 Australian Government Department of Human Services		PPO Monthly Project Status Report Version 8.0				Current Status Amber	
If you require assistance please phone the Portfolio Programme Office help desk on s47E(d) or email: s47E(d)@humanservices.gov.au							
This is the monthly project Status Report for						Update Period/Status	
Project Number PN2016.6005		Project Name Enhanced Welfare Payment Integrity - Income Data Matching			Reporting Period Jun-17		

1. PROJECT DETAILS														
Brief project description (Character Limit: 1000)		The Enhanced Welfare Payment Integrity - Income Data Matching Measure extends the Employment Income Matching element of the 2015-16 Budget Measure 'Strengthening the Integrity of Welfare Payments' (SIWP). This measure will target individuals where employment income discrepancies, for 2013-14 and 2014-15 financial years, have been identified between information provided to the department and Pay As You Go (PAYG) information provided by employers to the Australian Taxation Office (ATO). Where possible interventions are to be undertaken via the Online Compliance Intervention (OCI), now renamed Employment Information Confirmation (EIC), which was developed as part of the SIWP Budget Measure.												
Will the project implement new government policy or legislation?			No		Are customers impacted?			Yes		Has the legislation been passed?			N/A	
Senior Responsible Official name		Jason McNamara			Senior Responsible Official position		General Manager							
NM or equivalent name					Branch name									
GM or equivalent name		Jason McNamara			Division name		Integrity Modernisation Division							
Dep Sec or equivalent name		Malisa Golightly			Group name		Integrity and Information							
Project manager name					Report contact phone number									
Report prepared by		s47F(1)			Date report prepared on		22 Jun 2017							
Enter the actual or planned key project dates		Initiate phase		15 Dec 2015		ICT General Manager name		Andrew Larkin						
		Plan phase		15 Feb 2016		ICT Project Manager name		s47F(1)						
		Execute phase		1 Jul 2016										
		Implementation date		1 Jul 2016										
		Next ICT release dates #01		26 May 2017		ICT #02		17 Jun 2017		ICT #03				
		Close phase *		1 May 2018		* Note Projects that have reached Close phase must set the Current Status field above to "Closing" for this month. You do not need to complete any further status reports after this.								
Closure date		30 Jun 2018												
Overall Project Status Trend		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
		Amber	Green	Green	Amber	Green	Green	Amber	Red	Red	Red	Amber	Amber	

2. EXECUTIVE SUMMARY												
For the current reporting period only, provide a brief summary of why your project status is Red or Amber or Green this month. Your executive summary information is provided to the Executive Committee, so please be clear, concise, avoid the use of acronyms and refer to DHS as 'the department'.												
Overview (Character Limit: 1450) The project is reporting amber as the volume of completed interventions is tracking behind forecast. However, the following strategies are underway to address this: 1. Work has commenced on a submission to government to re-baseline the targeted savings over the forward estimates; 2. The volume of EIC initiations has returned to more normal levels of 2,000 per day and enhancements to customer notifications (Letters) have been released this month, with additional enhancements planned for release over the coming two months; 3. Preparations are underway to increase the number of manual interventions in July 2017 with a focus on high value debt outcomes across income sources; 4. Planning has begun for the design and development of structural EIC enhancements to service forecasted intervention volumes over the forward estimates; 5. Work is underway to consolidate and manage all Income Data Matching projects under a single programme, subject to Deputy Secretary decision-making; 6. A customised service strategy is currently in progress for interventions that were commenced prior to EIC deployment. An update has been provided to the Minister on completed and inflight compliance activities. The project is working closely with Customer Compliance Division and Information, Debt and Appeals Division to complete outstanding actions.												
What are the main issues the Executive Committee need to be aware of? (Character Limit: 1350) The current volume of initiations has returned to more normal levels of 2,000 per day. One of the key constraints to further increase the volume of daily interventions is the resourcing required to support the rate of associated manual handoff. While the volume of initiations has increased, there is a need to examine the implications of the pause on savings, enhance the online platform to handle greater volumes and to explore ways to obtain greater recipient focus and engagement.												
What resolution action is being taken? What is the plan for moving forward to bring the project back to Green / Amber? (Character Limit: 750) To address this issue various strategies are currently underway, including a submission to government to rebaseline the targeted savings and EIC enhancements. EIC platform enhancements in May and June 2017 will enable increased daily volumes by returning customers with simple queries back on-line, switching on the ability to send outbound correspondence via myGov and increased automation of the Registered Mail process.												
To whom and how has the project issue(s) been escalated? (Character Limit: 170) Project SRO and the Compliance Modernisation Programme (CMP) Board												
What assistance can Executive Committee provide to get this project back on track? (Character Limit: 680)												
EXECUTIVE SUMMARY STATUS Refer to Tolerances link at the top of the page for guidance on assessing the health status of each element.												
Project Management Elements	Overall project status	Issues	Risks *	Schedule	Financial	ICT Status						
Current	Amber	Amber	Amber	Amber		N/A						
Previous	Amber	Amber	Amber	Amber		N/A						
Next month's status indication												

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This is the monthly project status report for

Update Period/Status

Project Number	PN2016.6005	Project Name	Enhanced Welfare Payment Integrity - Income Data Matching	Reporting Period	Jun-17
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3. ISSUE MANAGEMENT

Include details of all current issues rated Extreme or Major. If you have more than 5 Extreme or Major issues, contact the PPO immediately for advice.
 All Issues must be registered and managed in the PM Logbook Refer to the Risk Management DHS intranet page for further support on managing issues.

How many current issues are registered?	Extreme	0	Major	2	Moderate	1	Minor	1
---	---------	---	-------	---	----------	---	-------	---

Click the 'Expand' button to view and edit up to five available issues or click the 'Collapse' button to view the relevant issues with entered data only

Expand	Collapse
--------	----------

Issue D	25	Risk ID if applicable		Date identified	28 Mar 2017	Current rating	Major	Issue under control?	Yes
---------	----	-----------------------	--	-----------------	-------------	----------------	-------	----------------------	-----

Has the issue been escalated within 10 days?	Yes	Who has the issue been escalated to?	Deputy Secretary
--	-----	--------------------------------------	------------------

Issue description (Character Limit: 650)	The manually intensive registered mail process currently in place has been identified as a key constraint to increasing the volume of daily interventions.
--	--

What progress has been made since the last report? Include anticipated resolution date (Character Limit: 700)	Options have been developed to increase the efficiency of the registered mail process. The department is currently developing an Initiation Strategy that will inform the intervention volumes necessary to deliver the targeted savings. Registered mail automation (PCR02 Phase 1) was implemented in late May 2017 and is currently undergoing Business Verification Testing by Customer Compliance Division.
---	--

