

Addendum

ADDENDUM NUMBER: 1

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

Please be reminded the department will hold an industry briefing as follows:

Date: Tuesday, 9 August 2016

Time: 2:00pm (AEST)

Duration: 2 hours

Location / Venue: National Portrait Gallery of Australia, King Edward Terrace, Parkes,

Canberra, ACT, 2600

Further information regarding this briefing and pre-registration details can be found at section 26 of the RFT. Attendance at the industry briefing is recommended but not compulsory.

Please also be advised of a correction at section 26.2, which lists the incorrect preregistration date.

The Pre-registration should be made with the RFT Contact Officer (by email at the address specified in Section 10, RFT Contact Officer) no later than **5:00pm on 5 August 2016 AEST** (not 8 July 2016)

Mobile phones and electronic communication or recording will not be permitted at the industry briefing. The department will provide secure storage facilities for all electronic devices for the duration of the briefing.

Please find attached a soft copy of the slides to be presented at the briefing.



Systems Integrator (SI) Request for Tender (RFT) Industry Briefing





Welcome





John Murphy

Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme



- 1. WPIT Vision
- 2. The Transformation Journey
- 3. The Case for Change
- 4. Cultural and Strategic Alignment
- 5. Commercial Objectives
- 6. Procurement Approach
- 7. Instructions for Respondents

1. WPIT Vision





John Murphy

Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme

1.1 WPIT Outcomes



2. The Transformation Journey





Sue Kruse

General Manager, Business Transformation

Welfare Payment Infrastructure Transformation Programme

2.1 Department of Human Services introduction

In 2011, the Department was created through the merger of several agencies



The Department of Human Services brought together service delivery agencies with the aim of improving the delivery of social and health-related services to the Australian public.



medicare

centrelink

child support

2.2 Department of Human Services in 2014/15

\$165.8_b
payments

over **34**, **000** staff

visits to shopfronts



Took



123.9m

Online account transactions 9 of 400

3. The Case for Change





Gary Sterrenberg
Chief Information Officer

3.1 WPIT and Standardisation

WPIT PRESENTS AN OPPORTUNITY TO

STANDARDISE



The new system will need to support a shift from payment stovepipes to standardised and reusable capabilities across the payments architecture, whilst managing the inherent complexity that comes from welfare legislation and policy.

3.2 Current State Complexity

This content will be provided at the Industry Briefing and it will be further available in the Data Room

4. Cultural and Strategic Alignment



John Murphy Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme

4.1 Investing in partnerships

The department will place emphasis on the need to **jointly develop**, early in the

Programme, mutual **trust models**, and the foundations of how the department will promote collaborative **team relationships**.

Desired partnership characteristics include:













APS Values

4.2 APS values and DHS culture

mpartial

The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service

The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.

Accountable

The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

Respectful

The APS respects all people, including their rights and their heritage.

Ethical

The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

We...

Use initiative – committed to being agile and high performing, and enthusiastic about the challenges ahead

Collaborate – appreciate a fun, connected and inclusive workplace

DHS

Are honest –act ethically because it is the only way to act

Listen – genuinely interested in what other people have to say about the work that we do

Contribute – pride ourselves in going the extra mile in order to maintain a positive workplace

4.3 Alignment in culture

For our partnerships to be successful:

Our cultures & values must be complementary

Our relationships are built
 on trust, long-term
 & mutual
 commitments

DHS Culture

We...

- Use initiative
- Collaborate
- Are honest
- Listen
- Contribute

We strive for a partnership which reflects that:

- We value and support each other to deliver quality government outcomes and services;
- Our relationships and spirit of unity underpin our success;
- We encourage and enable everyone's contribution; and
- We are proud to work for the department and of its achievements.

