
Archival Sound Recordings Project

Web delivery of audio from the holdings of the Sound Archive will enable the British Library to make a unique contribution to the new learning environment for UK higher and further education, and will provide indicators to the vast untapped resource that lies beyond the very small but compelling selection of recordings to be included in this project, thus contributing to the British Library vision of 'helping people to advance knowledge to enrich lives'.

Project Initiation Document

Project information	
Programme	British Library Digitisation Programme
Senior Responsible Owner	Crispin Jewitt
Project Manager	Peter Findlay

Document change history

Version	Date	Author	Status / Change
0.1	05.07.2004	Peter Findlay	For review by SRO
0.2	12.07.2004	Peter Findlay	For review by SRO + CPO
0.3	16.07.2004	Peter Findlay	For review by SRO
0.4	23.07.2004	Peter Findlay & Crispin Jewitt	Project Board
0.5	04.08.2004	Crispin Jewitt	Revisions agreed at 28.07.2004 Project Board Meeting

	Project Initiation Document	p. 2 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

CONTENTS LIST

1.	INTRODUCTION.....	5
1.1	PURPOSE OF THIS DOCUMENT	5
1.2	PROVENANCE OF THIS DOCUMENT	5
1.3	APPROVAL OF THIS DOCUMENT	5
2.	CONTEXT FOR THE PROJECT	5
2.1	BACKGROUND.....	5
2.2	CORPORATE PRIORITY	5
2.3	PROGRAMME CONTEXT	6
3.	PROJECT DEFINITION.....	6
3.1	PROJECT OBJECTIVE	6
3.2	PROJECT SCOPE	6
3.3	PROJECT DELIVERABLES	7
3.4	DEFINED METHOD OF APPROACH.....	8
3.5	BUSINESS AREAS AFFECTED	10
3.6	CONSTRAINTS AND ASSUMPTIONS.....	11
3.7	DEPENDENCIES.....	12
4.	RISK MANAGEMENT.....	13
5.	BUSINESS CASE.....	13
5.1	REASONS.....	13
5.2	OPTIONS.....	13
5.3	BENEFITS EXPECTED	13
5.4	RISKS (SUMMARY OF KEY RISKS OF THE PROJECT).....	14
5.5	TIMESCALES (SUMMARY OF PROJECT SCHEDULE).....	14
5.6	EVALUATION.....	14
5.7	FINANCIAL MANAGEMENT.....	14
6.	ORGANISATION STRUCTURE	15
7.	COMMUNICATION STRATEGY.....	16
7.1	STAKEHOLDERS	16
7.2	DISSEMINATION (COMMUNICATION) PLAN.....	17
7.3	EVENTS	17
8.	QUALITY MANAGEMENT.....	17
8.1	ACCEPTANCE CRITERIA	18
8.2	OPERATIONAL HANDOVER (SUSTAINABILITY PLAN).....	18
9.	PROJECT CONTROLS.....	19
9.1	QUALITY ASSURANCE	19
9.2	END STAGE REVIEWS.....	19
9.3	PROJECT ASSESSMENTS	19
9.4	EXCEPTION PROCESS	19
9.5	PROJECT BOARD CONTROL.....	20
9.5.1	<i>Project Team work control.....</i>	<i>20</i>
9.6	PROJECT DOCUMENT CONTROL	20
10.	JOB PROFILES	20

	Project Initiation Document	p. 3 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

	Project Initiation Document	p. 4 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

1. Introduction

1.1 Purpose of this Document

The purpose this Project Initiation Document is to refine the rationale for the Archival Sound Recordings project, which has been outlined in a Project Brief, into a final definition of the scope, plan and organisation needed to achieve the outcome, for agreement by the Project Board, and for communication to the project team and stakeholders.