Issue D	26	Risk ID if applicable		Date identified	27 Mar 2017	Current rating	Major	Issue under control?	Yes
---------	----	-----------------------	--	-----------------	-------------	----------------	-------	----------------------	-----

Has the issue been escalated within 10 days?	Yes	Who has the issue been escalated to?	Deputy Secretary
--	-----	--------------------------------------	------------------

Issue description (Character Limit: 650)	The EIC system enhancements are supported by business process changes which include an increased number of manual hand-off points.
--	--

What progress has been made since the last report? Include anticipated resolution date (Character Limit: 700)	EIC platform enhancements were implemented in May and June 2017 to get customers back on line, automate part of the manually intensive registered mail process, and to switch on the ability to send outbound correspondence via myGov (for Letter A). The department has developed an Initiation Strategy that will inform the intervention volumes necessary to deliver the targeted savings. Formal advice has been provided to the Minister who has already verbally agreed to the strategy. The current volume of initiations has returned to more normal levels of 2,000 per day.
---	---

Issue D		Risk ID if applicable		Date identified		Current rating		Issue under control?	
---------	--	-----------------------	--	-----------------	--	----------------	--	----------------------	--

Has the issue been escalated within 10 days?		Who has the issue been escalated to?	
--	--	--------------------------------------	--

Issue description (Character Limit: 650)	
--	--

What progress has been made since the last report? Include anticipated resolution date (Character Limit: 700)	
---	--

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This is the monthly project status report for

Update Period/Status

Project Number	PN2016.6005	Project Name	Enhanced Welfare Payment Integrity - Income Data Matching	Reporting Period	Jun-17
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4. RISK MANAGEMENT

Include details of all current risks rated Very High or High. If you have more than 5 Very High or High risks, contact the PPO immediately for advice.
All Risks must be documented in the Risk Management Plan, then registered and managed in the PM Logbook
Refer to the Risk Management DHS intranet page for further support on managing risks.

How many current risks do you have in your Risk Management Plan? Very High 0 High 2 Medium 4 Low 3

Click the 'Expand' button to view and edit up to five available risks or click the 'Collapse' button to view the relevant risks with entered data only Expand Collapse

1. Has Risk Management Plan been completed & approved?	Yes	2. Have all the risks been escalated to the appropriate risk owner within 10 days of identification?	Yes
3. Are controls in place and effective?	Yes	4. Have the risks been reviewed in the last month?	Yes

* NB: If answers to all questions are YES, then the Risk status is GREEN
If there is a mixture of YES & NO answers, the status is AMBER
For projects in execute stage, if the answer to the first question is NO, then the Risk status is RED

Risk D	17	Date identified	24 Jan 2017	Date reviewed	31 May 2017	Current risk level	High	Is a risk treatment measure in place?	Yes
Risk escalated within 10 days?	Yes	Who has the risk been escalated to?	Deputy Secretary				Risk category	Policy advice & design	
Risk Statement (Character Limit: 550)	There is an opportunity to improve the customer experience.								
What is the progress of treatment since the last report? (Character Limit: 550)	A key focus of the EIC changes in February 2017 involved improvements to the online customer experience. With the assistance of PwC, the Department has developed an Initiation Strategy that will inform the intervention volumes and further improvements to the customer experience. The Minister has noted the implementation of the strategy by the Department. Work has begun for the design and development of structural EIC enhancements to service forecasted intervention volumes over the forward estimates.								
Risk D	9	Date identified	4 Jan 2017	Date reviewed	31 May 2017	Current risk level	High	Is a risk treatment measure in place?	Yes
Risk escalated within 10 days?	Yes	Who has the risk been escalated to?	Raised through SRO and Programme Board				Risk category	Policy advice & design	
Risk Statement (Character Limit: 550)	There is a risk that public confidence may be eroded caused by inaccurate reporting in the media resulting in increased scrutiny for the project.								
What is the progress of treatment since the last report? (Character Limit: 550)	The department is continuing to work closely with the Ombudsman to deliver on their recommendations, and are implementing a comprehensive communications strategy for the compliance measures.								
Risk D		Date identified		Date reviewed		Current risk level		Is a risk treatment measure in place?	
Risk escalated within 10 days?		Who has the risk been escalated to?					Risk category		
Risk Statement (Character Limit: 550)									
What is the progress of treatment since the last report? (Character Limit: 550)									
Risk D		Date identified		Date reviewed		Current risk level		Is a risk treatment measure in place?	
Risk escalated within 10 days?		Who has the risk been escalated to?					Risk category		
Risk Statement (Character Limit: 550)									
What is the progress of treatment since the last report? (Character Limit: 550)									
Risk D		Date identified		Date reviewed		Current risk level		Is a risk treatment measure in place?	
Risk escalated within 10 days?		Who has the risk been escalated to?					Risk category		
Risk Statement (Character Limit: 550)									
What is the progress of treatment since the last report? (Character Limit: 550)									

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This is the monthly project Status Report for

Update Period/Status

Project Number	PN2016.6005	Project Name	Enhanced Welfare Payment Integrity - Income Data Matching	Reporting Period	Jun-17
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6. BENEFITS MANAGEMENT

Refer to the Departmental Benefits Section on the DHS intranet for further support on managing benefits. Please USE TAB BUTTON on keyboard to navigate through this section.

Have benefits (financial or non-financial) for the Department of Human Services been identified?

N/A - External

Provide name of external agency

Department of Social Services


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This is the monthly project status report for

Update Period/Status

Project Number	PN2016.6005	Project Name	Enhanced Welfare Payment Integrity - Income Data Matching	Reporting Period	Jun-17
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7. FINANCIAL MANAGEMENT

 Please USE TAB BUTTON on keyboard to navigate through this section.

What is the project's funding type?	Financially Simplified	Has the project budget been approved by the CFO?	Yes	Date project budget approved	18 Feb 2016
Have all the required funds been allocated to ICT?	Yes	** NB: If "Yes" is selected the Current Financial Status will be auto populated Green, if "No" then Amber.			

OPTIONAL INFORMATION

This section is optional and for your internal use only.

The information in this section **will not be used in executive dashboard reports for the executive committee.**
Ensure critical information is included in the executive summary section of the status report

[Empty box for optional information]

Quick Guide to completing the Monthly Project Status Report

How to Update/ Change the Overall Current Status:

Please follow the following steps:

1. Click on Update Period/ Status Button in the STATUS REPORT FOR section
2. Update the Year you are preparing the status report for e.g. choose 2014 for December 2014 report
3. Update the relevant Month you are preparing the status report for e.g. choose December for the December 2014 Report
4. Choose the overall status traffic light colour
5. Press ok to confirm.

