

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. Labour Rates".
3. If the Tenderer identifies any other roles it deems necessary to deliver the WPIT programme, it should include those roles in Table 1.2 - Additional recommended roles/capabilities and labour rates.

Roles & Capabilities

#	Role	Description
1	Application Architect	<p>Application Architect provides the overall guidance and structure for creating and maintaining core application architecture. Application Architect is responsible for all of the application solutions, from a functional perspective. This role should not be confused with the role of a Solutions Architect, which is focussed on one particular solution and how it fits into the broader Enterprise Architecture implemented by means of a Programme or Project of work. The main responsibilities of the Application Architect are to:</p> <ul style="list-style-type: none"> - Define the application architecture, - Resolve high-level functional issues, - Provide continuity in all major application solution decisions. <p>Application Architects liaise with project technical team members to help determine how technology can be applied to meet the business needs. They work with Information Architects in determining data requirements, structure, and distribution. Application Architects coach Application specialist / Developers in the development of the application solution.</p>
2	Application Consultant/Specialist	<p>Application Consultant/Specialists are experts in specific application / solution areas focusing on implementing the respective applications / solutions. Depending on their degree of experience, Application Consultant/Specialist skills range from simple configuration tasks to analysing business process and transferring those into the software. They typically develop specific knowledge in one or more industry areas. Depending on the solution area, their focus is more on business processes or on technical configuration. Application Consultants/Specialists advise customers about the generic functionality and the options for customising it to suit the specific customer requirements.</p>
3	(Application) Developer	<p>Application Developer will focus on transferring business requirements into program code which cannot be implemented using non-programming configuration methods. Developers typically cover one or only very few programming languages (ABAP, Java, Visual Basic, etc.) and often have no solution and industry expertise. Developers develop code to extend/modify existing software functionality. These individuals typically don't specialise in a single area but work across functional areas to write the relevant code. Developers also commonly work with Data Access Consultants to write the code necessary for interfaces. Developers can be at different practitioner levels of expertise.</p>
4	Build Team Lead	<p>Build Team Lead is responsible for managing the overall activities of a build team. The Build Team Lead reviews design specifications, identifies and estimates effort for work tasks and allocates development work tasks to developers. The Build Team Lead reviews and approves development artefacts (e.g. code, unit test plans & results, assembly / link test plans and results). The Build Team Lead manages and monitors work task progress to schedule, and coordinates and follows up queries with design and test stakeholders. The Build Team Lead also participates in defect triage process and reviews test plans and results.</p>
5	Build Team Manager	<p>Build Team Manager develops build drop schedule, identifies the number of drops, scope of each drop and timeline for delivering drops to assembly, function, system and test teams. The role also includes developing and managing the build inventory and tracking, coordinating efforts across build teams, and between build and other stakeholders including Test and Design teams. Build Team Manager is the primary contact point for Environment, Configuration, code base lining activities, ad-hoc environment requests and incident resolution.</p> <p>Build Team Manager provides build handover to test team prior to code deployment, delivers code within the agreed schedule; including raising code promotion requests, e.g. Change Requests, advises test team when code has been successfully deployed, including Technical Deploy Verification, assists in developing and reviewing test requirements, scenarios, and scripts, ensuring appropriate coverage exists, assists in defect analysis (including appropriate representatives attending defect triage meetings), provide analysis and resolution of code defects and coordinate defect fixes and deliver new code within the agreed schedule.</p>
6	Business Analyst	<p>The focus of a Business Analyst is to review and analyse an organisation's business, including its business intentions, business services, business processes and information needs. This analysis may help the business implement changes that lead to business improvements.</p> <p>A Business Analyst is regarded as a conduit between the business units, organisational stakeholders and solutions delivery teams. A Business Analyst will liaise with key stakeholders in an organisation to develop a solid understanding of how the business is currently operating and the future goals of the business. Once the Business Analyst has gained this understanding, they will then review and analyse the business in terms of its business services, business processes, organisational structure and other relevant information to assist the business in identifying the best way to effect business change for achieving its business goals.</p> <p>These business changes may include extensive stakeholder engagement activities to improve existing organisational structure, existing business services and service delivery mechanisms, existing business processes and in some cases the introduction of automation.</p>
7	Business Architect	<p>A Business Architect is a business professional who works with business executives to clarify their business vision, desired outcomes of the business improvement and the changes in business capabilities required to achieve them. They have to develop and document an integrated view of the enterprise from a business perspective. To do this, they capture tactical and strategic enterprise goals and the metrics to govern them, describes the business capabilities, business functions, units, and roles, and defines a set of high level cross-functional processes and how they map in the value chain and entities such as customers, suppliers and partners. This person usually reports into business management and works closely with IT counterparts to align business improvement initiatives with solutions and business needs. In contrast to a Business Analyst, the Business Architect works at a strategic level across the enterprise.</p>
8	Business Intelligence Architect	<p>A Business Intelligence Architect (BI Architect) is a top-level business intelligence analyst who deals with specific aspects of business intelligence that uses data and builds specific architectures to benefit the department. The BI Architect is responsible for creating or working with these architectures, which serve the specific purpose of maximizing the potential of data assets.</p> <p>BI Architects are tasked with developing specific data structures or implementations for a set of end users within a business. The BI Architect serves as a point person for programmes that form an architecture for handling data, including databases, data warehouses and other storage resources. BI Architects work on tasks linking legacy or enterprise software to BI applications or platforms, and creating or handling metadata that help programmes use data more efficiently and accurately.</p> <p>BI Architects promote clarity and efficiency in using data to drive decision-making. The BI Architect ensures good documentation, monitors changes in IT structures, and bugs or glitches in applications and programmes, to preserve and create good systems for data use.</p>
9	Business Intelligence Developer	<p>The Business Intelligence Developer is responsible for working within the BI team to deliver reporting and dashboard solutions for the business needs. The Business Intelligence Developer should work well in a team setting and have excellent organisational, prioritisation, communication, and time management skills. Responsibilities include:</p> <ul style="list-style-type: none"> • Performing analysis, design, development and implementation of new reporting requirements and providing estimates to support timelines and deliverables. • Designing and building grids, graphs, scorecards, standard reports and dashboards. • Creating and/or enhancing report objects, filters and prompts. • Validating report results against requirement deliverables for accuracy. • Troubleshooting and analysing data issues within reports. • Collaborating with business partners to provide technical report assistance. • Following and enhancing BI standards and best practices across the team. • Ensuring optimal end user performance by establishing and consistently executing overall system performance assessment processes and associated action plans.
10	CDP Technical Architect	<p>Customer Development Project (CDP) Technical Architect is responsible for the review and analysis of processes and requirements to identify possible CDP activities. They are the co-ordination point for all CDP methodology, scope and design clarification and advice to the project team. They are the co-ordination point for all CDP Deliverables to the project team and are the co-ordination point to ensure that CDP team have all required information to be able to engage effectively in the appropriate solution build components and provide timely advice and input to the project team. They will also act as the co-ordination point to resolve any CDP relevant defects identified by the project team during acceptance and/or integration testing phases.</p>

11	Change Manager (sometimes known as Business Transformation Managers)	Change managers are typically tasked with managing the change within an organisation prior to and immediately after the deployment of the software. They are typically responsible for communication between the business and the project team, obtaining senior management support for the project, and helping to ensure that the business is aware of the impending change and has considered the relevant organisational structures to support the system. As a member of the Project Team, the Change Manager is a customer-based role, although some customers may out-source this role. Project team members are a transient target audience because the individuals are always tied to a specific software application implementation project.
12	Configuration Manager	A Configuration Manager should have experience and be able to develop, document, and implement detailed plans for ensuring configuration control for IT programmes, projects, and tasks. When issues arise, should be able to identify and implement solutions. Configuration Manager should maintain thorough records and documentation to ensure accurate product builds, part ordering and product and/or software updates. Specific duties include: <ul style="list-style-type: none"> • Providing overall software configuration policy for development, integration, testing and production systems • Ensuring appropriate standards of documentation and management control for promotion of software releases from one environment to another • Ensuring stakeholders are kept informed of the progress and the state of software deployment activities • Administering and maintaining source code control environments • Administering and maintaining defect and enhancement tracking environments • Maintaining documentation describing system requirements for all build systems • Designing and implementing repeatable processes for software deployments • Overseeing and certifying documentation of all release and installation procedures • Serving as a champion and subject matter expert for configuration management best practices • Promoting and maintaining a high level of professional discipline in the configuration management and change management processes • Managing multiple, simultaneous complex tasks • Participating in meetings with business, testing, development and business analysis teams along with the stakeholders, customer and other interfacing functional areas
13	Data Access Consultant	Data Access Consultant is responsible for developing the data access solution to include developing options for data access (i.e. web solution, operational data store reporting, master data reporting, 3rd party tools), developing prototypes of data access for review with end users, developing the required data access solutions, developing the associated interface programs and/or customized web enhancements, configuring the reporting agent, configuring the graphical information system testing of all developed solutions, ensuring integration testing of data access solution, developing a production support plan and working with training development to include data access solution in course materials.
14	Data Consultant	Data Consultant is responsible for advising customers on methods of integrating their software system with other systems and for assisting with the build of the corresponding interfaces to and from the software system. Data Consultants are typically also responsible for obtaining and manipulating/transforming data from legacy systems that is to be loaded into the software system. The Consultant role is a partner, responsible for defining and executing the successful implementation of the software system. There is a complementary role, Data Extraction Manager, which is customer-based.
15	Data Extraction Manager	Data Extraction Manager is responsible for designing the data solution to satisfy defined business requirements, identifying the data in the source environment, mapping the data to the target environment, identifying data quality gaps, developing a plan to close data quality gaps, developing the required extraction programs (if necessary), developing the associated interface programs, testing of all developed programs, ensuring integration testing of data from various sources and developing a production support plan.
16	Data Integration Architect	A Data Integration Architect role involves working on data integration solutions. Data Integration Architects manage aspects of a data architecture and work closely with teams of software developers. Data Integration Architect's core tasks may include database modelling working with interface specifications or managing any other process that involves how data is integrated into a specific IT architecture. Specific duties include: <ul style="list-style-type: none"> • Ownership and responsibility for data integration architecture, providing technical leadership for on-going development of the solutions within that area; works with internal and external data engineers and analysts, assisting projects and programmes and co-ordinating the technical architecture, design, implementation and BAU transition of solutions, ensures consistency and compliance with relevant architectural principles, policies and standards • May be asked to assume line and/or team management duties, to manage, lead and motivate another member of staff or a team, taking responsibility (with support) for line management and mentoring • Producing relevant documentation (market research, designs, options papers, tender evaluations, etc.) for data architecture and data integration solutions to business requirements. Analysing and documents related risks, opportunities, costs and implications • Acting as a technical lead in product and vendor selection providing the technical evaluation of products, options and responses to tenders. • Participating in investigation, evaluation, selection and documentation of new approaches, methods and technologies, conducting research and providing documented and evaluated architectural options to meet requirements • Building strong relationships and communication channels with key internal and external stakeholders to ensure that all relevant areas of the business are represented in the design of solutions within the area of responsibility; manages technical relationships between internal and external suppliers • Selecting and implementing the appropriate design and documentation standards in consultation with colleagues and senior management and ensures that the documentation of existing architectures is maintained and accessible to all interested parties.
17	Database Administrator (short form DBA)	Database Administrator is a person responsible for the installation, configuration, upgrade, administration, monitoring and maintenance of databases in an organisation. The role includes the development and design of database strategies, system monitoring and improving database performance and capacity, and planning for future expansion requirements. They may also plan, co-ordinate and implement security measures to safeguard the database.
18	Design Team Lead	The Design Team Lead role is to lead the creation of the preliminary system design for new projects, and the integrated high level design for in pattern change & co-leads with Architects for "out of pattern". The Design Team Lead is responsible for approving in pattern High Level Design documents and co-approving out of pattern High Level Design documents with Architects. The Design Team Lead manages the delivery, review and approval of all design documents and the Design Deliverables inventory and Traceability matrix. The role also provides assistance in developing and reviewing test requirements and/or scenarios to ensure appropriate coverage exists. The role also resolves requests for design clarification and assist in defect analysis.
19	Design Team Manager	The Design Team Manager manages the design team in developing the detailed design, including facilitating coordination meetings between disciplines experiencing any coordination difficulties and ensuring timely exchange of progress design drawings and specifications for proper interdisciplinary coordination as required. The Design Team Manager is responsible to: <ul style="list-style-type: none"> • Manage design changes and variations. • Review design programme and coordinate with overall project programme. • Coordinate the development of the detailed design with the project procurement process including early issue of documents to the quantity surveyor to start the bill of quantities. Any 'shortcuts' in the design deliverables are agreed with the design manager. • Coordinate the design inputs to the development of the contract documents being prepared by the project manager. • Consider the requirement for lead disciplines that are producing background and base drawings, such as architects on building projects, to complete these ahead of the supporting engineering disciplines, so as to allow the supporting disciplines adequate time to complete their dependant work.
20	Enterprise Architect	Enterprise Architect takes the company's business strategy and defines an IT systems architecture to support that strategy. They understand a company's business and is able to dive deeply into technology issues. This person puts business processes in a larger context (e.g. application and infrastructure) and composes large holistic solutions that address the business challenges of the enterprise and support the governance needed to implement them. An Enterprise Architect designs large scale transformations.

