.....	5
1.7	Related Projects.....	6
1.8	Constraints	6
1.9	Assumptions.....	6
1.10	Risk Analysis.....	6
1.11	Technical Development.....	7
1.12	Standards	7
1.13	Intellectual Property Rights	8
2	Project Resources.....	8
2.1	Project Partners.....	8
2.2	Project Management	8
2.3	Project Roles.....	8
2.4	Programme Support.....	9
3	Detailed Project Planning	9
3.1	Evaluation Plan	9
3.2	Quality Assurance	9
3.3	Dissemination Plan	10
3.4	Exit and Embedding Plans	10
3.5	Sustainability Plans	11
	Appendices	11
	Appendix A. Project Budget.....	11
	Appendix B. Workpackages	11

1 Project Overview

1.1 Project Summary

The main aim of the Greening Events II project is to build on the work of the initial exploratory project¹, in order to provide an exemplar in profiling the extent and sustainability impacts of HE events and travel within the University of Bristol, with a view to informing and helping other institutions undertake similar initiatives.

There are two main strands of work proposed under the Greening Events II project:

1. An Academic Event Profiler tool to allow the University of Bristol (and subsequently other universities) to systemically profile their event and travel footprints (including financial costs, Greenhouse Gas (GHG) emissions and other sustainability impacts) in order to provide a baseline on which to measure any subsequent changes.
2. An Events Planning Toolkit to help event organisers think through what type of event (if at all) they need to hold (physical, virtual or hybrid) and then to provide assistance in the form of guidelines and technology tools with each stage in the process to enable to reduce the sustainability impacts of the event .

HEFCE have begun to encourage universities to calculate baseline data for Scope 3 GHG emissions (of which academic travel is a significant part) and to set reduction targets. The outputs from this project will provide the HE and FE community with an exemplar in profiling the extent and sustainability impacts of HE events/travel within an organisation, which will help institutions to benchmark their emissions in this area. In addition the project will provide tools for planning and decision making to help reduce the negative sustainability impacts of such events.

1.2 Objectives

In particular the objectives are to:

- Create a methodology and tools for analysing the extent and costs (monetary, GHG emissions and other sustainability impacts) of academic travel for the University of Bristol and beyond
- Produce baseline figures for the University of Bristol to help create targets and monitor future reductions in academic travel
- Work with stakeholders at the University of Bristol (and beyond) to help create a set of tools and guidance for event planning.
- Document this work in the form of best practice reports and guidance materials so that other universities can benefit from the experience at the University of Bristol.

1.3 Anticipated Outputs and Outcomes

Output / Outcome Type <i>(e.g. report, publication, software, knowledge built)</i>	Brief Description
Methods	Methodology for analysing the extent and costs of academic travel
Case Study	Supporting guidance for the methodology for other universities to use in their own institutions
Software	Enhanced Mobile Campus Assistant software based on

¹ <http://greenevents.ilrt.bris.ac.uk>
Page 3 of 11
Document title: JISC Project Plan Template
Last updated: Feb 2011 – v2.0

	feedback from user consultation
Guidelines	Best practice reports and guidance for support virtual and hybrid events
Tools/toolkit	Tools to facilitate decision-making around planning and running sustainable events

1.4 Overall Approach

This project seeks to affect attitudinal and behaviour change within the University of Bristol with a view to transforming institutional policy. Therefore a crucial part of the project effort will be directed towards liaison and dissemination activities across the University to understand what the potential barriers to uptake might be and ensure the tools are understood and embedded within the mainstream activities of departments.

The project will hold a series of workshops with a cross section of stakeholders at the University of Bristol throughout the project to ensure that faculties and departments are aware of the importance of managing HE events and that the tools and guidance are of practical use for their needs. An additional workshop will be held at the University of Bath as part of their staff development series.

Scope

For the purpose of this project HE events are defined as a meeting of three or more people and relates to meetings and travel by academic and support staff such as conferences and seminars, training, administrative and project related events). By this definition, the only kinds of events consciously excluded are those related to the teaching of students. This is simply for pragmatic reasons given time scales and resourcing.

