

## 1. Purpose of this document

This phase of the Business Intelligence (BI) plan is to document reporting requirements from business users and a preliminary data analysis. This document covers the high level reporting requirements and refers to data constraints, where relevant, and project risks.

## 2. Executive Summary

The implementation of Improving Processing System (IPS) within the Integrated Services Hub (ISH), in stages between November 2016 and May 2018, is replacing processing in legacy systems, such as CCPS, DefCare and CADET. DVA's Departmental Management Information System (DMIS) currently relies on data feeds from legacy systems to provide essential business intelligence and performance reporting. This project will capture data from IPS to replace data terminated from legacy system feeds.

Key stakeholders were interviewed between 11 July and 17 August. Their responses are at [Attachment A](#).

The majority of business requirements focussed on accurate and complete continuity of reporting for claim types as processing is migrated to IPS and maintain the historical claim data from legacy systems. Currently, executive and management reporting of program performance is manually compiled from disparate data sources into a static view. A senior requirement was to automate this reporting into an executive dashboard with drill down functionality to management, team leader and individual staff views enabling analysis of performance drivers/blockers and identification of potentially problematic claims or claim types.

Ideally, reporting should be available from a single source package integrating current VEA compensation reporting from the Compensation Business Processing (CBP)<sup>1</sup> package and MRCA SRCA claims reporting from the MRCA SRCA packages. Given that registration and investigation of claims will be "Act-agnostic" under IPS/ISH<sup>2</sup>, it will be impossible to allocate on hand claims to either of the two current DMIS packages based on Act. It will also be more efficient to report from a single integrated compensation claims package than the two current packages.

The business case submitted to, and approved by, DVA's Executive Management Board was premised on replacing data feeds to the two existing DMIS packages and no new reporting. The structure of IPS claiming logically leads to a new single package which may require a re-costing and re-approval of the project. Added to this is the additional requirement for an interactive executive dashboard and associated reports.

The business requirements have been written to reflect additional reporting requirements and a single package business intelligence source<sup>3</sup>.

<sup>1</sup> CBP also includes income support claim processing data from PIPS. The package will be maintained for this reporting.

<sup>2</sup> Under IPS/ISH, the person's entitlements under the Act(s) will be determined as the claim has been determined after investigation. This eliminates the multiple investigations which were required when a person's claim under a specific Act was found to be not entitled, but possibly entitled under another Act, necessitating a new investigation.

<sup>3</sup> Note that a single BI source is a business view, this does not pre-empt technical solutions to achieve this outcome.

### 3. Project Overview

The objective of the project is to maintain continuity of compensation claims processing reporting in DMIS and provide integrated reporting across DVA legislation.

To understand the scope of the project, the new IPS/ISH process, the current DMIS compensation processing packages and reporting and future structure are discussed below.

#### 3.1 IPS/ISH processing

The IPS/ISH claim process flow at its simplest level claim processing proceeds through the following stages (see flow chart next page):

1. Lodgement: may be done via multiple channels (paper, web, My Account, ESO<sup>4</sup> portal)
2. Registration: time taken to process starts, shell<sup>5</sup> cases for permanent impairment, incapacity +/-or rehabilitation needs assessment created.
3. Investigation: which will include an official medical assessment of initial liability, but DVA promotes holistic assessment, permanent impairment, incapacity +/-or rehabilitation needs assessment will also be considered
4. Determination: at this point the decision to accept or reject is associated with one or more Acts (VEA, MRCA +/-or SRCA), time taken to process ends. Where a claim is rejected, the person may appeal.
5. Shell case become formal cases: when a person's claim has been accepted any shell cases become formal cases. As investigation is complete or well-advanced in the shell case mode, time taken to process is short. More importantly, from the person's perspective, resolution and action occurs quickly.

At any time, a person may withdraw their claim.

Investigation may include a number of tasks: requesting further information, arranging medical appointments, awaiting reports. These tasks may occur concurrently or sequentially.

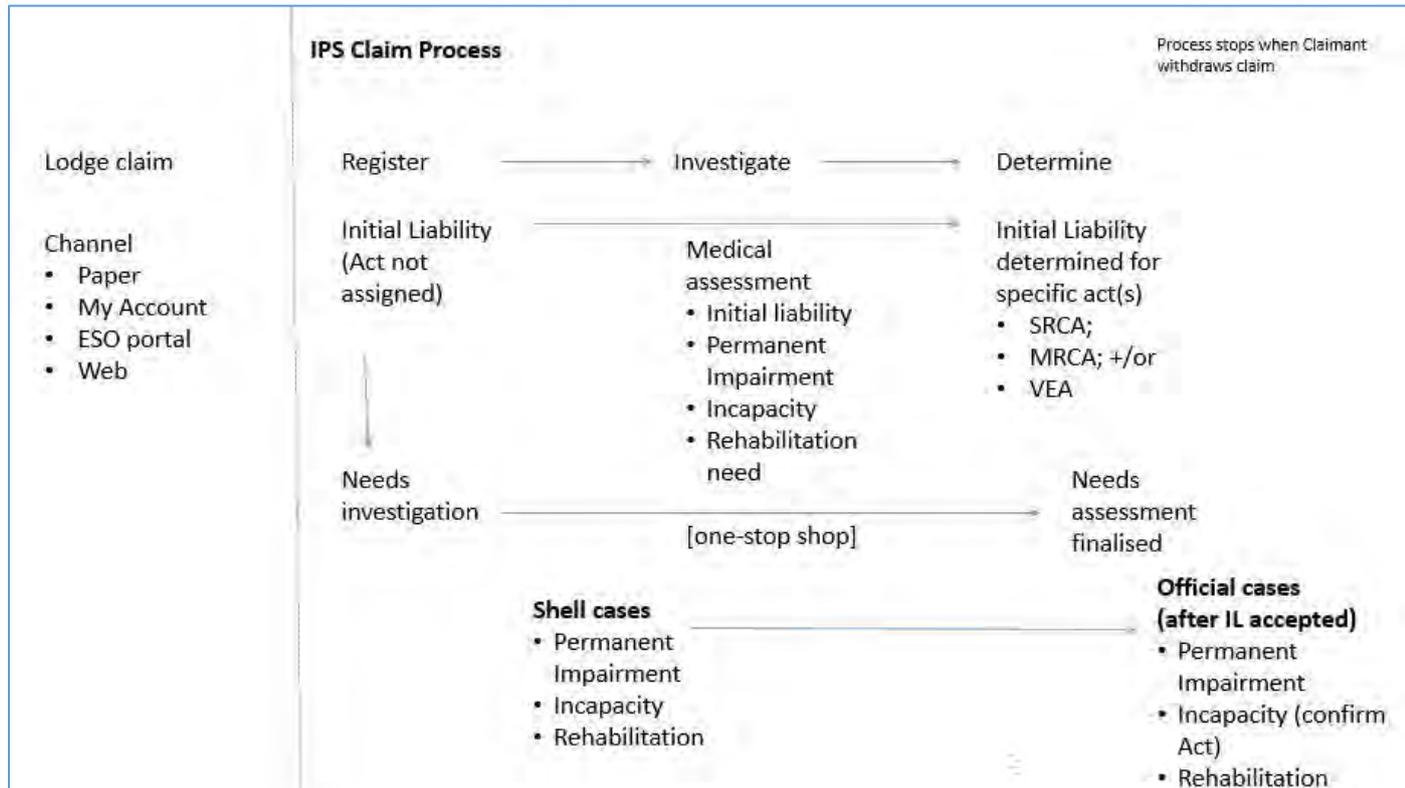
Once a person's claim has been accepted, entitled payments will be authorised through IPS/ISH. Previously, compensation payments were made through PMKeys (a Department of Defence payment system to which DVA could issue payment instructions) and reimbursement of medical and other services through DVA's payment system, DOLARS<sup>6</sup>. In both cases, DefCare was used to issue payment instructions.

Under IPS/ISH, payment instructions for compensation and services will be issued by IPS/ISH to DOLARS.

<sup>4</sup> Ex-service Organisations

<sup>5</sup> As permanent impairment, incapacity +/-or rehabilitation needs assessment claims may not be legally created until the initial liability is determined, these shell cases are informal.

<sup>6</sup> Departmental Online Accounting & Reporting System



The release timetable for IPS/ISH has been stated at two levels (a four stage release in early documentation) and, more recently, seven stage release, below.

Release date	Subject area
November 2016	Incapacity benefit Non liability health care (initial delivery)
May 2017	SRCA Permanent impairment Rehabilitation case Rehabilitation needs (though under change)
July 2017	Incapacity case management
September 2017	Revised NLHC
November 2017	MRCA Permanent impairment MRCA Initial liability
Feb 2018	VEA Initial liability SRCA Initial liability
May 2018	Death claims Accounts (DefCare)

### 3.2 Current DMIS compensation reporting

DMIS has two Compensation Processing packages: VEA claims are reported via the Compensation Business Processing (CBP) package created in 2003 and redeveloped in 2008; and the MRCA SRCA package created in 2012. Both packages have extensive client data drawn from DMIS's integrated client data dimensions.

A non-DMIS package, AIS2000 (Ad-hoc Inquiry System), is also used as a source of claims processing data. The retention of data feeds to AIS2000 is not in scope for this project.

Major data sources for the DMIS packages are:

- CBP - Compensation Claims Processing System
- MRCA SRCA – DefCare and CADET

CBP also reports income support (IS) claim activity, sources from PIPS<sup>7</sup> – this function will not be affected by this project and CBP will be maintained to provide IS reporting.

DMIS provides an extensive range of BI reports from the current packages; the most commonly used reports are listed at 5.3. These reports are most frequently used as data sources for further manipulation to provide static management reports. Management dashboards with drill down capability created in 2010 for CBP and in 2012 for MRCA/SRCA have not (CBP) or rarely (MRCA SRCA) been used. This is, in part, due to the need to add further non-DMIS data into management reports and the slowness in executing the report.

The current models have a number of reporting views to meet different perspectives on viewing claims processing: from the claim, the claim stage, the claim condition and responsible staff. As these views have different levels of detail (granularity), it may not be obvious how the data is connected, or not as the case may be.

### 3.3 Proposed solution

The major business requirement is a single integrated source of truth for compensation claims reporting drawing its data from IPS/ISH and the maintenance of historical data from legacy source systems.

Reporting will be required for:

- claims
  - claim,
  - task/stage of claim,
  - condition and
  - responsible staff member
- Payments (Pensions, Accounts, Reimbursements etc)
  - Payment instructions
  - Payment conformation
- Rehabilitation
  - Case
  - Assessment
  - Plan
  - Service

Each of these levels has one to many relationships, for example:

- one staff member can be responsible for many rehabilitation cases, compensation claims, stages and conditions etc;
- some claims may have more than one condition;
- claims will have more than one stage; and

<sup>7</sup> Pension Information Processing System

- claims and stages may have more than one staff member.

In previous projects, it has been found that required data for reporting may also be transient or ambiguous in the operational system. For example, subject to data discovery, it is possible that some attributes of shell case, not having a legal status, exist only as transient data artefacts, which may be lost when it changes to a formal case on acceptance of its parent Initial Liability case.

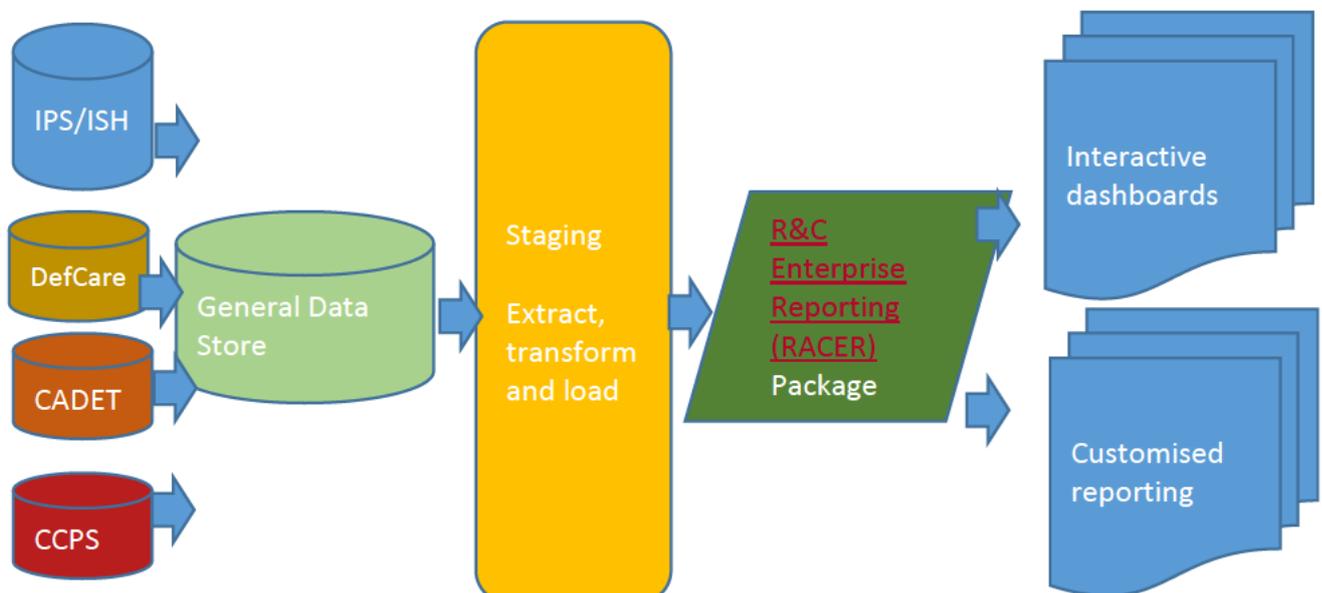
Payments data previously initiated in DefCare and paid through either PMKeys (compensation payments) or DOLARS (reimbursement or direct payment for services), will now be initiated in IPS/ISH and all payments made through DOLARS. Current DOLARS payments will not be affected and, as such, this data currently reported in DMIS's Integrated Client (health and community services) package will not be affected. However, this will need to be checked when payment instructions are issued by IPS/ISH.

Data about compensation payment instructions previously made from DefCare and paid by PMKeys, will need to be sourced from IPS/ISH. DOLARS provides data on actual payments made to IPS/ISH, so actual payments data, previously sourced from PMKeys, will also be sourced from IPS/ISH.

In summary, the reporting solution will depend on a data model which:

- integrates compensation claims processing for all three Acts
- reflects the IPS/ISH processing stages and case attributes
- allows historical data to be conformed to the IPS/ISH processing model
- retains historical case attributes where these cannot be conformed to IPS/ISH
- provides compensation payments and service reimbursement payment instructions and actual payments
- supports analyses and reporting at case, stage, condition and staff levels
- supports (provides) an executive dashboard with drill down to management, team leader and performance driver views
- maintains rehabilitation reporting and possibly includes additional qualitative outcome measures

### System flow



IPS/ISH will provide an increasing range of claim data as functions from CCPS, DefCare and CADET are migrated. CCPS, DefCare and CADET will, in time, be decommissioned, however, data from these systems will be retained in DVA's general data store and provided within the Integrated Claim Reporting R&C Enterprise Reporting (RACER) Package.

### 3.4 Approach to compiling business requirements

Between 11 July and 18 August the following people were consulted:

- John Geary, Deputy Commissioner, Victoria
- John Sadeik (Assistant Secretary, Business Improvement, Rehabilitation and Compensation)
- s 47E(c), s 47E(d) Program Manager, T&E ICT Solutions
- s 47E(c), s 47E(d) (Business Analyst, T&E ICT Solutions)
- s 47E(c), s 47E(d) (Director, Rehabilitation Policy)
- s 47E(c), s 47E(d) (Director, Rehabilitation, Compensation and Evaluation)
- s 47E(c), s 47E(d) (Director, BSS Finance & Property)
- s 47E(c), s 47E(d) (Assistant Director, Performance and Reporting, Business Improvement)
- s 47E(c), s 47E(d) (Business Performance Analyst, Performance and Reporting, Business Improvement)
- s 47E(c), s 47E(d) (Business Performance Analyst, Primary Claims & Reconsideration)
- s 47E(c), s 47E(d) (Senior data and Business Analyst, Statistics and data Integrity Section, H&CS)

### 3.5 Scope

The proposed DMIS enterprise reporting solution will incorporate IPS/ISH R&C data changes for:

1. The IPS Releases that have already been implemented - release 1 (Incapacity payments, registrations) release 2 (Incapacity case management, rehabilitation needs, R&C accounts).
2. Future IPS releases - release 3 (including VEA & MRCA IL, MRCA PI, offsetting) and release 4 (including closure, external partner exchanges).
3. Providing a reporting framework to enable claim reporting across all three acts.
4. Review current reporting to reflect effective use of new data feeds as identified in business requirements and develop a suite of executive, management and team reports.

Note that the original business case approved by DVA Executive Management did not envisage the development of a new integrated claims package (point 3) or the development of a new report suite (point 4). It may will be necessary to review the funding for this project based on expanded scope.

Project scope excludes:

1. Adding new data fields and tables to existing packages, unless they are essential to maintain the integrity and continuity of case reporting.
2. Enhancements to the bespoke Cognos package developed by IPS for interim data extracts.
3. Maintaining data feeds for AIS2000.
4. Adding data outside of the IPS/ISH system.
5. Anything else not specifically stated to be in project scope.

### 3.6 Data Discovery

Formal data discovery will be conducted as part of the project. Business users are currently receiving data extracts from IPS from a bespoke IPS Cognos Framework. With reservations, as users are not able to validate extracts against the operational system, the data provided can meet performance reporting requirements, though requires extensive matching in Excel to DMIS and other sources to provide the necessary management reporting.

At this early stage of the project it has been difficult to source a documented model of the IPS operational system. This has also been an issue in previous projects and could substantially add to the effort to develop the source to target and ETL plan.

However, the source to target mapping from IPS to the bespoke Cognos framework, to the extent it is documented, may be used as a one guide for developing the formal source to target mapping and the extract, transform and load plan.

### 3.7 Assumptions

The following assumptions have been made.

No.	Description
1.	The interviews have been sufficiently comprehensive to provide business reporting requirements, to design the underlying data model(s) and develop an extract, transform and load (ETL) plan.
2.	That the IPS data structure is sufficiently stable and fit for purpose to allow ETL to be developed and accurately report case details.
3.	The development of an integrated claims package may leverage the design of the MRCA SRCA package which was designed to incorporate VEA claims sourced from CCPS. The project will also assess whether a new data package is more efficient.
4.	The IPS team is available to provide advice and documentation on the data structures and access to source data.
5.	The claim types and stages are the same, from a data perspective, to that of legacy systems. That is stages may have different names but can be added to the current stage data.
6.	Payment details will be available from IPS at the previous level of granularity (detail) of reporting.
7.	The source to target mapping from the bespoke Cognos Framework developed for data extracts will be accurate and reliable to guide the project S2T mapping and ETL plan.
8.	That Rehabilitation and Compensation reimbursements for treatment, among payments, can continue to be sourced from DOLARS, given that payment instructions will be moving from DefCare to IPS.

### 3.8 Benefits

The following benefits will be realised<sup>8</sup>.

No.	Description
1.	Client-centric compensation claim view enabling one source of truth for integrated reporting.
2.	Holistic reporting of clients across DVA programs.
3.	Integrated program reporting across DVA.
4.	Linkage with other DMIS data, such as client demographics, eligibilities and disabilities, to provide insights.
5.	Rich source of data to inform evidence based decision making, research studies, NPPs.
6.	Business rules applied consistently and automatically in the backend, rather than manually by staff undertaking the reporting.
7.	Data cleansing, formatting, validation and merging applied automatically at the backend, hence improving data quality and consistency.
8.	Reduce or eliminate manual work to prepare the data for reporting.
9.	Provision of enterprise data in a governed environment.
10.	Self-service access to prepared data, hence more timely reporting of data for clients (e.g. FOI requests), management (e.g. operational), executive (e.g. strategic), Minister, Senate Estimates, and natural disasters (e.g. clients affected by floods and bushfires); ultimately improving the client experience and outcomes

## 4. Business Requirements

### 4.1 Summary

The major business requirement is to create an integrated reporting suite which can provide executive, management and team level reporting through interconnected dashboards and reports. Underpinning this suite would be a single reporting package which would allow appropriately skilled business users to further analyse information within a controlled environment.

The package should retain all history from legacy packages conformed to the extent possible to the IPS/ISH case/stage structure and attributes, as well as separate folders, where necessary, which retain the original case information. The latter retains historical case information which cannot be conformed to the new case/stage structure.

<sup>8</sup> As stated in the "DMIS IPS Enterprise Reporting Business Case" TRIM 17406336E

Inherent in business requirements is that there is continuity of data for:

- Cases which transition from legacy systems to IPS/ISH – an indicator should be created to identify these cases;
- Cases completed in legacy systems; and
- Cases initiated in IPS/ISH.

#### 4.1.1 BUSINESS REQUIREMENTS

Req Id	Requirement	Comments	Feasibility
BR001	Provide a suite of connected management reports (see example in 5.3 below).	This requirement is a centrepiece of the project, in that it should deliver strategic and tactical views of business performance and alert of potential pain points.	Feasible
BR002	Provide an integrated reporting package which allows skilled business users to analyse claims data in a single view, subject to focus of reporting	While a single reporting package can be created, due to different relationships between major entities (case, stage, condition, staff member), different sub-packages may need to be created to preserve integrity of relationships.	Feasible
BR003	Daily updates to enable day to day assessment of workloads and performance	While this takes BI reporting into the realm of operational reporting, it will provide an invaluable tool for workload balancing.	To be assessed
BR004	Review accuracy of reporting from both legacy systems and IPS. To ensure reports accurately report legacy and IPS data.	It is essential that business users have confidence that data from legacy and IPS systems is accurate and reliable.	Feasible

Req Id	Requirement	Comments	Feasibility
BR005	Identify processing (source) system including identify cases which have been migrated from legacy systems as compared to cases initiated in IPS.	New data item: "transition indicator"	Feasible
BR006	Retain historical case data from legacy systems	This should be no change to existing status	Feasible
BR007	To provide continuity of payment reporting, previously sourced from PMKeys and reported in MRCA SRCA as payment instructions and payments, from IPS.	Payments are now made through DOLARS; advice from this area indicates that the accuracy and detail of reporting should be feasible under IPS.	Feasible
BR008	Maintain current rehabilitation data.		Feasible
BR009	Add qualitative measures to rehabilitation case.	This addition of qualitative measures (pre and post Life Satisfaction Index and aggregate Goal Attainment Scale) is currently outside of the scope, however should be kept on the agenda if they can be readily imported and added to the presentation data layer	To be assessed
BR0010	Clearly documented and accessible source to target definitions and data dictionary.	Learnings from previous projects have shown that documentation may be created as an afterthought or not at all. This has led to problems in DMIS and business users understanding the data.	Feasible
BR0011	Training of business users where necessary.	As the current reporting will be maintained, there should be little need for training.	Feasible

## 5. Reporting Requirements

### 5.1 General Business Rules

The reporting solution will depend on a data model which:

- integrates compensation claims processing for all three Acts
- reflects the IPS/ISH processing stages and case attributes
- allows historical data to be conformed to the IPS/ISH processing model
- retains historical case attributes where these cannot be conformed to IPS/ISH
- provides compensation payments and service reimbursement payment instructions and actual payments
- supports analyses and reporting at case, stage, condition and staff levels
- supports (provides) an executive dashboard with drill down to management, team leader and performance driver views
- maintains rehabilitation reporting and possibly includes additional qualitative outcome measures

### 5.2 Data Refresh Timings and Business Continuity

Reporting can have critical timelines in terms of management insight into business and performance reporting, however, unavailability does not impede the processing of claims or delay client facing processes. As such, system downtime is less critical than with operational systems.

There is a request for daily refreshes to support timely team management reporting; the feasibility of this will be investigated. When a refresh is unsuccessful, a new refresh will be initiated as soon as possible and not later than within 24 hours.

System unavailability to be rectified within 24 hours.

### 5.3 Reports

#### 5.3.1 FUTURE REPORTING

##### Claims performance

IPS/ISH R&C reporting specifications were provided by § 47E(c), § 47E(d) on 22 August 2017 to the IPS/ISH team and subsequently referred to DMIS for consideration. It provides an insight into the range of interconnected reports which may be developed for the enterprise reporting project.

- Key metrics in the dashboard: Claims over 120 days; *Unstarted claims*; Unstarted more than 7 days; *total cases on hand*; average age on hand, *claims completed for the day/week/month*, resubmits outstanding, *resubmits more than 7 days*, *notifications outstanding*

- Capacity to select each of these fields and dive into that metric. If I can see I have 7 claims over 120 days, I should be able to select that field and all those claims over 120 come up. I could then select one of those claims. Same for unstarted claims, or claims where the resubmit is more than 7 days old
- Functionality to tabulate averages (for teams/for locations/Acts)
- Track PI/Incap/benefit referrals/investigations by delegates. This could be a metric recorded in the dashboard
- Track Medical information received for Benefits. A button to say, “we have benefits medical information” or “we have requested Benefits information’. This incentivizes liability delegates to ask for this too ( as it will be tracked) and Benefits delegates can easily see this has been asked for
- Track CMA referrals (available to team leader/AD/staff member)
- Track Urgent CMA referrals (make it available, but something that t/l's can see)
- Track time taken from request medical information (internal and external) to time of receipt
- Add people to your group to monitor ( Like the functionality in Incap manager screen now but be able to get an average for the team/group you have set up
- Allow ADs to set up multiple groups (maybe they want to isolate by team so they can tailor a message). If they can see that Team 1 has a high number of unstarted claims, their team leader can direct them to focus on their unstarted, whereas the message for team 2, may be to complete claims because their avg age is high. At the moment we are giving one message for all, because all the numbers are aggregated. This gives us the opportunity to break it down and focus on what each individual team/person needs to focus on.
- A report that can be run on priority indicator cases

Additional requirements submitted by Daren Hayes:

- Accounts Reporting – medical appointment and other costs associated with claim investigation
- Incapacity New Claim & Payment Reporting – was PMKeys, now initiated via IPS
- Amendment to SRCA & MRCA PI reporting – ELECTION TTTP rule to be built into system as current DMIS rules obsolete
- Special Issues Reporting – attributed cases like F111/BNT/Sexual Abuse – require a report that we can just add the attribute number and information then provided
- Claimed Conditions Reporting i.e. TOC/SOP conditions – Accept/Reject rates – number of conditions
- Individual Reporting – staff performance reports – processing by officer
- Cases on hand per officer reports
- Both location of processing & state of origin data
- Timeliness Reports – Cases on hand and disposed within specific ranges
- Tri-Act reporting

~~Along with the above items please take note of the following wish list for reporting:~~

- Senior Management Dashboard Required for ~~o~~ overall picture of performance
- Daily/Weekly/Monthly reporting capabilities

- Speed up all reports and the drill down function – currently very slow
- Ability to quickly amend reports due to Policy or Government legislation changes
- Both Median & Average data

### **Rehabilitation Reports**

The business area has submitted a spreadsheet detailing required reports ([Attachment B](#)). In summary, the areas addressed are:

- Performance indicators
- Costs
- Quantity
- Client demographics
- Outcomes
- Employer Incentive Scheme
- Budget Measures
- Providers
- Vehicles
- Household Services
- Attendant care services
- Aids and appliances

### **5.3.2 CURRENT REPORTING**

The following list represents the most commonly used reports to be maintained in this data restoration project. Testing of these reports as created from the new package will be part of user acceptance testing. They also provide a comprehensive test of accuracy of claim numbers and characteristics.

#### **MRCA SRCA Package**

- CW050 - Claim List - Sexual Assault Data
- MRCA-SRCA : client
- CW060A - Delegate Claim List
- MRCA SRCA PERFORMANCE REPORT
- CW011 - Rehab and Comp Dashboard - Location Views
- CW050 - Claim List
- CW010 - Rehab and Comp Dashboard

#### **CBP Package**

- VCO08 - Outstanding Cases between Specified Ranges
- VCD08 - Summary of Disposals between Specified Date Range
- VCT04 - BSC Primary CCPS
- CCPS TTTP Disposed
- CCPS Location Based Weekly Report End Month
- VCO15 - Outstanding cases summary at Specified Date
- VCT04Ha - BSC Primary CCPS (All Case Classification Types)
- VCD03 - Cases Disposed with TTTP Range new2
- VCM07 - Summary of Intakes between Specified Date Range

- CCPS Weekly Report
- CCPS Location Based Weekly Report
- CCPS Holdings by Markout
- Veterans Compensation Primary Claims Detailed (13 months)
- CCPS Weekly Report End month
- VCD03 - Cases Disposed with TTTP Range

### 5.3.3 SPECIFIC DATA ITEMS

Unless otherwise indicated all data items in MRCA SRCA and CBP are to be made available in the ~~R&C Reporting RACER~~ package.

## 6. Risks

Risks identified with the project.

Item	Issue/Risk	Comments	Decision owner/delegate
R1	IPS model changes	As new case types are introduced, there may be changes to the data model requiring revision of source to target and ETL processes.	s 47E(c), s 47E(d)
R2	IPS – lack of model documentation	Initial investigation has established that the IPS model is not documented according to DVA standards, adding difficulty to source to target mapping. This may add to the cost of the project.	
R3	IPS – data unavailability	Previous projects conducted by the IPS team have resulted in data not essential to the operational system being kept in transient tables thus unavailable for reporting. This approach may also be used in IPS.	
R4	Policy changes	Established case processing policy and rules are changed.	John Sadeik
R3	Resource conflict	ICTSB has limited resources and while contractors will be recruited they will be reliant on a limited knowledge pool	s 47E(c), s 47E(d)

## 7. Related Projects

IPS project ([data source](#))

[MRCA SRCA data package – data source](#)

[CBP data package – data source](#)

## 8. Attachments

### 8.1 Business requirements from stakeholders

BR comments are at [Attachment A](#) and are summarised in 4.1.1 above.

### 8.2 Existing reports

See 5.3 above.

### 8.3 Security / Access

This is covered under the existing security and access processes under DMIS.

### 8.4 Stakeholders

The key stakeholders are:

- John Geary, Deputy Commissioner, Victoria
- John Sadeik (Assistant Secretary, Business Improvement, Rehabilitation and Compensation)
- [s 47E\(c\), s 47E\(d\) Alison Hale](#), a/g Assistant Secretary, Health Policy, Health and Community Services
- [s 47E\(c\), s 47E\(d\)](#), a/g Director, DMIS Development and Support Section
- [s 47E\(c\), s 47E\(d\)](#) Director, Rehabilitation Policy)
- [s 47E\(c\), s 47E\(d\)](#) (Director, Rehabilitation, Compensation and Evaluation)
- [s 47E\(c\), s 47E\(d\)](#) (Assistant Director, Performance and Reporting, Business Improvement)
- [s 47E\(c\), s 47E\(d\)](#) (Business Performance Analyst, Performance and Reporting, Business Improvement)
- [s 47E\(c\), s 47E\(d\)](#) Business Performance Analyst, Primary Claims & Reconsideration)
- [s 47E\(c\), s 47E\(d\)](#) Senior data and Business Analyst, Statistics and Data Integrity Section, H&CS)

## 9. Document terms

### 9.1 Glossary of terms

The following terms have been used in this document:

Term	Meaning
Business Intelligence	Describes the collective information, knowledge, and experience used to formulate informed business decisions.