PROJECT DETAILS

Please re-confirm details are correct each month.

Project Description:

This should be a succinct statement about what the project will be delivering and why.

Project Lifecycle Phase:

There are 4 phases – Initiate, Plan, Execute and Close – each has set mandatory documentation and governance requirements. For more information on Project Lifecycle Phases refer to the Project Management Framework Manual, Project Lifecycle section.

All projects submit monthly project status reports from the start of the Plan Phase to the start of the Close Phase.

At the start of the Close Phase, a final Project Status Report must be submitted with an Overall Project Status of "Closing" and the date the Close Phase commenced entered. No further Project Status Reports will be requested after that month.

Projects are formally closed when the approved Closure Report is received.

Implementation of new policy or legislation:

Most Category 1 and some Category 2 projects are responsible for implementing new policy and/or legislation.

Please provide/re-confirm the relevant implementation date/dates in your report.

EXECUTIVE SUMMARY

This is a brief summary of current project status, including progress against schedule and current issues and/or significant risks (including escalation and It should be clear, concise, simple, and non-technical.

Do not use acronyms – it must stand alone for interpretation. It may be quoted verbatim to the Executive Committee or external agencies.

If the overall status of the project is Red or Amber, please include main issue(s)/risk(s) actual/likely impact on customers, what action is being taken, and what

1. Issue Management *

Most of the information comes directly from your PM Logbook Issues Register and provides assurance to Senior Executives that issues are being managed and escalated appropriately and the intended resolution date.

Please only list Extreme or Major issues.

***NB:** All Issues must be registered and managed in the PM logbook

2. Risk Management *

Most of the information comes directly from your PM Logbook Risk Register and provides assurance to Senior Executives that risks are being managed appropriately and mitigated wherever possible.

Please only list Very High and High risks.

***NB:** All Risks must be registered and managed in the PM logbook

3. Schedule Management

Only provide details of 'key' deliverables/milestones for the current/immediate reporting period.

It should show at a glance if the project is on track to deliver as intended, and whether any slippage relates to business, ICT or both.

4. Benefits Management

There is an expectation that projects with identified benefits (both financial and non-financial) for the department apply the departmental Benefits Management framework.

The questions in this section are designed to provide information on the status of benefits management within the project to the project executive and other applicable stakeholders. The question set streamlines the process as much as possible to create exit points where applicable, so that project staff do not have to answer any more questions than needed.

5. Financial Management

The PPO will make a financial status assessment based on data provided directly from the CFO.

Please provide the Full Year project funding (Business and ICT) and the date this was approved.

Project Managers should check with their Management Accountant (MA).

Similarly, MAs will seek explanations for variances in actual YTD expenditure where it is more than +/- 5% of estimated YTD expenditure.

Report help

TO START:

File Naming Convention

Save this file as a 'Save as' with the following file name convention: PN201x.xxxx Proje
For example:

PN2013.3000 New System Requirements Project Mar 2013

Then re-save the file each month - changing the month reference in the file title

NOTES:

Protection:

All cells within the status report with exception of the data entry cells have been locked down, if you are unable to enter information in the required fields, please notify or contact **s47E(d)** @humanservices.gov.au for further instruction.

- Information should be kept brief so that it fits within the given cell.
- Rows can not be inserted or deleted.
- Row heights can not be amended on the first page
(this is to make sure that the page layouts remain as is)
- You can check the spelling of the unprotected cells by clicking the button "ABC ✓"

Helpful Excel Hints:

To move from cell to cell:

- use the tab key or mouse to move around within the sheet

To copy and paste information from another cell or document:

- highlight the required information (if from another excel document or a MS Word table, highlight the information within the cell - do not copy the whole cell)
- copy the information by selecting Ctrl + C or right click and select copy
- click on the destination cell and click inside formula bar and select Ctrl + V
(This will input only the values to the destination cell instead of copying the formats or overriding the cells below)

registered-programmes-and-projects: PN2015.5075 - PN2015.5075

From: Programme and Project Register <s47E(d)@humanservices.gov.au>
To: s47F(1)@humanservices.gov.au
Date: Wed, 30 Aug 2017 15:15:07 +1000

[Programme and Project Register](#)

PN2015.5075 has been changed

[Modify my alert settings](#)
[View PN2015.5075](#)
[View registered-programmes-and-projects](#)

registration-type:	Project
project-reference:	PN2015.5075
project-name-short:	
project-name:	Employment Income Matching (PAYG)
project-description:	Commencing 1 July 2015 under a new streamlined manual process with a transition to an online solution July 2016, this element will target identified discrepancies from the Pay as You Go (PAYG) file obtained from the Australian Taxation Office and enable a significant clean-up of potential incorrect payments for 866,800 customers for the 2010-13 financial years.
host-programme:	Strengthening the Integrity of Welfare Payments
project-tier:	Tier 2
project-category:	2: Mandatory - Other Budget Measures
primary-strategic-theme:	1: Government Outcomes, Customer Outcomes
budget-measure-title:	
type-of-budget-measure:	
savings-measure:	Yes
steering-committee:	Board
project-team:	General Manager, Integrity Modernisation
senior-responsible-official:	McNamara, Jason
project-manager:	s47F(1)
alternative-contact:	
initiate-phase-start-date:	21/01/2015
plan-phase-start-date:	14/05/2015
execute-phase-start-date:	1/07/2015
implementation-date:	1/07/2015
close-phase-start-date:	15/05/2019
closure-date:	30/06/2019
overall-status:	Approved Closing
lifecycle-phase:	Execute Close
procurement-exercise:	No
business-deliverables:	Yes
ict-deliverables:	Yes
ict-general-manager:	Larkin, Andrew
ict-project-manager:	s47F(1)
ict-release-date-01:	
ict-release-date-02:	
ict-release-date-03:	
financial-type:	Complex
funding-source:	Federal Budget
total-budget:	
business-cost-centre:	3200277

lct-cost-centre:	
ps-project-code:	P/S-1388
restrict-Item:	No
is-active:	Yes
notes:	
date-created-in-PIMS:	10/07/2015
is-post-execute-phase:	No Yes
details-page:	s47E(d)
Information-page-address:	PN2015.5075 - Employment Income Matching (PAYG)