21	Environment Manager	<p>Working with Project Managers, Technical Architects, Solutions Architects and Test Manager, the Environment Manager will be responsible for the environment management, release and configuration of the full programme and that all application code-sets are maintained and efficiently managed to enable development. The Environment Manager is also responsible for testing functions progress without conflicts or delays. This will ensure the quality of output and outcomes delivered by projects are consistent with the original solution specified.</p> <p>Specific duties include:</p> <ul style="list-style-type: none"> • Ensuring all environments are built in accordance with current build standards and assisting in establishing build standards for new architects • Working with the Development Teams and owning the automated installation process of applications in all environments • Organising automated application installations in all environments and ensuring processes are created to manage application version control • Developing scripts and automation tools used to build, integrate, and deploy software releases to various platforms • Creating processes that are robust, scalable and repeatable which benefit the programme and are developed for new and legacy systems • Managing and controlling movement through all development, test, UAT, pre-production and production environments on an ongoing basis, ensuring code promotions and releases are controlled with suitable tracking and management of code merging and branching • Preparation of release plans and release test criteria • Identifying and resolving issues which arise during environment builds • Working with the infrastructure build coordinator to ensure project delivery timelines • Ensuring data is migrated to the correct environment to facilitate 'end to end' system testing • Liaising with 3rd party suppliers to understand impact of changes • Working with development, database and infrastructure teams to determine future requirements • Notifying IT teams of impact of configuration changes on releases and project timelines • Communicating technical issues, principally environment & configuration management strategy and process • Controlling and maintaining of multiple testing and pre-production environments • Managing environment refreshes from production. • Assigning suitable environments for development & testing efforts to best avoid conflicts • Liaising with external component teams to meet their testing requirements • Attending Change Advisory Board (CAB) to agree the release of new code into pre-production and production environments
22	Executive	<p>The Executive is responsible for the overall management of the WPIT Programme being delivered and for participation in Executive-level customer governance forums. The Executive does not generally provide any 'hands on' services to the client, however, they are responsible for ensuring that the WPIT Programme is being delivered as required, whilst meeting the needs of the business. The Executive is also responsible for maintaining relationships with the Executive within the client organisation.</p> <p>The Executive has a responsibility to ensure that the strategic and operational goals of the WPIT Programme are being achieved. The Executive will work with the client to identify any further areas of work that are required and will also manage any concerns or issues that the client has. The Executive is required to have very strong managerial skills, bringing a depth of experience from previous programmes / projects.</p>
23	Information Architect	<p>The Information Architect is responsible for the development of information management standards and practices and for defining the data model, and aligning it with the enterprise architectural plan.</p> <p>Specific duties include:</p> <ul style="list-style-type: none"> • Undertaking detailed analysis of the information management requirements across all systems, platforms and applications to guide the development of information management standards in line with the enterprise architectural plan • Defining, developing and communicating information management standards relating to the location, media-type and security requirements to facilitate efficient and secure management of all data elements • Defining, developing and communicating the data classification standards to promote consistent and optimal data management practices and incorporating them into information-based developments • Defining, designing, developing and maintaining organisation data models that meet immediate and future needs • Developing data models that reflect current and future needs and provide seamless and low-risk migration whilst optimising business spend and efficiency • Working with senior stakeholders and subject matter experts in driving effective information management standards and policies across the organisation
24	Programme Manager	<p>The Programme Manager is responsible for the coordinated organisation, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realise benefits of strategic importance. The Programme Manager does this by providing project managers with a programme perspective when required and by managing cross-project dependencies, including dependencies between multiple vendors working within a programme or programme tranche.</p>
25	Project Manager	<p>Project Manager is responsible for managing the project team and the successful going-live of a solution within time and budget constraints. Among other duties, they plan project phases, monitor the project progress, handle change requests and lead the communication with the client. They serve as first contact point for all project-related inquiries (from the customer side as well as supplier side). They are responsible for working with each team to ensure that the project is delivered within budget and on time and are responsible for communication between the project and program board.</p>
26	Project Support Officer	<p>A project is a temporary process or endeavour which has a clearly defined start and end, a set of activities and tasks, a budget and a specified business case. It is undertaken to deliver a unique and well-defined product, service, goal or objective or to deliver well defined benefits.</p> <p>A Senior Project Officer assists the Project Manager in the management, coordination and contribution to a range of small projects. This role assists with the development and implementation of project plans, policies and solutions. A project support officer also contributes to issue resolution and escalation, research and analysis activities and planning and monitoring activities.</p> <p>A Senior Project Officer assists the Project Manager in monitoring and tracking the project deliverables and outcomes including preparation of preliminary reports in relation to budget, schedule and resources.</p>
27	Quality Manager	<p>The Quality Manager is responsible for leading and coordinating the analysis of business processes and procedures to ensure ongoing quality assurance across the organisation. The Quality Manager is responsible for developing an ongoing work program to ensure quality control. The Quality Manager should manage and oversee the development and operations of the quality management system and coordinate the management of internal and external audit processes including maintaining quality standards.</p> <p>The quality management system can be defined as a set of policies, processes and procedures required for planning and execution (production/development/service) in the core business area of an organisation. The Quality Manager integrates the various internal processes within the organisation and intends to provide a process approach for project execution. The Quality Manager enables the organisation to identify, measure, control and improve the various core business processes that will ultimately lead to improved business performance.</p> <p>The Quality Manager will work closely with ICT staff such as the ICT managers, project managers and technical development managers. This position is also responsible for overseeing the project assurance, user assurance, business and specialist assurance roles.</p>
28	Security Architect	<p>A Security Architect is responsible for the security countermeasures of one or more systems, applications, components, or centres. The typical role-specific responsibilities of a Security Architect are to review the security requirements and develop the security architecture of the application(s), service centre(s), data centre(s) and ensure that security services are implemented as protection services, such as authentication and authorisation, detection services, such as monitoring and auditing, and response services, such as incident response and forensics. A Security Architect is responsible for developing the security mechanisms in the software architecture and ensuring the integrity of the architectures with regard to security.</p>
29	Solution Architect	<p>Solution Architect requires the knowledge and skills that are both broad and deep. To be effective the Solutions Architect should have experience on multiple hardware and software environments and be comfortable with complex heterogeneous systems environments. The Solutions Architect is often a highly seasoned senior technocrat who has led multiple projects through the Software development process or Systems Development Life Cycle (SDLC), and has usually performed in a variety of different roles in that life cycle. The person needs an ability to share and communicate ideas verbally, both orally and in writing, to executive staff, business sponsors, and technical resources in clear concise language that is understood by each group. The Solutions Architect is the person who organises the development effort of a systems solution. The Solutions Architect is responsible for the development of the overall vision that underlies the projected solution and transforms that vision through execution into the solution. The Solutions Architect becomes involved with a project at the time of inception and is involved in the Functional analysis (FA) of developing the initial requirements. They then remain involved throughout the balance of the project. The Solutions Architect is an expert in many categories. They should have hands-on experience in multiple industries and across several disciplines. Solutions Architects decide which technologies to use. They work very closely with developers to ensure proper implementation. They are the link between the needs of the organisation and the developers.</p>
30	Systems Architect	<p>Systems Architect is responsible for solution and architectural design aspects, such as: - integration of new software into an existing infrastructure - optimising an existing system landscape - developing implementation strategies. Systems Architects are responsible for the definition and scoping of all components of the software architecture. They typically complete a review of the customer's requirements and provide advice on a range of topics including: - the number and type of servers that will be required. - the number of web and database servers that will be required. - the equipment that will be required to enable end users to connect with the infrastructure. - the amount of network bandwidth that will be required. - the amount disk space that will be required. They also provide advice on topics such as data security and backups.</p>
31	Systems Test Engineer	<p>Systems Test Engineers develop procedures and strategies to support, create, maintain and manage technical quality assurance processes and guidelines and systems infrastructure.</p> <p>They identify variations, risks and recommend corrective action plans for technology and infrastructure issues associated with installation, maintenance, repair, upgrade and configuration and troubleshooting of desktops, software, hardware, printers, Internet, email, databases, operating systems and security systems.</p>

32	Technical Support Engineer	<p>Technical Support Engineers have a combination of electrical, systems, network communications and application-specific software skills to:</p> <ul style="list-style-type: none"> • Help customers maintain the reliability and performance of their systems, and address any potential technical problem. • Assist with site-specific difficulties during new site commissioning as well as system upgrades and expansions. • Manage customer relationships and satisfaction. • Research, identify, develop and recommend corrective measures to address technical issues identified in the field or in-house. • Participate in power monitoring system development projects by contributing knowledge of customer applications, providing user information requirements, providing test scenarios and typical use-cases, and occasionally participating in product development and testing. • Resolve technical problems from end customers, application engineers, sales and engineering teams. • Identify and qualify product failures and assist product engineering in understanding and resolving them. • Research and documentation of technical problems and solutions. • Design, plan, research, evaluate and test complex systems used to monitor and/or control electrical equipment's and systems.
33	Technical Team Lead	<p>The Technical Team Lead is the central player in the project team who is responsible for the technical delivery of a solution by managing the communication, work allocation and business drivers for the project and responding to the needs of the immediate stakeholders with interests in the project. The Technical Team Lead should be experienced in the technologies and be able to do hands-on development as required. They need to ensure that the necessary tools are available to the team, time is invested in guiding / teaching the team and time is invested in reinforcing and growing technical knowledge. Good technical skills and the ability to understand tactical and strategic priorities are essential to the role.</p>
34	Technical Writer	<p>The Technical Writer is responsible for the production of written manuals and user guides. As the software packages and information systems are upgraded, the Technical Writer will review and update course content and update written materials to reflect the upgrades. The Technical Writer will be required to review the course set and update to ensure best practice in training. The Technical Writer will work across diverse groups of the business to ensure that content and course delivery is of a high standard.</p>
35	Technology Consultant	<p>The Technology Consultant is responsible for setting up and running a software solution at the customer site (installing, security, monitoring, maintaining, issue resolving, etc.). Technology Consultants typically have no application or business context but rather focus on technical and infrastructure aspects. Technology Consultants are responsible for managing the system environments during the design, implementation and roll-out phase of the project. They are typically involved in installing software functionality, applying updates, and upgrading software environments to new versions. They are also typically responsible for activities such as managing user accounts, copying and backing up databases, and infrastructure management.</p>
36	Test Analyst	<p>The Test Analyst develops test scenarios, test cases and scripts. The role also includes analysing business and design documentation and liaising with business and design teams during test scenario review. Test Analysts execute tests, raise, monitor and retest defects, report progress throughout testing and document test results. Test Analysts typically accept responsibility for the creation of test cases using own in-depth technical analysis of both functional and non-functional specifications (such as reliability, efficiency, usability, maintainability and portability). Test scripts, materials and regression test packs to test new and amended software or services are also produced. The Test Analyst executes and documents complex test scripts using agreed methods and standards, records and analyses actions and results, and maintains a defect register.</p> <p>Test results are reviewed and modified if necessary and the Test Analyst provides reports on progress, anomalies, risks and issues associated with the overall project as well as system quality. The Test Analyst also provides specialist advice to support others.</p>
37	Test Coordinator	<p>A Test Coordinator is responsible for the coordination of all testing stages and activities for a project and define the overall project test scope. The Test Coordinator develops the project test schedule and engages relevant parties; including any external test teams; e.g. penetration testing & accessibility testing if required. They coordinate the provision of new test infrastructure and raising of change requests to baseline test environments as required. The Coordinator monitors and reports overall test status, manages project test level risks, issues, changes and quality. The Test Coordinator produces and attain endorsement of the overall Test Strategy document. The role also involves co-ordinating the development and review of test requirements and scenarios, to ensure appropriate coverage exists. The Test Coordinator reviews the test closure memos in consultation with the respective test managers and assesses readiness for the next testing phase or production deployment. They oversee defect triage processes.</p>
38	Test Development Support	<p>Setup and run batch jobs for the test team and provide timely progress reports to Test managers. The Test Development Support team investigates and raise incidents encountered when running batches and follow through to resolution.</p>
39	Test Manager	<p>The role of Test Manager is to effectively lead the testing team. They should understand the discipline of testing and how to effectively implement a testing process while fulfilling the traditional leadership roles of a manager. They should manage and implement an effective testing process. This involves creating a test infrastructure (test strategy, test plans, and other documentation) that supports robust communication and a cost effective testing framework. The Test Manager is responsible for defining the scope of testing within the context of each release / delivery, implementing and evolving appropriate measurements and metrics, planning, deploying, and managing the testing effort for any given engagement / release.</p>
40	Tester	<p>The Tester specifies, develops and writes test plans and test scripts, produces test cases, carries out change and regression testing, and uses automated test software applications to test the behaviour, functionality and integrity of the system, and documents the results of tests in defect reports and related documentation.</p>
41	Trainer	<p>The Trainer role is most often a partner- or customer-based role. The Trainer is tasked with transferring knowledge of the new business processes to end users, business users and power users. They may be involved in creating training materials and are responsible for ensuring the users are trained to perform the transactions and analyses required in their day-to-day jobs. The Trainer should have a sound grasp of the full business process in order to be able to guide users appropriately and to ensure they are ready to use the software solution.</p>
42	Training Manager	<p>The Training Manager leads the development and delivery of structured training initiatives to support the new platform developed. The role involves:</p> <ul style="list-style-type: none"> • Planning, executing and managing projects, ensuring a high level of training for employees is delivered. • Partner with internal clients and partners to support training demands, as well as partnering with business managers & directors to determine internal training needs. • Ensure consistency and a high level quality of training delivery across all sites • Conducting and leading details Gaps & Needs analysis and organizing post-training initiatives • Ensure consistency of all training processes.

Glossary

Contingency	The Contingency Margin refers to the amount of percentage change to be applied to the labour cost specified by the Contractor.
Contract	The Contractor is the company / organisation that has provided the services for the Software Services.
Contract Value	The Contract Value is the total amount of labour cost specified under the Contract Value for the period of the contract, including the applicable and allowable overheads of all years.
Contract Period	The Contract Period refers to the period of software services under which the contract is entered into by the Contractor, e.g. 12 months.
Contractor	The Contractor is the company / organisation that has provided the services for the Software Services.
Contractor's Obligations	The Contractor's Obligations refer to the obligations specified in the contract, including the obligations to provide the services for the Software Services.
Contractor's Terms	The Contractor's Terms refer to the terms and conditions specified in the contract, including the terms and conditions for the Software Services.
Contractor's Schedule	The Contractor's Schedule refers to the schedule of services specified in the contract, including the schedule for the Software Services.
Contractor's Performance	The Contractor's Performance refers to the performance of the services specified in the contract, including the performance for the Software Services.



