

## Advanced Materials 2: Project Management Board

### Minutes and Actions

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**2 pm – 4 pm Monday 28<sup>th</sup> September 2009**

**Room C506, Department of Chemistry, University of Warwick**

#### **In Attendance**

##### *Members:*

- Dave Haddleton - PI, UoW (*Acting Chair*)
- Mike Adams - PI, UoB
- Jon Preece - PI, UoB

##### *Advisor:*

- Emma Melia - AM2 Project Manager

##### *Invited Attendees:*

- James Bowen – Facilities Manager, School of Chem. Eng., UoB
- Zoe Lethbridge – Facilities Manager, UoW
- Louise Ottignon – Acting Business Engagement Manager, UoW
- David Cooper – Group Leader, Marketing and Business Engagement, UoB  
(2pm – 2:40pm)

##### *Apologies*

- Julie MacPherson – PI, UoW

#### **Marketing and Communications Strategy**

David Cooper was invited to attend the meeting to share an update on the overarching Marketing and Communications position and strategy for the Science City Collaborative Package incorporating all eight Warwick/Birmingham Projects. David talked the Board through a presentation and questions and comments were interjected throughout by the Board Members. The key points of David's Presentation are included below and slides will be circulated electronically:

##### ***Birmingham Science City***

- AWM have developed a Communications Strategy for the Science City project as a whole and a tender specification was drawn up for this to be delivered with AWM core funding through a third party. A contract has now been agreed for this activity to be carried out by Marketing Birmingham an agency spun out of Birmingham City Council which promotes the City and the West Midlands Region. This contract will result in some support to the Projects through overarching Press Releases, Media Citations and Briefings, Trade Shows, Website and Branding Guidelines etc.

- A key part of the strategy will be understanding how to communicate the Collaborative Package to wider industry including what we call the Programme and how we ensure that the message is cohesive and clear.
- Collaborative Package Themes (Energy, Advanced Materials and Translational Medicine) need to be communicated as joined up “centres” and cohesive offers to industry rather than individual Projects producing materials and messages in isolation. This joined up approach must still ensure that the individual Projects achieve their contractual outputs and cannot be to the detriment of one Project or another.
- David Cooper highlighted that the Branding Guidelines, which are required if all of the Projects are to produce similar marketing materials delivering greater impact, will be ready by November 2009 and will include the “Ideas for Life” branding of the whole of Birmingham Science City.
  - Jon Preece raised that he’d never seen the Ideas for Life logo before – it was highlighted that the logo is on the Birmingham Science City website [www.birminghamsciencecity.co.uk](http://www.birminghamsciencecity.co.uk)
  - Dave Haddleton also raised the Website and how out of date and static the content is – David Cooper assured the Board that it will be updated by Marketing Birmingham and this needs to be one of their priorities
- The area of content management was discussed. Dave Haddleton mentioned that it is important to the Board that the individual projects are able to update their own sections of information about the detail of the projects. David Cooper explained that the information on the collaborative website would be outward facing and would not carry all of the detail and that the intention was to link to UoB and UoW websites which contain the detail of facilities.
- Louise Ottignon asked about the timescale for this development work as it is vital to the Business Engagement strategy that materials and websites are up and running as soon as possible. David Cooper hoped that core information and marketing materials will be available by the beginning of November.
- It was agreed that AM2 needs to be interfacing properly with this overarching strategy so that our work is promoted through these channels.

### ***Individual Projects***

- AM2 has a marketing budget and it was agreed that the Project needs to make sure that it contributes to the joined up approach to marketing and business engagement. The Government Business Support Simplification Programme (BSSP) also demands that the Projects do not multiply the offers of support available to companies and AWM are charged will ensuring that this does not occur.
- Management of Business Engagement information was raised. Sharing data on companies contacted, qualified leads and who is taking forwards a lead etc. is vital to ensure that there is no duplication between Projects and that each company receives the opportunity to benefit from the whole collaborative package offer.

David is looking at how to ensure that each company link raises the impact of each of the other Projects (particularly AM1 and AM3 for AM2) as well as integrating with other Business Engagement activity at the two institutions for example the Engineering and Physical Sciences Business Development Manager at UoB and the Business Engagement Unit at UoW. The Business Engagement Managers for the Projects need to work to ensure that the message of the Projects is not lost in the “noise” of the Universities.

