



UNIVERSITY OF
CAMBRIDGE

Project Brief

Joint School Computing Service

Project Manager: Alinda Tyler
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UNIVERSITY OF
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1. Executive Summary

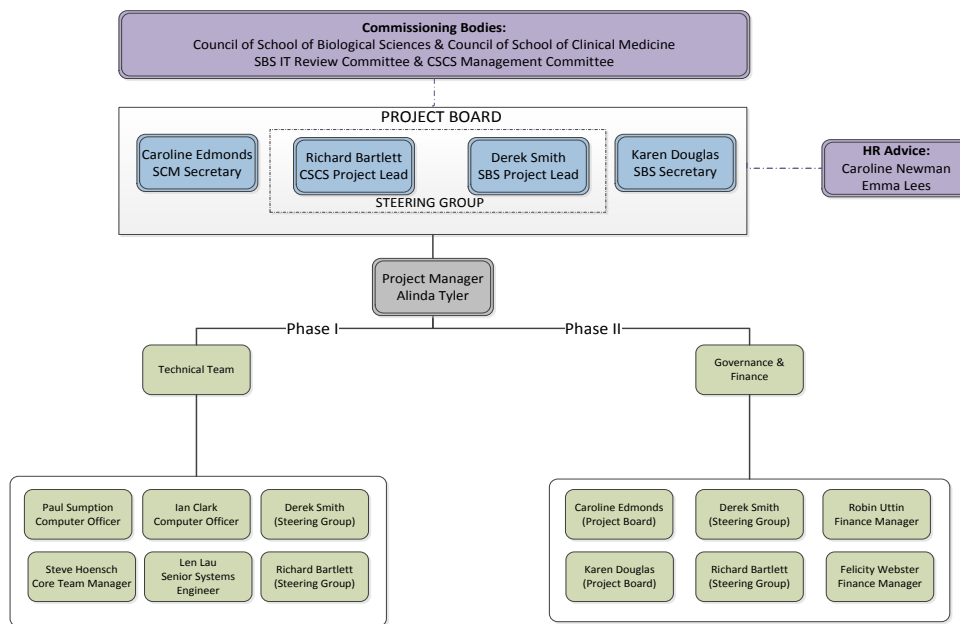
Scope

The objective of the JSCS scoping project is to review, analyse and propose the Technical and Governance & Finance solutions for implementing a Joint School Computing Service, including its expected benefits, risks, impact and the investment required. The project output will be a recommendation comprising of:

1. What services would be delivered, including the infrastructure required
2. What structure would be required to deliver these services, and the skills and experience required
3. A financial and governance model to underpin and support the technical and staffing structure required to deliver the required services

The final recommendation will be offered to the Councils of both Schools for review and consideration.

Project Structure Chart



The project phases

The current project management stage is Project Start-Up in which it gets confirmed we have a viable and worthwhile project. The Project Brief and Project Plan for the next stage are produced as part of this project phase.

The next project management stage is the Project Initiation in which we ensure there is a common understanding of the project's objectives with stakeholders and within the project team, to determine scope of what is to be done, the products to be delivered, how and when they will be delivered, who is involved in decision making and how progress, risks, issues and changes will be monitored and controlled. This process results in Project Initiation Documentation, including the Communications Plan.

With the above confirmed and distributed, the Technical Project Team (Phase I of the project) will start the requirements gathering to inform the proposed solution, followed by Phase II in which the Governance and Finance Team will produce their recommendations for presentation to the School Councils. Throughout the scoping process there will be regular communications to all stakeholders as defined in the Communications Plan.