1.2 Provenance of this Document

Business Plan	Submitted to The JISC as a funding proposal
Project Brief	Signed off by the Project Board

1.3 Approval of this Document

- SRO
- Project Board

2. Context for the Project

2.1 Background

The British Library (BL) was approached by The Joint Information Systems Committee (JISC) to bid for funding for a digitisation programme as part of The JISC Access and Preservation Strategy. This opportunity arose from an internal JISC funding stream referred to as the Comprehensive Spending Review 2 (CSR2). This project is one of six projects being funded through the CSR2 Digitisation Programme. The programme also includes the BL's Nineteenth Century Newspapers Project. JISC's selection of the Sound Archive proposal reflects the growing interest in audio content from the UK academic community.

This approach was welcomed by the British Library as a good fit with its developing strategy for the digitisation of its collections.

2.2 Corporate priority

This is a high priority project agreed at Executive Team level and sponsored by The Director of Scholarship and Collections.

This project will inform and contribute to the BL business plan:

Sec 11- Digitisation
11e) JISC digitisation

Sec 13 - Collection Development & Management
13a) Britain on the Web
13b) Collection development

Sec 18 - Web Services
18a) User focus

	Project Initiation Document	p. 5 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme	Archival Sound Recordings Project		

2.3 Programme context

The project will inform the strategy for further digitisation projects as part of the BL Digitisation Programme. The Project also forms part of The JISC CSR2 Programme, however, it is to be managed according to BL management practices.

3. Project definition

3.1 Project objective

The Archival Sound Recordings Project will provide free access, at the point of delivery, to the project content for the Further and Higher Education (FE & HE) sectors in the United Kingdom. Access will also be provided on British Library premises. Open access will also be given over the web to a proportion of the content subject to IPR status.

To this end The Library has been awarded a grant by The JISC of the UK Higher Education Funding Councils.

Web delivery of audio from the holdings of the Sound Archive will enable the British Library to make a unique contribution to the new learning environment for UK higher and further education. The Archival Sound Recordings Project will deliver ten Content Packages representing a broad range of Sound Archive holdings.

3.2 Project scope

Included in Scope	Comment
Archival copies of agreed content inputs	
Online copies for streaming and download of agreed content inputs	
Extranet delivery of the agreed content outputs to the HE and FE communities	
Resource Discovery and technical metadata	
IPR licensing of content for web delivery	
User involvement workshops	

Excluded from scope	Comment
Web Strategy	The Strategy will be formulated at programme level. The ASR project will, however, inform the strategy.
IPR report	This was produced by an Open University team prior to project start.
Hosting and serving environment.	This will be specified at programme level, with input from the project.

	Project Initiation Document	p. 6 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

3.3 Project deliverables

Project stage	Deliverable	Comment	Target date
Project Documentation			
- PS	Project Brief		13.05.04
- PS	PID		14.07.04
- PS	Business Case (appendix to PID)	Update on regular basis	14.07.04
- PS + DPR	Project	To be updated when Supplier appointed	14.07.04
- PS	Risk Register		Weekly updates
- PS	Quality plan	The plan to be reviewed during negotiations with the Bidders	Regular updates
- PS	Project schedule (appendix to PID)	Total revision when Supplier appointed	14.07.04
- PS & LIFECYCLE	10 x work schedules	Includes retrieval and return plan (to be agreed in negotiation with Supplier)	29.09.06
- PS + EV + PC + ST	Lessons Learned Log and review	Weekly, 3 Monthly reviews. Full review at Project Close	
- ST	5 x reports to JISC	6 Monthly.	First one due 09.04
- ST	5 x finance updates to JISC	6 Monthly.	First one due 09.04
- PS	Communications Plan (Part on PID)	For external and internal people	14.07.04
- PC	Final Evaluation Report	To JISC and the BL	29.09.06
Technical Documentation			
- PS	Prototype specification (web strategy document)	Document progress in Web Log	28.02.05
- PS	Content selection report. (JISC and BL document)	JISC to report on selection by mid July 2004. Draws on Validation matrix (see Project Plan.	14.07.04 & 24.07.04
- DPR	Digitisation Log (includes IPR licence tracking table).	See Project Plan for description.	25.08.04
- DPR	Web Log	See Project Plan for description	25.08.04
- DPR	Digitisation Matrix (includes updates on licence agreements)	See Project Plan for description	25.08.04
- PS	1 x Technical specification for content packages and analogue to digital conversion (Part of Request for Proposals (RFP) document)	To be finalised at negotiation phase of procurement see date in brackets)	02.07.04 & (29.11.04)
- PS + DPR	1x Technical specification for web delivery and storage (Web Strategy Document)		28.02.05
- DPR	Quality Assurance Log	To be signed off by The	04.09.06