5. Commercial Objectives





John Murphy
Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme

5.1 Commercial objectives

- Programme sourcing fair, defensible, transparent, preserves confidentiality, meets the Commonwealth Procurement Rules
- Value for money achieving the best possible commercial terms for the taxpayer
- Flexibility catering for changes to policy, government priorities, and service delivery issues
- Leadership & Governance operate in a tightly controlled and complex governance environment

5.2 What we are asking from the market

- The department is developing a set of desired outcomes for a new welfare payment solution
- This process will establish a panel of organisations with the requisite capability and capacity to provide services to the WPIT Programme
- The two highest ranked panellists will be invited to participate in a competitive dialogue process, from which the SI for Tranche Two will be selected

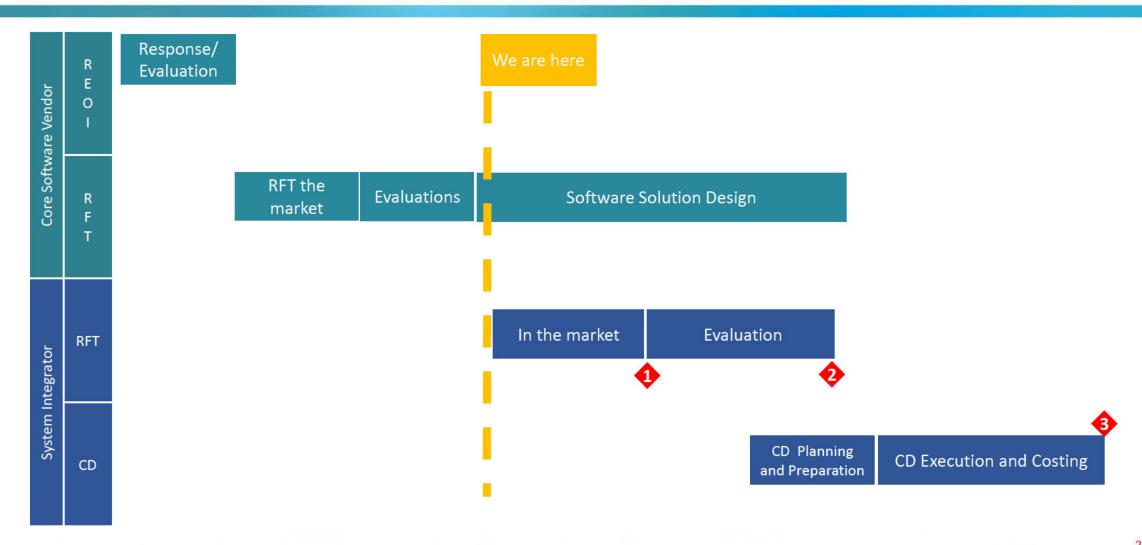
6. Procurement Approach





Phil Lindenmayer
National Manager
Commercial Partner Management
Welfare Payment Infrastructure Transformation Programme

6.1 Indicative end-to-end procurement stages



6.2 Competitive dialogue - what it is ...

- Opportunity to engage with SIs around the proposed solution design and transformation roadmap
- Explore and consider innovative ideas and insights put forward by the participants
- We seek to achieve the following outcomes:
 - 1. Select the preferred SI for Tranche Two
 - 2. Have an aligned technical solution (between DHS, the CSV and the SI)
 - 3. Agree distribution of work effort between all parties
 - 4. Obtain cost estimates to satisfy government submission processes, and
 - 5. Obtained commitment to commercial terms and conditions for Tranche 2

6.3 Competitive Dialogue (CD) - Current Approach Overview

- We will communicate and on-board participants in preparation for CD
- A single plenary briefing will be provided to all participants
- Sessions scheduled every Tues, Wed and Thurs where planning assumptions and key materials are presented, challenged and refined (over a 12 week period)
- Planning and preparation time to visit the data room, re-purpose materials and prepare for future sessions
- Negotiation of commercial terms and conditions will occur in parallel
- CSV may attend and/or present at focused sessions where appropriate/necessary
- An invitation to submit an offer for Tranche 2 will be issued towards the end of CD

7. Instructions for Respondents





Phil Lindenmayer
National Manager
Commercial Partner Management
Welfare Payment Infrastructure Transformation Programme

7.1 Key Message - 'We need your best response'

- We will select our Competitive Dialogue participants from this RFT.
- Ensure responses are targeted and relevant to the WPIT programme.
- Show that you can become part of a highly capable, multi-party team:
 - Strong commitment to long-term partnering.
 - Contribute to solution development and innovation.
 - Deliver results while operating within a complex governance and stakeholder environment.