Last Modified 30/08/2017 3:14 PM by s47F(1)

registered-programmes-and-projects: PN2016.6005 - PN2016.6005

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registration-type:	Project
project-reference:	PN2016.6005
project-name-short:	
project-name:	Enhanced Welfare Payment Integrity - Income Data Matching
project-description:	This two year measure extends the successful outcomes achieved by Employment Income Matching e the 2015-16 Budget measure Strengthening the Integrity of Welfare Payments. This measure will tar individuals where employment income discrepancies, for 2013-2015 financial years, have been identi between information provided to DHS and PAYG information provided by employers to the ATO.
host-programme:	
project-tier:	Tier 2
project-category:	2: Mandatory - Other Budget Measures
primary-strategic-theme:	1: Government Outcomes, Customer Outcomes
budget-measure-title:	MYEFO 2015-16
type-of-budget-measure:	MYEFO
savings-measure:	Yes
steering-committee:	Board
project-team:	General Manager, Integrity Modernisation
senior-responsible-official:	McNamara, Jason
project-manager:	s47F(1)
alternative-contact:	s47F(1)
initiate-phase-start-date:	28/01/2016
plan-phase-start-date:	1/05/2016
execute-phase-start-date:	1/07/2016
implementation-date:	1/07/2016
close-phase-start-date:	15/05/2018
closure-date:	30/06/2018
overall-status:	Approved Closing
lifecycle-phase:	Execute Close
procurement-exercise:	No
business-deliverables:	Yes
ict-deliverables:	No
ict-general-manager:	Larkin, Andrew
ict-project-manager:	s47F(1)
ict-release-date-01:	
ict-release-date-02:	
ict-release-date-03:	
financial-type:	Financially-simplified
funding-source:	Federal Budget
total-budget:	
business-cost-centre:	320077

lct-cost-centre:	
ps-project-code:	P/S-1388-BUS
restrict-Item:	No
is-active:	Yes
notes:	
date-created-in-PIMS:	8/02/2016
is-post-execute-phase:	No Yes
details-page:	s47E(d)
Information-page-address:	PN2016.6005 - Enhanced Welfare Payment Integrity - Income Data Matching

Last Modified 30/08/2017 2:25 PM by s47F(1)



Australian Government
Department of Human Services

Project Closure Report

Employment Income Matching

PN2015.5075

Document Administration

Project details	
Branch	Integrity Implementation
Division	Integrity Modernisation
Group	Integrity and Information
Project Tier	1

Document details	
Created By	s47F(1)
Date Created	11/12/2017
Version	1.0
Location	s47E(d)

REVISION HISTORY

Version	Date	Created By	Comments
0.1	28/08/2017	s47F(1)	Initial Draft
0.2	13/09/2017		Feedback from PDA actioned
0.3	3/11/2017		Actioned feedback from Director review
0.4	13/11/2017		Further edits after PDA review
0.5	11/12/2017		Edits after PDA review
1.0	18/12/2017		Final

APPROVALS

Position	Name & Organisation	Project Role	Endorsed	Date
A/g General Manager	Liz Bundy Integrity Modernisation	Project SRO	Yes / No	

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- 5 Follow-on Actions..... 14**
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1 Executive Summary

The purpose of this document is to outline the status of project activities and achievements for the Employment Income Matching project (the project) at the time of closure and amalgamation into the Compliance Modernisation Programme (CMP or the Programme).

The 2015-16 Budget was handed down on Tuesday, 12 May 2015. As part of the department's 2015-16 Budget package, the compliance measure: Strengthening the Integrity of Welfare Payments (SIWP) was announced.

Strengthening the Integrity of Welfare Payments (SIWP) facilitates significant investment to increase the Department of Human Services' (DHS) capability to deter, detect, investigate and prosecute cases of suspected fraud and non-compliance.

The measure consists of eight elements to be delivered over four years, these include:

- Real Time Risk profiling;
- Mobile Taskforce;
- Employment Income Matching;
- AUSTRAC;
- Customer Reporting and Declarations;
- Strengthening Obligations for Students.

Business Integrity Division (BI) was responsible for this measure which will increase the department's capability to deal with suspected fraud and non-compliance. There are a number of elements of this Budget measure that complement existing programs and will enable the development of modern and agile ways to reduce the harm from overpayment. This will provide savings of approximately \$1.7 billion to Government over the 4 year period of the measure.

The Employment Income Matching project element of SIWP, targets identified discrepancies from the Pay as You Go (PAYG) file obtained from the Australian Taxation Office (ATO). Incorrect Centrelink payments identified through this matching for 2010-11, 2011-12 and 2012-13 financial years will be targeted.

Commencing 1 July 2015, this element of the measure introduced more streamlined and efficient processes enabling significantly increased compliance interventions, and addressed the pool of untreated risk.

- In 2015-16, interventions were undertaken via a new streamlined manual business process.
- Commencing 1 July 2016, interventions transitioned to a digital platform in the form of an Online Compliance Intervention.
- The overall aim of the project is to protect the integrity of Australia's welfare system through substantially increasing the number of data matching related income reviews to this measure.

The project was forecasted to undertake 866,858 compliance interventions and is expected to return approximately \$1.5 billion savings to Government.

In the 2015-16 financial year, the project intended to deliver on 84,000 intervention completions via the streamlined manual business process and actually achieved 101,563 completions.

In the 2016-17 financial year, the project intended to deliver on 391,429 intervention completions via the online compliance tool and actually achieved 111,960 completions.

The project was originally intended to terminate by 30 June 2019, this will still be the case however managed under the Programme structure and relevant project tranches.

Compliance Risk Branch within BI Division managed this project as part of the SIWP Programme from the initial phase in January 2015. The division then split in March 2016 and the project was then owned by the newly created division known as Customer Compliance Division (CCD). Planned interventions were paused on 2 December 2016 and recommenced at a reduced volume to allow further enhancements to the online tool from 11 January 2017 after the reduced activity period. In February 2017, a number of enhancements to the online tool were implemented.

The newly appointed Integrity Modernisation Division (the division) was created in March 2017, and managed further enhancements from March 2017, after the newly enhanced Online tool was renamed Employment Income Confirmation (EIC). The division is responsible for the design and implementation of processes and strategies to administer a project that has been consolidated into the Programme, announced by the Government in the 2015-16 Budget that is operationalised by CCD.

On 2 August 2017 Jason McNamara, A/g Deputy Secretary, Integrity and Information Group agreed to consolidate all income data matching Budget measures to be reported under the CMP.

All outstanding and proposed deliverables relating to the project prior to August 2017 will be transferred across to the Programme.

- Planning and selection of appropriate initiations for the budget measure compliance reviews will be delivered by the PN2017.7133 T1 Compliance Review Implementation Project under the CMP.
- To ensure the delivery of the budget measures compliance interventions the project interventions will be delivered through the PN2017.7134 T1 Compliance Delivery Project under the CMP.

2 Project Overview

2.1. BACKGROUND

Announced in the 2015-16 Budget *Strengthening the Integrity of Welfare Payments* (SIWP) this Programme facilitates significant investment to increase the Department of Human Services' (the department) capability to deter, detect, investigate and prosecute cases of suspected fraud and non-compliance. A more streamlined and cost effective approach will be used to manage inconsistencies in income tax payment summaries and income declared to the Department of Human Services during the 2010-2011, 2011-2012 and 2012-2013 financial years.

