

# **Meat and Livestock Commission**

## **Technical Division**

### **Research Commissioning Procedures**

March 2001

## Research commissioning procedures - contents

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## **Introduction**

1. The 1967 Agriculture Act established the Meat and Livestock Commission (MLC) with the general duty of promoting greater efficiency in the livestock industry. The research, development and technology interaction activity of the Commission is funded by an allocation of the statutory levies collected by MLC on cattle, sheep and pigs slaughtered in Great Britain. A significant proportion of technical expenditure is spent on a programme of commissioned research at Universities, Institutes and Research Companies. Additional research funds are attracted from other sources. The MLC research portfolio is approximately 80 projects at any one time.
2. The aim of investing levy in research and development is to generate a flow of new products, processes and technologies that can create a competitive advantage for the industry, provide the technology to defend the industry and ensure its legislative base allows it to compete effectively.
3. The MLC Corporate Objectives are established for each species by the Beef Strategy Council, Sheep Strategy Council, British Pig Executive (BPEX) and wider consultation with many industry bodies. The published MLC Corporate Plan as finally adopted by the Commission, lays out MLC's strategic objectives for species specific and generic MLC activities. Within the general strategic objectives, the Strategy Councils and BPEX decide the allocation of levy money to research and technology interaction activity and determine the priority areas for technical activity. These strategic objectives are communicated to the Research Steering Committee.

## **The Research Steering Committee (RSC)**

4. The RSC is a committee of 15 plus an observer from MAFF Chief Scientists Group. The 15 comprise industry representatives from the livestock and abattoir sectors, independent scientists and retailer and consumer representatives. The Committee is normally chaired by the Chairman of the Commission. The strategy councils and BPEX each have a representative on the committee. A list of current RSC members is available from the Secretary to the Technical Director (Appendix B).
5. The RSC's terms of reference (appendix A) include recommending research proposals to the Commission, monitoring the progress of projects and advising on technology interaction for completed projects. Projects are recommended for funding on the basis of: the relevance to identified Corporate Objectives, the quality of the

science, the likelihood of commercial uptake and the potential value of the research to the industry and the consumer.

6. The committee meets four times a year, normally in March, June, September and December (dates are available from the Secretary to the Technical Director, appendix B).
7. Members of the RSC are required to declare, before taking up their appointment, personal or business interests that may conflict with their responsibilities as members. MLC will maintain a register of such declarations. Members are also required to declare beforehand any conflict of interest with any of the Committee's considerations. At the discretion of the Chairman of the Committee, the member may be asked to withdraw from the meeting for the agenda item(s) where conflicts of interest may exist. Where the Committee is considering a matter of direct financial relevance to a member or their organisation that member must withdraw until the RSC has completed its discussions.
8. Committee members will keep in confidence all Committee papers. Papers and their contents may be discussed with colleagues of Committee members, but only as necessary and only if the colleague(s) understands the burden of confidentiality.
9. When reporting decisions or recommendations of the RSC, staff will keep confidential any part played in Committee deliberations by individual members. Committee members should resist any requests for information on Committee deliberations and refer such requests to MLC staff.

### **Eligibility**

10. The MLC will fund appropriate research in any organisation with a proven record of achievement where the likely outcome and contractual arrangements are beneficial to the whole British livestock industry. Any organisation seeking funding will have to hold adequate insurance for professional liability, be an equal opportunity employer, hold the necessary Health and Safety certificates and is responsible for any Home Office Licence that may be required. In addition, they may be asked to submit financial records for the organisation and brief CV's for the lead scientists. Research organisations do not have to be based in Great Britain. It is MLC policy to purchase research from providers who give best value for money.

## **MLC Status**

11. Under Government LINK, Research Council and EU rules MLC is classified as an industrial partner and MLC levy contributions to research projects as industrial contributions. It is also possible for MLC to simultaneously be a research provider and recipient of Government and EU funds where MLC staff and facilities play an active part in a research programme.
12. MLC is an active participant in a number of Government LINK research programmes. Under normal LINK conventions there is a preference for multiple industrial partners, but as a levy board MLC may be deemed by Government to represent many levy payers and therefore be the sole industrial partner. MLC's preference is for there to be more than one industrial partner in a LINK project.
13. MLC levy funds may also be deployed by the Commission (on the recommendation of the RSC or Strategy Councils/BPEX) to fund research and technology interaction activity utilising MLC staff and resources.
14. The MLC pig research facility at Stotfold is the industry's research facility. The use of Stotfold resources by Universities and research Institutes is encouraged. Researchers wishing to discuss the use of Stotfold facilities should contact the unit Manager.