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Response instruction:

Response instruction:

1. The Tenderer should complete the information requested below in Table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme, Table 1.2 - Additional recommended roles/capabilities and labour rates (if applicable) and Table 1.3 - Assumptions (if applicable).
2. The Tenderer should specify an onshore and offshore rate if they differ for each role. The offshore rate is the rate applied to services performed under the SI Panel Deed by personnel not located in Australia. The tenderer is only required to submit a location for offshore roles.
- 3a. Tenderers should submit a price for all roles listed in Table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme. If the Tenderer is not able to provide a labour rate for a particular role, they must provide a labour rate for a role which is most closely aligned and specify the closely aligned role in the 'Comments' column of Table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme.
- 3b. The Tenderer should review the tab 'Roles & capabilities (R&C)' for the department's preferred roles and capabilities. If the Tenderer wishes to suggest alternative roles and capabilities, the Tenderer should provide the relevant information in Table 1.2 - Additional recommended roles /capabilities and labour rates. The provided information should be in the same format (including a detailed description) as shown in the tab 'Roles & capabilities (R&C)'.
4. It is expected that the Tenderer will include a single 'Indexation Rate' for onshore resources and a single 'Indexation Rate' for offshore resources. If the 'Indexation Rate' is expected to change over the life of the WPIT programme, the Tenderer should describe these changes in the 'Indexation Comments' column next to the 'Indexation Rate'. Further, if there are any other indexation rate parameters (e.g. costs fixed for a period of time), then these should also be reflected in the 'Comments' section. If there are any roles to which the stipulated indexation rate does not apply, the Tenderer should specify this in the 'Comments' section. In table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme.
5. "Per Day Labour Rate" is based on an 8 hour Business Day (8.30am to 5.30pm) and a five day week – regardless of whether overtime is incurred. It is expected that resources will be utilised for periods exceeding three-months.
6. The Tenderer should outline the goods and services tax (GST) that is applicable to the proposed pricing item under the heading "GST". 'Per Day Labour Rate (excluding GST)' should be inclusive of ALL other taxes, duties, fees and charges excluding GST.
7. All labour rates (GST exclusive) must represent the full amount payable by the Commonwealth for the performance of the work and Tenderer's other obligations under the proposed deed. No other amounts are payable to the Tenderer. The Tenderer remains responsible for the cost of travel and accommodation for its personnel. Where possible, the Tenderer's staff are to be co-located with departmental staff, during delivery of the services, in the city the department requires the services to be undertaken. The department does not intend to approve travel or accommodation other than for preapproved global experts whom the successful Tenderer proposes will travel to Australia to bring their expertise required for the WPIT programme. Where under exceptional circumstances the department considers and then agrees to reimburse travel costs, only travel costs incurred at or below the non SES rate (for departmental staff) will be reimbursed.
8. All prices provided below must be in Australian Dollars.
9. Unless specified otherwise, the department will assume that all pricing information given below applies for the term of the SI Panel Deed.
10. The Tenderer should not perform any format changes within this worksheet other than what is being specified under clause 12 and 13 of these response instructions.
11. The Tenderer may add/delete rows only in Table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme, Table 1.2 - Additional recommended roles/capabilities and labour rates and Table 1.3 - Assumptions.
12. The Tenderer should only respond to the cells with the following colours:
13. Any assumptions made by the Tenderer while providing its responses for Table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme and Table 1.2 - Additional recommended roles /capabilities and labour rates should be outlined in Table 1.3 - Assumptions. The Tenderer should note in the 'Comments' column any impact to pricing should Tenderer assumptions prove to be incorrect. If there is not a note to this effect, then pricing will stand even if assumptions are incorrect.

1. Labour Rates

	Indexation Rate	Indexation Comments
Onshore Indexation Rate	0.00%	
Offshore Indexation Rate	0.00%	

Table 1.1 - Labour rate for the roles and capabilities required for the WPIT Programme

Roles	Onshore/Offshore	Location	Per Day Labour Rate (excluding GST)	GST (%)	Per Day Labour Rate (including GST)	Comments
Application Architect	Onshore		\$ -		\$ -	
	Offshore		\$ -		\$ -	
Application	Onshore		\$ -		\$ -	
Consultant/Specialist	Onshore		\$ -		\$ -	
(Application)	Offshore		\$ -		\$ -	
Developer	Onshore		\$ -		\$ -	
	Offshore		\$ -		\$ -	
Build Team Lead	Onshore		\$ -		\$ -	
	Offshore		\$ -		\$ -	

Build Team Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Business Analyst	Onshore	\$	-	6	
	Offshore	\$	-	6	
Business Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Business Intelligence Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Business Intelligence Developer	Onshore	\$	-	6	
	Offshore	\$	-	6	
COP Technical Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Change Manager (sometimes known as Configuration Manager)	Onshore	\$	-	6	
	Offshore	\$	-	6	
Data Access Consultant	Onshore	\$	-	6	
	Offshore	\$	-	6	
Data Consultant	Onshore	\$	-	6	
	Offshore	\$	-	6	
Data Extraction Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Data Integration Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Database Administrator	Onshore	\$	-	6	
	Offshore	\$	-	6	
Design Team Lead	Onshore	\$	-	6	
	Offshore	\$	-	6	
Design Team Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Enterprise Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Environment Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Executive	Onshore	\$	-	6	
	Offshore	\$	-	6	
Information Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Programme Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Project Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Project Support Officer	Onshore	\$	-	6	
	Offshore	\$	-	6	
Quality Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Security Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Solution Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Systems Architect	Onshore	\$	-	6	
	Offshore	\$	-	6	
Systems Test Engineer	Onshore	\$	-	6	
	Offshore	\$	-	6	
Technical Support Engineer	Onshore	\$	-	6	
	Offshore	\$	-	6	
Technical Team Lead	Onshore	\$	-	6	
	Offshore	\$	-	6	
Technical Writer	Onshore	\$	-	6	
	Offshore	\$	-	6	
Technology Consultant	Onshore	\$	-	6	
	Offshore	\$	-	6	
Test Analyst	Onshore	\$	-	6	
	Offshore	\$	-	6	
Test Coordinator	Onshore	\$	-	6	
	Offshore	\$	-	6	
Test Development Support	Onshore	\$	-	6	
	Offshore	\$	-	6	
Test Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	
Tester	Onshore	\$	-	6	
	Offshore	\$	-	6	
Trainer	Onshore	\$	-	6	
	Offshore	\$	-	6	
Training Manager	Onshore	\$	-	6	
	Offshore	\$	-	6	

Table 1.2 - Additional recommended roles and labour rates (if applicable)

Roles	Description	Onshore/Offshore	Location	Per Day Labour Rate (excluding GST)	GST (%)	Per Day Labour Rate (including GST)	Comments
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	
Role XXX		Onshore		\$ -	-	\$ -	
Role XXX		Offshore		\$ -	-	\$ -	

Table 1.3 - Assumptions

Ref	Table Name	Ref # of the relevant item within the table	Assumption	Comments
LRA1 - 1				
LRA1 - 2				
LRA1 - 3				
LRA1 - 4				
LRA1 - 5				
LRA1 - 6				
LRA1 - 7				
LRA1 - 8				
LRA1 - 9				
LRA1 - 10				
LRA1 - 11				
LRA1 - 12				
LRA1 - 13				

RFT for the procurement of a Systems Integrator Panel

Response instruction:

1. The Tenderer should complete all information requested below in Table 2.1 - Software Implementation Support Tools and Table 2.2 - Assumptions. The Tenderer is not obligated to complete Table 2.1 - Software Implementation Support Tools, however should submit prices for support tools where a licence is required by DHS.
2. The Tenderer should outline all support tools required for implementation in Table 2.1 - Software Implementation Support Tools. The Tenderer may refer to schedule 8, Part D of the Participation Manual for the terms on which the software should be licenced.
3. The Tenderer should specify prices for each 'Software Bundle' and detail the list of 'Software Module', which are included in each bundle. The Tenderer is NOT required to submit prices for each individual 'Software Module' if it is sold as part of a bundle. However, if modules are sold on an individual basis, then these will also need to be priced in Table 2.1 - Software Implementation Support Tools.
4. The Tenderer may use the "Comments" column to provide any additional information (e.g. discounts offered, licencing basis, maintenance/upgrade and support costs, licensor).
5. The Tenderer should outline the goods and services tax (GST) that is applicable to the proposed pricing item under the heading "GST". "Unit cost of licences (excluding GST)" should be inclusive of ALL other taxes excluding GST.
6. All prices provided below must be in Australian Dollars.
7. The Tenderer should not perform any format changes within this worksheet other than what is been specified under clauses 8 and 9 in this response instruction.
8. The Tenderer may add/delete rows only in Table 2.1 - Software Implementation Support Tools and Table 2.2 - Assumptions as required.
9. The Tenderer should only respond the cells with the following colours:
10. Any assumptions made by the Tenderer while providing its responses for Table 2.1 - Software Implementation Support Tools should be outlined in Table 2.2 - Assumptions. The Tenderer should note in the 'Comments' column any impact to pricing should Tenderer

2. Implementation Support Tools

Table 2.1 - Software Implementation Support Tools

Ref	Software Bundle	Software Module	Description	Unit Cost of Licences (excluding GST)	GST (\$)	Total Unit Cost (Including GST)	Comments
e.g. - 1	Example Component	Example sub-component		\$ 99	\$ 9.90	\$ 109	
e.g. - 2	Example Component 2	Example sub-component 2		\$ 500,000	\$ 50,000.00	\$ 550,000	
IS1				\$ -	\$ -	\$ -	
IS2				\$ -	\$ -	\$ -	
IS3				\$ -	\$ -	\$ -	
IS4				\$ -	\$ -	\$ -	
IS5				\$ -	\$ -	\$ -	
IS6				\$ -	\$ -	\$ -	
IS7				\$ -	\$ -	\$ -	
IS8				\$ -	\$ -	\$ -	
IS9				\$ -	\$ -	\$ -	
IS10				\$ -	\$ -	\$ -	
IS11				\$ -	\$ -	\$ -	
IS12				\$ -	\$ -	\$ -	
IS13				\$ -	\$ -	\$ -	
IS14				\$ -	\$ -	\$ -	
IS15				\$ -	\$ -	\$ -	
IS16				\$ -	\$ -	\$ -	
IS17				\$ -	\$ -	\$ -	
IS18				\$ -	\$ -	\$ -	
IS19				\$ -	\$ -	\$ -	
IS20				\$ -	\$ -	\$ -	
IS21				\$ -	\$ -	\$ -	

Table 2.2 - Assumptions

Ref	Table Name	Ref # of the relevant item within the table	Assumption	Comments
ISA1 - 1				
ISA1 - 2				
ISA1 - 3				
ISA1 - 4				
ISA1 - 5				
ISA1 - 6				
ISA1 - 7				
ISA1 - 8				
ISA1 - 9				
ISA1 - 10				
ISA1 - 11				
ISA1 - 12				
ISA1 - 13				



RFT for the procurement of a Systems Integrator Panel

Response instruction:

- The Tenderer should complete all information requested below in Table 3.1 - Other software products and Table 3.2 - Assumptions. The tenderer is not obligated to complete Table 3.1 - Other software products, however, should submit prices for existing software (whether owned by the SI, or third party products supplied by the SI), where a licence may be required by the department should the software form part of the WPIT System.
- The Tenderer should outline in Table 3.1 - Other software products, any existing software owned by the Tenderer, or third party products supplied by the Tenderer, which could form part of the WPIT System. The licensor should be noted in the 'Comments' column. The Tenderer may refer to schedule 8, Part D of the Participation Manual for the terms on which the software should be licenced.
- The Tenderer should specify prices for each 'Software Bundle' and detail the list of 'Software Module', which are included in each bundle. The Tenderer is NOT required to submit prices for each individual 'Software Module' if it is sold as part of a bundle. However, if modules are sold on an individual basis, then these will also need to be priced in Table 3.1 - Other software products.
- If required, the Tenderer should use the 'Comments' column to provide any additional information (e.g. discounts offered, licencing basis, maintenance/upgrade and support costs, licensor).
- The Tenderer should outline the goods and services tax (GST) that is applicable to the proposed pricing item under the heading "GST". "Unit cost of licences (excluding GST)" should be inclusive of ALL other taxes excluding GST.
- All prices provided below must be in Australian Dollars.
- The Tenderer should not perform any format changes within this worksheet other than what is been specified under clauses 8 and 9 in this response instruction.
- The Tenderer may add/delete rows only in Table 3.1 - Other software products and Table 3.2 - Assumptions as required.
- The Tenderer should only respond the cells with the following colours:
- Any assumptions made by the Tenderer while providing its responses for Table 3.1 - Other software products should be outlined in Table 3.2 - Assumptions. The Tenderer should note in the 'Comments' column any impact to pricing should Tenderer assumptions prove to be incorrect. If there is not a note to this effect, then pricing will stand even if assumptions are incorrect

3. Other Software

Table 3.1 - Other software products

Ref	Software Bundle	Software Module	Description	Unit Cost of Licences (excluding GST)	GST (%)	Total Unit Cost (including taxes)	Comments
e.g. - 1	Example Component	Example sub-component		\$ 99	9.90	\$ 109	
e.g. - 2	Example Component 2	Example sub-component 2		\$ 500,000	50,000.00	\$ 550,000	
OS1				\$ -	-	\$ -	
OS2				\$ -	-	\$ -	
OS3				\$ -	-	\$ -	
OS4				\$ -	-	\$ -	
OS5				\$ -	-	\$ -	
OS6				\$ -	-	\$ -	
OS7				\$ -	-	\$ -	
OS8				\$ -	-	\$ -	
OS9				\$ -	-	\$ -	
OS10				\$ -	-	\$ -	
OS11				\$ -	-	\$ -	
OS12				\$ -	-	\$ -	
OS13				\$ -	-	\$ -	
OS14				\$ -	-	\$ -	
OS15				\$ -	-	\$ -	
OS16				\$ -	-	\$ -	
OS17				\$ -	-	\$ -	
OS18				\$ -	-	\$ -	
OS19				\$ -	-	\$ -	
OS20				\$ -	-	\$ -	
OS21				\$ -	-	\$ -	

Table 3.2 - Assumptions

Ref	Table Name	Ref # of the relevant item within the table	Assumption	Comments
OSA1 - 1				
OSA1 - 2				
OSA1 - 3				
OSA1 - 4				
OSA1 - 5				
OSA1 - 6				
OSA1 - 7				
OSA1 - 8				
OSA1 - 9				
OSA1 - 10				
OSA1 - 11				
OSA1 - 12				
OSA1 - 13				



Attachment E: Pricing Schedule

RFT for the procurement of a Systems Integrator Panel

Tenderer Name:

[Tenderer to insert name]

Note to Tenderers:

Under Section 12 of the RFT, it is a minimum content and format requirement that all pricing in the Attachment is included in Australian dollars, and if a Tender does not, in the opinion of the department, meet that requirement, the Tender will be excluded from further consideration.





**Attachment G: Corporate
Viability Response**

RFT for the procurement of a Systems Integrator Panel



Corporate viability**Part A – Corporate structure**

The Tenderer should:

- describe the corporate structure and history of the tendering entity; and
- explain how this structure will ensure that the Tenderer will have the resources available to it to meet the contractual obligations under the SI Panel Deed.

To the extent applicable, the Tenderer should:

- describe the corporate structure of its Related Entities that may or will be involved in the WPIT Programme (whether through parent company guarantees, provision of resources, and the like);
- explain the relationship between the Tenderer and the Related Entities; and
- explain how the relationship will support the Tenderer in having resources available to fulfil its contractual obligations.