	Project Initiation Document	p. 7 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

		Project Board	
- PS	Acceptance schedule for the Hyperion module or other solution.	The project is asking suppliers to propose an alternative solution.	28.02.05
- DPR	Disclosure and discovery (Web strategy) specification	To be agreed between BL, Sirsi and JISC	31.01.05
- PS	Briefing Paper and PPQ (procurement)	Current status: Version 1.0 (final) was despatched to respondents to OJEC notice.	04.05.04
- PS	Request For Proposals Document	Current Status: Version 6.0 (final) (Despatched on 08.07.04)	WC 05.07.04
Technical products			
- DPR	Introductory notes by curators	This to aid end users in determining usefulness of material they are interrogating.	28.07.06
- PT	Prototype	10 minute samples across all Content Packages (dependent on early web enablement) Progress to be tacked in Web Log.	29.04.05
- DPR	12,000 (approx) x Preservation Masters plus required Playback Copies	Archive copies	25.08.06
- DPR	12,000 x access copies in MP3 and one other format	Web access	25.08.06
- DPR	1,600 Text and Image files.	Number to be confirmed (dependent on curatorial introductions etc)	25.08.06
- DPR	Metadata records	Each recording to have required metadata.	04.09.06
- PT	Hyperion module or other solution.	Module for the Unicorn CMS (CADENSA)	29.04.05
- WD	Web Interface to the Hyperion module or other solution.	Unless a more workable solution is proposed	29.04.05 (30.06.06)
- WD	Hosting and delivery solution for the resulting digital objects (Web Strategy Document)	To be agreed at Programme level.	28.02.05
Key			
PS	Project start – End of stage: 30 September 2004 (management stage)		
PT	Prototype stage – End of stage 29 April 2005		
DPR	Digital production stage – End of stage 4 September 2006		
WD	Web delivery stage – End of stage 4 September 2006		
EV	Evaluation stage – End of stage 19 August 2006 (management stage)		
PC	Project Close – 29 September 2006 (management stage)		

3.4 Defined method of approach

- Considerable research has been undertaken in order to propose content to The JISC for selection and for the purposes of drawing up a proposal for funding from The JISC and for the content selection process.

	Project Initiation Document	p. 8 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

- Content has been validated (volumetric) by a panel of experts and the Validation Matrix signed off by the SRO (for inclusion in the RFP). The final selection of content (10 Content Packages – 4 from 14 by BL and 6 from the remaining 10 by the HE and FE communities) will be put to the Project Board for ratification.
- The procurement of digitisation services for this project is being undertaken in accordance with a European Union 'Negotiated Procedure'. The appointment of a Supplier will complete the Project Start-up stage.
- A prototype will enable feedback on the delivery of audio content over the web and will lead to the development of a user interface. The prototype is to be funded by The JISC under a separate allocation of funding and will be managed at Digitisation Programme level with input from the ASR project.
- During the Project Start-up stage the Project Board will be asked to sign off the Project Brief and the Project Initiation Document. These to be examined by CPO.
- During the Prototyping stage the Project Board will be asked to sign off a Web Strategy Document, which will refer to requirements documented in a JISC User Requirements Report. The Board will also be asked to sign off the production schedule made in agreement with the Supplier during this stage.
- The prototyping digitisation work will be carried out by the project team and will take the form of 10 minute samples across all the content packages. This content will be accessed via a Beta interface model which will be subject to usability testing. This process is to be documented in the Web Log.
- The final iteration of the web interface will be the subject of usability testing. Its sign-off is dependent on acceptance by The JISC. A recommendation for sign-off will be put the Project Board for ratification.
- During the Digital Production (DPR) Stage, the Project Board will be asked to sign off a Digitisation Matrix. This table will be used to communicate the progression of content to the Project Board. It should be signed off at the end of the project by the Project Board and will demonstrate that all agreed content has been digitised (see the Project Plan for a definition).
- The Web Log should also be signed off at the end of this stage indicating that all web deliverables are in place in accordance with the strategy set out in the Web Strategy document.
- The project's outcomes will be disseminated within the BL and to The JISC in accordance with the initial communication plan set below. The final plan will be agreed between the BL and The JISC once the Supplier has been appointed and a final work schedule drawn up.
- Project Evaluation will be undertaken by an independent assessor. The report to be completed six weeks before project end to facilitate corrective action if necessary.

