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 Tender 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 to partner 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.

Evaluation Criterion 6:

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.

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 I – 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.

Evaluation Criterion 7:

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.

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

Australian Government
Department of Human Services

Attachment A: Tender Declaration Deed Poll

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):

Example execution blocks – companies incorporated in Australia
Execution by company – with common seal

Executed as a deed in accordance with section 127 of the *Corporations Act 2001* by affixing the common seal of [* **Limited]** (ABN/ACN [*])in the presence of:	[SEAL]
_____ Director Signature	_____ Director/Secretary Signature
_____ Print Name	_____ Print Name
_____ Capacity	_____ Capacity

Example execution blocks
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   Signature of authorised signatory
_____   _____ Name of witness   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 or 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

(ii)   APSC Circular 2008/4 *Requirements relating to the Lobbying Code of Conduct and post separation contact with Government* (available on the Commission's website at http://www.apsc.gov.au/publications-and-media/circulars-and-advices/2008/circular-20084).

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 is it 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]

Australian Government
Department of Human Services

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 1 – Organisation information	
Question	**Tenderer's details**
a) **Tenderer's full name:** This should be the name of the legal entity which would enter into a contractual arrangement with the department.	*[Insert details]*
b) **Tenderer's legal entity type and jurisdiction of constitution or incorporation:**	*[Insert details]*
c) **Tenderer's Australian Business Number (ABN) or Australian Registered Body Number (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:**	*[Insert details]*
d) **Contact details — registered business address:**	*[Insert details]*
e) **Contact details — Tenderer contact officer:**	Name: Position / title: Telephone: Mailing address: Email address:
f) **Contact details – first referee (Case study 1):**	Name: Position / title: Organisation: ABN/ARBN or registration number: Telephone: Mailing address: Email address:
g) **Contact details – second referee (Case study 1):**	Name: Position / title: Organisation: ABN/ARBN or registration number: Telephone: Mailing address: Email address:
h) **Contact details – first referee (Case study 2):**	Name: Position / title: Organisation: ABN/ARBN or registration number:

		Telephone: Mailing address: Email address:
i)	**Contact details – second referee (Case study 2):**	Name: Position / title: Organisation: ABN/ARBN or registration number: Telephone: Mailing address: Email address:
j)	**Contact details – first referee (Case study 3):**	Name: Position / title: Organisation: ABN/ARBN or registration number: Telephone: Mailing address: Email address:
k)	**Contact details – second referee (Case study 3):**	Name: Position / title: Organisation: ABN/ARBN or registration number: Telephone: Mailing address: Email address:
l)	**Prior experience with Department of Human Services (if any):** *Note: Include additional rows as required*	Project/task name: Work order number (if known): Branch/area responsible for engagement: General description of role:

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 2 – Subcontractor details	
Requirement	**Response**
a) **Subcontractor's full name:** This should be the name of the legal entity which would enter into a contractual arrangement with the Tenderer.	[Insert response]
b) **Reason for subcontracting:** This should include a description of the services proposed to be provided by the subcontractor.	[Insert response]
c) **Relationship with the subcontractor:** 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.	[Insert response]
d) **Subcontractor's experience and expertise:** 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.	[Insert response]
e) **Subcontractor's legal entity type and jurisdiction of constitution or incorporation:** For example, sole trader, partnership or company.	[Insert response]
f) **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:**	[Insert response]
g) **Details of the subcontractor's enterprise profile:** Details should include the size and location of its major sites and principal locations for the provision of proposed services.	[Insert response]
h) **Confirmation of subcontractor agreement:** 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.	[Insert response]

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 3: Conflict of interest		
#	Conflicts of interest	Proposed management strategies
1	[Insert response]	[Insert response]
2	[Insert response]	[Insert response]
3	[Insert response]	[Insert response]
[Insert #]	[Insert response]	[Insert response]

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 4: Confidentiality			
#	Information to be treated as confidential information	Tender page or paragraph reference	Reason for treatment of information as confidential information
1	*[Insert response]*	*[Insert number]*	*[Insert response]*
2	*[Insert response]*	*[Insert number]*	*[Insert response]*
3	*[Insert response]*	*[Insert number]*	*[Insert response]*
[Insert #]	*[Insert response]*	*[Insert number]*	*[Insert response]*