[Insert response]

Corporate viability – continued**Part B – Disclosure of Proceedings**

The Tenderer should disclose any litigation, arbitration, mediation, conciliation or proceedings, including any investigations (**Proceedings**), that are taking place, pending or threatened, against it (or any subcontractors) where such proceedings will or have the potential to impact adversely upon either:

- the Tenderer's (or subcontractor's) capacity to perform or fulfil its obligations if contracted as a result of this RFT process; or
- the Tenderer's (or subcontractor's) reputation.

In circumstances where there are no Proceedings, Tenderers should note this in their response to this section.

Note: Tenderers that fail to disclose Proceedings, or make a false or no statement about the existence or otherwise of Proceedings, and are subsequently found to have Proceedings that the department considers should have been disclosed, may be excluded from further consideration in the RFT process. If, once engaged, the successful Tenderer or its subcontractors are later found to have failed to disclose Proceedings in accordance with this section, the department may terminate the SI Panel Deed or any Work Order, or remove the subcontractor, as relevant.

[Insert response]

Corporate viability – continued		
Part C – Insurance		
The Tenderer should provide evidence of compliance with the minimum levels of public liability, professional indemnity, product liability and workers' compensation insurance in the format required by Table 1, below.		
Table 1 - Insurance		
Insurance type	Details	Tenderer's response
Public liability	Name of insurer	<i>[Insert response]</i>
	Policy no.	<i>[Insert response]</i>
	Extent of cover is equal to or greater than AU\$20 million per occurrence	<input type="checkbox"/> YES <input type="checkbox"/> NO
	Extent of cover in aggregate	<i>[Insert response]</i>
	Expiry date	<i>[Insert response]</i>
	Amount and conditions of any deductible	<i>[Insert response]</i>
	Exclusions or limitations to the cover that apply specifically to the individual policy or that are not standard terms for the type of cover generally	<i>[Insert response]</i>
	Certificate of currency attached	<i>[Insert attachment reference]</i>
Professional indemnity	Name of insurer	<i>[Insert response]</i>
	Policy no.	<i>[Insert response]</i>
	Extent of cover is greater than AU\$25 million per occurrence	<input type="checkbox"/> YES <input type="checkbox"/> NO
	Extent of cover is greater than AU\$25 million in aggregate per annual policy period	<input type="checkbox"/> YES <input type="checkbox"/> NO
	Expiry date	<i>[Insert response]</i>

	Amount and conditions of any deductible	<i>[Insert response]</i>
	Exclusions or limitations to the cover that apply specifically to the individual policy or that are not standard terms for the type of cover generally	<i>[Insert response]</i>
	Certificate of currency attached	<i>[Insert attachment reference]</i>
Product liability	Name of insurer	<i>[Insert response]</i>
	Policy no.	<i>[Insert response]</i>
	Extent of cover is greater than AU\$20 million per occurrence	<input type="checkbox"/> YES <input type="checkbox"/> NO
	Extent of cover is greater than AU\$20 million in aggregate per annual policy period	<input type="checkbox"/> YES <input type="checkbox"/> NO
	Expiry date	<i>[Insert response]</i>
	Amount and conditions of any deductible	<i>[Insert response]</i>
	Exclusions or limitations to the cover that apply specifically to the individual policy or that are not standard terms for the type of cover generally	<i>[Insert response]</i>
	Certificate of currency attached	<i>[Insert reference]</i>
Workers' compensation	Provide details of workers' compensation insurance policy or confirm registration with relevant statutory authority.	<i>[Insert response]</i>
	Certificate of currency attached	<i>[Insert attachment reference]</i>

Corporate viability – continued**Part D – Enforcement of judgement**

In cases where the department obtains an award of damages against the Tenderer from a court in Australia, the Tenderer should describe the Australian resources and assets it has available to it to meet such liabilities to the department.

If a Tenderer is a company not incorporated in Australia, or is incorporated in Australia but is reliant on a foreign parent company guarantee, the Tenderer should describe the resources available to it to ensure that the department would be able to readily enforce an award of damages against the Tenderer in favour of the department. Resources that the Tenderer may consider include, but are not limited to:

- Insurance policies held with Australian insurance companies, where the Tenderer is specifically noted as the insured party;
- Bank guarantees from Australian banks;
- Assets held in Australia; and
- Assets held in jurisdictions that have reciprocal arrangements with Australia for enforcement of judgements.

Note: for Tenderers not incorporated in Australia and without substantial assets in Australia, or Tenderers that are reliant on a foreign parent company guarantee where that parent company does not have substantial assets in Australia, an inability to demonstrate that it has suitable resources to allow for ready enforcement of an award of damages may result in a high risk rating.

[Insert response]



**Attachment H: Programme
Overview**

RFT for the procurement of a Systems Integrator Panel



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RFT for the procurement of a Systems Integrator Panel

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RFT for the procurement of a Systems Integrator Panel

Part 1 – Introduction

1. Purpose

This Attachment has been prepared to provide the Tenderers with the vision and overview of the transformation programme in order to assist Tenderers in responding to this RFT. The Attachment includes information about the current Welfare Payment Infrastructure Transformation Programme (WPIT) and its supporting ICT System, and sets the context for the department's future direction, which will be underpinned by the WPIT Programme.

The department recognises that it will need to partner with industry vendors to achieve the WPIT Programme Outcomes and deliver this once-in-a-generation business transformation. This will be done through a collaborative approach to design, develop and support functionality that supports the WPIT Programme. The joint intent is that the value of these functional enhancements will be incorporated as enhancements to the core platform.

2. Structure

This document has been structured into the following parts:

- **Part 2 – Scope and Rationale for Change:** This part sets out the scope of this Attachment, the rationale for change and the WPIT Programme's progress to date. It also sets out the benefits for Customers and Government. The department considers that there is unlikely to be a single software package in the market with the depth or breadth to meet the department's future requirements and welcomes partnerships with vendors to collaboratively develop the product required to deliver the WPIT Programme Outcomes.
- **Part 3 – Current State:** This part sets out details of the department's Welfare Payment System, including its current business, technology, information and data management.
- **Part 4 – Target State:** This part sets out the changes proposed under the WPIT Programme to improve the way the department delivers Payments and services on behalf of Government to its Customers. This includes the department's current thinking on the target state value chain, the Target Business Model (TBM), the Customer and channel strategies. This part also includes the business scenarios and Product Feature Categories as referred to in the Evaluation Criteria, Minimum Standards and Response Instructions.
- **Part 5 – Transformation Approach:** This part sets out the proposed implementation approach. The Tenderer should note that the department expects this approach to be refined through collaborative planning and design activities with the CSV and SIs. This approach will also enable the WPIT Programme to flexibly respond to future policy reforms throughout the implementation.

In the event of any conflict, inconsistency or ambiguity between this Attachment H – Programme Overview and the RFT, including all attachments other than this, the provisions of the RFT and the relevant Attachment will prevail.

RFT for the procurement of a Systems Integrator Panel

Part 2 – Scope and Rationale for Change

3. Background and scope

The department's transformation journey started in 2009 with commencement of Service Delivery Reform (SDR). Following SDR's successful implementation in June 2015, the WPIT Programme has taken a whole-of-Government approach to progress the department through the next phase of business transformation.

The department will need a more agile core Information and Communication Technology (ICT) System to enable this business transformation. In April 2015, the Government announced its support for the replacement of the existing ageing Welfare Payment System.

We are now embarking on this key enabler of our business-led transformation – the WPIT Programme. The WPIT Programme will be delivered through a phased approach, with early delivery focussed on a Circumstance-driven digital service offering and improvements that support Customers and departmental staff to transition to digital self-service. The WPIT Programme represents a new era for the department and Government. It gives the opportunity to re-engineer the business of servicing Australians and increase the Government's capacity to offer multi-agency digital services.

The department will continue to build on the work it has already done to enhance technology capabilities and business services with the CSV and SIs appointed through procurement processes, to provide targeted assistance and support to Customers who need it most. The demands on service delivery are growing, as are the opportunities offered through emerging technologies and digital channels. Customers are expecting more from Government, with an increasing expectation to access services 'anytime, anywhere'. The department will continue to evolve its business model to triage Customers based on their complexity and risk profile.

The department will achieve greater efficiency in the delivery of Payments and services, by continuing to transform:

- a) the way it interacts with Customers;
- b) the level of integration that it has with its Policy and Delivery Partners;
- c) its business processes; and
- d) the ICT systems and capability.

This will assist the department in having a better understanding of Customer Circumstances and provide Customers with connected and secure services that are available through digital and other channels, ensuring a more proactive approach for Customer obligations and compliance activities.

The department recognises that it must move away from a traditional customer/vendor model and partner with the CSV and SIs to achieve the WPIT Programme Outcomes. The desired characteristics of any resultant partnership between the department, CSV and SIs include:

- a) when designing the WPIT Programme, ensuring the Welfare Payment System adheres to and incorporates the Government's 14 Digital Service Standards and incorporates the agreed criteria when designing the transformation programme;

- b) developing and maintaining collaborative working relationships to achieve alignment across the WPIT Programme, and to build a sense of joint ownership between all parties;
- c) taking a collaborative approach to design, develop and support functionality that realises the WPIT Programme Outcomes with the joint intent that the value of these functional enhancements will be incorporated as extensions within the core platform;
- d) co-investing in the development of these extensions that meet the welfare Payment needs of the department and the market in general;
- e) jointly providing the capacity within the department to leverage the CSV and SIs wider market understanding, expert product knowledge and industry awareness to identify and develop innovative enabling software capabilities, and reciprocating in advice and guidance for the CSV in respect of this sector's needs;
- f) establishing a joint operational relationship between the SI, CSV, the department, and the department's other strategic partners to drive global and local business transformation knowledge, capability and functionality in the welfare sector; and
- g) supporting the department's business transformation and ICT teams to develop respective knowledge and capability in support of the WPIT Programme as it moves forward into the solution design and beyond.

The Platform will have the following features:

- a) a centralised business rules engine with common elements across all welfare Payments that can facilitate rapid policy changes to meet Government outcomes;
- b) the ability to record and manage Customer Circumstances, and the ability to assess Customer Eligibility and Entitlements for Payments and services;
- c) a layered architecture through the use of modular design of business functions and supporting ICT to improve service delivery;
- d) a modern workflow solution to enable rapid process design, facilitate faster and more flexible changes to processes, and capture more information at each process step;
- e) modular, standardised and integrated data to enhance the use of information such as Real-Time direct processing;
- f) a standardised design capability to reduce the overall complexity of the System;
- g) a business intelligence Platform to provide data in Real-Time through easy-to-use tools allowing Government to model the implications of their policy reform choices; and
- h) is secure and interfaces with existing certified security infrastructure.

4. Delivery model flexibility

The WPIT Programme is primarily focussed on welfare Payments and services and does not directly include the department's Health-related programmes or Child Support Payments, services or systems.

However, the future System will still need to have the ability to interact with these systems and other health and welfare systems such as Aged Care, Child Care and National Disability Insurance Scheme (NDIS) systems, including the exchange of data (for example Proof of Identity data). These interfaces therefore will need to be part of the System's design.

The System will need to:

- a) support the department's ability to continue to deliver services, and deliver new services, on behalf of other entities, such as the Department of Veterans' Affairs (DVA);
- b) support the addition of any additional Payments and services in future; and
- c) allow the Government freedom to decide how particular Payments and services should be delivered (whether by the department, another Government agency, a not-for-profit organisation, an educational organisation or a private sector organisation).

5. Strategic Partnership

The department intends to work with vendors that can demonstrate their capacity to engage in a collaborative way to develop future state capability that supports the business transformation. The department requires vendors that can meet the operational needs of the department, its users and providers, while working in partnership to collaboratively design additional components that will help the department realise the WPIT Programme Outcomes.

5.1 Transforming the future of welfare services

The implementation of the WPIT Programme will require a high degree of collaboration with a range of stakeholders including, the department's Customers, the technology industry and different tiers of Government.

The Target Business Model will fully utilise the Government's Digital Transformation Agenda to provide efficient access for Customers and a System that supports the flexibility that Government requires. The department will maintain its focus on greater integrity and compliance as well as simplifying existing internal processes and engaging closely with Policy Partners to identify opportunities to reduce complexity contained in existing legislation and policy.

6. Alignment with the Digital Transformation Agenda

The Digital Transformation Agenda is the Government's plan to drive innovation and make it easier for individuals and businesses to access Government services. Its aim is to transform Government services, making services available digitally from start to finish, making them simpler, clearer and faster to use. The Digital Transformation Office (DTO) has been created to lead Government in transforming services to improve the user experience and commenced operating on 1 July 2015.

The DTO has adopted a Digital Service Standard that establishes the criteria that Australian Government digital services must meet. All services within the scope of the Digital Service Standard must meet the criteria before they are launched.

Under the beta version of the Digital Service Standard¹, Government agencies will be expected to:

- a) understand user needs, by undertaking Research to develop a deep knowledge of the users and their context for the service;

¹ Sourced from *the Digital Transformation Office* on 11 November 2015 <https://www.dto.gov.au/standard> . Note that the Standard is in a Beta version and the department will expect vendor Partners to comply with the Standard as it is further developed by the DTO.

- b) establish a sustainable multi-disciplinary team that can design, build, operate and iterate the service, led by an experienced service manager with decision-making responsibility;
- c) design and build the product using the service design and delivery process, taking an agile and user-centred approach;
- d) understand the data, tools and systems required to build, host, operate and measure the service and how to adopt, adapt or procure them;
- e) assess what information and personal user data the service will be providing, using or storing. Put in place appropriate measures to address security risks, legal responsibilities and privacy considerations;
- f) measure user satisfaction, digital take-up, completion rate and cost per transaction and report performance publicly. Identify, measure and report other metrics appropriate to your service;
- g) incorporate open standards and common Government solutions where appropriate;
- h) make all new source code open and reusable where appropriate;
- i) use responsive design methods and test that the service can be accessed on all common browsers and devices;
- j) ensure the service is accessible to all users regardless of their abilities and environment;
- k) show the end-to-end user experience in an environment that replicates the live version with a representative sample of users;
- l) ensure that people who use the digital service can also use the other available channels if needed, without repetition or confusion;
- m) encourage users to choose the digital service and consolidate or phase out existing alternative channels where appropriate; and
- n) make sure that the service is simple enough that users succeed first time unaided.

