### Roles & Capabilities

<table>
<thead>
<tr>
<th>#</th>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1 | Application Architect | Application Architect provides the overall guidance and structure for creating and maintaining core application architecture. Application Architect is responsible for all of the applications' functions from a functional perspective. The role should not be confused with the role of a Solutions Architect, which is focused on one particular solution and how this 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:  
- Define the application architecture;  
- Resolve high-level functional issues;  
- Provide continuity in all major application solution decisions.  
Application Architects also handle project technical leads to help determine how technology can be applied to meet the business needs. They work with Information Architects in determining data requirements, structures, and data flows. Application Architects also develop application specifications that are used in the development of the application solution. |
| 2 | Application Consultant/Specialist | Application Consultant/Specialist are experts in specific application/functional areas focusing on implementing the respective application functionality. Depending on their degree of experience, Application Consultant/Specialist can range from client configuration tasks to analyzing business process and transforming these into the software. They typically develop specific knowledge in one or more industry areas. Depending on the solution area, there can be more than one business process on a technical configuration. Application Consultants/Specialists analyze outcomes about the generic functionality and the option for customizing this to fulfill the specific customer requirements. |
| 3 | Application Developer | Application Developer will focus on delivering business requirements through programming techniques without modifying non-configuration methods. Developers typically have a strong set of skills in one or a few very few programming languages (e.g., Java, Visual Basic, etc.) and have a basic understanding of industry expertise. Developers develop code to accomplish existing and evolving business requirements through programming techniques. They develop software functionality. These individuals typically start as developers and work on specific functional areas to focus on the relevant code. Developers are currently working with Data Access Consultants to write the code necessary for the application. Developers can be at different practitioner levels of expertise. |
| 4 | Build team lead | Build team leader is responsible for managing the overall activities of a build team. The Build Team leader reviews design specifications, identifies and estimates effort for work tasks and allocates development work tasks to developers. The Build Team leader reviews and approves development specifications (e.g., code, unit tests, etc.) and ensures that all team members are receiving the appropriate training. The Build Team leader monitors and manages build team progress to schedules, and coordinates and follows-up with design and test stakeholders. The Build Team leader also participates in defect management and resolves bugs and incidents. |
| 5 | Build Team Manager | Build Team Manager develops build schedules, identifies the number of developers, scope of work, and timelines for delivering software to a satisfactory level. In addition, build managers and development managers progress builds to integration and deployment activities. The Build Team Manager also participates in defect resolution and resolves bugs and defects. |
| 6 | Business Analyst | The focus of a Business Analyst is to review and evaluate the operational/business processes in the business to identify inefficiencies, business processes, and information needs. This analysis may be used to identify activities that lead to business improvement processes.  
A Business Analyst is regarded as a conduit between the business units, operational stakeholders, and solution design teams. A Business Analyst will have key stakeholders in all organizational units to determine the business requirements and define project scope. These stakeholders will monitor and evaluate the business process and define the project scope and limitations. The Business Analyst then identifies and defines the project scope and limitations. They develop a business case for the project scope and limitations. The business case must be evaluated by management and validated by stakeholders. This process is used to identify inefficiencies and business processes that are not aligned with business goals. |
| 7 | Business Architect | A Business Architect is a business professional who works with business executives to clarify their business views, define outcomes of the business improvement and the changes in business capability required to achieve them. They have knowledge and experience in building a business case for a project scope and limitations. They develop a business case for the project scope and limitations. The business case must be evaluated by management and validated by stakeholders. This process is used to identify inefficiencies and business processes that are not aligned with business goals. |
| 8 | Business Intelligence Architect | A Business Intelligence Architect (BIA) is a specialized business intelligence analyst who works with specific aspects of business intelligence that use data and business-specific structures to benefit the department. The BI Architect is responsible for working with these architecture, which serve the specific purpose of recognizing the potential of data assets.  
If architecture is not used, they develop specific data requirements and implementations for a set of end users within the business. The BI Architect serves as a point person for programmers that focus on developing infrastructures for handling data. Including databases, data warehouses, and other storage resources. BI Architects work on both developing legacy or enterprise software that interfaced with platforms and configuring or even building the database systems that help the business use data more effectively and accurately.  
BI Architects provide clarity and direction in using data to drive decision making. The BI Architect ensure good documentation, maintain changes in IT structures, and bugs or glitches in applications and programs, to preserve and create good systems for the future. |
| 9 | Business Intelligence Developer | The Business Intelligence Developer is responsible for working within the BIA team to deliver working and reliable solutions for the business needs. The Business Intelligence Developers should work within a team setting and have excellent organizational, prioritization, communication, and time management skills. Responsibilities include:  
- Performing research and creating reports to support business intelligence and decision making;  
- Creating and maintaining business reports;  
- Validating reports against requirements defined by accuracy;  
- Developing and monitoring data quality reports;  
- Collaborating with business partners to provide technical report assistance;  
- Ensuring optimal and user performance by establishing and maintaining overall system performance measurement processes and associated external partners. |
| 10 | COI Technical Architect | COI Technical Architect is responsible for the review and analysis of processes and programs to identify possible COI actions. The COI Critical point is for all COI methodologies, work and design directions, and advice to the project team. The COI Critical point is for all COI Development to the project team and are the key people to ensure that COI activities are able to be engaged effectively in the appropriate solution build components and provide timely status and input to the project team. They will also act as the coordination point to resolve any COI relevant defects identified by the project team during acceptance and/or integration testing phases. |
Change Manager

