Proposal for a Business Change

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|  | **Proposal Name** | <Give the proposal a short but descriptive name (linked to the change delivered). This is also then the suggested name for the potential project.> | **Executive Sponsor** | <Who will be accountable for the success of the proposed change? They will also own the Project Business Case.> |
|  | **Proposed program alignment** | [Infrastructure Futures / Staff Futures / Student Futures / other] | **Outcome benefit** | [Increase revenue / Retain revenue / Avoid cost / Reduce cost / Improve student experience / Improve staff experience / Maintain student experience / Maintain staff experience / Reputation] |
|  | **Primary focus** | [Develop new / Improve existing / Replace end-of-life / Compliance] | **Date Submitted** | <Date this proposal was submitted to Portfolio Project Office (PPO) or the first reviewing body.> |

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| WHY | BUSINESS OPPORTUNITY OR NEED | | | | |
| <In a paragraph, summarise what is the opportunity or need that has emerged and addressing it will help ACU progress towards its goals. What would the opportunity bring or what is “the pain” and how does it impact the services provided or the internal operations? Are you seeking an improvement to or replacement of a current system / process / facility or proposing to create something new.  E.g. “Our response time to student special needs requests is too long due to inefficient tools / systems and multiple manual steps involved (e.g. re-entering data to systems). This leads to only 70% requesting students receiving the necessary support when needed.”> | | | | |
| OUTCOME | | | | |
| <What is the outcome or change you are seeking and the resulting benefit to ACU? When possible, express the outcome in tangible, measurable terms. This will characterise the future state and is later developed into specific benefits of the proposed change.  E.g. “We aim to automate parts of the process. This leads to a reduction in the response time and free up 1 FTE worth of effort to advisory services.”> | | | | |
| ALIGNMENT TO STRATEGIC GOALS OR PRIORITIES | | | | |
| ACU Strategic Plan | | <Enter the KPI or strategic goal with its reference number, e.g. “2.2 Deliver an engaging, technology-enriched and immersive student experience”> | | |
| VC Focus Area | | <Enter the priority item with its reference number, e.g. “VC Priorities 2020: Priority 2 – Review all Offerings for Currency in Mode and Delivery”> | | |
| Other priorities | | <Which portfolio or other priority will be implemented through this proposal>? | | |
| WHAT | OUTPUTS (Key deliverables) | | | | |
| <What is proposed to be the response to the business problem at a high-level. This or these would be the capabilities resulting from the response and changes implemented. The response needs to allow for different solution options to be developed and potentially multiple changes to be initiated.  E.g. Significant improvements to the existing process and a new supporting system are proposed. Increased quality of data and an integrated system would enable reliable information to be used for processing requests, comprehensive reporting, and rapid responses to urgent requests (e.g. because of an accident immediately prior to an exam).”> | | | | |
| WHO | WHO IS IMPACTED (Business change management) | | | | |
| <Who would be impacted from the changes proposed? You can also express how they are impacted (e.g. learn new knowledge, new skills, role changes, etc), if known. This will later be developed into Business Impact which details how students, staff and external partners are impacted and may lead into the use of Business Change Management framework to assist in leading through the change.  E.g. “The proposed changes will impact all teams in Student Administration and Student Learning & Teaching Centre who will collaborate more closely, need to learn new activities in the process, collate information from new sources, and prepare more detailed reporting.”> | | | | |
| SETUP | STAKEHOLDERS | | | | |
| Service or process owner | | <Who is the owner of the related services or processes?> | | |
| Delivery Lead | | <Which unit / directorate will lead the delivery if this proposal is turned into a project?> | | |
| SME expertise | | <Who will need to provide the business context and subject matter expertise?> | | |
| Delivery partners | | <Who needs to contribute to the delivery? Other units, directorates, external suppliers?> | | |
| RISKS | | | | |
| In implementation and adoption | | <What can threaten the smooth delivery of the proposal?>  <What can hinder the successful adoption of the solution and future benefits realisation?> | | |
| Risk of not proceeding | | <What are the consequences for ACU if this proposal does not proceed?> | | |
| INITIAL ESTIMATES | | | | |
|  | Earliest possible | | Ideal | Latest |
| Delivery time | <When would be the earliest when the outputs can be used? Note the readiness of the teams, processes and systems.> | | <When would be an ideal time to deliver this? Note the academic calendar, any constraints and business readiness.> | <When would be the latest when this still offers meaningful value to ACU?> |
| <Copy from Financial Model, area B52:E57> | Best case | | Projected | Worst case |
| Level expected | Simple | |  |  |
| Financial benefits | $0 | | $0 | $0 |
| Level expected |  | | Medium |  |
| Implementation cost | $0 | | $0 | $0 |
| On-going operating costs | $0 | | $0 | $0 |
|  | To be released now | | Full project estimate |  |
| Capital funds | <Used for medium and complex projects if they require initial “seed” funding to develop the Business Case.> | | <The estimated amount the full project is expected to need capital funds. Used in situations where part of the work is funded operationally.> |  |