The department is committed to complying with the Digital Service Standard. A digital roadmap is being developed for the department, which:

- a) follows the Government's commitment to digital services being the default; and
- b) supports the Government's Digital Transformation Agenda.

The Customer and channel strategies described in Section 20 align to the Digital Service Standard.

7. Rationale for change

While the department's current business model and supporting system have served the needs of successive Governments and Customers since their inception in the early 1980s, Customers now expect easy access to services based on their preferences. Current business models need to evolve as they constrain the department's ability to further transform, as outlined below.

7.1 Limited digital access for Customers and opportunities to reduce red tape

Customers are often requested to provide the same information to the department multiple times, in different paper-based and online forms. Much of this interaction is unnecessary and a duplication of effort.

The current system was built around individual Payments and claims, not the individual, their family or their Circumstances. This means that often when an existing Customer starts a new transaction with the department they have to provide some or all of their details again.

The current Welfare Payment System does not allow the department to consolidate its communications to the same Customer, which means that a Customer can receive one letter telling them that a Payment has been cancelled and then another informing them that they will receive a new Payment.

Change is needed to support the Government's Digital Transformation Agenda, Real-Time and accurate data exchange across Government agencies and departments. Modern and flexible ICT Systems, supported by the right business model, are crucial enablers of a digital service offering that allows the vast majority of transactions to be completed in a naturally connected end-to-end experience.

7.2 Changes to policy are slow and complex

The increasing level of complexity in the existing system constrains the ability to introduce new Payments, services or policies in a timely and efficient manner.

Business rules and processes are hard-coded and Payments are designed in a custom-fit manner with processing still requiring significant manual effort by staff and Customers. This is limiting digital channel offerings including better self-service options for Customers.

In designing new policy or making policy changes, Policy Partners are seeking a better understanding of the drivers of cost and time involved before they make final policy decisions. This requires more transparency in service delivery costings for Policy Partners, and more structured and timely advice on how using existing components or changing certain design parameters would decrease the cost or time to implement.

7.3 Limitations for innovation in service delivery

The current technology prevents Government from introducing more innovative delivery arrangements such as adopting new technologies, using data to develop more targeted and effective interventions, and sharing Real-Time and accurate data with Delivery Partners. Receiving data from other sources is slow and prevents the department from servicing and responding in Real-Time. In addition, there is no single comprehensive data entry portal. These information requirements increase red tape for Customers and businesses, as well as creating complexity in the system which is costly to maintain.

7.4 Inefficient service delivery and higher costs

Over 350 additional systems have been added to the current system since its implementation. These additional systems require significant effort to maintain and perpetuate a need for manual intervention, service administration and reconciliation.

This has driven the decision to move to a new system that enables the achievement of whole-of-Government initiatives that use common capabilities.

With varying current systems, contracts and support arrangements in place, the department incurs unnecessary costs in delivering services, and requires staff to perform manual repetitive tasks that

could otherwise be automated. Although the existing ICT system has served the department well, it is unsustainable due to rapidly increasing costs to operate, support for increasingly complex welfare policies, maintenance and support for the current system. This is limiting the ability to be able to effectively work with other organisations to share (where possible) Real-Time and accurate data to improve the Customer experience and create opportunities for automation.

8. The WPIT Programme

Government has recognised the need for change as the demand on service delivery continues to grow, and Customers increasingly expect ease of access to products and services through emerging technologies. Through the WPIT Programme the department will partner with industry, other agencies and third party organisations to provide a whole-of-Government national infrastructure asset. This is a once-in-a-generation business transformation programme that will be enabled by a flexible and agile technology platform that will achieve greater efficiencies in service delivery.

The WPIT Programme will mean a new way of doing business with the department. This will enhance delivery of Payments and services through varying channels, offering a user friendly and standard experience. The new business model and supporting technology platform will provide the flexibility for Government to implement new policy and make changes to existing policy efficiently and effectively. It will create a social welfare system that is sustainable for use by future generations of Government and Customers.

The WPIT Programme proposes to take a seven year journey, enabling the department to deliver many benefits to Customers and Government as detailed below.

8.1 What it will mean for Government

- a) Faster, less costly implementation of policy;
- b) Better data to support decision making, policy modelling, analysis and programme outcomes;
- c) A national infrastructure asset that can be leveraged by other agencies for Payments and services;
- d) End-to-end digital services and whole-of-Government connectivity;
- e) Greater opportunity for innovation in the delivery of services;
- f) Early prevention of fraud and non-compliance; and
- g) Transforming the future of social welfare services.

8.2 What it will mean for Customers

- a) Receipt of Payments more quickly and easily with limited re-work and duplication on application for Payments and services;
- b) Improved processes and experience through the enablement of automation, and data pre-population;
- c) Easy access including more and better access to services through online channels and other devices 24 hours a day, 7 days a week;
- d) Ability to connect to services when needed via greater number of access points;

- e) Greater access to social welfare services through third parties (including regional and remote areas);
- f) Ability to spend more time and support to those Customers with complex Circumstances that require additional assistance; and
- g) The need to only provide information once.

8.3 What it will mean for the department's Policy and Delivery Partners

- a) Real-Time integration and provision of Customer information to support their operations;
- b) Removal of inter-agency impediments and associated costs of operation;
- c) Collaboration on Customer-focussed support and services;
- d) Single source of truth and validation;
- e) Provision of straight through processing opportunities;
- f) Improved Customer service; and
- g) Industry sector advice and support.

8.4 What it will mean for the department's technology vendors

- a) Development of strategic partnerships;
- b) Co-development of industry valuable functionality;
- c) Engagement in the development and execution of the WPIT Programme;
- d) Development of welfare industry knowledge and presence;
- e) Recognition of building an industry standard platform and capability; and
- f) Long-term business relationship and commitment.

Early planning of the WPIT Programme confirmed that the WPIT Programme will most likely need to be delivered via a series of Tranches over a seven year period. This will provide flexibility, ongoing learning and evolution of the WPIT Programme in line with new policy and technology advancements. Customers will see progressive improvements in the way they interact with Government, due to an improved understanding of Customers preferences, needs and complexity.

The department has developed an implementation approach which aligns with current Government policy priorities. This approach will potentially provide early policy agility for Government.

The WPIT Programme is a core part of the transformation in the department. A formal programme governance model has been implemented to oversee delivery of the WPIT Programme.

The governance model for managing the implementation of the WPIT Programme provides the successful CSV and SI the opportunity to participate. The CSV and SI will also be encouraged to provide experience and suggestions with regard to meeting the operational relationships that the department is looking to build.

9. Department Culture

The department is the face of Australian Government Payments and services and has committed to being respectful, having easy access to services, providing quality information, being fair and transparent, genuinely consulting and being efficient. As one of the largest departments in the Australian Public Service (APS), the department upholds the APS Values of:

- a) impartial;
- b) committed to service;
- c) accountable;
- d) respectful; and
- e) ethical.

The department has also articulated and continues to develop its 'We' culture. The department sought views from staff about what workplace culture and leadership means to them by attending face-to-face forums held across the country and participating in online discussions and other feedback and validation processes. The department strives for a culture where:

- a) we value and support each other to deliver quality Government outcomes and services;
- b) our relationships and spirit of unity underpin our success;
- c) we encourage and enable personal contribution; and
- d) we are proud to work for the department.

Fundamental to the way the department needs to reframe its relationships is the cultural constructs that will drive the department's approach to the transformation programme. The components and descriptors are outlined in Figure 1 - Department culture. It is provided to support the reasons for focussing upon the development of new, long lasting relationships that are founded upon a partnering and collaborative model of engagement that is itself built upon the contractual relationships that define the commercial structure and core expectations between the department and its Policy and Delivery Partners.

We are committed to investing in our Partnerships and to aligning mutual expectations and outcomes. As such, the department will place emphasis on the need to build, early in the WPIT Programme, joint team development of mutual trust models and the foundations of how we will manage the governance of our integrated team relationships throughout the WPIT Programme.



Figure 1 - Department culture

RFT for the procurement of a Systems Integrator Panel

Part 3 – Current State

10. Background to current state

This part of Attachment sets out the business and technology background and context of the WPIT Programme and supporting technology landscape. The technology overview components of this Attachment should be used by Tenderers to understand the scope of the existing system, explain what the new system will need to integrate with, and what systems will need to be migrated from.

The current Welfare Payment System was originally built on a face-to-face business service model. Over many years, the department has made changes to the way it does business through a network of call centres and enhanced digital services and has continued to invest in its ICT, leveraging the opportunities created by technology advances. This journey of business change has included the implementation of the Service Delivery Operating Model (SDOM) and Smart Centre Operating Model, with the department delivering tangible improvements for Customers and the way they interact with the department.

The current Welfare Payment System was first developed by the department in the early 1980s on Rocket Software's Model 204 (M204) technology system. The early 1980s platform supporting the department's core Payments system was built for an era of paper records where technology that is taken for granted today, did not exist. Although the current Welfare Payment System delivers Payments and services accurately and on time, the system is now costly to maintain and unable to take full advantage of the digital offerings available. It is not able to 'understand' Customer preferences or how Customers want to engage with the department.

The current system was built in a time of limited automation capability. Figure 2 depicts the original operating model supported by the current Payment system which relied upon highly skilled and specialised staff to drive system interactions.

Since then, the business model and system have undergone progressive upgrades and enhancements. Over time significant effort has been expended to:

- a) make improvements through the implementation of the SDOM and Smart Centre Operating Model;
- b) fine-tune the system for ever increasing data and transaction volumes due to population growth, changes in policy and legislation, and new Government services;
- c) make improvements to the way the department interacts with its Customers through a better understanding of their needs, preferences and individual complexity;
- d) build supporting tools, development and testing frameworks; and
- e) support additional channel access including enhanced security, telephony integration, improved data exchange and digital access (internet/web facing) channels using modern technologies such as web based user interfaces, interactive voice recognition (IVR), mobile applications, web services and video conferencing.

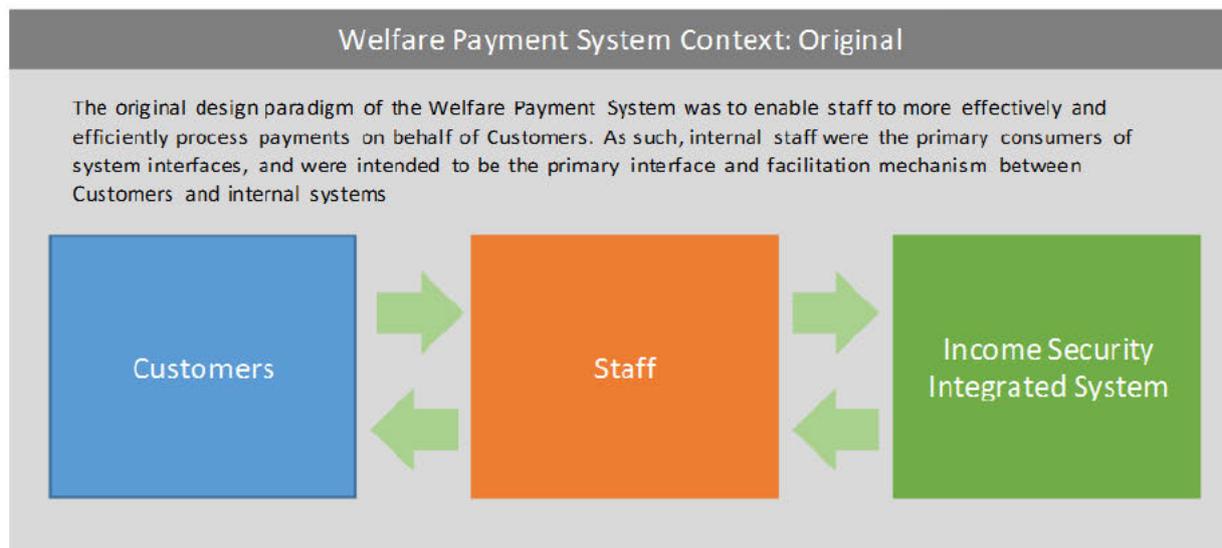


Figure 2 - Welfare Payment System context - original

11. Welfare Payments

The department delivers a broad range of Payments and services to Customers on behalf of Government, but must do so within the parameters defined by Government policy owners. For example, the Department of Social Services (DSS) as the policy owner for Austudy, an income support Payment for mature age student and apprentices, is responsible for managing the core rules which underpin Austudy's administration. This is primarily done through the *Social Security Act 1991 (Cth)* with additional rules from various policies. The department delivers Austudy to Customers on behalf of DSS and has authority to develop business rules and processes required to deliver services and support legislation or policy. The department is also responsible for interpreting legislative and policy rules and translating these into business rules.

11.1 Business metrics

The breadth of Payments made available to Customers and the complex nature of the business adds a significant workload to the department's network of staff and systems. This is particularly important when considering the complexity and sensitivity of many of the interactions between Customers and the department.

Table 1 below helps demonstrate the transformation journey which began with Service Delivery Reform with the data from 2011-12 covering the first year of integration. Table 1 also demonstrates the depth and breadth of the department's business in delivering social welfare Payments and services to Customers over the 2013-14 and 2014-15 financial years.

Statistic ²	2011-12 ³	2013-14 ⁴	2014-15 ⁵
Payments on behalf of Government	The department delivered Payments totalling more than \$144.7 billion or around 39% of Government outlays	The department delivered \$159.2 billion in Payments or approximately 38% of Government outlays	The department delivered \$165.8 billion in Payments to Customers and providers or around 40% of Government outlays
Service centres	523	There were more than 26.5 million ⁶ contacts through the 431 shopfronts	25.4 million visits to our 380 service centres and shopfronts (including co-located centres)
Access Points and Agents	585	579 (232 access points and 347 agents)	588 (238 access points and 350 agents)
Mobile service centres	361 rural communities assisting 11,000 people and attended 40 field days, expos and community events	383 towns visited and over 9,800 people helped	607 towns visited, helping over 13,000 people
Phone calls	Approximately 56 million calls from Customers with the Customer either speaking to a Service Officer or using self-service options	Approximately 59.5 million calls from Customers handled	Approximately 56.8 million phone calls
Electronic messaging	3.4 million used SMS with 15.3 million SMS alert sent	Around 6 million Customers used the message services with 29.1 million SMS sent	29.7 million SMS sent (Medicare and Child Support SMS commenced in March 2014)
Customers registered to receive online letters	1.8 million	2.36 million	3.3 million
Compliance customer contacts	53,117 Customers identified most at risk of non-compliance were contacted Separately, the department undertook 1.9 million reviews and interventions that resulted in 280,962 reductions in Payments and 169,588 debts identified	187,000 individual Customer contacts (predominantly via phone)	923,426 social welfare Payments compliance interventions 250,000 individual Customer contacts
Fraud investigations	3,352 investigations into fraudulent activity	3,107 investigations in fraudulent activity	2,346 investigations into fraudulent activity
Staffing profile	36,977	Over 34,000 staff, equivalent to 30,179 FTE	34,890 staff, equivalent to 29,589 FTE
Online account transactions (The whole-of-Government digital)	More than 580,000 Customers created an australia.gov.au account and linked it to one or more	59.7 million online account transactions	Over 7 million active myGov accounts as at 30 June 2015

² Sourced from the *Department of Human Services Annual Report 2013-14* www.humanservices.gov.au/corporate/publications-and-resources/annual-report/resources/1314/. Figures are approximate based on working year of 260 days.

