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Funding Guidelines for University Information and Communications Technology Governance Committee (UICT) Investment

Version: 1.0

Purpose

This document outlines the guidelines for seeking investment funding from the University ICT Governance Committee (UIGC) and provides information on the submission requirements for UIGC funding.

Funding Objectives

The ANU operates on a three year cycle in which the need for new investment is considered, potential projects/programs with an ICT component are identified, and decisions are made as to how the budget will be spent over the coming year. The ability to select ICT investments that will provide the greatest benefit to the ANU and its community was a fundamental reason for establishing UIGC. Senior Executive sponsorship of Project Proposals and/or Business Cases is imperative to ensure UIGC is able to make informed investment decisions and have confidence in the investment prioritisation.

What projects should be submitted?

UIGC funds are available to support ANU system innovation (new capabilities) and ICT investments, including system and software upgrades and installations for Tier 1 and approved Tier 2 systems¹. In particular, these funds seek to support ICT projects or programs that:

1. *Run the business*, that is, involve upgrades to existing Tier 1 and approved Tier 2 systems where there is an ongoing need to maintain the system into the future in accordance with its product lifecycle;
2. *Grow or transform the business* by providing new capability that is strategically important to the University; and
3. *Ensure compliance* with the University's statutory or legal obligations.

Projects containing ICT components, but funded by other sources such as School or College funds, should be presented to UIGC for consideration as the project may impact the technology landscape of the University, or may require a change to recurrent budgets to support the system into the future.

Relationship with the Service Improvement Steering Committee (SISC)

The SISC determines the University's 'flagship' service improvement projects each year. Once agreed, a recommendation for the funding of service improvement projects, which

¹ Tier 1 systems are University-wide systems that support the core business of the University – research, teaching or learning – with data critical to the University as a whole. Must be UIGC endorsed as a Tier 1 system. Tier 2 systems are non-core university-wide systems or core local systems. They must be approved as Tier 2 systems by UIGC.

have an ICT component, is submitted to UICT for approval and inclusion in the portfolio of ICT work to be undertaken.

What will be funded?

For the purpose of this guideline, ICT investments include, but are not limited to, any project or program where the policy or service delivery outcomes are highly dependent on an underpinning ICT system. UICT will only fund the implementation costs of a project. Ongoing or recurrent costs, with the exception of Year 1 recurrent costs, are not funded through UICT. Recurrent and ongoing costs must be accurately identified, however, as part of the proposal as a change may be required to recurrent funding for the impacted business area.

A list of ICT-specific project costs that may be included in a funding request are outlined in Appendix A.

Allocation of funding will be undertaken on a whole-of-University basis through UICT.

Infrastructure funding

ITS also has a separate rolling 10-year Infrastructure Budget which will support ICT in the Information Commons and larger scale enterprise wide capital investment such as:

- Data centres including uninterrupted power supply (UPS) and generators;
- Voice and data networks and equipment;
- Printer management consolidation;
- Enterprise architecture;
- Compute and storage solutions; and
- Audio-visual (AV) solutions.

Who can apply for UICT investment funding?

Any area of the University may apply for funding from UICT as long as they have an appropriate level of senior executive sponsorship and business owners support (i.e., Service Division Director, College General Manager or equivalent management position, or above). Funding will be on a competitive basis and prioritised according to the criteria outlined in the next section.

Prioritisation of projects for UICT funding

Senior sponsors² will undertake to source and prioritise potential projects within their existing governance structures to develop into project proposals for consideration by the UICT. For example, the Deputy Vice-Chancellor (Academic) would use the University Education Committee to create a list of the key strategic projects for the Academic

² In most cases this will be members of the University Executive.

Portfolio. The prioritisation process must occur prior to the [UICT document deadline](#) for the June UICT meeting.

Potential projects/programs will be prioritised against the following criteria:

1. Strategic alignment, including 'flagship' or strategic³ projects (20%) – how well does the IT investment strategy align with the long-term goals of the business?
2. Statutory Obligations (20%) – is the project or activity required to meet regulatory or legal obligations of the University?
3. Direct payback (20%) – what **financial** benefits does the initiative have in terms of immediate and ongoing cost savings, increased access to information or other financial benefits?
4. Technical architecture (15%) – how scalable, resilient and simple to integrate with existing technologies are the databases, operating systems, applications and networks that would be implemented?
5. Risk (15%) – what risk is created for the University by not proceeding with this project?
6. Business process impact (10%) – relates to **staff productivity**. How much would the initiative require the University to change existing business processes and/or does the change simplify or improve internal business practices? (Note, financial benefits may also result from process improvements.)

At a minimum, projects must satisfy the majority of the assessment criteria to a high degree to be considered high priority for UICT funding.