## **Ethical Policy on Intellectual Property**

15. It is MLC's policy to respect the confidentiality of novel intellectual property (IP) such as novel scientific hypotheses or entirely new experimental approaches that may be contained within research proposals. If proposers wish MLC to enter confidentiality agreements then this will normally be possible, subject to the agreement allowing for RSC scrutiny and peer review of proposals. Normal exclusions to confidentiality apply, for example independent development by others or publication by others.
16. It is, however, possible for proposals in a general subject area to be rejected for a wide range of possible reasons. If that subject area remains a strategic priority, it is likely that research of some kind will be undertaken subsequent to the initial proposal. Any novel IP in proposals will not knowingly be conveyed to third parties or utilised by MLC in its own research.

17. Proposals to MLC that contain novel IP may be strengthened if the proposers file for patent protection prior to seeking funds from MLC. Funding of further research would be on condition that the novel IP would be made available to the GB industry on acceptable terms.

## **Proposals**

18. Proposals may be submitted by any party at any time. MLC staff will also solicit applications in areas of relevance to Corporate Objectives. Proposers are advised to discuss proposals with MLC Technical staff before submission (contact names and numbers may be found in appendix B). MLC welcome brief concept notes for discussion with staff prior to any formal application. Applications for collaborative research involving multidisciplinary research partnerships are particularly encouraged.

19. The formal application process normally comprises two stages, outline and full proposals. Staff will assume that applicants submitting unsolicited proposals are content to develop the application in discussion with staff. However, if applicants wish their proposal to enter the formal assessment process without further development or modification they should clearly state this in a covering letter.

20. **Outline proposals:** An outline proposal should cover approximately two, and no more than four, A4 sides. The information covered should include:

- Background – setting both the commercial and scientific context for the proposal.
- The opportunity to be addressed by the research
- Objectives
- Lead Partners and collaborators
- Methodology
- Deliverables
- The route to exploitation of the deliverables
- Likely timescale, costs and co-funders
- Potential cost benefit (in financial terms where possible)

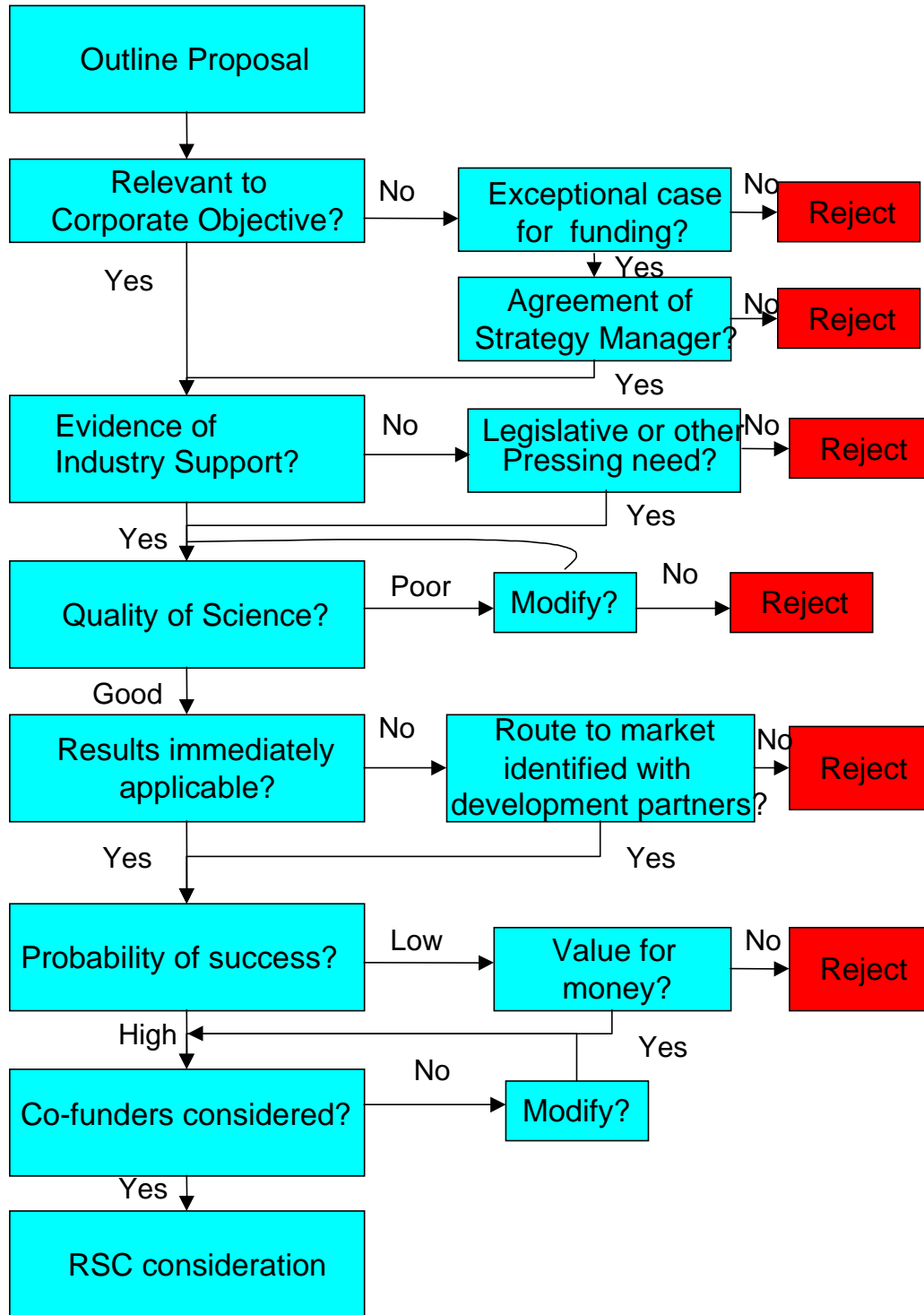
21. In the first instance outline proposals will be evaluated by the relevant MLC scientist in collaboration with the MLC species Strategy Manager (see box 1). The outline may be circulated to other scientists within the MLC and in some instances sent for peer review (see below). MLC staff will decide if the outline is suitable for consideration

