ACADEMIC SERVICES

PROJECT INITIATION DOCUMENT

Exeter Student Native and Web Application
## Change Record

<table>
<thead>
<tr>
<th>Date</th>
<th>Author</th>
<th>Version</th>
<th>Change Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/8/2011</td>
<td>Sue Milward</td>
<td>V1.0</td>
<td>Initial draft</td>
</tr>
<tr>
<td>1/9/2011</td>
<td>Sue Milward</td>
<td>V1.1</td>
<td>Minor amends following meeting with Debbie Judd</td>
</tr>
<tr>
<td>2/9/2011</td>
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<td>V1.2</td>
<td>Minor alterations from Deborah Welland</td>
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<tr>
<td>14/9/2011</td>
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<td>V1.3</td>
<td>Updates following stakeholder consultation</td>
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<td>V1.4</td>
<td>Updates following LTG Group feedback</td>
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<td>Updates following TIG Group feedback</td>
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<td>9/2/2011</td>
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<td>V1.7</td>
<td>Minor alterations generally. Other updates to:</td>
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<td></td>
<td>- Dependencies</td>
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<td></td>
<td></td>
<td>- Financial Resources</td>
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<td></td>
<td></td>
<td></td>
<td>- Project Board Changes as suggested by PCG</td>
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<td>23/2/2012</td>
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<td>29/2/2012</td>
<td>Sue Milward</td>
<td>V1.9</td>
<td>Updates from Head of IT Operations</td>
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</table>

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1. Executive Summary

This project will deliver in 2012, a student-centric smartphone native and web application (app) to meet student expectations of a world class University and equivalent transformational mobile technologies.

Mobile technology has transformed our lives in a way that might have seemed unimaginable only 15 years ago. It was only in 1999 that the world’s first media phone for internet access was unveiled. Today’s smartphones can serve as functional laptops or desktop replacement; they can fit into a pocket or small bag; they have the ability to surf the web, compose and receive emails, purchase apps and use GPS to locate themselves; they usually feature multi-touch displays and can sense motion and orientation. Most students have grown with these technologies and have expectations of content delivery to their smartphones for learning and administration services without the need to seek out a desktop PC or workstation. Most Universities are providing their students with a University smartphone app to provide information personalised to the student and accessible on the go.

A student survey undertaken at Edinburgh University in March 2010 revealed that 49% of students own smartphones with Apple accounting for 35% followed closely by Nokia at 25% and Blackberry at 17%. At Exeter, the trend for increasing take-up of smartphones is evidenced by the monthly total of mobile visits to the Exeter website which has increased from just 500 mobile visits in September 2009 to over 90,000 in September 2011. Of these visits, the iPhone remains the most popular device at Exeter, with the Android and iPad growing in popularity. Apple devices in total account for over 75% of all mobile visits. 63% of students at Exeter own a smartphone and showed a fairly even distribution between Apple, Android and Blackberry devices.

Current students have an expectation of delivery of content to their smartphones and are asking ‘why does Exeter not have an app?’ In 2011 Exeter developed an app focused on delivery of Welcome Week content. Feedback was very positive with over 60% most students rating the app as useful or very useful. Students also fed back on what services they thought would be useful in a future application, the most popular being maps and access to timetabling information.

In response to these expectations Academic Services has developed a ‘strategic mobile roadmap’ which clearly lays out how the University will deliver a consistent, cost-effective and sustainable mobile service.

The roadmap contains 3 core strands to mobile delivery:

- Centralised SMS service
- Mobile web
- Smartphone app

Progress has already been made against each of the strands:

- Centralised SMS service. This project has started with expected delivery of the following essential services early in Spring 2012 and to coincide with the opening of the Forum Student Services Centre:
  - For colleges to advise students of lecture cancellations & room changes as well as other key alerts that are demonstrably useful to students
  - Appointment reminders for student facing services and for use by SSC Student Information Desk and other key alerts that are demonstrably useful to students
  - Incoming texts to access the ESD FAQ Knowledge base
  - Emergency / incident response - all staff and/or all students texts

- Mobile web & smartphone app will be delivered by this project. A short-term licence for the Ombiel CampusM product was been purchased and delivered the Welcome Week app in 2011 (ExeterWW). It was available to Apple and Android devices and included a mobile web version. It was released to

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1 http://www.projects.ed.ac.uk/areas/itservices/integrated/ITS045/Other_documents/MobileSurvey2010.shtml
2 http://blogs.exeter.ac.uk/wip/blog/2011/10/17/the-exeter-welcome-week-app-a-thumbs-up-from-students/
coincide with A level results on 18 August 2011 and was proved popular with over 2300 student downloads. The licence expired in January 2012.