## 9.2 Glossary of abbreviations

The following abbreviations have been used in this document:

Abbreviation	Meaning
AIS2000	Ad Hoc Inquiry System
ART	Advanced Reporting Tool
BI	Business Intelligence
C&O	Compensation and Operations
CBP	Compensation Business Processing (reporting package)
CMA	Commonwealth Medical Advisor
DDSS	DMIS Development and Support Section
DMIS	Departmental Management Information System
DOLARS	Departmental Online Accounting & Reporting System
DVA	Department of Veterans' Affairs
ESO	Ex-Service Organisation
ETL	Extract, Transform and Load
FOI	Freedom of Information
H&CS	Health and Community Services
ICT	Information and Communication Technology
IL	Initial Liability
Incap	Incapacity
IPS	Improving Processing Systems
ISH	Integrated Service Hub
MRCA	Military Rehabilitation and Compensation Act
NLHC	Non-Liability Health Care
NPP	New Policy Proposal
PI	Permanent Impairment
PIPS	Pension Information Processing System
R&C	Rehabilitation and Compensation
SRCA	Safety Rehabilitation and Compensation Act
VEA	Veterans Entitlement Act

## 10. Attachment A: Business Requirement Responses from Key Stakeholders

John Geary, Deputy Commissioner, Victoria

- Restore data feeds – like for like
- Note new measures of median TTTP for determined and on-hand cases
- Need to retain overall TTTP especially for ageing cases which are likely pain points
- Can we identify claims before they become problematic
- Single points of failure in reporting in that essential reporting relies on skills of 2-3 key people
- Future DMIS reporting should provide integrated views to manage essential performance reporting releasing current data analysts to analyse rather than compile (paraphrased)
- Essential to maintain history from legacy systems
- Deadline – ready for Annual Report 2017-18 (May 2018) – note that there is a release of VEA and SRCA Initial Liability in Feb 2018 and death claims in May 2018, which will not be complete at the deadline proposed)

John Sadeik (Assistant Secretary, Business Improvement, Rehabilitation and Compensation)

- Reinforced issues raised by John Geary (data scope and timelines)
- Considered rehab case processing had priority over qualitative measures such as Life Satisfaction Index (LSI) and Goal Attainment Scale (GAS) – important as Rehabilitation quality measures but not used in performance reporting
- Discussed project governance

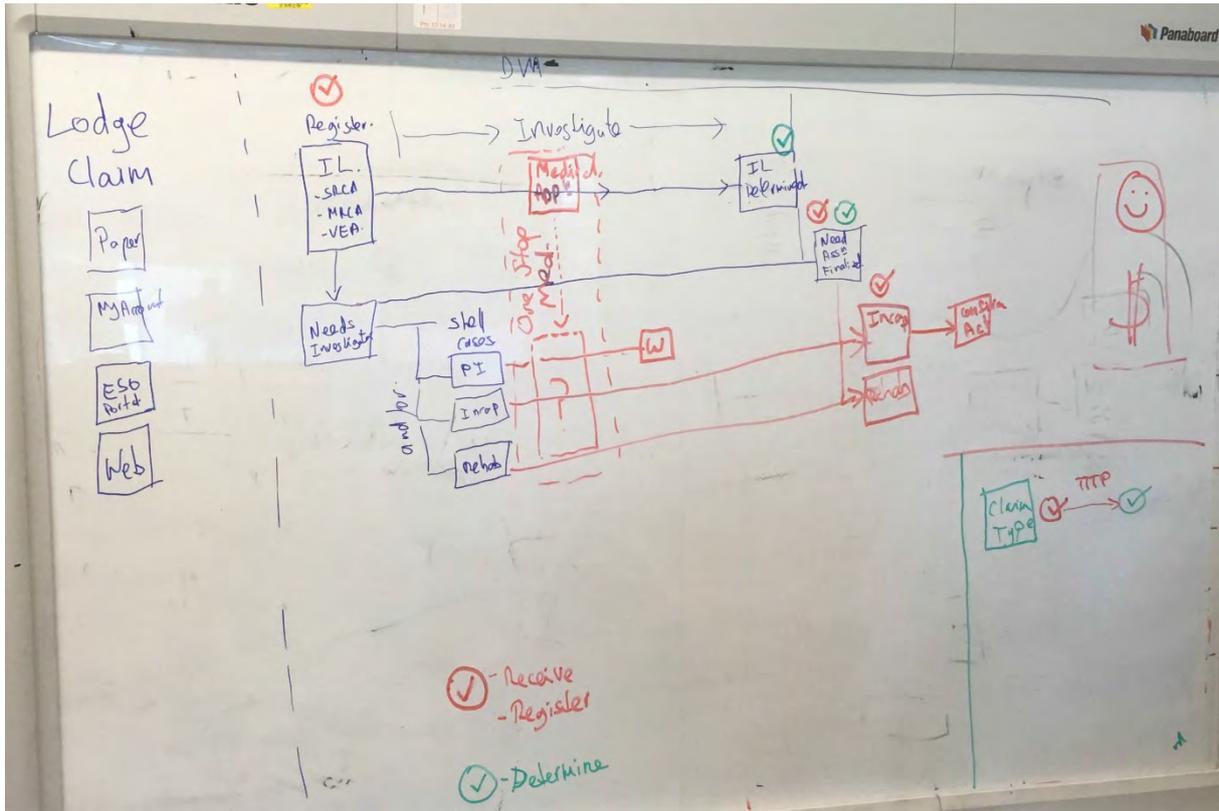
s 47E(c), s 47E(d), Program Manager, T&E ICT Solutions

- Enterprise reporting and decommissioning of legacy systems out of scope (note a business case is being prepared to address decommissioning)
- Generally, “in-flight claims” were migrated, but inconsistent approach between states – implications for duplicate reporting. There may be a “long tail” for some non-migrated cases
- Cases are given a new ID in IPS – legacy case ID not migrated (check this), so may be difficult to eliminate duplicates
- Policy changes in 2017 budget affected rehab needs assessment and non-liability health care
- PMKeys retired and now payments go via DOLARS – IPS issues payment instructions and DOLARS and/or Reserve Bank confirms payment (either area may provide payment rejections and give reasons); this is recorded in IPS

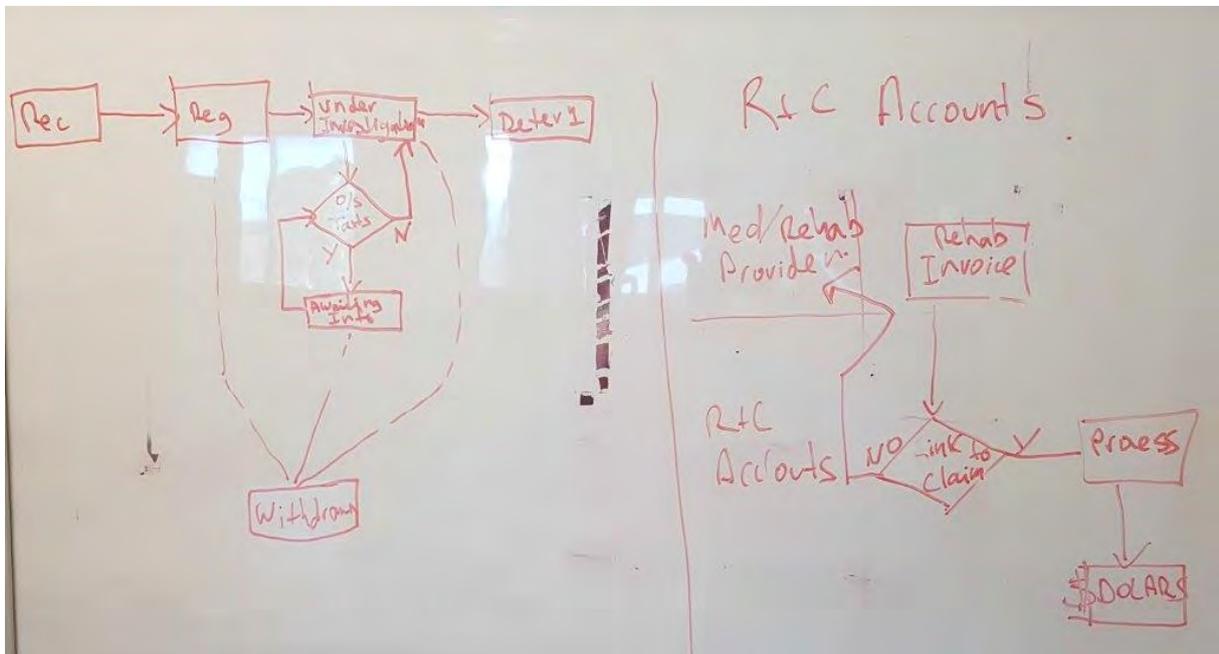
s 47E(c), s 47E(d) (Business Analyst, T&E ICT Solutions)

- Provided timeline for releases
- Explained “Act-agnostic” processing of initial liability to avoiding multiple assessments under various acts; act is assigned at determination
- Shell cases for rehab needs, PI and Incap are created at Initial Liability case registration to permit comprehensive medical assessment; cases change to formal cases when IL is determined (as accepted) – fast tracks the processing of any associate needs, PI and Incap cases
- Process diagrams provided by Ned on 10 August

IPS Process



Investigation and account payment



**s 47E(c), s 47E(d)** (Director, Rehabilitation Policy) and Sarah Kennedy (Director, Rehabilitation, Compensation and Evaluation)

- Provided as-is and IPS models for Rehabilitation case processing



Rehab & SSA To Be Model.docx



Document1.docx



Rehabilitation To Be process.pptx

- **s 47E(c), s 47E(d)** had set up an access data base to analyse Goal Attainment Scale data, however, noted that this was not mandatory and provided in paper format, so needed to be manually extracted
- Costs of Rehabilitation cases will be recorded in IPS

**s 47E(c), s 47E(d)** (Director, BSS Finance & Property)

- Payments previously made by PMKeys now made via DOLARS
- IPS provides payment instructions to DOLARS against codes to identify cost attribution; DOLARS may reject. DOLARS issues aggregate payment order to RBA, but retains the individual components of payment.
- DOLARS issues request to Reserve Bank – may bounce if bank account invalid
- DOLARS sends conformation of payment back to IPS with
- IPS is the source of truth for payment instructions and payments

**s 47E(c), s 47E(d)** (Assistant Director, Performance and Reporting, Business Improvement),

**s 47E(c), s 47E(d)** (Business Performance Analyst, Performance and Reporting, Business Improvement) and **s 47E(c), s 47E(d)** (Business Performance Analyst, Primary Claims & Reconsideration)

- In the past information was sourced by SQL (in Ad hoc Reporting Tool (ART)) developed by **s 47E(c), s 47E(d)** from DefCare and CADET.
- Darren extracted information from DMIS's MCRA SRCA and Compensation Business Processing data packages
- **s 47E(c), s 47E(d)** is now providing extracts from IPS using the bespoke Cognos Framework
- Issues: rehabilitation figures much higher than expected; changed TTTP (previously end date – start date +1, now end date – start date) – internal budgets have questioned zero processing TTTP
- Questioned duplication of cases in IPS (put this down to learning curve of case processors)
- Questioned reliability of **s 47E(c), s 47E(d)** data as it cannot be validated against the source system **s 47E(c), s 47E(d)** QA'ed DMIS data against AIS data and CCPS – operational system) – this is not available – may be an issue in User Acceptance Testing (UAT) as part of this will be validating DMIS results against operational system
- Requested a transition case indicator (and date) to highlight possible duplication
- Note new measures (median), but reinforced existing measures essential
- Advised we would rely on them to be the core of UAT

**s 47E(c), s 47E(d)** (Senior Data and Business Analyst, Statistics and Data Integrity Section, H&CS)

- Set up SQL (in ART) to extract data for **s 47E(c), s 47E(d)** from DefCare (see above)
- They also used the DefCare suite of reports
- Described his project with Rehabilitation setting up access database to analyse GAS and reverse engineer the process to create an aggregate GAS

- GAS data should be more reliable from May 2017 as it is being submitted and stored via IPS
- Issues for IPS data capture:
  - Essential to have well documented S2T, ETL and data dictionary to understand lineage of data items
  - Transition indicator and date would be good
  - Incap payment calculations are based on a number of factors and these should be visible in IPS and MRCA SRCA – rank, service, etc.
  - Levels of incap may be listed without date hence difficult to establish when current
  - Note – the former two issue not need for BaU reporting, but have been needed for New Policy Proposals and one-off budget issues
  - Stats and DI want everything – discussed data lake/analytical environment as a resource
  - DMIS provides curated data to business users, Stats needs to original data in all its messiness
- Will look for original MRCA SRCA S2T/ETL – [REDACTED] recalls seeing this. (Note [REDACTED] as searched high and low without success!)

## 11. Attachment B: DRAFT List of data reports for rehabilitation

REPORT	Frequency	User	Comments
<b>Program Performance Indicators</b>			
2.6.5 The percentage of rehabilitation assessments that were made within 30 days of referral for assessment. – <i>Target 90%</i>			The raw data for mapping, will also be needed.
2.6.6 The percentage of new incapacity payees who have undergone a rehabilitation assessment within 30 days of the incapacity determination – <i>Target 90%</i>			
2.6.7 The percentage of clients where rehabilitation goals were met or exceeded – <i>Target 90%</i>			Need to consider any flags (where possible to NDIS)
<b>Rehabilitation Costs</b>			
Total rehabilitation program expenditure <ul style="list-style-type: none"> <li>- V1 costs</li> <li>- V2 costs</li> <li>- Rehabilitation provider assessments</li> <li>- Rehabilitation provider plan preparation</li> <li>- Rehabilitation Advisors</li> <li>- Rehabilitation activities / services</li> <li>- Rehabilitation company and consultants</li> </ul>			
Historical average cost / trend for rehabilitation plans			
Average cost of rehabilitation plan			
Least expensive rehabilitation plan			
Highest cost of rehabilitation plan			
<b>Rehabilitation - quantity</b>			
Number of rehabilitation plan initiated each			

REPORT	Frequency	User	Comments
financial year			
Number of clients who have undertaken more than one rehabilitation plan			
Number of rehabilitation plans open at end of each financial year ie. On hand			
Number of rehabilitation plan not completed			
Number of rehabilitation plans open – according to stats at a glance			
Number of rehabilitation closed each financial year			
Number of plans where extended monitoring was included (separate to streamlined access to incap budget measure) and period of extended monitoring			
Number of clients who participated in psychosocial or medical management rehab activities before they started vocational rehab and eventually returned to work			
Number of single service arrangements (by arrangement type eg. HHS, AC, MV etc closed each financial year, against number of clients this relates to			
<b>Rehabilitation demographics</b>			
The demographic details of clients participating in rehabilitation (Plans) including: <ul style="list-style-type: none"> <li>- Age</li> <li>- Gender</li> <li>- Geographic location – rural/remote vs capital city</li> </ul>			

REPORT	Frequency	User	Comments
<ul style="list-style-type: none"> <li>- Dependents (if possible) or partner status</li> <li>- Skills/qualifications/ADF? service level</li> <li>- Length in service</li> <li>- Complexity of disease/illness/no of co-morbidities (maybe even just a raw count of no. of conditions?)</li> <li>- Illness includes a Mental Health condition</li> <li>- Is the person been provided with a white card for NLHC treatment acces</li> </ul>			
Average length of rehabilitation plan			
Shortest length of rehabilitation plan			
Longest length of rehabilitation plan			
<b>Outcomes</b>			
Number of clients with a return to work rehabilitation plan			
Number of clients who have returned to work			
Type of work that clients are doing at close of RTW plan			
Number of clients participating in further education as part of vocational rehab plan			
Number of clients who have a RTW outcome – what is the status after 3/6/12/24 months – incap, is, compo etc?			
Number of clients who transitioned from a Non RTW plan to a RTW plan and then achieved a return to employment			
Number of clients who participated in psychosocial rehab activities who reported increased LSI scores at the end of the plan			
Number of clients who have transitioned from a			

REPORT	Frequency	User	Comments
medical management and/or psychosocial rehab plan to a vocational rehab plan			
Number of clients on non-return to work plans whose reason for plan closure was that they had met all agreed rehab goals			
Services provided where extended monitoring was in place			
Outcomes at end of plan where extended monitoring had occurred			
Type of psychosocial and medical management activities approved under a rehab plan (e.g. themes – overcoming social isolation, promoting independence, meeting treatment goals etc?)			
<b>Employer Incentive Scheme</b>			
Number of employers participating in the Employer Incentive Scheme			
Number of clients whose employer is participating in the Employer Incentive Scheme			
The length of time each client whose employer is participating in the Employer Incentive Scheme, is remaining in employment (durability)			
The cost of the incentives paid to employers participating in the Employer Incentive Scheme			
Reasons for not continuing/closure			
<b>Budget Measures</b>			
Number of clients participating in the Accelerated Access Rehabilitation Pilot			
Number of clients who have been referred for community services as part of the Rehabilitation			

REPORT	Frequency	User	Comments
Accelerated Access pilot			
No of offers made versus no of veterans not taking up the offer for accelerated access			
Quality of life/SLI scores for accelerated access to rehab participants at beginning and close of plan			
Length of plan for accelerated access to rehab plan participants			
RTW outcome at close of plan for participants in accelerated access to rehab measure			
Number of veterans whose rehab plans were extended for 12 months to facilitate streamlined access to incap payments			
RTW outcome at close of plan for participants in streamlined access to incap payments			
LSI scores at beginning and close of plan for streamlined access to incap payments clients			
<b>Providers</b>			
Number of rehabilitation provider companies which meet DVA requirements			
Number of individual rehabilitation consultants who meet DVA requirements			
Number of rehabilitation providers who have provided services to DVA clients			
TRN uptake since commencement			
Number of providers providing services to clients against those who are listed as meeting DVA requirements.			
Providers who are using Goal Attainment Scaling			
List of providers against Goal Attainment Scaling			

REPORT	Frequency	User	Comments
outcomes			
List of providers against Goal Attainment Scaling Life Satisfaction Indicator outcomes			
<b>Vehicles</b>			
Number of initial vehicles provided MVCS/VAS and SRCA			
Number of replacement vehicles provided MVCS/VAS and SRCA			
Number of modifications provided MVCS/VAS and SRCA (if possible)			
<b>Household services</b>			
HHS claims by state			
Time between HHS claim received, to assessment undertaken			
Time between HHS assessment received, to services being approved			
Number of claims received that are denied			
Number of claims received that are approved			
Services paid to family members (if possible)			
Average approval period			
<b>Attendant Care services</b>			
AC claims by state			
Time between AC claim received, to assessment undertaken			
Time between AC assessment received, to services being approved			
Number of claims received that are denied			
Number of claims received that are approved			
Services paid to family members			

REPORT	Frequency	User	Comments
Average approval period			
Aids and appliances			
Number of cases where RAP eligibility checked			
Number of cases where RAP eligibility not checked			
Highest cost of aid provided			
Average cost of aid provided			
Aid/appliance provided through MRCA/SRCA provisions as not available through RAP			

MEETING MINUTES			
Meeting Name	R&C Enterprise Reporting (RaCER) Project Board		
Meeting Objective	Regular Meeting to review R&C Enterprise Reporting Project Status		
Date	15/9/2017	Location	Various
Start Time (AEST)	9:00 AM	End Time (AEST)	09:45 AM
Chair	John Sadeik	Scribe	s 47E(c), s 47E(d)
Attendees	<p>s 47E(c), s 47E(d) – Project Manager, <a href="#">T&amp;E ICT Solutions Branch</a>, ACT            Sadeik, John – <a href="#">Acting Deputy Commissioner, NSW/ACT</a>, C&amp;O Primary Claims &amp; Reviews</p> <p>s 47E(c), s 47E(d) – Director, DMIS Development and Support, VIC            s 47E(c), s 47E(d) Director, T&amp;E ICT Solutions Branch, ACT            s 47E(c), s 47E(d) – Business Analyst, DMIS Development and Support, ACT            s 47E(c), s 47E(d) – Director, T&amp;E ICT Solutions Branch, ACT</p>		
Apologies	<p>s 47E(c), s 47E(d) – Asst Director, C&amp;O Business Improvement, NSW            s 47E(c), s 47E(d) – Program Manager, T&amp;E ICT Solutions Branch, ACT            s 47E(c), s 47E(d) – C&amp; O Business Improvement, VIC</p>		
Distribution	<p>s 47E(c), s 47E(d) – Asst Director, T&amp;E ICT Solutions Branch, ACT            Geary, John – Deputy Commissioner, VIC (<a href="#">FAS, C&amp;O Division</a>)</p>		

1. Item	2. Description	3. Responsible	4. Paper	5. Action	6. Time
1	Order of Business				
1.1	Welcome	Chair	X	Note/ Endorse	5
1.2	Apologies				
1.3	Review/Approve Minutes of last meeting				
1.4	Action arising from previous meeting				
2	Regular Updates				
2.1	<b>Project Status</b> – Business requirement validation - Integrated model confirmation - R&C Workshops on bus requirement - ISH training for nominated ICT staff - Reconciliation of IPS vs RaCER budget - Project timeline	Chair	x	Discuss	15
2.2	<b>Project Status - Highlight Report</b> <ul style="list-style-type: none"> <li>Milestones &amp; Gantt chart (draft)</li> <li>Financials – consolidated business and ICT</li> <li>Project plan document (draft)</li> </ul>	PM	✓ ✓    ✓	Present Present Present	10
2.3	Project Issues & Risks	All	x	Discuss	5
3	Other Business				
3.1	Q&A or Any other business				5

## ACTION ITEMS

Action ID	Details	Assigned to	Due Date	Status
1509-01	[REDACTED] to accept all changes in Terms of Reference v0.7 and save the final version in TRIM.	[REDACTED]	20/9/17	Open
1509-02	[REDACTED] is scheduled to meet up with Pat Henry next week and will discuss the project board membership in regards to [REDACTED] role	[REDACTED]	22/9/17	Open
1509-03	[REDACTED] to develop and organize the business requirements workshop(s) to be conducted by 30 September. Draft proposal to be circulated to John S by 20 September	[REDACTED]	20/9/17 30/9/17	Open
1509-04	[REDACTED] to draft a timeline to establish various Business and technical workshops and meeting to discuss a clear and agreed demarcation line between reporting from IPS ISH and RaCER [REDACTED] send it to John Sadeik for review next week.	[REDACTED]	22/9/17	Open

### 1. ORDER OF BUSINESS

#### a. WELCOME

Refer Attendee list.

#### b. APOLOGIES

Refer apologies list.  
Quorum for the meeting established.

#### c. REVIEW/APPROVE MINUTES OF LAST MEETING

Minutes of the previous meeting approved.

#### d. REVIEW ACTIONS ITEMS FROM LAST MEETING

Items closed: 2508\_01 and 2508\_02

John Sadeik has received comments from R&C Directors interested in project board membership. They could be considered for inclusion as Senior Users in the board when business requirements are clearer and the scope is locked in.

[REDACTED] will cease to be a/g director from Monday 18 Sep as [REDACTED] will be joining in as the new DDSS director. [REDACTED] is scheduled to meet up with [REDACTED] next week and will discuss the project board membership in this regard.

The amendment proposed in Project Board Terms of Reference v0.7 is agreeable to the board. [REDACTED] to accept all changes and save the final version in relevant TRIM container.

The formal TRIM document will be further updated as and when there are any changes to the project roles.

### 2. REGULAR UPDATES

#### a. PROJECT STATUS – INTEGRATED MODEL CONFIRMATION

John Sadeik met with [REDACTED] and [REDACTED] last Monday in which [REDACTED] advised that the project team had investigated the initial project scoping issue and found that no particular solution was articulated in the business case submitted to EMB. Also, there were no

references found to be used for assumption on any particular solution in the cost model that was submitted to EMB to receive the funding approval.

Project will continue to work on validating the currently allocated budget and will provide firm figures after the business requirement are reconfirmed in Nov 2017.

#### **b. PROJECT STATUS – BUSINESS REQUIREMENT VALIDATION/R&C WORKSHOPS**

John Sadeik had inaugural meeting on RaCER project with R&C Managers and directors. For business requirement validation, couple of business workshops are required within next 2-3 weeks to have a uniform consistent approach on items such as R&C reporting needs so that project could deliver most optimum technical solution.

A technical workshop has been planned by the project towards the end of October with DDSS staff attending. [REDACTED] and others (as nominated in preceding business workshops) will also be invited.

#### **c. PROJECT STATUS – R&C ISH TRAINING FOR ICT STAFF**

As many R&C business processes have recently changed, nominated technical project team members (developer, BA etc) will be sent to R&C locations in Sydney and Melbourne to get sit in with business colleagues to get orientation of the front-end business processes involved.

Technical project team members will also be sent to R&C locations in the Perth and Brisbane to get understanding of back-end business processes.

[REDACTED] can provide the initial training on R&C business processes to project team member as needed.

[REDACTED] to draft a timeline to establish various workshops mentioned earlier and send it to John Sadeik for review next week.

#### **d. PROJECT STATUS – IPS ISH REPORTING VS RACER**

Following business requirement validation workshops, a clear and agreed demarcation line is required between the reporting from IPS ISH and RaCER. It was proposed that IPS ISH scope will be on real time operational reporting. All other tactical and strategic (performance and analysis) reporting (Case, Caseload and management) will be in RaCER scope. This will avoid any issues around reporting integrity by keeping the one single source of truth.

This is essential as previous projects have failed to realise their potential when there were multiple sources of truth with differing business rules, with analysts picking their favourite ones.

#### e. PROJECT STATUS – HIGHLIGHT REPORT

The status of Project scope and Project financial is GREEN

The status of the project schedule is GREY (Schedule not yet agreed and approved). There are 4 releases planned during the project lifecycle with two in current financial year – one in May 2018 and the other in June 2018.

There is an issue ER002 raised against IPS program on lack of relevant document.

#### f. PROJECT STATUS – HIGHLIGHT REPORT – MILESTONES/GANTT CHART

There is a key milestone “Sign-off of Business requirement” with the forecast date of 31 Oct which project was asked to ensure it does not slip.

A detailed list of milestones have been provided in the Gantt chart with description of the contents of proposed 4 releases are in the draft project plan provided to the board.

The draft Gantt chart was provided to the board which takes learning from R1 to be utilized in subsequent releases. The capabilities will keep building up as the project progresses.

§ 47E(c), § 47E(d)

pointed out that when the first RaCER release picked up legacy and first IPS/ISH data (for Incap claims), DMIS report authors could begin to develop the dashboard suite.

This would be enriched as further IPS/ISH releases were captured in the RaCER model. Dave confirmed that this is consistent with the planned process, noting that the first release would be fully automated.

This approach will also allow early system integrity testing to ensure that RaCER data matched that of legacy systems and IPS/ISH release 1.

DDR also mentioned that data sources outside the RaCER scope are currently in use and will still require manual integration. It should be noted that Cognos 11 provides an enhanced capacity for external data integration.

#### g. PROJECT STATUS – HIGHLIGHT REPORT - FINANCIALS

Budget reporting on Actuals and Forecast is for current financial year only.

The project financials include Actuals from DDSS staff but not from § 47E(c), § 47E(d) section.

John Sadeik asked if an ICT cost centre could be provided for business actuals. § 47E(c), § 47E(d) advised that he could get the business expenses and provide to project by 10 month.

§ 47E(c), § 47E(d)

also advised that ICTSB is yet to receive project funding from CFO. § 47E(c), § 47E(d) will look into it.

#### h. PROJECT ISSUES AND RISKS

§ 47E(c), § 47E(d)

will take up the DDR's role in the project board with Pat Henry next week

### 3. OTHER BUSINESS

Next Meeting Date: in 3 weeks

**a. DECISIONS**

1. The Project Board agreed to approve the Terms of Reference with amendments.	25/8/2017

**b. ACTION ITEMS CLOSED THIS MEETING**

Action ID	Details	Assigned to	Due Date	Status
2508-01	<p>IPS/DMIS Enterprise reporting team and IPS Project team should work together to analyse the feasibility of an integrated solution and a meeting be convened within three weeks to review the project scope. Should the development of an integrated package require additional funding, John would take a proposal to EMB.</p> <p>15/09 – Feasibility of integrated package assessed and recommendation provided to John Sadeik and board. Item closed.</p>	s 47E(c), s 47E(d)	15/9/17	Closed
2508-02	<p>s 47E(c), s 47E(d) to update the ToR to add s 47E(c), s 47E(d) as Senior User, change s 47E(c), s 47E(d) role changed to Senior Supplier and include s 47E(c), s 47E(d) as Advisor</p> <p>15/09 – Document updated to v0.7 as per the feedback after last PB meeting. John has since received comments from R&amp;C Directors interested in PB membership. They could be considered for inclusion as Senior users in the board when business requirements are clearer and the scope is locked in. Item closed</p>	s 47E(c), s 47E(d)	Asap	closed

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## R&C Enterprise Reporting Project Board Terms of Reference

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Version No:	<u>0.7</u>
TRIM Reference:	tba
Effective from:	<u>1 Sep 2017</u>

**Approvals**

Name	Project Role	Signature	Date
John Geary	SRO		
John Sadeik	(Chair) Executive		
[Redacted]	Senior Supplier		
	Senior Supplier		
	Senior User		
	Senior User		

**Distribution List**

Organisation	Position	Name
R&C Enterprise Reporting Project Board	All	Members
Health and Community Services	Business Analyst	[Redacted]
Health and Community Services	Assistant Director	[Redacted]
Health and Community Services	Assistant Director	[Redacted]
ICT Solutions Branch	Assistant Director	[Redacted]
ICT Solutions Branch	Director	[Redacted]
Claims & Operations	Subject Matter Expert	[Redacted]
ICT Solutions Branch	IPS Program Manager	[Redacted]
Corporate	CFO	Graeme Rochow

Date	Version	Modified By	Changes Made, Review History
4 Aug 2017	0.3	[Redacted]	Accepted updates from [Redacted] in the initial draft
18 Aug 17	0.4	[Redacted]	Document template changed on request from [Redacted] replaces [Redacted] as Senior Supplier
25 Aug 17	0.5	[Redacted]	[Redacted] added to the board as Senior User, [Redacted] role changed to Senior Supplier [Redacted] included as Advisor.
25 Aug 17	0.6	[Redacted]	Section 6.1 - [Redacted] added as Senior User. Section 6.2 – Typo corrected. DDS replaced with DDSS
1 Sep 17	0.7	[Redacted]	Amendment as per [Redacted] suggestions and John's approval: - <u>Project name changed to R&amp;C Enterprise Reporting Project</u> - <u>Project Managers not part of the Board</u> Other changes: - <u>Approvals by SRO and Executive only</u> - <u>Distribution list includes the CFO and the Board</u> - <u>Section 5.1 – Board is accountable to SRO</u>

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			<ul style="list-style-type: none"><li>- <u>Section 6 added on SRO</u></li><li>- <u>Section 7 - PMs changed to be advisors</u></li><li>- <u>Sections 8.1 and 8.2 – Roles needed for Board meetings</u></li><li>- <u>Section 9 added on Roles &amp; Responsibilities of Executive, Senior User and Senior Supplier</u></li><li>- <u>Section 10 2 – reference to highlight report required by EPMO deleted</u></li><li>- <u>Other minor changes in mark-up</u></li></ul>
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**Compliance and Version Control**

Once approved this document is maintained in electronic form at the TRIM reference shown on the front cover. Printed copies may not be the latest version.

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## 1 Introduction

- 1.1 The Improving Processing System (IPS) [program](#) is replacing critical business applications that underpin Rehabilitation & Compensation ([R&C systems](#)) (including CCPS, DefCare, CADET). This will result in replacement of up to 20 legacy systems for which data will no longer flow into the DMIS EDW. It is essential that R&C data currently held in [the](#) Integrated Services Hub ([ISH](#)) for R&C – R&C [ISH](#) – flow through to DMIS EDW.
- 1.2 The [R&C Enterprise Reporting](#) project has been initiated to meet DVA's ongoing enterprise reporting obligations [in relation to R&C data](#).
- 1.3 These Terms of Reference set out the authority, objectives, responsibilities and accountabilities of the [R&C Enterprise Reporting Project Board](#), herein referred to as the Board.

