KPMG

Census 2021
SBTP Alignment Review

Full Report

25 May 2018 | FINAL

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01

Executive
Summary

KPMG was engaged to assist the review of alignment between Census 2021 requirements and the broader ABS Statistical Business Transformation Program
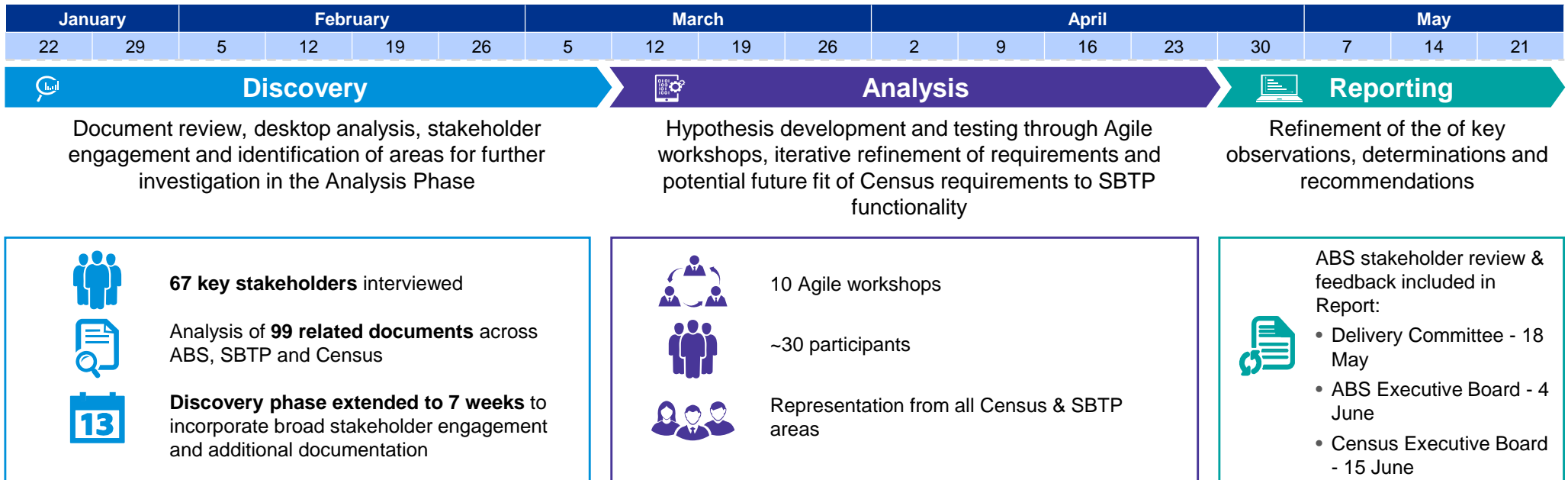
The Statistical Business Transformation Program (SBTP) represents a major transformation for the Australian Bureau of Statistics (ABS). It endeavours to deliver new systems, tools and development models to support business transformation and improved outcomes.

While the transformation program specifically excluded the Census, there is a view that it may present capabilities that could be leveraged by Census.

KPMG was engaged to assist the ABS in reviewing the capabilities being developed by SBTP to assess these against requirements for a Population Census, covering all cycles from collection through to processing, analysis and dissemination.

This report presents the key findings and considerations in reviewing the potential future fit alignment between the Census 2021 requirements and the broader ABS transformation program (SBTP).

The engagement took the form of three stages:

January		February				March				April					May		
22	29	5	12	19	26	5	12	19	26	2	9	16	23	30	7	14	21

Discovery	**Analysis**	**Reporting**
Document review, desktop analysis, stakeholder engagement and identification of areas for further investigation in the Analysis Phase	Hypothesis development and testing through Agile workshops, iterative refinement of requirements and potential future fit of Census requirements to SBTP functionality	Refinement of the of key observations, determinations and recommendations

67 key stakeholders interviewed Analysis of **99 related documents** across ABS, SBTP and Census **Discovery phase extended to 7 weeks** to incorporate broad stakeholder engagement and additional documentation	10 Agile workshops ~30 participants Representation from all Census & SBTP areas	ABS stakeholder review & feedback included in Report: • Delivery Committee - 18 May • ABS Executive Board - 4 June • Census Executive Board - 15 June