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 5 – Transformation experience case study Response	
Detail	**Response**
a) **Client / organisation name:**	*[Insert details]*
b) **Approximate Programme Cost (AU$):**	*[Insert details]*
c) **Approximate Contract Value (AU$):**	*[Insert details]*
d) **Contract Period:**	*[From / To]*
e) **Summary of services provided (no more than 100 words):**	*[Insert details]*
f) **Case study detail:**	*[Insert details]*

*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:
A.   Organisational Capacity *Insert response here*
B.   Core systems integration capabilities *The Tenderer should respond and follow the response instructions given within Attachment C – Capability and Capacity Form of Response*

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

Table of Contents

RFT for the procurement of a Systems Integrator Panel

Response guidelines

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

Tab	Table	Description	Response Required
Cover	-	Contains the name of the Tenderer, which must be the same legal name which the Tenderer would enter into a contractual arrangement with the department.	☺
Contents Page	-	Contains a table of contents listing all tabs and associated tables for Attachment C - SI RFT Capability and Capacity Schedule.	☺
Response guidelines	-	Contains the guidelines of how to respond to this attachment Attachment C - SI RFT Capability and Capacity Schedule.	☺
Roles & capabilities (R&C)	-	Contains a summary describing each individual role and capability which may be required throughout each stage of the development life cycle for the WPIT Programme.	☺
Glossary	-	Contains a list of terms and definitions.	☺
1. Capability	Table 1.1 - Tenderer Capability Schedule	Requests the details in regard to the roles and capabilities outlined in the tab "1. Capability".	☺
2. Capacity	Table 2.1 - Tenderer Capacity Schedule	Requests the Tenderer's details on the number of personel available 'onshore' or 'offshore' to provide the outlined roles in the tab "2. Capacity", inorder to meet the department's capacity requirements throughout the WPIT Programme.	☺

B. The Tenderer should complete cells with the following colour code in each of the tables throughout the tabs specified in clause A of this Response Guideline.

Cell Format	Action Required
	Tenderer Response Required
	Tenderer Response Required

C. The Tenderer is not permitted to make changes to any of the columns in the workbook 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 format changes to any of the tables / tab / cells.

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 review the Response Instructions in each of the workbook tabs specified in clause A of this Response Guideline prior to providing its responses

G. Those tabs identified in clause A of this Response guideline as not requiring a response, are workbook tabs which contain supporting information
   The Tenderer is encouraged to review those tabs before providing their responses.

Glossary

Term	Definitions
Tenderer	The Tenderer is an SI, who is a participant in the WPIT SI RFT process
Subcontractor	The Subcontractor is a service provider who contracts their services to the Tenderer
Onshore	Services performed for required capability is located in Australia
Offshore	Services performed for required capability is located outside of Australia

RFT for the procurement of a Systems Integrator Panel

Response information:

1. The following table describes potential roles and capabilities the department will need to deliver the WPIT programme.

2. The Tenderer should review this framework before providing its responses to the tab **"1 Capability"**.

3. If the Tenderer identifies any other roles it deem necessary to deliver the WPIT programme, it should include those roles in **Table 1.2 - Additional recommended roles /capabilities..**