## 2 Authority

- 2.1 The Board has authority to perform its functions directly from the SRO and Secretary's Instruction SI - Governance.
- 2.2 The Board is authorised, within the scope of its responsibilities, to undertake the roles and responsibilities outlined under 3. *Objectives* and 4. *Responsibilities*.
- 2.3 The Board is authorised, within the scope of its responsibilities, to provide direction to the [R&C Enterprise Reporting](#) project.

## 3 Objectives

- 3.1 The Board will provide advice and direction to the [R&C Enterprise Reporting Project](#) to ensure project deliverables are met.

## 4 Responsibilities

- 4.1 The responsibilities of the Board are:
  - To approve key project artefacts including the project plans and project highlight reports;
  - Be accountable for the success or failure of the projects in terms of the business, user and supplier interests;
  - To provide unified direction to the projects. As one of the key responsibilities of the Board is to provide direction to the Project Manager, it is important that all members have a unified view as to what the direction should be;
  - To determine mechanism for escalation of decisions to other governance committees or senior [responsible officer](#) where the decision is beyond the remit of the board.
  - To approve project exceptions as raised according to DVA's Project Management Framework;
  - To provide visible and sustained support for the Project Manager; and
  - To ensure effective communication both within the project team and with external stakeholders.

## 5 Accountability

- 5.1 The Board is accountable, through the Chair, to the [SRO](#), who will receive [regular reports](#) on [the Board's](#) achievement against the objective set out in Section 3 above, and delivering on the responsibilities detailed in Section 4. This accountability cannot be delegated even if the responsibility or task is delegated.

## 6 Senior Responsible Officer (SRO)

[6.1](#) [John Geary Deputy Commissioner DVA Vic is the SRO for the R&C Enterprise Reporting Project.](#)

[6.2](#) [The SRO will be provided with a report on the progress of the Project by the Chair Board. The report will be provided in the form of verbal brief no more than five working days after each Board meeting. The exception will be if the R&C Enterprise Reporting Project moves to 1 or more RED or 2 or more AMBER ratings. All exception reporting will be provided to the SRO in the form of a written brief.](#)

[6.3](#) [The SRO is the escalation point for the Board.](#)

## 6.7 Membership

[6.7.1](#) The Board has the following permanent membership:

Chair/Exec	John Sadeik, Assistant Secretary, Business Improvement
Senior Supplier	<a href="#">s 47E(c), s 47E(d)</a> Director, T&E ICT Solutions Branch;
Senior Supplier	<a href="#">s 47E(c), s 47E(d)</a> Director, DMIS Development and Support Section;
Senior User	<a href="#">s 47E(c), s 47E(d)</a> Assistant Director, <a href="#">Claims &amp; Operations</a> ;
Senior User	<a href="#">s 47E(c), s 47E(d)</a> Subject Matter Expert; <a href="#">Claims &amp; Operations</a>

[6.7.2](#) The Board has the following advisors who may be called in to attend board sessions as required by the board:

<a href="#">s 47E(c), s 47E(d)</a>	Snr Project Manager, ICT Solutions Branch
	Business Project Manager
	DDSS Team Lead;
	DDSS Team Lead;
	Director, ICTSB;
	ICTSB Team Lead; and
	IPS/ISH Program Manager.

## 7.8 Decisions

[8.1](#) The members of the Board comprise 1 x Executive (Chair), [2](#) x Senior Users (SU) and [2](#) x Senior Supplier (SS).

[7.48 2](#) For the Board meetings to occur [each role of Executive \(Chair\) Senior Supplier and Senior User must be represented](#). The roles can be delegated in the event that the usual person in the role cannot attend. [The Business and ICT Project Managers are required to attend all regular Board meetings.](#)

[7.28 3](#) Decisions made at the Board meeting are to be recorded in the Board minutes. Out of Session decisions or approvals will be handled via email. Board members should nominate a delegate if they are out of the office during times that a Board decision or approval is required. The Executive (Chair) role has the decision making authority in the event that consensus cannot be reached by Board members.

## 9 Roles & Responsibilities

### 9.1 Executive

9.1.1 Although the Board is responsible for the project, the Executive (supported by the members) is ultimately accountable for the projects' success and is the key decision maker.

9.1.2 The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted outcomes. The Executive has to ensure that the release gives value for money ensuring a cost-conscious approach to the project balancing the demands of the business, user and supplier.

9.1.3 The role of the Executive is vested in one individual so that there is a single point of accountability for the project

### 9.2 Senior Users

9.2.1 The Senior Users are responsible for specifying the needs of those who will use the project's products, for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the project plan in terms of quality functionality and ease of use.

9.2.2 The role represents the interests of all those who will use the project's products (including operations and maintenance) those for whom the products will achieve an objective or those who will use the products to deliver benefits. The Senior Users role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests.

### 9.3 Senior Suppliers

9.3.1 The Senior Supplier represents the interests of those designing developing facilitating procuring and implementing the project's products.

9.3.2 This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. This role will include providing supplier resources to the project and ensuring that proposals for designing and developing the products are feasible and realistic.

9.3.3 The Senior Supplier also represents the interests of those who will maintain the specialist products of the project after closure e.g. ongoing system maintenance and support.

## 810 Governance Model

### 8-410.1 Meetings

Parameters	Recommendations
Frequency of board meetings	Monthly (in person or via teleconference)
Duration of meetings	Up to 1 hour
Agenda	Prepared by the project manager and sent out with the board papers.
Papers	Circulated no later than five working days ahead of scheduled board meetings. If board members or other project members wish to table papers this should be completed at least five working days ahead of a scheduled board meeting.
Secretariat	Secretariat support will be provided by the Business Project Manager.
Minutes	Distributed for agreement within three working days of the meeting being held.

#### 8-210.2 Highlight Reporting

- The project manager will use the Enterprise Project Management Office (EPMO) Highlight Report Template included in the Project Log, unless the board authorises the use of an alternative report format.
- The highlight report contains the following basic information together with other project specific information:
  - The status of the project
  - Progress in mitigating risks and issues
  - Funding situation
  - Monitoring of project tolerances, noting where project exceptions have occurred
  - Reporting project dependencies
  - Progress against milestones.
- The Project Manager should provide the highlight report to the board and/or SRO on a monthly basis, or an alternative timeframe agreed to by the SRO. [A copy of the highlight report is required by the EPMO by the 10th of each month for reporting to committees.](#)

#### 8-210.3 Exception Reporting

In addition regular reporting, any project exceptions (breaches of tolerances that require immediate escalation to the board) will be highlighted by way of an Exception Report which will outline the impact of the given exception along with recommendations on what action should be taken. If an out of session board meeting is required to address an exception, this requirement will be highlighted within the covering minute of the exception report.

#### 8-410.4 Tolerances

Tolerances determine the level of deviation that can occur from the project plan before a project reaches exception.

GREEN	Within +/- 5% of agreed budget
AMBER	Within +/- 10% of agreed budget
RED	>10% of agreed budget

The Chief Financial Officer (CFO) must approve changes to financial tolerances.

Management and guidance will be associated with and measured against these tolerances.

# 1234567

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## **PROJECT PLAN**

**R & C Enterprise Reporting Project (17S)  
RaCER**

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**TRIM 17747364E  
Version 1.2  
September 2017**

## Approvals

Name	Project Role	Organization & Title	Signature	Date
John Sadeik	Executive (Chair, Project Board)	Asst Secretary, Business Improvement		
§ 47E(c), § 47E(d)	Senior Supplier	CIO		
	Program Manager	T&E Director, ICTSB		

## Consultation List

Name	Project Role	Input provided	Date
John Sadeik	Executive		
§ 47E(c), § 47E(d)	Advisor		
	Business Analyst		

## Distribution List

Organisation	Position	Name
R&C Enterprise Reporting Project Board	All	Members
Health and Community Services	Business Analyst	§ 47E(c), § 47E(d)
Health and Community Services	Assistant Director	
Health and Community Services	Assistant Director	
ICT Solutions Branch	Assistant Director	
ICT Solutions Branch	Director	
ICT Solutions Branch	IPS Program Manager	
ICT Solutions Branch	Portfolio Manager	

## Revision History

Date	Version	Modified By	Changes Made, Review History
11 Sep 2017	0.1	§ 47E(c), § 47E(d)	R&C Ent Rpt Project Plan – Initial draft
13 Sep 2017	0.2		R&C Ent Rpt Project Plan Draft – included comments from § 47E(c), § 47E(d)
13 Sep 2017	0.21		included comments from § 47E(c), § 47E(d)
27 Sep 2017	0.4		- Included comments from § 47E(c), § 47E(d) - Diagrams and resource plan added
4 Oct 2017	1.0		- Approved by Portfolio Manager and CIO to be presented for Board's approval
18 Oct 2017	1.1	§ 47E(c), § 47E(d)	- Comments from § 47E(c), § 47E(d) responded to with updates in sections 1.1, 2.1, 2.2, 3.4, 7.1 and 10
23 Oct 2017	1.2		- Document finalised with all changes accepted and comments removed

## References

TRIM reference #	Name of Document Version
17406336E	DMIS IPS Enterprise Reporting Business Case - Final (2) adjusted costs
17747258E	169-20170307-O1-V2 DMIS IPS ISH Reporting Cost Estimate - Revised - CAP ...

**Contents**

<b>1. Introduction</b>	<b>5</b>
1.1 Background	5
1.2 Project Objective	5
1.3 Critical Success Factors	5
<b>2. Scope</b>	<b>6</b>
2.1 In Scope	6
2.2 Out of Scope	6
2.3 Constraints	6
2.4 Dependencies	6
<b>3. Schedule</b>	<b>7</b>
3.1 Delivery Approach	7
3.2 Product Breakdown Structure	8
3.3 Product Sequence Diagram	10
3.4 Milestones	11
<b>4. Budget</b>	<b>12</b>
4.1 Project Funding	12
<b>5. Resource Plan</b>	<b>13</b>
<b>6. Project Governance</b>	<b>14</b>
6.1 Governance Structure	14
6.2 Exception Handling	14
<b>7. Risks</b>	<b>16</b>
7.1 Project Risks	16
<b>8. Stakeholder Management &amp; Communication Plan</b>	<b>18</b>
8.1 Stakeholder Analysis	18
8.2 Communication Plan	19
<b>9. Project Acceptance</b>	<b>20</b>
<b>10. Glossary of Terms</b>	<b>20</b>

## 1. Introduction

The project plan sets out the objective, scope, roles, responsibilities, schedule, cost, and other management aspects of the R&C Enterprise Reporting Project.

### 1.1 Background

The Health and Rehabilitation & Compensation (R&C) business units comprise the largest data holdings in the Departmental Management Information System (DMIS) Enterprise Data Warehouse (EDW).

The DMIS EDW enables the vast collection of data from disparate internal systems and external sources to be merged, standardised and linked to client demographic, eligibility and disability data. It provides an almost holistic view of and insights into our clients and services as well as the capability of evidence-based decision making.

The Improving Processing Systems (IPS) program is delivering functionality for R&C staff in the ISH system so that staff will no longer require the critical business applications that underpin R&C processing systems (including CCPS, DefCare, CADET). As processing and some/all legacy data is migrated from legacy systems to R&C ISH, new data will no longer flow into DMIS for reporting. The RaCER project will ensure that DMIS captures all legacy data and R&C ISH data. It should be noted that not all legacy data will be migrated to ISH. On decommissioning of legacy systems, data from these systems will be stored in the DVA's generic data store and will be retrieved and incorporated into RaCER as necessary for reporting,

### 1.2 Project Objective

To meet DVA's ongoing enterprise reporting obligations, it is essential

- that R&C data currently held in the Integrated Services Hub for R&C (ISH R&C) flow through to the DMIS EDW, for the foreseeable future, noting that Veteran Centric Reform may supersede IPS claims processing in due course.
- that DMIS reflects the changes in line with each of IPS releases
- that Rehabilitation and Compensation Executive, Managers, Team Leaders and analysts, among other authorised business users have access to a comprehensive performance reporting system which integrates information from legacy sources and IPS in a timely manner.

### 1.3 Critical Success Factors

1. The RaCER package provides accurate reporting of claims registered, processed, and determined within the Improved Processing Systems (IPS), DefCare, CADET and CCPS.
2. Data about claims processed in legacy systems is integrated accurately and, where possible, conformed to permit like with like reporting for cases processed under IPS. Note that while legacy systems will be decommissioned, claims processing data from these systems has been captured in DVA's generic data store.
3. There is no duplication or omission of claim data where a claim has been partially processed under both the legacy systems and IPS.
4. Business users of RaCER can readily access data sourced from both legacy systems and IPS as necessary to meet reporting requirements.
5. Claim data continues to be provided accurately in a client-centric, cross program holistic manner.
6. Business users, including executive, management and teams have access to a suite of reports which provides insight into claims processing performance and allows analysis of performance drivers and blockers.

## 2. Scope

The project will deliver a single integrated source of truth for rehabilitation and compensation claims reporting drawing its data from IPS/ISH and the maintenance of historical data already stored in the Warehouse.

### 2.1 In Scope

- The proposed DMIS enterprise reporting solution will incorporate IPS/ISH R&C data changes for:
  - a. All ISH releases; and
  - b. All data for R&C already stored in the Warehouse.
- Management dashboards with drill down to detail information about claims, staff workloads and client details to be further specified in development of business requirements.
- Reporting will include, but not be limited to,:
  - a. Claims
    - i. Claim;
    - ii. Task/stage of claim;
    - iii. Condition; and
    - iv. Responsible staff member.
  - b. Payments (Pensions, Compensation, Accounts, Reimbursements etc.)
    - i. Payment instructions; and
    - ii. Payment conformation.
  - c. Rehabilitation
    - i. Case;
    - ii. Assessment;
    - iii. Plan; and
    - iv. Service.
- Maintaining rehabilitation and compensation reimbursement for treatment and other services, including rehabilitation services, in DMIS's Integrated Client Package.

\*Please note: the reporting summarised above will be detailed in business requirements analysis and documentation.

### 2.2 Out of Scope

Anything not identified in the RaCER scope ( 2.1 In Scope' ) will be considered out of scope including:

- Enhancements to the bespoke Cognos package developed by IPS for interim data extracts;
- Maintaining data feeds for AIS2000 (Ad-hoc Inquiry System) – a non-DMIS package; and
- Income Support (IS) reporting will be maintained as normal through Compensation Claims Processing Systems (CBP) and is not in project scope.

### 2.3 Constraints

- None identified.

### 2.4 Dependencies

#### External Dependencies

1. The key dependency is on the Improving Processing Systems program to provide advice and documentation on the data structures and access to source data.
  - Rehabilitation and Compensation reimbursements for treatment, among payments, to be sourced from DOLARS, given that payment instructions will be moving from DefCare to IPS.

## 3. Schedule

### 3.1 Delivery Approach

The project delivery approach is to use Project Management Framework (PMF), as the project management methodology in line with DVA Project Management procedures. This includes stakeholder engagement, managing risks and issues, managing project finances, managing schedule, managing quality and managing scope.

DVA agreed system development processes to deliver the DVA deliverables:

- Business modelling
- High Level Requirements definition
- Detailed Requirements definition
- System Testing
- User Acceptance testing

The delivery teams will include the DMIS EDW team in ICTSB and the DMIS team in H&CS Policy.

Given that 2 releases of IPS have already occurred, the priority will be to ensure that the DMIS EDW is enhanced as soon as possible to reflect the changed data sources and changed data structures arising from IPS Releases 1 & 2. The DMIS EDW team will work in parallel to the IPS team to ensure that IPS Release 3 changes are reflected in the DMIS EDW as soon as possible after the IPS Release 3, and similarly for IPS Release 4.

The R&C Enterprise Reporting Project team will commence working with business to clarify reporting requirements and refactoring of existing reports, to reflect the changed data available, as soon as the DMIS EDW is updated to reflect the IPS Release 1 & 2 changes. Similarly, once DMIS EDW changes to reflect IPS Release 3, and subsequently Release 4, the R&C Enterprise Reporting project team will apply the relevant enhancements to the reports

### 3.2 Product Breakdown Structure

The following products are planned for this project:

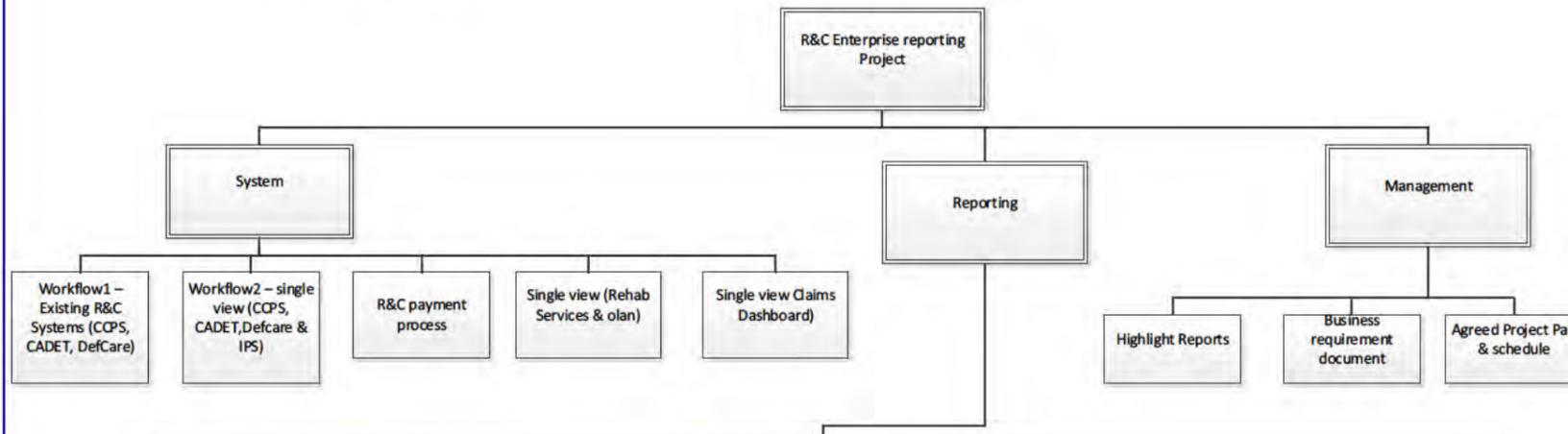
1. Systems
  - Workflow1 – existing R&C systems (CCPS, CADET & DEFCARE)
  - Integrated Client maintains client services reporting
  - WorkFlow2 – single view workflow for new R&C system (includes Workflow1)
  - Integrated Client maintains client services reporting
  - R&C payment process
  - Integrated Client maintains client services reporting
  - Single view Rehab Services and Plan
  - Integrated Client maintains client services reporting
  - Single view Claims Dashboard
2. Reporting
  - Claims Processing Dashboard
    - Track PI/Incap/benefit referrals/investigations by delegates
    - Claims over 120 days;
    - Unstarted claims; Unstarted more than 7 days;
    - total cases on hand;
    - average age on hand,
    - claims completed for the day/week/month,
    - resubmits outstanding,
    - resubmits more than 7 days,
    - notifications outstanding
    - measures include count, average, median
  - Claims Processing Reports
    - Drill down on each of the dashboard metrics
    - Slice and dice for teams, for locations and/or Acts
    - Track Medical information received for Benefits.
    - Track [urgent] CMA referrals
    - Track time taken from request medical information (internal and external) to time of receipt
    - A report that can be run on priority indicator cases
    - Accounts Reporting – medical appointment and other costs associated with claim investigation
    - Incapacity New Claim & Payment Reporting – was PMKeys, now initiated via IPS
    - Amendment to SRCA & MRCA PI reporting – ELECTION TTP rule to be built into system as current DMIS rules obsolete
    - Special Issues Reporting – attributed cases like F111/BNT/Sexual Abuse – require a report that we can just add the attribute number and information then provided
    - Claimed Conditions Reporting i.e. TOC/SOP conditions – Accept/Reject rates – number of conditions
    - Individual Reporting – staff performance reports – processing by officer
    - Cases on hand per officer reports
    - Select user groups to control access to information
    - Daily/Weekly/Monthly reporting capabilities
  - Rehab Reports
    - Claims Performance
    - Client Demographics
    - Costs/Quantity
    - Outcomes
    - Employer Incentive Scheme
    - Budget Measures
    - Providers
    - Vehicles
    - Household Services
    - Attendant Care Services

Commented [PT1]: Is anyone from Rehab on the Board to represent this requirement?

- Aids and appliances

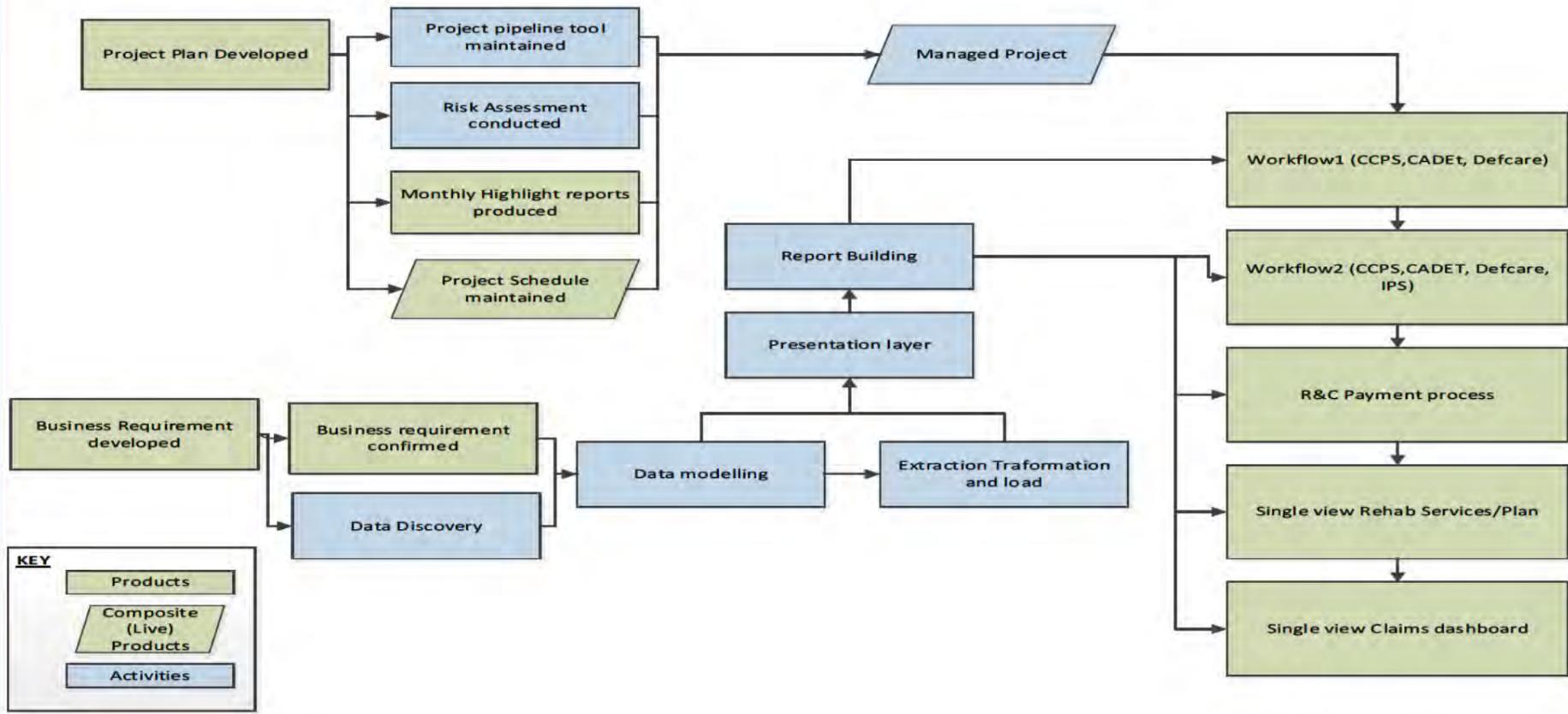
3. Management

- Project plan
- Project Schedule
- Highlight reports
- Business requirements



<p><b>Rehab Reports:</b></p> <ul style="list-style-type: none"> <li>-Claims Performance</li> <li>-Client Demographics</li> <li>- Costs/Quantity</li> <li>-Outcomes</li> <li>- Employer Incentive Scheme</li> <li>- Budget Measures</li> <li>- Providers</li> <li>- Vehicles</li> <li>-Household Services</li> <li>-Attendant Care Services</li> <li>-Aids and appliances</li> </ul>	<p><b>Claims Processing Dashboard</b></p> <p>Key metrics in the dashboard:</p> <ul style="list-style-type: none"> <li>o Track PI/Incap/benefit referrals/ investigations by delegates</li> <li>o Claims over 120 days;</li> <li>o Unstarted claims; Unstarted more than 7 days;</li> <li>o total cases on hand;</li> <li>o average age on hand,</li> <li>o claims completed for the day/ week/month,</li> <li>o resubmits outstanding,</li> <li>o resubmits more than 7 days,</li> <li>o notifications outstanding</li> <li>o measures include count, average, median</li> </ul>	<p><b>Claims Processing Reports</b></p> <ul style="list-style-type: none"> <li>• Drill down on each of the dashboard metrics</li> <li>• Slice and dice for teams, for locations and/or Acts</li> <li>• Track Medical information received for Benefits.</li> <li>• Track [urgent] CMA referrals</li> <li>• Track time taken from request medical information (internal and external) to time of receipt</li> <li>• A report that can be run on priority indicator cases</li> <li>• Accounts Reporting – medical appointment and other costs associated with claim investigation</li> <li>• Incapad by New Claim &amp; Payment Reporting – was PMKeys, now initiated via IPS</li> <li>• Amendment to SRCA &amp; MRCA PI reporting – ELECTION TTTP rule to be built into system as current</li> <li>• DMS rules obsolete</li> <li>• Special Issues Reporting – attributed cases like F111/BNT/Sexual Abuse – require a report that we can just add the attribute number and information then provided</li> <li>• Claimed Conditions Reporting i.e. TOC/SOP conditions – Accept/Reject rates – number of conditions</li> <li>• Individual Reporting – staff performance reports – processing by officer</li> <li>• Cases on hand per officer reports</li> <li>• Select user groups to control access to information</li> <li>• Daily/Weekly/Monthly reporting capabilities</li> </ul>
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### 3.3 Product Sequence Diagram



### 3.4 Milestones

#### KEY MILESTONES

Milestone ID	Milestone Description	Approved Date	Forecast Date	Status
M001	Project Planning begins		Tue 1/08/17	Achieved
M001.1	Project plan endorsed by project board		Fri 20/10/17	Late
M002	Business Requirement validation complete		Mon 30/10/17	On Track
M003	Data Discovery complete		Fri 24/11/17	On Track
M004	Data modelling complete		Thu 8/2/18	On Track
M005	Testing begins		Fri 19/01/18	On Track
M006	Release R1 - New Workflow for existing R & C systems		Mon 07/05/18	On Track
M007	Release R2 - Single VIEW Workflow for the new R & C systems (ISH RC) & legacy systems		Mon 11/6/18	On Track
M008	Release R3 - R&C payment process		Mon 22/10/18	On Track
M009	Release R4 - Single View Rehab Services and Plan		Mon 11/03/19	On Track
M010	Project close		Thu 28/06/19	On Track

(Please note: The above milestones and the following release schedule are based on currently available information. The request from Project board and key stakeholders to explore the option of a series of small releases on a shorter timeframe is under consideration. A revised release schedule will be advised after the business requirements are formally signed off.)

#### RACER Release 1 – May 2018

- New Workflow for existing R & C systems (CCPS, CADET & DEFCARE)
- Integrated Client maintains client services reporting
- Initial dashboard concept developed

#### RACER Release 2 – June 2018

- Single VIEW Workflow for the new R & C systems (ISH RC) and old R&C systems (CCPS, CADET & DEFCARE)
- Integrated Client maintains client services reporting
- Dashboard reporting for data available in RACER (includes workflow dashboard reporting)

#### RACER Release 3 – Oct 2018

- R & C Payment Process
- Integrated Client maintains client services reporting
- Dashboard reporting extended for data available in RACER (includes workflow & Payment process dashboard reporting)

#### RACER Release 4 – Mar 2019

- Single View Rehab Services and Plan
- Integrated Client maintains client services reporting

- Finalise single Claims View Dashboard

## 4. Budget

### 4.1 Project Funding

The board has supported work to continue based on the following.

Stage	Capital Cost	Operational Cost	Total Cost
Initiating and Planning		72,480	\$72,480
Analysis and Definition	66,400	240,320	\$306,720
Design	281,840	70,720	\$352,560
System Build	843,200	80,560	\$923,760
Testing	358,800	46,080	\$404,880
Implementation - Systems	107,520	71,520	\$179,040
Implementation - Reports	473,968	85,520	\$559,488
<b>Totals</b>	<b>2,131,728</b>	<b>667,200</b>	<b>\$2,798,928</b>

Breakdown of the budget across financial years is as follows:

Funding Allocation	17/18	18/19	19/20
<b>Capital</b>	\$ 938,535.82	\$ 1,049,045.91	\$ 144,146.27
<b>Operational</b>	\$ 372,949.89	\$ 261,764.37	\$ 32,485.73
<b>Total</b>	<b>\$ 1,311,485.71</b>	<b>\$ 1,310,810.29</b>	<b>\$ 176,632.00</b>

The budget includes effort on report authoring work (refer highlighted row in the preceding table) which is the business component at \$559,488 including project costs (\$440,848 excluding project costs)

The remaining amount is the ICT budget component at \$2,239,440. The break down over the financial year is as follows:

Funding Allocation	17/18	18/19	19/20
<b>Business</b>	\$0	\$ 419,680.00	\$ 176,632.00
<b>ICTSB</b>	\$ 1,311,485.71	\$ 927,954.29	\$ 0
<b>Total</b>	<b>\$ 1,311,485.71</b>	<b>\$ 1,310,810.29</b>	<b>\$ 176,632.00</b>

## 5. Resource Plan

The following resource plan is for FY 2017-18 only

Position	Total Effort (Hours)	Total Effort (weeks)
Program Manager	160	4.3
Project Manager	806	20.2
Team Lead	356	9.5
Systems Analyst	536	14.3
Database - DB2	195	5.2
Solution Architect	858	21.5
Developer - Cobol	152	4.1
Developer - ETL	552	13.8
Developer - ETL	552	13.8
Developer - ETL	552	13.8
Business Analyst	640	16
Developer - Cognos	500	12.5
Tester1	408	10.2
Tester2	408	10.2
DDSS BA	528	13.2
Report Author1	416	11.1
Report Author2	416	11.1

## 6. Project Governance

### 6.1 Governance Structure

The terms of reference TRIM 17683129E details the project board membership and roles.

The Board has the following permanent membership:

Chair/Exec	John Sadeik, Assistant Secretary, Business Improvement & Support Branch;
Senior Supplier	s 47E(c), s 47E(d) Director, T&E ICT Solutions Branch;
Senior Supplier	s 47E(c), s 47E(d) Director, DMIS Development and Support Section;
Senior User	s 47E(c), s 47E(d) Director, Claims & Operations Division Coordination;
Senior User	s 47E(c), s 47E(d) Assistant Director, Performance Reporting (C&O Division);
Senior User	s 47E(c), s 47E(d) Subject Matter Expert; Claims & Operations

#### Advisors

s 47E(c), s 47E(d)	Project Manager
	Business Analyst

The Board has the following advisors who may be called in to attend board sessions as required by the board:

s 47E(c), s 47E(d)	Asst Director, DDSS
	DDSS Team Lead;
	DDSS Team Lead;
	Director, ICTSB;
	ICTSB Team Lead; and
	IPS/ISH Program Manager.