- David has purchased licences for Team Scope, a Client Management System currently used at UoB to manage interactions with companies. It has a database which is already populated with UoB contacts, interfaces with Microsoft Outlook and licences have been obtained for all Collaborative Package Project Managers and Business Engagement Managers at UoW and UoB. This will help the Projects to avoid duplication.
- It was also acknowledged that it will be difficult to achieve the aims of the Projects if Business Engagement Managers only cold call and meet companies individually; it will be better to use intermediaries such as the Manufacturing Advisory Service AWM Clusters etc to generate warm leads in the region. Overlaid on this will be more strategic Business Engagement Manager Activity with national and international companies for research collaborations.

### ***Examples taken from AM1 Marketing Plan***

Most of the other Projects have met with David Cooper to develop a Project-specific marketing plan in alignment with the principles set out in the presentation. Examples of the types of activities planned include:

- Newsletters to be sent to existing company contacts and contacts of Project academics
- Email-based alerts service
- Launch event
- Manufacturing Breakfast Debate

***Action: Louise Ottignon/Emma Melia – to collect ideas and preferences from AM2 Board members and arrange to meet with David Cooper to flesh out M2 Marketing Strategy feeding back to the Board at the next meeting.***

### **Business Engagement Manager**

Emma Melia Introduced Dr Louise Ottignon to the Board and gave an update on the Business Engagement Manager recruitment position: Following the failure to appoint to the position in June/July 2009, the role is currently being advertised for the second time in jobs.ac.uk and New Scientist with a closing date of 6<sup>th</sup> October 2009. Concerns were raised over the ability of the Project to deliver the 09/10 business related contractual outputs

without a Business Engagement Manager in place and due to the long lead times on conversion of engagements to reportable outputs, there were also concerns about the pipeline for 10/11 outputs. It was proposed by Peter Hedges and Mark Bobe of Research Support Services that a temporary Business Engagement Manager could be recruited in order to map the strengths of the Project and build up a strategy for engaging with companies, particularly within the region as well as delivering some quick win outcomes.

Louise has been employed through Unitemps and is currently funded through HEIF. Emma Melia is looking into whether the recruitment process and the use of the temporary staff agency will allow for AM2 to claim this temporary salary through the ERDF/AWM Revenue funds, however the salary will remain under written by HEIF. It is proposed that Louise will be in post until the successful candidate for the Full Business Engagement Manager role is available to take up their post, and this is likely to be at least two months minimum.

### ***Business Engagement Strategy***

It was agreed that having an accurate and attractive website and good clear and useful marketing materials are key tools for Business Engagement. The information on the equipment and facilities which the Project holds needs to be collated from the Academic Custodians. It was agreed that this is a priority for the Project as without this detail it will be impossible to update the web pages as is necessary or to produce leaflets or data sheets.

***Action: Louise Ottignon/Emma Melia*** – to send out a website proforma to all Academic Leads and Custodians to collect information on the equipment and facilities as well as research applications and work on the development of the UoB and UoW web pages for AM2.

***Action: Dave Haddleton/Jon Preece/Mike Adams/Julie MacPherson*** – to complete the proforma and ensure that all Academic Custodians complete the website proforma for their equipment and research interests.

### **Board Suggestions for Business Engagement Strategy**

- Engaging with IChemE in order to attend their events and build up business contacts.
- Accessing Business directory for West Midlands
- Media releases/interviews with publications such as:
  - C&EN
  - Chemistry World
  - Chemistry and Industry
- Podcasts describing the work of AM2 in various areas of research

***Action: Louise Ottignon/Emma Melia*** – to speak to David Cooper about the suggestions at the follow up Marketing and Communications Strategy meeting and ask about Podcast production at UoB.

***Action: Emma Melia*** – to contact Tom Abbott regarding producing some specific AM2 Podcasts at Warwick.

## Finance – Under Spend

Emma Melia introduced Financial Forecast Spreadsheet (see attached document). This had been previously circulated to the Academic Leads at UoW and UoB. AWM required that the Project produced a detailed forecast of Capital and Revenue spend up until the 30<sup>th</sup> November 2009 in order for the Agency to ensure that they meet their N+2 spend requirements of the ERDF funding. The forecast produced must now be met by the Project and any spend forecast for before 30<sup>th</sup> November 2009 must be defrayed by this point or it will be lost to the Project. The forecast also details spend for 1<sup>st</sup> December 2009 – 31<sup>st</sup> March 2010, the detail of the categories of spend for this period is not required to be as accurate, however as we have been informed that we cannot carry forwards any budget from 2009/10 to 2010/11 we will also have to ensure that all remaining capital and revenue for this financial year is defrayed by 31<sup>st</sup> March 2010 or this too will be lost to the Project.