Roles & Capabilities

#	Role	Description
1	**Organisation change capability**	
1.1	Organisational Design	The programme delivery capability includes, but is not limited to: a) identification of the current departmental organisational structure, roles and responsibilities; b) supporting organisational change across the likely transition stages of the WPIT Programme; c) plans to deal with changing departmental structures, roles and responsibilities; and d) utilising any proprietary or industry standard tools.
1.2	Workforce Transition	The programme delivery capability includes, but is not limited to: a) supporting the department in transitioning the organisation to the future state; b) defining the expected role of the department's business-as-usual (BAU) staff, and the WPIT Programme; c) developing strategies to overcome key workforce transition challenges on previous programmes; d) identifying the SI's proposed role in the people transition activity; e) engaging end-user groups; and f) an organisational migration plan, with considerations of the likely transition states.
1.3	Business Process Role Design and Impact Assessment	Key design activities on the WPIT Programme will include identification, design, modelling and validation of current and future state processes, along with corresponding future state roles. As such the programme delivery capability includes, but is not limited to completing role design and a role impact assessment to support the required organisational changes, using ARIS as the department's preferred tool.
1.4	Training Definition and Delivery	Training will enable change and embed new ways of working throughout the WPIT Programme and the department. The programme delivery capability includes, but is not limited to: a) supporting training activities from a WPIT Programme perspective and target business model transition perspective; b) understanding the scale of change required in the department, and the magnitude of the training requirement to support this change; c) identifying, monitoring and delivering training requirements across the WPIT Programme in a scalable manner including working with the CSV and the department to do this; and d) developing end-user training materials to enable the adoption of the business changes
1.5	Knowledge Transfer	The programme delivery capability includes, but is not limited to: a) developing and managing a knowledge transfer operating model to be implemented on the WPIT Programme with considerations of transitional state modelling as well as current and future; b) designing and implementing knowledge transfer practices, tools and methodologies; and c) implementing any knowledge transfer lessons learnt from previous transformations.
1.6	Organisational Readiness Assessment	The programme delivery capability includes, but is not limited to: a) assessing business and customer readiness in the context of delivery of each Tranche of the WPIT Programme; b) delivering large-scale organisational change in payments and welfare policy environments; and c) developing a business and customer readiness approach in the context of the overall organisation change management strategy.
1.7	Communications Strategy and Delivery	The SI will work collaboratively with the department staff and third party vendors to deliver the WPIT Programme communications to stakeholders. The programme delivery capability includes, but is not limited to developing a method, approach to deliver and embed a communications capability across a large-scale, multi-vendor programme.
1.8	Workforce Capability Assessment and Uplift	Workforce capability analysis will be delivered in order to highlight gaps between the current and future state for the department, including service delivery and ICT. It will be critical for the department to develop and/or acquire the workforce capabilities to close any gaps in capability 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 tools and methodologies for strategic workforce planning and to measure, develop and sustain workforce capability in a transforming organisation; and c) supporting the department to identify the capabilities, capability gaps and development required for identified workforce segments.
2	**Programme Management and Governance Capability**	
2.1	Programme Outcomes and Measurement Framework Definition	The department has identified key WPIT Programme outcomes and these will form the basis against which successful delivery of the WPIT Programme is measured. The programme delivery capability includes, but is not limited to: a) defining, validating, WPIT Programme outcomes, and key measures and targets; b) providing input into an outcomes measurement framework; and c) establishing, and transparently monitoring and reporting on performance against WPIT Programme outcomes, key measures and targets.
2.2	Transformation Approach Validation	The department has developed a transformation approach to deliver the transformation, including the proposed WPIT Programme Tranche strategy (refer to Attachment H - Programme Overview). Significant consultation with the department is critical to an understanding of the WPIT programme and the validation process. The SI will review, assess and validate the department's proposed WPIT Programme Tranches and the scope of each Tranche to determine sequencing and completeness. This capability includes, but is not limited to developing a plan to complete this activity, highlighting any differences to the current proposed Tranche plan. In developing a revised WPIT Programme Tranche strategy and assessing the scope of each work package, the SI will need to consider the following: a) interdependencies between the Tranches; b) the coverage and completeness of each Tranche; c) most appropriate sequencing and timing considering impacts to the department and its customers; d) consideration of the costs and benefits at a Tranche level; and e) constraints (including required changes to legislation).
2.3	Detailed Programme Implementation Planning	The SI will assist in the development and maintenance of the department's programme implementation plan throughout the Tranche and developing a detailed execution plan for their proposed scope of work. This programme delivery capability includes, but is not limited to developing a methodology and implementation plan. The programme implementation plan will include the following: a) an overview of the scope of each Tranche and outline planning strategy; b) a value management framework including programme management approach covering start up, planning, leading, investing for value, organising, coordinating, reporting, control, close out, issue and risk management, scope and change control, deliverables and progress tracking and quality assurance approaches and plans; c) governance arrangements, including review processes, roles and responsibilities, procedures to maintain this plan and communicate weekly status updates to the department; d) a work break-down structure, critical path and key programme dependencies; e) detailed programme plans, timelines/targets and key milestones for the WPIT Programme; f) a list of all deliverables required for each Tranche, and for each major phase of the WPIT Programme, including the associated acceptance criteria; g) any proposed activities necessary to meet programme outcomes; h) performance measurement baselines; i) planning assumptions and decisions; j) identification of roles and responsibilities of the department and the SI and where the department is expected to provide support and the level of effort this may require; k) approach to risk management; l) stakeholder management; and m) programme delivery tools.
2.4	Cost Analysis and Estimation	In delivering the programme, the SI 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 WPIT Programme. It is expected the SI will make a contribution to this process. The programme delivery capability includes, but is not limited to: a) having a methodology and capability to undertake detailed cost analysis and estimation and cost management activities in relation to the SI's own services or work package; and b) having access to relevant techniques, empirical data, tools or models for use in the WPIT Programme.
3	**Design Validation**	