This project was established under the SIWP programme following a New Policy Proposal (NPP) authorised to proceed by Malisa Golightly, Deputy Secretary, Integrity and Information for implementation on 1 July 2015.

The intent of this project was to mitigate a significant and ongoing risk identified to manage the risk of non-compliance for welfare recipients. Compliance Risk Branch within BI Division managed this project as part of the SIWP Programme from the initial phase in January 2015. The division then split in March 2016 and the project was then owned by CCD. This project was then handed over to the Integrity Modernisation Division when it was created in

March 2017 as requested by the secretary to manage when the project team was obtained from CCD in March 2017. This enabled the plan to commence the forward planning for establishing the Programme where these intervention completions will be tracked against the projects intended completions

The status of the project as at 30 June 2017 reported volume of initiations as tracking behind forecast. However, the following strategies are underway to address this:

- Work has commenced on a submission to government to rebase line the targeted savings over the forward estimates and is currently due to be finalised by the end of November 2017. The targeted savings will then be managed by the Programme;
- Planning has begun for the design and development of structural EIC enhancements to service forecasted intervention volumes over the forward estimates;
- A customised service strategy is currently in progress for interventions that were commenced prior to EIC deployment.

2.2. REASONS FOR CLOSURE

The Department's income data matching and checking activities are currently administered through six separate projects, each reflecting their relevant budget measures to address discrepancies between income earned and declared and their commitments, which provided the projects' mandate.

This project delivered a more streamlined and cost effective approach will be used to manage inconsistencies in income tax payment summaries and income declared to DHS during the 2010-11, 2011-12 and 2012-13 financial years.

It was agreed by the Deputy Secretary to include this project as part of the income data matching budget measure activities that will be consolidated into one single programme. The budget measure activities would now be managed as part of the Compliance Delivery Project under the CMP.

3 Project Performance

3.1. ACHIEVEMENT OF OUTCOMES

Operational

The introduction of the Compliance Rapid Response telephony staff in 2015 provided a platform for more efficient and effective management of this risk type (PAYG) into the future. This was achieved by introducing the workforce flexibility to enable rapid responses to emerging compliance trends and enhanced customer service to support the government's strategic direction to address risk as close as possible to the point of risk. By resolving compliance activity during the initial telephone contact with the customer, the new business process reduced the requirement to seek documented evidence from third parties to verify customer circumstances.

This project was funded to recruit staff to undertake compliance interventions as part of the new compliance Rapid Response Team model. Recruitment and training were required to ensure that staff were capable to undertake the new process and provide assisted compliance prior to the online compliance intervention implementation.

ICT Enhancements

ICT deliverables funded by this project improved branch capability to automate existing manual processes, which provided greater cost-effectiveness to the department through increased process efficiency. These enhancements also ensured improved outcomes for customers by providing a faster and more consistent resolution to compliance activity.

To support the department's strategic priorities, which includes 'always on' digital access to our services, commencing 1 July 2016, the project delivered an integrated, automated online solution for compliance interventions. The Online Intervention process intended to provide a more cost effective option in relation to the extensive staffing resources required to use conventional processing methods. Using the more conventional process meant that there was a risk that identified instances of non-compliance would accumulate.

An IT release occurred on the 10 February 2017. This release introduced enhancements to the Online Compliance Intervention now known as EIC. The release included a number of changes to the process, workflows and letters.

The Integrity Modernisation Division commenced enhancements to the already developed online solution established by CCD. This service seeks to take advantage of the benefits that can be achieved with digital platforms.

Enhancements in May and June 2017 enabled an increase in daily volumes by returning customers with simple queries back on-line, switching on the ability to send outbound correspondence via myGov and increased automation of the Registered Mail process.

Forecasted Deliverable	Description	Actual prior to closure	Transferred to the Compliance Modernisation Programme
Project Documentation finalised	All relevant documentation signed off by the project SRO.	All relevant documentation signed off by the project SRO.	N/A
New business process for 2015-16 commenced	Design, develop and implement a process, which will introduce efficiencies and reduce regulatory burden.	Complete	N/A
Online Compliance Solution implemented	Design, develop and implement an 'always on' online solution for compliance interventions.	Complete	N/A
Forecasted achievement of 2015-16 FY completions	84,000 interventions commenced via a streamlined process.	101,563 actual interventions completed as at 30 June 2016. (Figure from Ministers Monthly Compliance and Debt report June 2016).	N/A

Forecasted Deliverable	Description	Actual prior to closure	Transferred to the Compliance Modernisation Programme
Forecasted achievement of 2016-17 FY completions	391,429 interventions commenced via online.	111,960 actual interventions completed as at 30 June 2017. (Figure from Ministers Monthly Compliance and Debt report June 2017). Remaining saving targets will be transferred and managed by the Programme and project mentioned in executive summary.	Forecasted figures are under review via a submission to Government and costing exercise. Once outcome is determined, the intervention initiations and completion targets will be transferred and managed under the Programme to meet budgeted targets.
Forecasted achievement of 2017-18 FY completions	391,429 interventions commenced via online.	N/A	

Forecast key milestone	Target date	Completion Y/N/Transferred
New business process (manual) pilot commenced	11 May 2015	Y
New business process (manual) signed off by SRO	15 June 2015	Y
Letter design (manual) signed off by SRO	15 June 2015	Y
New business process (manual) pilot completed	20 June 2015	Y
Process amendments based on pilot outcomes signed off by SRO	25 June 2015	Y
Risk workshop undertaken for Project	15 July 2015	Y
Letter (manual) automation DRD lodged with ICT	15 July 2015	Y
Project Management Plan signed off by SRO	29 July 2015	Y
Risk Management Plan signed off by SRO	29 July 2015	Y
Stakeholder Engagement and Communications Plan signed off by SRO	29 July 2015	Y
Reference material for new PAYG business process in CIRS	30 July 2015	Y
Online Compliance Solution workshops undertaken	1 August 2015	Y
OCI Business process signed off by SRO	10 August 2015	Y
Technical specifications for letter (manual) automation signed off by SRO	15 August 2015	Y
Joint Application Development (JAD) outcomes reflected in draft DRD	15 August 2015	Y

OCI design finalised	20 August 2015	Y
OCI DRD signed off by SRO	21 August 2015	Y
All staff recruited for new PAYG business process	24 August 2015	Y
Staff trained in new PAYG business process	04 September 2015	Y
Customer Communications design signed off by SRO	30 September 2015	Y
Technical Specifications document signed off by SRO	4 January 2016	Y
Business Assurance Phase endorsed by SRO	30 March 2016	Y
Forecast case initiation schedule for 2016-17 finalised	30 June 2016	Y
Reference material for OCI in Operational Blueprint	30 June 2016	Y
2017-18 Case Selection strategy signed off by SRO	July 2017	Y
Forecast case initiation schedule for 2017-18 finalised	First iteration complete July 2017	Y

Governance and Project Summary

Throughout the duration of the project, high standards of project governance was established through effective development and management of project documentation. In addition, the project maintained accurate and timely reporting of project performance.