Critical Success Factors

The main critical success factors have been agreed by the Steering Committee as:

- Establishing a baseline for academic travel for the University of Bristol to measure any subsequent changes
- A reduction in the negative impacts of business travel by academics or an increase in the utility of the business travel undertaken
- Evidence of policy or behavioural changes at the University of Bristol

1.5 Anticipated Impact

Impact Area	Anticipated Impact Description
Saving money	A reduction in costs related to HE events and business travel
Saving energy	A reduction in scope 3 emissions for the University of Bristol and beyond
Increasing benefits	An increase in the utility of events at the University of Bristol and beyond
Reputation	An increase in the reputation of the University of Bristol
Positive impact on wider society	A reduction in the negative sustainability impacts of events and a maximisation of positive impacts.

1.6 Stakeholder Analysis

Stakeholder	Interest / stake	Importance (H/M/L)
JISC	Funding body Sharing best practices with the HE and FE communities	H
University of Bristol Deputy Vice Chancellor	Reduction in costs Professional reputation	H
UOB Estates	Reduction in Scope 3 emissions	H
UOB Planning Policy and Support	Overview of initiatives happening in the university	H
UOB Sustainability Department	Reduction in Scope 3 emissions	H
UOB Procurement Department	Reduction in costs	H
UOB Finance Department	Better accounting information on academic travel costs	H
UOB Residences Office	Possible deployment of tools	H
UOB IT Services	Possible deployment of tools	H
UOB Campaigns and Alumni Office	Possible deployment of tools	H
UOB International Office	Possible deployment of tools	H
UOB Centre for Community Engagement	Possible deployment of tools	H
UOB Faculty managers	Possible deployment of tools	H
UOB Travel to Work Group	Interested in findings	H
UOB Resource Managers Group	Possible deployment of tools	H
UOB Public and Ceremonials Office	Possible deployment of tools	H
UOB Academics	More effective working practices, increased capacity	H
UOB Exams Office	Possible deployment of tools	H
UOB Students Union	Possible deployment of tools	M
UOB Security Services	Interest in the potential impacts of the tools	M
University of Bath	Project partner / may deploy findings of project in their work/services	M
Other universities	May deploy findings of project in their work/services	M
Other academics	Increased understanding of the issues	M
Event organisers	May deploy findings of project in their work/services	M
Attendees/delegates	Understanding of potential impact and means to minimise these	M
EAUC	Increased understanding of the issues	M
Green ICT Projects	Sharing of best practice/methodologies	M
Bristol City Council	May deploy findings of project in their work/services	M
HEFCE/JMP Consultants	Possible cross over with work being undertaken by JMP Consultants on behalf of HEFCE for Scope 3 emissions	M

In particular we will seek to work with specific academic departments to test outputs such as the academic travel profiler and the toolkit. The tentative departments to approach are history, politics, medical and veterinary, computer science and biological science.

1.7 Related Projects

Greening Events <http://www.jisc.ac.uk/whatwedo/programmes/greeningict/greenevents.aspx>
Mobile Campus Assistant <http://www.jisc.ac.uk/whatwedo/programmes/inf11/jisc/milecampus.aspx>

1.8 Constraints

The project management effort is relatively small (0.3 FTE) to co-ordinate a multiple stakeholder project therefore careful planning and monitoring will be needed.

1.9 Assumptions

Definition of an 'Event'

An event is defined broadly to mean 'three or more people who agree to gather together' either face-to-face or via networked technologies.

Definition of an Academic Event

The definition for an academic event is again quite broad and covers research, operations, administration and learning & teaching activities within the University. However events related specifically to the teaching of students have been consciously excluded due to the resource constraints of the project