7.2 Disclaimer

- The information to be provided in this briefing session represents the department's current plan, but is for general information purposes only.
- The information in the RFT documents published on AusTender, including any addenda, may be different in some respects from the information presented in this session. Tenders should address the information in the RFT documents and any addenda.
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7.3 Indicative RFT timetable and Contact Officer

Activity	Timeframe (AEDT)
Release of this RFT on AusTender	1 August 2016
Closing date for the receipt of questions/clarifications	5pm, 23 August 2016
Closing Time for submission of Responses	2pm, 26 August 2016
Commence Evaluation of Responses	29 August 2016*
Notification of outcomes	Late September*
Competitive Dialogue On-board & Execution	October/November 2016 to January 2017

^{*} Indicative timeframes only

• RFT Contact Officer: <u>WPIT.systemsintegrator@humanservices.gov.au</u>

7.4 Data rooms



- Location: Forrest, ACT
- Requirements: confidentiality (Data Room Deed Poll)
- Time allocations: initially 4 hours per organisation
- Operating hours: 8:00am 7:30pm AEST
- Closing date: closes at RFT closing time
- Access: via email to data.room.bookings@humanservices.gov.au

7.5 Important notes for tenderers

- 1. The minimum content and format requirements must be adhered to
- 2. Deeds must be properly executed
- 3. Additional requirements for execution by companies not incorporated in Australia

Carefully note the requirements. Failure to comply could lead to exclusion from the tender process.

7.6 Rules for submitting a response

- Use AusTender and read instructions carefully
- RFT closing time department reserves right to extend
- Use of Addenda
- Questions submit to Contact Officer, responses to questions published as AusTender Addenda



7.7 Evaluation process and criteria

Evaluation Criteria and Statement of Requirements

7.8 Evaluation process and criteria

Requirements and Corresponding Evaluation Criteria	Weighting
Transformation Experience (Evaluation Criterion 1)	20%
Leadership and Governance (Evaluation Criterion 2)	30%
Programme Design and Delivery Approach (Evaluation Criterion 3)	40%
Capability and Capacity (Evaluation Criterion 4)	10%

7.9 Evaluation process and criteria

Further points to note:

- Response instructions
- Pricing
- Probity
- Complaints

7.10 Response conditions

- No collusion or lobbying
- Companies that bid for the CSV process may bid for this RFT
- The RFT will result in SI Panel Deeds



7.11 Questions

- Submit questions in the box provided
- Submit questions in future to the Contact Officer email: WPIT.systemsintegrator@humanservices.gov.au

Our approach to responding and response time expectations



ADDENDUM NUMBER: 2

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

Please be advised that three Data Rooms are open and available for bookings until the Closing Time of this RFT.

Data Room Operational Hours: Monday to Friday 8:00am – 7:30pm (AEST)

Location: 1 Canberra Avenue, Forrest ACT 2603

Further information regarding the Data Room and Data Room Access, can be found at:

- section 24 and 25 of the RFT document; and
- Attachment D Data Room Deed Poll.

Tenderers should note that there are identity checks required for those individuals that attend the Data Rooms, and that the department will need some time to process those requests. Tenderers that intend to access the Data Rooms should review Attachment D of the RFT, with particular note to the confidentiality obligations, and return the required information to the department as soon as possible, to avoid any delays in access to the Data Rooms.

ADDENDUM NUMBER: 3

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

Please be reminded that enquiries or requests for clarification can be made until 5:00pm 19 August 2016 AEST. We encourage questions to be sent as early as possible.