3.1	Current State Landscape Assessment	The programme delivery capability includes, but is not limited to: a) assessing and validating the department's current state landscape across the dimensions of people, process, technology and data, in order to establish a current state baseline against which gaps to future state can be identified; b) understanding of the department's current state landscape and potential areas of improvement; and c) understanding how the current state will impact the delivery of the future state i.e. transition considerations.
3.2	Future State Validation	The programme delivery capability includes, but is not limited to, a) assessing and validating the department's future state landscape across the dimensions of people, process, technology and data (Future state artefacts are provided in the Data Room); b) understanding of the department's future state landscape; c) assessing the completeness and suitability of future state artefacts; and d) outlining how the future state will impact the development of a design that will support effective an transition.
4	**Overarching Design**	
4.1	Gap-Fit Analysis	The programme delivery capability includes, but is not limited to: a) conducting a detailed gap-fit analysis for the core product; and b) recommending how to close out gaps (product enhancements, custom builds or a third party product) to complete the end-to-end solution with considerations of: - methods and tools that will be used to complete the gap-fit analysis; - the WPIT Programme's functional and non-functional requirements; and - the department's shift to a COTS driven approach.
4.2	Design Principles Adherence	The programme delivery capability includes, but is not limited to delivering a solution that enables the department to achieve the target business model (refer to Attachment H – Programme Overview) with considerations of: a) the target business model design principles; b) aligning risks to the target business model and potential mitigations; and c) managing the scope and deliverables to align with the intent of the WPIT Programme strategy.
4.3	Whole-of-Government IT Objectives Assessment	The WPIT Programme design is required to comply with Whole-of-Government Technology objectives, including the digital transformation office's digital service standard (http://www.dto.gov.au). The programme delivery capability includes, but is not limited to: assessing and complying with Whole-of-Government technology objectives with considerations of: a) any limitations associated with complying with Whole-of-Government technology objectives; and b) potential impacts associated with complying with Whole-of-Government technology objectives to the delivery of the WPIT Programme.
4.4	Business Reference Architecture Design	The department is in the process of developing a business reference architecture to articulate how the department will operate post the WPIT Programme implementation. The programme delivery capability includes, but is not limited to defining a business reference architecture, with considerations of: a) industry standard reference architectures that may suitable to the department; b) methods to incorporate industry standard reference architectures with the department's business architecture; c) any known gaps or risks associated with the proposed reference architectures; and d) mitigating these architectural gaps and/or risks.
5	**Future State Design**	
5.1	Customer-Centric Design	The programme delivery capability includes, but is not limited to developing customer-centric designs to provide for both Government and Customer outcomes (refer to Attachment H – Programme Overview, - Business Scenarios) with considerations of: a) methods and tools to engage the voice-of-the-customer in the design (e.g. through co-design, customer representatives, staff, or third-parties); and b) methods and tools to support a seamless, consistent user experience across channels and products (for both customers and staff).
5.2	Cross Agency Design	The department, at times, will need to adhere to business rules, design and data standards set by other Government agencies. The programme delivery capability includes, but is not limited to delivering on programme and policy outcomes in a multi-stakeholder environment where the programme will need to consider these cross agency design and data standards.
5.3	Channel Design	The programme delivery capability includes, but is not limited to design, develop and deploy channel solutions that can be accessed by Customers using a variety of desktop and mobile devices, and social media (refer to channel strategy in data room) with consideration of: a) how the proposed design will support accessibility (e.g. compliance with WCAG 2.0); b) methods for catering for new channels (e.g. mobile and social media technologies); and c) how any personal information shared using mobile and social channels will be secured to prevent unauthorised access.
5.4	Agile Policy Modelling Design	The department requires the ability to perform policy modelling to better understand and manage the impacts of changes to policy, including to customers, the department and other government agencies. The programme delivery capability includes, but is not limited to agile policy modelling design with considerations of: a) policy impact analysis; b) conflicting legislation and policy; c) the added complexity of grandfathered rules within existing and new policy; and d) clear pathways to change management processes for legislative and organisational changes that are accessible to wider audience which is broader than the IT developers.
5.5	Design Governance Authority Adherence	The department has established a design governance process articulated in the Programme Delivery Model (located in the Data Room) – Design Governance, that will need to be applied during the WPIT Programme. The programme delivery capability includes, but is not limited to, working in line with the department's design governance processes with considerations of: a) any gaps or concerns relevant to the proposed process; and b) any amendments to make to this process, including the rationale for the amendment.
5.6	Product Feature and Functional Design	The programme delivery capability includes, but is not limited to the design and implementation of the product features as articulated in Attachment H - Programme Overview. It is expected that a functional design will be required for these product features.