1.10 Risk Analysis

Risk Description	Probability (P) 1 – 5 (1 = low 5 = high)	Severity (S) 1 – 5 (1 = low 5 = high)	Risk Score (PxS)	Detail of action to be taken (mitigation / reduction / transfer / acceptance)
Staffing	2	4	8	The project researcher is currently being recruited but staff from the Sustainability department are fully engaged in the project and have met with the project team to offer advice and guidance. (reduction)
Organisational	4	2	8	There will be a need to tightly manage the interdisciplinary team across this multi-stakeholder, multi-collaborator project. The project manager has considerable experience with similarly complex projects. (reduction)
Technical	2	3	6	Although the technical work is innovative in its developments it is building on existing work of the Mobile Campus Assistant and Greening Events project. In addition experience has already been gained in using a variety of hybrid technologies. (reduction)
Legal	2	2	4	The cost profiling data is classed as publicly accessible information

				and subject to FOI requests. Any potentially sensitive or restricted information such as that related to defence or medical grant funding for events/travel may need to be excluded from the dataset. Privacy and related issues related to amplified events will be addressed during the project. (acceptance)
Stakeholders	3	3	9	Effective stakeholder engagement at the University of Bristol will be key to the success of the project. The project team will maximise the use of existing networks and routes for dissemination within the institution. The project also plans to hold a number of workshops for key stakeholders. (reduction)
Data	3	3	9	The recent introduction of the new financial system may mean that there is a gap or inconsistency to the financial data needed to profile the university's business travel. Have contacts with finance to help identify any gaps and will model missing data. (acceptance/reduction)
Scope	3	3	9	The scope of the project is potentially very large and potentially in danger of 'scope-creep'. The project team need to be very focused about keeping to task and within scope. The Steering Committee will act as a mechanism for checking this. (reduction)
Applicability of Tools and Outcomes	2	4	8	Need to ensure that the tools and learning is not too specific to the University of Bristol and have wider applicability. Talking to other groups such as the EAUC Travel Managers will allow the team to 'sense-check' findings during the project. (reduction)

1.11 Technical Development

During software development, short releases with frequent bug fixes will be facilitated by ILRT's use of the Trac (or similar) software development support tool and software will be version controlled using software such as Subversion. We will make available the outputs from this project for a 12-month minimum period beyond the project's end. Greening Events will produce open source software to standard as advocated by OSS and the JISC guidelines.

1.12 Standards

Name of standard or specification	Version	Notes
RDF/SKOS		
RSS	1.0	
XHTML		

1.13 Intellectual Property Rights

Any outputs from the project will be the copyright of the University of Bristol and made freely available on an appropriate open source or creative-commons license to the UK HE and Further Education community in perpetuity.

2 Project Resources

2.1 Project Partners

UKOLN at University of Bath will be responsible for Workpackage 7 (Hybrid Events Support)

2.2 Project Management

The project will be managed and administered by Debra Hiom at the ILRT, University of Bristol. She will have responsibility for managing the strategic direction of the project, including management of the internal Steering Committee and other staff working on the project. She will be responsible for undertaking any remedial action required in the event of project slippage or the occurrence of other risks. Debra is a qualified APM and PRINCE2 practitioner with over 15 years project management experience.

The Steering Committee will meet at least quarterly and will advise on the direction of the project, help identify critical success factors, advise on the sustainability plans for the toolkit and evaluate the outputs of the project in their own work settings.

2.3 Project Roles

Team Name	Member	Role	Contact Details	Days per week to be spent on the project
	Debra Hiom	Project Manager	d.hiom@bristol.ac.uk	1.5
	Heppie Curtis	Sustainability Researcher	heppie.curtis@bristol.ac.uk	2.5
	Paul Shabajee	Project Advisor	paul.shabajee@bristol.ac.uk	0.25
	Mike Jones	Technical Developer	mike.a.jones@bristol.ac.uk	1 (Aug11-May 12)
	Jasper Tredgold	Technical Developer	jasper.tredgold@bristol.ac.uk	1 (Aug11-May 12)
	John Brenton	Steering Committee	john.brenton@bristol.ac.uk	0.07 (equivalent to 6 days over the life of the project)
	Lesly Huxley	Steering Committee	lesly.huxley@bristol.ac.uk	0.07
	Larissa Morrish	Steering Committee	larissa.Morrish@bristol.ac.uk	0.07
	Chris Priest	Steering Committee	chris.preist@bristol.ac.uk	0.07
	Nikki Rogers	Steering Committee	nikki.rogers@bristol.ac.uk	0.07
	Johanna Rule	Steering Committee	johanna.rule@bristol.ac.uk	0.07
	Martin Wiles	Steering Committee	m.r.wiles@bristol.ac.uk	0.07
	Amy Watts	Steering Committee	amy.watts@bristol.ac.uk	0.07
	Fiona Wilkie	Steering Committee	F.J.M.Wilkie@bristol.ac.uk	0.07

2.4 Programme Support

We would like to keep in touch with the consultants undertaking the HEFCE work on Scope 3 emissions and would welcome any opportunity that programme staff might offer to facilitate this communication.

