it would be applied for the WPIT Programme. The Tenderer should provide an estimate of the time that it will take to complete end-to-end design.

The suggested page allocation for the End-to-End Design is 4 pages.

C. Flexible and Adaptable Solution Design

The department will require that any architectural design provided by the SI for the WPIT Programme is highly flexible and adaptable. The solution architecture must also provide the department with a secure, scalable, and robust payments platform which can support both the functional and non-functional requirements of the department now and into the future.

The department expects the SI's approach to architectural design will employ architectural principles that build in front-end flexibility and adaptability into the solution design; and that the SI identifies challenges and mitigates risks in its approach to architectural design.

The Tenderer should outline its proposed approach to this requirement, including the tools and methodologies that would be deployed. Where relevant, the Tenderer should draw on its case study response to demonstrate where its approach or methodology has been successfully used previously. If the Tenderer is relying on subcontractor experience to demonstrate that it could meet this requirement, this should be noted in the response.

The suggested page allocation for the Flexible and Adaptable Solution Design is 4 pages.

D. Information and Data Management

The department will require the SI to undertake information and data management, including:

a) defining an information and data management strategy, framework and plan for the WPIT Programme that is compatible with the departments existing information management framework and strategies;

b) executing the information and data management plan, focusing on the key data migration activities of Extract, Transform, Load (ETL) across the interim solution states;

c) performing validation of the ETL process; and

d) managing key information and data management risks likely to impact the WPIT Programme, and proposed mitigations.

The Tenderer should outline its proposed approach to this requirement, including the tools and methodologies that would be deployed. Where relevant, the Tenderer should draw on its case study response to demonstrate where its approach or methodology has been successfully used previously and how it would be applied to the WPIT Programme.

The suggested page allocation for the Information and Data Management is 4 pages.

E. Software Development Lifecycle Programme Methodology

The department requires the SI to have a methodology for the Software Development Lifecycle (SDLC). The SI's SDLC methodology must have the following qualities:

a) maintains flexibility and can adapt to disruptive events, such as changes in Government policy, with effective change management/control mechanisms;

b) must support the SI's ability to maintain programme stability for the duration of the WPIT Programme;

c) must enable the SI to deliver on the agreed scope of the WPIT Programme, while managing operational and delivery risk; and

d) should support the SI meeting its WPIT Programme governance obligations.

The Tenderer should outline its proposed approach to this requirement, including the tools and methodologies that would be deployed. Where relevant, the Tenderer should draw on its case study response to demonstrate where its approach or methodology has been successfully used previously.

The suggested page allocation for the Software Development Lifecycle Programme Methodology is 2 pages.

Evaluation Criterion 3:

The Tenderer has demonstrated a high quality approach to the design and delivery of the WPIT Programme in their response to elements A-E of the requirement.
78. **Capability and Capacity**

A. **Systems Integration Capability and Capacity**

The department requires the SI to have the ability to provide and deliver the systems integration capabilities listed in Attachment C – Capability and Capacity Schedule.

The department requires the Tenderer to:

a) confirm the ability or inability of the Tenderer to provide each of the listed system integration capabilities;

b) outline whether the Tender will accept accountability for the capability outcome(s);

c) outline where the capability will be delivered in full or in part by a subcontractor;

d) outline whether the capability will be provided primarily onshore; and

e) outline the total number of resources available to deliver the core systems integration capabilities, detailing the number of the Tenderer’s FTE’s and where applicable the subcontractors FTE’s.

For the systems integration capabilities stated above, the Tenderer should follow the response instructions given within Attachment C – Capability and Capacity Schedule.

B. **Capacity Planning and Quality Management**

The department will require the SI to have the necessary organisational capacity in order to perform and deliver the required Services. In respect to all Personnel, the Tenderer will need to ensure that it is able to meet the department’s requirements for certain work to be performed on site and onshore, by having sufficient numbers of appropriately skilled and qualified staff available in Australia, with appropriate work rights and security clearances (as necessary).

The SI will need to deliver the Services onsite as required, but may also deliver offsite Services in other locations which may be offshore.

The SI will need to have mechanisms for ensuring continuity of the delivery of Services for the WPIT Programme (at the standards required and within the department’s timing requirements), including having plans for:

a) forecasting Personnel levels required;

b) quickly mobilising required Personnel throughout the WPIT programme (whether local or global) for a particular package of work in order to meet the department’s requirements;

c) relocating resources to a particular location;

d) transitioning Personnel throughout the WPIT programme; and

e) recruiting and retaining key Personnel, and retaining corporate knowledge of the WPIT Programme.

The department expects that the workload for the SI will fluctuate throughout the WPIT Programme over the planned Tranches. The SI will need to be able to manage its workload by scaling its resources (up and down), in order to manage capacity, and will need short, medium and long-term plans to support this. From time to time the SI may need to source significant numbers of Personnel with specific or specialist skills and qualifications.

The SI will need to maintain high standards of service delivery over the life of the WPIT Programme, and will need to have plans for:

f) ensuring Personnel engaged on the WPIT Programme are inducted into the WPIT Programme;

g) sourcing Personnel with specific or specialists skills and qualifications;

h) providing appropriate quality assurance of work performed by or on behalf of the SI; and

i) managing subcontractors to ensure that the SI’s obligations as the prime contractor are met.

The Tenderer should describe its proposed approach to meet the items a) to i).

If the Tenderer is relying on the experience and expertise of Personnel and resources other than those directly employed by the Tenderer, it should describe how those resources will be made available to the Tenderer (for example, through subcontracting arrangements with a subcontractor named in Attachment B – Form of Response), or through secondment arrangements with a Related Entity). The nature of any such arrangement may be considered by the department in assessing risk.

Where possible, the Tenderer should draw on its case study/studies to demonstrate that it has experience in providing Services in a project with similar capacity requirements. However, if the case studies do not assist,
and a Tenderer has relevant experience from another project, the Tenderer may provide a brief description of that experience.