Further information regarding enquiries or requests for clarification can be found at section 10 of the RFT.



ADDENDUM NUMBER: 4

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

In accordance with clause 15 (Addenda and notices) of RFT Number 1000401959, the Department of Human Services is advising Tenderers of the receipt of, and answers to questions received on this RFT.

Question 1:

Can SAP bid for the SI RFT?

Answer 1:

Yes, the SI RFT is an open tender and, as such, SAP is allowed to bid for the SI RFT.

Question 2:

How many SIs will be on the panel?

Answer 2:

The department proposes to appoint a small Panel of SIs, with an expected maximum of six members.

Question 3:

Will the selected Core Software Vendor (CSV) take part in the Competitive Dialogue process?

Answer 3:

The department expects the Core Software Vendor (CSV) to support and participate in the Competitive Dialogue (CD) process and the department expects to clarify the CSV's role prior to CD commencing.

Question 4:

Does this mean that SAP Australia Pty Ltd (SAP Australia) will be the selected Core Software Vendor?

Answer 4:

SAP Australia has been identified as the preferred tenderer. However, the department is yet to complete negotiations with SAP Australia, and no contracts have been signed.

Question 5:

Will we get paid for Competitive Dialogue?

Answer 5:

The department does not expect to remunerate any Participant for the Competitive Dialogue (CD) process. CD Participants will be responsible for all costs and expenses incurred in participating in the CD process.

Question 6:

How long will the Competitive Dialogue process take?

Answer 6:

Section 8.1 of the SI RFT provides an indicative timetable for the RFT process including the Competitive Dialogue process.

Question 7:

Does the department want to own all Intellectual Property Rights in the WPIT System?

Answer 7:

The department does not necessarily want to own all Intellectual Property (IP) rights in the WPIT System. As set out in Attachment I - Commercial Terms, the department is seeking a baseline level of IP Rights, either through ownership or appropriate licences. Annexure B of Attachment I – Commercial Terms outlines the proposed ownership of IP Rights in Table 1.



ADDENDUM NUMBER: 5

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

In accordance with clause 15 (Addenda and notices) of RFT Number 1000401959, the Department of Human Services is advising Tenderers of the receipt of, and answers to, questions received on this RFT.

Question 1:

On 31 July 2016, the Australian Financial Review released an article titled, 'Alan Tudge gives 30-year-old welfare system a \$1b overhaul' and on 1 August 2016, the Australian Financial Review released an article titled, '\$1b welfare overhaul to pay for itself'. Both articles state that 'the Turnbull government will this week release a request for tender [RFT] for one of the most significant spends on the machinery of government in years: the job of integrating the massive welfare and Australian Taxation Office [ATO] IT systems, as part of a \$1billion overhaul of ageing infrastructure...'.

Does the scope of the Systems Integrator (SI) Panel RFT include systems integration work with the ATO's IT system?

Answer 1:

The scope of the SI Panel RFT does not include systems integration with or within the ATO.

The WPIT Programme is primarily focussed on welfare payments and services. Although the Department of Human Services (the department) already exchanges and matches data with the ATO, among other organisations, and the WPIT Programme is likely to continue to explore this, the data exchange work does not involve the integration of the WPIT System with the ATO's IT system or systems integration work within the ATO.

Question 2:

Can the department expand on the meaning of the following section in the RFT?

"25. Data Room access

. .

25.4 If the Tenderer is granted access to the Data Room, and the Tenderer or its representatives breach their obligations under the Data Room Deed Poll, the department may:

...

c) if the Tenderer is nominated as a subcontractor in another party's Tender, exclude that other party's Tender from consideration, or further consideration, in the evaluation of Tenders;..."

Does this section relate only to Data Room access? Or does it mean, in relation to the whole tender process, that a Tenderer who submits a Tender cannot be included as a subcontractor in another Tenderer's Tender?