	Project Initiation Document	p. 9 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

3.5 Business areas affected

This project requires contribution from the following parts of the BL:

BL department	Contribution
Sound Archive	Project Management, curatorial guidance, technical specification, and handling guidelines for audio carriers.
EIS	Web Strategy Document and Digitisation Programme support.
Web Services Delivery Unit	Project Web pages, interface consultation, web strategy document and digital domain standards.
CPU	Procurement guidance and negotiation
CPO	Project management support
Finance and Corporate Resources	Budget management support
Collection Acquisitions & Description	British Library Application Profile
Collection Care	Handling guidelines for non-audio elements in Carrier-Streams
O&S	Browser playback access from St Pancras reading rooms

This project's products will have an operational impact on the following areas:

BL department	Impact
The BL Sound Archive's Technical Services	On the management of Digitisation contracts.
The Sound Archive	The project will inform departmental strategy development for preservation and access.
EIS	Digital Object Management System (DOMS) Programme. The project will inform DOMS as to the requirements for digital audio storage.
EIS	Digitisation Strategy
The Library as a whole	Audio will gain a much higher profile in the overall BL strategy for reaching out the HE and FE communities and also to other interest groups.
Scholarship and Collections	The development of new online standards for audio visual metadata and the encoding of audio content.
The Web Services Delivery Unit	The development of a user interface will require considerable involvement from the unit. The outcomes of the project will also impact on the Unit's strategy for audio

	Project Initiation Document	p. 10 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

	content.
O&S	Browser playback access to users in St Pancras reading rooms

3.6 Constraints and assumptions

Constraint	The project budget is agreed by the BL and The JISC and is unlikely to be increased.
Constraint	The target date for completion of the project is 29 September 2006
Constraint	Access is primarily to FE & HE communities
Constraint	IPR law.
Constraint	JISC usability testing will constrain the development of the user interface.
Constraint	British Library Accessibility Standards will be followed complemented by those of The JISC.
Constraint	BL and JISC standards guidance on interoperability and other technical issues.
Constraint	Metadata will conform to The British Library Application Profile and may also conform to the Metadata Encoding & Transmission Standard (METS). Note that suppliers could suggest the use of MPEG 21.
Constraint	The project will follow agreed standards for imaging and audio transfer.
Constraint	The procurement for digitisation services is governed by EU directives enacted in UK law and procurement will follow a Negotiated Procedure.
Constraint	All resources for the Project will be provided by the project with minimal input from colleagues in other areas of the Sound Archive.
Assumption	That rights are obtainable for all selected content packages.
Assumption	Access to all JISC audio content will be available on-line on BL premises provided this is project budget-neutral. If it is not then this provision will fall outside of the scope of this project.
Assumption	That suppliers can carry out 80% of the work in 19 months.
Assumption	All production work will be undertaken by the Project Team and will only make minimal demands on Technical Services.

	Project Initiation Document	p. 11 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

Assumption	That the Hyperion module (or alternative solution) will be delivered in time to allow for prototype stage testing with a user group (29 April 2005).
Assumption	That curators and technical services staff have sufficient time to provide advice and other support as and where necessary.
Assumption	That content can be agreed with The JISC

3.7 Dependencies

Describe dependencies, relations and interfaces to other projects, products, systems, business processes, users etc. that the project has to manage.