BI Division governed this project via a Programme Board as part of the SIWP Programme from the initial phase in January 2015. The division then divided in March 2016 and the project was then owned and governed by the Improving Compliance Programme Board (ICP) which was established in August 2016 by the newly created division known as CCD. In March 2017 when the Integrity Modernisation Division was created the CMP Board was initiated.

The Board focused on providing high-level governance to the project. It ensured the Programme, service delivery operations and ICT components were aligned and remained in line with the Programme objectives, Service Delivery Operating Model, government policy and departmental financial approvals during the course of implementation. This Board consisted of ICT Suppliers, programme and project SRO's and other divisional partners.

Monthly project status reports were required to provide the board with an overview of progress while core project documents such as the project management plans and risk plans were tracked to identify any risks or issues that triggered an escalation and discussion at the board. As required other escalations and decisions were made out of session as appropriate.

3.2. BENEFITS REALISATION

3.2.1. Financial Benefits

This project delivers on the Government's election commitment to achieve savings over four years by expanding DHS fraud prevention and debt recovery capability.

Financial benefits were decided as a result of the Government's initiative to enhance the integrity of social welfare payments, including expanding and extending data matching activities with the ATO and improving engagement with welfare recipients to ensure that they understand and meet their obligations. They were developed by the Department of Social Services and included in the New Policy Proposal (NPP), which was reviewed and agreed by the Expenditure Review Committee of Cabinet (ERC) prior to the 2015-16 MYEFO.

They are calculated and managed jointly between the Department of Social Services (DSS) and DHS and reported to Government. The delivery agency, DHS tracks the contribution to the realisation of fiscal savings.

To determine these financial benefits, savings were achieved as an annualised figure comprised of debt raised through compliance interventions and any fortnightly payments that are reduced or cancelled. Fortnightly reductions and cancellations are extrapolated over 26 fortnights. In June 2016, an ICT task was released to provide an end-to-end, self-service digital solution. This solution was designed to enable the department to manage the additional discrepancies to deliver on saving targets.

Realisation of these benefits will continue to be developed, tracked and reported on as part of the Programme to deliver on the government's savings commitments through coordination with the Financial Benefits Team, benefit shortfalls will be prioritised and transferred into the forward estimates. The full benefit total will be altered as part of the submission to government and transferred over to the Programme.

Forecasted Life of the Project Targeted Savings (\$million) per financial year 1/7-30/6	2015-16	Actual 2015-16	2016-17	Actual 2016-17	2017-18	2018-19	Total (\$b)
Fiscal Balance (\$million)	329.1	401.2	576.8	159.0	608.4	-	1,514.3

Financial years 2016-2017, 2017-2018 and 2018-2019 forecasted targeted savings, deliverables and shortfall will be transferred across to the Programme.

3.2.2. Non-financial Benefits

The original project management plan for this project outlined the anticipated project outcomes and benefits.

These included benefits aligned to the historical earned income (PAYG) risk being managed, reduced regulation, increased confidence in the integrity of the welfare system and the introduction of the rapid response capability that provided efficient and effective management of risk via enhanced customer service and workforce flexibility.

The project outcomes and benefits will be amalgamated into a group of non-financial benefits for management and reporting under the Programme with support from the Benefits Team.

3.3. PROJECT BUDGET

The below table indicates the original project budget, actual and variance for the 2015-19 financial years for the life of the project.

Where the project has underspent this will be transferred into the relevant project under the Programme. Discussions regarding allocation of funds are currently underway between IMD and the Chief Financial Officer (CFO) and should be finalised once the next MYEFO is announced.

PN2015-5075	2015-2016 \$'000			2016-2017 \$'000			2017-2018 \$'000			2018-2019 \$'000		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
OPEX	1,010	982	28	234	1,866	-1,632	707	-	707			
Business	1,010	982	28	-	899	-899	707	-	707			
ICT	-	-	-	234	967	-733						
CAPEX	-	-	-	1,270	-	1,270						
TOTAL	1,010	982	28	1,504	1,866	-362	707	-	707	-	-	-

3.4. RISK MANAGEMENT

As this project is being closed down, all risks will be transferred into the new CMP, all risks remain open and as a result have been included in section 5 of this document, sub section 5.4 Open Risks. This section will show how open risks are being managed under the Programme

3.5. ISSUE MANAGEMENT

As this project is being closed down, all issues will be transferred into the new CMP, issues remain open and as a result have been included in section 5 of this document, sub section 5.4 Open Issues. This section will show how open issues are being managed under the Programme.

3.6. APPROVED CHANGES

During implementation of this project, the below project change requests were approved.

Change Request#	Date Approved	Describe the effect of the change:	Approving Authority/Contact
EIMPCR001	16/03/2016	Express Plus OCI - Remove Express Plus Employment Income Matching (EIM) Online Compliance Intervention (OCI) from scope of the EIM ICT requirements for June 2016. The express plus mobile application owners have advised that the EIM OCI flow is too complex for the mobile application.	National Manager Scott Britton
PCR002	Withdrawn	N/A	N/A