For the Board meetings to occur, each role of Executive (Chair), Senior Supplier and Senior User must be represented. The roles can be delegated in the event that the usual person in the role cannot attend. The Business and ICT Project Managers are required to attend all regular Board meetings.

### 6.2 Exception Handling

Exception reporting has been agreed with the project board as Follows: (Reference: TRIM 17683129E)

Any project exceptions (breaches of tolerances that require immediate escalation to the board) will be highlighted by way of an Exception Report which will outline the impact of the given exception along with recommendations on what action should be taken. If an out of session board meeting is required to address an exception, this requirement will be highlighted within the covering minute of the exception report.

Management and guidance will be associated with and measured against these tolerances.

	 <b>On Target</b>	 <b>Alert</b>	 <b>Escalate</b>
<b>Budget</b>	Forecast expenditure for the financial year is within +5% to -5% against the approved budget.	Forecast expenditure for the financial year is within +/-10% within the approved budget.	Forecast expenditure for the financial year exceeds +/-10% against the approved budget.
<b>Time</b>	No slippage against the approved schedule, <u>OR</u> slippage against the approved timetable looks likely but does not affect the overall delivery schedule and will not impact on delivery of other products/milestones, including those of other projects.	Slippage against the approved timetable looks likely, <u>AND</u> that slippage will affect the overall schedule, or it will impact on delivery of products/milestones, including those of other projects, and the legislated implementation date can still be met.	Slippage against the approved timetable looks likely, <u>AND</u> that slippage affects the overall schedule, or it will impact on delivery of products/milestones, including those of other projects, and the legislated implementation date cannot be met
<b>Risks</b>	No currently occurring risks (issues) with residual ratings greater than Low <u>OR</u> No registered risks that have a residual rating of Significant or High.	Occurring risks (issues) with residual rating of Moderate, <u>OR</u> Registered risks have a residual rating of Significant or High.	Occurring risks (issues) with residual ratings greater than Moderate.
<b>Issues Management</b>	All identified issues being successfully managed and updated regularly. Issues are not impacting on the overall delivery schedule, budget or quality standards.	Issues that have low to moderate impact on the development or implementation effort are not being managed in a timely fashion.	Issues that have high impact on the development or implementation effort are not being managed in a timely fashion.

## 7. Risks

### 7.1 Project Risks

Risk ID	Risk Description	Impact	Initial Consequence Rating	Initial Likelihood Rating	Initial Risk Rating	Control Assessment (Mitigations - Preventative or Responsive)	Residual Consequence Rating	Residual Likelihood Rating	Residual Risk Rating
1	IPS model changes: As new case types are introduced, there may be changes to the data model.	It would require revision of source to target and ETL processes causing cost and schedule impact	Major	Possible	High	The Chair and SRO are common to RaCER and IPS Project Board  Work closely with IPS program to monitor their progress and impact to RaCER objective.  IPS program Manager to attend all RaCER project board meetings	Major	Unlikely	Medium
2	IPS – lack of model documentation: Initial investigation has established that the IPS model is not documented according to DVA standards.	It will add difficulty in building the source to target mapping which may impact project budget adversely.	Major	Likely	High	The Chair and SRO are common to RaCER and IPS Project Board  Work closely with IPS program to monitor their progress and impact to RaCER objective.  IPS program Manager to attend all RaCER project board meetings	Major	Possible	High
3	IPS – data unavailability: Previous projects conducted by the IPS team have resulted in data not essential to the operational system being kept in transient tables thus unavailable for reporting. This approach may also be used in IPS.	The product does not meet user requirements.	Major	Possible	High	The Chair and SRO are common to RaCER and IPS Project Board  Work closely with IPS program to monitor their progress and impact to RaCER objective.  IPS program Manager to attend all RaCER project board meeting  R&C ISH has advised that transient tables are not used.	Moderate	Unlikely	Low
4	Policy Changes: Established case processing policy and rules are changed.	The technical solution may require revisiting	Major	Possible	High	Seek early advice of any policy changes likely to impact project. Alert Design Authority to potential for such impacts.	Major	Unlikely	Medium
6	Resourcing: Internal ICT resources assigned to this project are also assigned to Rehabilitation and Compensation Enterprise Reporting project, BAU and other priority projects and may not be available as originally planned.	Schedule may slip.	Major	Possible	High	Regular consistent reporting at program level and regular communications with operational area will allow effective management of resources together with early detailed resource planning in advance of requirements.	Moderate	Possible	Medium
7	The timing of, and approach to, transition from the DVA DMIS EDW to the DHS Data Warehouse	Schedule may slip due to resource constraint and system unavailability	Major	Possible	High	Interdependency to be monitored	Major	Unlikely	Medium

**Commented [PT2]:** Funding has been provided to the project to conduct this mapping work – is the risk still high because the project can't do the work in time and budget?  
 [Redacted] it is because R&C ISH has not documented its data structure with metadata/ data dictionary. This means RaCER needs to reverse engineer the operating system (not our area of expertise) with the help of R&C ISH architects – a drain on both projects and risk if we don't get this right

**Commented [PT3]:** This applied to the Hotspur release which is not in scope for this Board  
 [Redacted] we have been assured that R&C ISH does not use transient tables, data items for business critical reporting. Our experience with Hotspur, TBIS and VHC is that this did occur, so it was reasonable to assume at the time of writing that R&C ISH may use the same methodology  
 We can down grade the risk to low

8	Project Funding: The funds provided are insufficient to cover the system build and ongoing maintenance for 3 financial years	Project may not be able to continue	Major	Possible	High	This is under review to be validated by late October – early November 2017 based on the model definition and source analysis.	Moderate	Possible	Medium
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## 8. Stakeholder Management & Communication Plan

### 8.1 Stakeholder Analysis

Stake-holder Name/Group	Relationship to Project	Role within the project
Project Board	H & CS policy	Elicitation of system requirements and quality assurance
<ul style="list-style-type: none"> <li>Alison Hale, a/g Assistant Secretary, Health Policy, Health and Community Services</li> <li>§ 47E(c), § 47E(d) (Director, Rehabilitation Policy)</li> <li>§ 47E(c), § 47E(d) (Director, Rehabilitation, Compensation and Evaluation)</li> <li>§ 47E(c), § 47E(d) (Business Performance Analyst, Performance and Reporting, Business Improvement)</li> <li>§ 47E(c), § 47E(d) (Senior data and Business Analyst, Statistics and Data Integrity Section, H&amp;CS)</li> </ul>	Business users	User of reports developed by the project
<ul style="list-style-type: none"> <li>§ 47E(c), § 47E(d) S program manager</li> </ul>	External Program dependency	Advisor to the project board
<ul style="list-style-type: none"> <li>§ 47E(c), § 47E(d) (Director, BSS Finance &amp; Property)</li> </ul>	External Program dependency	Communication distribution list
<ul style="list-style-type: none"> <li>Graeme Rochow, CFO</li> </ul>	Budget exception dependency	Communication distribution list

## 8.2 Communication Plan

Communication Type	Purpose	Frequency	Format	Responsible
DVA Board Meetings - Project	DVA Executive oversight	Monthly	Videoconf	PM
Project team Meetings – Business and IT	Monitor Internal DVA Business and IT activities for the project	Weekly	Teleconference	PM
Daily IT Meeting	Unblock day to day issues	During implementation period	Face-to-face	IT team
Pipeline Reports	Internal DVA project governance	Weekly	SharePoint	PM

## 9. Project Acceptance

1. Delivers agreed functionality based on the co-design process and associated specs.
2. Handover documentation and workshops will be conducted as time/budget permits. The normal process and expectation is that the area taking responsibility for ongoing maintenance of the IT systems will sign off that all required documentation has been provided and is of an acceptable quality.

## 10. Glossary of Terms

Term/Abbreviation	Meaning
APS	Australian Public Service
BA	Business Analyst
BI	Business Intelligence. A capability that assists meaningful interpretation of data and that yields actionable intelligence. Supports fast and flexible reporting.
CFO	Chief Financial Officer
CIO	Chief Information Officer
DDSS	DMIS Development and Support Section
DHS	Department of Human Services. Includes the entities DHS-Centrelink and DHS-Medicare.
DMIS	Departmental Management Information System – DVA's BI solution
DVA	Department of Veterans' Affairs
EDW	Enterprise Data Warehouse
Enterprise Service	A coarse-grained, robust, well documented, reusable system component.
ETL	Extract Transform Load – the process of taking raw source system data and optimising it for reporting in DMIS
ICTSB	Information Communication Technology Solutions Branch
IPS	Improving Processing Program
ISH	Integrated services Hub
IT	Information Technology
PM	Project Manager
PgM	Program Manager
PMF	Project Management Framework
R&C	Rehabilitation and Compensation
SME (APS)	Subject Matter Expert
SRO	Senior Responsible Officer
T&E	Transformation and Engagement

## EP3MO

## PROJECT HIGHLIGHT REPORT

Project Name:	R&C Enterprise Reporting (RaCER)	Project Phase:	Establishment	Report Date:	13-Oct-17
Project Manager:	s 47E(c), s 47E(d)	Actual Start Date:	18-Jul-17	Planned Deployment Date:	30-Mar-19
Description	The Improving Processing Systems (IPS) program is replacing the critical business applications that underpin R&C processing systems (including CCPS, DefCare, CADET). This will result in the replacement of up to 20 legacy systems, for which data will no longer flow into the DMIS EDW. To meet DVA's ongoing enterprise reporting obligations, this project will make available R&C data currently held in the Integrated Services Hub for R&C (ISH R&C) in the DMIS EDW.				

## PROJECT STATUS

Scope	
Schedule	Plan submitted to board for endorsement. Next Board is on 17 Oct 2017 at which formal request for approval will be sought.
Financial Status	

Legend for Status	RED	AMBER	GREEN	GREY
Colour	SRO needs to approve Project Managers' strategy to manage status or if required assist or escalate to Project Governance Authority for approval or intervention.	Concerns or issues need to be addressed for the project to remain in or return to a controlled state, requires Project Governance Authority notification.	Project is progressing according to plan or any variations are being managed effectively within governance authority assigned tolerances.	Project is in establishment, the project plan has not yet been endorsed by the appropriate governance body, scope, schedule and/or costs not agreed.

## KEY ISSUES

Issue ID	Date Raised	Priority	Owner	Resolver	Description	Progress Log
ER002	11/09/17	P2	Laohachai, Surasak	s 47E(c), s 47E(d)	Initial investigation has established that the current level of documentation of IPS data model lacks some essential ones e.g. data dictionary and metadata, in particular field description.	s 47E(c), s 47E(d) has provided a resource to provide the information requested.
ER003	10/10/17	P1	Kessell, Murray		In the DMIS development and Support Section a project resource is going in 7 months leave at a critical time (implementation) and a replacement is required.	10/10/2017. Advised s 47E(c), s 47E(d) of the requirement. Response awaited.

## KEY RISKS

Ref ID	Description	Impact Description	Mitigation Plan	Residual Risk Rating	Target Mitigation Date

## KEY MILESTONES

Milestone ID	Milestone Description	Approved Date	Forecast Date	Status	Comment
ER001	Board Agreement to Plan	19-Sep-17	17-Oct-17	Late	Delay in plan submission and scope allocation between this project and IPS.
ER002	Out of Establishment	19-Sep-17	17-Oct-17	Late	Delay in plan submission and scope allocation between this project and IPS.
ER003	Sign-off of Business Requirements	31-Oct-17	31-Oct-17	On track	
ER004	Detailed Solution Design	15-Nov-17	15-Nov-17	On track	

## PROJECT HIGHLIGHT REPORT - Page 2

## BUDGET

Cost Category	2017/18		Total
	Operating (\$'000)	Capital (\$'000)	Project (\$'000)
(i) Budget:	667,200	2,131,728	2,798,928
(ii) Actual (PTD)	67,580	22,187	89,767
(iii) Forecast To Complete	599,620	2,109,541	2,709,161
(iv) Variance:	-	-	-

## ACHIEVEMENTS &amp; OUTLOOK

## Achievements this reporting period:

- Plan submitted for approval
- Business requirements workshops held with R&C managers and data analysts (5 October)
- Technical team meetings with business users to observe R&C ISH in action, discuss case flow and linkages and explore data issues
- Reporting domains for R&C ISH and RaCER resolved in principle – to be confirmed at project board meeting
- Agreement in principle to include DocTracker within RaCER scope – to be confirmed at project board meeting

**Outlook for next reporting period:**

- Plan submitted to board for endorsement. Next Board is 17 Oct 2017 at which plan will be submitted for formal approval.
- Board to ratify in-principle decisions on DocTracker and R&C ISH/RaCER reporting domains
- Technical workshop on 24 Oct
- Risk workshop on 26 Oct
- Final Business Requirements provided to Project Board for out-of-session confirmation and sign-off on 30 Oct

**PROJECT CHANGE/EXCEPTIONS**

Change / Exception ID	Change / Exception Description	Date Raised	Decision Date	Budget Impact \$	Schedule Impact Wks	Status
ER001	Design document in progress, solution identified is different to that envisaged by PCO. Impact analysis to be completed and change request to be submitted to project board for agreement.	29/08/2017	12/09/2017	\$0.00	0	Change Rejected
ER002	s 47E(c), s 47E(d) replaces s 47E(c), s 47E(d) as the Project Board member. s 47E(c), s 47E(d) is now an advisor to the board.	19/09/2017		\$0.00	0	Under Consideration

<b>MEETING MINUTES</b>			
Meeting Name	R&C Enterprise Reporting (RaCER) Project Board Meeting #3		
Meeting Objective	Regular Meeting to review R&C Enterprise Reporting Project Status		
Date	17/10/2017	Location	Various
Start Time (AEST)	9:00 AM	End Time (AEST)	10:00 AM
Chair	John Sadeik	Scribe	s 47E(c), s 47E(d)
Attendees	<p>s 47E(c), s 47E(d) – Project Manager, T&amp;E ICT Solutions Branch, ACT</p> <p>Sadeik, John – Acting Deputy Commissioner, NSW/ACT, C&amp;O Primary Claims &amp; Reviews</p> <p>s 47E(c), s 47E(d) – DMIS Development and Support, VIC</p> <p>s 47E(c), s 47E(d) – T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) – Business Analyst, DMIS Development and Support, ACT</p> <p>s 47E(c), s 47E(d) – Director, T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) – Asst Director, C&amp;O Business Improvement, NSW</p> <p>s 47E(c), s 47E(d) – Program Manager, T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) – C&amp; O Business Improvement, VIC</p>		
Apologies	None		
Distribution	<p>s 47E(c), s 47E(d) – Asst Director, T&amp;E ICT Solutions Branch, ACT</p> <p>Geary, John – Deputy Commissioner, VIC (FAS, C&amp;O Division)</p>		

Item	Description	Responsible	Paper	Action	Time
1	Order of Business				
1.1	Welcome	Chair	X	Note/ Endorse	5
1.2	Apologies				
1.3	Review/Approve Minutes of last meeting				
1.4	Action arising from previous meeting				
2	Regular Updates				
2.1	<b>Project Status</b> - R&C Workshop & maturity of business requirement - Demarcation of IPS vs RaCER reporting - DocTracker in RaCER scope - Endorsement of Project Plan/ToR	Chair	x	Discuss	15
2.2	<b>Project Status - Highlight Report</b> <ul style="list-style-type: none"> <li>Overall outlook</li> <li>Financials – consolidated business and ICT</li> <li>Milestones</li> </ul>	PM	✓ ✓ ✓	Present Present Present	15
2.2	<b>Project Risk Workshop</b>	PM	x	Discuss	5
2.3	<b>Project Issues &amp; Risks</b>	All	x	Discuss	5
3	Other Business				

3.1	Q&A or Any other business	10
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## ACTION ITEMS

Action ID	Details	Assigned to	Due Date	Status
1509-02	s 47E(c), s 47E(d) is scheduled to meet up with s 47E(c), s 47E(d) next week and will discuss the project board membership in regards to s 47E(c), s 47E(d) role. 17/10 – Carried over	s 47E(c), s 47E(d)	22/9/17	Open
1509-03	s 47E(c), s 47E(d) to develop business requirements by 30 October. Draft BR to be circulated by 20 October. 17/10 – Draft proposal submitted to John on 20 Sep and workshop was held on 5 Oct. A draft of Business requirement will be distributed by Friday 20 Oct	s 47E(c), s 47E(d)	30/10/17	Open
1710-01	s 47E(c), s 47E(d) will distribute the updated final version of the document on reporting domain demarcation for the review by the Board out-of-session	s 47E(c), s 47E(d)	27/10/17	Open
1710-02	s 47E(c), s 47E(d) to distribute updated project plan out-of-session, that includes 1) s 47E(c), s 47E(d) response to feedback from s 47E(c), s 47E(d) 2) A caveat to the proposed timelines in noting that timing of releases is under review and seek endorsement from the Board.	s 47E(c), s 47E(d)	Asap	Open
1710-3	John Sadeik to nominate business staff to attend the Risk workshop scheduled for 26 Oct	John	Asap	Open
1710-04	John Sadeik to discuss with s 47E(c), s 47E(d) the status of reviews and appeals in relation to R&C ISH. If they move to R&C ISH then they become part of the RaCER scope.	John s 47E(c), s 47E(d)	27/10/17	Open
1710-05	Statistics Group needs to be advised that AIS2000 will lose its compensation claims data as R&C ISH takes on these functions, as it relies in part on AIS2000	s 47E(c), s 47E(d)	18/10/17	Open

### 1. ORDER OF BUSINESS

#### a. WELCOME

Refer Attendee list.

#### b. APOLOGIES

Refer apologies list.  
Quorum for the meeting established.

#### c. REVIEW/APPROVE MINUTES OF LAST MEETING

Minutes of the previous meeting approved.

#### d. REVIEW ACTIONS ITEMS FROM LAST MEETING

Items closed: 1509\_01 and 1509\_04.

## 2. REGULAR UPDATES

### a. PROJECT STATUS – R&C WORKSHOPS & BUSINESS REQUIREMENTS

The workshop on 5 Oct. with R&C directors and key stakeholders and separate video conference with [REDACTED] on 4 October, have been very helpful in consolidating and specifying the business reporting requirements which will be included in the next draft of Business requirements document (BRD).

A draft of updated BRD is expected to be released on Friday 20 Oct with a view to its finalisation and sign-off by 30 Oct.

### b. PROJECT STATUS – DEMARCATION OF R&C ISH REPORTING VS RACER

Meeting was held on the demarcation of Reporting domain of RaCER and R&C ISH on 12 Oct. Agreement has been reached to keep R&C ISH reporting scope limited to real time operational reporting. All other tactical and strategic (performance and analysis) reporting (Case, Caseload and management) will be in RaCER scope. [REDACTED] sent a draft of this meeting outcome and received feedback from [REDACTED]. [REDACTED] will distribute the updated final version for the review by the Board out-of-session.

### c. PROJECT STATUS – DOCTRACKER IN RACER SCOPE

Board agreed in principle to include DocTracker in RACER scope subject to data availability, modelling, costing and impact on delivery timeline.

A project change record will be raised when estimates of the effort is available.

### d. PROJECT STATUS – HIGHLIGHT REPORT – OVERALL/FINANCIALS/MILESTONES

The project plan was submitted to the board out-of-session which received feedback from [REDACTED] and [REDACTED] has provided a response to [REDACTED] comments this morning. [REDACTED] will distribute an updated version seeking endorsement from the Board.

The status of the project schedule remains GREY and project remains in Establishment till the plan is endorsed.

The timeline for the project delivery will be proposed in early November, focusing on a multi-staged rollout rather than two big releases. A caveat will be added to the proposed timelines in the current project plan, noting that timing of releases is under review.

In the meeting with R&C business, the project team members received the message on the urgency on the project delivery and will review the release schedule to provide realistic timeframe.

### e. PROJECT RISK WORKSHOP

The project risk workshop is required as per ICT project management framework and project management best practice. It has been arranged for next week for RaCER [REDACTED] from IPS team is going to facilitate. Participation to this workshop will be from Business, project, Technical and support teams.

John Sadeik to nominate business staff to attend the workshop scheduled for 26 Oct.

### f. PROJECT ISSUES AND RISKS

- i. [REDACTED] advised that VCR was unaware of RaCER and when informed saw it as core business for its directions. He recommended that Richard Magor be briefed and that the possibility of briefing Kate Pope and Veronica Hancock be considered.

It was important that RaCER and R&C ISH had visibility in VCR as the objectives were very congruent. John and [REDACTED] to discuss out of session.

### 3. OTHER BUSINESS

- a. Review & appeals
- i. John Sadeik will discuss with [REDACTED] s 47E(c), s 47E(d) the status of reviews and appeals in relation to R&C ISH, as they are currently out of scope for the operating system. Note that if reviews and appeals remains in legacy systems, then AIS2000 and DMIS will continue to report them. If they move to R&C ISH then they become part of the RaCER scope.
- b. AIS 2000
- i. AIS2000 is out of scope of the RaCER project. This was a concern as there are numerous reports saved in AIS2000 to extract data to populate the current R&C dashboard and management reports.
  - ii. Statistics Group needs to be advised that AIS2000 will lose its compensation claims data as R&C ISH takes on these functions, as it relies in part on AIS2000.
  - iii. While AIS2000 is seen as a product past its 'use by date', it has remained a very efficient data extract tool and there has been no real interest to migrate its data to DMIS or elsewhere. However, it is unlikely that DVA would seek to invest in R&C ISH to AIS2000 data feed.
- c. Transfer of ICT oversight to DHS.
- i. It was important to ensure that DHS was aware of "in-flight" projects, such as RaCER and Hotspur2.3, and note that the transfer of oversight from 20 November 2017 could result in changed project governance.

Next Meeting Date: 2 Nov (Tentative)

### d. DECISIONS

1. The Project Board agreed to approve the Terms of Reference with amendments.	25/8/2017
2. The changes to Terms of reference (v1.1) TRIM 17683129E endorsed	17/10/2017

### e. ACTION ITEMS CLOSED THIS MEETING

Action ID	Details	Assigned to	Due Date	Status
1509-01	[REDACTED] s 47E(c), s 47E(d) to accept all changes in Terms of Reference v0.7 and save the final version in TRIM. 17/10 – It was saved as final version in TRIM. The reference number is 17683129E. Item closed	[REDACTED] s 47E(c), s 47E(d)	20/9/17	Closed
1509-04	[REDACTED] s 47E(c), s 47E(d) to draft a timeline to establish various Business and technical workshops and meeting to discuss a clear and agreed [REDACTED] s 47E(c), s 47E(d) information line between reporting from IPS ISH and RaCER [REDACTED] s 47E(c), s 47E(d) to send it to John Sadeik for review next week. 17/10 – Timeline of events sent to John. Item closed	[REDACTED] s 47E(c), s 47E(d)	22/9/17	Closed



**Australian Government**  
**Department of Veterans' Affairs**

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## **R&C Enterprise Reporting Project Board Terms of Reference**

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Version No:	1.4
TRIM Reference:	17683129E
Effective from:	1 Sep 2017

## Approvals

Name	Project Role	Signature	Date
John Geary	SRO		
John Sadeik	(Chair) Executive		

## Distribution List

Organisation	Position	Name
R&C Enterprise Reporting Project Board	All	Members
Health and Community Services	Business Analyst	s 47E(c), s 47E(d)
Health and Community Services	Assistant Director	
Health and Community Services	Assistant Director	
Veterans Systems Branch, DHS	Assistant Director	
Veterans Systems Branch, DHS	Director	
Department of Veterans Affairs	IPS Program Manager	
Corporate	CFO	Graeme Rochow

Date	Version	Modified By	Changes Made, Review History
4 Aug 2017	0.3	s 47E(c), s 47E(d)	Accepted updates from s 47E(c), s 47E(d) in the initial draft
18 Aug 17	0.4	s 47E(c), s 47E(d)	Document template changed on request from s 47E(c), s 47E(d) replaces s 47E(c), s 47E(d)'s Senior Supplier
25 Aug 17	0.5	s 47E(c), s 47E(d)	s 47E(c), s 47E(d) added to the board as Senior User, s 47E(c), s 47E(d) role changed to Senior Supplier, s 47E(c), s 47E(d) included as Advisor.
25 Aug 17	0.6	s 47E(c), s 47E(d)	Section 6.1 - s 47E(c), s 47E(d) added as Senior User. Section 6.2 - Typo corrected. DDS replaced with DDSS
1 Sep 17	0.7	s 47E(c), s 47E(d)	Amendment as per s 47E(c), s 47E(d) suggestions and John's approval: <ul style="list-style-type: none"> <li>- Project name changed to R&amp;C Enterprise Reporting Project</li> <li>- Project Managers not part of the Board</li> </ul> Other changes: <ul style="list-style-type: none"> <li>- Approvals by SRO and Executive only</li> <li>- Distribution list includes the CFO and the Board</li> <li>- Section 5.1 - Board is accountable to SRO</li> <li>- Section 6 added on SRO</li> <li>- Section 7 - PMs changed to be advisors</li> <li>- Sections 8.1 and 8.2 - Roles needed for Board meetings</li> <li>- Section 9 added on Roles &amp; Responsibilities of Executive, Senior User and Senior Supplier</li> </ul>

			<ul style="list-style-type: none"> <li>- Section 10.2 – reference to highlight report required by EPMO deleted</li> <li>- Other minor changes in mark-up</li> </ul>
19 Sep 17	1.0	§ 47E(c), § 47E(d)	Project board approved all changes in this document § 47E(c), § 47E(d) included in the project board on request from Chair. TRIM reference added.
13 Oct 17	1.1		§ 47E(c), § 47E(d) is the new Director of DMIS Development and Support Section and replaces § 47E(c), § 47E(d) in the project board as Senior Supplier. § 47E(c), § 47E(d) - § 47E(c), § 47E(d) is now Advisor to the board § 47E(c), § 47E(d) & § 47E(c), § 47E(d) job titles updated.
10 Nov 17	1.2		Chair requested that § 47E(c), § 47E(d) be included in the project board as advisor and project board member respectively.
29 Nov 17	1.3		§ 47E(c), § 47E(d) nominated from their policy areas to the board at Chair's request. ICT Solutions Branch changed to Veterans Systems Branch
05 Feb 18	1.4		§ 47E(c), § 47E(d) Director of DMIS Development and Support Section, has left DVA. § 47E(c), § 47E(d) is the acting Director and as § 47E(c), § 47E(d) replacement, is now in the role of Senior Supplier in the project board.

#### Compliance and Version Control

Once approved this document is maintained in electronic form at the TRIM reference shown on the front cover. Printed copies may not be the latest version.

#### Confidentiality and Disclosure

This document is owned by the Department of Veterans Affairs and is only to be distributed or disclosed to personnel, both internal and external to the Department, who have a need for this information.

## 1 Introduction

- 1.1 The Improving Processing System (IPS) program is replacing critical business applications that underpin Rehabilitation & Compensation (R&C) systems (including CCPS, DefCare, CADET). This will result in replacement of up to 20 legacy systems for which data will no longer flow into the DMIS EDW. It is essential that R&C data currently held in the Integrated Services Hub (ISH) for R&C – R&C ISH – flow through to DMIS EDW.
- 1.2 The R&C Enterprise Reporting project has been initiated to meet DVA's ongoing enterprise reporting obligations in relation to R&C data.
- 1.3 These Terms of Reference set out the authority, objectives, responsibilities and accountabilities of the R&C Enterprise Reporting Project Board, herein referred to as the Board.

## 2 Authority

- 2.1 The Board has authority to perform its functions directly from the SRO and Secretary's Instruction SI - Governance.
- 2.2 The Board is authorised, within the scope of its responsibilities, to undertake the roles and responsibilities outlined under 3. *Objectives* and 4. *Responsibilities*.
- 2.3 The Board is authorised, within the scope of its responsibilities, to provide direction to the R&C Enterprise Reporting project.

## 3 Objectives

- 3.1 The Board will provide advice and direction to the R&C Enterprise Reporting Project to ensure project deliverables are met.

## 4 Responsibilities

- 4.1 The responsibilities of the Board are:
  - To approve key project artefacts including the project plans and project highlight reports;
  - Be accountable for the success or failure of the projects in terms of the business, user and supplier interests;
  - To provide unified direction to the projects. As one of the key responsibilities of the Board is to provide direction to the Project Manager, it is important that all members have a unified view as to what the direction should be;
  - To determine mechanism for escalation of decisions to other governance committees or senior responsible officer, where the decision is beyond the remit of the board.
  - To approve project exceptions as raised according to DVA's Project Management Framework;
  - To provide visible and sustained support for the Project Manager; and
  - To ensure effective communication both within the project team and with external stakeholders.

## 5 Accountability

- 5.1 The Board is accountable, through the Chair, to the SRO, who will receive regular reports on the Board's achievement against the objective set out in Section 3 above, and delivering on the responsibilities detailed in Section 4. This accountability cannot be delegated even if the responsibility or task is delegated.

## 6 Senior Responsible Officer (SRO)

- 6.1 John Geary, Deputy Commissioner, FAS, C&O Division, DVA Vic, is the SRO for the R&C Enterprise Reporting Project.
- 6.2 The SRO will be provided with a report on the progress of the Project by the Chair, Board. The report will be provided in the form of verbal brief no more than five working days after each Board meeting. The exception will be if the R&C Enterprise Reporting Project moves to 1 or more RED or 2 or more AMBER ratings. All exception reporting will be provided to the SRO in the form of a written brief.
- 6.3 The SRO is the escalation point for the Board.

## 7 Membership

- 7.1 The Board has the following permanent membership:

Chair/Exec Support Branch;	John Sadeik, Deputy Commissioner NSW/ACT, Business Improvement &
Senior Supplier	§ 47E(c), § 47E(d), Director, Veterans Systems Branch, DHS;
Senior Supplier Section;	§ 47E(c), § 47E(d), Director(Acting), DMIS Development and Support
Senior User	§ 47E(c), § 47E(d), Director, Claims & Operations Division Coordination;
Senior User	§ 47E(c), § 47E(d), Assistant Director, Performance Reporting(C & O Division);
Senior User	§ 47E(c), § 47E(d), Subject Matter Expert; Claims & Operations;
Senior User	§ 47E(c), § 47E(d), Subject Matter Expert, VCR Data & Analytics;
Senior User	§ 47E(c), § 47E(d), Director, R&S Rehab Policy and Reform;
Senior User	§ 47E(c), § 47E(d), Director, R&S Compensation & Inc Spt Policy

- 7.2 The Board has the following advisors who may be called in to attend board sessions as required by the board:

§ 47E(c), § 47E(d)	Snr Project Manager, Veterans Systems Branch, DHS
	Business Project Manager, DMIS Development and Support Section;
	Team Lead, DMIS Development and Support Section;
	Team Lead, DMIS Development and Support Section;
	Director, Veterans Systems Branch, DHS;
	Team Lead, Veterans Systems Branch, DHS;
	IPS/ISH Program Manager;
	Director, Information Management Strategy.

## 8 Decisions

- 8.1 The members of the Board comprise 1 x Executive (Chair), 2 x Senior Users (SU) and 2 x Senior Supplier (SS).
- 8.2 For the Board meetings to occur, each role of Executive (Chair), Senior Supplier and Senior User must be represented. The roles can be delegated in the event that the usual person in the role cannot attend. The Business and ICT Project Managers are required to attend all regular Board meetings.
- 8.3 Decisions made at the Board meeting are to be recorded in the Board minutes. Out of Session decisions or approvals will be handled via email. Board members should nominate a delegate if they are out of the office during times that a Board decision or approval is required. The Executive (Chair) role has the decision making authority in the event that consensus cannot be reached by Board members.