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2. Change Control Record

Date	Changed By	Version	Change
18/08/2014	Alinda Tyler	1.2	4.2 Background: confirmed that the threshold of 60% will be replaced with the majority. 4.6 Constraints: to reflect the majority of SBS user base is required rather than a minimum of 60%.
01/09/2014	Alinda Tyler	1.3	4.5 Correction of two typing errors and of SCM Out of Scope (SBS, LRM) 4.4 Update on SCM in Scope (Medical Library, Neurology)
01/10/2014	Alinda Tyler	1.4	1. Executive Summary: updated project structure 2. Removal of Distribution List – it is an open document. 6.1 Structure Chart 5.2 Project Team Details – Al Downie no longer part of team 5.4 Proposed Governance Team Structure –updated lists of attendees
06/10/2014	Alinda Tyler	1.5	3.4 – MRC Epidemiology moved to 'In Scope'. 5.4 – SBS IT Review Committee: Brian Hendrich added to attendees list 7. – 'Kown Risks' changed to Known 'Risks'.



3. Introduction

3.1 Purpose of Document

The purpose of the Project Brief is to lay-out the initial information and understanding to define the scope, budget and timelines of the Joint School Computing Service (JSCS) scoping project based on current understanding. The Project Brief will ensure there is an agreed, commonly understood and well-defined start point.

3.2 Background

As a pilot for the School of Biological Sciences (SBS), the Clinical School Computing Service (CSCS) migrated the Department of Zoology onto the CSCS IT Service.

The pilot ran from 2011 until 2013 and is now considered to be completed and implemented as Business As Usual, moving away from the Trial Phase.

Two SBS departments have directly requested that CSCS provide them with an IT Service (The Sainsbury Laboratory and the Department of Biochemistry). In conclusion there are 9 institutions actively interested in a Joint School Computing Service (JSCS). These Departments comprise of the majority of the School of Biological Sciences, making it worthwhile to construct one or more possible models for a Joint School Computing Service.

The potential benefits for the School of Clinical Medicine (SCM) include: further economies of scale, improved service resilience, expanded skill set and consequently an expanded catalogue of services at a lower unit cost. The potential benefits for the SBS include: access to a catalogue of standard desktop IT services, access to a more robust support service, improved service resilience, improved economies of scale and increased development opportunities for staff. A more detailed benefits analysis will be carried out in the Project Initiation Phase

Our goal is to design a service that can embrace change, is able to take advantage of developments in technology, and provides IT Services which are commensurate with the standing of Cambridge as a leading University, in the UK and the world

3.3 Objectives & Scope

The objective of the JSCS project is to enable the review, analysis and creation of potential Technical and Governance & Finance solutions for implementing this service, including its expected benefits, disbenefits, impact and investment required. The project output will be a recommendation comprising of:

4. What services would be delivered, including the infrastructure required
5. What structure may be required to deliver these services, and the skills and experience required
6. A financial and governance model to underpin and support the technical and staffing structure required to deliver the required services

The final recommendation will be offered to the Councils of both Schools for review and consideration.

The scope for this project is restricted to the gathering of all technical requirements which will in turn inform the services that will be delivered, the financial and governance model and result in the final recommendation for the Councils of both Schools. This business case, if approved, would then start the implementation stage.

It is important to note that the end-users of the Joint School Computing Service are the drivers for the actual services that are required as the main objective is to provide and recommend a solution that is fit for purpose and providing the benefits as expected by the end-users of both schools.

3.4 Currently In scope

The following departments at SBS are confirmed to be interested to participate in the Joint School Computing Service:

- 1) Department of Biochemistry
- 2) Department of Genetics
- 3) Department of Plant Sciences
- 4) Department of Psychology (certain special services within the Department are excluded)
- 5) Department of Zoology
- 6) Sainsbury Laboratory
- 7) Stem Cell Institute
- 8) Systems Biology Institute
- 9) Graduate School of Life Sciences
- 10) School Office
- 11) Biomedical Support Services

The following departments at SCM are confirmed to be included in the Joint School Computing Service:

- 12) Clinical Biochemistry
- 13) Department of Haematology
- 14) Department of Medicine
- 15) Department of Medical Genetics
- 16) Department of Obstetrics & Gynaecology
- 17) Department of Oncology
- 18) Department of Paediatrics
- 19) Department of Public Health & Primary Care Research
- 20) Department of Psychiatry
- 21) Department of Radiology
- 22) Department of Surgery
- 23) Medical Library
- 24) MRC Epidemiology
- 25) Neurology



3.5 Currently Out of Scope

The following departments at SBS are currently confirmed out of scope, not actively interested, to participate in the Joint School Computing Service:

- 1) Department of Pathology
- 2) Department of Pharmacology
- 3) Department of Physiology, Development and Neuroscience
- 4) Department of Veterinary Medicine (TBC)
- 5) Gurdon Institute

The following departments at SCM are currently out of scope, not actively interested, to participate in the Joint School Computing Service:

- 6) Department of Clinical Neurosciences
 - a. Including Wolfson Brain Imaging Centre
- 7) Cancer Research UK Cambridge Institute
- 8) Cambridge Institute for Medical Research (CIMR)
- 9) MRC Laboratory of Molecular Biology
- 10) MRC Cancer Cell Unit
- 11) Central Biomedical Services (CBS)
- 12) Anne McLaren Laboratory for Regenerative Medicine (LRM)

The following is deemed out of scope for this scoping project:

- a) Execution and Implementation of a Joint School Computing Service

This project will be conducted in an open way to enable all departments/institutions, including current out of scope departments, to follow developments of this scoping exercise. If at any point other departments would like to be included in the JSCS they will be welcome.

3.6 Constraints & Assumptions

The following caveats and assumptions have been made in formulating the scope for the services:

- a) The identified departments showing active interest in joining this Joint School Computing Service will need to comprise of the majority of SBS user base
- b) The Joint School Computing Service will comply with the following (Legal) requirements:
 - a. Grant conditions
 - b. National legislation and DPA
 - c. JANET policy
 - d. ISC policy
- c) The appropriate level of communications and project progress updates are a key requirement for the delivery of this project by reviewing the business requirements with regards the possibility of implementing a Joint School Computing Service.
- d) Training is required for the Technical Scoping Team, open for both Schools, regarding Active Directory Forest.
- e) Any temporary IT management arrangements in any SBS departments are outside of this project and will be treated separately.

These constraints and assumptions will be monitored, updated and reviewed throughout the project.



4. Project Implementation

The JSCS project is deploying a Project Management Methodology and change control process. Alignment with this phased methodology is a key component to a successful project completion.

The management stages are:

- 1) Starting-Up
- 2) Initiation
- 3) Discovery
- 4) Execution
- 5) Implementation, including appropriate consultation
- 6) Post Implementation

The focus for this JSCS project are the first 4 management stages as this will provide the output required for this project: a recommendation for consideration by the Councils of both Schools of Clinical Medicine and Biological Sciences. This will outline the proposed service delivery, staffing, the financial mechanism for funding the staff and services, capital and operational expenditure and the governance model.

Once the project scope and objectives have been confirmed and authorised through the Project Brief, the Project Initiation stage will ensure there is a common understanding of:

- The reasons for doing the project, the benefits expected and the associated risks
- The scope of what is to be done and the products to be delivered
- How and when the project's products will be delivered and at what cost
- Who is to be involved in the project decision making
- How the quality required will be achieved
- How baselines will be established and controlled
- How risks, issues and changes will be identified, assessed and controlled
- How progress will be monitored and controlled
- Who needs information, in what format, at what time and where/ how it will be distributed

This is achieved by creating the Project Initiation Documentation (PID) which is assembled from:

- Risk Management Strategy
- Change Management Strategy
- Quality Management Strategy (benefits, acceptance and quality criteria)
- Communications strategy (a record of all documentation, stakeholders, etc.)
- Project Plan for each stage

The PID will act as the single source of reference about the project and therefore will be a 'living' document to continuously reflect the current plans, status and controls of the project.