## Capital

### Equipment

Most of the equipment to be purchased across both sites has now been ordered with the majority now delivered and installed with invoices paid and claimed from AWM. At Warwick there are just two items of equipment which have not yet been delivered and commissioned: AM2.25 a UHV-STM for Giovanni Costantini and AM2.27 contribution towards the 850 MHz solid state NMR and NMR probes. Both will be delivered and paid for by the end of December 2009 to avoid the problem of any potential VAT increase. At Birmingham, all Chemical Engineering equipment has now been delivered and installed with the exception of Bid2E30 the nano-manipulator which is being designed and assembled in house and some control equipment from Longshore systems. In Chemistry at Birmingham there are still some outstanding orders to be placed Bid2E5 Mass Spectrometer, Bid2E11 Electrophoresis Kit, Bid2E12 Microwave Block, Bid2E14 AFM Scan Head and Bid2E16 Glovebox Chamber.

Due to the tight control of individual equipment item budgets during procurement, the Project is now forecasting an overall under spend on the equipment budget. With the majority of orders now placed, the value of this under spend is now clear. The under spend forecast is as follows:

University of Warwick	<b>£70,096.58*</b>
University of Birmingham – Chemical Engineering	<b>£111,703.16**</b>
University of Birmingham – Chemistry	<b>£51,301.24‡</b>

### Notes

\* The refurbishment overspend has been offset against the equipment under spend with permission from AWM to arrive at this figure

\*\* This figure assumes that £36,000 will be spent on Bid2E30 nano-manipulator (inc VAT)

‡ This figure assumes the following spend: £182,562.50 Bid2E5 Mass Spectrometer, £4,000 Bid2E11 Gel Electrophoresis Kit, £34,470.15 Bid2E12 Microwave Block, £3,000 Bid2E14 AFM Scan Head and £28,915.00 Bid2E16 Glovebox (all inc. VAT).

Discussions with AWM have highlighted that they are prepared to consider a proposal for the use of this under spend by the Project to support delivery of the outputs. The following options should be tabled in order of preference:

1. Some equipment items had additional peripherals and functionality in the original tender specification, however in order to meet the individual equipment item budget certain items were cut from the orders.

*These items could be purchased from the under spend now and would not need any additional permission from AWM provided that the Procurement Requirements of the Project are met;*

2. Since the original equipment list was assembled and approved by AWM there have been new members of staff in the Departments and Schools delivering the Project. Some members of staff could be involved in promoting the Project and delivering outputs but they cannot use the equipment purchased fully as it requires some additional tools or “add-ons” to suit their activity. These could be detectors, lenses, light sources, sample stages, auto-samplers etc.

*These “add-ons” to be used as part of existing equipment purchased through AM2 could be put forwards as part of the under spend strategy to AWM and would be considered favourably.*

3. Equally, since the original equipment specification, there have been developments in technology meaning that new “add-ons” are now commercially available. Again these could be detectors, lenses, light sources, sample stages, auto-samplers etc.

*These “add-ons” to be used as part of existing equipment purchased through AM2 could also be put forwards as part of the under spend strategy to AWM and would be considered favourably.*

4. Other equipment items which were not on the original equipment list could be tabled as possible purchases with the Project under spend.

*These would not be looked on as favourably by AWM and could require IDG approval which would be time consuming and could potentially result in claw back of the under spend – this option is not recommended.*

5. Alternative use of the under spend, for example payment of the VAT on equipment items previously designated for Medical Research and zero-rated for VAT.

*Internal University Approval must first be sought before this option is put forwards.*

### **Next Steps**

Academic Leads are responsible for tabling the potential solutions for the under spend in their own Department or School budget. If a strategy cannot be put forwards for all of the under spend in a particular Department or School the budget will need to be considered by the other Academic Leads to see if it could be spent elsewhere. Due to the time constraints of the Project (all capital must be defrayed by 31<sup>st</sup> March 2010) a detailed written proposal for the under spend must be put to AWM **by 31<sup>st</sup> October 2009** at the latest. **No single item tabled in the under spend strategy should be worth more than £25,000 including VAT** otherwise it will have to be tendered for and there is insufficient time to guarantee that this could be completed by 31<sup>st</sup> March 2010. Emma Melia will circulate a proforma which will capture the required information for each item to be requested.