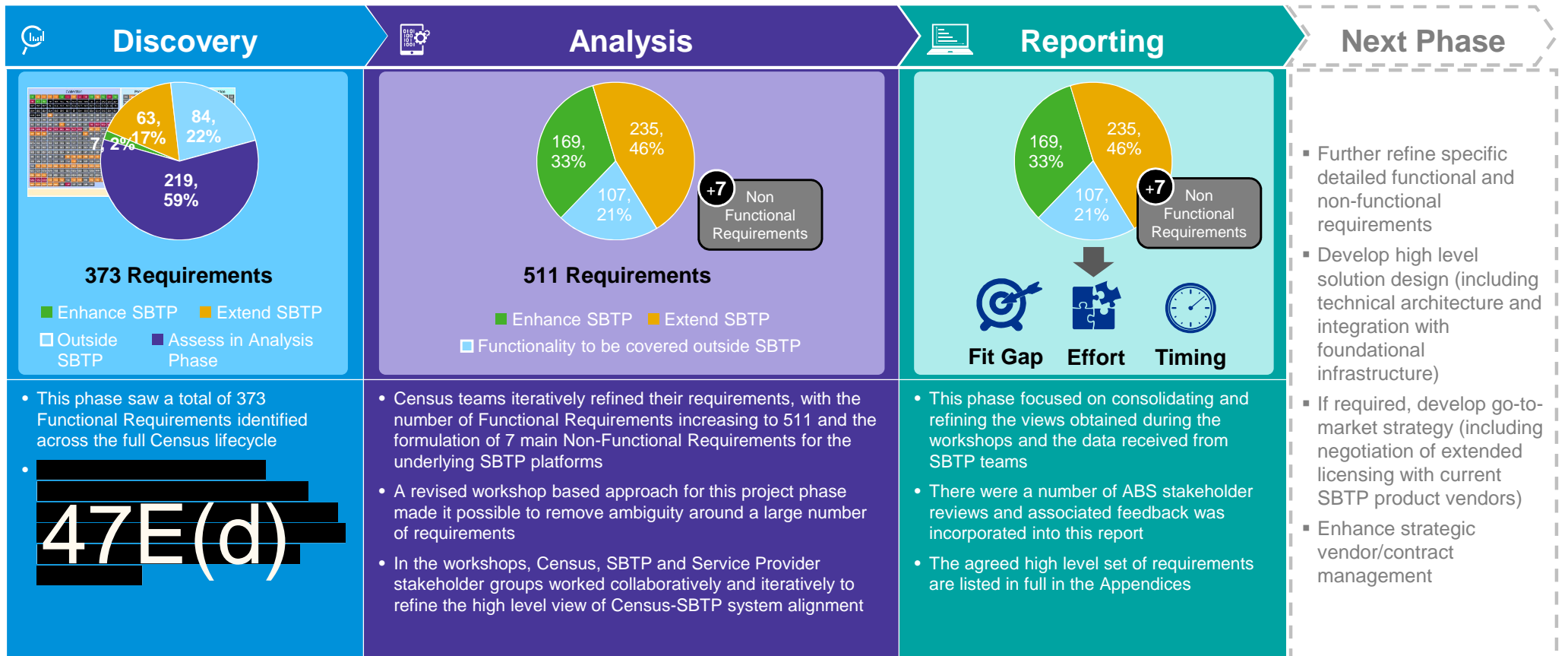Document Classification: KPMG Confidential

Census 2021 requirements and potential future fit alignment were iteratively refined throughout the engagement through collaboration between Census and SBTP teams

47E(d)