## 9 Roles & Responsibilities

### 9.1 Executive

- 9.1.1 Although the Board is responsible for the project, the Executive (supported by the members) is ultimately accountable for the projects' success and is the key decision maker.
- 9.1.2 The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted outcomes. The Executive has to ensure that the release gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier.
- 9.1.3 The role of the Executive is vested in one individual, so that there is a single point of accountability for the project

### 9.2 Senior Users

- 9.2.1 The Senior Users are responsible for specifying the needs of those who will use the project's products, for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the project plan in terms of quality, functionality and ease of use.
- 9.2.2 The role represents the interests of all those who will use the project's products (including operations and maintenance), those for whom the products will achieve an objective, or those who will use the products to deliver benefits. The Senior Users role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests.

### 9.3 Senior Suppliers

- 9.3.1 The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products.
- 9.3.2 This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. This role will include providing supplier resources to the project and ensuring that proposals for designing and developing the products are feasible and realistic.
- 9.3.3 The Senior Supplier also represents the interests of those who will maintain the specialist products of the project after closure, e.g. ongoing system maintenance and support.

## 10 Governance Model

### 10.1 Meetings

Parameters	Recommendations
Frequency of board meetings	Monthly (in person or via teleconference)
Duration of meetings	Up to 1 hour
Agenda	Prepared by the project manager and sent out with the board papers.
Papers	Circulated no later than five working days ahead of scheduled board meetings. If board members or other project members wish to table papers this should be completed at least five working days ahead of a scheduled board meeting.
Secretariat	Secretariat support will be provided by the Business Project Manager.
Minutes	Distributed for agreement within three working days of the meeting being held.

## 10.2 Highlight Reporting

- The project manager will use the Enterprise Project Management Office (EPMO) Highlight Report Template included in the Project Log, unless the board authorises the use of an alternative report format.
- The highlight report contains the following basic information together with other project specific information:
  - The status of the project
  - Progress in mitigating risks and issues
  - Funding situation
  - Monitoring of project tolerances, noting where project exceptions have occurred
  - Reporting project dependencies
  - Progress against milestones.
- The Project Manager should provide the highlight report to the board and/or SRO on a monthly basis, or an alternative timeframe agreed to by the SRO.

## 10.3 Exception Reporting

In addition regular reporting, any project exceptions (breaches of tolerances that require immediate escalation to the board) will be highlighted by way of an Exception Report which will outline the impact of the given exception along with recommendations on what action should be taken. If an out of session board meeting is required to address an exception, this requirement will be highlighted within the covering minute of the exception report.

## 10.4 Tolerances

Tolerances determine the level of deviation that can occur from the project plan before a project reaches exception.

<b>GREEN</b>	Within +/- 5% of agreed budget
<b>AMBER</b>	Within +/- 10% of agreed budget
<b>RED</b>	>10% of agreed budget

The Chief Financial Officer (CFO) must approve changes to financial tolerances.

Management and guidance will be associated with and measured against these tolerances.

## EP3MO

## PROJECT HIGHLIGHT REPORT

Project Name:	R&C Enterprise Reporting (RaCER)	Project Phase:	Establishment	Report Date:	10-Nov-17
Project Manager:	s 47E(c), s 47E(d)	Actual Start Date:	18-Jul-17	Planned Deployment Date:	30-Mar-19
Description	The Improving Processing Systems (IPS) program is replacing the critical business applications that underpin R&C processing systems (including CCPS, DefCare, CADET). This will result in the replacement of up to 20 legacy systems, for which data will no longer flow into the DMIS EDW. To meet DVA's ongoing enterprise reporting obligations, this project will make available R&C data currently held in the Integrated Services Hub for R&C (ISH R&C) in the DMIS EDW.				

## PROJECT STATUS

Scope	
Schedule	Plan submitted to board for endorsement. Next Board is on 16 Nov 2017 at which formal request for approval will be sought.
Financial Status	There is sufficient funds for the project delivery as per current estimates for this over three financial years but EMB has not allocated any money for business in the current financial year. Change request will be raised for this.

Legend for Status	RED	AMBER	GREEN	GREY
Colour	SRO needs to approve Project Managers' strategy to manage status or if required assist or escalate to Project Governance Authority for approval or intervention.	Concerns or issues need to be addressed for the project to remain in or return to a controlled state, requires Project Governance Authority notification.	Project is progressing according to plan or any variations are being managed effectively within governance authority assigned tolerances.	Project is in establishment, the project plan has not yet been endorsed by the appropriate governance body, scope, schedule and/or costs not agreed.

## KEY ISSUES

Issue ID	Date Raised	Priority	Owner	Resolver	Description	Progress Log
ER002	11/09/17	P2	s 47E(c), s 47E(d)		Initial investigation has established that the current level of documentation of IPS data model lacks some essential ones e.g. data dictionary and metadata, in particular field description.	s 47E(c), s 47E(d) has provided a resource to provide the information requested.
ER003	10/10/17	P2	s 47E(c), s 47E(d)		In the DMIS development and Support Section a project resource is going in 7 months leave at a critical time (implementation) and a replacement is required.	10/10/2017. Advised s 47E(c), s 47E(d) of the requirement. Response awaited. 10/11/2017 - A resource has been hired and will commence in Dec.

## KEY RISKS

Ref ID	Description	Impact Description	Mitigation Plan	Residual Risk Rating	Target Mitigation Date
ER001	The potential for the transition of ICT Solutions branch to DHS to impact the Project	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor process and raise issues as required as they relate to process and procedures.</li> </ul>	High	30/11/2017

## KEY MILESTONES

Milestone ID	Milestone Description	Approved Date	Forecast Date	Status	Comment
ER001	Board Agreement to Plan	19-Sep-17	16-Nov-17	Late	Board is considering bringing ISO 11179 Naming Standards for Enterprise Reports to the project scope and reallocation of business funding from future FY
ER002	Out of Establishment	19-Sep-17	16-Nov-17	Late	Project plan will be updated for endorsement when Board approves the inclusion of ISO 11179 in project scope and CFO agrees for the business budget re-allocation from future financial years.
ER003	Sign-off of Business Requirements	31-Oct-17	16-Nov-17	Late	Final version of BRD submitted for sign-off on 1 Nov. Last minute comments received - to be finalised 16 Nov.
ER004	Detailed Solution Design	15-Nov-17	30-Nov-17	Late	First draft of the data model is expected in late Nov. The second draft will be shared with business stakeholders in late Dec, subject to business staff availability.

## PROJECT HIGHLIGHT REPORT - Page 2

## BUDGET

Cost Category		Total		
		Operating (\$'000)	Capital (\$'000)	Project (\$'000)
(i)	Budget:	667,200	2,131,728	2,798,928
(ii)	Actual (PTD)	110,679	81,152	191,830
(iii)	Forecast To Complete	556,521	2,050,576	2,607,097
(iv)	Variance:	0	-	0

## ACHIEVEMENTS & OUTLOOK

**Achievements this reporting period:**

- Plan submitted for approval
- Draft Business requirements distributed for review 20 Oct and Final submitted for sign off on 1 Nov; **subsequently delayed for 2 weeks as further requests from business received.**
- Risk workshop held with business, Project, technical and support teams participating

**Outlook for next reporting period:**

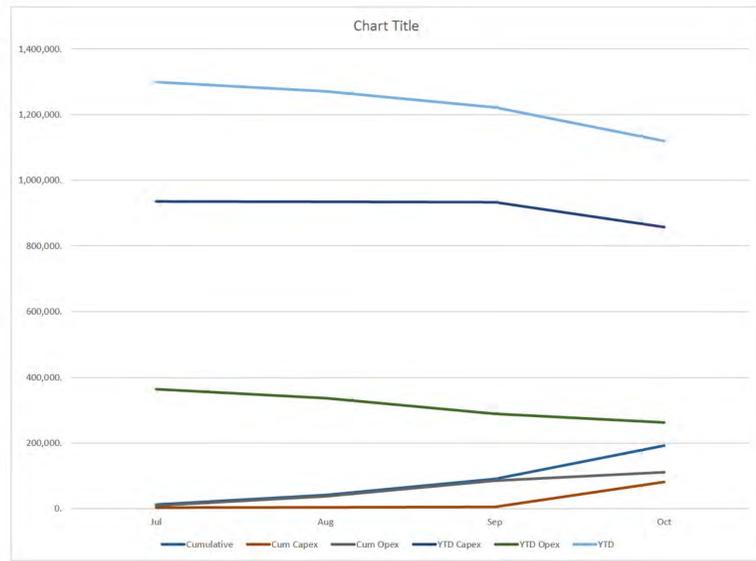
- Plan submitted for endorsement out-of-session. One board member yet to endorse. Next Board is 16 Nov 2017 at which plan will be submitted for formal approval.
- Technical workshop on first draft of the data model with DMIS team is **in late Nov**
- Technical workshop with business stakeholders on the second and final draft of the data model **in late Dec, subject to business staff availability.**

## PROJECT CHANGE/EXCEPTIONS

Change / Exception ID	Change / Exception Description	Date Raised	Decision Date	Budget Impact \$	Schedule Impact Wks	Status
ER003	<b>s 47E(c), s 47E(d)</b> to join project board as advisor and project board member respectively	2/11/2017	16/11/2017	\$0.00	0	Under Consideration
ER004	Transfer of the business component of projects budget allocated by EMB for the FY 2018-19 and FY 2019-20 to FY 2017-18	2/11/2017	16/11/2017	\$559,488.00	0	Under Consideration

Business expense	Rate/hours/Months	Aug	Sep	Oct
s 47/E(c), s 47/E(d)				
	150	55.5	47	102
	71.58	7.5	18	
	87.08		10	49
	100			3
		\$ 8,325.00	\$ 7,050.00	\$ 15,300.00
		\$ 536.85	\$ 128.84	\$
		\$	\$ 870.80	\$ 4,266.92
		\$	\$	\$ 300.00
<b>Total Business</b>		\$ 8,861.85	\$ 8,049.64	\$ 19,866.92

Business	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Capital	0	0	0	\$								
Expense		8,861.85	8,049.644	\$ 19,866.92								
Travel	0	0	0	\$ 12,245.48								
<b>Total Business</b>		8,861.85	8,049.644	\$ 32,112.40								
Cum Bus	0	8,861.85	16,911.494	\$ 49,023.90								
<b>ICT</b>												
Capital	2,999.19	1,005.69	1,270.53	\$ 75,876.53								
Expense	9,256.39	18,735.11	39,588.22	\$ 8,206.92								
Travel	0	0	0	\$ 2,281.86								
<b>Total ICT</b>	12,255.58	19,740.8	40,858.75	\$ 69,951.47								
<b>Total ICT/Bus</b>	12,255.58	28,602.65	48,908.394	\$ 102,063.88								
Cumulative	12,255.58	40,858.23	89,766.624	\$ 191,830.50								
Cum Capex	2,999.19	4,004.88	5,275.41	\$ 81,151.94								
Cum Opex	9,256.39	36,853.35	84,491.214	\$ 110,678.56								
<b>YTD Capex</b>	935,536.63	934,530.94	933,260.41	\$ 857,383.88								
<b>YTD Opex</b>	363,693.5	336,096.54	288,458.676	\$ 262,271.33								
<b>YTD</b>	1,299,230.13	1,270,627.48	1,221,719.086	\$ 1,119,655.21								
<b>PTD Capex</b>	2,128,728.81	2,127,723.12	2,126,452.59	\$ 2,050,576.06								
<b>PTD Opex</b>	857,843.6	630,346.64	582,708.776	\$ 556,521.43								
<b>PTD</b>	2,786,672.41	2,758,069.76	2,709,161.366	\$ 2,607,097.49								
<b>Forecast</b>												
Forecast Capex												
Forecast Opex												



Funding Allocation	17/18	18/19	19/20	Total
Capital	\$938,535.82	\$1,049,045.91	\$144,146.27	\$2,131,728.00
Operational	\$372,949.89	\$261,764.37	\$32,485.73	\$667,199.99
<b>Total</b>	<b>\$1,311,485.71</b>	<b>\$1,310,810.28</b>	<b>\$176,632.00</b>	<b>\$2,798,927.99</b>

Current Status	17/18	18/19	19/20	Total
<b>Business</b>				
Capital		\$350,370.26	\$144,146.27	\$494,517
Operations;		\$32,485.73	\$32,485.73	\$64,971
<b>Total Business</b>	<b>\$0</b>	<b>\$382,856</b>	<b>\$176,632</b>	<b>\$559,488</b>

<b>ICTSB</b>				
Capital	\$938,536	\$698,675.65	\$0.00	\$1,637,211
Operations;	\$372,950	\$229,278.64	\$0.00	\$602,229
<b>Total</b>	<b>\$1,311,485.71</b>	<b>\$927,954.29</b>	<b>\$0.00</b>	<b>\$2,239,440</b>

Date	Name	Project	Inc GST	Ex GST
<b>Business Travel</b>				
26/10/2017	s 47E(c), s 47E(d)	Racer	472.66	\$ 429.69
26/10/2017		Racer	417.66	\$ 379.69
23/10/2017		Racer	4334.63	1444.877 \$ 1,313.52
24/10/2017		H23	1444.877	
25/10/2017		Racer	1444.877	\$ 1,313.52
4/10/2017		Racer	661.53	\$ 601.39
4/10/2017		Racer	836.93	\$ 760.85
4/10/2017		Racer	354.67	\$ 322.43
4/10/2017		Racer	743.31	\$ 675.74
4/10/2017		Racer	2904.99	\$ 2,640.90
4/10/2017			116.8	\$ 106.18
<b>Total-Bus Travel</b>			<b>10843.18</b>	<b>\$ 9,857.44</b>
<b>ICT Travel</b>				
10/10/2017	s 47E(c), s 47E(d)	Racer	923.14	\$ 839.22
10/10/2017		Racer	921.17	\$ 837.43
10/10/2017		Racer	665.74	\$ 605.22
<b>Total ICT Travel</b>			<b>2510.05</b>	<b>\$ 2,281.86</b>
<b>Total Racer</b>				<b>\$ 12,245.48</b>
Total H23				\$ 1,313.52



3.1	Q&A or Any other business	10
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MEETING MINUTES			
Meeting Name	R&C Enterprise Reporting (RaCER) Project Board Meeting #4		
Meeting Objective	Regular Meeting to review RaCER Project Status		
Date	16/11/2017	Location	Various
Start Time (AEST)	9:00 AM	End Time (AEST)	10:00 AM
Chair	John Sadeik	Scribe	s 47E(c), s 47E(d)
Attendees	<p>s 47E(c), s 47E(d) Project Manager, T&amp;E ICT Solutions Branch, ACT</p> <p>Sadeik, John – Acting Deputy Commissioner, NSW/ACT, (AS Primary Claims &amp; Reconsiderations Branch), NSW</p> <p>s 47E(c), s 47E(d) Director, DMIS Development and Support, VIC</p> <p>s 47E(c), s 47E(d) – Director, T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) – Business Analyst, DMIS Development and Support, ACT</p> <p>s 47E(c), s 47E(d) – Director, T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) – Program Manager, T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) – C&amp;O Division Business Improvement, VIC</p> <p>s 47E(c), s 47E(d) – Director, C&amp;O Division Business Improvement, NSW</p> <p>s 47E(c), s 47E(d) – Acting Assistant Director, C&amp;O Division Business Improvement, NSW</p>		
Apologies	<p>Danaro, Joe - Assistant Director, C&amp;O Business Improvement, NSW</p> <p>Claypole, Steve – Data Analytics, VCR Implementation, ACT</p>		
Distribution	Geary, John – Deputy Commissioner, VIC (FAS, C&O Division)		

Item	Description	Responsible	Paper	Action	Time
1	Order of Business				
1.1	Welcome	Chair	X	Note/ Endorse	5
1.2	Apologies				
1.3	Review/Approve Minutes of last meeting				
1.4	Action arising from previous meeting				
2	Regular Updates				
2.1	<p><b>Endorsements</b></p> <ul style="list-style-type: none"> <li>• Business Requirements v4.0</li> <li>• Board Terms of Reference <ul style="list-style-type: none"> <li>○ Inclusion of Steve Claypole and Cris McGrath</li> </ul> </li> <li>• Project Plan <ul style="list-style-type: none"> <li>○ Scope – ISO 11179 Naming Standards (Metadata implication)</li> <li>○ Budget- Transfer of business allocation to current FY</li> </ul> </li> <li>• DHS Shared Services Expansion <ul style="list-style-type: none"> <li>○ SRO approval of funds transition</li> </ul> </li> </ul>	Chair	x	Discuss	15
2.2	<p><b>Project Status - Highlight Report</b></p> <ul style="list-style-type: none"> <li>• Overall outlook</li> <li>• Financials – consolidated business and ICT</li> <li>• Milestones</li> </ul>	PM	✓ ✓ ✓	Present Present Present	15

2.3	Project Issues & Risks	All	x	Discuss	5
3	Other Business				
3.1	Q&A or Any other business				10

## ACTION ITEMS

Action ID	Details	Assigned to	Due Date	Status
1509-03	<p>██████████ to develop and organize the business requirements workshop(s) to be conducted by 30 September. Draft proposal to be circulated to John S by 20 September.</p> <p>17/10 – Draft proposal submitted to John on 20 Sep and workshop was held on 5 Oct. A draft of Business requirement will be distributed by Friday 20 Oct.</p> <p>16/11 – ██████████ is still waiting on ██████████ of ██████████ Compensation policy to provide feedback. He will wait for feedback to BRD 4.0 by COB today so that a final sign-off version could be circulated by COB tomorrow.</p>	██████████ ██████████	17/11/17	Open
1710-04	<p>John Sadeik to discuss with ██████████ the status of reviews and appeals in relation to R&amp;C ISH. If they move to R&amp;C ISH, they become part of the RaCER scope.</p> <p>16/11 – ██████████ advised that it is not in scope of R&amp;C ISH (IPS) program this financial year. John will progress it through John Geary if required as it poses a risk of error in reporting.</p>	John ██████████	4/12/17	Pending
1611-01	<p>John Sadeik will meet with CFO to discuss project change request ER004 next week on the business component of the budget that require to be made available in the current financial year rather than future financial years</p>	John	24/11/17	Open
1611-02	<p>██████████ to provide travel cost for RaCER project under his cost Centre</p>	██████████	Asap	Open

## 1. ORDER OF BUSINESS

### a. WELCOME

John welcomed ██████████ who replaces ██████████ who is on leave for two months. Refer Attendee list.

### b. APOLOGIES

Refer apologies list.  
Quorum for the meeting established.

### c. REVIEW/APPROVE MINUTES OF LAST MEETING

Minutes of the previous meeting approved.

### d. REVIEW ACTIONS ITEMS FROM LAST MEETING

Items closed: 1509-02, 1710-01, 1710-02, 1710-03 and 1710-05.

## 2. REGULAR UPDATES

### a. ENDORSEMENT – BUSINESS REQUIREMENTS

The workshop on 5 October 2017, with R&C Directors and key stakeholders, had been very helpful in consolidating and specifying the business reporting requirements which will be included in the next draft of Business requirements document (BRD).

A draft of updated BRD was released on Friday 20 October 2017 with the final circulated on 1 November.

Due to further comments received in response to the “final BRD”, a revised version will be completed by 17 November 2017.

### b. ENDORSEMENT – BOARD TERMS OF REFERENCE UPDATE

Project board endorsed inclusion of s 47E(c), s 47E(d) VCR Implementation as Senior User and s 47E(c), s 47E(d) Information Manager to the project board.

s 47E(c), s 47E(d) has joined as delegate for s 47E(c), s 47E(d) who is on leave until early January 2018.

### c. ENDORSEMENT – PROJECT PLAN

#### i. SCOPE

Board agreed in principle to include compliance to ISO11179 Naming standards for Meta data in RAaCER scope.

The project plan stands as endorsed by the board with a formal project change record to be raised for ISO compliance and DocTracker when estimates of the effort is available.

#### ii. BUDGET

—————A change record has been raised to bring in the business component of the budget from future -financial years to the current financial year because in the budget cost model approved by EMB, business funding is only approved in the future financial years. John Sadeik will meet with CFO to discuss this matter next week.

### d. ENDORSEMENT – SHARED SERVICES EXPANSION – SRO APPROVAL OF FUNDS TRANSITION

s 47E(c), s 47E(d) CIO, ICTSB requested ICT project managers to get approval from SRO of their “in-flight” projects ahead of DHS Shared Services Expansion scheduled for 20 November 2017. This matter was discussed at the Business Management Committee meeting on 14 November 2017 and it was decided that there needs to be some further work around the transitional arrangements between DVA and DHS. This is only an administrative issue and availability of the funds is not in question.

### e. PROJECT STATUS – HIGHLIGHT REPORT

#### i. OVERALL OUTLOOK

The overall project status and schedule are now ‘green’ with project board endorsement of the project plan. The Financial status has been reported as ‘amber’ but as it was confirmed that the availability of the fund is guaranteed, its status will also revert back to ‘green’.

**ii. FINANCIALS**Expenditure to 31 October 2017:

Capital \_\_\_\_\_ \$81,152  
 Operating \_\_\_\_\_ \$110,679  
 Total \_\_\_\_\_ \$191,830\*

\*(includes most business and ICT travel cost from Dave Williams Cost Centre). Suren to provide RaCER travel cost attributed to his Cost Centre.

**iii. MILESTONES**

BRD 4.5 release for sign off – 17/11

Project Scope re-costing estimate – 4/12

Data model presentation to Business stakeholders – 14/12

**f. PROJECT ISSUES AND RISKS**

- i. DHS have accepted the exemption request for Contractors over the RAP period which is also applicable to RaCER project. This has mitigated the risk on the delivery schedule.
- ii. There is no issue on on-boarding contractors after DHS transition on 20 Nov. The project team has already acquired a Data Analyst. Two ETL resources with some data analysis exposure are on the resource plan to be acquired. They will initially be sought from DHS resource pool prior to approaching market.

**3. OTHER BUSINESS**

Next Meeting Date: in the week of 4 December 2017 (to be advised).

**a. DECISIONS**

1. The Project Board agreed to approve the Terms of Reference with amendments.	25/08/2017
2. The changes to Terms of reference (v1.1) TRIM 17683129E endorsed	17/10/2017
3. The Board endorsed the project plan and has agreed for a change request (PCR) to be raised to include ISO 11179 Naming Standards for metadata in the project scope.	16/11/2017

**b. ACTION ITEMS CLOSED THIS MEETING**

Action ID	Details	Assigned to	Due Date	Status
1509-02	s 47E(c), s 47E(d) is scheduled to meet with s 47E(c), s 47E(d) next week and will discuss the project board membership in regards to s 47E(c), s 47E(d) role. 17/10 – Carried over 16/11 – s 47E(c), s 47E(d) have met to discuss this and other matters. Item closed.	s 47E(c), s 47E(d)	22/09/17	Closed
1710-01	s 47E(c), s 47E(d) will distribute the updated final version of the document on reporting domain demarcation for the review by the Board out-of-session	s 47E(c), s 47E(d)	27/10/17	Closed

Action ID	Details	Assigned to	Due Date	Status
1710-02	<p>o distribute updated project plan out-of-session, that  s 47E(c), s 47E(d) response to feedback from s 47E(c), s 47E(d)</p> <p>2) A caveat to the proposed timelines in the current version, noting that timing of releases is under review and seek endorsement from the Board.  16/11 – The Board endorses the project plan and has agreed for a change request (PCR) to be raised to include ISO 11179 Naming Standards for metadata in the project scope.  Item closed</p>	s 47E(c), s 47E(d)	Asap	Closed
1710-03	<p>John Sadeik to nominate business staff to attend the Risk workshop scheduled for 26 Oct  16/11 – s 47E(c), s 47E(d) were nominated for this workshop.  Item closed</p>	John	Asap	Closed
1710-05	<p>Statistics Group needs to be advised that AIS2000 will lose its compensation claims data as R&amp;C ISH takes on these functions, as it relies in part on AIS2000.  16/11 –Discussion with s 47E(c), s 47E(d) and his team (Stats) on 31 October: advised that R&amp;C data would cease in AIS2000 as functions transferred to R&amp;C ISH. However, AIS2000 would remain available as a source of income support and other non R&amp;C data. The team acknowledged this and would actively collaborate with the RaCER project to ensure it would also meet its requirements.</p>	John	27/10/17	Closed



**Australian Government**  
**Department of Veterans' Affairs**

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## **R&C Enterprise Reporting Project Board Terms of Reference**

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Version No:	1.4
TRIM Reference:	17683129E
Effective from:	1 Sep 2017

## Approvals

Name	Project Role	Signature	Date
John Geary	SRO		
John Sadeik	(Chair) Executive		

## Distribution List

Organisation	Position	Name
R&C Enterprise Reporting Project Board	All	Members
Health and Community Services	Business Analyst	s 47E(c), s 47E(d)
Health and Community Services	Assistant Director	
Health and Community Services	Assistant Director	
Veterans Systems Branch, DHS	Assistant Director	
Veterans Systems Branch, DHS	Director	
Department of Veterans Affairs	IPS Program Manager	
Corporate	CFO	Graeme Rochow

Date	Version	Modified By	Changes Made, Review History
4 Aug 2017	0.3	s 47E(c), s 47E(d)	Accepted updates from s 47E(c), s 47E(d) on the initial draft
18 Aug 17	0.4	s 47E(c), s 47E(d)	Document template changed on request from s 47E(c), s 47E(d) replace s 47E(c), s 47E(d) as Senior Supplier
25 Aug 17	0.5	s 47E(c), s 47E(d)	s 47E(c), s 47E(d) added to the board as Senior User, s 47E(c), s 47E(d) role changed to Senior Supplier s 47E(c), s 47E(d) included as Advisor.
25 Aug 17	0.6	s 47E(c), s 47E(d)	Section 6.1 - s 47E(c), s 47E(d) added as Senior User. Section 6.2 – Typo corrected. DDS replaced with DDSS
1 Sep 17	0.7	s 47E(c), s 47E(d)	Amendment as per s 47E(c), s 47E(d) suggestions and John’s approval: <ul style="list-style-type: none"> <li>- Project name changed to R&amp;C Enterprise Reporting Project</li> <li>- Project Managers not part of the Board</li> </ul> Other changes: <ul style="list-style-type: none"> <li>- Approvals by SRO and Executive only</li> <li>- Distribution list includes the CFO and the Board</li> <li>- Section 5.1 – Board is accountable to SRO</li> <li>- Section 6 added on SRO</li> <li>- Section 7 - PMs changed to be advisors</li> <li>- Sections 8.1 and 8.2 – Roles needed for Board meetings</li> <li>- Section 9 added on Roles &amp; Responsibilities of Executive, Senior User and Senior Supplier</li> </ul>

			<ul style="list-style-type: none"> <li>- Section 10.2 – reference to highlight report required by EPMO deleted</li> <li>- Other minor changes in mark-up</li> </ul>
19 Sep 17	1.0	§ 47E(c), § 47E(d)	Project board approved all changes in this document. § 47E(c), § 47E(d) included in the project board on request from Chair. TRIM reference added.
13 Oct 17	1.1	§ 47E(c), § 47E(d)	§ 47E(c), § 47E(d) is the new Director of DMIS Development and Support Section and replaces § 47E(c), § 47E(d) in the project board as Senior Supplier. § 47E(c), § 47E(d) is now Advisor to the board. § 47E(c), § 47E(d) & § 47E(c), § 47E(d) job titles updated.
10 Nov 17	1.2		Chair requested that § 47E(c), § 47E(d) be included in the project board as advisor and project board member respectively.
29 Nov 17	1.3		§ 47E(c), § 47E(d) nominated from their policy areas to the board at Chair’s request. ICT Solutions Branch changed to Veterans Systems Branch
05 Feb 18	1.4	§ 47E(c), § 47E(d)	§ 47E(c), § 47E(d) Director of DMIS Development and Support Section, has left DVA. § 47E(c), § 47E(d) is the acting Director and as § 47E(c), § 47E(d) replacement, is now in the role of Senior Supplier in the project board.

**Compliance and Version Control**

Once approved this document is maintained in electronic form at the TRIM reference shown on the front cover. Printed copies may not be the latest version.

**Confidentiality and Disclosure**

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## 1 Introduction

- 1.1 The Improving Processing System (IPS) program is replacing critical business applications that underpin Rehabilitation & Compensation (R&C) systems (including CCPS, DefCare, CADET). This will result in replacement of up to 20 legacy systems for which data will no longer flow into the DMIS EDW. It is essential that R&C data currently held in the Integrated Services Hub (ISH) for R&C – R&C ISH – flow through to DMIS EDW.
- 1.2 The R&C Enterprise Reporting project has been initiated to meet DVA's ongoing enterprise reporting obligations in relation to R&C data.
- 1.3 These Terms of Reference set out the authority, objectives, responsibilities and accountabilities of the R&C Enterprise Reporting Project Board, herein referred to as the Board.

## 2 Authority

- 2.1 The Board has authority to perform its functions directly from the SRO and Secretary's Instruction SI - Governance.
- 2.2 The Board is authorised, within the scope of its responsibilities, to undertake the roles and responsibilities outlined under 3. *Objectives* and 4. *Responsibilities*.
- 2.3 The Board is authorised, within the scope of its responsibilities, to provide direction to the R&C Enterprise Reporting project.

## 3 Objectives

- 3.1 The Board will provide advice and direction to the R&C Enterprise Reporting Project to ensure project deliverables are met.

## 4 Responsibilities

- 4.1 The responsibilities of the Board are:
  - To approve key project artefacts including the project plans and project highlight reports;
  - Be accountable for the success or failure of the projects in terms of the business, user and supplier interests;
  - To provide unified direction to the projects. As one of the key responsibilities of the Board is to provide direction to the Project Manager, it is important that all members have a unified view as to what the direction should be;
  - To determine mechanism for escalation of decisions to other governance committees or senior responsible officer, where the decision is beyond the remit of the board.
  - To approve project exceptions as raised according to DVA's Project Management Framework;
  - To provide visible and sustained support for the Project Manager; and
  - To ensure effective communication both within the project team and with external stakeholders.

## 5 Accountability

- 5.1 The Board is accountable, through the Chair, to the SRO, who will receive regular reports on the Board's achievement against the objective set out in Section 3 above, and delivering on the responsibilities detailed in Section 4. This accountability cannot be delegated even if the responsibility or task is delegated.

## 6 Senior Responsible Officer (SRO)

- 6.1 John Geary, Deputy Commissioner, FAS, C&O Division, DVA Vic, is the SRO for the R&C Enterprise Reporting Project.
- 6.2 The SRO will be provided with a report on the progress of the Project by the Chair, Board. The report will be provided in the form of verbal brief no more than five working days after each Board meeting. The exception will be if the R&C Enterprise Reporting Project moves to 1 or more RED or 2 or more AMBER ratings. All exception reporting will be provided to the SRO in the form of a written brief.
- 6.3 The SRO is the escalation point for the Board.

## 7 Membership

- 7.1 The Board has the following permanent membership:

Chair/Exec Support Branch;	John Sadeik, Deputy Commissioner NSW/ACT, Business Improvement &
Senior Supplier	§ 47E(c), § 47E(d), Director, Veterans Systems Branch, DHS;
Senior Supplier Section;	§ 47E(c), § 47E(d), Director(Acting), DMIS Development and Support
Senior User	§ 47E(c), § 47E(d), Director, Claims & Operations Division Coordination;
Senior User	§ 47E(c), § 47E(d), Assistant Director, Performance Reporting(C & O Division);
Senior User	§ 47E(c), § 47E(d), Subject Matter Expert; Claims & Operations;
Senior User	§ 47E(c), § 47E(d), Subject Matter Expert, VCR Data & Analytics;
Senior User	§ 47E(c), § 47E(d), Director, R&S Rehab Policy and Reform;
Senior User	§ 47E(c), § 47E(d), Director, R&S Compensation & Inc Spt Policy

- 7.2 The Board has the following advisors who may be called in to attend board sessions as required by the board:

§ 47E(c), § 47E(d)	Snr Project Manager, Veterans Systems Branch, DHS
	Business Project Manager, DMIS Development and Support Section;
	Team Lead, DMIS Development and Support Section;
	Team Lead, DMIS Development and Support Section;
	Director, Veterans Systems Branch, DHS;
	Team Lead, Veterans Systems Branch, DHS;
	IPS/ISH Program Manager;
	Director, Information Management Strategy.