Timeline and plans at different stages of the project

Determination of the project timelines for the JSCS project, and completion of the project as soon as possible, is critical, and each phase will be planned as accurately and as realistically as it can. An implication of this is that each stage will only be tightly timed when enough information is known to be able to make that timeline. So, for example, the timeline for determining the technical solutions cannot be made before the technical requirements have been determined. It is thus not desirable or possible, to plan an entire project in detail at the start.



The Project Plan document provides a statement of how and when a project's time, scope and quality performance targets are to be achieved by showing the major products, activities and resources required for the project which is used by the Project Board and Steering Team as a baseline against which to monitor project progress stage by stage.

A Stage Plan is required for each management stage and is similar to the Project Plan, however each element is broken down to the level of detail required to be an adequate basis for day-to-day control by the Project Manager. The Stage Plan will be produced near the end of the current management phase and will inform the Project Plan.

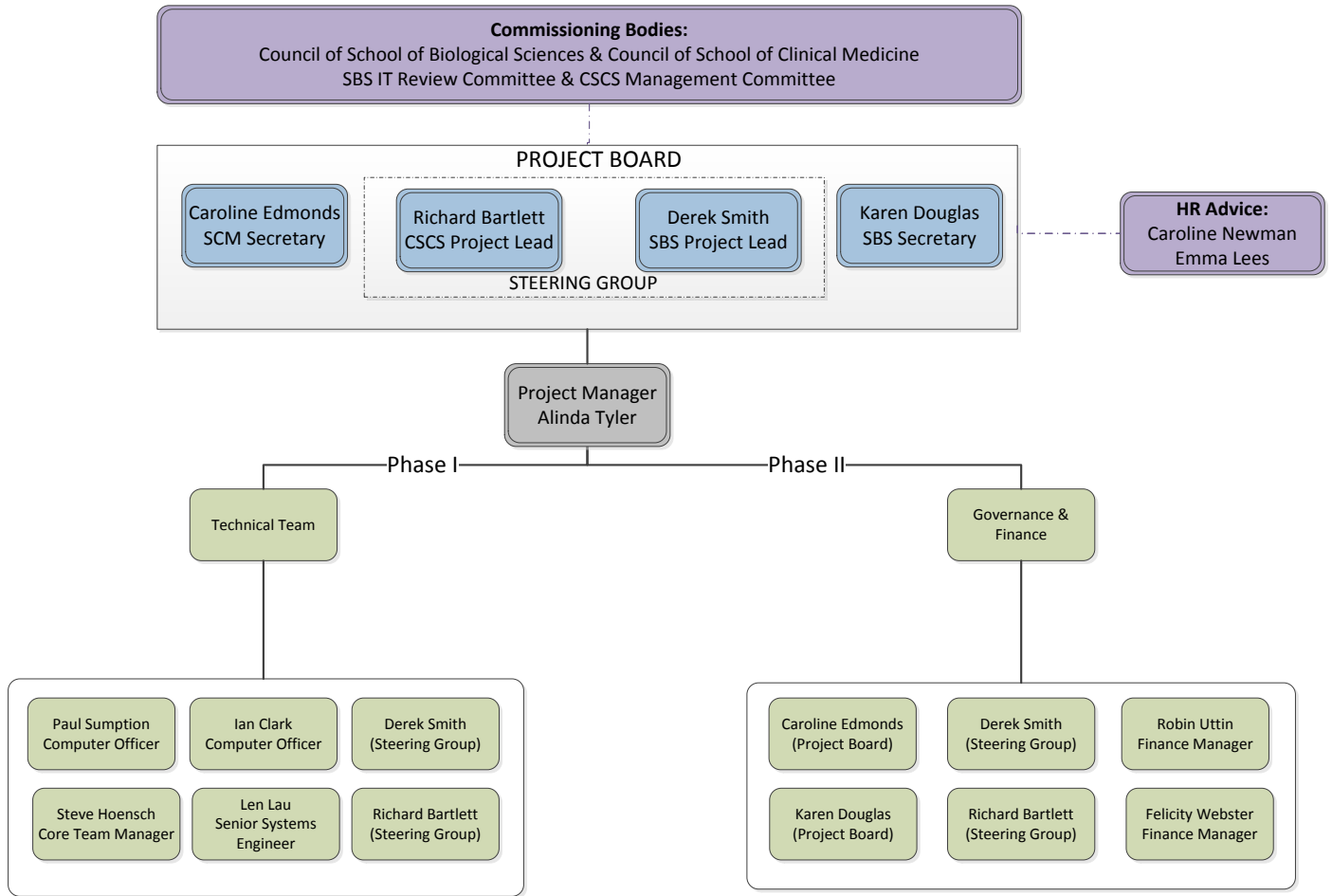
This approach ensures that the products required are identified first, and only then are the activities, dependencies and resources required to deliver those products identified which is resulting in project timelines.