Dependencies & interfaces	Notes
British Library eIS Programme teams.	The final hosting solution for this project and in the longer term the sustainability of a BL solution (DOMS).
The JISC's content selection process.	Selection is to be completed by the end of July 2004
The JISC's user requirement report.	The process is set to be completed by 31 January 2005
The British Library's strategy to respond to user requirements.	It should be noted that the Library is still forming its thinking about how far to travel down the road of providing rich content, in support of a particular digital asset. Primarily the Library is in the business of preservation and the provision of access to the original in its unchanged state.
The success of the procurement for digital services.	The successful completion of contractual negotiations and the agreement of a workable production schedule with Suppliers.
The ability of The Project Team to meet demanding deadlines.	Learning from the NOF Collect Britain Project suggests that close control of team output is necessary and that management tools must be in place to facilitate this (see Cost Analysis Tool as described in the Project Plan)
The ability/desire of The British Library to respond to the changing communication environment and developments in the 'semantic web'.	The demands of online access are complex and the Library is still considering its role in delivering content to diverse audiences.
The integration of digital infrastructure in The British Library.	This will affect long-term sustainability
British Library web strategy	Cross-interoperability issues (BL/JISC)

	Project Initiation Document	p. 12 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

British Library Sound Thinking project	Project currently under discussion with DfES
--	--

4. Risk Management

The maintenance of the Risk Register is the responsibility of the Project Manger and its review that of the SRO and Project Board. The escalation of any given risk is to be done in consultation between the Project Manager and the SRO.

Input from the Project Team will be handled initially through the updating of the Issue Log. Any new risks or escalation issues will then be added to the Risk Register for review by the SRO and Project Board.

As a perceived risk may become an issue, the issue log, in turn, will be updated to reflect this kind of escalation.

5. Business Case

5.1 Reasons

A major part of the 20th-century's cultural legacy is in the form of audio-visual documents. The most enduring and informative of these documents are in the form of sound recordings. For various reasons, mostly technical but also legal, sound recordings have been neglected by academic research. The EC-funded *Project Jukebox* in the mid 1990s demonstrated that the technical problems could be largely overcome through computerised access to digital recordings and predicted that the demand for sound recordings delivered in this way was bound to increase. The popularity of various forms of Web delivery of audio subsequently confirmed this prediction and this project will enable the Sound Archive to begin to make a significant contribution to this new learning environment and provide indicators to the vast untapped resource that lies beyond the very small but compelling selection included in this project.

5.2 Options

The principal options are around the potential for out-sourcing the production work of the project, and the provision of the web-hosting environment. A further area is the extent to which IPR issues are avoided by limiting selection of content to public domain material.

5.3 Benefits expected

- The Archival Sound Recordings project will make a substantial contribution to the implementation of the British Library's objective to increase access to its collections. It also responds to the demand from the UK HE/FE sectors, expressed through the JISC, for the availability to those communities rich audio content to support teaching and learning. It will achieve this by enabling:
- Free access to a selection of recordings and associated images represented by 10 content packages drawn from the collections of the British Library Sound Archive, including oral history interviews, various genres of music, literature, soundscapes and radio advertisements. These will be licensed for educational use and presented to academic users as primary research material.
- Free access to a broad range of unique teaching and learning materials hitherto available only in London-based reading rooms.

	Project Initiation Document	p. 13 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme	Archival Sound Recordings Project		

- The ability to incorporate complementary and specific educational information held in the form of sound recordings alongside the range of bibliographic materials customarily available for research, teaching and learning on-line.
- In the longer term the learning for this project will enable the Sound Archive to increase access to its holdings and to deliver on key business objectives.

5.4 Risks (summary of key risks of the project)

The key risks include incorrect cost estimates at the proposal stage, uncertainty at project start-off time around web-hosting solutions and costs, timely sign-off of content selection, and the complexities and costs of IPR licenses. The management of these and other risks is supported by a comprehensive risk register, routinely reported by exception to the Project Board for action where necessary.

5.5 Timescales (summary of project schedule)

The project commences with the Project Manager in-post at the beginning of April 2004, and will run for 30 months until the end of September 2006, at which point the web-based service will be operational with all 10 content packages available.