Under the leadership of the new University CIO, the strategic roadmap will be subsumed by the transformational IT strategy which incorporates 4 main strands, including a ‘Mobile Programme’. Delivery of a University app is one of the key deliverables of this programme.

This project will therefore procure and deliver an app which will be targeted at current students using the Student Learning Partnership as the delivery vehicle, though due to its nature it will also provide many useful services for other University user groups. There will also be huge potential to extend the app to service the specific needs of other groups in the future, including visitors, prospective students, alumni and staff.

2. Overview

a) Business Need

This project will provide an enhanced student (and potentially staff) experience which will:

- Meet student expectations of a world class University, particularly in light of the rise in student fees
- Keep pace with our competitor institutions who already provide a student app
- Improve communication by providing an additional mode of communication delivering notifications and up-to-date information through a channel increasingly preferred by most students
- Provide instant access to personalised information such as timetabling, library and course information
- Reduce the load on public PC clusters by students accessing some information by their smartphone, eg. the library catalogue and campus information
- Provide an additional communication medium to support other traditional methods such as MyExeter, website etc

Exeter is committed to putting students at the heart of all we do and to the highest standards of customer and service excellence. In all other sphere’s of their lives students transact via mobile technology – their university experience should be no different.

The number of downloads, positive feedback for the Welcome Week application and over 2000 responses to the survey that followed this provide ample supporting evidence. A student focus group will be formed to assist in shaping this need and be consulted throughout the process.

b) Benefits

This project will deliver the following efficiency benefits:

- Improved student experience allowing students to access information relevant to them on their own phone, whenever and wherever they want it – personalised information delivery at the right time and right format, driven by Student Learning Partnership principles
- Support recruitment within an increasing competitive market – the offer of a high quality mobile App available to Prospective students will support recruitment – more significantly its continued absence will be increasingly obvious and detrimental
- Deliver a single and mobile source of services and information in one application
- Central management of a single service and supplier with well defined costs and support model
- Reduced load on centrally provided IT equipment as students provide their own devices

A benefits realisation plan will be drawn up as part of this project. Benefits should look to measure:

- Number of students downloading app
- Services accessed via mobile devices (can we do this?)
- Reduction in use for centrally provided IT equipment
Further thought is required in this area in conjunction with the Project Board and Team to ensure we have measurable benefits.

3. Scope

a) In Scope

Procurement of a solution which will provide:

- Delivery of a single student-facing native app and web app with personalised links to university student systems, and with a focus on services that are specifically useful within a mobile context. Initially the app will deliver content, news, maps and personalised timetables, but will be extensible to include (but not be limited to) libraries, Student Information Desk (SID) and SITS and other systems.
  - Native app available for smartphone platforms: Apple and Android
  - Web app available for Blackberry users and those who do not have a smartphone
- All Exeter University campuses (Streatham, St Luke’s and Tremough) with equivalent service (where systems allow) for Cornwall and Exeter students
- Initially for current students, but extensible to service the mobile needs of any and all of Exeter’s stakeholders (dependent on ongoing budget) and would be accessible to prospective students
- Personalised push notifications for students but this will need to be managed and not be in addition to SMS text messaging

b) Out of Scope

- Integrating existing apps where data integration into the core app is possible, ie. not linking to another app, linking direct to the system
- New and emerging platforms such as Windows Phone (which form a very small percentage of the mobile market) may not be available for the first release. However, the web app will be available for all devices
- Fully customised interfaces to all University IT business systems (although it will be possible to develop further interfaces in the future with additional licence costs)
- Any changes to existing University systems or processes beyond pulling in relevant information to the app
- Location based notifications
4. Objectives

The project proposes to deliver Apple and Android and smartphone apps and a web app which will provide University services in a mobile friendly format for Blackberry and other devices. Based on what other Universities are providing, feedback from our students from the Welcome Week survey and a survey by the University of Edinburgh the following services could be included:

- **Campus Maps:** With capability to overlay additional data
- **Directory:** Authenticated and access controlled via University directory service
- **SID:** Access to Student Information Desk and SSC (SITS ESD)
- **News /Events:** News and event listings across all campus (including Employability)
- **Library:** View, reserve, renew, review status (likely to link to new library web system)
- **PC availability:** Find out what PC’s are free on campus
- **Notifications:** Push notifications and alerts
- **Timetables:** Personalised course and exam timetables
- **Promotions:** Campus-wide messaging and promotions
- **SRS:** Personal information including courses and grades
- **VLE:** Personalised course information, eg. reading lists
- **Pocket guide:** Pocket guide to Exeter University services structured from Student Learning Partnership principles

The final list of services to be delivered, as well as the full range of supported devices, will be prioritised as a result of market research and work with stakeholders, but will deliver in the first instance the pocket guide, campus maps, directory, news and events and timetables.

The app will need to be able to take account of some local variations in these services according to Campus.

Note that we will require that the app provider supports integration with Mobile Device Management (MDM) software which provides functionality to remotely wipe the device if necessary, i.e. to remotely remove all personal data downloaded via one of these services from the device. In the event that this proves impossible, no services that rely on the storage of sensitive data on the device will be provided, for example personal data.

5. Plan

a) High Level Approach

The project will build on existing market research and work with a student focus group to prioritise services delivered for the start of the 2012 academic year.

b) Phases

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Setup</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope:</strong></td>
<td>Create a project</td>
</tr>
<tr>
<td><strong>Dates/Duration:</strong></td>
<td>February 2012</td>
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<tr>
<td><strong>Deliverables:</strong></td>
<td>- Engage stakeholders&lt;br&gt;- Project approval&lt;br&gt;- Secure project budget&lt;br&gt;- Define all project roles including project manager</td>
</tr>
<tr>
<td><strong>Provided by:</strong></td>
<td>Head of e-Innovation</td>
</tr>
</tbody>
</table>
## Phase 2  Requirements and Procurement

**Scope:** Requirements gathering and system Procurement  

**Dates/Duration:** February – April 2012  

**Deliverables:**  
- Market research  
- Focus groups with stakeholders  
- Statement of requirements  
- Procurement  
- Contract management  

**Provided by:** Project Manager, Project Board, Procurement

## Phase 3  System Setup

**Scope:** Create the secure environment to add data and content  

**Dates/Duration:** May 2012  

**Deliverables:**  
- Local server setup  
- System design  
- Identify data providers  
- Create system governance  
- Define support strategy for mobile devices  
- Define success criteria  
- System training  

**Provided by:** Project Manager, Head of Infrastructure, Head of Governance and Compliance, Head of Desktop and Learning Spaces Support, Head of Quality and Helpdesk, Implementation team

## Phase 4  Data Interfaces

**Scope:** Identify and create required data feeds  

**Dates/Duration:** June 2012  

**Deliverables:**  
- Data feeds initially from timetabling, RSS (alerts) and mapping services.  
- Other feeds from student, VLE, library and University directory to be developed in priority order as time permits  

**Provided by:** Project Manager, Head of Academic Systems, Head of Corporate Systems, Head of Infrastructure, Implementation Team

## Phase 5  Content Creation

**Scope:** Identify and load content based on design of the Student Learning Partnership  

**Dates/Duration:** June 2012  

**Deliverables:**  
- System Training  
- All required content interfaced from TerminalFour  
- Branding  

**Provided by:** Project Manager, University Web Editor, Student Services, Implementation Team

## Phase 6  System Testing
## 6. Risk Analysis

### a) Risks

The initial risks to the project are:

- Insufficient local resource to develop data interfaces – this is mitigated by allocating budget for local interface development and prioritising interface development
- Individual Colleges and Services may not engage with a centralised service – this can be mitigated by ensuring that Colleges and Services are involved from the beginning
- Insufficient wifi capacity to cope with increased load (have asked Geoff Pringle if plans to extend)
- Insufficient wifi availability and/or 3G coverage (have asked Geoff Pringle if plans to extend)
- Project is not agile enough to respond to fast moving market – this is mitigated by selecting a third-party supplier who have a sufficiently large customer base and thus resource to respond quickly to the market
- Insufficient time to deliver a solution for Welcome Week – this is mitigated by taking a phased approach, initially delivering location and timetable services, and continuing to release new services to the end of the calendar year

### b) Issues

- There are no issues at the start of the project

### c) Assumptions

That the Web Team in Communication and Marketing Services will take responsibility for ongoing maintenance of the user interface.