Determination of the project timeline and execution planning for the JSCS project is part of the technical scoping and will be presented with the final recommendation to be agreed by both School Councils. This means that business will continue as usual for the duration of the scoping exercise and no changes will be made until the Councils of both Schools have reviewed and authorised the proposed model for a JSCS. At this stage of the project we are not in the position to provide concrete timelines, however project plans and timelines will be shared for each management stage.



5. Project Stakeholders

5.1 Structure Chart



5.2 Project Team details

Name	Title	Project Role	Email address	Phone number
Caroline Edmonds	SCM Secretary	Project Board	schoolsec@medschl.cam.ac.uk	(3)36726
Karen Douglas	SBS Secretary	Project Board	Karen.Douglas@admin.cam.ac.uk	(7)66894
Derek Smith	Professor in Zoology	Steering Group		
Richard Bartlett	Head of CSCS	Steering Group	rb467@medschl.cam.ac.uk	(01223 7) 46727
Alinda Tyler	Project Manager	Project Manager	at679@medschl.cam.ac.uk	(01223 7)



				67795
Steve Hoensch	Core Team Manager	Infrastructure	steve@medschl.cam.ac.uk	(01223 7) 68759
Len Lau	Project Support Manager	Technical support	mk571@medschl.cam.ac.uk	(01223 3) 36262
Robin Uttin	Finance Manager	Finance	Robin.Uttin@admin.cam.ac.uk ru208@medschl.cam.ac.uk	(7)63653
Ian Clark	Chair IT CO sub-Committee	Computing Officer	icc20@gen.cam.ac.uk	(7)66930
Paul Sumption	Computing Officer	Computing Officer	ps459@cam.ac.uk	(7)60244
Felicity Webster	Finance Manager	Finance	fjcw100@cam.ac.uk fjcw100@admin.cam.ac.uk	(7)66897

5.3 Additional Stakeholder details

As part of Project Initiation phase a Communications Strategy will be created which will include a detailed stakeholder analysis, confirmation of Departmental Liaisons/ Champions to be part of the SBS IT Review Committee and confirmation of methods, records, location of distribution of project information.

The below is a summary of current expected stakeholders to the project that will need to stay apprised on project progress, but are not a specific part of the project 'execution' team.

Name	Title	Project Role	Email address	Phone number
Duncan Maskell	Head of SBS	Stakeholder	djm47@cam.ac.uk HoSSecretarySBS@admin.cam.ac.uk	(3)39868 (7)66871 (7)66875 (PA telephone) 07716 169773
Caroline Newman	Employee Relations Advisor	Human Resources stakeholder	Caroline.Newman@admin.cam.ac.uk	01223 (7)68922
Emma Lees	HRBM	Human Resources stakeholder	Emma.Lees@admin.cam.ac.uk	01223 (7) 65907
SBS 'In scope' Departments and Institutions	Commissioning Bodies	n/a	n/a	n/a
SBS 'Current Out of Scope Departments	Stakeholders	n/a	n/a	n/a
SCM 'In Scope' Departments and	Commissioning Bodies	n/a	n/a	n/a