5.6 Evaluation

The evaluation of the full project will be undertaken by an independent body.

5.7 Financial management

- The JISC has awarded just over a million pounds to The British Library for this project and budget headings have been contractually agreed. Any virements require authorisation by JISC after agreement by the SRO or the Project Board that such virement is necessary.
- BL Responsibility Centre system to be used for internal financial management.
- All the deliverables agreed between the Library and The JISC are to be delivered in accordance with the schedule to be found in Annex A.
- 6 Monthly finance reports to be made to The JISC showing expenditure against budget.
- The Directorate Finance Assistant will support the Project Manager and the SRO in monitoring and adjusting the budget.
- All Project Team financial expenditure to be recorded by the Project Support Officer and monitored by the Project Team Leader and Project Manager. Project Manager to provide exception reports to the Project Board in case of a forecast of perceived budget exceptions

	Project Initiation Document	p. 14 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

6. Organisation structure

Function	Responsibility
Project Board	Sign-off of all project deliverables
Senior Responsible Officer	Overall responsibility for the successful delivery of the project.
Project Manager	Day-to-day project management. Reporting to the SRO and the Project Board
Project Team Leader	Day to day management of the Project Team including QA and negotiation on IPR agreements. Reporting to the Project Manager
Project Team	Production and progression of selected audio content and addition of selected metadata elements.
JISC representative	CSR2 Programme Manager representing JISC on the Project Board
HE representative	Provides Higher Education user input, attending Project Board as necessary
FE representative	Provides Further Education user input, attending Project Board as necessary
BL Digitisation Programme Manager	Provides guidance on BL Digitisation Programme issues and overall management support to the project. Represented on the Project Board.
Corporate Programme Office	Provides consultation including BL project management methods.
Contracts and Purchasing Unit	Responsible for the conduct of EU procurement procedures.
Web Services Delivery Unit (WSDU)	Responsible for the delivery of the user interface to content. Informs the Web strategy for the project. Represented on the Project Board.

	Project Initiation Document	p. 15 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

7. Communication strategy

7.1 Stakeholders

Stakeholder	Interest	Communication needs
BL Executive Team	All British Library programmes of work.	SRO reports.
SRO	Project Delivery	Weekly meetings with the Project Manager and PM reports
Director of Scholarship & Collections	Project Champion	SRO reports and Project Bulletin.
Head of British Collections.	Project Delivery	Project Board member. SRO reports and PM reports.
BL Digitisation Programme Manager	Programme Delivery	Project Board member. Interface with BL's Digitisation Programme and DOMS.
JISC CSR2 Programme Manager	Funder & advisor (through JISC services & events)	Project Board member. Requires six monthly progress and financial reports and an agreed communication plan for programme level dissemination.
FE user representative	User requirements	Attendance at selected (when relevant topic is on agenda) Project Board meetings and Project Bulletin.
HE user representative	User requirements	Attendance at selected (when relevant topic is on agenda) Project Board meetings and Project Bulletin.
JISC news groups	User requirements & final delivery of content. Client representatives.	JISC to set up surveys and workshops on content selection and interface usability issues. BL to feed back on these and receive data in the form of Content Selection and User Requirements Reports.
Head of Technical Services, Sound Archive	Project Delivery	Project Board member. Round table member.
Head of Selection & Documentation, Sound Archive	Project Delivery	Project Board member. Round table member. Interface to SIRSI (vendors of Unicorn & Hyperion software).
Sound Archive staff	Project inputs	Round table meetings. Project Bulletin and day-to-day consultation.
Head of WSDU	Web strategy	Project Board member. Interface with BL Digitisation Programme and DOMS Programme. Interface with SIRSI.
BL O&S	On-site access	Service roll-out process
ASR focus group	User focus	Interpreting the needs of the FE/HE communities

	Project Initiation Document	p. 16 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

7.2 Dissemination (communication) Plan

Negotiations around the scheduling of work with the Supplier will necessarily inform the external dissemination of information about key deliverables and an external dissemination plan will be agreed once the Supplier has been appointed. The target date for this appointment is 29/11/04.