Change managers are typically tasked with managing the change within an organization 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 project is successful and that the relevant organizational structures are in place to support the project. As a member of the Project Team, the Change Manager is a customer-based role, although some customers may choose to have a customer-based role. Project team members are expected to adopt a specific software application implementation project.

Configuration Manager

A Configuration Manager should have experience and be able to develop, document, and implement detailed plans for ensuring configuration control for all projects, programs, and tasks. These plans must address the following areas: identifying and implementing solutions, configuration management, and managing change and deployment issues. The Configuration Manager should develop and implement policies and procedures for ensuring compliance with quality standards and for managing configuration changes.

Data Access Consultant

Data Access Consultants are responsible for developing the data access solution throughout the development process for data access requirements. This includes data loading, data transformation, and data validation. The Data Access Consultant develops prototypes and designs data access strategies, as well as designing and implementing data access solutions. The Data Access Consultant also provides training and guidance to the data access team and develops data access solutions.

Data Consultant

Data Consultants are responsible for ensuring that all customer's data is integrated seamlessly into the software system. They work closely with the software development team to ensure that the data is integrated correctly and efficiently. The Data Consultant is responsible for ensuring that the data is integrated into the software system and that it is in line with the customer's requirements.

Enterprise Architect

Enterprise Architect's role is to design a data solution to satisfy the 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 all developed programs, ensuring integration testing of data from various sources, and developing a production support plan.

Data Integration Architect

A Data Integration Architect's role involves working on data integration solutions. Data Integration Architects manage aspects of software architecture, and work closely with partners of software developers. Data integration is a critical aspect of any application or service. Data integration is the process of combining data from different sources, in order to create a unified view of the data. Data integration architecture is the process of managing data and data flow in a data integration solution. This includes data management, data modeling, and integration with other systems.

Database Administrator (short form DBA)

Database Administrators are responsible for the installation, configuration, maintenance, and monitoring of databases. The role includes database design and development, database administration, and data protection and recovery. The database administrator is responsible for ensuring that the database is up and running, and that the data is available to users when needed. The database administrator is also responsible for maintaining the database, ensuring that it is secure, and ensuring that the data is not lost.

Design Team Lead

The Design Team Lead is responsible for leading the creation of the preliminary system design for new projects, and the integrated high-level design for in-process change. He/She works with Architects for "out of pattern". The Design Team Lead is responsible for providing support, consultation, and training to the high-level Design Team members. The Design Team Lead also works with Architects to develop and manage the design documentation.

