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| --- | --- |
| Information Technology Services  19 January 2023 |  |

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| --- |
| IT Business Case <PROPOSAL NAME> |

|  |
| --- |
| Document Purpose |
| The purpose of the Business Case is to provide a detailed overview of the project objectives, resource allocation, management and governance required to achieve the potential benefits. This document will be submitted to the IT Project Approval Board (IT PAB) who will review it for its feasibility and strategic alignment, allowing for prioritisation against other initiatives within the portfolio.  Grey instructional text should be deleted prior to submission. |

**Business Case Submission**

|  |  |
| --- | --- |
| Instructions for completion <remove on submission> | |
| a. | All requests for program/project funding will require a Business Case to approved by the IT PAB prior to any initiation activities commencing. Chaired by the CIO, the IT PAB are scheduled to meet weekly. Submissions for inclusion on the agenda must be submitted to [ITS Portfolio Manager](mailto:pab@its.uq.edu.au?subject=IT%20PAB%20Submission) by COB Monday. |
| b. | All fields within the template are required. Where appropriate, supporting documents should be submitted as an appendix. |
| c. | The submitter will be provided with the outcome of the meeting within 5 business days. |
| d. | Approved initiatives will be required to adhere to the IT Project Management Framework and reporting requirements. |

**Summary**

|  |  |
| --- | --- |
| Details | |
| Program/Project Name |  |
| Business Case Prepared By |  |
| Business Case Endorsed By |  |
| Submission Date |  |
| Organisational Unit Submitting |  |

**Document Owners**

This document requires the following owners to be accountable for its contents.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Role** | **Name** | **Position** | **Signature** |
| **Project Sponsor** |  |  |  |
| **Project/Business Owner** |  |  |  |
| **Project Manager** |  |  |  |
| **Business Case Author** |  |  |  |

[Refer to the PGO website for definitions](https://governance-risk.uq.edu.au/functions-and-services/project-governance/resources/guidance-and-definitions)

**Distribution**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Title** | **Date of issue** | **Version** |
|  |  |  |  |
|  |  |  |  |

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## Executive Summary

*Provide a synopsis of the problem or opportunity this proposal/initiative seeks to address, describe the key function the solution is intended to provide/facilitate, and what a successful outcome will deliver and summarise the work undertaken to date, with a brief forecast of the scope, cost and timeline of the initiative.*

## Background and purpose

*Briefly describe any work undertaken so far and describe the purpose of the initiative. For example is the initiative described a feasibility study, a PoC, a pilot, or is the project at the stage of production deployment or transition to operations.*

## Business Objectives

*What are the objectives of this initiative?*

## High Level Scope

*Describe what is known at this stage regarding the scope of the project.*

## Initiative categorisation

*Please select the option which best represents the project*

|  |  |  |
| --- | --- | --- |
| Category | Criteria | Alignment |
| Compliance and/or risk mitigation | This work is required for compliance with legislative and regulatory requirements or mitigates against significant risk. |  |
| Maintenance | This project is considered critical in maintaining/updating one or more existing and valued UQ wide business as usual functions |  |
| Modernisation | This project represent an innovative response to existing local business challenges and opportunities through digitisation and/or automation of service delivery, increasing efficiency and quality of outcomes. |  |
| Transformational | This project exemplifies the UQ 2022-2025 Strategy through which we strive for creativity and excellence, maintaining our global reputation. This will provide a step-change with broad or UQ wide benefits. |  |

## Existing Project or Program

*If this business case is part of a previously approved Project or Program, please identify the program below:*

|  |  |
| --- | --- |
| Program | |
| Project/Program Name | |
| Project/Program UniFi number |  |
| Project/Program Project Online (ProTRAC) number |  |

## Alignment with University Strategy

*How does resolution of this problem or opportunity align to the University Strategy? Does the proposal directly relate to one or more of the* [*Strategy KPIs*](https://www.pbi.uq.edu.au/ClientServices/UQPerformance/)*? Complete and reference* [*Table 1*](#_Alignment_and_Categorisation) *in Appendix 1 to formulate your response.*

## Alignment with ITS Strategy

*How does resolution of this problem or opportunity align to the ITS Strategy/Masterplan? Briefly identify and describe any alignment with the* [*IT Strategy*](https://coo.uq.edu.au/operational-areas/information-technology-services/its-strategy) *and key goals. Complete and reference* [*Table 2*](#_Alignment_and_Categorisation) *in Appendix 1 to formulate your response.*

## Solution Options Analysis

*Please demonstrate how options and alternatives have been considered and/or tested. Describe both the advantages and disadvantages of each option and estimated cost if relevant. Please provide evidence if available.*