The suggested page allocation for capacity planning and quality management is 5 pages.

### Evaluation Criterion 4:

The Tenderer has sufficient capacity and systems integration capability to support the WPIT Programme and has:

a) the organisational capacity to perform and deliver the required Services over the life of the WPIT Programme, with a sound approach to providing suitably skilled Personnel as well as effective mechanisms for forecasting, relocating, transitioning, recruiting, training and retraining Personnel;

b) the ability to plan for and maintain high service delivery standards over the life of the WPIT Programme; and

c) the ability to provide the required SI capabilities, either in-house or through a subcontractor.

### 79. Corporate Viability, Capacity to bear Risk and Contractual Arrangements

#### A. Corporate Viability

The department requires the SI to:

a) have a corporate ownership and structure that will support it to fulfil its contractual obligations;

b) have sufficient financial resources available that will support it to fulfil its contractual obligations;

c) not have any litigation or proceedings against it (or any Related Entity) which have the potential to adversely impact on its capacity to fulfil its contractual obligations;

d) have sufficient public liability, professional indemnity, product liability and workers compensation insurances; and

e) have assets and resources that would support the ready enforcement by the department of a court award of damages against the SI, arising from court proceedings relating to the WPIT Programme.

For the requirement stated above, the Tenderer should follow the response instructions given within Attachment G – Corporate Viability Response.

The department will commission Corporate Scorecard to assess that material.

### Evaluation Criterion 5:

The Tenderer has demonstrated sufficient corporate viability such that it is likely to be able to contract with the department on a programme the size, scale and duration of the WPIT Programme, and meet potential liabilities under that contract of at least A$50 million, and such that there would be low risk of the department being unable to enforce an award of damages against the Tenderer.

#### B. Capacity to bear risk

The department will require an SI to have the organisational capacity to support its ongoing involvement in the WPIT Programme in potentially adverse financial circumstances, over a long-term programme.

In contractual arrangements, the department may impose direct financial obligations on an SI, such as liquidated damages, general damages and indemnities. The nature of the WPIT Programme may also create indirect financial pressure for an SI, such as a situation where, if milestones are required to be met under a Work Order, payments are only made on successful completion of milestones, and if milestones are not met, the SI will not receive payment at the expected time (despite the SI having work in progress of a substantial value). An SI must be able to continue to provide high quality services to the WPIT Programme, despite adverse financial circumstances such as these.

The Tenderer should describe the processes and resources it would deploy to address the example scenario described above. In particular, it should explain how those processes and resources will ensure that it could continue to commit the required personnel and subcontractors to support the ongoing work required for the WPIT Programme. The Tenderer should note any resources it has available in its corporate group (if relevant).
to support this response, the availability of performance or bank guarantees, and any other relevant resources or processes it would deploy, and any constraints or limitation in any guarantees put forward. Foreign companies should specify any Australian bank guarantees proposed to support the Tenderer’s financial obligations.

The suggested page allocation for the Capacity to Bear Risk requirement is 2 pages.

<table>
<thead>
<tr>
<th>Evaluation Criterion 6:</th>
</tr>
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<tbody>
<tr>
<td>The Tenderer has demonstrated its capacity to deliver the Services, having regard to the type of adverse circumstances described above in the ‘Capacity to bear risk’ requirement.</td>
</tr>
</tbody>
</table>

### C. Contractual Arrangements and Commercial Terms

The department intends to enter into contractual arrangements with a successful Tenderer on the terms not materially different to those outlined in Attachment J – SI Panel Deed and Attachment K – Tranche One Participation Deed and the Commercial Terms outlined in Attachment L – Commercial Terms

The Tenderer should follow the response instructions outlined in the Contract and Commercial Terms Acceptance form located in Attachment E – Contract and Commercial Terms Acceptance.

<table>
<thead>
<tr>
<th>Evaluation Criterion 7:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Tenderer complies with the proposed contractual and commercial items or has a satisfactory alternative proposal that meets the business needs described in Attachment I – Commercial Terms and, in the department’s opinion, allows the department to adequately manage any legal, commercial, schedule, delivery, pricing or other risks arising from non-compliance.</td>
</tr>
</tbody>
</table>
RFT for the procurement of a Systems Integrator Panel

Returnable Attachments

80. Attachment A – Tender Declaration Deed Poll
81. Attachment B – Form of Response
82. Attachment C – Capability and Capacity Schedule
83. Attachment D – Data Room Deed Poll
84. Attachment E – Contract and Commercial Terms Acceptance
85. Attachment F – Pricing Schedule
86. Attachment G – Corporate Viability Response
RFT for the procurement of a Systems Integrator Panel

Supporting Attachments

87. Attachment H – Programme Overview
88. Attachment I – Commercial Terms
89. Attachment J – SI Panel Deed
90. Attachment K – Tranche One Participation Deed
RFT for the procurement of a Systems Integrator Panel

Note to Tenderers:

Under Section 12 of the RFT, it is a minimum content and format requirement that a Tender includes a properly executed copy of this Tender Declaration Deed Poll that has substantially the same legal effect as this Attachment A: Tender Declaration Deed Poll. If a Tender does not, in the opinion of the department, meet the minimum content and format requirements, the Tender will be excluded from consideration.
Instructions for completing this Tenderer Declaration Deed Poll ("Deed Poll")

1. **Execution by companies incorporated in Australia**

The form of the Deed Poll included in this RFT is designed for completion by a company incorporated in Australia. A Tenderer may use one of the example execution blocks supplied below or may insert any other execution block that complies with section 127 of the *Corporations Act 2001* (Cth):