3 Detailed Project Planning

3.1 Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Month 4	Stakeholder Engagement	Are all the key stakeholders on board?	Analysis/workshops	Map attendance of workshops against stakeholder analysis
Month 5	Literature Review	Has the review correctly identified the main areas of interest?	Peer review	Positive feedback from peer reviewers
Month 6	Project progress	Is the project on schedule?	Progress report	Milestones have been met
Month 7	Aims and objectives	Has a baseline for academic travel been set?	Peer review	Baseline agreed
Month 12	Project Progress	Is the project on schedule?	Progress report	Milestones have been met
Month 15	Toolkit	Is the toolkit fit for purpose?	Peer review/user testing	Positive feedback from peer reviewers
Month 16/17	Learning	What lessons have we learnt?	Lessons learned report	Are they applicable to other organisations
End of Project	Achievement against aims and objectives	Have objectives been met?	Review by Steering Committee	Sign off

3.2 Quality Assurance

Output / Outcome Name	Academic Travel Profiler Methodology	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Month 9	Project Manager/Project researcher	Peer review/acceptance testing
Output / Outcome Name	Updated MCA software	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Month 14	Project manager/Project researcher	Acceptance testing
Output / Outcome Name	Toolkit Implementation	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Month 16/17	Project Manager/Project researcher	Acceptance testing

3.3 Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Project commencement	Description of project in JISC and ILRT websites, blog and mailing lists.	JISC and academic community	To inform stakeholders of the projects commencement and aims and objectives	Likely benefits of project
April 2011	Project plan	JISC and other stakeholders	Detail about activities and timescales	Likely benefits and timescales of project
July 2011	Stakeholder Analysis Workshop	University of Bristol stakeholders	Engage stakeholders to feedback on key issues and potential barriers to uptake	Importance of sustainability issues around academic travel
September 2011	Article in Ariadne	Information community	Review of first project and update on GEII	Likely benefits of project
September 2011	Mobile Campus Assistant requirements workshop	University of Bristol stakeholders	To gather requirements specifically related to MCA	Require feedback on issues to ensure they are linked to needs
April 2012	EAUC Annual Conference	Environmental Administrators	To communicate progress and any lessons learned to date	
During project (timetable to be established)	Stakeholder workshops	University of Bristol and Bath stakeholders	Raise awareness of project and tools	Require feedback on issues to ensure they are linked to needs
During project	Reports of significant events	JISC and other stakeholders	Keeping stakeholders abreast of developments	Dependent on events

3.4 Exit and Embedding Plans

Project Outputs/Outcomes	Action for Take-up & Embedding	Action for Exit
Academic Travel Profiler	Dissemination and promotion needed for use within the wider HE and FE community. Will contain guidance on use	Documentation made available to the community through project website and disseminated through EAUC, JISC and other appropriate channels
Baseline data	Make metrics of data available for other universities to share progress	
Toolkit	Dissemination and promotion needed	Documentation made available

Project Identifier:
 Version: 1.0
 Contact: d.hiom@bristol.ac.uk
 Date: 1st March 2011

	for use within the wider HE and FE community. Will contain guidance on use	to the community through project website and disseminated through EAUC, JISC and other appropriate channels
Knowledge and Learning	Knowledge and learning from the project will be held by the UOB Sustainability department who will work to embed the outcomes within the university	Identify departmental champions early on to help identify enablers and barriers and to successfully embed outcomes within UOB

3.5 Sustainability Plans

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Updated Mobile Campus Assistant	Open Source Software	Other institutions can adapt with their own local data	Ensuring local data is available in compatible formats
Toolkit	Tools and learning from case studies should be adaptable to other HE and FE institutions	Adaptation/use by other institutions	Ensuring issues fully captured during project

Appendices

Appendix A. Project Budget

Appendix B. Workpackages