## 8 Decisions

- 8.1 The members of the Board comprise 1 x Executive (Chair), 2 x Senior Users (SU) and 2 x Senior Supplier (SS).
- 8.2 For the Board meetings to occur, each role of Executive (Chair), Senior Supplier and Senior User must be represented. The roles can be delegated in the event that the usual person in the role cannot attend. The Business and ICT Project Managers are required to attend all regular Board meetings.
- 8.3 Decisions made at the Board meeting are to be recorded in the Board minutes. Out of Session decisions or approvals will be handled via email. Board members should nominate a delegate if they are out of the office during times that a Board decision or approval is required. The Executive (Chair) role has the decision making authority in the event that consensus cannot be reached by Board members.

## 9 Roles & Responsibilities

### 9.1 Executive

- 9.1.1 Although the Board is responsible for the project, the Executive (supported by the members) is ultimately accountable for the projects' success and is the key decision maker.
- 9.1.2 The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted outcomes. The Executive has to ensure that the release gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier.
- 9.1.3 The role of the Executive is vested in one individual, so that there is a single point of accountability for the project

### 9.2 Senior Users

- 9.2.1 The Senior Users are responsible for specifying the needs of those who will use the project's products, for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the project plan in terms of quality, functionality and ease of use.
- 9.2.2 The role represents the interests of all those who will use the project's products (including operations and maintenance), those for whom the products will achieve an objective, or those who will use the products to deliver benefits. The Senior Users role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests.

### 9.3 Senior Suppliers

- 9.3.1 The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products.
- 9.3.2 This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. This role will include providing supplier resources to the project and ensuring that proposals for designing and developing the products are feasible and realistic.
- 9.3.3 The Senior Supplier also represents the interests of those who will maintain the specialist products of the project after closure, e.g. ongoing system maintenance and support.

## 10 Governance Model

### 10.1 Meetings

Parameters	Recommendations
Frequency of board meetings	Monthly (in person or via teleconference)
Duration of meetings	Up to 1 hour
Agenda	Prepared by the project manager and sent out with the board papers.
Papers	Circulated no later than five working days ahead of scheduled board meetings. If board members or other project members wish to table papers this should be completed at least five working days ahead of a scheduled board meeting.
Secretariat	Secretariat support will be provided by the Business Project Manager.
Minutes	Distributed for agreement within three working days of the meeting being held.

## 10.2 Highlight Reporting

- The project manager will use the Enterprise Project Management Office (EPMO) Highlight Report Template included in the Project Log, unless the board authorises the use of an alternative report format.
- The highlight report contains the following basic information together with other project specific information:
  - The status of the project
  - Progress in mitigating risks and issues
  - Funding situation
  - Monitoring of project tolerances, noting where project exceptions have occurred
  - Reporting project dependencies
  - Progress against milestones.
- The Project Manager should provide the highlight report to the board and/or SRO on a monthly basis, or an alternative timeframe agreed to by the SRO.

## 10.3 Exception Reporting

In addition regular reporting, any project exceptions (breaches of tolerances that require immediate escalation to the board) will be highlighted by way of an Exception Report which will outline the impact of the given exception along with recommendations on what action should be taken. If an out of session board meeting is required to address an exception, this requirement will be highlighted within the covering minute of the exception report.

## 10.4 Tolerances

Tolerances determine the level of deviation that can occur from the project plan before a project reaches exception.

<b>GREEN</b>	Within +/- 5% of agreed budget
<b>AMBER</b>	Within +/- 10% of agreed budget
<b>RED</b>	>10% of agreed budget

The Chief Financial Officer (CFO) must approve changes to financial tolerances.

Management and guidance will be associated with and measured against these tolerances.

# EP3MO PROJECT HIGHLIGHT REPORT

Project Name:	R&C Enterprise Reporting (RaCER)	Project Phase:	Design	Report Date:	04-Dec-17
Project Manager:	s 47E(c), s 47E(d)	Actual Start Date:	18-Jul-17	Planned Deployment Date:	30-Mar-19
Description:	The Improving Processing Systems (IPS) program is replacing the critical business applications that underpin R&C processing systems (including CCPS, DefCare, CADET). This will result in the replacement of up to 20 legacy systems, for which data will no longer flow into the DMIS EDW. To meet DVA's ongoing enterprise reporting obligations, this project will make available R&C data currently held in the Integrated Services Hub for R&C (ISH R&C) in the DMIS EDW.				

## PROJECT STATUS

Scope		There is sufficient funds for the project delivery as per current estimates for this over three financial years but EMB has not allocated any money for business in the current financial year. Change request ER004 has been raised.
Schedule		
Financial Status		

Legend for Status	RED	AMBER	GREEN	GREY
Colour	SRO needs to approve Project Managers' strategy to manage status or if required assist or escalate to Project Governance Authority for approval or intervention.	Concerns or issues need to be addressed for the project to remain in or return to a controlled state, requires Project Governance Authority notification.	Project is progressing according to plan or any variations are being managed effectively within governance authority assigned tolerances.	Project is in establishment, the project plan has not yet been endorsed by the appropriate governance body, scope, schedule and/or costs not agreed.

## KEY ISSUES

Issue ID	Date Raised	Priority	Owner	Resolver	Description	Progress Log
ER002	11/09/17	P2	s 47E(c), s 47E(d)		Initial investigation has established that the current level of documentation of IPS data model lacks some essential ones e.g. data dictionary and metadata , in particular field description.	s 47E(c), s 47E(d) has provided a resource to provide the information requested.
ER003	10/10/17	P2	s 47E(c), s 47E(d)		In the DMIS development and Support Section a project resource is going in 7 months leave at a critical time (implementation) and a replacement is required.	10/10/2017. Advise s 47E(c), s 47E(d) of the requirement. Response awaited. 10/11/2017 - A resource has been hired and will commence in Dec.
ER004	01/12/17	P1	s 47E(c), s 47E(d)		2xETL Resources are to be hired for RaCER project from 15 Jan 2018 as per resource plan	This task was held up since 2nd week of Oct 2017 due to DHS transition.

## KEY RISKS

Ref ID	Description	Impact Description	Mitigation Plan	Residual Risk Rating	Target Mitigation Date
ER001	The potential for the transition of ICT Solutions branch to DHS to impact the Project	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor process and raise issues as required as they relate to process and procedures.</li> </ul>	High	30/11/2017

## KEY MILESTONES

Milestone ID	Milestone Description	Approved Date	Forecast Date	Status	Comment
ER001	Board Agreement to Plan	19-Sep-17	16-Nov-17	Achieved	
ER002	Out of Establishment	19-Sep-17	16-Nov-17	Achieved	
ER003	Sign-off of Business Requirements	31-Oct-17	30-Nov-17	Late	Final BRD circulated 17 November. Any further additions to be reported as addenda and separately circulated to the project board for consideration.
ER004	Detailed Solution Design	15-Nov-17	15-Dec-17	Late	The final data model will be shared with business stakeholders on Dec 14.

## PROJECT HIGHLIGHT REPORT - Page 2

## BUDGET

Cost Category		Total		
		Operating	Capital	Project
(i)	Budget:	667,200	2,131,728	2,798,928
(ii)	Actual (PTD)	126,541	122,188	248,729
(iii)	Forecast To Complete	540,659	2,009,540	2,550,199
(iv)	Variance:	0	-	0

## ACHIEVEMENTS & OUTLOOK

Achievements this reporting period:

- Project Plan approved. Project is out of establishment.
- Final Business requirements submitted for sign off.
- Technical workshop on first draft of the data model with DMIS team is in late Nov

**Outlook for next reporting period:**

- Technical workshop with business stakeholders on the second and final draft of the data model on 14 Dec
- Slowdown in project activity as some staff not available due to Reduced Activity period in DHS.

**PROJECT CHANGE/EXCEPTIONS**

Change / Exception ID	Change / Exception Description	Date Raised	Decision Date	Budget Impact \$	Schedule Impact Wks	Status
ER003	s 47E(c), s 47E(d) to join project board as advisor and project board member respectively	2/11/2017	16/11/2017	\$0.00	0	Agreed Change
ER004	Transfer of the business component of projects budget allocated by EMB for the FY 2018-19 and FY 2019-20 to FY 2017-18	2/11/2017	6/12/2017	\$559,488.00	0	Under Consideration
ER005	s 47E(c), s 47E(d) to join project board	1/12/2017	6/12/2017	\$0.00	0	Under Consideration



Funding Allocation	17/18	18/19	19/20	Total
Capital	\$938,535.82	\$1,049,045.91	\$144,146.27	\$2,131,728.00
Operational	\$372,949.89	\$261,764.37	\$32,485.73	\$667,199.99
<b>Total</b>	<b>\$1,311,485.71</b>	<b>\$1,310,810.28</b>	<b>\$176,632.00</b>	<b>\$2,798,927.99</b>

Current Status	17/18	18/19	19/20	Total
<b>Business</b>				
Capital		\$350,370.26	\$144,146.27	\$494,517
Operations;		\$32,485.73	\$32,485.73	\$64,971
<b>Total Business</b>	<b>\$0</b>	<b>\$382,856</b>	<b>\$176,632</b>	<b>\$559,488</b>

<b>ICTSB</b>				
Capital	\$938,536	\$698,675.65	\$0.00	\$1,637,211
Operations;	\$372,950	\$229,278.64	\$0.00	\$602,229
<b>Total</b>	<b>\$1,311,485.71</b>	<b>\$927,954.29</b>	<b>\$0.00</b>	<b>\$2,239,440</b>

Date	Name	Project	Inc GST	Ex GST
<b>Business Travel</b>				
26/10/2017	s 47E(c), s 47E(d)	Racer	472.66	\$ 429.69
26/10/2017		Racer	417.66	\$ 379.69
23/10/2017		Racer	4334.63	1444.877 \$ 1,313.52
24/10/2017		H23	1444.877	
25/10/2017		Racer	1444.877	\$ 1,313.52
4/10/2017		Racer	661.53	\$ 601.39
4/10/2017		Racer	836.93	\$ 760.85
4/10/2017		Racer	354.67	\$ 322.43
4/10/2017		Racer	743.31	\$ 675.74
4/10/2017		Racer	2904.99	\$ 2,640.90
4/10/2017		Racer	1719.87	\$ 1,563.52
4/10/2017		Racer	661.53	\$ 601.39
4/10/2017		Racer	116.8	\$ 106.18
<b>Total-Bus Travel</b>			<b>13224.58</b>	<b>\$ 10,708.82</b>
<b>ICT Travel</b>				
10/10/2017	s 47E(c), s 47E(d)	Racer	923.14	\$ 839.22
10/10/2017		Racer	921.17	\$ 837.43
10/10/2017		Racer	665.74	\$ 605.22
<b>Total ICT Travel</b>			<b>2510.05</b>	<b>\$ 2,281.86</b>
<b>Total Racer</b>			<b>\$ 12,990.68</b>	
Total H23			\$ 1,313.52	

MEETING MINUTES			
Meeting Name	R&C Enterprise Reporting (RaCER) Project Board Meeting #5		
Meeting Objective	Regular Meeting to review RaCER Project Status		
Date	06/12/2017	Location	Various
Start Time (AEST)	9:00 AM	End Time (AEST)	10:00 AM
Chair	John Sadeik	Scribe	s 47E(c), s 47E(d)
Attendees	<p>s 47E(c), s 47E(d) – Project Manager, Veterans' Systems Branch, DHS, ACT</p> <p>Sadeik, John – Acting Deputy Commissioner, NSW/ACT (AS Primary Claims &amp; Reconsiderations Branch), NSW</p> <p>s 47E(c), s 47E(d) Business Analyst, DMIS Development and Support, ACT</p> <p>s 47E(c), s 47E(d) – Director, Veterans' Systems Branch, DHS, ACT,</p> <p>s 47E(c), s 47E(d) – Program Manager, T&amp;E ICT Solutions Branch, ACT</p> <p>s 47E(c), s 47E(d) C&amp;O Division, VIC</p> <p>s 47E(c), s 47E(d) – Director, C&amp;O Division, NSW</p> <p>s 47E(c), s 47E(d) – Acting Assistant Director, C&amp;O Division, NSW</p> <p>s 47E(c), s 47E(d) – Data Analytics, VCR Implementation, ACT</p> <p>s 47E(c), s 47E(d) – Director, R&amp;S Rehab Policy and Reform, ACT</p> <p>s 47E(c), s 47E(d) Director, R&amp;S Compensation &amp; Inc SPT Policy, ACT</p> <p>s 47E(c), s 47E(d) – Asst Director, DMIS Development and Support, VIC</p>		
Apologies	<p>s 47E(c), s 47E(d) – Director, DMIS Development and Support, ACT</p> <p>s 47E(c), s 47E(d) – Director, Veterans' Systems Branch, DHS, ACT</p> <p>s 47E(c), s 47E(d) – Assistant Director, C&amp;O Business Improvement, NSW</p>		
Distribution	Geary, John – Deputy Commissioner, (FAS, C&O Division), VIC		

Item	Description	Responsible	Paper	Action	Time
1	Order of Business				
1.1	Welcome	Chair	x	Note/ Endorse	5
1.2	Apologies				
1.3	Review/Approve Minutes of last meeting				
1.4	Action arising from previous meeting				
2	Regular Updates				
2.1	<b>Endorsements</b> <ul style="list-style-type: none"> <li>• Business Requirements v4.5a</li> <li>• Board Terms of Reference <ul style="list-style-type: none"> <li>◦ Inclusion of s 47E(c), s 47E(d) to Board</li> </ul> </li> <li>• Project Change Requests submitted <ul style="list-style-type: none"> <li>◦ Budget- Transfer of business allocation to current FY</li> </ul> </li> </ul>	Chair	x	Discuss	15
2.2	<ul style="list-style-type: none"> <li>• New Project Change Requests <ul style="list-style-type: none"> <li>◦ Scope – ISO 11179 Naming Standards (Metadata implication)</li> <li>◦ Scope - Doctracker</li> </ul> </li> <li>• Project Status - Highlight Report <ul style="list-style-type: none"> <li>◦ Overall outlook</li> </ul> </li> </ul>	PM	x x	Discuss Discuss	15

	o Financials – consolidated business and ICT				
2.3	Project Issues & Risks	All	x	Discuss	5
3	Other Business				
3.1	Q&A or Any other business				10

**ACTION ITEMS**

Action ID	Details	Assigned to	Due Date	Status
1509-03	o develop and organize the business requirements workshop(s) to be conducted by 30 September. Draft proposal to be circulated to John S by 20 September. 17/10 – Draft proposal submitted to John on 20 Sep and workshop was held on 5 Oct. A draft of Business requirement will be distributed by Friday 20 Oct. 16/11 – s still waiting on of Compensation policy to provide feedback. He will wait for feedback to BRD 4.0 by COB today so that a final sign-off version could be circulated by COB tomorrow. 06/12 – to circulate v4.5 ASAP for an out-of-session endorsement by the board by COB 12th Dec o report back with the outcome of this action item.	s-47E(c), s-47E(d)	12/12/17	Open
1611-01	John Sadeik will meet with CFO to discuss project change request ER004 next week on the business component of the budget that require to be made available in the current financial year rather than future financial years. 06/12 – believes it has been resolved. o confirm through Finance and email John if there is any issue		12/12/17	Open
1611-02	o provide travel cost for RaCER project under his cost Centre. 06/12 – forwarded TRACS travel approval for travel expenses are still not available to provide.		12/12/17	Open
0612-01	o to accept all mark-ups in the Board Terms of Reference document and check it back in HP Content Manager (TRIM).		12/12/17	Open
0612-02	As soon as there is clarity on the change process o raise PCR or ECR as applicable for DocTracker and send to Board out of session for endorsement.		15/12/17	Open
0612-03	Once has provided his compliance assessment report on RaCER Metadata naming o raise a project change record with the effort estimate for the project tasks required to fill any gaps with full compliance.		15/12/17	Open
0612-04	ACTION o circulate the Incap data model document to the board and nominated participants.		Asap	Open
0612-05	ACTION o produce out of session data financials before Xmas.		15/12/17	Open
0612-06	o share the risk register with Board ensuring the ones discussed in the meeting are included		12/12/17	Open
0612-07	o invite VCR representatives vi the Incap data model presentation on 14 Dec		Asap	Open

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**1. ORDER OF BUSINESS**

**a. WELCOME**

John welcomed the board.

introduced to the board.

**b. APOLOGIES**

Refer apologies list.

§ 47E(c), § 47E(d) to represent § 47E(c), § 47E(d)  
 § 47E(c), § 47E(d) to represent § 47E(c), § 47E(d)  
 Quorum for the meeting established.

**c. REVIEW/ APPROVE MINUTES OF LAST MEETING**

Minutes of the previous meeting approved and endorsed by Board.

**d. REVIEW ACTIONS ITEMS FROM LAST MEETING**

Items closed: 1710-04.

**2. REGULAR UPDATES****a. ENDORSEMENTS – BUSINESS REQUIREMENTS v4.5a**

The version 4.5 of the Business requirement documents was circulated on the 18 Nov.

§ 47E(c), § 47E(d) received feedback on this version and intends to add the changes as an addendum to v4.5. The addendum would have only 3-4 minor changes that include § 47E(c), § 47E(d) comment on adding couple of additional data fields and the commentary and diagram depicting COGNOS 11 and TM1 activities (currently in the main section of the document)- specifying that these are outside RaCER scope.

§ 47E(c), § 47E(d) suggested v4.5a (v4.5-with-addendums amended) to be the benchmark or baseline for business requirements and can be distributed in the next 2-3 days.

Board expressed the desire to review v4.5a of Business Requirements document prior to endorsement. Any future changes would be dealt with as addenda to 4.5a and separately considered by the Board.

§ 47E(c), § 47E(d) to circulate v4.5a ASAP for an out-of-session endorsement by the board by COB 12th Dec 2017.

§ 47E(c), § 47E(d) to report back with the outcome of this action item.

**b. ENDORSEMENTS – BOARD TERMS OF REFERENCE UPDATE**

Project board endorsed inclusion of § 47E(c), § 47E(d) as Senior Users to the project board.

§ 47E(c), § 47E(d) to accept all mark-ups in the document and check it back in HP Content Manager (TRIM).

**c. ENDORSEMENTS– PROJECT CHANGE REQUESTS SUBMITTED****i. BUDGET- TRANSFER OF BUSINESS ALLOCATION TO CURRENT FY**

A change record had been raised to bring in the business component of the budget from future financial years to the current financial year because in the budget cost model approved by EMB in June 2017, business funding is approved for future financial years only.

John believes that this matter has now been resolved [§ 47E(c), § 47E(d)] to confirm through Finance and email John if there is any issue.

#### d. NEW CHANGE REQUESTS

##### i. SCOPE – ISO 11179 NAMING STANDARDS (METADATA IMPLICATIONS)

ICT team had a meeting with Phil Morgan, from [§ 47E(c), § 47E(d)] team, to discuss the requirement for assessment towards ISO11179 compliance. Phil will provide a formal summary report of his assessment by Friday 8th Dec 2017. His initial observations are that metadata use in the DVA data warehouse is approximately 90% compliant and that practices are pretty strong with only a few gaps to be filled in by both DVA business and RaCER project team.

[§ 47E(c), § 47E(d)] advised that the DVA strategy is to set the standards for metadata naming compliance rather than achieving and meeting standards already set by other agencies. It started with TRIM but has been extended to other systems and applications – RaCER and IPS inclusive.

John questioned this [§ 47E(c), § 47E(d)] as IPS is 75% completed and if it has to comply retrospectively to the naming standard [§ 47E(c), § 47E(d)] advised that IPS program is compliant with metadata naming standard.

Once [§ 47E(c), § 47E(d)] has provided his compliance assessment report on RaCER Metadata naming [§ 47E(c), § 47E(d)] to raise a project change record with the effort estimate for the project tasks required to fill any gaps with full compliance.

##### ii. SCOPE – DocTRACKER

ICT team has estimated that inclusion of Doctracker is 4 weeks of effort. There has been a delay due to conflicting advice received from DHS PMO and DHS Transition teams on raising the change request. The process is still unclear if it has to be an External Cost request (ECR) through DHS Shared Service team - or if it is a Project Change Request (PCR) through the DHS VSB team.

As soon as there is clarity on the change process [§ 47E(c), § 47E(d)] to raise PCR or ECR as applicable for DocTracker and send to Board out of session for endorsement.

#### e. PROJECT STATUS – HIGHLIGHT REPORT

##### i. OVERALL OUTLOOK

The overall project status and schedule are 'green' and project is tracking well with following forthcoming important dates

BRD 4.5a endorsement– 12/12  
 Data model presentation to Business stakeholders – 14/12\*  
 Project Scope re-costing estimate – 15/12  
 ETL to commence – 15/1  
 COGNOS Report – Feb/March 2018

\*There is a workshop being held on 14th Dec 2017 between 10am – 1pm [§ 47E(c), § 47E(d)] will travel to Melbourne for this. It is to discuss the Incap data model. The other data models (IL, PI) follow similar modelling pattern and confidence is high that once Incap data model matches business expectation, the rest will take very little time to complete full RaCER data model. Reports will then be able to be ~~pulled~~ created from this data model. ~~but as~~ there is no data available for this workshop and folder structure is not ready yet, the ability to demonstrate the reports will be limited.

[§ 47E(c), § 47E(d)] is will currently circulating an email from requesting business questions which could be used to exploring what data will need to be used for these data model. He will also clarify

the scope of the meeting to ensure people do not have unrealistic expectations. John requested that [REDACTED] send out the Incap data model to the Board.

[REDACTED] to provide key milestones in the highlight report in more detail

## ii. FINANCIALS

Actuals in the Financials are interim to 19 Nov 2017 for ICT staff as figures from DHS CATS system is still outstanding for the remaining days in the month of November. Interim figures for November 2017 are:

Capital	\$122,188
Operating	\$126,541
Total	\$248,729*

\*includes most business and [REDACTED] el costs from [REDACTED] and [REDACTED] Id Cost Centres (Now [REDACTED] to provide RaCER travel costs incurred by [REDACTED] as [REDACTED] is on leave.

The current Forecast is that all funding for this financial year will get used. Once the pending change requests on DocTracker and ISO 11179 compliance get finalised [REDACTED] will provide revised forecast in 2018.

ACTIO [REDACTED] to produce out of session data financials before Xmas.

## f. PROJECT ISSUES AND RISKS

- i. Two ETL resources with some data analysis exposure are on the resource plan to commence work in January. Recourse procurement process in DHS appears to be not as straightforward as DVA. Required paperwork has been submitted. They will initially be sought from DHS resource pool prior to approaching market.
- ii. The Key risk of the above mentioned (Recruiting/staff onboarding) has now turned into an issue
- ii [REDACTED] to share risk register with Board ensuring the ones discussed in the meeting are included

## 3. OTHER BUSINESS

John highlighted that with the release of MRCA IL by IPS/ISH on the weekend, there has been an increased risk to business as there are data missing in reporting. The remediation reporting work is manual and is reliant on a single person. There will be high focus on this issue heading into the New Year.

[REDACTED] pointed that there is a requirement for data cleanup post implementation or else the reports will incorrectly be doubling up on data

John advised that project related matters can still be discussed out of session until the next board.

Next Meeting Date: 17 January 2018 or later (to be advised).

**a. DECISIONS**

1. The Project Board agreed to approve the Terms of Reference with amendments.	25/08/2017
2. The changes to Terms of reference (v1.1) TRIM 17683129E endorsed	17/10/2017
3. The Board endorsed the project plan and has agreed for a change request (PCR) to be raised to include ISO 11179 Naming Standards for metadata in the project scope.	16/11/2017

**b. ACTION ITEMS CLOSED THIS MEETING**

Action ID	Details	Assigned to	Due Date	Status
1710-04	John Sadeik to discuss with [REDACTED] the status of reviews and appeals in relation to R&C ISH. If they move to R&C ISH then they become part of the RaCER scope. 16/11 – [REDACTED] advised that it is not in scope of R&C ISH (IPS) program for this financial year. John will progress it through John Geary if required as it poses a risk of error in reporting. 06/12 – John Sadeik confirmed that Reviews and Appeals is not in project scope. Item closed.	John [REDACTED]	4/12/17	Closed

# 1234567

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## R&C Enterprise Reporting Project Board Terms of Reference

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Version No:	1. <del>3</del> 2
TRIM Reference:	17683129E
Effective from:	1 Sep 2017

## Approvals

Name	Project Role	Signature	Date
John Geary	SRO		
John Sadeik	(Chair) Executive		

## Distribution List

Organisation	Position	Name
R&C Enterprise Reporting Project Board	All	Members
Health and Community Services	Business Analyst	s 47E(c), s 47E(d)
Health and Community Services	Assistant Director	
Health and Community Services	Assistant Director	
<del>ICT Solutions</del> <u>Veterans' Systems</u> Branch, <u>DHS</u>	Assistant Director	
<del>ICT Solutions</del> <u>Veterans' Systems</u> Branch, <u>DHS</u>	Director	
<del>ICT Solutions</del> <u>Branch</u> <u>Department of Veterans' Affairs</u>	IPS Program Manager	
Corporate	CFO	Graeme Rochow

Date	Version	Modified By	Changes Made, Review History
4 Aug 2017	0.3	s 47E(c), s 47E(d)	Accepted updates from s 47E(c), s 47E(d) on the initial draft
18 Aug 17	0.4	s 47E(c), s 47E(d)	Document template changed on request from s 47E(c), s 47E(d) replaces s 47E(c), s 47E(d) as Senior Supplier
25 Aug 17	0.5	s 47E(c), s 47E(d)	s 47E(c), s 47E(d) added to the board as Senior User, s 47E(c), s 47E(d) role changed to Senior Supplier s 47E(c), s 47E(d) included as Advisor.
25 Aug 17	0.6	s 47E(c), s 47E(d)	Section 6.1 - s 47E(c), s 47E(d) added as Senior User. Section 6.2 - Typo corrected. DDS replaced with DDSS
1 Sep 17	0.7	s 47E(c), s 47E(d)	Amendment as per s 47E(c), s 47E(d) suggestions and John's approval: <ul style="list-style-type: none"> <li>- Project name changed to R&amp;C Enterprise Reporting Project</li> <li>- Project Managers not part of the Board</li> </ul> Other changes: <ul style="list-style-type: none"> <li>- Approvals by SRO and Executive only</li> <li>- Distribution list includes the CFO and the Board</li> <li>- Section 5.1 - Board is accountable to SRO</li> <li>- Section 6 added on SRO</li> <li>- Section 7 - PMs changed to be advisors</li> <li>- Sections 8.1 and 8.2 - Roles needed for Board meetings</li> </ul>

			<ul style="list-style-type: none"> <li>- Section 9 added on Roles &amp; Responsibilities of Executive, Senior User and Senior Supplier</li> <li>- Section 10.2 – reference to highlight report required by EPMO deleted</li> <li>- Other minor changes in mark-up</li> </ul>
19 Sep 17	1.0	§ 47E(c), § 47E(d)	Project board approved all changes in this document § 47E(c), § 47E(d) included in the project board on request from Chair. TRIM reference added.
13 Oct 17	1.1	§ 47E(c), § 47E(d)	§ 47E(c), § 47E(d) the new Director of DMIS Development and Support Section and replaces § 47E(c), § 47E(d) in the project board as Senior Supplier. § 47E(c), § 47E(d) is now Advisor to the board. § 47E(c), § 47E(d) job titles updated.
10 Nov 17	1.2		Chair requested that § 47E(c), § 47E(d) be included in the project board as advisor and project board member respectively.
<u>29 Nov 17</u>	<u>1.3</u>		<p>§ 47E(c), § 47E(d) <u>nominated from their policy areas to the board at Chair’s request.</u></p> <p><u>ICT Solutions Branch changed to Veterans’ Systems Branch</u></p>

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## 1 Introduction

- 1.1 The Improving Processing System (IPS) program is replacing critical business applications that underpin Rehabilitation & Compensation (R&C) systems (including CCPS, DefCare, CADET). This will result in replacement of up to 20 legacy systems for which data will no longer flow into the DMIS EDW. It is essential that R&C data currently held in the Integrated Services Hub (ISH) for R&C – R&C ISH – flow through to DMIS EDW.
- 1.2 The R&C Enterprise Reporting project has been initiated to meet DVA's ongoing enterprise reporting obligations in relation to R&C data.
- 1.3 These Terms of Reference set out the authority, objectives, responsibilities and accountabilities of the R&C Enterprise Reporting Project Board, herein referred to as the Board.

## 2 Authority

- 2.1 The Board has authority to perform its functions directly from the SRO and Secretary's Instruction SI - Governance.
- 2.2 The Board is authorised, within the scope of its responsibilities, to undertake the roles and responsibilities outlined under 3. *Objectives* and 4. *Responsibilities*.
- 2.3 The Board is authorised, within the scope of its responsibilities, to provide direction to the R&C Enterprise Reporting project.

## 3 Objectives

- 3.1 The Board will provide advice and direction to the R&C Enterprise Reporting Project to ensure project deliverables are met.

## 4 Responsibilities

- 4.1 The responsibilities of the Board are:
  - To approve key project artefacts including the project plans and project highlight reports;
  - Be accountable for the success or failure of the projects in terms of the business, user and supplier interests;
  - To provide unified direction to the projects. As one of the key responsibilities of the Board is to provide direction to the Project Manager, it is important that all members have a unified view as to what the direction should be;
  - To determine mechanism for escalation of decisions to other governance committees or senior responsible officer, where the decision is beyond the remit of the board.
  - To approve project exceptions as raised according to DVA's Project Management Framework;
  - To provide visible and sustained support for the Project Manager; and
  - To ensure effective communication both within the project team and with external stakeholders.

## 5 Accountability

- 5.1 The Board is accountable, through the Chair, to the SRO, who will receive regular reports on the Board's achievement against the objective set out in Section 3 above, and delivering on the responsibilities detailed in Section 4. This accountability cannot be delegated even if the responsibility or task is delegated.

## 6 Senior Responsible Officer (SRO)

- 6.1 John Geary, Deputy Commissioner, FAS, C&O Division, DVA Vic, is the SRO for the R&C Enterprise Reporting Project.
- 6.2 The SRO will be provided with a report on the progress of the Project by the Chair, Board. The report will be provided in the form of verbal brief no more than five working days after each Board meeting. The exception will be if the R&C Enterprise Reporting Project moves to 1 or more RED or 2 or more AMBER ratings. All exception reporting will be provided to the SRO in the form of a written brief.
- 6.3 The SRO is the escalation point for the Board.