## Option 1: Preferred approach:

## Option 2: Alternative:

## Option 3: Maintain the status quo:

## Out of scope:

*Further information is requested in* ***Appendix 2*** *at the end of this document.* Please attach documents (including vendor supplied) such as diagrams, proposed schedule, specifications etc as **Appendix 3**

## Project Team/ Resources

*List resources required to support project execution. Please note that the function of Project Manager and Technical Lead are required for all projects[[1]](#footnote-2).*

|  |  |  |
| --- | --- | --- |
| Name | Title | Department |
| Project Manager |  |  |
| Technical Lead |  |  |
| Change Manager |  |  |
| Resource 4 |  |  |
| Resource 5 |  |  |

## Stakeholders

*Stakeholder engagement should be planned in partnership with the Project Sponsor. A* [*Stakeholder matrix template*](https://coo.uq.edu.au/operational-areas/information-technology/it-governance/it-project-management-uq?p=1#1) *is available to support this process. Identify your key Stakeholders here.*

## Benefits

*Benefits should align to the Business requirements stated above. Describe the plan for benefits realisation, including anticipated realisation schedule.*

*Specify planned benefits in the table below.*

|  |  |  |
| --- | --- | --- |
| Benefit description | How will this be measured? | Person responsible for benefits realisation |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Change Management

*Download and run the* [*Change Complexity Assessment*](https://confluence.its.uq.edu.au/confluence/download/attachments/15474752/UQ%20Change%20Complexity%20Assessment.xlsx?version=1&modificationDate=1554852310000&api=v2)*. The results indicate the level of change management resources required for your initiative. For example, it is recommended that complex change requires a minimum of 1 FTE; moderate 0.5 FTE; simple 0.2 FTE.*

According to the Change Complexity Assessment, this project is:

|  |  |  |
| --- | --- | --- |
| Simple | Moderate | Complex |
|  |  |  |

## Schedule

*Provide the proposed commencement and completion dates, and key project milestones or important dates. Note any constraints (e.g. academic calendar) that need to be taken into consideration?*

*Please supply high-level road map for initiatives spanning multiple years.*

|  |  |
| --- | --- |
| Estimated Timeframe | |
| Proposed Start Date | <Day> <Month> <Year> |
| Estimated Conclusion | <Month> <Year> |
| Key Milestones and dates of interest/concern | |
| Engage Project Manager |  |
| Requirements sign off |  |
| Begin/complete system selection, acquisition and/or development |  |
| Begin/complete system configuration, integration, and testing |  |
| System deployment/go-live |  |
| Constraints |  |
| Semester 1 change freeze |  |

## Cost

*This table provides an overview of the funding requested over the next 4 years and the timing of spending to support delivery and transition to business as usual. Cost break-down is requested below.*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Total Costs | 2023 | | 2024 | 2025 | | 2026 | Funding status |
| Total capital cost |  | |  |  | |  | Choose an item. |
| Total operational cost |  | |  |  | |  | Choose an item. |
| Total other costs |  | |  |  | |  | Choose an item. |
| TOTAL | **$** |  | | |  |  |  |

## Initiative Costs Breakdown

*In the tables below, provide high-level estimates of itemised costs associated with actual project execution. This includes resources (internal and/or external expertise), Vendor, SaaS, PaaS, on premise infrastructure, software licenses etc throughout the entire project lifecycle.*

Labour

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Role | Rate (HEW or Daily) | Time Period | Start Date | End Date | $ Source |
| i.e., Solution Architect | *$* | *5 months* | *Jan 2023* | *May 2023* |  |
| i.e., developers |  |  |  |  |  |
| i.e., contingency | e.g. @10% |  |  |  |  |
| TOTAL | **$** | | | |  |

Non-labour

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Item | Year 1 | Year 2 | Year 3 | Year 4 | $ Source |
| i.e., infrastructure/hosting | $ | $ | $ | $ |  |
| i.e., licenses (200) | $ | $ | $ | $ |  |
| TOTAL | **$** | **$** | **$** | **$** |  |

Contingency funding

[Refer to Governance and Risk guidelines regarding project and program contingency funds](https://governance-risk.uq.edu.au/files/6409/PGO_QRG_Contingency.pdf) (UQ login required). Not all projects require contingency funding, please discuss with your AD/DD.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Contingency type | Year 1 | Year 2 | Year 3 | Year 4 |
| Specific contingency | $ | $ | $ | $ |
| General contingency | $ | $ | $ | $ |
| TOTAL | **$** | **$** | **$** | **$** |

## Summary of Contingency requirements

*Provide a brief description of the contingency requirements, including how amounts were determined.*