³ Sourced from the *Department of Human Services Annual Report 2011-12* <http://www.humanservices.gov.au/corporate/publications-and-resources/annual-report/resources/1112/>

⁴ Sourced from the *Department of Human Services Annual Report 2014-15* <http://www.humanservices.gov.au/corporate/publications-and-resources/annual-report/>

⁵ Sourced from the *Department of Human Services Annual Report 2014-15* <http://www.humanservices.gov.au/corporate/publications-and-resources/annual-report/>

⁶ Sourced from the Department of Human Services Fast Facts 2013-14

Statistic ²	2011-12 ³	2013-14 ⁴	2014-15 ⁵
service called myGov commenced in 2013-14)	records across Centrelink, Medicare and/or Child Support	2.9 million active myGov accounts as at 30 June 2014	
Express Plus mobile app transactions	Introduced	36.1 million	Application downloaded more than 4.9 million times and over 61 million transactions completed
Letters online (Centrelink)	Approximately 21.2 million	Approximately 43.5 million (average 119,000 per day)	Approximately 49.1 million
Mail house	134.6 million (plus 1.2 million contacts about special initiatives and publications)	Approximately 60.1 million (average 231,000 per day)	Approximately 46.7 million (average 128,037 per day) (plus 8.3 million contacts about special initiatives and publications)
Claims processed		More than 3.7 million claims for Payments and services processed (average 14,230 per day)	Approximately 3.1 million claims processed, of those 1.8 million claims were online
Number of Job Seeker compliance investigations	1,015,868 compliance investigations and 227,969 contact requests	1,536,112 (average 5,900 per day)	549,426 job seeker compliance investigations and approx. 1.2 million Non-Attendance reports actioned
Phone self—service transactions per annum		5.5 million (102 million self-service transactions, including phone, app and internet)	118.3 million Centrelink self-service transactions (including Express Plus mobile apps, internet and for Centrelink, phone self-service)

Table 1 - The department's business metrics

A significant portion of current effort within the department is handling interactions via phone, face-to-face or via correspondence. The complex nature of many policy stipulations, the range of Customer Circumstances and queries from Customers that requires human intervention, and the lack of ICT technology are significant drivers for the workload performed by the department staff and constrain the adoption of increased straight-through processing. With more than 56.8 million phone calls in 2014-15 across the whole department, there is a significant volume of work required to support and facilitate Payments that are 'automatically' processed through the system.

12. Business overview

12.1 Service transformation

MyGov

The department is continuing to improve and increase self-service digital options for Customers in accordance with the Government's Digital Transformation Agenda.

The department has successfully established a whole-of-Government digital service called myGov. As at 30 June 2015 the service had over 7 million active accounts and 8 member services.

A myGov account gives people access to Government services using one username and password, and the ability for Customers to link their account within the department to eHealth, my Aged Care, the Australian Taxation Office (ATO), the Department of Veterans' Affairs (DVA), and the National Disability Insurance Scheme (NDIS). The department expects more Government agencies will join myGov over time.

Service Delivery

Service Centres and Smart Centres

The department continues to co-locate with other Government agencies and with non-Government organisations in service centres to broaden the range of services available in one site as well as creating myGov shopfronts. For example, Customers can access services from an increasing number of providers such as the ATO, the Department of Immigration and Border Protection (DIBP), DVA, the National Disability Insurance Agency (NDIA), and state and territory housing authorities in various locations around Australia.

The department also continues the one-stop shop approach to ensure Customers can access a range of services across all 380 service centres. In other locations the range of services has broadened to provide greater access to self-service options.

There have been significant improvements to Smart Centres through the Smart Centre Operating Model which provides a flexible way to deliver services to Customers. Smart Centres manage a range of telephony and processing services, allowing for services to be more efficiently delivered to Customers. Both the Service Centre and Smart Centre approach is to triage Customers based on the level of complexity of the transaction and the Customer's Circumstances and promote the use of self-service options, Express Plus mobile apps and online services including myGov.

Smart Centre activities are managed through a virtual network, providing services to a range of Customers; for example, families, job seekers and parents. Telephony and processing services are delivered from many locations around Australia that form part of the virtual network.

The department traditionally experiences seasonal peak periods of demand from January–March and June–September each year, when increased workloads are generated. Examples of the services which generate increased workloads are:

- a) families income estimates;
- b) families reconciliation;
- c) updates to child care information; and
- d) assessments for student Eligibility for new and changed enrolments for the new academic year and second semester.

Mobile Service Centres

Government mobile service centres deliver Payments and services to regional and rural areas with other agencies.

Priority is given to communities that are more than 50 kilometres from a service centre. In 2014–15 mobile service centres travelled over 110,000 kms to visit 607 towns and helped over 13,000 people.

12.2 Customers, Payments and services

Payments and services

The scope of the WPIT Programme is to transform current business processes and supporting technology to develop common, re-usable capability in Payments administration that enables more agile and effective implementation of policy in the future – not just for the department, but for the whole-of-Government.

The current system supports the core capabilities for the Department to process Payments or provide a service to Clients to leverage those capabilities for their own core business processing (eg the Department of Veterans' Affairs), including:

- a) income support and pensions – ongoing Payments to a Customer to supplement their income while they meet Eligibility criteria (e.g. Youth Allowance, Age Pension, Disability Support Pension, DVA Service Pension and DVA Disability Pension);
- b) tax-based relief products – designed to offset the taxation burden on those eligible (e.g. Family Tax Benefit);
- c) Add-Ons and supplements – typically these are Payments that cannot be received on their own, but are received in addition to another Payment (e.g. Rent Assistance, DVA Funeral Benefit and DVA Decoration Allowance); and
- d) one-off and emergency Payment – designed to target discrete life events experienced by a Customer such as child birth, death of a family member or natural disasters.

There is a range of criteria that must be met in order to receive a Payment or service. These range from common criteria – for example, age, relationship status and Means Testing – to specific Eligibility criteria for a particular Payment, such as the mutual obligations required by job seekers.

The total number of social security and welfare claims, granted and rejected, by major Payment type for the period 2012-13 through 2014-15 was provided in the Department of Human Services Annual Report 2014-15 and extracted in Figure 3 below⁷.

⁷ Sourced from the *Department of Human Services Annual Report 2014-15*
<http://www.humanservices.gov.au/spw/corporate/publications-and-resources/annual-report/resources/1415/resources/8802-1510-ar2014-15.pdf>

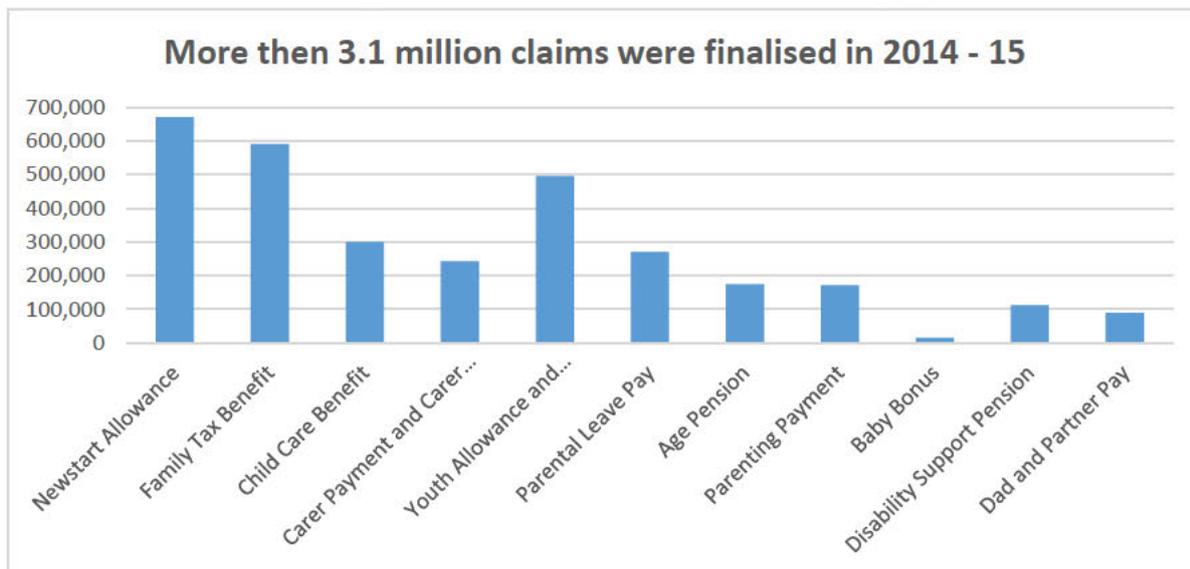


Figure 3 - Number of claims by major Payment type

Customers

The department delivers a range of Payments to different Customers including families, job seekers, students, Older Australians, people with disability, carers, Indigenous Australians, migrants, refugees, eligible Visa holders, Rural and Remote Australians and others.

The successful SIs will need to be agile to adopt the transition approach to the new System with each year's budget initiatives (new and adjusting) that will arise throughout the life of the WPIT Programme. As the WPIT Programme will span a number of financial years, Budget announcements and commitments will likely be made each year. This may also include any changes to current assessments, reporting, mutual obligations and compliance activities for relevant Payments and services.

12.3 Students and job seekers

The department delivers a variety of Payments and services for job seekers and students on behalf of the Department of Employment (DoE), and DSS. These Payments and services assist with income support for job seekers while looking for work and students while studying or training.

Job seekers receiving Newstart Allowance, Youth Allowance (job seeker), Parenting Payment (with participation requirements), or Special Benefit (paid under Newstart Allowance conditions) must satisfy mutual obligation requirements to remain eligible for Payment.

The types of Payments and services delivered to the job seeker and student Customer cohort by the department include (but are not limited to):

- **Newstart Allowance** – provides financial help to people looking for work. Customers must be aged between 22 and 65 years, and looking for suitable paid work. Newstart Allowance Customers need to meet income and asset tests, residency requirements and be able to meet activity test participation requirements;
- **Youth Allowance** – job seeker and student – Youth Allowance is an income support Payment for students, trainees and Australian apprentices generally aged between 16

and 24 years, or job seekers generally aged 16 to 21 years. Youth allowance Customers need to meet income and assets tests and residency requirements;

- **Austudy** – provides financial help to full-time students and Australian apprentices aged 25 years or older;
- **Education Entry Payment** – is paid once per annum and is available to people receiving specific income support Payments, to help with the costs of incidental educational expenses such as books and fees;
- **ABSTUDY** – provides a means-tested allowance and other supplementary benefits to eligible Indigenous students that can be paid to third parties (such as boarding schools);
- **Pensioner Education Supplement** – is available to provide extra assistance towards ongoing study costs to recipients of some department and DVA income support Payments. The supplement is available to full-time students and in certain Circumstances to students approved to undertake part-time study of at least 25 per cent of a full study load;
- **Special Benefit** – provides help for people in severe financial hardship who are not able to support themselves and their dependants and are not eligible for another Payment;
- **Remote Area Allowance** – for Customers that receive certain income support Payments, such as Newstart Allowance or Age Pension and live in a remote area; and
- **Assistance for Isolated Children Scheme** – helps with the extra costs of educating children who cannot go to an appropriate state school on a daily basis because they live in an isolated area, have disability or have special health needs.

Key statistics⁸

- 70,670,000 Newstart Allowance transactions in 2014-15;
- 28,010,000 Youth Allowance (Student and Jobseekers) transactions in 2014-15;
- 37,155 new Abstudy claims (35,329 in 2013-14);
- 63,302 new Pensioner Education Supplement (69,325 in 2013-14; and
- 9,560 new Special Benefit claims (8,561 in 2013-14)

12.4 Families

The department delivers a range of family Payments and services on behalf of the DSS to assist families to look after their children's education, health care and any family issues that may come up along the way.

The types of Payments and services delivered to family Customers by the department includes (but is not limited to):

⁸ Sourced from the *Department of Human Services Annual Report 2014-15*
<http://www.humanservices.gov.au/spw/corporate/publications-and-resources/annual-report/resources/1415/resources/8802-1510-ar2014-15.pdf>

- **Newborn Upfront Payment and Newborn Supplement** – financial support to help parents who have just had a baby or recently adopted a child;
- **Stillborn Baby Payment** – financial support to help eligible families whose baby was stillborn;
- **Family Tax Benefit (FTB)** – assists families with the day-to-day cost of raising children;
- **Double Orphan Pension** – is available to help with the cost of caring for children who are orphans or unable to be cared for by their parents in certain Circumstances;
- **Child Care Benefit**– assists with child care fees. Other Payments and services include the Child Care Rebate which assists with out-of-pocket expenses for child care and Jobs, and Education and Training Child Care Fee Assistance which assists eligible parents to enter or re-enter the workforce;
- **Paid Parental Leave scheme** – comprises two income-tested and work-tested Payments for eligible parents to take time off work to care for a new baby or recently adopted child; Parental Leave Pay and Dad and Partner Pay;
- **Parenting Payment** – an income support Payment for eligible parents or guardians to help with the cost of raising children; and
- **Schoolkids Bonus** – Families receive up to \$422 per year (paid in June and July) for each primary school child and up to \$842 per year for each secondary school child.⁹

Key statistics:¹⁰

- 2,871,877 recipients of Family Tax Benefit (both A and B);
- 28,600,000 Family Tax Benefit transactions in 2014-15;
- 144,966 parents received Parental Leave Pay in 2013–14;
- 2,070,000 Paid Parental Leave transactions; and
- 75,669 fathers or partners received Dad and Partner Pay in 2013-14.

12.5 Older Australians

The qualifying age for the Age Pension is currently 65 years for both men and women; however, this age requirement is subject to gradual increases until 2023 when it will reach 67 years. The Age Pension is an essential part of the Government's ongoing commitment to provide income support to older Australians. Pension rates are indexed to ensure they keep pace with Australian price and wage increases.

