



UQ IT Project Approval Board (IT PAB)

Terms of Reference

Mandate

The University of Queensland (UQ) IT Project Approval Board (referred to as IT PAB) is responsible for UQ's portfolio of virtual investments. The primary function of IT PAB is to act as an approval body to ensure that investment in technology is strategically aligned, planned and set up for success. IT PAB achieves this by reviewing initiatives proposed for inclusion within the Technology Master Plan (TMP) Annual Plan, Virtual Portfolio Program of Works, and other capital and operational projects (hereafter referred to as initiatives), providing guidance on how these initiatives fit within the broader UQ technology landscape. IT PAB also acts as an entry gate for Capital Management Group (CMG)'s agenda for the Business Case stage and Project Variations.

IT PAB ensures that initiatives consider an enterprise perspective, align with the Technology Principles found in the UQ Technology Master Plan, have appropriate governance oversight, and have the necessary resources, support, and appropriate risk mitigation for successful implementation.

IT PAB has authority to undertake the following:

- a. Approve, or not approve, all UQ virtual initiatives (inclusive of IT components within non-IT projects), irrespective of the funding source.
- b. Determine suitability of proposed initiatives in the context of the UQ virtual landscape and architecture.
- c. Direct proposed initiatives to be considered and adjusted based on further subject matter expert review.
- d. Authorise and prioritise ITS resource allocation and scheduling for initiatives.
- e. Determine required oversight and governance.
- f. Consider, approve, and prioritise virtual initiatives for inclusion in funding submissions to the CMG in relation to UQ's virtual environment.
- g. Authorise release of approved CMG funds for initiatives.
- h. Formally close virtual initiatives.
- i. Review submissions endorsed by other UQ committees (including Goal Governance) and/or refer submissions to other UQ committees or functional area executives to ensure appropriate endorsement.

Note: IT PAB does not have the authority to approve an uplift to operational funds requested through Business Cases. These can be referred to the CIO for approval (within delegation), or form part of the recommendation to CMG for consideration.



Representative Authority

The CIO is the Chair and is accountable for the IT PAB, however, can nominate a proxy to chair the meeting or act on behalf of the CIO.

The Senior Manager IT Portfolio Management Office (IT PMO), has the delegated authority to do the following on behalf of the CIO as chair of IT PAB:

- Coordinate IT PAB meeting frequency, additional meetings and cancellations based on demand or lack of agenda items.
- Coordinate entry onto the IT PAB agenda.
- Evaluate initiatives and their artefacts at identified stage gates for completeness.
- Confirm and record stage gate completion to be forwarded to IT PAB for noting (e.g., closure reports)
- Prepare items on behalf of IT PAB and the CIO for submission to CMG.
- Coordinate IT PAB outcomes, including the Release of Funds.

Membership

- Chief Information Officer (Chair)
- Director, Infrastructure Operations, ITS (Goal B IT Lead)
- Associate Director, Customer Support Services, ITS
- Director, IT Governance & Investment, ITS (Goal F IT Lead)
- Director, Enterprise Technologies, ITS (Goals C, D IT Lead)
- Director, Higher Education Technologies, ITS (Goal A IT Lead)
- Director, Cyber Security, ITS (Goal E IT Lead)
- Senior Manager, IT Portfolio Management Office (Coordinator) (non-voting)
- Associate Director, IT Planning & Architecture, ITS (non-voting)

Review Criteria

Members will review each proposed initiative against some or all of the following criteria:

- **Mandatory:** confirmation that the initiative has been supported or endorsed through the relevant [Technology Master Plan Goal Governance](#) authority (items cannot progress to IT PAB without this).
- **Mandatory:** submissions are complete, endorsed and are populated in the [correct templates](#).
- Proposed initiatives comply with relevant UQ and IT policies and procedures, including approved IT standards and frameworks.
- The proposed initiatives do not introduce functionality already found within existing solutions.
- The estimated cost is realistic, and the budget source is identified.
- The cost is commensurate with the expected benefits.
- ~~Key stakeholders have been identified and engaged~~ where appropriate; change impact is understood, ~~and managed~~, or adequate change management resourcing has been allocated.



- Sufficient requirements have been gathered (commensurate with the stage of the project).
- Required roles are appropriately allocated such as a qualified project manager and technical lead.
- Necessary resources have been appropriately identified.
- Project effort and duration has been realistically scoped.
- Dependencies on other projects have been identified and planned.
- Impact on ITS resources and established initiatives and projects/programs is manageable.
- Appropriate planning for benefit and risk identification and management is evident.
- Appropriate governance is planned or in place.

Operation

- IT PAB meets monthly; members and guests attend in person or remotely.
- Quorum is 60% of filled voting positions.
- Out of session IT PAB meetings are not preferred but will be coordinated by the IT PMO.
- Submissions may be for noting, conditionally approved, approved, not approved, or asked to return with further information.
- IT PAB records are stored via Teams and access is managed by the IT PMO.
- Decision records are stored in UQ's electronic records management system (TRIM)
- IT PAB Terms of Reference will be reviewed annually. The terms are subject to consultation with ITS Senior Management Group (ITS SMG) and the Information Technology Policy, Risk and Assurance Committee (IT PRAC).
- Submissions should be emailed to the IT Portfolio Management Office itpmo@uq.edu.au with relevant Goal IT Lead's endorsement.
- The IT PMO will ~~determine, and~~ determine and publish due dates for submissions on the IT Project Approval Board web page.