EIMPCR003	07/04/2016	Customer Contact Letter - Remove PAYG Customer Contact Letter requirements from the scope due to interventions moving to the online space. Implementation to be deferred to the delivery of a manual project.	National Manager Scott Britton
EIMPCR004	20/06/2016	One Last Thing and Report Employment Income (REI) - Changes to Online Compliance Workflow will ensure that the integrity of the customer information presented in OCI workflow is maintained.	A/g National Manager Jason Ryman
PCR005	Withdrawn	N/A	N/A
EIMPCR006	12/04/2016	Customer Declaration Page - Addition of an upfront customer declaration page will align the online solution with other SIWP projects and satisfy the compliance obligations of the compliance workflow.	National Manager Scott Britton
EIMPCR007	15/03/2016	Money you Owe service – agreement from the Debt Management Branch was sought to remove the debt recovery requirements from the process flow within OCI customer pathway and enhance the ‘Money you Owe’ service to allow the customer to arrange to pay a debt online.	National Manager Scott Britton
PCR008	Withdrawn	N/A	N/A
PCR009	Withdrawn	N/A	N/A
EIMPCR010	16/06/2016	OCI Enhancements – Changes to the online workflow to amend: document lodgement screen; Community Development Employment Projects income to be assessed; payslip population screen; payslip population logic to pre-populate amounts for unverified payslip periods; payslip population in the OCI flow to include additional rules for scenarios where customer has no previously verified earnings.	National Manager Scott Britton
EIMPCR011	31/10/2016	Single Assessment – changes to customer assessments to deliver combined single assessment and prevent trigger of auto reassessment.	National Manager Maurice Savelli
EIMPCR012	31/08/2016	Customer Identifiers: reflects the need to further analysis to understand the potential impact on the business prior to assessing any ability to change with the Enterprise Technology. Analysis has been undertaken and highlights the need to include the above identifiers on the Receipt HTML and the Debt Receipt HTML. The inclusion of these identifiers will strengthen the integrity of administrative matters when referred to the Administrative Appeals Tribunal and/or other critical stakeholders.	National Manager Scott Britton
EIMPCR013	10/06/2016	Automated Gross Earning Offset – Changes to online workflow to assess an amount added to the income screen.	National Manager Scott Britton
EIMPCR014	07/07/2016	Recovery Fee Special Indicator Rules – changes to the recovery fee special indicator rules to assess customers circumstances at the point of the match period.	National Manager Scott Britton
EIMPCR015	18/08/2016	Recovery Fee text addition to OCI Initiation letter – Text changes to OCI contact letters and Online compliance assessment outcome letter.	National Manager Scott Britton
EIMPCR016	13/07/2017	Staff Assisted Notification Rules – Changes to business rules to identify if a customer’s current circumstance fit within the parameters to be offered assisted compliance for an online intervention.	A/g National Manager Jason Ryman

EIMPCR017	18/08/2016	Update to check your details – update to employer information question set on Employment Information page.	National Manager Scott Britton
N/A	02/08/2017	The Deputy Secretary signed brief will be used in lieu of a Project Change Request to formally transfer the deliverables from this project to the new CMP programme.	A/g Deputy Secretary Jason McNamara

3.7. REGULATORY (INCLUDING RED TAPE) IMPACTS

There are no regulatory impacts due to the Regulatory Burden Measurement Framework, which stipulates that the cost of non-compliance measures are excluded from the framework and red tape reduction impacts.

4 Lessons Learned

The table below identifies the lessons learnt this project encountered. This will assist future programme, project teams avoid risk, and issues in future work.

Category	Lesson learned	Recommendation for future projects
Project Documentation	That the completion of project documentation is required to be finalised within timeframes to ensure ongoing successful management of the project.	To ensure all project documentation is scheduled into the planning for the project. This will allow finalisation of documentation within timeframes.
Interdependency Management	That the project requires interdependency mapping to identify the projects that relate to one or more other projects that could affect delivery.	To ensure interdependencies are monitored a programme dossier should be developed to have the ability to track these.
Resource	That the project team requires full capacity in the team.	To ensure full capacity in project teams there should be an ongoing review of workload structure to align to current resource availability and to ensure recruitment strategies are in place.
Risk	That effective and ongoing risk management is essential to achieve business goals.	To ensure that regular review of risks occurs is to make risk management a standing agenda item at team, branch and divisional meetings.
Schedule	That key milestones should be tracked and managed in a project schedule.	To allow a dedicated scheduler to actively monitor and report on deliverables. This will be achieved with regular project reporting.
Stakeholder engagement and communication	It is important to handover project information when there is new stakeholders identified.	Allow introduction meetings with new stakeholders. Invite relevant stakeholders to regular meetings. Involve stakeholders in product presentations for participation.
Monitoring and controlling in project phases	There was limited opportunity to review and assess project progress at review points.	Allow dedicated time allocation to undertake ongoing review of project monitoring and reporting to ensure information is relevant in the current reporting framework. The Programme should ensure reviews are conducted at the end of each tranche.

5 Follow-on Actions

5.1 HANDOVER TO BUSINESS OWNER(S)

As the project is being closed down, all work, deliverables, risks and issues transferred across into the CMP Programme. The project will continue to be reported against and delivered through the Programme. At the time of completion of all budget measures under the remit of the Programme, handover to business owners will occur.

5.2 UNFINISHED WORK

Completion of the delivery of this project will be managed under the Programme structures.

Category	Actions required	Assigned to
Scope and Deliverables	Remaining project interventions and savings targets for the 2016/17, 2017/18 financial year will be managed through the Programme under the Compliance Delivery project and reported on in various initiation schedules, dashboards and Monthly Compliance and Debt reports to the Minister.	Compliance Modernisation Programme.
Financial Management	Remaining financial status will form part of the Programme registration. Allocation to be advised from the CFO to transfer funds into the Programme.	The Programme Office. CMP and CFO.
Benefits Management	Financial and non-financial benefits will be handed over for the Programme to manage. Benefit reporting will take place jointly between the Benefits Management team to develop, track and report on benefits.	The Programme Management Office. CMP and Benefits Management team.
Project Team Management	Project team is disbursed into the Improvement and Modernisation of the user experience to be able to deliver the project interventions.	Compliance Modernisation Programme.

5.3 OUTSTANDING ISSUES

Monitoring ceased in April 2017 at which point issues were collectively managed through IMD. Prior project issues related to the EIC tool were closed due to the successful enhancements to the system. Remaining issues identified in further releases are consolidated into the Programme issue register.

The table below summarises the remaining key issues managed by the project at the point of transition to the Programme. These are now proactively managed as a part of the governance structure in IMD.

Issue ID	Issue Statement	Rating	Owner	Resolution	Date
42	Combined Single Assessment failed health check in production.	Minor	Project Manager IMD	As at 10 November 2017, this issue has been included in the consolidated issue register, which will be prioritised and progressed as part of the new service design.	Current as at 10/11/17
ICT Issues	Issue Statement	Rating	Owner	Resolution	Date
	EIM - Online Services - Tolerance rule reached however customer data accepted without verification	Moderate	Online Services	As at 10 November 2017, this issue has been included in the consolidated issue register, which will be prioritised and progressed as part of the new service design.	Current as at 10/11/17

5.4 OPEN RISKS

Risk Management Plan for this project was endorsed by the CCD project SRO in August 2015 and a review was complete and endorsed by CCD A/g project SRO in January 2017.

The table below summarises the key risks identified for the project and where they have been considered and transferred into the key strategic programme risks. R01, R02, R03, R04, R06, R07, R08, R09, R10 and R12 have been closed and reworded into the risks below.