To qualify for a pension, benefit or allowance the department takes into account the value of a person's assets and the value of a person's income. A Customer can generally be paid the pension for the whole time the Customer is outside Australia, regardless of whether the Customer leaves temporarily or to live in another country. However, the amount the Customer receives may change at certain points based on how long the Customer has been away and the Customer's personal Circumstances.

⁹ Sourced from the *Department of Human Services Annual Report 2014-15*
<http://www.humanservices.gov.au/spw/corporate/publications-and-resources/annual-report/resources/1415/resources/8802-1510-ar2014-15.pdf>

¹⁰ Sourced from the Department of Human Services Fast Facts 2013-14

The department delivers subsidies and supplements to approved aged care providers in collaboration with DSS and DVA. The aim is to help aged care providers deliver cost-effective, quality care for frail, older people and support for their carers.

Key statistics:¹¹

- more than 2.4 million Age Pension recipients;
- 32,710,000 Age Pension transactions per year;
- \$41.6 billion in Age Pension Payments in 2014-15 (up from \$39.5 billion in 2013-14); and
- Approximately 12,800 of the total claims actioned were referred to Complex Assessment Officers.

12.6 People with disability

The department delivers Payments on behalf of the DSS, to provide support for Australians living with injury, illness, or disability. Recipients are generally people aged between 16 and 65 years, are either permanently blind, or have a physical, intellectual or psychiatric impairment that prevents them from fully supporting themselves through work.

The extent of Government assistance is affected by the results of income and assets tests. In some Circumstances, for example to be eligible for the Youth Disability Supplement, recipients may also be required to undergo a Job Capacity Assessment to help identify their current and future work capacity. The Payment can also be affected by medical and residency requirements.

Government policy, where it affects those with a disability, is also informed by the National Disability Strategy 2010-2020, which sets out a 10-year national plan for improving life for Australians with disability, their families and carers.

The type of Payments and services delivered by the department to people with a disability includes (but is not limited to):

- **Disability Support Pension (DSP)** — provides financial support for people who have a physical, intellectual or psychiatric condition that limits their ability to work, or who are permanently blind. Some DSP Customers also have participation requirements;
- **Sickness Allowance** — provides a short-term Payment for people who are employed or self-employed, or in some cases are full-time students, who are temporarily incapacitated and cannot work or study as usual because of a medical condition;
- **Mobility Allowance** — helps people who have disability, illness or injury who are unable to use public transport without substantial assistance to participate in approved activities by providing support with transport costs; and

In addition, the department supports the NDIA with rollout of the Scheme through data exchange, co-location in selected departmental and NDIA sites; and access to the department's myGov platform

¹¹ Sourced from the *Department of Human Services Annual Report 2013-14* www.humanservices.gov.au/corporate/publications-and-resources/annual-report/resources/1314/

Key statistics:¹²

- 18,713 new claims for Sickness Allowance were granted (25,040 in 2013-14);
- 20,620,000 Disability Support Pension transactions in 2014-15; and
- 6,770 new claims for Mobility Allowance were granted (8,648 in 2013-14).

12.7 Carers

The department delivers a variety of Payments and services for carers (i.e. those who provide daily care to someone with severe disability or a medical condition or someone who is frail aged).

The types of Payments and services delivered to the carers Customer cohort by the department includes (but is not limited to):

- **Carer Payment** – provides financial support to people who are unable to support themselves through substantial paid employment because they provide full-time care to someone with severe disability or medical condition, or to someone who is frail aged;
- **Carer Allowance** – is a fortnightly income supplement for parents or carers providing additional daily care and attention to an adult or dependent child with disability or a medical condition, or to someone who is frail aged. Carer Allowance is not income and asset tested, is not taxable and can be paid in addition to wages, Carer Payment or any other income support Payment;
- **Carer Supplement** – is an annual lump sum Payment to help a Customer with the costs of caring for a person with disability or a medical condition if the Customer is receiving Carer Payment or Carer Allowance; and
- **Carer Adjustment Payment** – is a one-off Payment to help families deal with the increased costs of caring for a child younger than 7 years old who has had a sudden and severe illness or accident.

Key statistics:¹³

- 590,181 people are on Carer Allowance (excluding Customers receiving Child Health Care - Card only);
- 101,021 new claims for Carer Allowance were granted in 2014-15¹⁴;
- 243,856 people are on Carer Payment; and
- 53,607 new claims for Carer Payment were granted in 2014-15¹⁵.

12.8 Indigenous Australians

¹² Sourced from the *Department of Human Services Annual Report 2014-15*
<http://www.humanservices.gov.au/spw/corporate/publications-and-resources/annual-report/resources/1415/resources/8802-1510-ar2014-15.pdf>

¹³ Figures sourced from the Department of Human Services Fast Facts, unless otherwise indicated

¹⁴ Sourced from the *Department of Human Services Annual Report 2014-15*
<http://www.humanservices.gov.au/spw/corporate/publications-and-resources/annual-report/resources/1415/resources/8802-1510-ar2014-15.pdf>

¹⁵ Sourced from the *Department of Human Services Annual Report 2014-15*
<http://www.humanservices.gov.au/spw/corporate/publications-and-resources/annual-report/resources/1415/resources/8802-1510-ar2014-15.pdf>

The department provides Payments to help Indigenous Australians finish their studies and support them while they are looking for work.

The department has partnerships with many organisations, including other Government departments and state, territory and local Governments to deliver services in remote areas. The department focusses on engaging directly with Customers, particularly those living in remote Indigenous communities, to shape services that are culturally appropriate, effective and empowering.

The department's remote servicing model responds to the unique challenges facing Customers in remote regions. The model includes Service Centres, remote Service Centres, Agents, Access Points, digital options, remote servicing teams, and place-based services supported by a remote Smart Centre that provides phone services and claims processing. This enables consistency of services while achieving organisational and resource efficiencies.

Indigenous Australians may be eligible for any of the Payments and services available to non-Indigenous Australians. In addition to this, ABSTUDY provides help with costs for Aboriginal and/or Torres Strait Islanders, who are studying or undertaking an Australian apprenticeship.

12.9 Migrants, refugees and eligible Visa holders

The department provides a range of Payments and services to Customers if they have an eligible visa and are 'Living in Australia', including support with the cost of raising children and looking after dependants. 'Living in Australia' means Australia is the Customer's usual place of residence. A number of factors are taken into account to determine if a Customer satisfies this requirement.

If a Customer is a refugee or humanitarian entrant they may be entitled to Payments and services that will help them settle into life in Australia. They may be entitled to Payments and services if they arrived in Australia with a Refugee or Humanitarian Visa, or were granted a Permanent Protection Visa in Australia.

The types of Payments and services delivered to the migrants, refugees and eligible Visa holders Customer cohort by the department include (but are not limited to):

- **Special Benefit** – a Payment that helps people who are in severe financial need because of reasons outside their control and who cannot receive any other pensions or benefits;
- **Assurance of Support** – a legal commitment to support a person applying to migrate to Australia, so that the migrant will not have to rely on income support Payments;
- **Status Resolution Support Services (SRSS) program** – support for people who are living in Australia while they seek to resolve their immigration status. The SRSS Payment provides financial help for basic living expenses; and
- **Multicultural Service Officers** – work with community groups and other agencies to help refugees and people from culturally and linguistically diverse backgrounds link up with Government services.

12.10 Rural and Remote Australians

From July 2015, the Government's remote servicing measure will provide continued funding to support the department's servicing activities across all current national remote servicing locations. Remote servicing helps people in remote communities to access Government Payments, services and information.

The types of Payments and services delivered to the rural and remote Australians Customers cohort by the department includes (but are not limited to):

- **Farm Household Allowance** – offers help for farmers and their families experiencing financial hardship to meet basic household needs and improve their long-term financial security;
- **Tasmanian Freight Equalisation Scheme** – assists in alleviating the sea freight cost disadvantage incurred by shippers of eligible goods moved by sea between mainland Australia and Tasmania. The Government announced that from 1 January 2016 the scheme will be extended to goods not currently covered;
- **Bass Strait Passenger Vehicle Equalisation Scheme** - provides a rebate to ferry operators for passengers travelling between the mainland and Tasmania; and
- **Rural Smart Centre Services** – Smart Centres provide a rural telephone service designed specifically to meet the needs of Customers living in rural and remote communities. In 2014-15 more than 193,000 calls were answered in rural smart centres compared to more than 246,000 calls in 2013-14. Service Officers in rural Smart Centres handle calls and processing for the Farm Household Allowance and assist with the impact of geographic isolation or changing Circumstances (such as drought or flood for farmers and their families).

12.11 Government complexity in legislation and policy

While the WPIT Programme will look to simplify business rules and processes where possible, there is an inherent necessary complexity required to support Australia's highly targeted welfare system. The future business model for the WPIT Programme will continue to involve a level of complexity, which must be supported by the WPIT Programme's business and technology solutions. Examples representative of the complexity that currently exists, some or all of which may continue beyond delivery of the WPIT Programme, include:

- a) the system supports multiple definitions for common terms (such as income, partner or dependent). The appropriate definition must be applied based on the specific Payment or Customer Circumstance;
- b) many transactions have interdependencies across Customers and Payments. For example, a Customer's Entitlements to one Payment may impact theirs, or their partner's or dependant's Entitlements to another Payment;
- c) in many cases where welfare policy has been updated, Government includes grandfathering provisions, meaning that current rules continue to apply to particular Customers to prevent disadvantage for existing Customers. The appropriate rules must be applied based on Customer information and Circumstances, sometimes requiring determination as to which rule set offers the best outcome for the Customer, or a hybrid application of current and updated rules;

- d) layering of rules from legislation, policy and operations means that individual Eligibility criteria can be supported by upwards of 100 business rules. As one source of rules is updated, it must be ensured that remaining rules maintain alignment. For example, if a policy agency reforms legislation, the department is responsible for updating operational rules and processes as required; and
- e) there are many instances where the department receives updated Customer data retrospectively, for Entitlement periods that have already been calculated and paid. Where this happens there is a legislative requirement that retrospective assessments be carried out, using the updated data to determine whether an over- or under-Payment has been identified.

13. Technology overview

13.1 Current system metrics

The Welfare Payment System is required to provide very high performance levels for a large number of users, across a large data set, undertaking complex business rule processing. The key metrics in Table 2 highlight the scale and size of the Income Security Integrated System processing arrangements.

Statistic	Value
Concurrent users supported	~15,000
Customer records managed	32.5 million, ~7.3 million of which are in active use
Fields of data per Customer managed (on average)	~32,000
Estimated ¹⁶ relational DB equivalent rows	128 billion, 978 billion field value pairs
Storage as of 2014 (production environment)	~40 TB compressed data
Storage as of 2014 (all environments)	~160 TB
Application clusters (An application cluster represents the encapsulation of related data, interfaces, business processing, and user interfaces)	~500
Number of data files that contain the data processed by the Income Security Integrated System (M204 data records are stored in files)	635 Files
Source code procedures	~336,000
Modules	~250,000
Lines of code	~30 million
Batch jobs	~25,000 per day
Procedures changed annually	37-52,000
Fields changed annually	25%-33% or ~2,500
Field groups (table) changes annually	~1000
3270 screens used	~15 million per normal day
Mainframe web pages used	~6.3 million per normal day
Customer online page requests	~6.7 million per normal day
Background auto-processing requests	~11.25 million per normal day
Letters	~374,000 per normal day
Concession cards	~48,000 per normal day
Online letters	~57,500 per normal day
SMS sent	~44,000 per normal day
Emails sent	~21,800 per normal day
Payments	~1 million per normal day
Millions of Instructions Per Second peak average for mainframe current system	~15,076 million per normal day
Transactions per second	~500 peaking at 1,000 per normal day

¹⁶ Estimated as the current system is built on the M204 database technology that is non-relational.

Statistic	Value
Reassessments per hour including Eligibility and Entitlement processing	~1 million per normal day
24 hours a day, 7 days a week (this translates to 8 minutes unavailability per 30 day period)	99.98% availability

Table 2 - Metrics for current Welfare Payment System processing

13.2 Constraints

The majority of core welfare business processing is provided by the current Welfare Payment System through M204 Components. M204 is a niche and ageing technology which, despite delivering high performance, is causing increasing problems such as:

- a) the market for M204 technical skills is reducing both locally and globally leading to growing problems in sourcing the required technical skills; and
- b) the shrinking market for the M204 environment has limited endorsed technical Partnerships to provide more integrated solutions.

Integration between the current Payment system and broader departmental systems have been implemented using a variety of technologies and protocols. Over the years many system interfaces have been added that are critical to the day to day operation of both the Welfare Payment System and other department and external organisation systems. The current integration approach causes a number of issues including:

- a) the high cost to maintain or change due to the multiple point-to-point integration solutions;
- b) an inability to fully assess the impact of the current Welfare Payment System changes on all Payments, interfaces and external systems. This can lead to unforeseen impacts or late scope changes that impact project cost or time; and
- c) constraints within the current Payment system implementation and complex integration which, when combined with the highly complex business rules between Payments, have resulted in an increasingly technical complex and effort-intensive system to change and test.

The current Welfare Payment System consists of a number of supporting systems that have been added, over time, to enhance functionality, fix issues, improve development and increase performance. These additional Components include the use of Java Enterprise Edition based web portals, mobile system extensions and current web and data exchange Components, as well as a number of new channels for interested parties to access the system. For the most part, these additional systems encapsulate the functionality within the current Welfare Payment System. The high level overview of the collection of systems and associated interfaces is conceptually depicted in Figure 4 - Current Welfare Payment System landscape.