Answer 2:

Section 25.4 relates to the treatment of a Tender where there has been a breach of obligations under a Data Room Deed Poll.

The intention of the section is to specify the consequences for a Tenderer where there has been a breach of the obligations in the Data Room Deed Poll. Specifically, where a party, such as a company, or its representatives acts in breach of its obligations under the Data Room Deed Poll, the consequences may be:

- 1. that a Tender submitted by that company is excluded; or
- 2. where the company is nominated as a subcontractor in a Tender submitted by another party, that other party's Tender is excluded.

Please note that there is nothing in the RFT that prevents a Tenderer from submitting a Tender and also being nominated as a subcontractor in another Tenderer's Tender.

ADDENDUM NUMBER: 6

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

Please be advised that a virtual Data Room for this RFT is open and available for access from the date of this Addendum and will close at the Closing Time of this RFT.

The virtual Data Room contains only some of the documentation available in the physical Data Room, and Tenderers are encouraged to access the physical Data Room. The physical Data Room contains the full suite of documentation.

The access requirements contained in section 25 of the RFT and Attachment D – Data Room Deed Poll document will apply to the physical and the virtual Data Room.

Tenderers should note that access to the virtual Data Room will be granted upon the identity check procedures being completed, as referred to in Addendum Number 2 and outlined in the Data Room Deed Poll (Attachment D to the RFT).

Tenderers seeking access to the virtual Data Room must submit an executed copy of the Data Room Deed Poll (Attachment D to the RFT) to data.room.bookings@humanservices.gov.au.



ADDENDUM NUMBER: 7

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

Please be further reminded that the department will hold an industry briefing for this RFT, as follows:

Date: Tuesday, 9 August 2016

Time: 2:00pm (AEST)

Duration: 2 hours

Location / Venue: National Portrait Gallery of Australia, King Edward Terrace, Parkes,

Canberra, ACT, 2600

The Pre-registration deadline has been extended to 5:00pm on Monday, 8 August 2016 AEST. Registrations should be made with the RFT Contact Officer (by email at the address specified in Section 10, RFT Contact Officer).

As previously advised, mobile phones and electronic communication or recording devices will not be permitted at the industry briefing. The department will provide secure storage facilities for these devices for the duration of the briefing.

Further information regarding this briefing and pre-registration details can be found at section 26 of the RFT. Attendance at the industry briefing is recommended but not compulsory.



ADDENDUM NUMBER: 8

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

In accordance with clause 15 (Addenda and notices) of RFT Number 1000401959, the Department of Human Services is advising Tenderers of the receipt of, and answers to, questions received on this RFT.

Question 1:

Can any of the organisations who have or who currently are providing assistance to the department for the WPIT Programme respond to the SI RFT?

Answer 1:

Organisations that have provided or that are currently providing assistance for WPIT may be restricted from responding to the SI RFT under the terms of contractual arrangements with the department. These organisations should refer to the terms of the contractual arrangements under which they were engaged to provide assistance to the department to determine whether they are eligible to respond to the SI RFT.

Question 2:

Attachment F (Pricing Schedule) does not specify levels of experience for each role (only defines 1 rate level per role). Are you requesting that we add additional roles if we want to highlight different experience levels per role type (eg. junior vs senior level) or will you issue a new format that includes multiple levels per role (as per the existing DHS ICT Panel Arrangements)?

Answer 2:

Tenderers should include a daily rate for each identified role in the specified location, as per the Response instructions contained in Attachment F. By way of clarification, when providing these rates, the Tenderer **should provide the maximum daily rate for the most senior level proposed for that role**. In addition, and should a Tenderer wish to do so, Table 1.2 provides an opportunity to specify other roles and associated daily rates which may include, for example, junior or specialist resources.

Question 3:

In Attachment J (SI Panel Deed) and K (Tranche 1 Participation Deed), are you expecting the tables for Tier 1 and Tier 2 personnel and Key Personnel to be completed in this SI RFT response stage? We are assuming this is not required at this stage of the response.