Institutions				
SCM 'Current Out of Scope Departments	Stakeholders	n/a	n/a	n/a
SBS IT Review Committee	Commissioning Body	n/a	n/a	n/a
CSCS Management Committee	Commissioning Body	n/a	n/a	n/a

5.4 Proposed Project Team Governance structure

Meeting	Frequency	Location / Details	Attendees
Project Board Meeting	Termly Or when required	TBC	Caroline Edmonds Karen Douglas Derek Smith Jessica Dunne Richard Bartlett Alinda Tyler
SBS IT Review Committee	Monthly	TBC	Derek Smith Jessica Dunne Ian Clark Julian Jacobs Felicity Webster Richard Farndale Marco Hyvonen Steve Russell Nic Cunniffe Andrew Welchman Henrik Jönsson Brian Hendrich
CSCS Management Committee	Monthly	TBC	Gordon Smith Richard Bartlett Pippa Hewett John Sinclair Robin Uttin Caroline Edmonds Randy Read Litsa Biggs Richard Mee Afzal Chaudhry Jackie Hall
Steering Meeting	fortnightly	TBC	Derek Smith Jessica Dunne



			Richard Bartlett Alinda Tyler
Phase I Technical Scoping – Project Status Meeting	Weekly	TBC	Richard Bartlett Ian Clark Paul Sumption Steve Hoensch Len Lau Alinda Tyler Derek Smith (ad hoc)
Phase II Governance and Finance- Project Status Meeting	Weekly	TBC	Derek Smith Jessica Dunne Richard Bartlett Felicity Webster Robin Uttin Alinda Tyler Caroline Edmonds (ad hoc) Karen Douglas (ad hoc)

6. Solution Overview

6.1 Project Approach

The project approach is to set-up two workgroups to complete a Technical Scoping exercise and to confirm the Governance and Finances for the Joint School Computing Service.