Note that the weighting or priority of the assessment criteria may change over time to reflect the needs of the University.

Funding thresholds

UICT provides funding to support projects and programs of work that are upgrading or developmental in nature; funding will not be provided for indefinite or ongoing business-as-usual (BAU) activities.

Proposed investments should have the potential to create benefit for the immediate business area/sponsor (in accordance with the above prioritisation), and should be of benefit to the broader University. Proposed investments must also be capable of being sustained beyond the initial funding period on transition to operations. Seed funding for pilots, trials or investigative work such as a gap analysis or impact assessment, may be sought through a Project Proposal.

³ Strategic projects include those recommended by the Service Improvement Steering Committee (SISC).

The following thresholds apply to funding requests for 2017-2019:

UICT Funding Thresholds 2017-2019				
	<\$100,000	\$100,000 - \$250,000	>\$250,000 - \$500,000	>\$500,000
Project Proposal	Yes	Yes	Yes	Yes
Business Case	No	No, unless requested by UICT	No, unless requested by UICT	Yes
Risk assessment ⁴	High level only	Yes – done by business area	Yes – done by business area, reviewed by UICT	Yes – done by business area and endorsed by UICT.

UICT submission timeline

The following is the preferred timeline for funding submissions to UICT:

- Project Proposals must be submitted to the June UICT meeting for projects proposing to commence in the following year.
- Business Cases (where required) must be submitted to the September UICT meeting for projects proposing to commence in the following year.
- Final business cases (where additional information or rework has been requested) must be submitted to the November UICT meeting.

Critical proposals may be submitted outside this cycle, but the sponsor must show a clear justification for prioritisation over existing approved projects. For specific dates for UICT, please see [UICT document deadline](#).

Templates for submission to UICT are located on the [ANU Project Management Framework website](#).

Scheduling and timing of projects

Receiving funding approval for a Project Proposal or Business Case does not mean the project will commence straight away. The actual delivery dates for a project will be determined by:

- Availability of resources to deliver the project. This includes the availability of key stakeholders to engage with the project team in progressing the project;

⁴ Risk assessment is included in the respective documents.

- Critical timeframes identified in the Proposal;
- Dependencies on other projects or Business as Usual (BAU) activity; and
- Changes in priority.

Approved projects will be scheduled into a Portfolio of Work (POW) which will provide a high level timeline for delivery of each project. The POW schedule may vary throughout the year as project priorities or delivery capabilities change.

Available funding

The amount of funding available to UICT has been consistent over the past few years. For the 2016 calendar year, an amount of \$6m was allocated. Funding is carried over from previous years where amounts have either not been allocated (i.e. insufficient project requests) or not spent (i.e. projects did not spend their full allocation).

Business owners need to be aware that if a Project Proposal or Business Case is approved, funding may be withdrawn if the project/program of work has not commenced within the agreed timeframe outlined in the POW.

Variations to project scope or timeframe which may require an increase or decrease in funding are to be submitted to the next available UICT for approval.

Who do I speak to regarding a project that might require ICT Resources?

It may not always be obvious when a Project Proposal or Business Case is required. In some cases, staff will submit funding applications for projects or programs of work without a clear indication of whether approval will occur. Funding from UICT will be on a competitive basis and funding requests will be prioritised against the criteria outlined earlier in this paper.

It is preferable to contact the ITS Project Management Office (PMO) in advance to ensure that all ICT aspects are considered in your proposal in order to avoid unnecessary delays or issues later on. Contact details can be located on the [ITS PMO site](#).

Appendix A – ICT project-specific costs

UICT will only fund the implementation costs and Year 1 recurrent costs of a project. Ongoing recurrent costs will not be funded through UICT. The following list⁵ of specific costs are those that are likely to be found in an ICT project and should therefore be reflected, as appropriate, in the Project Proposal and/or Business Case. This does not represent an exhaustive list, nor are all these costs going to be appropriate for all projects:

Project Costs:

- perpetual software licences;
- new or upgraded hardware;
- requirements analysis;
- solution design;
- architecture;
- COTS configuration;
- unit testing;
- system testing;
- performance testing;
- user acceptance testing;
- automated testing tools;
- test and defect management tools;
- external system interfaces;
- data analysis, cleansing and migration;
- vendor technical and functional support;
- software enhancements;
- software upgrades;
- production and backup storage;
- new or upgraded desktop hardware;
- business needs analysis and readiness;
- desktop software;
- network usage;
- helpdesk support;
- project management office, including risk, issue and status management;
- procurement and legal support;
- office space for the project team and support ;
- independent assurance;
- training development and execution;
- internal project and stakeholder communications;
- handover support, and
- external specialist contractors/consultants.

⁵ Source: Investment Lifecycle and High Value/High Risk Guidelines, State Government of Victoria