Answer 3:

Tenderers are not required to complete the tables for Tier 1 and Tier 2 Individuals and Key Personnel at Attachments J (SI Panel Deed) and K (Tranche 1 Participation Deed) as part of the RFT response.

Tenderers should note that the department expects that the Personnel a Tenderer provides to meet Evaluation Criterion 2 (see section 76 of the RFT) will later be inserted as:

- Key Personnel in the SI Panel Deed for all SI Panel members; and
- (for SIs selected as Participants in any Competitive Dialogue process), Tier 1 and Tier 2 Individuals in the Tranche 1 Participation Deed.

For further information regarding which Attachments need to be provided as part of the RFT response, please see sections 80 through 90 of the RFT.



ADDENDUM NUMBER: 9

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

In accordance with clause 15 (Addenda and notices) of RFT Number 1000401959, the Department of Human Services is advising Tenderers of the receipt of, and answers to, questions received on this RFT.

Question 1:

Can a Tenderer submit 'Annexure 1 - RFT Process Authorised User Access Application' to request access the Physical Data Room and then submit a subsequent access request at a later time, where the total number of proposed Authorised Users does not exceed 12 for both requests?.

Answer 1:

Yes, a Tenderer can submit more than one Physical Data Room access request. However, this further access will only be granted if the department determines that each Tenderer that sought access in the first round has been given an opportunity to access the Physical Data Room in that round (refer to Schedule 1, item 3 Data Room Access in Attachment D - Data Room Deed Poll.)

The total number of proposed Authorised Users cannot exceed 12 individuals, per access request. There is no requirement limiting the proposed Authorised Users to the same 12 individuals in a subsequent access round.

Please note that access to the Physical Data Room is subject to the proposed Authorised Users undergoing identity checks (refer to Addendum 2 for more details).



ADDENDUM NUMBER: 10

RFT NUMBER: RFT 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

In accordance with clause 15 (Addenda and notices) of RFT Number 1000401959, the Department of Human Services is advising Tenderers of the receipt of, and answers to, questions received on this RFT.

Question 1:

Could a Tenderer's country of incorporation make it ineligible to submit a Tender?

Answer 1:

No. A Tenderer's country of incorporation is not an eligibility requirement to submit a Tender. Tenderers must meet the requirements set out in the RFT.

Question 2:

In providing response information for 'Attachment G – Corporate Viability Response', can a Tenderer provide insurance information that is accurate at the time of lodging their Tender and then, if necessary, provide updated information after the Closing Time?

Answer 2:

As set out in section 23.3 of the RFT, no correcting or additional information will be accepted after the Closing Time, unless specifically requested by the department in accordance with the RFT, or as required for compliance with section 51 'Change in information' of the RFT.

Section 51 of the RFT states that a Tenderer is required to inform the department in writing immediately of any material change to any information contained in its Tender and of any material change in circumstance which may affect the truth, completeness or accuracy of any information provided in, or in connection with, its Tender. The department reserves the right to re-evaluate the relevant Tender and Tenderers should note that, while new or changed information cannot be used to improve the Tenderer's position, it may adversely affect the evaluation of a Tender.

The department considers that a change in the accuracy of insurance information that has been provided would constitute a material change of a kind referred to in section 51. Where a Tenderer believes that insurance information provided in its response will change after the Closing Time, the Tenderer should in addition to providing the current insurance information, provide any details of the change or changes that it anticipates will occur in its Corporate Viability Response. For the avoidance of doubt, a Tenderer is still required to immediately inform the department in writing of the change once it occurs.

ADDENDUM NUMBER: 11

RFT NUMBER: 1000401959

REQUEST FOR TENDER (RFT) FOR THE PROCUREMENT OF A SYSTEMS

INTEGRATOR PANEL

As noted in the RFT document, the department held an Industry Briefing on Tuesday 9 August 2016 from 2:00pm at the National Portrait Gallery.

