

Project cover sheet - **FOR OBIS PMO USE ONLY**

Stage	Project Brief - ITPPG	Project ID Number	PRJ0012024
Project Title	Online Booking System for ACCA Graduations Ceremonies		
Business Project Manager	TBC		
Project Executive/Sponsor	Chris Blackburn		
IT Project Manager	Dave Nath → TBC		
Scope	The implementation of a graduation booking system will be limited to the ACCA Graduation Team and ACCA graduates for the use of graduation bookings for Singapore, Malaysia, and Dubai ceremonies.		
Description	The overall aim of this project is to provide an online bookings system which students can use to book graduation tickets providing flexibility for the ACCA Graduation office to streamline the process		
Strategic Importance	Aligns with the FoB strategy (reduce costs) and OBIS strategies (Provide intuitive systems for our stakeholders)		
Benefits	<p>The new system should provide a seamless interface for ACCA graduates to book onto an Awards Ceremony and simplify the administration process.</p> <p>A new system will mean there is less room for error with a lot less manual work involved. It should also be less time consuming for administrators of the graduation ceremonies.</p>		
Impact of not delivering project	Continue with the current error prone and manual handling of the ACCA Graduation booking system		
Dependencies	(SRS Programme - See Risks)		
OBIS work required	Project Management, Technical oversight		
Critical resources required	Project Management		
Total budget required	Envisaged: £25,500		
Proposed/required start date	November 2016		
Proposed completion date	March 2017		
PMO additional notes	We are looking to pass this through Gateway 0 and proceed to looking at delivery options and finalise the Business Case		
ITPPG recommendation	Yes	No	Defer
Date and reasons for recommendation			

ITPSB decision	Yes	No	Defer
	Date and reason for decision / feedback to business		

IT Programme Steering Board Chair sign off _____ Date _____

Project Brief

Programme: IT Master Plan Pipeline

Version No: 1 - Project Brief
- with Scope, Deadlines and Estimated Cost

Previous Versions None

Approvals:

1. IDMG
2. PMO
3. Project Brief - ITPPG - Submitted for 15th Sept 2016
4. Project Brief - ITPSB
5. Business Case - ITPPG
6. Business Case - ITPSB
7. PID - ITPPG
8. PID - ITPSB

Distribution:

1. Programme Manager
2. Project Sponsor
3. Key Stakeholders

Project Brief

1 Background

[Explain the context of the project and why it is needed. If this project is intended to be part of a wider programme, indicate how it will support the programme's objectives.]

The Faculty of Business runs courses on behalf of Association of Chartered Certified Accountants (ACCA) as a distance learning course with approximately 2,500 students graduating every year to become ACCA professionals.

The ACCA programme administration team in the Faculty of Business deal with graduation ceremonies for overseas students for 2 awards a year. Students are awarded their professional qualifications in March and September. Graduations ceremonies are held in Singapore, Malaysia and Dubai as well as the UK.

The current system predominantly uses an Excel spreadsheet and email. This involves lots of manual work and is extremely time consuming meaning there is margin for error. The systems includes:

- csv files,
- shared email boxes,
- the Brookes online shop,
- mailmerge,
- manual:
 - allocation of gowns
 - allocation of seats
 - confirmation of attendance.

Details of the current system can be found in Appendix 1.

Advantages

The (new) system should provide a seamless interface for ACCA graduates to book onto an Awards Ceremony and simplify the administration process.

A new system will mean there is less room for error with a lot less manual work involved. It should also be less time consuming for administrators of the graduation ceremonies.

Current Risks

The main risk with the current system is that it has a vast margin for human error as it involves a lot of manual tasks.

Current Issues

The main issue with the current system is that it is time consuming due to all tasks having to be manually carried out and checked by multiple staff member to eliminate error. Information from the ACCA office is as follows:

“Since all our systems are manual, it's a) very time consuming and b) the margin for error is greater than with an online system as there is so much manual logging of data on spreadsheets. The time factor is the biggest reason why we need to move online. It really is a full time job for 1 person and means that essentially, at crisis points as the ceremony date approaches, much of this work is done by me at home. There isn't the time to fit the whole task into the working day and it's an all year round job.”

Feedback – *Claire to get feedback from October graduation*

Benefits to other Programmes and Projects

This project could be an exemplar for the rest of the university graduation bookings who currently use eCSIS to take bookings through PIP, and the Online Shop (WPM). This could also link to a new student records system pulling information from there if it were to be used by the wider university.

The SRS Programme has stream for Graduation Management and this is due to come online in year 2 of the programme. There will be some information about ACCA students but the detail does not include the graduation record and therefore the delivery of a Graduation Management system for ACCA will probably not be delivered until year 3.

Aligns with the Strategy

A booking system for these bookings will provide a high quality service, thus enhancing the student experience aligning with the Brookes 2020 strategy¹ by providing a smoother, less time consuming booking system, which also appears more professional in return impacting the university's reputation. The system also supports the OBIS 2020² strategy by providing an 'intuitive system' for use by staff and student use.