by the RSC. Applicants will be informed of any decision (whether or not it will go forward to the RSC), within two months of submission. This period may be extended if discussions on the proposal between MLC and the applicant are still active.

22. If staff propose to reject a research proposal it will be copied, together with the proposed reasons for rejection, to one of the independent scientist members of the RSC for their comment. If the independent scientist considers that he/she has a conflict of interest in relation to the proposal, they will self disqualify and return the proposal for MLC to forward to another RSC member. Applicants will be advised of the rejection in writing and the reasons for the rejection will be stated. At its next meeting, the RSC will be informed of proposals rejected by staff, together with the reasons. The RSC is at liberty to request sight of the rejected proposals.
23. Outlines that go forward to the RSC will be introduced to the Committee by a nominated MLC scientist. The RSC will evaluate the outline proposal in much the same way as presented in Box 1, but in addition will consider it in the context of the full research portfolio, the funds available and their own expertise and experience.
24. The RSC looks favourably on proposals where co-funding can be secured. The RSC may decide that a proposal is only value for money if co-funding can be secured. There are four possible outcomes from the consideration by the RSC of an outline proposal:
  - Submit full proposal
  - Modify and submit full proposal
  - Modify and resubmit outline proposal
  - Reject.
25. If a full proposal is requested the RSC may decide to invite applicants to present their proposal in person when the full proposal is considered. Presentations by proposers are likely to be exceptional rather than the norm.
26. **Full proposals:** A full proposal should include a short literature review, milestones and deliverables in addition to more detailed information under the headings listed in outline proposals above. Proposals will be assessed by the MLC scientists using the checklist in box 2. If, in the opinion of MLC staff, the full proposal is materially deficient, modifications to the proposal may be requested before the proposal is forwarded to the Committee for consideration.