## Ongoing Operational Costs

*In contrast to the section above, this section should detail any ongoing operational costs that need to be considered as part of annual budget submissions. These are costs that will continue when the project is closed, specifically:*

* *Additional operational costs that will be incurred as a business-as-usual function such as resources, training, licenses, maintenance and support etc.*
* *Who will be responsible for the operational costs and associated funding required? Does the business owner acknowledge these costs?*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Item | Business Owner | Annual cost | $ Source | Owner accepted |
| Item 1 |  | $ |  |  |
| Item 2 |  | $ |  |  |
| TOTAL |  | **$** |  |  |

## Procurement

*ICT procurement must comply with the* [*ICT Procurement Framework*](https://staff.uq.edu.au/information-and-services/finance/procurement/ict-procurement-and-purchasing/ict-procurement)*. An exemption may be required if you cannot comply with UQ’s procurement policy framework, (including contractors / consultants)*

This initiative has been advised to proceed with the following procurement strategy (delete where not applicable; multiple options can be selected):

Not Applicable – no ICT procurement

Select a supplier from an Approved Supply Arrangement

Obtain multiple quotes

Undertake an EOI and/or RFQ / ITO process

Direct negotiation with a known supplier (exemption required)

Describe any progress underway:

## Constraints, Assumptions and Dependencies

*Identify any critical constraints, assumptions and known dependencies.* Business constraints describe limitations on the project flexibility to adopt a desired solution*.* Technical constraints define architectural decisions, specify restrictions, and identify standards that must be adhered too*.*

## Key Risk Review

*Articulate the top key risks identified with reference to the* [*Enterprise Risk Management Framework*](https://governance-risk.uq.edu.au/functions-and-services/enterprise-risk)*[[2]](#footnote-3). Generally, a risk analysis activity will be completed during the Initiating Phase and again at the commencement of the Delivery phase.*

|  |  |  |  |
| --- | --- | --- | --- |
| Risk | Mitigation | Post Mitigation Likelihood | Post Mitigation Consequence |
| i.e., outcomes from Cyber security checklist |  | Choose an item. | Choose an item. |
| i.e., Delays in recruitment/resourcing/procurement |  | Choose an item. | Choose an item. |
| i.e., Business continuity if new solution becomes unavailable for a period |  | Choose an item. | Choose an item. |
| i.e., Delays in availability of ITS technical staff |  | Choose an item. | Choose an item. |
| i.e., Scope, budget, schedule creep |  | Choose an item. | Choose an item. |

## Project Size

*Guidance on determining the size of the initiative is available on the* [*IT PM at UQ webpage*](https://coo.uq.edu.au/operational-areas/information-technology/it-governance/it-project-management-uq?p=0)*, based on the IT Project Management Framework. Indicate your current understanding of the project size according to the table provided on the webpage.*

|  |  |  |
| --- | --- | --- |
| Small | Medium | Large |
|  |  |  |

This initiative is applying for exception to the Steering Committee requirement

*Please briefly describe the reasoning why, and the alternate governance of the activity. The initiative will still be required to undertake the monthly reporting requirements (see Project Management Framework below).*

## Steering Committee and Composition

*All medium to large projects will require a Steering Committee to govern the project, with roles required dependent on the initiative’s size. In line with UQ’s Equity and Diversity policy (1.70.01), and the long-term objectives of the UQ Strategic Plan 2022–2025, ITS is committed to ensuring that the voices and perspectives of our diverse community are included in decision making bodies. As such, there is an expectation that the composition of steering committees and selection panels convened for IT projects are representative of the overall diversity of the University population especially where the subject matter or the overall outcomes of the project or service impacts on specific cohorts.*

The Project Sponsor is confident that the Steering Committee represents the diversity of the University environment and is representative of groups impacted by any project outputs.

*Provide the names of those who will support the governance function of the initiative.*

|  |  |  |
| --- | --- | --- |
| Name | Position Title | Role within Steering Committee |
| Name 1 |  | Project Sponsor (Chair) |
| Name 2 |  | Business Owner |
| Name 3 |  | Program/Project Manager |
| Name 4 |  | Member |
| Name 5 |  | Observer |
|  |  |  |
|  |  |  |

## Project Management Framework

*All IT Projects at UQ must be managed in accordance with the* [*ITS Project Management Framework*](https://coo.uq.edu.au/operational-areas/information-technology/it-governance/it-project-management-uq?p=1)*.*

* *The project manager has read and understood the* [*monthly reporting requirements*](https://governance-risk.uq.edu.au/functions-and-services/project-governance/reporting)
* *The project manager has attended, or enrolled to attend the IT Project Management Induction training (enrolment via Workday)*