- A press release will be made once the supplier has been appointed. It is suggested that January would be a good time for this as there is often a lull in news worthy stories at this time.
- The Project Board is forum for ensuring that all stake holders are kept informed of developments in the project. This includes all BL departments with a stake in the project and The JISC through their representative and the HE and FE user reps.
- A regular bulletin will also ensure that progress is reported more widely in the BL and to The JISC.
- The project web page is being used to communicate progress to a wider audience. The page will be developed into a micro site as the project moves in to the DPR stage.
- A written schedule of events and activities will be maintained in conjunction with the JISC Communication Plan

7.3 Events

- A series of JISC workshops (first on 20 July 2004) to determine user requirements
- Launch of service to HE and FE communities.
- JISC programme events (first on 6&7 July 2004)
- JISC services events.
- Other events will be added once milestones have been amended. These will be change according to any agreed work-schedule between the BL and the Supplier.

8. Quality management

- Quality will be measured against BL Sound Archive standards for digital preservation and also against any other standards agreed with the Supplier.
- Metadata will be validated by sampling for errors and missing annotations against the BLAP and (if implemented) against the METS.
- Agreement on standards will inform the negotiation with the Supplier and this will result in a series of benchmarks against which quality will be measured through sampling by the Project Team.

	Project Initiation Document	p. 17 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme	Archival Sound Recordings Project		

- Users will test the interface at the prototype stage and before final delivery.
- Quality issues are to be included in the Project Manager's regular report to the Project Board.
- Completion of QA routines to be communicated to the Project Board through the Digitisation Matrix.
- The Sound Archive's Head of Technical Services sits on the Project Board and has a remit to ensure the quality of the Archival Masters.

8.1 Acceptance criteria

The operational handover of the web and hosting deliverables will be made to The British Library three years after the project end. In the interim operational management will be undertaken by a third party supplier under a Total Management SLA

Deliverable	Acceptance criteria	Comment
Project Brief	Fitness for purpose	
PID	Fitness for purpose	
Request For Proposals Document	Fitness for purpose	Process controlled by CPU
12,000 Archival Copies	Tested against QA standards communicated in Digitisation Matrix	
12,000 Access and downloadable copies.	Tested against QA standards communicated in Digitisation Matrix.	
The Interface	Tested by users, the WSDU and signed off against agreed specification.	
The storage and delivery solution	Tested at programme level against EIS standards	

8.2 Operational handover (sustainability plan)

- All archival copies will be managed as part of Sound Archive holdings prior to eventual ingest into DOMS.
- All access copies will be uploaded into the agreed web hosting solution.
- Operation and maintenance will be the responsibility of the Library for 3 years from September 2006. A Full Service Management Agreement will be in put place to ensure this.

	Project Initiation Document	p. 18 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

- A Service Level Agreement will be in place by 29 April 2005 for the duration of the project. This will need renegotiation before the end of the project.
- A new SLA will then be put in place and form the basis of the contract for ongoing web services for this project. This will be kept in place for the three years after project close.
- A sustainability plan will be created for the ingest of the materials into The British Library DOMS by 2007.

9. Project controls

9.1 Quality assurance

Product	Quality control	Comment
Project Brief	Project Board examination and CPO inspection.	
PID	Project Board examination and CPO inspection.	
RFP	SRO examination, CPU inspection and OGC inspection.	
Digitisation Matrix	Project Board inspection and sign-off	See Project Plan for description.
Web Log	Project Board inspection and sign-off	See Project Plan for description.
Evaluation Report	Produced by independent body and reviewed by CPO	

9.2 End stage reviews

These will be conducted at the Project Board meeting directly after the end of a stage. These reviews need to be confirmed with The JISC representative.

9.3 Project assessments

The Project SRO is responsible for requesting assessments to be planned for major milestones or ends of stages. These assessments will be presented to the Project Board. A formal evaluation will be undertaken by an independent body. A final report is deliverable by 10.08.06

9.4 Exception process

If the agreed time / budgetary forecasts do exceed agreed tolerance, the Project Manager must produce an Exception Report for the Project Board, recommending a recovery plan. The Project Board will give ad hoc direction.