<table>
<thead>
<tr>
<th>Example execution blocks – companies incorporated in Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Execution by company – with common seal</strong></td>
</tr>
<tr>
<td><strong>Executed</strong> as a deed in accordance with section 127 of the</td>
</tr>
<tr>
<td><em>Corporations Act 2001</em> by affixing the common seal of [*</td>
</tr>
<tr>
<td>Limited] (ABN/ACN [*]) in the presence of:</td>
</tr>
<tr>
<td>Director Signature</td>
</tr>
<tr>
<td>Director/Secretary Signature</td>
</tr>
<tr>
<td>Print Name</td>
</tr>
<tr>
<td>Print Name</td>
</tr>
<tr>
<td>Capacity</td>
</tr>
<tr>
<td>Capacity</td>
</tr>
</tbody>
</table>

| **Execution by company – without common seal**                |
| **Executed** as a deed in accordance with section 127 of the |
| *Corporations Act 2001* by [*Limited] (ABN/ACN [*]) in the   |
| presence of:                                                 |
| Director Signature                                           |
| Director/Secretary Signature                                |
| Print Name                                                   |
| Print Name                                                   |
| Capacity                                                     |
| Capacity                                                     |
Execution by an Attorney

Note to Tenderers:

Where the Deed Poll is executed by an attorney under a power of attorney on behalf of a company incorporated in Australia, the Tenderer should submit with its executed Deed Poll a copy of the relevant power of attorney. Powers of attorney must be in the form of a deed executed in accordance with section 127 of the Corporations Act 2001 (Cth).

Each attorney executing this deed states that he or she has no notice of revocation or suspension of his or her power of attorney.

Signed Sealed and Delivered for [* Limited]
(ABN/ACN [*]) by its attorney [under power of attorney /registered book [*] No [*] dated [*]] in the presence of:

_________________________    ___________________________
Witness Signature                Attorney Signature

_________________________    ___________________________
Print Name                    Print Name
2. **Execution by companies not incorporated in Australia**

Where the Deed Poll is completed by a company not incorporated in Australia, the company should:

a. if registered in Australia, include the company's ABN or ARBN (or if not registered in Australia, include any equivalent registration number in its jurisdiction of incorporation, in the place of the ABN or ARBN);
b. use an appropriate execution block (such as the example block provided below);
c. state the company's jurisdiction of incorporation;
d. execute the Deed Poll in accordance with the relevant requirements of the jurisdiction of its incorporation; and
e. on request from the department, and at the expense of the Tenderer, provide a legal opinion from a legal practitioner registered to practise in the relevant jurisdiction confirming that the Deed Poll has been executed in accordance with the relevant requirements of the jurisdiction in which it has been executed, is valid and legally binding on the relevant company and by a legal practitioner registered to practise in Australia, confirming that the Deed Poll is enforceable in New South Wales. The legal opinions should also confirm that the relevant company has validly and irrevocably appointed an Australian based law firm as its agent for acceptance of service of proceedings by the department for breach of the Deed Poll.

---

**Example execution block – companies not incorporated in Australia**

**Execution by company with/without common seal**

SIGNED, SEALED AND DELIVERED by [FOREIGN CORPORATION NAME] in the presence of: [SEAL]

---

Signature of witness 
Name of witness

Signature of authorised signatory 
Name of authorised signatory
3. **Workplace Gender Equality Act 2012 (Cth) compliance**

For the purposes of clause 7(b) of the Deed Poll, a Tenderer is covered by the *Workplace Gender Equality Act 2012 (Cth)* if it is a ‘relevant employer’, which is defined as being a non-public sector employer (including higher education institutions, trade unions and not-for-profit organisations) of 100 or more employees in Australia. For information about the coverage of the *Workplace Gender Equality Act 2012 (Cth)*, contact the Workplace Gender Equality Agency on (02) 9432 7000.

4. **Completion of information about improper assistance**

The department will make a list of Contractors available on request, to assist the Tenderer in providing the warranties required in clauses 7(e) and (f) of this Deed Poll.
This Deed Poll is made on 2016

By

[insert party name] [ (ACN/ABN [*])][ registered in [*] | incorporated in [*] of [*] (the Tenderer)

IN FAVOUR OF the Commonwealth of Australia (represented by and acting through the Department of Human Services) (ABN 90 794 605 008) (the department).

Recitals

A The department has issued a request for tender (RFT) 1000401959, published on AusTender to seek Tenders from Systems Integrators (SIs) that have the capability, capacity and experience required to support the Welfare Payment Infrastructure Transformation (WPIT) Programme.

B The Tenderer makes this Deed Poll in favour of the department as part of submitting its Tender to the RFT.

It is agreed as follows:

1 Definitions and Interpretation

1.1 Definitions

Capitalised terms not defined in this Deed Poll are defined in the RFT.

The following definitions apply unless the context requires otherwise:

Contractor means a professional services firm, corporation or other entity which:

(a) is currently contracted to the department as an adviser to the WPIT Programme; or
(b) had a contract with the department as an adviser to the WPIT Programme in the 12 months before the date of this Deed Poll.

1.2 Interpretation

(a) Headings are for convenience only and do not affect interpretation.

(b) The following rules apply unless the context requires otherwise.

(i) The singular includes the plural, and the converse also applies.

(ii) If a word or phrase is defined, its other grammatical forms have a corresponding meaning.

(iii) A reference to a person includes a corporation, trust, partnership, unincorporated body or other entity, whether or not it comprises a separate legal entity.

(iv) A reference to a clause is a reference to a clause of this Deed Poll.

(v) A reference to an agreement or document (including a reference to this Deed Poll) is to the agreement or document as amended, supplemented, novated or replaced, except to the extent prohibited by this Deed Poll or that other agreement or document.

(vi) A reference to legislation or to a provision of legislation includes a modification or re-enactment of it, a legislative provision substituted for it and a regulation or statutory instrument issued under it.
(vii) A reference to a right or obligation of any two or more people comprising a single party confers that right, or imposes that obligation, as the case may be, on each of them severally and each two or more of them jointly. A reference to that party is a reference to each of those people separately (so that, for example, a representation or warranty by that party is given by each of them separately).