This move to online has been an action on the FoB Annual Review document for several years now so our HoD and PL are in agreement that there's a real need to move forward with this

¹ <https://www.brookes.ac.uk/about-brookes/strategy-2020/>

² <http://www.brookes.ac.uk/obis/it-strategy/>

2 Project Definition

[Use the sections below to define what the project needs to achieve. These sections can be supplemented to suit the requirements of each project.]

The overall aim of this project is to provide an online bookings system which students can use to book graduation tickets providing flexibility for the ACCA Graduation office to streamline the process (i.e. allowing last minute bookings, release of extra tickets near time of ceremony)

2.1 Project Objectives

[What is the project required to achieve? Express these, wherever possible in Specific, Measurable, Achievable, Realistic, and Time-based terms.]

The project objective is to provide:

- An intuitive online bookings system for graduates of ACCA
- A system that can streamline the bookings process for ACCA Graduation team.

This needs to be achieved by March 2017 to allow the graduated to book onto the ceremonies in October 2017.

2.2 Project Scope and Exclusions

[Define the limits of the project: What is within and what is outside the remit of the project?]

The implementation of a graduation booking system will be limited to the ACCA Graduation Team and ACCA graduates for the use of graduation bookings for Singapore, Malaysia, and Dubai ceremonies. The project will not cover other Oxford Brookes University graduation bookings or the ACCA graduations in the UK.

The processes to be reviewed starts when we have a list of graduates from the current CRM (Oxebiz) to handover over to third parties including the handover data. *The booking system will need to provide outputs for third parties such as photographers and gown hire companies. These will be in the form of pre-filled forms. It will also have the ability to import data from the current CRM system used (Oxebiz), but will not include any further integration with the CRM.*

2.3 Project Deliverables

[List the required 'products' that the project will deliver. Include both end-products and intermediate products on which end products or benefits depend.]

As the current process involves lots of manual intervention, the business process will inevitably change once an online bookings system is implemented resulting in less manual work and more administration of the system. **Process maps** will therefore be a requirement of the project.

The booking system must provide several outputs:

- **Physical Files** i.e. Visa documentation & Tickets for Graduation Ceremonies (The ability to send out Visa letters will also be included in the bookings system. This should include flexibility to change fields such as name and address of the student.)
- **Notifications** to Graduates/Users of the system detailing booking details
- **Reporting tools** for the ACCA Administration office to use (i.e. Actual attendance of a Graduation vs. Purchased Tickets)

2.4 Project Outcomes

[List the positive outcomes, quantified or unquantified, that justify the investment.]

Once the system is in place, user acceptance testing will be carried out by the ACCA staff. They will (as users of the current system) be the judges of the usability of the system. For them, the outputs of the system and the speed at which it delivers the key deliverables.

How the system interacts with third parties and users (Graduates) will also be key considerations in the outcome. The amount of time saved through having less manual work to complete will justify the investment. This could be quantified through the time previously spent organising graduation vs the time spent with the new system.

2.5 Constraints

[Describe the constraints within which the project must operate, e.g. statutory requirements, business continuity considerations, restrictions on time, resources, funding and/or the eventual outcome, dependencies on other projects etc.]

Constraints of the ACCA Booking System:

- The system must be able to output files to third parties
- The system must not take payments on behalf of third parties
- The system must integrate with the current CRM system used by the ACCA office (Oxebiz)
- The system should be live by March 2017 for this round of awards

2.6 Interfaces

[List any linkages with other programmes, projects, directorates, faculties or other work within Brookes.]

Interfaces which should link to the new system include:

- Automatic or manual interface with OxeBiz - Need the ability to import data and update data so a 2 way interface is needed
- Financial interface to take payments

2.7 Assumptions

[List all assumptions made e.g. staff capacity to deliver, a dependent project delivering on time etc.]

- Will provide the flexibility required for the ACCA graduate office
 - ACCA staff will be able to allocate the relevant ceremony for the graduates
 - ACCA staff will lose some flexibility i.e. *Speed of adaptation of templates for Visa letters*
- ACCA will need to still carry out some admin functions i.e. *Liaise with Hotels to arrange bookings / Run reports after ceremonies*
- All students (graduates) have an internet connection, and there is no manual backup process
- There will be no downtime during key periods of activity as detailed by ACCA Graduate Office
- Network is available for ACCA office to administer the bookings system on

2.8 Customer Quality Expectations

[Based on discussion with Senior User and other users outline desired quality requirements Define the qualities that the product must have in order for the project to be accepted as completed. Key criteria to include are any legislative or professional standards or criteria that must be met. This list should be compiled with reference to the end users. The details provided here will go on to form the project's Acceptance Criteria within the Quality Plan i.e. the specifics that must be met for the project to be accepted as having delivered something that is 'fit for purpose'.]