Design Team Manager

The Design Team Manager is responsible for managing the design team in developing the design team, including facilitating coordination meetings between design teams; identifying any coordination difficulties and ensuring timely exchange of design drawings and specifications; and increasing the number of personnel in the design team. The Design Team Manager is also responsible for managing the design team, ensuring that the design team is properly staffed and that the design team is able to meet the project's deadlines.

Enterprise Architect

Enterprise Architect takes the company's business strategy and designs an IT systems architecture to support that strategy. They understand a company's business and are able to digest and translate business goals into IT systems requirements. The Enterprise Architect has knowledge of large scale IT systems and databases, as well as IT architecture and its implementation. The Enterprise Architect is responsible for designing an IT systems architecture that supports the company's business strategy.
Technical Support Engineer

Technical Support Engineers have a combination of electrical, systems, network, communications and application-specific software skills to:
- Help customers maintain the reliability and performance of their systems, and address any potential technical problem.
- Apply with inter-disciplinary skills during new system commissioning as well as system upgrades and expansion.
- Adapt to customer-relationships and individual needs.
- Research, identify, develop and recommend corrective measures to address technical issues identified in the field.
- Participate in new product development by providing feedback from customers, improving customer service experiences, and feedback to product development teams.
- Identify and investigate the root cause of issues and propose solutions to prevent re-occurrences.
- Provide vertical documentation of technical problems and solutions.

Design, plan, research, evaluate and test complex systems used in power transmission and control electrical equipment and systems.

Technical Team Lead

The Technical Team lead is the central player in the project team. Each team member is responsible for the technical delivery of a solution by managing the communication, work allocation and business delivery by the project and responding to the needs of the immediate supervisors with interests in the team. The Technical Team Lead should be experienced in the technologies and be able to provide hands-on development as required. They need to ensure that the necessary skills are available on the team, time is invested in guiding, teaching the team and time is invested in understanding and improving technical knowledge. Good technical skills and the ability to understand technical and strategic priorities are essential to the role.

Technical Writer

The Technical Writer is responsible for the development and maintenance of user guides and the content of the software and contrast the content with other applications for data entry errors. The Technical Writer will be required to review the course set and update to ensure best practice in training.

They work with various group of the business to ensure that content and course delivery is of high standard.

Technology Consultant

The Technology Consultants are responsible for setting up and running a software solution in the customer site (installing, testing, monitoring, training, etc.). Technology Consultants typically have no applications or business control but rather focus on technical and infrastructure support. Technology Consultants are responsible for managing the system environments during the design, implementation and rollouts phases of the project. They are typically involved in installing software functionalities, applying updates, and upgrading software versions.

They also typically responsible for activities such as managing new accounts, capturing and building a database, and infrastructure management.

Test Analyst

The Test Analyst is responsible for writing test cases and scripts. The role also includes analyzing business and design documentation and testing with business and design teams during testing.

They analyze test cases, create, monitor, and report defects, report progress throughout testing and document test results. They also analyze test cases to ensure that the test cases and test scripts, connection, and regression test plans to test new and amended software features are also produced. The Test Analyst executes and communicates complex test cases using agreed-upon tools, standards, and analysis tools and ethical, and maintains a defect registry.

Test Coordinator

A Test Coordinator is responsible for the coordination of all testing phases and activities for a project and define the overall project test strategy. The Test Coordinator develops the project test schedule and assigns tasks between teams, including any external test teams, e.g., penetration testing & accessibility testing if required. They coordinate the provision of test infrastructure and testing of change requests to become test environments as required. The Test Coordinator monitors and reports overall test status, Manager project test level risks, issues, changes and quality. The Test Coordinator produces and assists in the development and review of test requirements and scenarios, to ensure appropriate test coverage. The Test Coordinator reviews the test documentation is facilitated with the test teams and meets with the manager for regular feedback.