2 Benefit of this Deed Poll

The Tenderer acknowledges and agrees that the undertakings and representations in this Deed Poll are given for the benefit of, and may be relied upon and enforced by, the department.

3 Acknowledgement of rights

The Tenderer acknowledges the department’s rights under the RFT.

4 Subcontractors

The Tenderer:

(a) consents to the public disclosure of the name and details of any subcontractors who are engaged by the Tenderer to perform services under the SI Panel Deed;

(b) confirms that any proposed subcontractor has been informed that the subcontractor’s participation in fulfilling the Tenderer’s obligations under the SI Panel Deed may be publicly disclosed by the department; and

(c) confirms that an appropriately authorised official of each proposed subcontractor agrees to the Tender (including the responsibilities and performance obligations allocated to the relevant subcontractor) in the form submitted by the Tenderer.

5 Corporate Scorecard Pty Limited

The Tenderer consents to Corporate Scorecard Pty Limited (ABN 33 007 527 611) conducting a financial viability assessment on the Tenderer (and, if required by the department, on any member of the Tenderer’s corporate group or any proposed subcontractor) and will promptly provide any information requested by Corporate Scorecard Pty Limited or by the department relating to that assessment.

6 Information in Tender

The Tenderer:

(a) declares that all information contained in its Tender is true and correct in every respect; and

(b) warrants that if, during the period from the time it lodges its Tender until it is advised of the outcome of the RFT process by the department, the Tenderer becomes aware that any information in its Tender is incorrect or misleading (including by omission), it will promptly notify the RFT Contact Officer in writing.

7 No improper conduct

The Tenderer warrants that:

(a) during the RFT process, it will not place itself, and will ensure that its officers, employees, agents and contractors do not place themselves, in a position that may give rise to an actual or perceived
or potential conflict of interest between the interests of the department and the Tenderer’s interests (Conflict of Interest);

(b) all Conflicts of Interest that exist at the time of lodging this Tender are disclosed in Attachment B – Form of Response;

(c) if a Conflict of Interest arises or appears likely to arise after the time of lodging its Tender, the Tenderer will immediately notify the department and comply with any instructions of the department following that notification;

(d) subject to clause 8:

(i) the Tenderer has not, and any corporation or person (including directors or senior managers) associated with the Tenderer has not, engaged in collusive tendering, anti-competitive conduct or any other similar conduct with any other tenderer or with any other person in relation to the preparation or lodgement of Tenders or participation in this RFT process;

(ii) the Tenderer has not entered into any contract or arrangement, or arrived at any understanding, with any other person which has the purpose or effect of:

(A) preventing or discouraging that person from bidding for or undertaking work in relation to the WPIT Programme on that person’s own account or as a supplier to any other person; or

(B) prescribing the conditions on which that person would bid for or undertake that work;

(e) in relation to its Tender, neither the Tenderer nor any of its officers, employees, agents and subcontractors has attempted to, or will attempt to:

(i) improperly influence any officer, employee, agent or Contractor of the Commonwealth; or

(ii) violate any applicable laws or Commonwealth policies regarding the offering of inducements;

(f) its Tender has not been prepared:

(i) with the improper assistance of anyone who has been involved, or is involved, in the WPIT Programme, including as a Contractor;

(ii) using information that has been unlawfully obtained (including unlawfully obtained from the Commonwealth);

(g) except as disclosed in its Tender, neither the Tenderer, nor any corporation or person, including directors or senior managers associated with its Tender, have ever contravened the anti-competitive conduct provisions of the Competition and Consumer Act 2010 (Cth) or equivalent laws in Australia or overseas; and

(h) the Tenderer has not engaged in, nor procured or encouraged others to engage in, any activity in connection with the RFT that would result in a breach of:

(i) the Lobbying Code of Conduct (available on the Department of the Prime Minister and Cabinet website at http://lobbyists.pmc.gov.au/conduct_code.cfm); or
8 Subcontracts
Paragraph 7(d) does not prevent the Tenderer from entering into an exclusive subcontract with another person for the purposes of the WPIT Programme, provided that the subcontract allows the subcontractor to contract directly with the department, including for the provision of services on any aspect of the WPIT Programme, as part of this or any other procurement.

9 Employment representations
(b) The Tenderer represents and declares that, having made all reasonable enquiries, as at the date of this Deed Poll, it is not (and its subcontractors are not) subject to any judicial decisions relating to claims for employee entitlements (other than decisions under appeal) for which claims have not been paid.

(c) The Tenderer understands that it is obliged to indicate whether or not it is covered by the Workplace Gender Equality Act 2012 (Cth). The Tenderer provides the following confirmation:

[Note to Tenderer: Retain text relevant to applicable option, remove inapplicable options]

[Option 1: The Tenderer confirms that it is a relevant employer. The Tenderer has attached a current letter of compliance to this Deed Poll as part of its Tender which indicates its compliance with the Workplace Gender Equality Act 2012 (Cth).]

OR

[Option 2: The Tenderer confirms that it is a relevant employer. If selected as a preferred or successful Tenderer following the RFT stage of the procurement, the Tenderer will, upon request from the department, provide a current letter of compliance prior to entering into any contract with the department. The Tenderer acknowledges that failure to provide a current letter of compliance when requested will result in it losing its status as a preferred or successful Tenderer.]

OR

[Option 3: The Tenderer confirms that it is not a relevant employer.]

10 No contract
The Tenderer acknowledges that no express or implied contract between the Tenderer and the department has arisen in relation to the RFT, RFT process, or the Tenderer’s Tender. No contract will be formed unless and until a deed of standing offer or similar contractual arrangement is signed by both the department and the Tenderer.

11 Offer
The Tenderer offers to supply the Services on the basis set out in its Tender and will not withdraw that offer (without the written approval of the department) before 15 July 2017.
12 General

12.1 Governing Law and Jurisdiction
This Deed Poll is governed by the laws of New South Wales. The Tenderer submits to the non-exclusive jurisdiction of the courts of New South Wales.