5.7	Non-functional Requirements Elaboration	The programme delivery capability includes, but is not limited to eliciting and elaborating the department's non-functional solution requirements considering aspects of: a) Capacity (E.g. Availability, Latency, Load); b) Design (E.g. Accessibility, Channel design, Useability); c) Information (E.g. Consistency, Data currency, Retention); d) Operation (E.g. Backup and Restore, Disaster recovery, Logging); and e) Security (E.g. Audit, Authentication, Authorisation).
5.8	Identity and Access Management Design	With the introduction of a new technical environment that will provide access of information to internal department users, Delivery and Policy Partners, Customers and stakeholders, a comprehensive identity and access management approach, design and solution will be required. The programme delivery capability includes, but is not limited to defining an identity and access management strategy for the WPIT Programme with considerations of: a) related impacts that the identity and access management solution will have on the security and usability of the solution for all users; and b) how this identity and access management strategy would integrate with the department's enterprise wide approach to identity and access management.
5.9	Infrastructure Assessment and Sizing	The programme delivery capability includes, but is not limited to completing a detailed assessment of the current state, and developing future state infrastructure requirements and plan to support the WPIT Programme.
5.10	Disaster Recovery and Business Continuity Planning	The programme delivery capability includes, but is not limited to provisioning of disaster recovery and business continuity plan (in the event of a failure of one or more technology components) with considerations of: a) details of business continuity and disaster recovery capabilities; b) details of high availability capabilities to minimise impact of individual component failure; c) regular disaster recovery testing and health checks; d) anticipated target recovery point objective and recovery time objective; e) how periodic maintenance is handled without interrupting system availability; and f) how periodic enhancements and bug fixes are deployed without interrupting business continuity.
6	**Solution Architecture**	
6.1	Solution Architecture Definition and Design	The programme delivery capability includes, but is not limited to solution architecture definition and design with considerations of: a) translating business requirements into a coherent and feasible architecture spanning the business, data, application, technology and security domains; b) addressing transitional solution states and transition architectures; c) addressing legacy system impact assessments; and d) impacts of the solution(s) on the department, its customers and third-parties.
6.2	Architectural Development in-line with TOGAF 9	The department's method and process for enterprise architecture is based on the open group architecture framework (TOGAF) 9. The programme delivery capability includes, but is not limited to: a) designing in compliance with TOGAF 9; and b) recommending any alternative or supplementary methods and the associated benefits of these methods for the WPIT Programme.
6.3	Open Standard Based Architecture Design	The department's objective is to allow intermediaries to seamlessly interact with the department for selected authorised services via an open standard-based architecture. The programme delivery capability includes, but is not limited to adopting an open standard-based architecture.
6.4	Agile and Modular Architecture Design	The department's objective is to achieve an agile, modular architecture such that the organisation can quickly add or remove payments and services from a single or group of customers, as well as to safeguard different or emerging business models and ecosystems. The programme delivery capability includes, but is not limited to achieving a modular, extensible and configurable architecture with considerations of methods and tools to design a modular, extensible and configurable architecture.
6.5	Service Oriented Architecture Design	One of the department's architecture principles focuses on a service-oriented architecture. The programme delivery capability includes, but is not limited to achieving a service-oriented architecture with considerations of configurable business/technology/data templates and 'plug and play' architecture models.
7	**Detailed Business Requirements**	
7.1	Business Rules Definition and Management	The programme delivery capability includes, but is not limited to documenting current business rules and eliciting future state business rules with considerations of: a) current and future state business rules management, traceability and integrity; b) rule configurability i.e. not embedded within code and updated easily by business users; c) time based rule definition i.e. a rule can be created to only take effect on a specific date and time; d) hierarchy based rules which are designed to take precedence over others where certain criteria are met; e) applicability rules e.g. rules that are potentially applicable across Whole-of-Government, rules relating to identity, rules applicable throughout the department, and rules that may only be applicable to a specific Payments type or product; f) grandfathering and retrospective rules; g) business rule complexity simplification and management; and h) business rule management across historical periods.
7.2	Business Requirement Definition	The programme delivery capability includes, but is not limited to developing detailed business requirements during the design phase of the WPIT Programme, with considerations of: a) methods and tools to assess business requirements developed by the WPIT Programme; b) methods to elicit requirements across all of the Tranches; and c) methods and tools recommended to monitor and maintain traceability of the future state design and the business requirements.
7.3	Legacy Rules Extraction	The programme delivery capability includes, but is not limited to developing business rules extraction strategy from legacy system, during the design phase of the WPIT Programme, with considerations of: a) expertise, methods and tools recommended to extract business rules in legacy system; and b) details of how the extracted business rules will be managed and transitioned to the System.