Test Development Support

Setup and run batch jobs for the test team and provide timely progress reports to Test managers. The Test Development Support team investigates and repair issues encountered when running batch jobs and files through to resolution.

Test Manager

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 role 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 initial communication and an effective testing environment.

The Test Manager is responsible for the testing environment within the context of each release/deliverable, implementing and updating appropriate measurements and metrics, planning, deploying, and managing the testing effort for any given engagement/revenue.

Tester

The Tester performs test cases and reports test results, produces test scripts, carries out change and regression testing, and runs automated test software applications to test the behavior, functionality, and integrity of the system, and documents the results of tests in defect reports and related documentation.

Trainer

The Trainer develops and writes test plans and test scripts, produces test cases, carries out change and regression testing, and runs automated test software applications to test the behavior, functionality, and integrity of the system, and documents the results of tests in defect reports and related documentation.

Trainer

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Trainer
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOI LEX 39604</td>
<td>The redacted version of the document mentioned in the text.</td>
</tr>
<tr>
<td>219 of 400</td>
<td>The page number of the document.</td>
</tr>
<tr>
<td>Glossary</td>
<td>The table likely contains definitions of technical terms used in the text.</td>
</tr>
</tbody>
</table>
1. Labour Rates

<table>
<thead>
<tr>
<th>Contract</th>
<th>Labour Rate ( Including GST )</th>
<th>Labour Rate ( Excluding GST )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Package 1</td>
<td>$50.00/hr</td>
<td>$50.00/hr</td>
</tr>
<tr>
<td>Package 2</td>
<td>$55.00/hr</td>
<td>$55.00/hr</td>
</tr>
<tr>
<td>Package 3</td>
<td>$60.00/hr</td>
<td>$60.00/hr</td>
</tr>
</tbody>
</table>

2. The Tenderer should specify on the tender form the rate for the roles and capabilities required for the WFP Programme, Table 1.2 - Additional recommended roles/capabilities and labour rates (if applicable) and Table 1.3 - Assumptions (if applicable).

3. The tenderer should submit prices for roles listed in Table 1.2 - Labour rates for the roles and capabilities required for the WFP Programme. If the tenderer is not able to provide a labour rate for a particular role, they should provide a labour rate for a role which is most closely aligned (and specify the closely aligned role) in the 'Comment' section of Table 1.3 - Labour rates for the roles and capabilities required for the WFP Programme.

4. The tenderer should submit full details of any Labour Rate (excluding GST) for the roles and capabilities required for the WFP Programme. If the tenderer is not able to provide a labour rate for a particular role, they should provide a labour rate for a role which is most closely aligned (and specify the closely aligned role) in the 'Comment' section of Table 1.3 - Labour rates for the roles and capabilities required for the WFP Programme.

5. The tenderer should outline any potential costs for providing the services required for the WFP Programme.

6. The tenderer should outline any potential risks for providing the services required for the WFP Programme.

7. The tenderer should outline any potential opportunities for providing the services required for the WFP Programme.

8. All tenderers should submit their tender forms by the specified date and time.

9. The tenderer should provide all necessary information required for the WFP Programme, Table 1.2 - Additional recommended roles/capabilities and labour rates (if applicable) and Table 1.3 - Assumptions (if applicable).

10. The tenderer should submit any additional information required for the WFP Programme, Table 1.2 - Additional recommended roles/capabilities and labour rates (if applicable) and Table 1.3 - Assumptions (if applicable).
### Table 3.2 - Additional recommended roles and labour rates (if applicable)

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Individual or Team</th>
<th>Male</th>
<th>Female</th>
<th>Underlying Rate (Euros per hour)</th>
<th>Vat</th>
<th>Total Hourly Rate (Euros per hour)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Table 3.3 - Assumptions