12.2 Amendments
This Deed Poll may not be revoked without the prior written consent of the department. If, at any time prior to the department entering into the SI Panel Deed with the Tenderer (if it is a preferred Tenderer following the evaluation of Tenders), any information provided in this Deed Poll changes, the Tenderer undertakes to advise the department of that change immediately in writing.

12.3 Severability
If any provision of this Deed Poll is held to be invalid or unenforceable, it will be severed and the remaining provisions will not in any way be affected or impaired.

Executed and delivered as a Deed Poll at [insert place].

[Insert appropriate execution block]
Attachment B: Form of Response

RFT for the procurement of a Systems Integrator Panel
Annexure 1 – Organisation information

The Tenderer should respond to all sections in completing this Annexure 1 – Organisation information, to enable the department to clearly identify the entity responding to this RFT and to contact referees in accordance with Section 31 – Referees.

<table>
<thead>
<tr>
<th>Question</th>
<th>Tenderer’s details</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Tenderer’s full name:</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>This should be the name of the legal entity which would enter into a</td>
<td></td>
</tr>
<tr>
<td>contractual arrangement with the department.</td>
<td></td>
</tr>
<tr>
<td>b) Tenderer’s legal entity type and jurisdiction of constitution or</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>incorporation:</td>
<td></td>
</tr>
<tr>
<td>c) Tenderer’s Australian Business Number (ABN) or Australian Registered</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>Body Number (ARBN) (if applicable), or any registration number or</td>
<td></td>
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<td>equivalent if the Tenderer is constituted or incorporated under the</td>
<td></td>
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<tr>
<td>laws of a country other than Australia:</td>
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<tr>
<td>d) Contact details — registered business address:</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>e) Contact details — Tenderer contact officer:</td>
<td>Name:</td>
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<tr>
<td>Position / title:</td>
<td>Telephone:</td>
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<tr>
<td>Mailing address:</td>
<td>Email address:</td>
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<tr>
<td>f) Contact details – first referee (Case study 1):</td>
<td>Name:</td>
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<td>Position / title:</td>
<td>Organisation:</td>
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<tr>
<td>ABN/ARBN or registration number:</td>
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<td>Mailing address:</td>
<td>Email address:</td>
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<td>g) Contact details – second referee (Case study 1):</td>
<td>Name:</td>
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<td>Position / title:</td>
<td>Organisation:</td>
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<td>ABN/ARBN or registration number:</td>
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<td>Mailing address:</td>
<td>Email address:</td>
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<td>h) Contact details – first referee (Case study 2):</td>
<td>Name:</td>
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<td>Position / title:</td>
<td>Organisation:</td>
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<td>ABN/ARBN or registration number:</td>
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<td>Contact details – second referee (Case study 2):</td>
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<td>Name:</td>
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<td>Contact details – second referee (Case study 3):</td>
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<td></td>
<td>Prior experience with Department of Human Services (If any):</td>
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<tr>
<td>Note: include additional rows as required</td>
<td>Branch/area responsible for engagement:</td>
</tr>
<tr>
<td></td>
<td>General description of role:</td>
</tr>
</tbody>
</table>
Annexure 2 – Subcontractor details

The Tenderer should submit this Annexure 2 – Subcontractor details with its Tender.

Where a Tender includes arrangements with subcontractors (which are not part of the Tenderer’s corporate group), the Tenderer should provide the following details of each subcontractor, and its relationship with each subcontractor in accordance with Section 36, Prime contractor responsibilities of this RFT.

The Tenderer should repeat this table as required, to ensure that the information is submitted for each subcontractor that the Tenderer proposes to engage.

The Tenderer should note that the names of the subcontractors may be made public.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a)</strong> Subcontractor’s full name:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>This should be the name of the legal entity which would enter into a contractual arrangement with the Tenderer.</td>
<td></td>
</tr>
<tr>
<td><strong>b)</strong> Reason for subcontracting:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>This should include a description of the services proposed to be provided by the subcontractor.</td>
<td></td>
</tr>
<tr>
<td><strong>c)</strong> Relationship with the subcontractor:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>This should include details on the relationship between the Tenderer and the proposed subcontractor, and the proposed contractual and operational arrangements the Tenderer has or will have in place with the proposed subcontractor, in order to perform the services it is proposing.</td>
<td></td>
</tr>
<tr>
<td><strong>d)</strong> Subcontractor’s experience and expertise:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>The Tenderer should briefly specify the relevant experience and expertise that the proposed subcontractor has and which would be utilised for the delivery of the proposed services.</td>
<td></td>
</tr>
<tr>
<td><strong>e)</strong> Subcontractor’s legal entity type and jurisdiction of constitution or incorporation:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>For example, sole trader, partnership or company.</td>
<td></td>
</tr>
<tr>
<td><strong>f)</strong> Subcontractor’s ABN or ARBN (if applicable), or any registration number or equivalent if the Tenderer is constituted or incorporated under the laws of a country other than Australia:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td><strong>g)</strong> Details of the subcontractor’s enterprise profile:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>Details should include the size and location of its major sites and principal locations for the provision of proposed services.</td>
<td></td>
</tr>
<tr>
<td><strong>h)</strong> Confirmation of subcontractor agreement:</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>The Tenderer should confirm an appropriately authorised official of the proposed subcontractor agrees to the Tender, including the responsibilities and performance obligations allocated to the proposed subcontractor.</td>
<td></td>
</tr>
</tbody>
</table>
Annexure 3 – Conflict of Interest

The Tenderer (including on behalf of any subcontractors outlined in Annexure 2 – Subcontractor details) should complete Table 3 below to identify and declare any existing or potential conflicts of interest (including both actual and perceived conflicts of interest) that may apply to the Tender or delivery of the Services, and describe the procedures and methods it and any subcontractors (if applicable) intends to implement to deal with or manage each declared actual, potential or perceived conflict of interest declared.