27. The full proposal may be the first submission to the RSC. This may be necessary if seasonality, industry crisis etc makes starting times of projects important. In this case, the proposal will be evaluated first by the criteria set out in box 1 then by the checklist in box 2.
28. Proposers may be asked to provide evidence of 'least cost suppliers' where sub contractors are employed.
29. If the RSC has invited the applicants to present their proposal, up to two representatives will be invited into the Committee room when the agenda item related to their proposal is reached. A presentation of no more than five minutes in duration will be expected, after which the Committee will question the applicants for approximately 10 minutes. Applicants will then withdraw for the Committee to conclude its deliberations. Applicants will attend at their own expense.
30. Possible outcomes from RSC considerations of full proposals are:
- Recommend funding to Commission
  - Conditional recommendation
  - Request revision and resubmission
  - Reject.
31. Applicants will be advised by telephone or e-mail of rejection of their proposal within one week of the RSC meeting and formally in writing within one month. Any applicant aggrieved by the rejection of a proposal may write to the Chairman of the RSC with their grievance.
32. Proposals that are recommended by the Committee (or conditionally recommended) will be presented to the Commission (in summary form) at the next available Commission meeting. The Commission meets almost every month and so formal allocation of the levy funds will normally be possible within two months.
33. Once Commission approval has been given and any conditions of approval met, such as agreement of funds from co-funders, MLC staff will commence contract negotiations. All approvals are subject to agreement of satisfactory contractual terms. The RSC are kept informed of any problems in reaching contractual agreement.
34. The flow of proposals from outline to agreed contract is presented in Box 3. Liaison with applicants and all notifications are the responsibility of the allocated MLC staff member.

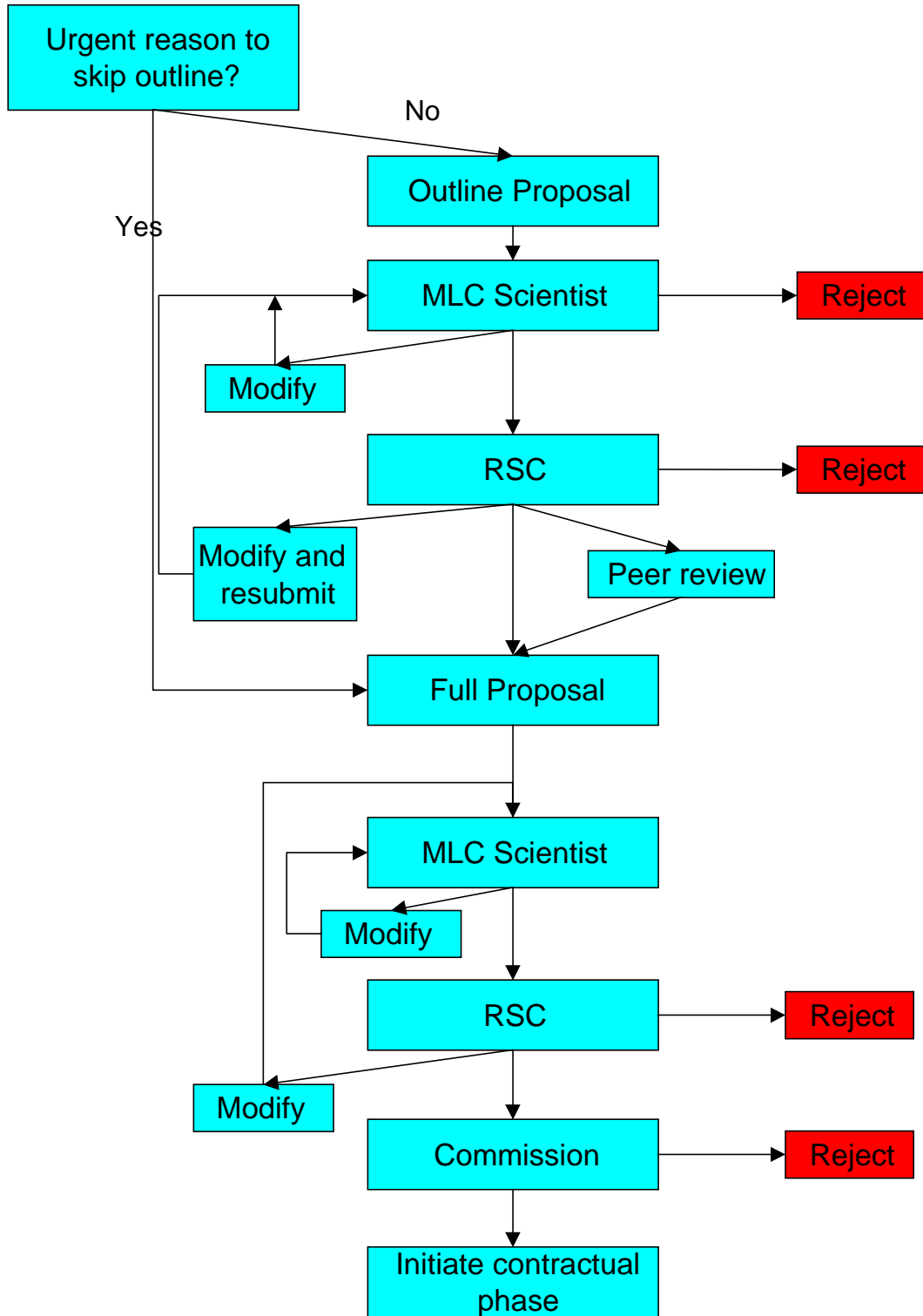
**Box 1: Evaluation of outline proposals by MLC scientists**