<table>
<thead>
<tr>
<th>Assumption Code</th>
<th>Description</th>
<th>Welchmann Company Inc. Acceptable</th>
<th>Additional Assumptions</th>
<th>Assumptions</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMG-1</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>UMG-2</td>
<td></td>
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<tr>
<td>UMG-3</td>
<td></td>
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</tr>
<tr>
<td>UMG-4</td>
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<tr>
<td>UMG-5</td>
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</tr>
<tr>
<td>UMG-6</td>
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<td>UMG-7</td>
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<tr>
<td>UMG-8</td>
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<tr>
<td>UMG-9</td>
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<tr>
<td>UMG-10</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>UMG-11</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>UMG-12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UMG-13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 obliged to complete Table 2.1 - Software Implementation Support Tools, however should submit prices for support tools where a licence is required by IWS.

2. The Tenderer shall furnish all support tools required for implementation in Table 2.1 - Software Implementation Support Tools. The Tenderer may refer to schedule A, Part D of the Purchase Manual for the terms on which the software should be licensed.

3. The Tenderer shall quote prices for each 'software bundle' and detail the list of 'Software Modules' 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 as 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, licensing basis, maintenance/support and support costs, format).

5. The Tenderer shall outline the goods and services tax (GST) that is applicable to the proposed pricing item under the heading "GST. "Unit cost of licence (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 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 with the following options:

10. Any assumptions made by the Tenderer while providing their response 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...
### 3. Other Software

#### Table 3.1: Other software products

<table>
<thead>
<tr>
<th>Code</th>
<th>Software Name</th>
<th>Software Module</th>
<th>Description</th>
<th>Unit Cost (Annual licence cost)</th>
<th>Licence Cost (Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>Example Component</td>
<td>Example sub-component</td>
<td>$50</td>
<td>$5.99</td>
<td></td>
</tr>
<tr>
<td>002</td>
<td>Example Component 2</td>
<td>Example sub-component 2</td>
<td>$500,000</td>
<td>$50,000.00</td>
<td></td>
</tr>
</tbody>
</table>

#### Table 3.2: Assumptions

| Code | Scalability | Additional Effort with Software | Assumption | Software | 30 nd |
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]
### 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>
<thead>
<tr>
<th>Insurance type</th>
<th>Details</th>
<th>Tenderer’s response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public liability</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of insurer</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Policy no.</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Extent of cover is equal to or greater than AUS$20 million per occurrence</td>
<td>□ YES  □ NO</td>
<td></td>
</tr>
<tr>
<td>Extent of cover in aggregate</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Expiry date</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Amount and conditions of any deductible</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Certificate of currency attached</td>
<td>[Insert attachment reference]</td>
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<tr>
<td><strong>Professional indemnity</strong></td>
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<td></td>
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<tr>
<td>Name of insurer</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Policy no.</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Extent of cover is greater than AUS$25 million per occurrence</td>
<td>□ YES  □ NO</td>
<td></td>
</tr>
<tr>
<td>Extent of cover is greater than AUS$25 million in aggregate per annual policy period</td>
<td>□ YES  □ NO</td>
<td></td>
</tr>
<tr>
<td>Expiry date</td>
<td>[Insert response]</td>
<td></td>
</tr>
<tr>
<td>Product Liability</td>
<td>Name of insurer</td>
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<tr>
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<td>----------------</td>
<td>-------------------</td>
</tr>
<tr>
<td></td>
<td>Policy no.</td>
<td>[Insert response]</td>
</tr>
<tr>
<td></td>
<td>Extent of cover is greater than <strong>AUS$20 million per occurrence</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extent of cover is greater than <strong>AUS$20 million in aggregate per annual policy period</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expiry date</td>
<td>[Insert response]</td>
</tr>
<tr>
<td></td>
<td>Amount and conditions of any deductible</td>
<td>[Insert response]</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>[Insert response]</td>
</tr>
<tr>
<td></td>
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<th>Workers’ compensation</th>
<th>Provide details of workers’ compensation insurance policy or confirm registration with relevant statutory authority.</th>
<th>[Insert response]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Certificate of currency attached</td>
<td>[Insert attachment reference]</td>
</tr>
</tbody>
</table>
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.
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 Standard\(^1\), 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](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.
The work we do makes a difference.