The Tenderer may add or delete rows in Table 3 as required.

<table>
<thead>
<tr>
<th>#</th>
<th>Conflicts of Interest</th>
<th>Proposed management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>[Insert response]</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>2</td>
<td>[Insert response]</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>3</td>
<td>[Insert response]</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>[Insert #]</td>
<td>[Insert response]</td>
<td>[Insert response]</td>
</tr>
</tbody>
</table>
Annexure 4 – Confidentiality

The Tenderer should use Table 4 below to specify any information which is contained in its Tender, or which may be provided by the Tenderer during the RFT process, that it considers should be treated as confidential information by the department in any contractual arrangement.

In completing Table 4, the Tenderer should provide appropriate reasons why any such information should be treated as confidential information.

<table>
<thead>
<tr>
<th></th>
<th>Information to be treated as confidential information</th>
<th>Tender page or paragraph reference</th>
<th>Reason for treatment of information as confidential information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>[Insert response]</td>
<td>[Insert number]</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>2</td>
<td>[Insert response]</td>
<td>[Insert number]</td>
<td>[Insert response]</td>
</tr>
<tr>
<td>3</td>
<td>[Insert response]</td>
<td>[Insert number]</td>
<td>[Insert response]</td>
</tr>
<tr>
<td></td>
<td>[Insert #]</td>
<td>[Insert response]</td>
<td>[Insert number]</td>
</tr>
</tbody>
</table>

Table 4: Confidentiality
Annexure 5: Requirements Response Form

1. Transformation Experience

The Tenderer should use the table below to respond to the requirement set out in the Transformation Experience requirement in Schedule 3 of the RFT. The Tenderer should refer to the response instructions contained in the RFT, including Schedule 3, to complete their response and should ensure that all information relevant to its response is included in this Annexure 5 – Requirements Response Form and not in other places in its Tender.

<table>
<thead>
<tr>
<th>Detail</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Client / organisation name:</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>b) Approximate Programme Cost (AUS$):</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>c) Approximate Contract Value (AUS$):</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>d) Contract Period:</td>
<td>[From / To]</td>
</tr>
<tr>
<td>e) Summary of services provided (no more than 100 words):</td>
<td>[Insert details]</td>
</tr>
<tr>
<td>f) Case study detail:</td>
<td>[Insert details]</td>
</tr>
</tbody>
</table>

*Note: this table may be duplicated as required if the Tenderer provides more than one case study example.

2. Leadership and Governance

Response:

*Insert response here*

3. Programme Design and Delivery Approach

Response:

A. Partnering Model
*Insert response here*

B. End-to-End Design
*Insert response here*

C. Flexible and Adaptable Solution Design
*Insert response here*

D. Information and Data Management
*Insert response here*

E. Software Development Lifecycle Programme Methodology
*Insert response here*
4. **Capability and Capacity**

Response:

<table>
<thead>
<tr>
<th>A. Organisational Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insert response here</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B. Core systems integration capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Tenderer should respond and follow the response instructions given within Attachment C – Capability and Capacity Form of Response</td>
</tr>
</tbody>
</table>

5. **Corporate Viability, Risk and Contractual Arrangements**

**A. Corporate Viability**

Response:

The Tenderer should respond and follow the response instructions given within Attachment G – Corporate Viability Response

**B. Capacity to Bear Risk**

Response:

Insert response here

**C. Contractual Arrangements and Commercial Terms**

Response:

The Tenderer should respond and follow the instructions in Attachment E – Contact and Commercial Terms Acceptance
RFT for the procurement of a Systems Integrator Panel

Table of Contents
- Title
- Contents page
- Respondent Guideline
- Glossary
- Capability Descriptions
- Capacity Rules
- 1. Capability
  - Table 1.1: Tenderer Capability Schedule
- 2. Capacity
  - Table 2.1: Tenderer Capacity Schedule
  - Table 2.2: Additional recommended roles / capabilities
  - Table 2.3: Assumptions
### RFT for the procurement of a Systems Integrator Panel

### Response guidelines

#### A. Summary of Attachment C - RFT Capability and Capacity Schedule

<table>
<thead>
<tr>
<th>Note</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover</td>
<td>Contains the cover of the Tenderer, which must be the same legal name which the Tenderer would use in a commercial arrangement with the Department.</td>
</tr>
<tr>
<td>Contents Page</td>
<td>Contains a table of contents listing all tabs and associated topics for Attachment C - RFT Capability and Capacity Schedule.</td>
</tr>
<tr>
<td>Response guidelines</td>
<td>Contains the guidelines on how to respond to this attachment Attachment C - RFT Capability and Capacity Schedule.</td>
</tr>
<tr>
<td>Name &amp; capabilities (N&amp;Q)</td>
<td>Contains a summary describing each individual role and capability which may be required throughout such stage of the development life cycle for the RFT Programme.</td>
</tr>
<tr>
<td>Glossary</td>
<td>Contains a list of terms and definitions.</td>
</tr>
</tbody>
</table>

#### 1. Capability

Table 2.1 - Tenderer Capability Schedule

- Requests the detailed responses to the roles and capabilities outlined in the tab "1. Capability."

#### 2. Capacity

Table 2.2 - Tenderer Capacity Schedule

- Requests the Tenderer's details on the number of personnel available "vertical" or "horizontal" to provide the outlined roles in the tab "2. Capacity", intent to meet the Department's capacity requirements throughout the RFT Programme.

---

B. The Tenderer should complete each cell with the following color code in each of the tables throughout the tables specified in clause A of these Response Guidelines:

- **Green:** Tenderer Response Required
- **Red:** Tenderer Response Required

C. The Tenderer is not permitted to make changes to any of the columns in the worksheet tabs. If required, the Tenderer may add rows to each table where a Tenderer response is required (as per clause A above).