That individual service areas will be responsible for maintaining any content that has been created specifically for the app.
That the Infrastructure and Academic Systems Teams in Exeter IT will take responsibility for ongoing system maintenance where it is to do with data feeds from our existing systems.

That an SLA will cover the majority of support and maintenance by the supplier.

That the Desktop & Learning Spaces Support and Help Desk teams will determine and outline an achievable level of support, this will be for minor incidents such as user name and password issues, wifi connectivity and will be for the devices – i-phone, Android and Blackberry.

VAT will be charged at 20%.

d) Dependencies
The success of the project depends on the ability and availability of existing staff to take on the project roles.

The design of the app will be driven by the Student Learning Partnership and will also be influenced by the redesign of the Academic Services website.

This project needs to work in conjunction with the SMS text messaging, particularly to ensure that students are not in receipt of duplicate messages via text and notifications. Discussion will occur with the SMS text messaging project team, although it should be noted that the text messages have already been procured so text messaging will have to take precedence over push notifications and text messages are more universal.

The project needs to be aware of and work in partnership with any other projects going on in the University to create a smart app or web app. The project is aware that the Library have created a mobile version of the Library system.

This project is a key deliverable of the emerging University Mobility Programme and will be influenced by other deliverables such as Mobile Device Management and Remote Access Desktop projects.

e) Constraints
No budget is available for staff to undertake local development which could provide additional functionality or software licences to enable that development.

Expectations may be higher than what can be supplied with the budget allocated.
7. Project/Development Resources

a) Financial Resources

Detailed costs will be revealed through the tender process. As a guide the costs below are based on the Ombiel ‘Campus M Student’ product:

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<thead>
<tr>
<th>Item</th>
<th>Year 0</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
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<tr>
<td>Software licenses (basic package)</td>
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<tr>
<td>Local server (incl test and dev)</td>
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<td>Implementation services (basic</td>
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<td>£24,000</td>
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<tr>
<td>package)</td>
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<tr>
<td>Staff (PM 0.5fte for one year)</td>
<td>£20,000</td>
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<td>£20,000</td>
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<tr>
<td>Staff (Web designer 0.5 fte for 6</td>
<td>£10,000</td>
<td></td>
<td>£10,000</td>
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</tr>
<tr>
<td>months)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff (Interface developer 0.5fte</td>
<td>£10,000</td>
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<tr>
<td>for 6 months)</td>
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<td></td>
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<tr>
<td>Legal (supplier contract)</td>
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<td>Travel and subsistence</td>
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<td>Contingency</td>
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**On-going (revenue) Costs**

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<tr>
<td>Annual maintenance (including</td>
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<td><strong>£40,000</strong></td>
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<td>licensing). Fixed for 3 year contract</td>
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<td>VAT</td>
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<tr>
<td>Staff (content development)</td>
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<td><strong>£18,000</strong></td>
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<td><strong>Total</strong></td>
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b) Human Resources

i. Project Board/Development Management

The Board has not yet been set up and Board members are yet to be invited.
<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>School/Service</th>
<th>Timescale required (Days)</th>
<th>Agreed Y/N?</th>
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<tr>
<td>Sponsor</td>
<td>Simon Wright</td>
<td>Academic Services</td>
<td>6 days³</td>
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</tr>
<tr>
<td>Members</td>
<td>Sue Milward (PM)</td>
<td>Academic Services</td>
<td>12 days</td>
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<tr>
<td>Supplier</td>
<td>Stuart Franklin</td>
<td>Comms and Marketing Services</td>
<td>6 days</td>
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</tr>
<tr>
<td>Supplier</td>
<td>Deborah Welland</td>
<td>Academic Services</td>
<td>6 days</td>
<td></td>
</tr>
<tr>
<td>User</td>
<td>James Eales</td>
<td>Guild</td>
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</tr>
<tr>
<td>User</td>
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<td>Cornwall rep.</td>
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<tr>
<td>User</td>
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<td>College rep.</td>
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<tr>
<td>Supplier</td>
<td>External supplier</td>
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i. Project/Implementation Team

Exact resource requirements will be defined the solution selected. The following figures are estimates only.