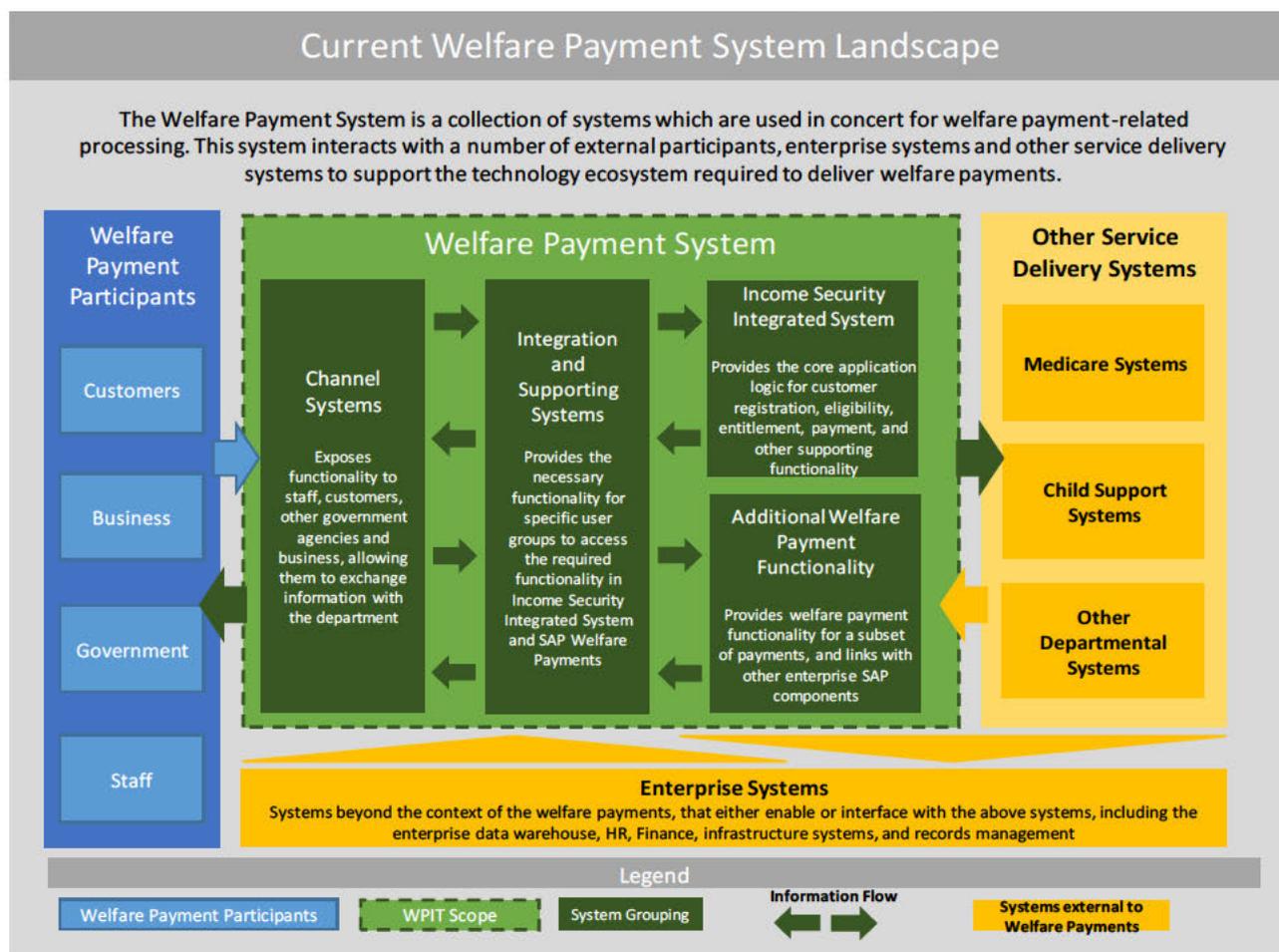


Figure 4 - Current Welfare Payment System landscape

13.3 Welfare Payment System Landscape

The complexity of the current Welfare Payment System landscape is a result of ongoing changes and advancement in technologies, policy and also changes in the behaviours and requirements of the Customer. However, the current system was originally built to facilitate transactions being processed by departmental staff, which is not aligned to the current business model of delivering end-to-end services for Customers.

Today Customers, businesses, and other Government agencies both demand and perform more self-service transactions, with a significant number of transactions being processed via mobile, web and telephony interfaces. This has driven demand to increase the channels across which services are delivered, to cater for needs such as web portal access, system-to-system integration and near-Real-Time transactions. Customers are also afforded a number of benefits from the use of these systems, including 24/7 availability, Real-Time feedback and increased security and privacy.

Channel systems

To keep pace with ever increasing data and transaction volumes, the department has invested and expended significant effort to refine and improve the Customer experience. This effort includes building a number of channel systems to expose system functionality both within the department and to external stakeholders.

There are a number of technologies required to realise these new channels including telephony integration, data exchange and digital (internet/web facing) channels, using technologies such as native user interfaces, web based portals and web services.

Integration and supporting systems

Integration and supporting systems provide the necessary mechanism to exchange information between Components, between systems and between organisations. The Components are logically positioned between the channel systems and the 'back end' or processing systems, providing the interfaces, logic and protocols required to meet the needs of specific user groups, such as Customers, staff, and business/Government departments. These systems are mostly based on Java Enterprise Edition applications, Income Security Integrated System web services, IBM WebSphere Message Broker messaging, various data file exchange solutions and, more recently, limited deployment of SAP integration Components.

Additional welfare Payment functionality

As the department improves, modernises, consolidates and rationalises its IT landscape a number of current technologies run in parallel. The department's legacy system co-exists with newer technology. Some welfare payments are currently partially processed in the legacy system, supported by a new system, and then passed through the legacy system for residual processing. As a result, there are complex interdependencies between the systems.

Income Security Integrated System

The Income Security Integrated System is the underlying mainframe based system that supports the significant majority of welfare Payment functionality. This functionality is implemented by a range of technologies including the M204 database, the M204 application clusters, COBOL modules and associated user interfaces including '3270' terminal (green screens), Janus web screens, terminal emulator scripts and macros, web-based online claims application and the internal Java based staff-assisted claims application. These components represent the majority of Income Security Integrated System functionality, business logic and data holdings.

14. System Components

The Welfare Payment System comprises a number of enterprise and welfare-specific Components to deliver the required functionality. These Components broadly fall into the following three categories:

- **Welfare Payment System Components** – System components that are used primarily within the context of welfare Payments (e.g. M204 Applications);
- **Enterprise Components re-used/customised with the Welfare Payment System** – Components that are re-used across the enterprise, but have specific configuration/rules/data/instances that are associated with welfare Payments; and
- **Enterprise Components/capabilities that support the Welfare Payment System** – Components that are used across the enterprise and do not fall within the remit of a single major programme or division (e.g. Enterprise Data Warehouse).

Generally, the Welfare Payment System architecture comprises a number of layers, being presentation, business logic and data access, integration and exchange layers. The functionality that each of these layers provide is described below.

14.1 Presentation layer

This layer exposes functionality through a range of mechanisms to be consumed by staff, Customers and Delivery Partners. The channels include phone, face-to-face, paper (forms, letters, etc.), online webpages and services, mobile applications, and Government to Business (G2B) and Government-to-Government (G2G) web-based data exchange.

The most frequently used information groups are made available for Customer self-service through the digital channels. However, many business processes are not online end-to-end and still require staff intervention and manual processing for transactions that may have started online.

14.2 Business logic layer

This layer provides the core business transactional and analytical processing and is where the majority of business rules and data processing is performed. Currently, most of the business logic is held in the Income Security Integrated System 'clusters', which are logical groupings (or 'sub-systems') of M204 application code that typically relate to a specific business process, business area or welfare benefit.

Although the new Customer Relationship Management (CRM) Component contains some business rules for the processing of transactions, the majority of benefit processing is provided by the Income Security Integrated System M204 components, with business logic and rules in code and inaccessible to non-ICT staff.

14.3 Data access, integration and exchange layer

This layer facilitates the transfer of data and information between the current system and other systems using a variety of protocols, modes and technologies. Extensive use of web services (SOAP over HTTP) and XML based MQ messaging are used internally for the exchange and exposure of information assets to create a more-interoperable capability.

The relationship between key system components, layers and the role they play within the architecture are further illustrated in Figure 5 and described in Table 3 - High level technology Components

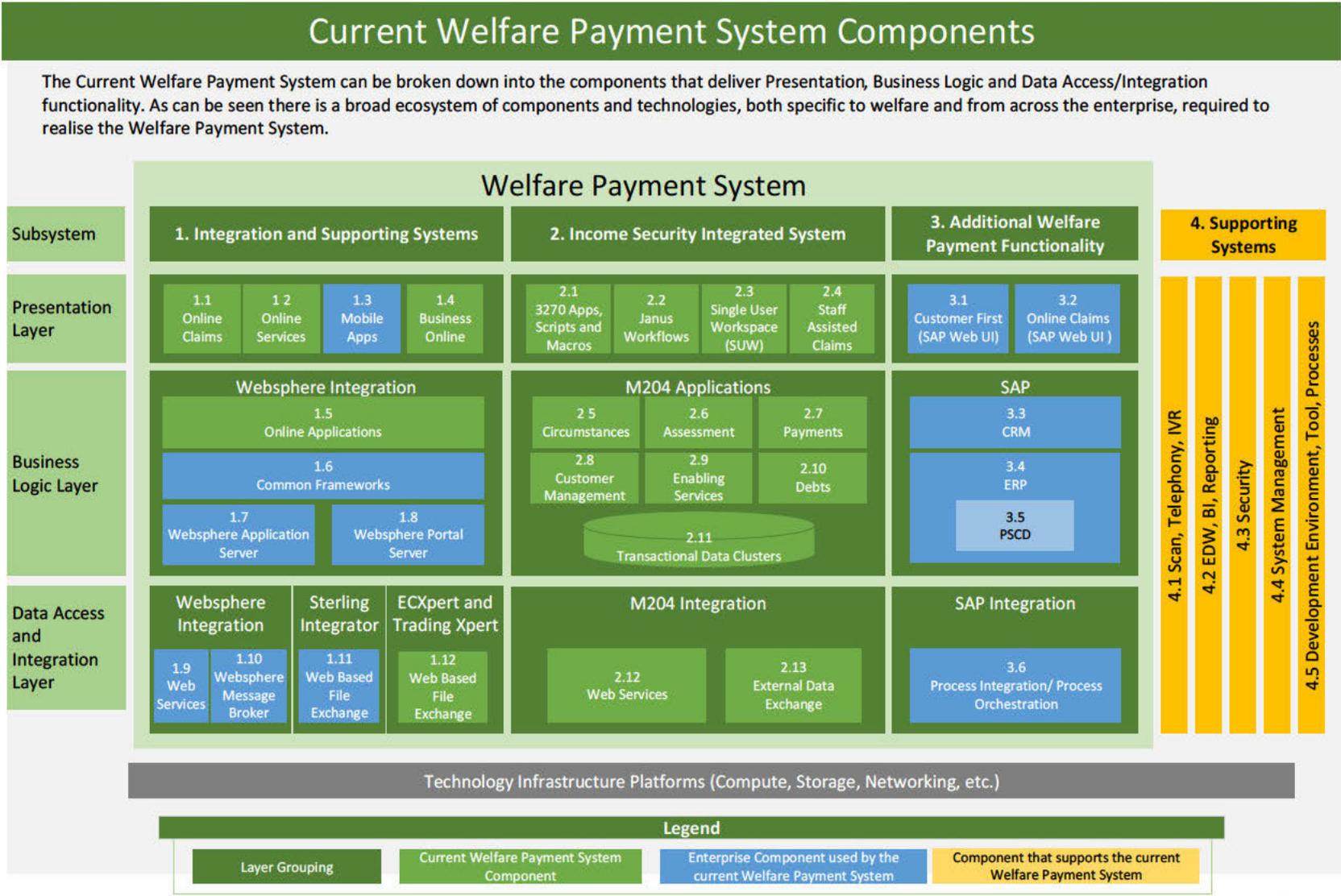


Figure 5 - Current Welfare Payment System Components

v01

Component	Implementation description
Integration and enabling systems	
1.1 Online claims	Provides the secure internet facing current online claims application that allow Customers to register and claim welfare benefits online via the web. This system is implemented on Java Enterprise Edition (JEE) technology deployed upon the IBM WebSphere Application Server System. The online system is integrated with the Income Security Integrated System via the use of web services (SOAP over HTTP).
1.2 Online services	Provides the internet facing online services that allow Customers to view and update their information. This system is implemented on Java Enterprise Edition (JEE) as a series of portal-based web applications deployed on the IBM WebSphere Portal server system. Other web applications include SAP WCEM (e.g. Document Lodgement System, My Profile).
1.3 Mobile apps	Provides (Apple and Android) mobile applications that allow Customers to view and update their information from their mobile devices.
1.4 Business online	Secure internet facing online (web) System that allows Third Party organisation to interact with the department. This system is implemented on a Java based Web Portal deployed on the IBM WebSphere Portal server system.
1.5 Online applications	Common online application business logic or processing implemented as Java Enterprise Edition Components.
1.6 Common frameworks	Common frameworks for online applications including security frameworks, presentation toolkits, flow control, performance monitoring and other common components and auditing, cross system and switching. This is primarily implemented using Java-based frameworks including departmental and open source frameworks.
1.7 WebSphere Application Server	IBM WebSphere Application Server provides the deployment system for Java Enterprise Edition applications.
1.8 WebSphere Portal Server	IBM WebSphere Portal Server provides the Java Specification Request (JSR) 168 and JSR 286 compliant web portal server for the portlet applications.
1.9 Web services	Web services are primarily implemented as SOAP over HTTP(S). The Income Security Integrated System exposes a significant number of Web Services to allow interoperability with external systems.
1.10 WebSphere Message Broker	IBM WebSphere Message Broker provides messaging middleware to allow XML based messaging between the Income Security Integrated System and external systems, for example online services.
1.11 EcXpert and Trading Xpert	Current COTS web based System, now owned by Oracle, allows an external organisation to interact using a web-based interface. This includes functionality to allow external organisations to securely exchange data files (upload or download). Integration from this product to the Income Security Integrated System implemented using Web Services and XML Messaging including support for data transformation such as XML to Comma Separated Values.
Income Security Integrated System	
2.1 3270 Screens, scripts	As a mainframe-based application the majority of the Income Security Integrated System is accessed via '3270' terminal screens. Access to these terminal screens is achieved through a Microsoft Windows based '3270' terminal emulator. The majority of legacy screen access has been replaced by the use of a standardised SAP CRM web user interface using SAP Guided Procedures (refer to 3.1 Customer First Components below). However, there are still a small and reducing number of legacy (3270 and Janus Web) screens still in use.
2.2 Janus Workflow	A presentation component that provides web-based access to the Income Security Integrated System functions. The Janus System is supplied by Rocket Software and provides the M204 System with a web-based user interface. Using this technology the department developed a navigation framework that allows staff to be guided in the completion of common tasks. These guided sessions are referred to as Janus Workflows. Janus web screen flows are implemented using a combination of HTML, XML and JavaScript technologies integrated with the underlying M204 technology System.