D. The Tenderer should not make changes to any of the cells with a red color.

E. If the Tenderer does not wish to offer a service for a particular capability, they must write "not offered" in the relevant cell.

F. Tenderers should include the Response Instructions in each of the worksheet tabs specified in clause A of these Response Guidelines prior to providing their responses.

G. These tabs identified in clause A of the response guidelines as not requiring a response, are worksheets tabs which remain supporting information. The Tenderer is encouraged to review these tabs before providing their responses.
# RFT for the procurement of a Systems Integrator Panel

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenderer</td>
<td>The Tenderer in question, who is a participant in the RFT tender process.</td>
</tr>
<tr>
<td>Performance</td>
<td>The performance by tenderer(s) who submits their tender to the Tenderer.</td>
</tr>
<tr>
<td>Services</td>
<td>Services performed by tenderer(s) within the tender process.</td>
</tr>
<tr>
<td>Orders</td>
<td>Orders performed by tenderer(s) to meet the services outlined in the tender.</td>
</tr>
</tbody>
</table>
Response information:
1. The following table describes potential roles and capabilities the department will need to deliver the WPT Programme.

2. The Tenderer should review this framework before providing a response to the tab "3. Capability".

3. If the Tenderer identifies any other roles or duties necessary to deliver the WPT Programme, it should include those roles in Table 1.2 - Additional recommended roles / capabilities.

### Roles & Capabilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Organisation change capability</strong></td>
<td>The programme delivery capability includes, but is not limited to: a) changing the current state of the organisation (structure, roles and responsibilities); b) supporting organisational change across the likely transition phases of the WPT Programme; c) working in teams to deliver the programme, including shared responsibilities and decision-making; and d) tolerating any organisational or sectoral change.</td>
</tr>
<tr>
<td><strong>1.2 Workforce Transition</strong></td>
<td>The programme delivery capability includes, but is not limited to: a) supporting the department in shaping the organisation to the future state; b) developing the skills needed for the department's future social and technical staff; c) developing strategies to support the workforce transition; d) identifying the success factors in the people transition activity; e) developing workforce transition plans in consultation with the transition team.</td>
</tr>
<tr>
<td><strong>1.3 Business Process Role Design and Impact Assessment</strong></td>
<td>For the effective implementation of the WPT Programme, the roles and responsibilities of all administrative activities must be clearly defined, including the validation of current and future state processes. The role of the programme delivery capability is to provide the necessary support in this area.</td>
</tr>
<tr>
<td><strong>1.4 Training Definition and Delivery</strong></td>
<td>Training will be delivered to support the WPT Programme and the department. The programme delivery capability includes, but is not limited to: a) adapting existing training material to suit the needs of the WPT Programme; b) understanding the scale and scope required to deliver the training; c) identifying, monitoring and improving the training approaches used; and d) developing and using new materials to support the delivery of the business change.</td>
</tr>
<tr>
<td><strong>1.5 Knowledge Transfer</strong></td>
<td>The programme delivery capability includes, but is not limited to: a) developing and managing a knowledge transfer operating model to be implemented on the WPT Programme with consideration for transitional state modelling as well as current and future; b) designing and implementing knowledge transfer practice, tools and methodologies; and c) supporting the adoption of the new operating model.</td>
</tr>
<tr>
<td><strong>1.6 Organisational Readiness Assessment</strong></td>
<td>The programme delivery capability includes, but is not limited to: a) assessing business and cost savings and benefits in the context of delivery of each stage of the WPT Programme; b) delivering large-scale change and transformation; c) delivering change in a way that supports the development of a culture and infrastructure needed for the WPT Programme; and d) developing the ability to share knowledge and experience across the WPT Programme.</td>
</tr>
<tr>
<td><strong>1.7 Communications Strategy and Delivery</strong></td>
<td>The WPT Programme communications strategy and delivery will be developed collaboratively with the department staff and third-party vendors to deliver the WPT Programme communications to stakeholders. The programme delivery capability includes, but is not limited to: a) developing a communication strategy for the WPT Programme; b) delivering the communications plan; and c) supporting the delivery of the communications plan.</td>
</tr>
<tr>
<td><strong>1.8 Workforce Capability Assessment and Development</strong></td>
<td>Workforce capability analysis will be conducted to highlight gaps between the current workforce and the future state for the department, including service delivery and ICT. The work will be critical for the department to develop and retain the workforce capabilities to enable any gaps to be closed to reach the desired future state. The programme delivery capability includes, but is not limited to: a) supporting the development of future state capabilities in the workforce; b) identifying and developing the strategic workforce plan and productivity; and c) supporting the development of the capability gaps and development required for identified workforce gaps.</td>
</tr>
<tr>
<td><strong>2 Programme Management and Governance Capability</strong></td>
<td>The department has identified the WPT Programme outcomes and these will form the basis against which successful delivery of the WPT Programme is measured. The programme delivery capability includes, but is not limited to: a) defining, validating, measuring and reporting on programme outcomes; b) providing input to an outcomes measurement framework; and c) developing and implementing a measurement and reporting strategy against WPT Programme outcomes, including measurement and reporting.</td>
</tr>
<tr>
<td><strong>2.1 Programme Outcomes and Measurement Framework Definition</strong></td>
<td>The department has developed a transformation approach to deliver the transformation, including the proposed WPT Programme. The approach includes: a) identifying the programme's objectives and success criteria; b) developing a measurement framework for the programme; c) defining the programme's objectives and success criteria; and d) developing a measurement framework for the programme.</td>
</tr>
<tr>
<td><strong>2.2 Transformation Approach Validation</strong></td>
<td>The department has developed a transformation approach to deliver the transformation, including the proposed WPT Programme. The approach includes: a) identifying the programme's objectives and success criteria; b) developing a measurement framework for the programme; c) defining the programme's objectives and success criteria; and d) developing a measurement framework for the programme.</td>
</tr>
<tr>
<td><strong>2.3 Detailed Programme Implementation Planning</strong></td>
<td>The department has developed a transformation approach to deliver the transformation, including the proposed WPT Programme. The approach includes: a) identifying the programme's objectives and success criteria; b) developing a measurement framework for the programme; c) defining the programme's objectives and success criteria; and d) developing a measurement framework for the programme.</td>
</tr>
<tr>
<td><strong>2.4 Cost Analysis and Estimation</strong></td>
<td>In delivering the programme, the department will support the department to manage programme cost analysis and estimating activities. It is noted that the department will lead and manage the cost analysis and estimating activities, as well as the aggregation of all cost estimates associated with the WPT Programme. It is expected that the department will make contributions to this process. The programme delivery capability includes, but is not limited to: a) developing a methodology and capability to undertake detailed cost analysis and estimating activities in relation to the future state; b) developing a methodology and capability to undertake detailed cost analysis and estimating activities in relation to the future state; c) developing a methodology and capability to undertake detailed cost analysis and estimating activities in relation to the future state; d) developing a methodology and capability to undertake detailed cost analysis and estimating activities in relation to the future state; e) developing a methodology and capability to undertake detailed cost analysis and estimating activities in relation to the future state; and f) developing a methodology and capability to undertake detailed cost analysis and estimating activities in relation to the future state.</td>
</tr>
</tbody>
</table>