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Days required or % of time</th>
<th>Timescale required (Wks)</th>
<th>Commitment agreed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>Sue Milward</td>
<td>50%</td>
<td>48</td>
<td>Yes</td>
</tr>
<tr>
<td>Members</td>
<td>Comms &amp; Marketing reps (Nicola Sinclair &amp; Rob Mitchell) College reps (ACM’s) ELearning rep (Matt Newcombe) Employability rep (Leanne Fennell-Green / Andy Morgan) Finance Services rep (Anne Shrubshall) IT Academic Systems rep (Ian Tilsed) IT Corporate Systems rep (Paul Lightowlers) IT Desktop and Learning Spaces Support rep (Carolyn Jarvis) IT Governance and Compliance rep (Paul Sandy) IT Help Desk rep (Zac Nasheed) IT Infrastructure rep (Steve Grange) IT Networks rep (Roger Snelling) Library rep (Jess Gardner) Procurement rep (John Malloch) Student Services rep (Liz Murphy) E-innovation (Rich Osborne) Cornwall rep (?)</td>
<td>Tba</td>
<td>52</td>
<td></td>
</tr>
</tbody>
</table>

The Project Team will not necessarily meet as a group together beyond an initial requirements workshop and the supplier presentations but will be involved in separate parts of the project. There may need to be content gathered from other areas of the University for the pocket guide as this could provide a variety of information for students and should not just link to an existing web page.

³ Assume 0.5 days per month commitment
As much information as possible will be pulled into the smartapp rather than managed through the app, this will be the case for information from our key student systems and hence there being heavy involvement from Exeter IT on the Project Team.

The Project Board and Team will be finalised once the full requirements for a student app have been agreed as this will influence who should be sat on the Project Board and Team.

A student focus group will be formed and the Guild will potentially provide this link between the Board and the students.

ii. Other Internal Resources

The representatives above will be responsible for the following project roles and involved in the phases indicated:

- Communication & Marketing. Market research, statement of requirements, product selection, branding, content management (phases 2, 5)
- College. Market research, statement of requirements, product selection, content provision (phase 2)
- ELearning. Market research, statement of requirements, product selection, content provision (phase 2)
- Employability. Market research, statement of requirements, product selection, content provision (phase 2)
- IT Academic Systems. Data interfaces, product selection, data security (phases 2, 4)
- IT Corporate Systems. Data interfaces, product selection, geodatabase management, data security (phases 2, 4)
- IT Desktop and Learning Spaces Support. Define support strategy for mobile devices, second line user support, product selection (phases 2, 3, 6)
- IT Governance and Compliance. Mobile policies and standards, security and risk, product selection (phases 2, 3)
- IT Help Desk. Define support strategy for mobile devices, first line user support (phase 3)
- IT Infrastructure. System server and database setup and maintenance, product selection, data security (phases 2, 3, 4)
- IT Networks. Wifi network provision, product selection (phases 2, 6)
- Library. Market research, statement of requirements, product selection, content provision (phase 2)
- Procurement. Support for the procurement process (phase 2)
8. Managing the Project/Development

All project-related documentation will be held on the project website.

a) Change Control

The standard University change controls will be exercised, with change requests presented to the Project Board for consideration and decision.

All change requests that are presented to the Board will be published on the project website.

b) Project Logs

Project logs containing risks, issues and actions will be created and maintained throughout the project – the emphasis will be on ensuring that none of the risks that are recognized become issues that need to be overcome. The latest copy will be held on the project website.

c) Communications

i. Stakeholder Analysis

A stakeholder analysis will be created which will inform the communications plan and actions. A copy will be held on the project website.

ii. Communications Plan

A communications plan will be developed and will be actioned throughout the implementation and beyond. A copy will be held on the project website.

9. Closure

a) ITIL Process (Acceptance into Operational Service)

The AiOS template will be completed and signed off as part of the project closure phase. This document will be presented to the Project Board as evidence that the implementation is complete.

b) Exit Strategy

The focus of the smartphone app is on the selection, filtration and presentation of existing content rather than the creation of new content. Whilst some bespoke creation will be required in order to appropriately brand the app, the bulk of actual content should remain within Exeter’s control. As such no specific exit strategy should be required, though in the event of the procured service coming to an end and not being continued it should be appreciated that additional work to tune the app to a new host for content would be required.