## ITS Project portfolio

*The virtual Portfolio is segmented into sub-portfolios. Please identify the correct sub-portfolio for this initiative.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Teaching &Learning | Cyber Security | Professional Services | IT Governance | External Engagement |
|  |  |  |  |  |
| Underpinning Technologies | ITS Service Delivery Management | Information Management | Research |  |
|  |  |  |  |  |

## Appendix 1: Strategic Alignment

**Table 1 UQ's** UQ Strategic Plan 2022–2025

|  |  |
| --- | --- |
| Focus Areas | Alignment |
| Learning and student experience | Choose an item. |
| Research and innovation | Choose an item. |
| Enriching our communities’ | Choose an item. |
| Global impact | Choose an item. |
| Our people | Choose an item. |
| Securing our future | Choose an item. |

**Table 2** IT Goals within the Enterprise IT Strategy 2021-2023

|  |  |
| --- | --- |
| Objectives | Alignment |
| Enhance UQ’s research, teaching and learning capabilities by developing sector-leading IT solutions that meet the needs of the UQ community, at a cost that UQ can sustain. | Choose an item. |
| Continue the transition to an agile, responsive way of working. We will engage with and support the University, providing leadership and guiding decisions on information technology to help UQ achieve its goals. | Choose an item. |
| Digitise the UQ environment to improve service delivery, increase operational efficiencies and deliver valuable, integrated services to the University community. | Choose an item. |
| Manage UQ’s information to ensure it is inherently valued, trusted, and used ethically and effectively by appropriate members of the UQ community. | Choose an item. |
| Adopt a holistic, broad-based and sustainable approach to cyber security encompassing technology, processes and people. Reduce and manage cyber security risks to enable effective research, teaching and community engagement. | Choose an item. |
| Adopt a One UQ approach to delivering valuable, streamlined IT services that are easy to use and meet the diverse needs of the UQ community. | Choose an item. |

## Appendix 2: Technical Detail

## Preferred solution categorisation

*Where a preferred solution has been identified, please select from the following to describe your current understanding of the preferred solution (multiple options allowed):*

*If a solution is not yet identified and/or this section is not applicable, please select this box*

|  |  |
| --- | --- |
| New Solution | Existing Solution |
| The solution will be a new system/application | This is an extension/enhancement/upgrade to an existing UQ system |
| The new solution will be cloud/SaaS | The system to be extended/ enhanced /upgraded is supported and/or managed by ITS |
| The new solution will be hosted by ITS i.e., on new VM or existing/new infrastructure | The system to be extended/ enhanced /upgraded is supported and managed externally to ITS |
| The new solution will require migration of data from an existing system | The new solution will replace an existing system\* |
| The new solution will be required to send and/or receive data to/from another system | One or more existing systems will be decommissioned as a result of this project\* |
| New and Existing system | |
| System development/configuration/integrations will be completed in-house | System development/configuration/integrations will be completed by a third-party |

*\* Provide details of existing systems which will be replaced or decommissioned.*

*Solution lifecycle high level assumptions*

*When introducing new systems or extending or enhancing existing systems within the University virtual environment, the entire system lifecycle requires consideration. Please document your proposed approach in terms of the lifecycle phases listed in the table below. If unsure, please add to your project plan for future investigation.*

|  |  |
| --- | --- |
| Lifecycle Phase | Proposed Approach |
| Stakeholder engagement for requirements gathering | Consider issues such as who will be engaged and how the functional and non-functional requirements will be managed, collected and documented. |
| System selection, acquisition and/or development | Consider engagement with ICT procurement, vendor approach, product selection and proposed contract duration/ownership. If the system is being developed, describe the development and user acceptance testing approach (i.e. agile 6 week sprints etc). |
| System configuration, integration, and testing | Considerations include how users will be added and authenticated, who will configure and test workflows, which systems will require integration and how user acceptance testing will be managed to confirm or inform changes before deployment. |
| System deployment | Considerations include cyber security review and approval through the Change Advisory Board (CAB) before deployment, how will change management will be applied; Will the vendor/ITS provide deployment support to users, UQ support staff, or UQ technical staff? |
| End user support and training | Consider how end users will be trained/onboarded. Who will end-users contact for support? How will UQ support staff be trained/inducted? |
| Ongoing maintenance and upgrades | Who will provide ongoing maintenance and undertake upgrades (i.e. ITS, Vendor)? How does the vendor notify UQ or end-users of maintenance windows and new features? |
| Future enhancements | Are there any plans for future enhancements and how will these be managed? SaaS solutions often implement incremental changes and upgrades. |
| System retirement and data disposal | Will UQ data be migrated and/or archived when the solution is retired? This needs to be considered when the contract is in negotiation. |

1. [↑](#footnote-ref-2)
2. [↑](#footnote-ref-3)