**Guidance**

For any help or guidance in completing the Proposal, please contact the [Portfolio Projects Office](https://australiancatholicuniversity.workplace.com/work/orgsearch/?q=National%20Manager%2C%20Portfolio%20Projects&field_source=work_position&filters%5btitle%5d%5boperator%5d=contains&filters%5btitle%5d%5bvalues%5d%5b0%5d%5bvalue%5d=National%20Manager%2C%20Portfolio%20Projects) (PPO).

Text <in brackets and in blue and smaller font> are guidance notes for that section and must be deleted before submitting the document for endorsement and approval.  
Text in square brackets [] denote options or expected values to be used in that field or section. An applicable value is to be chosen (left in the field) and inapplicable ones removed.

The initial estimates (page 2) for complexity + financial benefits + costs are copied from the [Business Case Financial Model](https://staff.acu.edu.au/our_university/projects/project_management_templates) workbook.

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| --- | --- | --- |
| APROVALS | NEXT STEPS (based on complexity) | |
| All proposals | [PPO](https://australiancatholicuniversity.workplace.com/work/orgsearch/?q=National%20Manager%2C%20Portfolio%20Projects&field_source=work_position&filters%5btitle%5d%5boperator%5d=contains&filters%5btitle%5d%5bvalues%5d%5b0%5d%5bvalue%5d=National%20Manager%2C%20Portfolio%20Projects) Review 🡪 [**SEG Member**](https://www.acu.edu.au/about-acu/leadership-and-governance/leadership/senior-executive-group) support 🡪 [IT (EAP)](https://australiancatholicuniversity.workplace.com/work/orgsearch/?q=Engagement%20and%20Partnership&field_source=work_department&filters%5bdepartment%5d%5boperator%5d=contains&filters%5bdepartment%5d%5bvalues%5d%5b0%5d%5bvalue%5d=Engagement%20and%20Partnership&filters%5bdepartment%5d%5bvalues%5d%5b0%5d%5bfbid%5d=1975698089357462&source=clickable_profile_field) review 🡪 [TAG](mailto:tag@acu.edu.au) review 🡪 **Program Board** prioritisation (then: simple or medium/complex steps below).  If capital funding (capex) is required to be released now (“seed” funding), the Proposal is submitted to the [Deputy COO](https://australiancatholicuniversity.workplace.com/work/org/100015244004742/) after the Program Board.  **Note:** Executive Sponsors outside Corporate Services may skip the Program Board, if the proposed project would not utilise Corporate Services resources and not be included in a program chaired by Corporate Services. |
| Simple | 🡪 Scheduling 🡪 Implementation. |
| Medium & complex | 🡪 Develop a Business Case (reviews: peer or SME, Finance, SDI[[1]](#footnote-1), PPO, IT) 🡪 TAG review 🡪 **Program Board** endorsement 🡪 Approval 🡪 Planning 🡪  Implementation.  **Note:** Executive Sponsors outside Corporate Services may skip the Program Board, if the proposed project would not utilise Corporate Services resources and not be included in a program chaired by Corporate Services. |
| Governance | Simple: Governed by the Executive Sponsor directly.  Medium: Project Board, chaired by the Executive Sponsor; or a Program Board.  Complex: Steering Committee, chaired by the Executive Sponsor. |
| Comments: |  |
| SUPPORT  The Proposal is supported and can proceed further. | |
| Supported by | <Senior Executive Group (SEG) member’s name, position> |
| Date & signature, or meeting details: |  |
| Comments: |  |
| APPROVAL  Next steps accepted and funding approved as requested for capital / operational funds. | |
| Approved by | <COO / Director / Executive Dean / financial delegate’s name, position> |
| Date & signature, or meeting details: |  |
| Comments: |  |

1. SDI = [Service Delivery and Improvement](https://australiancatholicuniversity.workplace.com/work/orgsearch/?q=Service%20Improvement%20Team&field_source=work_department&filters%5bdepartment%5d%5boperator%5d=contains&filters%5bdepartment%5d%5bvalues%5d%5b0%5d%5bvalue%5d=Service%20Improvement%20Team). PPO = [Portfolio Projects Office](https://australiancatholicuniversity.workplace.com/work/orgsearch/?q=National%20Manager%2C%20Portfolio%20Projects&field_source=work_position&filters%5btitle%5d%5boperator%5d=contains&filters%5btitle%5d%5bvalues%5d%5b0%5d%5bvalue%5d=National%20Manager%2C%20Portfolio%20Projects). [↑](#footnote-ref-1)