## Box 2 – Evaluation of full proposals

<b>General:</b>
Is the proposal relevant to the identified species strategic priorities?
Is the project novel, technically feasible and viable?
Is the project of scientific and/or technological merit and quality?
Is there evidence of industry support?
Has appropriate involvement of end users been included?
Does the project fit comfortably in the balance of the species portfolio?
Are funds and other resources available in the appropriate budget?
Does the literature review adequately describe the ‘state of the art’?
Are the objectives/hypotheses sufficiently described?
Are the objectives likely to be achievable given the skills, resources and record of achievement of the applicant?
Are all the necessary skills available in the research team?
Does the proposal describe appropriate milestones?
Is the way in which the project will be managed clearly described?
Has the potential value to the industry been calculated correctly (e.g. does it include the cost of exploitation)?
In relation to potential value, are the risks and costs reasonable?
Are there ways to reduce the timescale of the project?
Is essentially similar research being funded elsewhere?
Have all reasonable co-funding opportunities been explored?
Is the necessary background Intellectual property freely available?
Has consideration been given to how any new IP would be exploited?
Are there linkages to other projects that should be exploited or formalised?
Is the planned ‘route to market’ clear and explicit?
Are plans for technology interaction by the research group adequate?
<b>Design:</b>
Is the general methodology appropriate to the objectives?
Is the conduct of the experiment adequately described?
Are the numbers justified by a measure of statistical power?
Are the statistical methods for data analysis adequately described?
Are the resources requested (staff equipment etc) reasonable given the design?
Has data handling and security been properly considered? Does this include availability of data to MLC in a suitable form?
Will the trial require ethical committee approval for animal or human volunteer experiments?
<b>RSC Comments:</b>
Have the RSC comments from the outline stage been adequately addressed?

**Box 3: Flow of proposals**



## **Peer Review**

35. Proposals may be peer reviewed. This is not a routine practice but it is undertaken when neither MLC staff nor RSC members have the expertise to form a considered judgement on the quality of the science or in subject areas where the science is contentious. In such instances, two independent reviewers with an expertise in the relevant area will be nominated by MLC. Reviewers will be asked to sign a confidentiality agreement. Their comments will be included with the proposal in any subsequent RSC submission. Any comments from peer reviewers passed back to applicants will be anonymous.
36. Peer review may also be requested by the RSC at any stage of the application process. Peer review is especially likely to be requested where the proposal emanates from, or is connected with, MLC staff or members of MLC Committees.

## **Research Tendering**

37. From time to time, MLC may highlight specific problems or opportunities faced by the industry that might beneficially be addressed through research. A paper will be put to the RSC proposing work in a particular area and suggesting that proposals be sought by tender. This paper will include an outline of the proposed call for tenders. Calls for tender may be prepared with the assistance of outside expertise. At the discretion of the RSC, the tender may call initially for outline proposals or directly for full proposals.
38. After approval by the RSC, the tender will be sent to organisations that have some expertise in the area concerned. Comparisons between proposals will be based on value for money taking into account the quality of the science, timescale and the technical probability of success. The final decision on which, if any, of the outline applications to consider in full or full applications to recommend for funding will be taken by the RSC.

## **MLC as a Research Provider**

39. MLC's technical resources such as the Stotfold Pig Development Unit and the Meat Technology Unit provide research to external customers and to MLC directly. Research projects undertaken by MLC with levy funds are subject to the same management procedures as research commissioned with external suppliers. Proposals

are scrutinized by RSC in the normal way; as outline and full proposals, as the projects progress and on completion.