## 7 Membership

- 7.1 The Board has the following permanent membership:

Chair/Exec	John Sadeik, Acting Deputy Commissioner, C&O Primary Claims & Reviews
Senior Supplier	<u>s 47E(c), s 47E(d)</u> , Director, <del>T&amp;E ICT Solutions</del> <u>Veterans' Systems</u> Branch;
Senior Supplier	<u>s 47E(c), s 47E(d)</u> , Director, DMIS Development and Support Section;
Senior User	<u>s 47E(c), s 47E(d)</u> , Director, Claims & Operations Division Coordination;
Senior User	<u>s 47E(c), s 47E(d)</u> , Assistant Director, Performance Reporting(C & O Division);
Senior User	<u>s 47E(c), s 47E(d)</u> , Subject Matter Expert; Claims & Operations;
Senior User	<u>s 47E(c), s 47E(d)</u> , Subject Matter Expert, VCR Data & Analytics;
Senior User	<u>s 47E(c), s 47E(d)</u> , Director, R&S Rehab Policy and Reform;
Senior User	<u>s 47E(c), s 47E(d)</u> , Director, R&S Compensation & Inc Spt Policy

- 7.2 The Board has the following advisors who may be called in to attend board sessions as required by the board:

<u>s 47E(c), s 47E(d)</u>	Snr Project Manager, <del>ICT Solutions</del> <u>Veterans' Systems</u> Branch
<u>s 47E(c), s 47E(d)</u>	Business Project Manager, <u>DMIS Development and Support Section;</u>
<u>s 47E(c), s 47E(d)</u>	Asst Director, DMIS Development and Support Section;
<u>s 47E(c), s 47E(d)</u>	<del>DDSS</del> -Team Lead, <u>DMIS Development and Support Section;</u>
<u>s 47E(c), s 47E(d)</u>	<del>DDSS</del> -Team Lead, <u>DMIS Development and Support Section;</u>
<u>s 47E(c), s 47E(d)</u>	Director, <u>Veterans' Systems</u> , <del>ICTSB</del> ;
<u>s 47E(c), s 47E(d)</u>	<del>ICTSB</del> -Team Lead, <u>Veterans' Systems</u> ; <del>and</del>
<u>s 47E(c), s 47E(d)</u>	IPS/ISH Program Manager;
<u>s 47E(c), s 47E(d)</u>	Director, Information Management Strategy.

## 8 Decisions

- 8.1 The members of the Board comprise 1 x Executive (Chair), 2 x Senior Users (SU) and 2 x Senior Supplier (SS).
- 8.2 For the Board meetings to occur, each role of Executive (Chair), Senior Supplier and Senior User must be represented. The roles can be delegated in the event that the usual person in the role cannot attend. The Business and ICT Project Managers are required to attend all regular Board meetings.
- 8.3 Decisions made at the Board meeting are to be recorded in the Board minutes. Out of Session decisions or approvals will be handled via email. Board members should nominate a delegate if they are out of

the office during times that a Board decision or approval is required. The Executive (Chair) role has the decision making authority in the event that consensus cannot be reached by Board members.

## 9 Roles & Responsibilities

### 9.1 Executive

- 9.1.1 Although the Board is responsible for the project, the Executive (supported by the members) is ultimately accountable for the projects' success and is the key decision maker.
- 9.1.2 The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted outcomes. The Executive has to ensure that the release gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier.
- 9.1.3 The role of the Executive is vested in one individual, so that there is a single point of accountability for the project

### 9.2 Senior Users

- 9.2.1 The Senior Users are responsible for specifying the needs of those who will use the project's products, for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the project plan in terms of quality, functionality and ease of use.
- 9.2.2 The role represents the interests of all those who will use the project's products (including operations and maintenance), those for whom the products will achieve an objective, or those who will use the products to deliver benefits. The Senior Users role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests.

### 9.3 Senior Suppliers

- 9.3.1 The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products.
- 9.3.2 This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. This role will include providing supplier resources to the project and ensuring that proposals for designing and developing the products are feasible and realistic.
- 9.3.3 The Senior Supplier also represents the interests of those who will maintain the specialist products of the project after closure, e.g. ongoing system maintenance and support.

## 10 Governance Model

### 10.1 Meetings

Parameters	Recommendations
Frequency of board meetings	Monthly (in person or via teleconference)
Duration of meetings	Up to 1 hour
Agenda	Prepared by the project manager and sent out with the board papers.
Papers	Circulated no later than five working days ahead of scheduled board meetings. If board members or other project members wish to table papers this should be completed at least five working days ahead of a scheduled board meeting.
Secretariat	Secretariat support will be provided by the Business Project Manager.
Minutes	Distributed for agreement within three working days of the meeting being held.

## 10.2 Highlight Reporting

- The project manager will use the Enterprise Project Management Office (EPMO) Highlight Report Template included in the Project Log, unless the board authorises the use of an alternative report format.
- The highlight report contains the following basic information together with other project specific information:
  - The status of the project
  - Progress in mitigating risks and issues
  - Funding situation
  - Monitoring of project tolerances, noting where project exceptions have occurred
  - Reporting project dependencies
  - Progress against milestones.
- The Project Manager should provide the highlight report to the board and/or SRO on a monthly basis, or an alternative timeframe agreed to by the SRO.

## 10.3 Exception Reporting

In addition regular reporting, any project exceptions (breaches of tolerances that require immediate escalation to the board) will be highlighted by way of an Exception Report which will outline the impact of the given exception along with recommendations on what action should be taken. If an out of session board meeting is required to address an exception, this requirement will be highlighted within the covering minute of the exception report.

## 10.4 Tolerances

Tolerances determine the level of deviation that can occur from the project plan before a project reaches exception.

<b>GREEN</b>	Within +/- 5% of agreed budget
<b>AMBER</b>	Within +/- 10% of agreed budget
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The Chief Financial Officer (CFO) must approve changes to financial tolerances.

Management and guidance will be associated with and measured against these tolerances.

# 1234567

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## R&C Enterprise Reporting Project Board Terms of Reference

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Version No:	1.43
TRIM Reference:	17683129E
Effective from:	1 Sep 2017

## Approvals

Name	Project Role	Signature	Date
John Geary	SRO		
John Sadeik	(Chair) Executive		

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Health and Community Services	Assistant Director	
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Veterans' Systems Branch, DHS	Director	
Department of Veterans' Affairs	IPS Program Manager	
Corporate	CFO	Graeme Rochow

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25 Aug 17	0.5	s 47E(c), s 47E(d)	s 47E(c), s 47E(d) added to the board as Senior User s 47E(c), s 47E(d) s 47E(c), s 47E(d) role changed to Senior Supplier, s 47E(c), s 47E(d) s 47E(c), s 47E(d) included as Advisor.
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Senior Supplier and Support Section;	§ 47E(c), § 47E(d), Director(Acting), DMIS Development
Senior User	§ 47E(c), § 47E(d), Director, Claims & Operations Division Coordination;
Senior User	§ 47E(c), § 47E(d) Assistant Director, Performance Reporting(C & O Division);
Senior User	§ 47E(c), § 47E(d), Subject Matter Expert; Claims & Operations;
Senior User	§ 47E(c), § 47E(d), Subject Matter Expert, VCR Data & Analytics;
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<b>RED</b>	>10% of agreed budget

The Chief Financial Officer (CFO) must approve changes to financial tolerances.

Management and guidance will be associated with and measured against these tolerances.

EP3MO

PROJECT HIGHLIGHT REPORT

Project Name:	R&C Enterprise Reporting (RaCER)	Project Phase:	Design	Report Date:	19-Jan-18
Project Manager:	s 47E(c), s 47E(d)	Actual Start Date:	18-Jul-17	Planned Deployment Date:	30-Mar-19
Description	The Improving Processing Systems (IPS) program is replacing the critical business applications that underpin R&C processing systems (including CCPS, DefCare, CADET). This will result in the replacement of up to 20 legacy systems, for which data will no longer flow into the DMIS EDW. To meet DVA's ongoing enterprise reporting obligations, this project will make available R&C data currently held in the Integrated Services Hub for R&C (ISH R&C) in the DMIS EDW.				

PROJECT STATUS

Scope	
Schedule	
Financial Status	There is sufficient funds for the project delivery as per current estimates for this over three financial years but EMB has not allocated any money for business in the current financial year. Change request ER004 has been raised to progress it as per advise from [redacted] received during RAP.

Legend for Status Colour	RED	AMBER	GREEN	GREY
	SRO needs to approve Project Managers' strategy to manage status or if required assist or escalate to Project Governance Authority for approval or intervention.	Concerns or issues need to be addressed for the project to remain in or return to a controlled state, requires Project Governance Authority notification.	Project is progressing according to plan or any variations are being managed effectively within governance authority assigned tolerances.	Project is in establishment, the project plan has not yet been endorsed by the appropriate governance body, scope, schedule and/or costs not agreed.

KEY ISSUES

Issue ID	Date Raised	Priority	Owner	Resolver	Description	Progress Log
ER002	11/09/17	P2	s 47E(c), s 47E(d)		Initial investigation has established that the current level of documentation of IPS data model lacks some essential ones e.g. data dictionary and metadata , in particular field description.	[redacted] has provided a resource to provide the information requested.
ER003	10/10/17	P3	s 47E(c), s 47E(d)		In the DMIS development and Support Section a project resource is going in 7 months leave at a critical time (implementation) and a replacement is required.	10/10/2017. Advised [redacted] of the requirement. Response awaited. 10/11/2017 - A resource has been hired and will commence in Dec. 19/1/18 [redacted] commenced on 13 Dec. Issue downgraded to P3 pending closure.
ER004	01/12/17	P1	s 47E(c), s 47E(d)		2xETL Resources are to be hired for RaCER project from 15 Jan 2018 as per resource plan	This task was held up since 2nd week of Oct 2017 due to DHS transition. 19/1/18 - DHS vendor management requires panel members to sign conflict of interest to release the candidates for interview [redacted] to submit to DSU today.

KEY RISKS

Ref ID	Description	Impact Description	Mitigation Plan	Residual Risk Rating	Target Mitigation Date

KEY MILESTONES

Milestone ID	Milestone Description	Approved Date	Forecast Date	Status	Comment
ER003	Sign-off of Business Requirements	31-Oct-17	13-Dec-17	Achieved	
ER004	Detailed Solution Design - Business review	15-Nov-17	15-Dec-17	Achieved	The final data model shared with business stakeholders on
ER005	Detailed Design complete	25-Jan-18	28-Feb-18	Late	
ER006	System build complete	30-Apr-18	30-Apr-18	On track	
ER007	R1 User Acceptance Testing	11-May-18	11-May-18	On track	
ER008	R1 Go-live - Claims workflow for new R&C systems + Initial dashboard release	21-May-18	21-May-18	On track	
ER009	R2 User Acceptance Testing	11-Jun-18	11-Jun-18	On track	
ER010	R2 Go-live - Claims workflow for new and legacy R&C systems + reporting dashboard	27-Jun-18	27-Jun-18	On track	

PROJECT HIGHLIGHT REPORT - Page 2

BUDGET

Cost Category	Total Project		
	Operating	Capital	Total
(i) Budget:	667,200	2,131,728	2,798,928
(ii) Actual (PTD)	156,834	192,634	349,468
(iii) Forecast To Complete	510,366	1,939,094	2,449,460

(iv)	Variance:	0	-	0
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## ACHIEVEMENTS & OUTLOOK

### Achievements this reporting period:

- Technical workshop with business stakeholders on the second and final draft of the data model held on 14 Dec and was received well
- BRD signed off - 13 Dec

### Outlook for next reporting period:

- Project status is GREEN - on track, PM confidence re successful delivery is MEDIUM due to (1) new PCRs to include Doctracker data and Metadata standards compliance that may increase the scope of the project. Discussion/effort estimation in progress - ETA 30/1/18 and (2) resourcing issue regarding 2xETL developers planned to be on-board by this time but recruitment process is yet to finalise
- Impact to Project progress due to RAP in this and next reporting periods.
- Planned to be completed in next reporting period - (1) Staging of Incap data model table (2) Claim workflow model (3) Recruitment of ETL developers

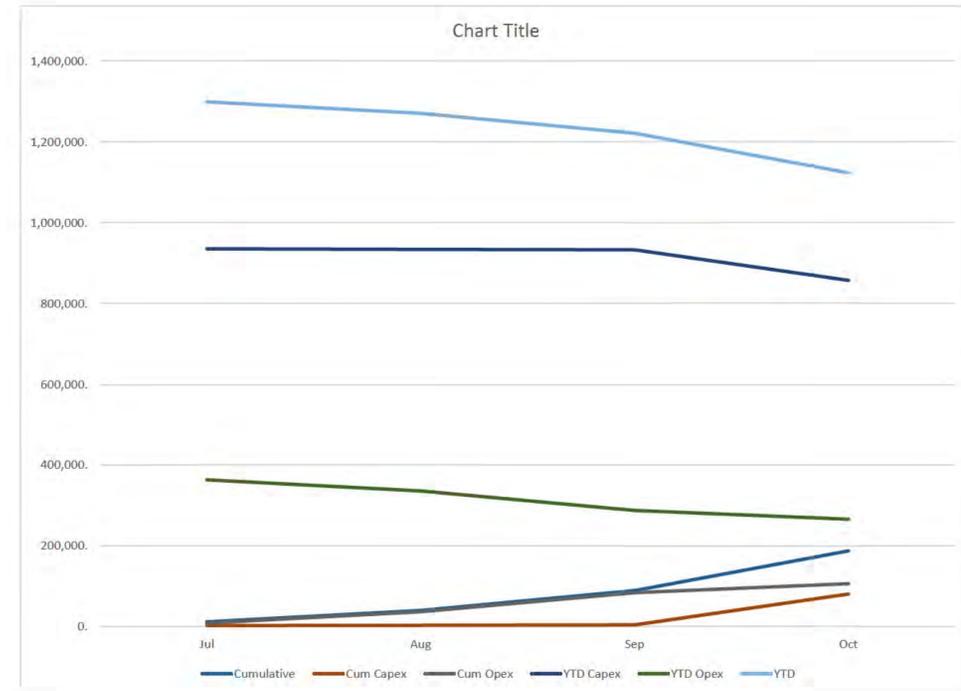
## PROJECT CHANGE/EXCEPTIONS

Change / Exception ID	Change / Exception Description	Date Raised	Decision Date	Budget Impact \$	Schedule Impact Wks	Status
ER005	s 47E(c), s 47E(d) to join project board	1/12/2017	6/12/2017	\$0.00	0	Agreed Change (implemented)
ER004	Transfer of the business component of projects budget allocated by EMB for the FY 2018-19 and FY 2019-20 to FY 2017-18	2/11/2017	6/12/2017	\$559,488.00	0	Agreed Change (in progress)

Business expense												
Rate/hours/Months	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
\$ 47E(c), \$ 47E(d)												
\$ 150.00	55.5	47	102	77.25	65.5	0.	0.	0.	0.	0.	0.	0.
\$ 71.58	7.5	1.8			3.							
\$ 87.08		10.	49.	8.	3.	0.	0.	0.	0.	0.	0.	0.
\$ 115.00					16.							
\$ 100.00			3.	0.	0.	0.	0.	0.	0.	0.	0.	0.
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 8,325.00	\$ 7,050.00	\$ 15,300.00	\$ 11,587.50	\$ 9,825.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 536.85	\$ 128.84	\$ -	\$ -	\$ 214.74	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ 870.80	\$ 4,266.92	\$ 696.64	\$ 261.24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ 1,840.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Business</b>	\$ 8,861.85	\$ 8,049.64	\$ 19,866.92	\$ 12,284.14	\$ 12,140.98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Business	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Capital		0	0	\$ -	\$ -	\$ 2,315.98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expense		8,861.85	8,049.64	\$ 19,866.92	\$ 12,284.14	\$ 9,825.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	0.	0.	0.	\$ 11,073.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Business</b>		8,861.85	8,049.64	\$ 30,940.69	\$ 12,284.14	\$ 12,140.98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cum Bus	0.	8,861.85	16,911.494	\$ 47,852.18	\$ 60,136.32	\$ 72,277.30	\$ 72,277.30	\$ 72,277.30	\$ 72,277.30	\$ 72,277.30	\$ 72,277.30	\$ 72,277.30
<b>ICT</b>												
Capital	2,999.19	1,005.69	1,270.53	75,876.53	44,842.91	\$ 64,322.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expense	9,256.39	18,735.11	39,588.22	-10,966.92	7,875.00	\$ 20,103.35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	0.	0.	0.	\$ 2,281.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total ICT</b>	12,255.58	19,740.8	40,858.75	\$ 67,191.47	\$ 52,717.91	\$ 84,426.18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total ICT/Bus</b>	12,255.58	28,602.65	48,908.394	\$ 98,132.16	\$ 65,002.05	\$ 96,567.16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative	12,255.58	40,858.23	89,766.624	\$ 187,898.78	\$ 252,900.83	\$ 349,467.99	\$ 349,467.99	\$ 349,467.99	\$ 349,467.99	\$ 349,467.99	\$ 349,467.99	\$ 349,467.99
Cum Capex	2,999.19	4,004.88	5,275.41	\$ 81,151.94	\$ 125,994.85	\$ 192,633.66	\$ 192,633.66	\$ 192,633.66	\$ 192,633.66	\$ 192,633.66	\$ 192,633.66	\$ 192,633.66
Cum Opex	9,256.39	36,853.35	84,491.214	\$ 106,746.84	\$ 126,905.98	\$ 156,834.33	\$ 156,834.33	\$ 156,834.33	\$ 156,834.33	\$ 156,834.33	\$ 156,834.33	\$ 156,834.33
YTD Capex	935,536.63	934,530.94	933,260.41	\$ 857,383.88	\$ 812,540.97	\$ 745,902.16	\$ 745,902.16	\$ 745,902.16	\$ 745,902.16	\$ 745,902.16	\$ 745,902.16	\$ 745,902.16
YTD Opex	363,693.5	336,096.54	288,458.676	\$ 266,203.05	\$ 246,043.91	\$ 216,115.56	\$ 216,115.56	\$ 216,115.56	\$ 216,115.56	\$ 216,115.56	\$ 216,115.56	\$ 216,115.56
YTD	1,299,230.13	1,270,627.48	1,221,719.086	\$ 1,123,586.93	\$ 1,058,584.88	\$ 962,017.72	\$ 962,017.72	\$ 962,017.72	\$ 962,017.72	\$ 962,017.72	\$ 962,017.72	\$ 962,017.72
PTD Capex	2,128,728.81	2,127,723.12	2,126,452.59	\$ 2,050,576.06	\$ 2,005,733.15	\$ 1,939,094.34	\$ 1,939,094.34	\$ 1,939,094.34	\$ 1,939,094.34	\$ 1,939,094.34	\$ 1,939,094.34	\$ 1,939,094.34
PTD Opex	657,943.6	630,346.64	582,708.776	\$ 560,453.15	\$ 540,294.01	\$ 510,365.66	\$ 510,365.66	\$ 510,365.66	\$ 510,365.66	\$ 510,365.66	\$ 510,365.66	\$ 510,365.66
PTD	2,786,672.41	2,758,069.76	2,709,161.366	\$ 2,611,029.21	\$ 2,546,027.16	\$ 2,449,460.00	\$ 2,449,460.00	\$ 2,449,460.00	\$ 2,449,460.00	\$ 2,449,460.00	\$ 2,449,460.00	\$ 2,449,460.00
Forecast	-12,255.58	-28,602.65	82,240.177	33,016.410697	66,146.521							
Forecast Capex												
Forecast Opex												



Category	Name	Rate	19/11/2017	26/11/2017	total- Hours	Total cost	
Capital	s 47E(c), s 47E(d)	87.08	16	9.3	25.3	\$ 2,203.12	
Capital		87.08	13.25	14.25	27.5	\$ 2,394.70	
Capital		105	21	4	25	\$ 2,625.00	
Capital		105		4.16	4.16	\$ 436.80	
Capital		105			0	\$ -	
Capital					0	\$ -	
Capital		71.58	33.5	35.75	69.25	\$ 4,956.92	
Capital		115	4	5	9	\$ 1,035.00	
Capital		115	38	40	78	\$ 8,970.00	
Capital		105	36.09	6.24	42.33	\$ 4,444.65	
Capital					0	\$ -	
Capital		105		6.08	6.08	\$ 638.40	
<b>Capital Total</b>						<b>\$ 27,704.59</b>	0
Operations	s 47E(c), s 47E(d)				0	\$ -	
Operations		100	10	10	20	\$ 2,000.00	
Operations		120	7.74	7.3	15.04	\$ 1,804.80	
Operations		125	23.5	26	49.5	\$ 6,187.50	
Operations					0	\$ -	
<b>Operations Total</b>						<b>\$ 9,992.30</b>	0
<b>Grand Total</b>						<b>\$ 37,696.89</b>	0
			203.08	168.08	371.16		

Category	Name	Rate	3/12/2017	10/12/2017	17/12/2017	24/12/2017	31/12/2017	total- Hours	Total cost	Grand Total
Capital	s 47E(c), s 47E(d)	87.08	13	14.25	4			31.25	\$ 2,721.25	\$ 4,924.37
Capital		87.08						0	\$ -	\$ 2,394.70
Capital		105		20	26		28	74	\$ 7,770.00	\$ 10,395.00
Capital		105						0	\$ -	\$ 436.80
Capital		105		8				8	\$ 840.00	\$ 840.00
Capital							2	2	\$ -	\$ -
Capital		71.58	12.5	29.5	29.5		24	95.5	\$ 6,835.89	\$ 11,792.81
Capital		115	2.5	2.5				5	\$ 575.00	\$ 1,610.00
Capital		115	40	40	8		32	120	\$ 13,800.00	\$ 22,770.00
Capital		105	16.16	10.25	6.16		12.33	44.9	\$ 4,714.50	\$ 9,159.15
Capital					4			4	\$ -	\$ -
Capital				1				1	\$ -	\$ -
<b>Capital Total</b>										<b>\$ 64,322.83</b>
Operations	s 47E(c), s 47E(d)	100	7	6.4				13.4	\$ 1,340.00	\$ 3,340.00
Operations		120	7.8	4.78				12.58	\$ 1,509.60	\$ 3,314.40
Operations		125	22.5	17.75				40.25	\$ 5,031.25	\$ 11,218.75
Operations								0	\$ -	\$ -
Operations		105	2	8.33	4.83			15.16	\$ 1,591.80	\$ 2,230.20
<b>Operations Total</b>										<b>\$ 20,103.35</b>
<b>Grand Total</b>										<b>\$ 84,426.18</b>
			123.46	162.76	82.49		98.33	467.04	\$ 46,729.29	

Funding Allocation	17/18	18/19	19/20	Total
Capital	\$938,535.82	\$1,049,045.91	\$144,146.27	\$2,131,728.00
Operational	\$372,949.89	\$261,764.37	\$32,485.73	\$667,199.99
<b>Total</b>	<b>\$1,311,485.71</b>	<b>\$1,310,810.28</b>	<b>\$176,632.00</b>	<b>\$2,798,927.99</b>

Current Status	17/18	18/19	19/20	Total
<b>Business</b>				
Capital		\$350,370.26	\$144,146.27	\$494,517
Operations;		\$32,485.73	\$32,485.73	\$64,971
<b>Total Business</b>	<b>\$0</b>	<b>\$382,856</b>	<b>\$176,632</b>	<b>\$559,488</b>

<b>ICTSB</b>				
Capital	\$938,536	\$698,675.65	\$0.00	\$1,637,211
Operations;	\$372,950	\$229,278.64	\$0.00	\$602,229
<b>Total</b>	<b>\$1,311,485.71</b>	<b>\$927,954.29</b>	<b>\$0.00</b>	<b>\$2,239,440</b>

**Budget**

Approved Budget	
<b>Project Title</b>	RaCER Enterprise Reporting
<b>Project Code</b>	17S

Summary	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Year
<b>Operating Budget</b>			37,295	37,295	37,295	37,295	37,295	37,295	37,295	37,295	37,295	37,295	372,950
<b>Capital Budget</b>			93,854	93,854	93,854	93,854	93,854	93,854	93,854	93,854	93,854	93,854	938,536
<b>Total Project Bu</b>	-	-	131,149	131,149	131,149	131,149	131,149	131,149	131,149	131,149	131,149	131,149	1,311,486

Date	Name	Project	Inc GST	Ex GST
<b>Business Travel</b>				
26/10/2017	s 47E(c), s 47E(d)	Racer	472.66	\$ 429.69
26/10/2017		Racer	819.1	\$ 744.64
23/10/2017		Racer	4334.63	1444.877 \$ 1,313.52
24/10/2017		H23	1444.877	
25/10/2017		Racer	1444.877	\$ 1,313.52
4/10/2017		Racer	661.53	\$ 601.39
4/10/2017		Racer	836.93	\$ 760.85
4/10/2017		Racer	354.67	\$ 322.43
4/10/2017		Racer	743.31	\$ 675.74
4/10/2017		Racer	2904.99	\$ 2,640.90
4/10/2017		Racer	1719.87	\$ 1,563.52
4/10/2017		Racer	661.53	\$ 601.39
4/10/2017		Racer	116.8	\$ 106.18
<b>Total-Bus Travel</b>			<b>13626.02</b>	<b>\$ 11,073.77</b>
<b>ICT Travel</b>				
10/10/2017	s 47E(c), s 47E(d)	Racer	923.14	\$ 839.22
10/10/2017		Racer	921.17	\$ 837.43
10/10/2017		Racer	665.74	\$ 605.22
<b>Total ICT Travel</b>			<b>2510.05</b>	<b>\$ 2,281.86</b>
<b>Total Racer</b>				<b>\$ 13,355.63</b>
Total H23				\$ 1,313.52

ID	Risk Details		Initial (Inherent) Risk Assessment The risk that an activity would pose if <b>no controls</b> or other mitigating factors were in place.				Control Assessment	Residual Risk Assessment The risk that remains <b>after controls</b> are taken into account (after the risks have been addressed).				Risk Tolerance & Escalation / Further Action	Additional information <span style="color: red;">FOI 24465</span>		
Risk ID	Risk Description Something might occur, or not occur, or is present, which leads to consequences with reference to particular objectives	Impact Describe the potential effect on DVA's objectives	Initial (Inherent) Consequence Rating	Initial (Inherent) Likelihood Rating	Threat (T) or Opportunity (O)	Initial (Inherent) Risk Rating	Control Assessment - Mitigations The measures that will help manage the risk and minimise the initial risk	Residual Consequence Rating	Residual Likelihood Rating	Threat (T) or Opportunity (O)	Residual Risk Rating <small>With controls</small>	Further Action Is the risk <u>acceptable</u> or does it need to be <u>escalated</u> . List further action.	Risk Source Select risk source from drop-down or add risk source	Risk Owner List the role / position that owns the risk	Control Owner List if different to Risk Owner
1	The potential for uncontrolled changes to the scope of the project.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays and/or rework.</li> <li>Increase chance of Project schedule slippage.</li> <li>Failure to meet milestones and deliverables.</li> </ul>	Major	Likely	Threat	High (T)	<ul style="list-style-type: none"> <li>Scope agreed with business representatives.</li> <li>PCR/ECR to be raised as required with Board to sign-off.</li> <li>Continue to confirm scope with business representatives and Project Board.</li> </ul>	Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Manager	Project Manager
2	The potential that sufficient skilled and knowledgeable resources (ICT, Business & DMIS) will not be available at critical times to meet the milestones and deliverables.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays.</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Project Manager to ensure all resources are aware of their deliverable and tasks and get updated on any changes to project schedule.</li> <li>Weekly team meetings to discuss and mitigate arising issues.</li> <li>Where possible, have additional resources understand the work being undertaken to allow succession planning</li> </ul>	Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Manager	Project Manager
3	The potential for Project schedule slippage	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays.</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Project Manager to monitor deliverables closely to ensure that scheduled dates are met.</li> <li>Project resources to notify Project Manager early if deliverable dates can not be met.</li> <li>Project Manager to identify funding move between financial years as soon as possible if required.</li> </ul>	Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Manager	Project Manager
4	<i>The potential for the transition of ICT Solutions branch to DHS to impact the Project.</i>	<ul style="list-style-type: none"> <li><i>Scheduled implementation dates may not be met.</i></li> <li><i>Budget impacted due to delays.</i></li> </ul>	Major	Likely	Threat	High (T)	<ul style="list-style-type: none"> <li><i>Continue to monitor process and raise issues as required as they relate to process and procedures.</i></li> </ul>	Major	Likely	Threat	High (T)	<i>This Risk has occurred and would be treated as an issue if needed. Risk item is now closed.</i>	Initial Risk Workshop	Program Manager	Project Manager
5	<i>Identified Contractor Reduced Activity Period (RAP) of 4 weeks to impact the Project.</i>	<i>Scheduled implementation dates may not be met.</i>	Moderate	Likely	Threat	Medium (T)	<ul style="list-style-type: none"> <li><i>Project Manager to identify the need to work during this period and provide a business case for submission to DHS.</i></li> <li><i>Project Board to be informed of impacts of this shut down period.</i></li> </ul>	Minor	Likely	Threat	Low (T)	<i>This Risk has occurred and would be treated as an issue if needed. Risk item is now closed.</i>	Initial Risk Workshop	Project Board	Project Manager
6	The potential for business reporting requirements to change.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays.</li> </ul>	Major	Likely	Threat	High (T)	<ul style="list-style-type: none"> <li>Some data discovery has already been undertaken to date with business representatives.</li> <li>Data model conceptual walkthrough with business representatives to be conducted.</li> <li>In-Flight project - R&amp;C ISH - Project Manager needs to ensure that potential changes to R&amp;C ISH data models are identified early.</li> <li>Potential for data tables to increase as implementation of components continues.</li> </ul>	Moderate	Likely	Threat	Medium (T)		Initial Risk Workshop	DDSS	Project Manager
7	The potential for Infrastructure & platform changes to impact the Project (e.g. upgrades to Cognos, DB2, Windows servers etc.)	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to delays.</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Veterans' Solution Branch Project Managers meet weekly to discuss interdependencies.</li> <li>Cybersecurity project update including Windows 2003 upgrade to be monitored.</li> </ul>	Moderate	Possible	Threat	Medium (T)	Needs escalation to new Program Manager Sam Schiska	Initial Risk Workshop	Program Manager	Project Manager