8	Future State Business Processes	
8.1	Business Process Taxonomy Definition	The programme delivery capability includes, but is not limited to developing a business process taxonomy, with consideration of: a) validating the current state business process taxonomy; b) validating of the indicative future state business process taxonomy; c) elaborating of the future state business process taxonomy; d) identification of opportunities for improvement; and e) aligning to agreed standards of the department's organisational meta model.
8.2	Business Process Design	The programme delivery capability includes, but is not limited to developing to modelling both current and future state business processes, with consideration of: a) validation of the current state process maps which have been developed by the WPIT Programme; b) validation of the future state process maps which have been developed by the WPIT Programme; c) elaboration of the design for future state process maps including, identifying any opportunities, simplification of policy and processes; and d) modelling the relationship between process, data, application, organisation and business rules.
8.3	Business Process Risk and Control Design	The programme delivery capability includes, but is not limited to assessing the operational risks associated with each business process, and the mitigating controls to address them.
9	Build	
9.1	Configuration and Customisation	The programme delivery capability includes, but is not limited to performing Configuration, Customisation, and core code modification which may be required to deliver on the future state designs.
9.2	Environment management	The programme delivery capability includes, but is not limited to identification, set-up and management of environments that will be required throughout the life of the WPIT Programme with consideration to maintaining stable BAU environments, with consideration of the following environments: a) development and prototyping (where appropriate); b) testing (unit, system, integration, performance, user acceptance, security, regression) and validation; and c) data profiling, data enrichment, and data conversion trial runs.
10	Integration	
10.1	Co-existence Strategy Definition and Execution	During the transition phases of the WPIT Programme, the department expects that there will be a period of time where the new Platform will need to co-exist and interoperate with existing applications. The programme delivery capability includes, but is not limited to managing co-existence with a range of bespoke and COTS packages that includes the following: a) details of any components and practices to use for managing transaction or data exchange between target and source systems; b) details on how this co-existence will be managed so as to not impede or impact day-to-day operations throughout the life of the WPIT Programme; c) details on how source data protection and recoverability will be managed; d) details of the co-existence technologies and how they relate to the department's technical environment as outlined in the current state documentation provided; e) details on managing any risks or issues of parallel design/delivery; and f) details on timing of changes and whether they are made in the old system or new system and more specifically whether customer interfaces can be delivered early into current environments.
10.2	Legacy Technology Strategy Definition and Execution	The department has an existing landscape that comprises a range of ageing technologies. The programme delivery capability includes, but is not limited to: a) having access to expertise and tools to enable integration, mapping, analysis and reporting of the department's legacy systems, including Model 204; and b) developing an adaptable and comprehensive System in dealing with existing and legacy systems considering the potential changes and expansions for future requirements. Refer to Attachment H – Programme Overview for detailed descriptions of the legacy system.
10.3	Solution Integration Approach	The department recognises the criticality of integration to the success of the WPIT Programme, given the complex legacy landscape and the need to integrate with other areas of the department, and external organisations. The programme delivery capability includes, but is not limited to developing a strategy for: a) final solution architecture and design that will integrate with all other relevant systems identified in the current state material provided; b) end-to-end integration of COTS packages and legacy applications, including accountability and responsibility for the end-to-end interface definition, design, and development; c) technical design of interfaces, in consideration of the department's complex application, data integration, cleansing, migration/transition and internal exchanges. d) management of processes that interface effectively and completely with the department's Electronic Data Warehouse and the department's full Future State Management Information Architecture; e) integration of COTS solution with online channels with a particular focus on providing real time information based on user requests; and f) securing sensitive information that may traverse the integration layer.
10.4	Application Interoperability Strategy Definition and Execution	The future application landscape at the department is expected to include multiple applications from multiple vendors. Refer to the department's Welfare Payment System logical connectivity diagram, and other current state materials, in the Data Room. The programme delivery capability includes, but is not limited to designing that will maintain the interoperability of all component applications within the department's application landscape.
11	Testing Capability	
11.1	Testing Strategy and Plan Definition	The programme delivery capability includes, but is not limited to defining the end-to-end Test Strategy for the WPIT Programme with considerations of testing in a production like environment, formulation and agreement of acceptance criteria and definition of the scope of testing activities.