**Action: Emma Melia** – to circulate a proforma capturing the required information for the under spend strategy.

**Action: Jon Preece, Mike Adams, Dave Haddleton and Julie MacPherson** – to agree the preferred under spend solution for your Department/School and complete the proforma for each item requested. Return the forms to Emma Melia by **no later than 28<sup>th</sup> October 2009**.

### VAT Payment

The issue of retrospectively paying the VAT on equipment items in Chemical Engineering needs to be discussed internally prior to any proposal to AWM.

**Action: Emma Melia, Mike Adams and James Bowen** – to arrange to meet with Carol Norfolk (UoB VAT Team), John Stokes and Barry Higgins to discuss this issue.

### Refurbishment

The refurbishment element of the budget must also be spent by 31<sup>st</sup> March 2010. The refurbishment activity at Warwick is now almost complete and due to unforeseeable issues this was over spent which has been offset against the equipment under spend with AWM permission. The refurbishment activity in Chemistry and Chemical Engineering at Birmingham is under way and currently the following under spend is forecast:

University of Birmingham – Chemical Engineering	<b>£58,200.00</b>
University of Birmingham – Chemistry	<b>£16,076.00</b>

The refurbishment activity is still underway and this under spend needs to be stewarded carefully in case any additional costs are incurred. Discussions with AWM have revealed that they would prefer for this refurbishment budget to be spent on additional refurbishment costs, however at a meeting on Friday 2<sup>nd</sup> October after the Project Management Board AWM did state that they would consider switching this to equipment spend if no further legitimate refurbishment can be identified.

AWM would not consider office space refurbishment or refurbishment of additional lab space which does not house AM2 equipment. They could consider refurbishment of lab space (particularly if adjacent to existing AM2 refurbished space) to house AM2 equipment or the purchase of additional furniture for labs already refurbished.

The under spend should be considered by Birmingham and any legitimate proposals tabled to Emma Melia by **28<sup>th</sup> October 2009**. Warwick has some proposed options for use of the refurbishment under spend and it may be possible to agree a switch between the institutions. If refurbishment options cannot be agreed then further equipment options could be suggested to AWM.

**Action: Jon Preece and Mike Adams** – to agree the preferred under spend refurbishment solution for your School and complete the proforma for each item requested. Return the forms to Emma Melia by **no later than 28<sup>th</sup> October 2009**.

## Revenue

### Salary

The revenue budget was discussed. Emma Melia highlighted that there can be no switch between Salary and Other Revenue categories of spend, therefore it is likely that the Project will have to forfeit under spent salary budget as it is not permissible to employ any further staff and none of the Science City AM2 funded staff are employed at the top of the salary banding. Some salary under spend will be used to pay for the Project Manager Maternity Cover.

### Other Revenue

It was highlighted that the marketing budget is heavily back-loaded this financial year due to the delay in the branding guidelines. As soon as these are available marketing materials will be ordered and bought to be used in the subsequent years of the Project. Dave Haddleton has requested permission for the Project to have a stand at the IUPAC Polymer Congress in Glasgow in July 2010 and this has been allowed by AWM and will cost approximately £3000 +VAT from 2010/11 marketing budget. Any conferences or trade shows can be considered but must go via AWM.

The travel budget is currently under spent and there has been no take up of the Travel Bursary launched at the Away Day in July.

**Action: Emma Melia** – to circulate the travel bursary form to all Custodians with a reminder.

Mike Adams has requested £500 towards a conference in the US and Dave Haddleton has requested £300 for a flight to a conference in Europe. The travel bursary forms will be sent to Jon and Julie for consideration.

Dave Haddleton, Julie MacPherson and Jon Preece have all agreed to defray their £3,000 allocated for equipment consumables for 2009/10 by 30<sup>th</sup> November 2009.

**Action: Jon Preece, Dave Haddleton & Julie MacPherson** – to send equipment consumables orders to Emma Melia as soon as possible and no later than 16<sup>th</sup> October to ensure that orders are placed and deliveries made in time for the spend deadline.

### Any Other Business

Jon Preece highlighted that he would like to put forwards a suggestion for targeted advertising for a SCIRA fellow in Nano-Health Materials Medicine to work with Translational Medicine as well as AM2. The Board agreed that AM2 would back this.