ID	Risk Details		Initial (Inherent) Risk Assessment The risk that an activity would pose if <b>no controls</b> or other mitigating factors were in place.				Control Assessment				Residual Risk Assessment The risk that remains <b>after controls</b> are taken into account (after the risks have been addressed).				Risk Tolerance & Escalation / Further Action	Additional information <span style="color: red;">FOI 24465</span>		
Risk ID	Risk Description Something might occur, or not occur, or is present, which leads to consequences with reference to particular objectives	Impact Describe the potential effect on DVA's objectives	Initial (Inherent) Consequence Rating	Initial (Inherent) Likelihood Rating	Threat (T) or Opportunity (O)	Initial (Inherent) Risk Rating	Control Assessment - Mitigations The measures that will help manage the risk and minimise the initial risk				Residual Consequence Rating	Residual Likelihood Rating	Threat (T) or Opportunity (O)	Residual Risk Rating <i>With controls</i>	Further Action Is the risk <u>acceptable</u> or does it need to be <u>escalated</u> . List further action.	Risk Source Select risk source from drop-down or add risk source	Risk Owner List the role / position that owns the risk	Control Owner List if different to Risk Owner
8	The lack of technical documentation (data modelling) results in rework and long data discovery periods.	• Scheduled implementation dates may not be met.	Major	Likely	Threat	High (T)	• No data modelling in Erwin means resources need to reverse engineer data fields which takes time - Project Manager to monitor time taken to ensure deadlines are met.				Moderate	Likely	Threat	Medium (T)		Initial Risk Workshop	R&C ISH Program Manager	Project Manager
9	The potential of shared lower environments (User acceptance, Testing) will create issues and additional work when refreshed.	• Scheduled implementation dates may not be met. • Budget impacted due to delays.	Major	Likely	Threat	High (T)	• Ensure procedures are in place for the refresh of lower environments. • Establish communications between projects to ensure that resources are aware when environments are being refreshed. • Complexity of data means the issue may be difficult to locate.				Moderate	Likely	Threat	Medium (T)		Initial Risk Workshop	Technical Team Member	Technical Team Lead
10	The interdependencies due to shared resources between the RaCER, Hotspur2.3, other projects and Production support could cause delays.	• Scheduled implementation dates may not be met. • Budget impacted due to delays.	Major	Likely	Threat	High (T)	• Project Manager to monitor resources tasks and deliverables. • Project Manager to meet with Team Leaders to discuss priorities. • Resources to advise Project Manager when competing priorities are identified.				Moderate	Likely	Threat	Medium (T)		Initial Risk Workshop	Technical Team Lead	Project Manager
11	The potential for the system integration of client data to have negative impact on the performance of existing system.	• Scheduled implementation dates may not be met. • Budget impacted due to rework or additional hardware requirements.	Major	Possible	Threat	High (T)	• Load testing to occur in lower environments. • Load testing also to occur at UAT and PVT. • Production implementation to be monitored for degradation of service.				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Technical Team Member	Project Manager
12	The potential for estimates built into a project budget to be inaccurate resulting in an overspend.	• Project scope may need to be reduced. • Additional funding may need to be secured to deliver full scope.	Moderate	Possible	Threat	Medium (T)	• Project Manager to report on expenditure to Project Board. • Project Manager to identify early funding which may need to be re-allocated or moved to the next financial year.				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Board	Project Manager
13	<i>Potentially the current recruitment freeze due to DHS transition could impact the ability to engage any identified additional resources quickly.</i>	• <i>Scheduled implementation dates may not be met.</i>	<i>Moderate</i>	<i>Likely</i>	<i>Threat</i>	<i>Medium (T)</i>	<i>• Delay in succession planning and upskilling of new resources.</i>				<i>Minor</i>	<i>Possible</i>	<i>Threat</i>	<i>Low (T)</i>	<i>This Risk has occurred and would be treated as an issue if so needed. Risk item is now closed.</i>	<i>Initial Risk Workshop</i>	<i>Program Manager</i>	<i>Team Leader</i>
14	The potential for any new legislation requiring implementation during the life of the project to cause delays.	• Scheduled implementation dates may not be met. • Budget impacted due to delays.	Major	Likely	Threat	High (T)	• Project Manager to monitor resources tasks and deliverables. • Project Manager to meet with Team Leaders to discuss interdependencies. • Resources to advise Project Manager when competing priorities are identified. • Project Manager to meet with GDI Program Manager regularly to discuss new initiatives.				Moderate	Likely	Threat	Medium (T)		Initial Risk Workshop	SRO	Project Manager
15	The potential for changes in the availability of skilled resources due to the length of Project (2 years).	• Scheduled implementation dates may not be met. • Budget impacted due to delays.	Major	Possible	Threat	High (T)	• Project Manager to monitor resources tasks and deliverables. • Succession planning to be undertaken by each team.				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Manager	Team Leader
16	The potential for data to be located in transient tables making it unavailable for reporting.	• Scheduled implementation dates may not be met.	Major	Unlikely	Threat	Medium (T)	• Project Manager to confirm with IPS Program that all data is stored in R&C ISH. This will need to be checked on a regular basis.				Minor	Unlikely	Threat	Low (T)		Initial Risk Workshop	R&C ISH Program Manager	Project Manager

ID	Risk Details		Initial (Inherent) Risk Assessment The risk that an activity would pose if <b>no controls</b> or other mitigating factors were in place.				Control Assessment				Residual Risk Assessment The risk that remains <b>after controls</b> are taken into account (after the risks have been addressed).				Risk Tolerance & Escalation / Further Action	Additional information <span style="color: red;">FOI 24465</span>		
Risk ID	Risk Description Something might occur, or not occur, or is present, which leads to consequences with reference to particular objectives	Impact Describe the potential effect on DVA's objectives	Initial (Inherent) Consequence Rating	Initial (Inherent) Likelihood Rating	Threat (T) or Opportunity (O)	Initial (Inherent) Risk Rating	Control Assessment - Mitigations The measures that will help manage the risk and minimise the initial risk				Residual Consequence Rating	Residual Likelihood Rating	Threat (T) or Opportunity (O)	Residual Risk Rating <small>With controls</small>	Further Action Is the risk <u>acceptable</u> or does it need to be <u>escalated</u> . List further action.	Risk Source Select risk source from drop-down or add risk source	Risk Owner List the role / position that owns the risk	Control Owner List if different to Risk Owner
17	The potential for new R&C Policy Changes to impact the data modelling creating additional rework.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to additional work that may be required</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Seek early advice of any policy changes likely to impact project.</li> <li>Alert Design Authority to potential for such impacts.</li> <li>Project Manager to meet regularly with IPS Project Manager to ensure any changes are picked up early.</li> </ul>				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Board	Project Manager
18	The potential that a transition from the DVA DMIS Data Warehouse to the DHS Data Warehouse will impact the Project.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to additional work that may be required</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Seek early advice of any infrastructure or platform changes required</li> <li>Communicate regularly with Design Authority on potential impacts.</li> </ul>				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Program Manager	Project Manager
19	Potential for workload impacts on business staff due to reporting being provided from old and new systems during the life of the Project	<ul style="list-style-type: none"> <li>Business workload may increase and expectations not met</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Project to ensure that old systems get shut off at the time new system systems are ready.</li> </ul>				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	Project Manager	Project Board
20	The potential that RaCER Executive Reporting is not identical to current reports	<ul style="list-style-type: none"> <li>Users may require training to the reporting dashboard</li> </ul>	Moderate	Possible	Threat	Medium (T)	<ul style="list-style-type: none"> <li>Project to ensure that changes are communicated and/or included in the training material</li> </ul>				Moderate	Unlikely	Threat	Medium (T)		Initial Risk Workshop	Project Board	Project Manager
21	Potential for workload impacts on business staff due to the change in reporting data 'look and feel'.	<ul style="list-style-type: none"> <li>Users may require training to the reporting dashboard</li> </ul>	Moderate	Possible	Threat	Medium (T)	<ul style="list-style-type: none"> <li>Project to ensure that changes are communicated and/or included in the training material</li> </ul>				Moderate	Unlikely	Threat	Medium (T)		Initial Risk Workshop	Project Board	Project Manager
22	The potential for major rework throughout the life of the RaCER Project as the IPS Program is running concurrently with the final release in May 2018.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to additional work that may be required</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Interdependency to be monitored by Project Manager.</li> <li>Project Manager to meet regularly with IPS Project Manager to ensure any changes are picked up early.</li> <li>Common members on Project Boards.</li> </ul>				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	R&C ISH Program Manager	Project Manager
23	The potential for functionality changes in R&C ISH to impact data set structures resulting in rework.	<ul style="list-style-type: none"> <li>Scheduled implementation dates may not be met.</li> <li>Budget impacted due to additional work that may be required</li> </ul>	Major	Possible	Threat	High (T)	<ul style="list-style-type: none"> <li>Interdependency to be monitored by Project Manager.</li> <li>Project Manager to meet regularly with IPS Project Manager to ensure any changes are picked up early.</li> <li>Common members on Project Boards.</li> </ul>				Moderate	Possible	Threat	Medium (T)		Initial Risk Workshop	R&C ISH Program Manager	Project Manager
24	The potential that current reporting will not be available through the RaCER Project (e.g. QASARS)	<ul style="list-style-type: none"> <li>Business to be communicated and expectation to be managed.</li> </ul>	Moderate	Likely	Threat	Medium (T)	<ul style="list-style-type: none"> <li>Project to ensure that the scope of RaCER deliverables are communicated to business users</li> </ul>				Moderate	Likely	Threat	Medium (T)		Initial Risk Workshop	Project Manager	Project Board
25	Potential for business reporting to be ratified making it more 'fit for purpose'.	<ul style="list-style-type: none"> <li>Project objectives will be achieved and stakeholder expectations will be met.</li> </ul>	Moderate	Likely	Opportunity	Medium (O)	<ul style="list-style-type: none"> <li>Project schedule to be delivered as planned.</li> </ul>				Major	Almost certain	Opportunity	High (O)		Initial Risk Workshop	Project Board	Project Manager
26	As ICT & DMIS BAU resources are engaged on the RaCER Project, the transition at the end of the Project may be less complex.	<ul style="list-style-type: none"> <li>Transition to BAU activities do not require funding.</li> <li>Knowledge transfer is within the same team.</li> </ul>	Moderate	Likely	Opportunity	Medium (O)	<ul style="list-style-type: none"> <li>Project to ensure the continuity of the arrangement.</li> </ul>				Major	Likely	Opportunity	Medium (O)		Initial Risk Workshop	Team Leader	Project Manager

ID	Risk Details		Initial (Inherent) Risk Assessment The risk that an activity would pose if <b>no controls</b> or other mitigating factors were in place.				Control Assessment	Residual Risk Assessment The risk that remains <b>after controls</b> are taken into account (after the risks have been addressed).				Risk Tolerance & Escalation / Further Action	Additional information <span style="color: red;">FOI 24465</span>		
Risk ID	Risk Description Something might occur, or not occur, or is present, which leads to consequences with reference to particular objectives	Impact Describe the potential effect on DVA's objectives	Initial (Inherent) Consequence Rating	Initial (Inherent) Likelihood Rating	Threat (T) or Opportunity (O)	Initial (Inherent) Risk Rating	Control Assessment - Mitigations The measures that will help manage the risk and minimise the initial risk	Residual Consequence Rating	Residual Likelihood Rating	Threat (T) or Opportunity (O)	Residual Risk Rating <small>With controls</small>	Further Action Is the risk <u>acceptable</u> or does it need to be <u>escalated</u> . List further action.	Risk Source Select risk source from drop-down or add risk source	Risk Owner List the role / position that owns the risk	Control Owner List if different to Risk Owner
27	Executives are fully engaged and committed to the Project's success.	<ul style="list-style-type: none"> <li>Confidence in Project resource to escalate issues as necessary.</li> <li>Key decisions are able to be made quickly.</li> </ul>	Major	Likely	Opportunity	High (O)	• The Chair of the project board engages R&C directors and SRO on the project progress and supports the project manager to achieve project objectives.	Major	Almost certain	Opportunity	Very High (O)		Initial Risk Workshop	Project Manager	Project Board
28	Opportunity to have a single source of truth in the data warehouse for all R&C data	<ul style="list-style-type: none"> <li>As there will no R&amp;C data in AIS2000, users may be able to get off legacy AIS2000 system so that it get decommissioned</li> </ul>	Moderate	Possible	Opportunity	Medium (O)	• Project Board to empower the project to request shutdown of old systems reporting when RaCER reports are available .	Major	Likely	Opportunity	High (O)		Initial Risk Workshop	Project Manager	Project Board
29	<i>These is a risk that the agreed schedule and delayed start up will cause an underspend this year.</i>	<ul style="list-style-type: none"> <li><i>This will result in additional funds required to carry over next year.</i></li> </ul>	Moderate	Unlikely	Threat	Medium (T)	• <i>We need to recruit resources and investigate acceleration options</i>	Minor	Unlikely	Threat	Medium (T)	<i>Risk raised in Aug 17 Highlight report and has been closed as underspend is not expected anymore.</i>	<i>Financial</i>	<i>Project Manager</i>	<i>Project Board</i>

<b>MEETING MINUTES</b>			
Meeting Name	R&C Enterprise Reporting (RaCER) Project Board Meeting #6		
Meeting Objective	Regular Meeting to review RaCER Project Status		
Date	23/01/2018	Location	Various
Start Time (AEST)	2:00pm	End Time (AEST)	3:00pm
Chair	John Sadeik	Scribe	s 47E(c), s 47E(d)
Attendees	<p>s 47E(c), s 47E(d) – Project Manager, Veterans’ Systems Branch, DHS, ACT  Sadeik, John – Deputy Commissioner, Business Improvement, NSW/ACT  s 47E(c), s 47E(d) – Business Analyst, DMIS Development Systems and Support, ACT  s 47E(c), s 47E(d) – Director, Veterans’ Systems Branch, DHS, ACT  s 47E(c), s 47E(d) – Program Manager, T&amp;E ICT Solutions Branch, ACT  s 47E(c), s 47E(d) – C&amp;O Division, VIC  s 47E(c), s 47E(d) – Director, C&amp;O Division, NSW  s 47E(c), s 47E(d) – Acting Assistant Director, C&amp;O Division, NSW  s 47E(c), s 47E(d) – Director, R&amp;S Rehab Policy and Reform, ACT  s 47E(c), s 47E(d) – Director, R&amp;S Compensation &amp; Inc SPT Policy, ACT  s 47E(c), s 47E(d) Asst Director, DMIS Development Systems and Support, VIC</p>		
Apologies	<p>s 47E(c), s 47E(d) – Data Analytics, VCR Implementation, ACT  s 47E(c), s 47E(d) – Director, Veterans’ Systems Branch, DHS, ACT,  s 47E(c), s 47E(d) - Assistant Director, C&amp;O Business Improvement, NSW</p>		
Distribution	Geary, John – Deputy Commissioner, (FAS, C&O Division), VIC		

Item	Description	Responsible	Paper	Action	Time
<b>1</b>	<b>Order of Business</b>				
1.1	Welcome	Chair	x	Note/ Endorse	5
1.2	Apologies				
1.3	Review/Approve Minutes of last meeting				
1.4	Action arising from previous meeting				
<b>2</b>	<b>Regular Updates</b>				
2.1	<b>Project Status</b> <ul style="list-style-type: none"> <li>Overall outlook</li> <li>Financials – consolidated business and ICT</li> </ul>	PM	x x	Discuss Present	15
2.2	<b>Project Issues &amp; Risks</b> <ul style="list-style-type: none"> <li>Resource Recruitment update</li> </ul>	PM	x	Discuss	15
<b>3</b>	<b>Other Business</b>				
3.1	Q&A or Any other business				10

**ACTION ITEMS**

Action ID	Details	Assigned to	Due Date	Status
1611-01	John Sadeik will meet with CFO to discuss project change request ER004 next week on the business component of the budget that require to be made available in the current financial year rather than future financial years. 06/12 – John believes it has been resolved [REDACTED] to confirm through Finance and email John if there is a [REDACTED] ue. 23/1 [REDACTED] met up with DVA CFO and sent an email during the reduced activity period to [REDACTED] to seek redistribution of business funding. Board confirmed the redistribution amount as suggested by [REDACTED] to send email to Graham Rochow CFO and his team as suggested by [REDACTED]	[REDACTED] s 47E(c), s 47E(d)	25/1/18	Open
0612-01	[REDACTED] to accept all mark-ups in the Board Terms of Reference document and check it back in HP Content Manager (TRIM). 23/1 – Board Terms of Reference document was updated in TRIM. However, another update is required to replace [REDACTED] Henry with [REDACTED] s 47E(c), s 47E(d) is no longer with DVA.	[REDACTED] s 47E(c), s 47E(d)	2/2/18	Open
0612-05	ACTIO [REDACTED] to produce out of session data financials before Xmas. 23/1 – This has been delayed as the actual spend figures are not yet available from DHS CFO team. It is expected to be available by end of January [REDACTED] to produce the project financials at the next meeting [REDACTED] spend and forecast that is locked in and baselined.	[REDACTED] s 47E(c), s 47E(d)	13/2/18	Open
0612-06	[REDACTED] to share the risk register with Board ensuring the ones discussed in the meeting are included. 23/1 – Carried over	[REDACTED] s 47E(c), s 47E(d)	2/2/18	Open
2301-01	Proposed changes to Highlight Report <ul style="list-style-type: none"> <li>- separate rows for milestone dates for SIT systems Testing and UAT acceptance testing</li> <li>- Move project outlook section to the first page</li> </ul>	[REDACTED] s 47E(c), s 47E(d)	13/2/18	Open
<a href="#">2301-02</a>	<a href="#">Explore funding arrangements for SME role</a> [REDACTED] s 47E(c), s 47E(d) to follow-up with [REDACTED] s 47E(c), s 47E(d) hair to be consulted about final arrangement options.	[REDACTED] s 47E(c), s 47E(d)	<a href="#">13/2/18</a>	<a href="#">Open</a>

**1. ORDER OF BUSINESS****a. WELCOME**

John welcomed the board.

**b. APOLOGIES**

Refer apologies list.

[REDACTED] s 47E(c), s 47E(d) replaced [REDACTED] s 47E(c), s 47E(d) Quorum for the meeting established.

**c. REVIEW/APPROVE MINUTES OF LAST MEETING**

Minutes of the previous meeting approved and endorsed by Board.

**d. REVIEW ACTIONS ITEMS FROM LAST MEETING**

Items closed: 1509-03, 1611-02, 0612-02, 0612-03, 0612-04 and 0612-07.

**2. REGULAR UPDATES****a. PROJECT STATUS – HIGHLIGHT REPORT**

## i. OVERALL OUTLOOK

The overall project status is 'green'.

PM confidence level (required in DHS report) is MEDIUM due to Resourcing issue around delay in recruitment of ETL developers.

The other issue regarding budget and schedule impact due to inclusion of DocTracker and Metadata naming standards in the project scope has been estimated to be not significant and therefore, there is no budget pressure to raise a PCR as previously indicated.

RAP period had a slight impact on the project schedule and design phase now has forecast to complete on 28/2 after which the ETL work is scheduled to begin. Project status may change from Green to Amber if recruitment of ETL developers is further delayed.

## ii. FINANCIALS

Actuals in the Financials have margin for some error for ICT staff as figures from DHS CFO have not yet provided the actual spend for the project since the transition on 20 Nov 2017. [REDACTED] has compiled the financials using standard rates of the staff multiplied to the hours provided by the DHS EPMO/BRMO to provide figures that are close to reality. These are:

Capital	\$192,634
Operating	\$156,834
Total	\$349,468*

\*Approximate figure and is subject to reconciliation with DHS CFO Figures expected end of January.

## b. PROJECT ISSUES AND RISKS

### i. RESOURCE RECRUITMENT UPDATE

RFQ has closed (22/01/18) and vetting is in progress. Once complete, DHS vendor management will advise of interview candidates. If it happens next week, PM level of confidence will soon move revert from Medium to High [REDACTED] commented that all recruitment of technical staff is DHS responsibility and DHS processes are to be followed.

Action [REDACTED] to monitor recruiting process and escalate if required.

## 3. OTHER BUSINESS

[REDACTED] has been representing [REDACTED] on the board (who comes back next week from his leave). [REDACTED] will be the new full time SME as there are challenges coming up with new ISH IPS systems. [REDACTED] will help the project ensure all of the information funnels through as expected. Funding arrangements for [REDACTED] SME role to be explored [REDACTED] to follow-up with [REDACTED].

Next Meeting Date: 13 Feb 2018).

### a. DECISIONS

1. The Project Board agreed to approve the Terms of Reference with amendments.	25/08/2017
2. The changes to Terms of reference (v1.1) TRIM 17683129E endorsed	17/10/2017
3. The Board endorsed the project plan and has agreed for a change request (PCR) to be raised to include ISO 11179 Naming Standards for metadata in the project scope.	16/11/2017

### b. ACTION ITEMS CLOSED THIS MEETING

Action ID	Details	Assigned to	Due Date	Status
1509-03	<p>██████████ to develop and organize the business requirements workshop(s) to be conducted by 30 September. Draft proposal to be circulated to John S by 20 September.</p> <p>17/10 – Draft proposal submitted to John on 20 Sep and workshop was held on 5 Oct. A draft of Business requirement will be distributed by Friday 20 Oct.</p> <p>16/11 ██████████ is still waiting on ██████████ of Compensation policy to provide feedback to BRD 4.0 by COB today so that a final sign-off version could be circulated by COB tomorrow.</p> <p>06/12 ██████████ to circulate v4.5 ASAP for an out-of-session endorsement to the board by COB 12th Dec 2017.</p> <p>██████████ to report back with the outcome of this action item.</p> <p>– BRD was circulated to the board for out-of-session endorsement by ██████████ advised of no objection by COB 12/12 and therefore, as agreed the BRD 4.5a stands as final and endorsed. Item closed</p>	s 47E(c), s 47E(d)	12/12/17	Closed
1611-02	<p>██████████ to provide travel cost for RaCER project under his cost</p> <p>06/12 ██████████ forwarded TRACS travel approval for ██████████</p> <p>██████████ Joe's travel expenses are still not available.</p> <p>██████████ to provide.</p> <p>23/1 ██████████ travel expenses provided by ██████████ The financials in the highlight report include this expense. Item closed.</p>	s 47E(c), s 47E(d)	12/12/17	Closed
0612-02	<p>As soon as there is clarity on the change process ██████████ to raise PCR or ECR as applicable for DocTracker and send to Board out of session for endorsement.</p> <p>23/1 – DocTracker work effort has been assessed and as it is not putting any pressure on the current budget funding, it has been decided that a PCR (or ECR) is not required. Item closed</p>	s 47E(c), s 47E(d)	15/12/17	Closed
0612-03	<p>Once ██████████ has provided his compliance assessment report on RaCER Metadata naming ██████████ to raise a project change record with the effort estimate and the project tasks required to fill any gaps with full compliance.</p> <p>23/1 ██████████ provided his assessment report on the compliance with Metadata standards. As it is not putting any pressure on the current budget funding, it has been decided that a PCR (or ECR) is not required. Item closed.</p>	s 47E(c), s 47E(d)	15/12/17	Closed
0612-04	<p>ACTION ██████████ to circulate the Incap data model document to the board and nominated participants.</p> <p>23/1 – Document was circulated after last meeting in December. Item closed</p>	s 47E(c), s 47E(d)	Asap	Closed
0612-07	<p>██████████ to invite VCR representatives in the Incap data model presentation on 14 Dec.</p> <p>23/1 – Invitation was sent to VCR reps and was attended. Item closed.</p>	s 47E(c), s 47E(d)	Asap	Closed

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## R&C Enterprise Reporting Project Board Terms of Reference

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Version No:	1.43
TRIM Reference:	17683129E
Effective from:	1 Sep 2017

## Approvals

Name	Project Role	Signature	Date
John Geary	SRO		
John Sadeik	(Chair) Executive		

## Distribution List

Organisation	Position	Name
R&C Enterprise Reporting Project Board	All	Members
Health and Community Services	Business Analyst	s 47E(c), s 47E(d)
Health and Community Services	Assistant Director	
Health and Community Services	Assistant Director	
Veterans' Systems Branch, DHS	Assistant Director	
Veterans' Systems Branch, DHS	Director	
Department of Veterans' Affairs	IPS Program Manager	
Corporate	CFO	Graeme Rochow

Date	Version	Modified By	Changes Made, Review History
4 Aug 2017	0.3	s 47E(c), s 47E(d)	Accepted updates from s 47E(c), s 47E(d) in the initial draft
18 Aug 17	0.4	s 47E(c), s 47E(d)	Document template changed on request from s 47E(c), s 47E(d) replaces Dave as Senior Supplier
25 Aug 17	0.5	s 47E(c), s 47E(d)	s 47E(c), s 47E(d) added to the board as Senior User s 47E(c), s 47E(d) s 47E(c), s 47E(d) role changed to Senior Supplier, s 47E(c), s 47E(d) s 47E(c), s 47E(d) included as Advisor.
25 Aug 17	0.6	s 47E(c), s 47E(d)	Section 6.1 s 47E(c), s 47E(d) added as Senior User. Section 6.2 – Typo corrected. DDS replaced with DDSS
1 Sep 17	0.7	s 47E(c), s 47E(d)	Amendment as per s 47E(c), s 47E(d) suggestions and John's approval: <ul style="list-style-type: none"> <li>- Project name changed to R&amp;C Enterprise Reporting Project</li> <li>- Project Managers not part of the Board</li> </ul> <p>Other changes:</p> <ul style="list-style-type: none"> <li>- Approvals by SRO and Executive only</li> <li>- Distribution list includes the CFO and the Board</li> <li>- Section 5.1 – Board is accountable to SRO</li> <li>- Section 6 added on SRO</li> <li>- Section 7 - PMs changed to be advisors</li> <li>- Sections 8.1 and 8.2 – Roles needed for Board meetings</li> <li>- Section 9 added on Roles &amp; Responsibilities of Executive, Senior User and Senior Supplier</li> </ul>

			<ul style="list-style-type: none"> <li>- Section 10.2 – reference to highlight report required by EPMO deleted</li> <li>- Other minor changes in mark-up</li> </ul>
19 Sep 17	1.0	s 47E(c), s 47E(d)	Project board approved all changes in this document s 47E(c), s 47E(d) included in the project board on request from Chair. TRIM reference added.
13 Oct 17	1.1		s 47E(c), s 47E(d) is the new Director of DMIS Development and Support Section and replaces s 47E(c), s 47E(d) in the project board as Senior Supplier s 47E(c), s 47E(d). s 47E(c), s 47E(d) is now Advisor to the board. s 47E(c), s 47E(d) job titles updated.
10 Nov 17	1.2		Chair requested that s 47E(c), s 47E(d) be included in the project board as advisor and project board member respectively.
29 Nov 17	1.3		s 47E(c), s 47E(d) nominated from their policy areas to the board at Chair's request. ICT Solutions Branch changed to Veterans' Systems Branch
<u>05 Feb 18</u>	<u>1.4</u>		<u>s 47E(c), s 47E(d), Director of DMIS Development and Support Section, has left DVA s 47E(c), s 47E(d) is the acting Director and as s 47E(c), s 47E(d) replacement, is now in the role of Senior Supplier in the project board.</u>

**Compliance and Version Control**

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## 1 Introduction

- 1.1 The Improving Processing System (IPS) program is replacing critical business applications that underpin Rehabilitation & Compensation (R&C) systems (including CCPS, DefCare, CADET). This will result in replacement of up to 20 legacy systems for which data will no longer flow into the DMIS EDW. It is essential that R&C data currently held in the Integrated Services Hub (ISH) for R&C – R&C ISH – flow through to DMIS EDW.
- 1.2 The R&C Enterprise Reporting project has been initiated to meet DVA's ongoing enterprise reporting obligations in relation to R&C data.
- 1.3 These Terms of Reference set out the authority, objectives, responsibilities and accountabilities of the R&C Enterprise Reporting Project Board, herein referred to as the Board.

## 2 Authority

- 2.1 The Board has authority to perform its functions directly from the SRO and Secretary's Instruction SI - Governance.
- 2.2 The Board is authorised, within the scope of its responsibilities, to undertake the roles and responsibilities outlined under 3. *Objectives* and 4. *Responsibilities*.
- 2.3 The Board is authorised, within the scope of its responsibilities, to provide direction to the R&C Enterprise Reporting project.

## 3 Objectives

- 3.1 The Board will provide advice and direction to the R&C Enterprise Reporting Project to ensure project deliverables are met.

## 4 Responsibilities

- 4.1 The responsibilities of the Board are:
  - To approve key project artefacts including the project plans and project highlight reports;
  - Be accountable for the success or failure of the projects in terms of the business, user and supplier interests;
  - To provide unified direction to the projects. As one of the key responsibilities of the Board is to provide direction to the Project Manager, it is important that all members have a unified view as to what the direction should be;
  - To determine mechanism for escalation of decisions to other governance committees or senior responsible officer, where the decision is beyond the remit of the board.
  - To approve project exceptions as raised according to DVA's Project Management Framework;
  - To provide visible and sustained support for the Project Manager; and
  - To ensure effective communication both within the project team and with external stakeholders.

## 5 Accountability

- 5.1 The Board is accountable, through the Chair, to the SRO, who will receive regular reports on the Board's achievement against the objective set out in Section 3 above, and delivering on the responsibilities detailed in Section 4. This accountability cannot be delegated even if the responsibility or task is delegated.

## 6 Senior Responsible Officer (SRO)

- 6.1 John Geary, Deputy Commissioner, FAS, C&O Division, DVA Vic, is the SRO for the R&C Enterprise Reporting Project.
- 6.2 The SRO will be provided with a report on the progress of the Project by the Chair, Board. The report will be provided in the form of verbal brief no more than five working days after each Board meeting. The exception will be if the R&C Enterprise Reporting Project moves to 1 or more RED or 2 or more AMBER ratings. All exception reporting will be provided to the SRO in the form of a written brief.
- 6.3 The SRO is the escalation point for the Board.

## 7 Membership

- 7.1 The Board has the following permanent membership:

Chair/Exec	John Sadeik, <del>Acting</del> Deputy Commissioner <u>NSW/ACT, Business Improvement &amp; Support Branch; C&amp;O Primary Claims &amp; Reviews</u>
Senior Supplier	<del>s 47E(c), s 47E(d)</del> irector, Veterans' Systems Branch, DHS;
Senior Supplier and Support Section;	<del>s 47E(c), s 47E(d)</del> , Director <u>(Acting)</u> , DMIS Development
Senior User	<del>s 47E(c), s 47E(d)</del> Director, Claims & Operations Division Coordination;
Senior User	<del>s 47E(c), s 47E(d)</del> , Assistant Director, Performance Reporting(C & O Division);
Senior User	<del>s 47E(c), s 47E(d)</del> , Subject Matter Expert; Claims & Operations;
Senior User	<del>s 47E(c), s 47E(d)</del> , Subject Matter Expert, VCR Data & Analytics;
Senior User	<del>s 47E(c), s 47E(d)</del> , Director, R&S Rehab Policy and Reform;
Senior User	<del>s 47E(c), s 47E(d)</del> , Director, R&S Compensation & Inc Spt Policy

- 7.2 The Board has the following advisors who may be called in to attend board sessions as required by the board:

<del>s 47E(c), s 47E(d)</del>	Snr Project Manager, Veterans' Systems Branch, DHS Business Project Manager, DMIS Development and Support Section;
<del>s 47E(c), s 47E(d)</del>	<del>Asst Director, DMIS Development and Support Section;</del>
<del>s 47E(c), s 47E(d)</del>	Team Lead, DMIS Development and Support Section;
<del>s 47E(c), s 47E(d)</del>	Team Lead, DMIS Development and Support Section;
<del>s 47E(c), s 47E(d)</del>	Director, Veterans' Systems Branch, DHS;
<del>s 47E(c), s 47E(d)</del>	Team Lead, Veterans' Systems Branch, DHS;
<del>s 47E(c), s 47E(d)</del>	IPS/ISH Program Manager;
<del>s 47E(c), s 47E(d)</del>	Director, Information Management Strategy.

## 8 Decisions

- 8.1 The members of the Board comprise 1 x Executive (Chair), 2 x Senior Users (SU) and 2 x Senior Supplier (SS).
- 8.2 For the Board meetings to occur, each role of Executive (Chair), Senior Supplier and Senior User must be represented. The roles can be delegated in the event that the usual person in the role cannot attend. The Business and ICT Project Managers are required to attend all regular Board meetings.
- 8.3 Decisions made at the Board meeting are to be recorded in the Board minutes. Out of Session decisions or approvals will be handled via email. Board members should nominate a delegate if they are out of the office during times that a Board decision or approval is required. The Executive (Chair) role has the decision making authority in the event that consensus cannot be reached by Board members.

## 9 Roles & Responsibilities

### 9.1 Executive

- 9.1.1 Although the Board is responsible for the project, the Executive (supported by the members) is ultimately accountable for the projects' success and is the key decision maker.
- 9.1.2 The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted outcomes. The Executive has to ensure that the release gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier.
- 9.1.3 The role of the Executive is vested in one individual, so that there is a single point of accountability for the project

### 9.2 Senior Users

- 9.2.1 The Senior Users are responsible for specifying the needs of those who will use the project's products, for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the project plan in terms of quality, functionality and ease of use.
- 9.2.2 The role represents the interests of all those who will use the project's products (including operations and maintenance), those for whom the products will achieve an objective, or those who will use the products to deliver benefits. The Senior Users role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests.

### 9.3 Senior Suppliers

- 9.3.1 The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products.
- 9.3.2 This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. This role will include providing supplier resources to the project and ensuring that proposals for designing and developing the products are feasible and realistic.
- 9.3.3 The Senior Supplier also represents the interests of those who will maintain the specialist products of the project after closure, e.g. ongoing system maintenance and support.

## 10 Governance Model

### 10.1 Meetings