We change lives.

We reach 99 per cent of Australians over their lifetime.

More than 70 per cent of us directly deliver services to customers.

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.
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.
<table>
<thead>
<tr>
<th>Statistic</th>
<th>2011-12¹</th>
<th>2013-14⁴</th>
<th>2014-15⁵</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payments on behalf of Government</strong></td>
<td>The department delivered Payments totalling more than $144.7 billion or around 39% of Government outlays</td>
<td>The department delivered $159.2 billion in Payments or approximately 38% of Government outlays</td>
<td>The department delivered $165.8 billion in Payments to Customers and providers or around 40% of Government outlays</td>
</tr>
<tr>
<td><strong>Service centres</strong></td>
<td>523</td>
<td>There were more than 26.5 million contacts through the 431 shopfronts</td>
<td>25.4 million visits to our 380 service centres and shopfronts (including co-located centres)</td>
</tr>
<tr>
<td><strong>Access Points and Agents</strong></td>
<td>585</td>
<td>579 (323 access points and 347 agents)</td>
<td>588 (323 access points and 350 agents)</td>
</tr>
<tr>
<td><strong>Mobile service centres</strong></td>
<td>361 rural communities assisting 11,000 people and attended 40 field days, expos and community events</td>
<td>383 towns visited and over 9,800 people helped</td>
<td>607 towns visited, helping over 13,000 people</td>
</tr>
<tr>
<td><strong>Phone calls</strong></td>
<td>Approximately 56 million calls from Customers with the Customer either speaking to a Service Officer or using self-service options</td>
<td>Approximately 59.5 million calls from Customers handled</td>
<td>Approximately 56.8 million phone calls</td>
</tr>
<tr>
<td><strong>Electronic messaging</strong></td>
<td>3.4 million used SMS with 15.3 million SMS alert sent</td>
<td>Around 6 million Customers used the message services with 29.1 million SMS sent</td>
<td>29.7 million SMS sent (Medicare and Child Support SMS commenced in March 2014)</td>
</tr>
<tr>
<td><strong>Customers registered to receive online letters</strong></td>
<td>1.8 million</td>
<td>2.36 million</td>
<td>3.3 million</td>
</tr>
<tr>
<td><strong>Compliance customer contacts</strong></td>
<td>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</td>
<td>187,000 individual Customer contacts (predominantly via phone)</td>
<td>923,426 social welfare Payments compliance interventions 250,000 individual Customer contacts</td>
</tr>
<tr>
<td><strong>Fraud investigations</strong></td>
<td>3,352 investigations into fraudulent activity</td>
<td>3,107 investigations in fraudulent activity</td>
<td>2,346 investigations into fraudulent activity</td>
</tr>
<tr>
<td><strong>Staffing profile</strong></td>
<td>36,977</td>
<td>Over 34,000 staff, equivalent to 30,179 FTE</td>
<td>34,880 staff, equivalent to 29,589 FTE</td>
</tr>
<tr>
<td><strong>Online account transactions</strong></td>
<td>More than 580,000 Customers created an australia.gov.au account and linked it to one or more</td>
<td>59.7 million online account transactions</td>
<td>Over 7 million active myGov accounts as at 30 June 2015</td>
</tr>
</tbody>
</table>

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 below.

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7 Sourced from the Department of Human Services Annual Report 2014-15
More than 3.1 million claims were finalised in 2014 - 15

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 statistics**

- 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):

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*Sourced from the Department of Human Services Annual Report 2014-15*

• **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:**

• 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.

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9 Sourced from the Department of Human Services Annual Report 2014-15

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.

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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 2014-15\(^ {14}\);
- 243,856 people are on Carer Payment; and
- 53,607 new claims for Carer Payment were granted in 2014-15\(^ {15}\).