In order for this project to be a success and accepted by the user, the following criteria will be considered:

- How many bookings can the system process at the same time
- How long it takes for the interfaces to receive information from third parties
- The system should be branded as required to adhere to the Brookes Visual Identity Guidelines³
- Templates must be able to be updated in a timely fashion by the user with an intuitive interface
- User expectations
 - Simple intuitive interface for graduates and ACCA Graduation Office staff

3 Acceptance Criteria

[A prioritized list of criteria that the product must meet. Criteria listed must be measurable and will provide the basis on which the client may reject the product as not fit for purpose. They will be based on the Customer Expectations above and the business case. Considerations might include:

- Development cost
 - Software
 - Hardware
 - People
- Running costs
 - Licence
 - People
- Ease of use

³ <http://static.brookes.ac.uk/about/identity/templates/OB-vi-guidelines-feb2015.pdf>

4 Outline Business Case

[Please complete the table below and use this section to explain

- Any of the above figures
- Any non-financial resources required
- Which cost centre the benefits relate to and when they can be taken from the budget.]

Budget - Looking at existing software suppliers to the university:

- Software - £8k
- Maintenance - £8k pa
- Configuration / Business Analysis - 20 days - £3,500
- Project Management - 10 days - £2,000

Envisaged Budget required: £21,500

FoB have allocated £16,000 but we may require some more funding

Costs	2015/16	2016/17	2017/18	2018/19
Capital costs	£	£	£	£
Employees	£	£	£	£
Running expenses	£	£	£	£
Technology	£	£	£	£
Maintenance and Support	£	£	£	£
Other (e.g. Training, Data Load, Conversion, Backfill)	£	£	£	£
Contingency (20%)	£	£	£	£
Total cost of project	£	£	£	£
Total funding required (for costs not met by the service)	£	£	£	£

Financial Benefits	2015/16	2016/17	2017/18	2018/19
Budget savings	£	£	£	£
Income	£	£	£	£
Cost avoidance	£	£	£	£

Net Savings (benefits minus costs)	2015/16	2016/17	2017/18	2018/19
	£	£	£	£

5 Tolerances

[Tolerance is the amount of deviation from plan that can be permitted without the need to refer to the Board for advice/resolution/decision. Outline project tolerances in terms of the Time, Cost, Scope, Risk, Benefits and Quality]

6 Risks and Uncertainties

[This section should capture the key risks for the project from a high level, initial risk identification exercise. Think about the events that might arise that would jeopardise the project achieving its objectives? What can be done to prevent them arising or address them if they do? Risks may impact either on time, cost or quality of outcomes.]

Likelihood: 1 = Rare and 5 = Almost Certain

Impact: 1 = Insignificant and 5 = Catastrophic]

Risk & Description	Likelihood (1-5)	Impact (1-5)	Response Measure
Late delivery of the project due to staff shortages within OBIS would result in late delivery of the project	3	3	Watch / Control: Delay the launch until the March 2017 graduation is over
The functionality within in the scope of this project is also included in the scope of the new Student Records system due to overlapping requirements with the graduation office resulting in a duplication of systems at the University	2	3	Accept There is a requirement for a Graduation Management system in the SRS Programme and a requirement to include the registration for the Students on the ACCA course. This does not include the end to end process and therefore it will most probably be 3 years until Graduation Management for ACCA is available via the SRS.
Duplication of work that will eventually be required for the Oxford Brookes Graduation Office could result in the system be used more widely once implemented			Control: Consult Graduation Office / SRS programme on their requirements Have the Graduate office as a stakeholder, to confirm that none of the requirements for this project are showstoppers from their processes.

7 Customers, Users and Other Stakeholders.

[Provide an initial outline of the identified customer(s) or customer groups, the users, and other individuals or groups who have a stake in the deliverables of the project. Stakeholder analysis will be used later in the project management process for developing your communications plan, a list is all that is needed now.]

Users

- ACCA Students (Graduates)
- ACCA Graduation Office Staff

Third Parties

- Photographers
- Gown Hire Companies
- Hotels (Seat Plans for Ceremonies)

Other stakeholders:

- Alumni office
- Brookes Graduation office (Academic Registry Office)
- SRS Programme

Appendix 1 - The Current System:

- Use of a CMS system (Oxebiz) which is currently maintained by OxStead. This however does not include details of degree classification, therefore the first step of the current process is OxStead emailing a .csv file of all the students degree classifications. The programme administrators then have to email each student on the list with a registration form and invitation letter.
- When students respond to a designated shared inbox, their response is then added to the excel spreadsheet of responses (this becomes their master data for the graduation and is known as their ceremony list).
- They then send out a confirmation letter with information on gown and photo hire (hired out by a 3rd party).
- They then setup the Brookes online shop for guest tickets
- Ticket purchases are then logged manually on their Excel spreadsheet (Ceremony List).
- Additional requests are logged on the ceremony list manually.
- For Dubai bookings, the faculty own the gowns and hats which are stored by a supplier. They therefore have to request gown and hat size through the online shop for these bookings which are again logged on the ceremony list. They have limited stock of each size so once all bookings for gowns are made, they administrators have to manually look through orders and reallocate some gowns if the correct size is not available, which is understandably time consuming (*i.e. if 10 small gowns are requested and they only have 8, then 2 people have to have a medium*).
- A confirmation email is then sent out via mail merge to all people who have booked confirming the number of tickets booked and for which ceremony and date.
- Seats are then manually allocated once all bookings are taken and guest numbers are confirmed.
- Visa authority letters are often sent out by the programme leads to students to confirm they are attending the ceremony.