Please find attached a soft copy of the slides presented at the briefing.

The slides have been updated, although not materially, from the slides provided at Addendum 1 on 1 August 2016.

Welfare Payment Infrastructure Transformation

Systems Integrator (SI) Request for Tender (RFT) Industry Briefing

DATE: 09 August 2016





Welcome





John Murphy
Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme



- 1. Commercial Objectives
- 2. Procurement Approach
- 3. Instructions for Respondents
- 4. WPIT Vision
- 5. The Transformation Journey
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1. Commercial Objectives





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National Manager
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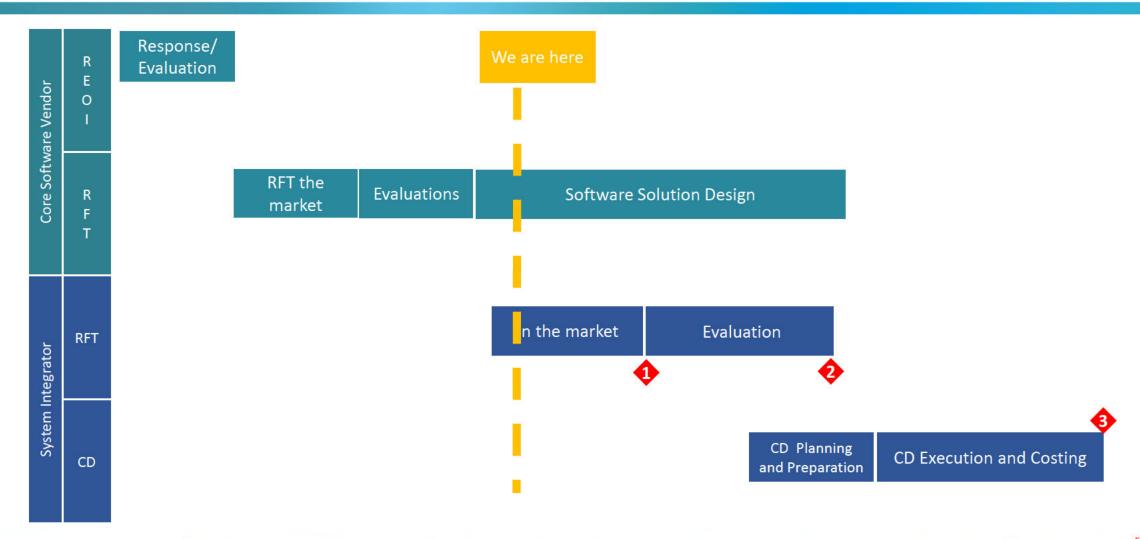
2. Procurement Approach





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National Manager
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2.1 Indicative end-to-end procurement stages



2.2 Competitive dialogue - what it is ...

- Opportunity to engage with SIs around the proposed solution design and transformation roadmap
- Explore and consider innovative ideas and insights put forward by the participants
- We seek to achieve the following outcomes:
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3. Instructions for Respondents





Phil Lindenmayer
National Manager
Commercial Partner Management
Welfare Payment Infrastructure Transformation Programme

3.1 Key Message - 'We need your best response'

- We will select our Competitive Dialogue participants from this RFT.
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- Show that you can become part of a highly capable, multi-party team:
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3.7 Evaluation process and criteria

Evaluation Criteria and Statement of Requirements

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3.9 Evaluation process and criteria

Further points to note:

- Response instructions
- Pricing
- Probity
- Complaints

3.10 Response conditions

- No collusion or lobbying
- Companies that bid for the CSV process may bid for this RFT
- The RFT will result in SI Panel Deeds



3.11 Questions

- Submit questions in the box provided
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Our approach to responding and response time expectations

4. WPIT Vision



John Murphy
Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme

4.1 WPIT Outcomes



5. The Transformation Journey





John Murphy Deputy Secretary, Payments Reform

Welfare Payment Infrastructure Transformation Programme