40. As an additional safeguard for levy payers, projects to be wholly undertaken by MLC will be scrutinized in detail by one of the independent scientist members of the RSC. This is to ensure that the work does not duplicate activity elsewhere and that the work proposed is appropriate to be done by MLC.

### **Project Set-up**

41. Following agreement of the Commission of the levy funds for a project (and achievement of any conditions on the approval), MLC staff will draw up a research contract. A copy of the MLC standard contract is available from the Secretary to the Technical Director (Appendix B). Where a project is co-funded with Government MLC may be one party to a Government contract. In this case, a collaboration agreement between the research and industrial parties will need to be agreed.

42. Where Home Office procedures or experiments involving animals and/or human volunteers are involved in the research programme MLC will require written confirmation that all necessary licences and ethical review procedures are in place before such experimentation commences.

43. The standard MLC research contract includes:

- 43.1. Payments terms. The total sum payable and terms of payments (installments etc). These will be tied to milestones and final payment will be made on receipt of the final report.

- 43.2. Milestones. Written reports will be submitted to the Commission at regular intervals, to be specified in the contract. A final report will be made available within sixty days of the expiration or earlier termination of the project.

- 43.3. Termination. MLC may terminate the contract on serving one month's notice in writing to the contractor if the project is no longer appropriate for the Commission, the standard of work achieved is not satisfactory, if any of the supervisors to the project become unavailable to devote an appropriate amount of time to the project or for any other reason agreed with the RSC.

- 43.4. Force Majeure. If the project is delayed or hindered by any Force Majeure (Act of God, war, strike, Government or local authority interference etc) MLC reserves the right to extend or terminate the project.
- 43.5. Liability of Results. The contractor is responsible for ensuring the accuracy of all results obtained from the project.
- 43.6. Intellectual property. MLC's aim is to promote the effective technology transfer from funded work to the GB livestock industry. To this end, MLC's requirement is that any discovery, invention, development, technical information, data, knowledge, techniques, processes, systems, software, formulae, results of experimentation, designs, statistics, records, substances and relevant materials arising out of the project will be the confidential property of the Commission. This will be negotiable where the cost of the research contract is shared between MLC and other parties. The MLC will collaborate with contractors in deciding how to exploit the Intellectual Property and will share any royalty stream with contractors.
- 43.7. The protocol. The contractor will provide a full working protocol to the MLC including milestones and deliverables.
- 43.8. Steering group. Where a project is particularly complex, sensitive or involves a significant number of investment partners MLC may require that a project steering group is established. This will be made up of industry representatives, MLC staff, other funder representatives and the contractors. It will meet regularly throughout the duration of the project.

### **Project Monitoring**

44. All research projects funded by the Commission will be monitored, according to the milestones and measures of achievements set out in the contract.
45. Review meetings will be held regularly throughout the life of the project, as determined by the contract (normally every three or six months), between the contractors and the MLC project manager. At each meeting a checklist (see box 4) will be used to establish the status of the project. Where the research phase has intermediate outputs the communication of these outputs and the Technology Interaction plan will be considered at the regular review meetings. Other

representatives (MLC or Industry) may be invited to the meetings by the MLC project manager.

46. Payments and progress will be monitored regularly within the Technical Division. Payments will be made on receipt of invoices, subject to approval by the project manager and Technical Director.
47. The project manager will update a standard progress review sheet (see Appendix C) quarterly. This one page summary will be stored centrally within MLC's Technical Division and will used to review the project with the RSC.

**Box 4 – Checklist for project review meetings**

Is the project running to schedule?
Is the work being done to a sufficiently high standard?
Is the project making sufficient progress?
Is continuation of the project appropriate?
Are any developments appropriate for a press release?
Is there any opportunity to patent a process/product (see box 5)?
Do any of the results indicate further analysis or extension/acceleration of the project?
Is the project continuing to address its technology interaction objectives?

48. Projects that appear to be failing will be discussed with the RSC at the earliest opportunity. Project will only be terminated after discussion with the contractors (and any co-funders).
49. Contractors and staff will be vigilant for new Intellectual Property arising from the project. Where an opportunity to patent a process or a product becomes apparent, the patent procedures described below and in Box 5 will be followed.
50. Where the project is behind schedule or an interim or final report is overdue the MLC may withhold payments, as described in the contract. In addition, no further proposals from the organisation concerned will be considered until the fault has been remedied.