11.2	Delivery of Testing	The following testing is needed across the new system to verify integrity of the build and to assist in managing the interdependencies to the various legacy systems which will be impacted by the WPIT Programme. The programme delivery capability includes, but is not limited to: a) performance testing; b) programme integration testing; c) user acceptance testing; d) penetration testing; and e) volume and load testing.
12	Information Management, Metrics and Analytics	
12.1	Information Governance Framework Definition	The programme delivery capability includes, but is not limited to: a) implementing an information governance framework that includes detailed processes and procedures for the management of information assets and information resources, and development of business rules and agreement; and b) identifying potential challenges and mitigations for addressing the challenges of the implementation of an information governance framework on the WPIT Programme.
12.2	Information Architecture Principles Definition	The department has established a set of information architecture principles – refer to ICT Policy Statement, ICT Policies and Architecture Standards (supplied in the Data Room). In the context of Data Management, the programme delivery capability includes, but is not limited to: a) providing an assessment of these Principles, clearly identifying any gaps; and b) developing and assessing a design that will incorporate the information architecture principles in the design.
12.3	Information Metadata Management	The programme delivery capability includes, but is not limited to: a) establishing building blocks for effective information meta data management to ensure that consistent metadata is being applied to both structured and unstructured data/information without lock-in to a particular technology, which is accessible to all users of data; and b) integrating with enterprise metadata registry to interface and broadly publish and/or expose the content of the registry, and enable features and functions such as common data definitions and data exchange with considerations of departmental wide governance process and meta model standard as defined in ISO 11179.
12.4	Information Lifecycle Management	The programme delivery capability includes, but is not limited to: a) managing data and storage, specifically dealing with classifying data according to its business value, along with the establishment of policies to migrate and store data; b) developing archiving strategies and the configuration or management of the information lifecycle management parameters to support this, which can be tailored to specific events such as age of account, and the process for accessing and/or restoring any archived components should this be required with considerations of Management Information (MI) as defined in Archives Act 1983.
12.5	Business Intelligence Maturity Assessment	The programme delivery capability includes, but is not limited to: a) performing an assessment of business intelligence maturity at the department; b) understanding the information spectrum across the strategic and operational dimensions of an organisation; c) completing a functional, capability and maturity assessment of the department's business intelligence function, and a plan to address the identified gaps from these assessments.
12.6	Welfare Policy Information and Data Requirements Elaboration	The programme delivery capability includes, but is not limited to managing complexities around information and data requirements including data feeds from third parties in the envisioned future state e.g. ATO, Universities, and TAFEs etc.
12.7	Information Management Future State Design	Significant consultation with Strategic Information Management Division (SIMD) is critical to understanding and designing information management future state. The programme delivery capability includes, but is not limited to: a) designing a future state for information management, including metrics, business performance analysis and reporting on customer, policy, payments and internal performance etc.; and b) developing the specification of a future state design for information management with considerations of: - multiple channels and formats of information (supported and unsupported); - multiple and contradicting internal and external sources of customer information; - multiple knowledge communities; - internal and external interfaces for information exchange; and - document conversion and migration.
13	Data Definition and Design	
13.1	Cross Agency Information Sharing Approach	The department is part of a wider Government environment. Within the boundaries of applicable privacy legislation and secrecy (confidential provisions), the department regularly shares and consumes information with Policy Partners and Delivery Partners. The programme delivery capability includes, but is not limits to designing in a manner that will support the appropriate sharing of information with a wide range of stakeholders such as, Policy Partners and Delivery Partners, with considerations of: a) the breadth of needs in a maintainable, cost-effective way; b) the type of information being shared and with whom, within legislative constraints; c) the channel through which this information will be shared; d) the technology that will be required to share this information; e) the standards, if any, that will be used across the different technologies; and f) how this information will be secured.
13.2	Data Governance Framework Definition	The department is in the process of developing and implementing a data governance framework. The programme delivery capability includes, but is not limited to contributing to the development and implementation of the department's data governance framework.
13.3	Data Architecture Design	The department is in the process of developing its logical data architecture, including integration of data across the application landscape. Any addition to the application landscape will require a framework for data integration in all its forms, specifically addressing the transitional state between current and future landscapes, and including any required data interoperability models. The programme delivery capability includes, but is not limited to: a) leading and managing the completion of the data architecture as part of the WPIT Programme, which is fit-for-purpose; and b) assessing, developing and managing data architecture as part of the WPIT Programme and outlining how it supports being fit-for-purpose.