	Project Initiation Document	p. 19 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

9.5 Project Board control

The Project Manager will produce a regular Highlight Report for presentation at each Project Board meeting. Project Board meetings are monthly in the PS stage and will be rescheduled to two monthly after the start of the PT stage.

9.5.1 Project Team work control

The project team leader(s) will produce fortnightly Checkpoint Reports for the Project Manager.

9.6 Project document control

All project document have version numbers applied providing an audit trail. The Project Support Officer will have responsibility for maintaining the archive of project documents. Final version will be uploaded onto the public drive on the BL network. Some may also be made available in PDF format for download from the Project micro-site at the end of the project.

10. Job profiles

Senior Responsible Officer

The Head of the Sound Archive is the Senior Responsible Officer, with overall responsibility for the delivery of this project.

Project Sponsor

The project Sponsor for this project is Director of Scholarship and Collections in The British Library, The Project Sponsor ensures that the project is championed at all levels of the Library and to external interest groups.

Project Manager

Reporting to the Project Board, the Project Manager has responsibility for the detailed planning and the implementation agreed plans and also sets work plans for the Project Team and monitors the teams output. The Project Manager also sets up Quality Assurance and project methodologies in consultation with colleagues in the Sound Archive and the JISC and is also the primary point of contact for external suppliers and the JISC Programme Manager. The person is also a member of the procurement team.

Project Board Members:

Crispin Jewitt is Head of the Sound Archive and Chair of the Project Board.

Aly Conteh is The British Library's Digitisation Programme Manager. He has responsibility escalating issues at a programme level and has input in the areas of standards and technical delivery of the project. He is also responsible for drafting of the Web Strategy Document. He is also a member of the procurement team.

Richard Ranft is Head of Technical Services in the Sound Archive. He is responsible for setting technical standards for audio transfer and related issues. He is also a member of the procurement team.

Chris Clark is Head, Selection & Documentation in the Sound Archive

	Project Initiation Document	p. 20 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme	Archival Sound Recordings Project		

Chris is responsible for content and metadata standards. He is also a member of the procurement team.

John Tuck is Head, British Collections within the Scholarship and Collections Directorate.

Adrian Arthur is Head, Web Services and has responsibility with Aly Conteh for the Web Strategy and he also ensures that the web delivery of the content for the Archival Sound Recordings Project conforms to British Library standards.

Stuart Dempster is The JISC CSR2 Programme Manager and ensures communication between The British Library and The JISC.

The Further Education Representative (JISC) provides user input to the Project Board and is in attendance at Project Board meetings when user issues arise.

Higher Education Representative (JISC) provides user input to the Project Board and is in attendance at Project Board meetings when user issues arise.

The Project Team:

The Project Team Leader (PTL)

The PTL is responsible for the acquisition of IPR Licences, overseeing the day-to-day work of the Project Team and undertaking Quality Assurance routines in consultation with the Project Manager

Project Support Officer (PSO)

This PSO is responsible for project administration systems, controls project documentation, arranges meetings and completes metadata encoding where necessary.

Digitisation Editor

The Editor is responsible for internal digitisation work on the content packages including materials preparation and handling, audio transfer (where necessary) metadata encoding and Quality Assurance.

Digitisation Assistant

The Assistant will assist the Digitisation Editor in the preparation of materials and the completion of all digitisation tasks.

Project support services:

Contracts & Purchasing Unit (CPU)

The Unit are responsible for the procurement of digitisation services for this project.

Corporate Project Office (CPO)

The CPO provides support and advice on project management related matters.

Directorate Finance Assistant

The Assistant provides support to the Project Manager in regards to the financial management of the project and on reporting to The JISC. He is also in attendance at Project Board meeting where necessary and monitors expenditure on behalf of Finance and Corporate Resources.

	Project Initiation Document	p. 21 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	

	Project Initiation Document	p. 22 of 22	Version 0.5	Date 04.08.04
	Digitisation Programme		Archival Sound Recordings Project	