## Patenting

51. The idea of a patent is to publish an invention such that others can exploit the invention whilst at the same time protecting the rights of the owner of the invention to profit from it. The Worldwide Convention under the Patent Cooperation Treaty (PCT) is that an invention may be protected if it is novel, has utility, has not already been published and is not an obvious development from other information already in the public domain.
52. Where an MLC funded project generates technology that is likely to be patentable, the filing of a patent should be considered. The primary consideration will be whether the filing of a patent might secure lead-time for the GB livestock and meat industry and make the competitive advantage achieved from the research more robust. There may also be potential for generating royalties. Such royalties may be shared with other sponsors and the research providers, and in the case of MLC, re-invested into research.
53. Filing an application early in the research phase of an invention can be vital since it establishes a priority for the applicant over anyone else who subsequently files an application for the same invention. However, it is not possible to make any changes to a specification once the application has been filed and at no time may additional information to what was originally supplied be included in the application.
54. It is the MLC project manager's responsibility to be vigilant throughout the project to the protection of intellectual property. In addition, the standard MLC contract requires that the contractor bring inventions to the attention of MLC immediately. In determining whether an invention should be patented the MLC project manager should consider:
  - The possible value of the invention.
  - The potential market size for the technology in GB and elsewhere.
  - The ease with which the patent might be circumvented by competitors.
  - Mechanisms for policing and defending the patent.
  - Alternative protection strategies such as secrecy.
  - The value of the protection of IP by patent application in subsequent technology interaction.
  - That any public disclosure of any kind prior to filing of the patent will invalidate it.

55. MLC currently uses Murgitroyd and Company as their patent agents. Box 5 below outlines the procedures recommended for MLC project managers who wish to seek patent protection. An initial application is not particularly expensive. Where the value of an invention is uncertain an initial application may be worthwhile because it protects the technology for 12 months during which time new research results may become available and market research can be undertaken. MLC staff will consult with research providers in the filing of patent applications and the assistance of providers in preparing applications is required under the terms of the standard MLC research contract.

### **Box 5 – Filing a patent?**

1. Ensure all other options have been considered.
2. Carry out a Patent search and literature search for prior art.
3. Choose a relevant patent agent. Draft patent with patent agent and researchers.
4. File initially in GB (this allows 12 months protection). The RSC can be told at this stage and publication is also possible – but it carries risks, it may be better to retain secrecy until six below.
5. Initiate any research for exemplification or subsidiary applications.
6. Withdraw or re-file under PCT application and request initial examination.
7. Prepare strategy for initial application entering the public domain (at approx. 18 months).
8. If not already done, agree a commercialisation strategy.
9. Allow to lapse or proceed to filing in each country of relevance.
10. Ensure arrangements are in place to pay maintenance fees.

## **Project Completion**

56. On completion, three copies of the final report will be submitted by the contractor to the MLC project manager. One copy will be lodged in the MLC library (confidentiality allowing) and one copy in the project file.
57. Final reports will be assessed to determine achievements against the objectives stated in the original proposal.
58. A fully annotated copy of the full set of data on which the analysis is based will be provided by the contractor to MLC in an electronic format to be specified by MLC (e.g. Microsoft Excel).
59. The RSC will be notified of the completion of the project. The results may be presented to the RSC via a completed one-page summary, a more full report or either of these together with a verbal presentation.
60. Towards the end of the project, the MLC project manager will propose a Technology Interaction plan for the dissemination of the results of the project. The RSC will be consulted for its views on Technology Interaction methods. Where projects provide interim deliverables these may enter Technology Interaction before the end of the project.

## **Technology Interaction/ Publication**

61. The normal MLC research contract states that publication is at the absolute discretion of the Commission. For LINK and other co-funded projects, the publication terms will be specified in the project collaboration agreement.
62. It is MLC's policy to encourage publication in the scientific literature but the impact of publication on the industry will be a consideration. Publication may be delayed in order to protect intellectual property. Publication will be with the written permission of the MLC project manager having read the draft publication. MLC staff will respond to requests from research providers to publish within four weeks of the submission of the draft. MLC funding must be acknowledged in full in all written, oral and visual presentations. Where MLC project managers have also contributed significantly to the science of the project, co-authorship of publications is normal practice.

63. Permission to publish will not be unreasonably withheld and where permission is withheld, MLC will explain the reasons for its decision.
64. MLC reserves the right to use project information, data and results from MLC fully funded projects in its own publications and publicity to promote the value of the MLC levy funded research programme to levy payers. Contractors will be acknowledged in such publications.
65. The uptake of any new technology developed will be monitored and recorded.