**Design Validation**

- The department will support the department to manage programme cost analysis and estimating activities. It is noted that the department will lead and manage the cost analysis and estimating activities, as well as the aggregation of all cost estimates associated with the WPT Programme. It is expected that the department will make contributions to this process.
13.4 Data Definition, Design and Capability Management
A key part of this capability is the capability to manage and disposition data uniquely across the current and target state through integration, translation, and migration (including data cleansing). The programme delivery capability includes, but is not limited to, hosting and managing the development of a master data definition, design and management of the following data types:
- master data;
- transactional data;
- reference data; and
- lifecycle.

13.5 Data Management Rules Definition
The department has an established capability for the management of data management rules. The programme delivery capability includes, but is not limited to, assisting, developing and managing sustainable processes for maintaining, accuracy and integrity of data.

13.6 Data Decomposition Model Implementation
The programme delivery capability includes, but is not limited to, developing and managing a data decomposition model to be implemented in the programme with consideration of compliance, legal and physical issues in a complex environment. The model communicates the flow of data between the department (and its) and other departments, policy and delivery partners.

13.7 Data Privacy, Security and Integrity Standards Development and Adherence
The department has data privacy, security and integrity standards applicable to all data. These include, but are not limited to:
- the department’s defined privacy framework;
- the non-repudiation, confidentiality, availability and non-repudiation provisions set out in legislation that the department is subject to as a service delivery perspective on behalf of policy partners; and
- GSER/PSFR/PS Information Security Management standards and policies, in conjunction with other department’s standards and practices.

13.8 Master Data Management Competency Assessment
The department requires the need to transition to organisational competency in the understanding and use of master data. The programme delivery capability includes, but is not limited to, developing a contribution to this change in master data management organisational competency and delivering a structure that allows for regular assessment of the performance of the capability.

13.9 Master Data Management Strategy Definition and Execution
The programme delivery capability includes, but is not limited to, developing a Master Data Management Strategy with consideration of:
- current, master data objects, including identification of source systems;
- mapping of current to future master data objects;
- proposed future master data objects;
- assessment on the quality and completeness of the current data; and
- details as to how master data will be managed in the future.

13.10 Master Data Management Future State Design
The programme delivery capability includes, but is not limited to, developing the future state design for master data management, taking into consideration:
- data security monitoring;
- data security controls;
- data integrity monitoring and analysis;
- data monitoring;
- data profiling;
- data model monitoring and management; and
- integrating enhanced data change request and control.

14 Data Integrity Maintenance
14.1 Data Primary and Synchronisation Between Legacy and Transformed Systems During Parallel Operation
The programme delivery capability includes, but is not limited to, identifying methods, rules and approach to data primary and synchronisation between legacy and transformed systems during parallel operation.

15 Conversion and Migration
15.1 Assessment and Identification of Data Related Artifacts
The programme delivery capability includes, but is not limited to, developing a data-related artifacts that exist in the department and identifying what the department and the WTP Programme would be required to produce to support future state design.

15.2 Data Archiving Strategy and Approach
The programme delivery capability includes, but is not limited to, developing end-to-end data archiving strategy encompassing legacy systems as well as the latest GTS Integrated Technologies Platform. This will cover both the archiving of data and/or legacy applications that are being decommissioned, as well as the on-going strategy for data archiving in the new platform.

16 Deployment Capability
16.1 Implementation and Deployment Strategy Definition
The department currently perform releases to production frequently. This process is governed by the department’s implementation and deployment policies and procedures. Release to the release and deployment management artefacts in the Data Room. In the context of the above, the programme delivery capability includes, but is not limited to, development of both an implementation and deployment strategy for the WTP Programme that will assist the department transition to the target state with consideration of the production control / release management strategy.

16.2 Decommissioning Legacy Applications
As part of the WTP Programme scope, the department is focused on decommissioning the Income Security Integrated System and migrating to the new Platform. The programme delivery capability includes, but is not limited to, decommissioning the Income Security Integrated System and other associated infrastructure, development and management of decommissioning strategy applications.

16.3 Application Support Service Provision
Many of the systems at the department today are custom built solutions. With the move to a more GTS-centric approach the services, resources, and organisation are secure to support the new environment as may need to change. To support the new state landscape, the programme delivery capability includes, but is not limited to, assisting the department in defining an application support structure to manage the new solution, and all its component parts in alignment with the department’s individual and organisation’s architecture governance.

16.4 Application Support Service Provision
This capability considers all of the application support structure required to manage the final solution which includes:
- support requirements;
- a plan for when and how these new structures would be established; and
- any leverage to organisational change management for existing support arrangements.