12.8 Indigenous Australians

\(^ {12}\) Sourced from the Department of Human Services Annual Report 2014-15

\(^ {13}\) 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

\(^ {15}\) Sourced from the Department of Human Services Annual Report 2014-15
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.

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

*Estimated as the current system is built on the M204 database technology that is non-relational.
<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reassessments per hour including Eligibility and Entitlement processing</td>
<td>~1 million per normal day</td>
</tr>
<tr>
<td>24 hours a day, 7 days a week (this translates to 8 minutes unavailability per 30 day period)</td>
<td>99.98% availability</td>
</tr>
</tbody>
</table>

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 complex and 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.
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.
Current Welfare Payment System Components

The Current Welfare Payment System can be broken down into the components that deliver Presentation, Business Logic and Data Access/Integration functionality. As can be seen there is a broad ecosystem of components and technologies, both specific to welfare and from across the enterprise, required to realise the Welfare Payment System.

Welfare Payment System

1. Integration and Supporting Systems
   - 1.1 Online Claims
   - 1.2 Online Services
   - 1.3 Mobile Apps
   - 1.4 Business Online

2. Income Security Integrated System
   - 2.1 GoLive Apps, Scripts and Macros
   - 2.2 Janus Workflows
   - 2.3 Single User Workspace (SUW)
   - 2.4 Staff Assisted Claims

3. Additional Welfare Payment Functionality
   - 3.1 Customer First (SAP Web UI)
   - 3.2 Online Claims (SAP Web UI)

4. Supporting Systems
   - 4.1 Scan, Telephony, IVR
   - 4.2 EDW, BI Reporting
   - 4.3 Security
   - 4.4 System Management/Tool Processors
   - 4.5 Development Environment, Tool Processors

Subsystems:
- Presentation Layer
- Business Logic Layer
- Data Access and Integration Layer

Technology Infrastructure Platforms (Compute, Storage, Networking, etc.)

Legend:
- Layer Grouping
- Current Welfare Payment System Component
- Enterprise Component used by the current Welfare Payment System
- Component that supports the current Welfare Payment System

Figure 5 - Current Welfare Payment System Components
<table>
<thead>
<tr>
<th>Component</th>
<th>Implementation description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration and enabling systems</td>
<td></td>
</tr>
<tr>
<td>1.1 Online claims</td>
<td>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).</td>
</tr>
<tr>
<td>1.2 Online services</td>
<td>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).</td>
</tr>
<tr>
<td>1.3 Mobile apps</td>
<td>Provides (Apple and Android) mobile applications that allow Customers to view and update their information from their mobile devices.</td>
</tr>
<tr>
<td>1.4 Business online</td>
<td>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.</td>
</tr>
<tr>
<td>1.5 Online applications</td>
<td>Common online application business logic or processing implemented as Java Enterprise Edition Components.</td>
</tr>
<tr>
<td>1.6 Common frameworks</td>
<td>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.</td>
</tr>
<tr>
<td>1.7 WebSphere Application Server</td>
<td>IBM WebSphere Application Server provides the deployment system for Java Enterprise Edition applications.</td>
</tr>
<tr>
<td>1.8 WebSphere Portal Server</td>
<td>IBM WebSphere Portal Server provides the Java Specification Request (JSR) 168 and JSR 286 compliant web portal server for the portlet applications.</td>
</tr>
<tr>
<td>1.9 Web services</td>
<td>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.</td>
</tr>
<tr>
<td>1.10 WebSphere Message Broker</td>
<td>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.</td>
</tr>
<tr>
<td>1.11 EcXpert and Trading Xpert</td>
<td>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.</td>
</tr>
<tr>
<td>Income Security Integrated System</td>
<td></td>
</tr>
<tr>
<td>2.1 3270 Screens, scripts</td>
<td>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.</td>
</tr>
<tr>
<td>2.2 Janus Workflow</td>
<td>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.</td>
</tr>
</tbody>
</table>