Risk ID	PN2015-5075 Risk Statement	Linked CMP Risk	New Risk Owner (Name, Title, Branch, Division)	Risk Level	New Proposed Treatments
R11, R15 & R19	<p>There is risk that interventions may not be processed in a timely manner caused by system stability resulting in a delay in debt outcomes.</p> <p>There is a risk that ICT does not deliver the required capability caused by a clarification of business requirements resulting in a failure to deliver the solution within the required timeframe.</p> <p>There is a risk that business outcomes may not be met caused by unclear or delayed business requirements resulting in a failure to deliver an optimal solution.</p>	R4 - The future solution is not able to support forecasted volumes or does not sufficiently meet user needs.	Mr Jason McNamara A/g Deputy Secretary, Integrity and Information Group	High	Prioritise process changes or ICT enhancements to the future solution to support forecasted volumes.
					Increase compliance workforce to support processing of forecasted volumes.
					Pilot iterations of solution across select groups of users.
R13	There is a risk that available or		Liz Bundy, A/g General	Medium	Review of responsibilities and bandings to ensure appropriately skilled staff secured.

	appropriately skilled resources may not be available at the appropriate time causing a delay to the project resulting in a failure to deliver the solution within the required timeframe.	R09 - The Programme is not able to ensure the right capabilities are in place to deliver the Programme.	Manager Integrity Modernisation Division		Utilisation of contractors for highly specialised components of Programme delivery. Ongoing recruitment to fill identified skills gaps.
R14	There is a risk that the actual selections do not meet initial forecasts in the proposal (NPP) caused by differences in data and business rules resulting in not meeting forecasted savings.	R01 - The savings outlined in the Budget Measures are not realised in full or on time.	Jason McNamara, A/g Deputy Secretary – Information and Integrity Group	High	Department would continue to implement the budget measures as originally envisaged and would look to other opportunities to be able to update Ministers on progress and implementation issues.
R16	There is a risk that government priorities may change caused by external influences resulting in priorities no longer aligning with project outcomes.	R08 - A change in government priorities will impact the Department’s ability to deliver on the savings.	Liz Bundy, A/g General Manager Integrity Modernisation Division	Medium	Development of a proactive media and communications strategy. Briefings to government on the impact of their decisions with respect to recipient selections for review and forecast savings targets.
R17	There is a risk that delivery of project governance and processes may be insufficient caused by ineffective monitoring and controlling of the project resulting in a lack of confidence in meeting business outcomes and government objectives.	R10 - The Programme governance arrangements do not adequately support decision-making, risk and issue management and interdependencies.	Alison Fitzgerald, National Manager Integrity Implementation	Low	Membership of governance bodies revised to ensure correct stakeholders at required level of accountability represented. Programme tolerances for decision making and risk and issue management revised to improve timeliness and confidence in decision making Operating cadence of Programme governance bodies revised to reflect greater level of scrutiny.
R18	There is a risk that stakeholder engagement and communication does not	R03 - That the Programme does not effectively collaborate with key internal and external stakeholders.	Liz Bundy, A/g General Manager Integrity	Medium	Review stakeholder engagement approach and communication channels applied Escalation of issues through the General Managers

support the achievement of project outcomes caused by failure to identify all impacted stakeholders resulting in a lack of involvement and awareness of project outcomes.		Modernisation Division		Frequency of engagement with key stakeholders to increase
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5.5 OPERATIONAL RISKS

No record of operational risks relating to this project was active at the time of the project being closed. Operational risks are now recorded and managed at the project level under the Programme.

6 Post Implementation Review

A PIR will not be undertaken for this project; however, tranche reviews will be undertaken within the programme once the project deliverables are complete.

7 Terms and Acronyms

Term / Acronym	Definition
ATO	Australian Taxation Office
CCD	Customer Compliance Division
CMC	Compliance Management Centre
CMP	Compliance Modernisation Programme
DHS	Department of Human Services
DSS	Department of Social Services
EIC	Employment Income Confirmation
ERC	Expenditure Review Committee of Cabinet
FY	Financial Year
ICT	Information and Communications Technology
ICP	Improving Compliance Programme

IMD	Integrity Modernisation Division
MYEFO	Mid-Year Economic Fiscal Outlook
NPP	New Policy Proposal
OCI	Online Compliance Intervention
PAYG	Pay As You Go
PIR	Post Implementation Review
SIWP	Strengthening the Integrity of Welfare Payments
SRO	Senior Responsible Officer
UAT	User Acceptance Testing

8 References












This document should be read in conjunction with:

- Employment Income Matching - Project Plan
- Employment Income Matching – Risk Plan

APPENDIX A: Closure Checklist

Project item	Closure activity	Completed (Yes/No)
Change Requests	Cancel or handover change requests to business owner.	No
Project Finance	Manage unpaid invoices and outstanding amounts.	N/A
	Finalise ESSentials, TM1 and Primavera Records.	N/A
	Internally Developed Software Completion Form. This form can be found here	N/A
Procurement	Close contracts with suppliers.	N/A
	Archive all supplier contracts.	N/A
Records Management	Document and archive project information for future use.	Yes
	Provide an electronic copy of all project documentation to the PDA.	Yes
Project Team	Conduct de-briefing with project team and relevant stakeholders.	Yes
	Transition project team back into the organisation / other projects.	Yes
Assets	Transfer project assets required for the operation of the project deliverables (such as servers or software) to the business owner.	N/A
	Provide procedures required to affect this transfer.	N/A
Risks	Identify and document any operational risks.	N/A
	Transfer open risks to relevant ICT or business owner.	Yes
Benefits	Provide a copy of all benefits related documentation to Departmental Benefits Section	N/A
Lessons learned	Provide the lessons learned log to the PDA during project closure.	Yes
Issues	Identify and document any outstanding issues.	Yes
	Transfer outstanding issues to relevant ICT or business owner.	Yes
Regulatory Requirement	Identify and document any ongoing regulatory requirements post closure of project. Ensure business owner is aware of reporting requirements and expectations.	Yes

APPENDIX B: Project Document Index

Document	TRIM or other document location reference
Business Case/Investment Proposal/NPP/Project Brief	s47E(d)
Project Management Plan	 Employment Income Matching Pr
Project Manager's Logbook	Referenced in report - s47E(d)
Final Status Report	 PN2015~5075-EIM PAYG Jun 17 - v1.0.p
Risk Plans	  Employment Income Matching Pr PN2015.5075 RMP V2.0.pdf
Budget Documents	s47E(d)
Detailed Requirement Document	     PAYG transition to HANA Detailed Req Compliance Inter Contact Letters Detatransition to HANA (Customer Contact L PAYG Online PAYG Customer EIM - PAYG EIM - PAYG  EIM - Online Compliance Inter
Privacy Threshold Assessment	 SIWP EIM - Privacy Threshold Assessme