## **Appendix A – Research Steering Committee Terms of Reference**

# **MEAT AND LIVESTOCK COMMISSION**

## **RESEARCH STEERING COMMITTEE**

### **Terms of reference**

The committee will:

- 1 Recommend research proposals to the Commission having regard to:
  - (a) the industries' priorities and needs as determined by the Beef and Sheep Strategy Councils and the British Pig Executive(BPEX) and set out in the corporate plan;
  - (b) the assessment provided by independent scientists as required of the quality, scale, appropriate cost and chance of success of the proposed projects;
  - (c) their own assessment of the likelihood of uptake by firms within the industry and the framework for achieving uptake;
  - (d) their own assessment of potential impact on the industry and the consumer.
- 2 Provide advice as needed to the Strategy Councils and BPEX in the setting out of research priorities for MLC.
- 3 Participate in the project monitoring process by charging individual members with specific tasks in the case of major projects, and generally to advise on termination, continuation or extension of projects.
- 4 Recommend the establishment of user groups for particular projects, their membership and generally to advise how projects may be structured in order to maximize benefits to industry.
- 5 Review results emerging from projects and recommend appropriate technology interaction strategies to facilitate industry exploitation of the results; monitor the progress of technology interaction activities and the degree of industry response.
- 6 Represent views of the livestock and meat sector to Government in the context of joint planning and monitoring of the Governments' R&D programme, to liaise with other levy-funded bodies, to achieve effective communication and collaboration and to avoid duplication.

## Appendix B – MLC Contacts

- |   |              |
|---|--------------|
| 1. Director, Technical Division – Mike Attenborough<br>mike_attenborough@mlc.org.uk | 01908 677577 |
| 2. Secretary to Technical Director – Radha Ray<br>radha_ray@mlc.org.uk              | 01908 844105 |
| 3. Livestock and Meat Science Manager – Chris Warkup<br>chris_warkup@mlc.org.uk     | 01908 844183 |
| 4. Beef Scientist – Dr Duncan Pullar<br>duncan_pullar@mlc.org.uk                    | 01908 844347 |
| 5. Sheep Scientist – Dr Jenny Anderson<br>jenny_anderson@mlc.org.uk                 | 01908 844109 |
| 6. Pig Technical Manager – Dr Pinder Gill<br>pinder_gill@mlc.org.uk                 | 01908 844142 |
| 7. Geneticist – Gert Nieuwhof<br>gert_nieuwhof@mlc.org.uk                           | 01908 844126 |
| 8. Meat Scientist – Kim Matthews<br>kim_matthews@mlc.org.uk                         | 01908 844176 |
| 9. Nutrition and Dietetics Manager – Maureen Strong<br>maureen_strong@mlc.org.uk    | 01908 844209 |
| 10. Engineer – John Goodman<br>john_goodman@mlc.org.uk                              | 01908 844151 |
| 11. Veterinary Scientist – Derek Armstrong<br>derek_armstrong@mlc.org.uk            | 01908 844216 |
| 12. Meat Technical Unit Manager – Mike Owen<br>mike_owen@mlc.org.uk                 | 01908 844110 |
| 13. Project/Budget co-ordinator – Dr. Heather Leask<br>heather_leask@mlc.org.uk     | 01908 844264 |

## Appendix C – Project monitoring form

REVIEW DATE:

<b>CODE:</b>  <b>TITLE:</b>  <b>OBJECTIVE:</b>  <b>CONTRACTOR:</b>	<b>Strategic Objective:</b>
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SCIENTIFIC MILESTONES:	TARGET DATE:	ACHIEVED DATE:

**SCIENTIFIC REVIEW AND COMMENTARY:**

<b>STATUS: RESEARCH</b>	
<b>TECHNOLOGY TRANSFER</b>	
<b>EXPLOITATION</b>	

<b>PROBABILITY OF SUCCESS (%):</b>	<b>TECHNICALLY</b>	
	<b>COMMERCIALY</b>	

	MLC	TOTAL PROJECT
<b>BUDGETED COST (£K):</b>		
<b>ACTUAL COST (£K):</b>		

**POTENTIAL BENEFIT:**

<b>MLC PROJECT MANAGER:</b>	Chris Warkup	<b>SIGNATURE:</b>	
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