13.4	Data Definition, Design and Capability Management	A key part of this capability is a mechanism for managing data lineage across the current and target states across multiple systems through integration, transition, and migration (including data cleansing). The programme delivery capability includes, but is not limited to leading and managing the development of a mature data definition, design and management of the following data types: a) master data; b) transactional data; c) reference data; and d) metadata.
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 assess, develop and manage rules 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 on the programme with considerations of conceptual, logical and physical layers in a complex environment. The model accommodates the flow of data between the department to and from its Customers, Policy Partners and Delivery Partners.
13.7	Data Privacy, Secrecy and Security Requirement Design Adherence	The department has data privacy, security and secrecy standards applicable to all data. This includes, but is not limited to: a) the department's defined privacy framework; b) the secrecy/confidentiality provisions set out in legislation that the department administers from a service delivery perspective on behalf of policy partnerships; and c) ISO/IEC27001 information security management. With considerations to Australian Government legislation, Australian Government standards and directives as well as wider Australian Government agencies and service partners, the programme delivery capability includes, but is not limited to: a) sharing data securely with other organisations both government and non-government – this data can be highly sensitive and will require compliance with security standards and/or secrecy/confidentiality constraints; b) designing appropriate controls to mitigate internal misuse of data; and c) managing the compliance to these and other relevant data privacy, security and secrecy standards, legislation and requirements as part of the WPIT Programme, which is also applicable during data migration phases of the programme.
13.8	Master Data Management Competency Assessment	The department recognises the need to transform its organisational competency in the understanding of, and use of master data. The programme delivery capability includes, but is not limited to making 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 competency.
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 considerations of: a) current master data objects, including identification of source system; b) mapping of current to future master data objects; c) proposed future master data objects; d) assessment on the quality and completeness of the current state data; e) details as to how master data will be managed in the future, i.e. if a separate master data management solution is required / proposed versus alternative approaches; f) details as to how master data might be shared with other government agencies or external parties; and g) details of how master data can be enhanced or enriched from sources external to the department, including other Government agencies or external non-Government organisations.
13.10	Master Data Management Future State Design	The programme delivery capability includes, but is not limited to defining the future state design for master data management, taking into consideration of: a) data security monitoring; b) data security controls; c) data security reporting and analysis; d) data matching; e) data profiling; f) data profile repository; and g) integrated master data change request and control.
14	**Data Integrity Maintenance**	
14.1	Data Primacy and Synchronisation Between Legacy and Transformed Systems During Parallel Operations	The programme delivery capability includes, but is not limited to identifying methods, tools and approach to data primacy and synchronisation between legacy and transformed systems during parallel operations.
15	**Conversion and Migration**	
15.1	Assessment and Identification of Data Related Artefacts	The programme delivery capability includes, but is not limited to analysing data related artefacts that exist in the department and identifying what the department and the WPIT Programme would be required to produce to support future state designs.
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 selected COTS Integrated Technology Platform. This will cover both the archiving of data residing in legacy applications that are being decommissioned, as well as the on-going strategy of data archiving in the new solution and in compliance with archiving legislative requirements.
16	**Deployment Capability**	
16.1	Implementation and Deployment Strategy Definition	The department currently performs releases to production frequently, this process is governed by the department's implementation and deployment policies and procedures. Refer to the Release and Deployment Management artefact 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 WPIT Programme that would assist the department transition to the target state with considerations of: a) a production control / release management strategy; b) an implementation planning approach; c) post release support expectations (Hypercare); d) deployment options (pilot, staged releases, etc.); e) different types of release (including emergency and standard); f) the approach to manage brown / black outs; g) contingency and rollback processes; h) environments required to support deployment activities; and i) proposed sign-off processes.
16.2	Decommissioning Legacy Applications	As part of the WPIT 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 maintenance of decommissioning legacy applications strategy. The strategy to decommission targeted systems includes at a minimum, timelines, parameters, guidelines, approaches to risk management and backup plans.
16.3	Application Support Service Provision	Many of the systems at the department today are custom built solutions. With the move to a more COTS centric approach the services, resources, and organisation structure to support the new environment may need to change. To support the future 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 technical and architecture governance. This capability considers details of the application support structure required to manage the final solution which includes: a) specific support requirements; b) a plan of when and how these new structures would be established; and c) any linkage to organisation change management for existing support arrangements.