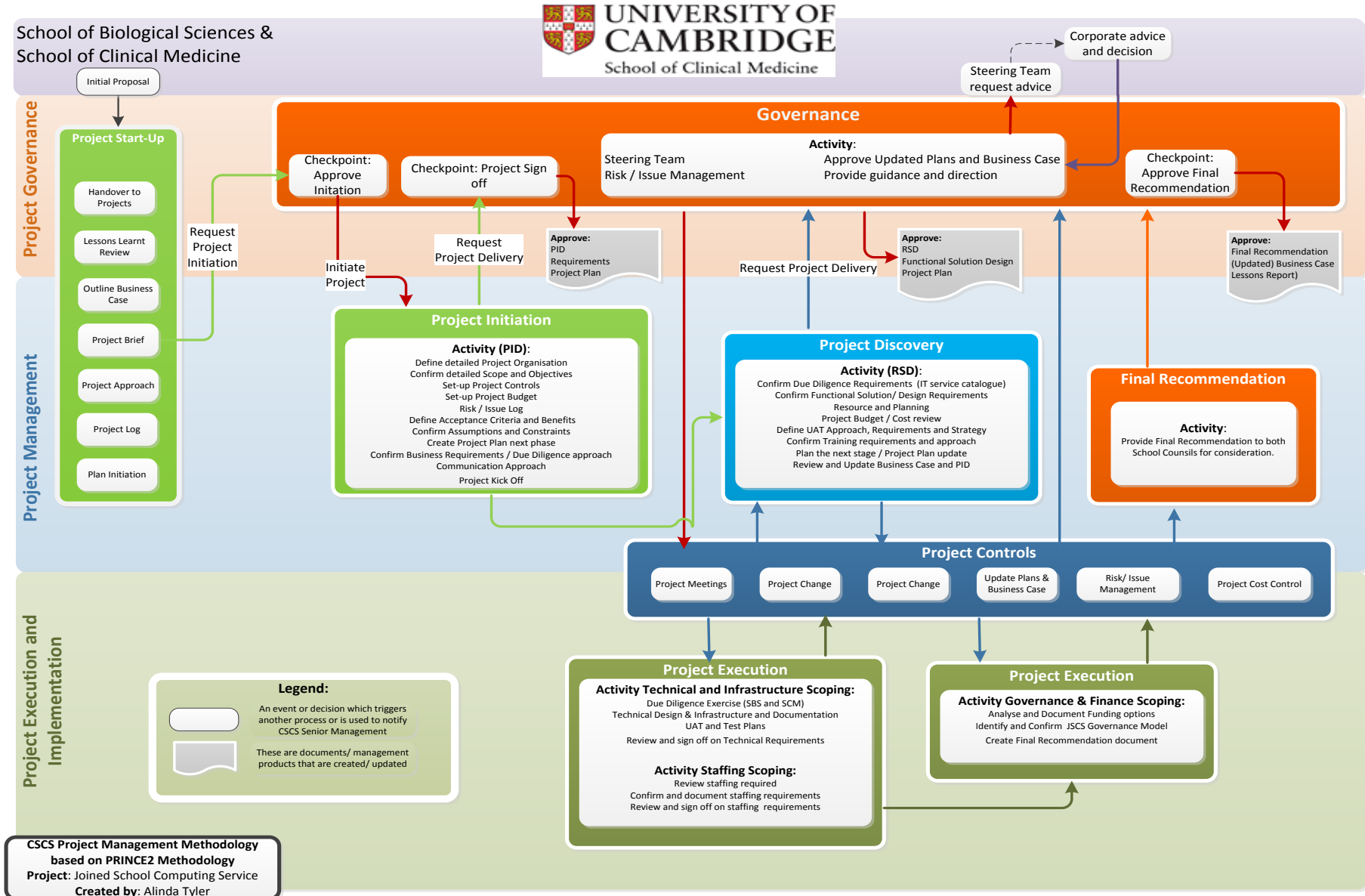
Work Groups

- 1) Technical Scoping Project Team:
 - a) To determine the requirement of SCM and SBS
 - b) To determine the set of services required to achieve the service requirements
 - c) To determine infrastructure (services and software)
 - d) To determine potential structure required in consultation with key stakeholders
- 2) Governance and Finance Project Team:
 - a) To confirm how to fund the services as described in the Technical Scoping exercise (Cost recovery/ Grant funding/ Central funding or combination of all three)
 - b) To confirm governance above JSCS which will replace the CSCS Committee, any SBS equivalent and SBS IT Committee

The output of the Technical Scoping exercise is a description of the services, systems, structure and associated costs. The final recommendation will provide at least 3 options (high, medium, low cost) for the Councils of both Schools to consider.



6.1 Solution Overview





7. Known Risks

The following risks are known at this stage:

1. There is a risk that the level of IT service delivered to users in both Schools base may drop
2. There is a risk that more departments at SBS will request to be included in the JSCS impacting on project scope (positive risk)
3. There is a risk that departments who sign up could withdraw at the last minute
4. There is a risk that project resources will have limited availability

Please note that any open risks must be transferred to the Project Risk Register at Project Initiation.

8. Known Issues

No issues have been identified at this stage.

Please note that any issues will be registered on the Project Issue Register and managed throughout project lifecycle as per the agreed Risk Management Strategy.

9. Project Budget

As this project is a scoping exercise only, the expected project costs are low. The following costs are anticipated:

- Training cost to receive Active Directory Forest training
- Travel & Expenses
- Meeting accommodations (including beverages, biscuits, etc.).

It is confirmed that these project costs will be charged to CSCS salary support budget (RYBN) and to the School of Biological Sciences.

The project budget expected costs will be confirmed as part of Project Initiation and may include further costs to mitigate the risk regarding limited project resource availability throughout the course of this project.