In the Analysis Phase the Census teams iteratively refined their requirements. Subsequently, agile workshops brought Census, SBTP and Service Provider teams together and enabled a structured discussion around potential future fit of Census and SBTP. Ultimately, these workshops helped create a clearer view of Census and SBTP alignment and associated change effort required.
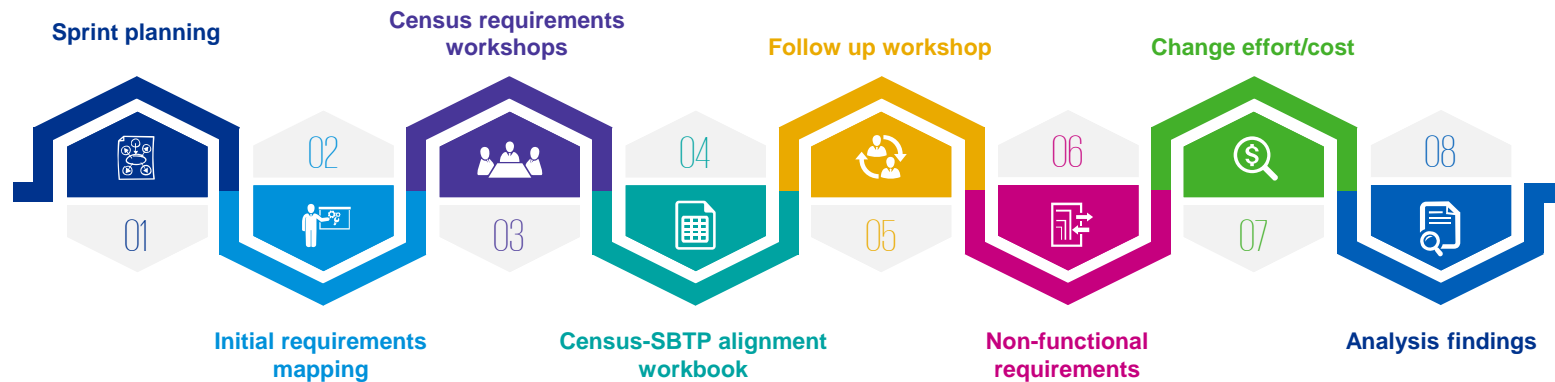
Discovery

373 Requirements

- 63, 17%
- 84, 22%
- 7, 2%
- 219, 59%

- Enhance SBTP
- Extend SBTP
- Outside SBTP
- Assess in Analysis Phase

- This phase saw a total of 373 Functional Requirements identified across the full Census lifecycle

47E(d)

Analysis

511 Requirements

- 235, 46%
- 169, 33%
- 107, 21%
- +7 Non Functional Requirements

- Enhance SBTP
- Extend SBTP
- Functionality to be covered outside SBTP

- Census teams iteratively refined their requirements, with the number of Functional Requirements increasing to 511 and the formulation of 7 main Non-Functional Requirements for the underlying SBTP platforms
- A revised workshop based approach for this project phase made it possible to remove ambiguity around a large number of requirements
- In the workshops, Census, SBTP and Service Provider stakeholder groups worked collaboratively and iteratively to refine the high level view of Census-SBTP system alignment

Reporting

- 235, 46%
- 169, 33%
- 107, 21%
- +7 Non Functional Requirements

Fit Gap   Effort   Timing

- This phase focused on consolidating and refining the views obtained during the workshops and the data received from SBTP teams
- There were a number of ABS stakeholder reviews and associated feedback was incorporated into this report
- The agreed high level set of requirements are listed in full in the Appendices

Next Phase

- Further refine specific detailed functional and non-functional requirements
- Develop high level solution design (including technical architecture and integration with foundational infrastructure)
- If required, develop go-to-market strategy (including negotiation of extended licensing with current SBTP product vendors)
- Enhance strategic vendor/contract management

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Based on the Discovery findings, Census and SBTP teams came together to collaborate and determine potential future fit in Agile Workshops

Discovery

We refined our approach in the Analysis Phase to be workshop based, adapted to the Agile approach used for SBTP and to involve key stakeholders from Census, SBTP and the Service Provider.

This enabled collaboration and consensus to be built, breaking down some of the internal barriers.

Analysis Phase Approach

Sprint planning
01
02
Initial requirements mapping

Census requirements workshops
03
04
Census-SBTP alignment workbook

Follow up workshop
05
06
Non-functional requirements

Change effort/cost
07
08
Analysis findings

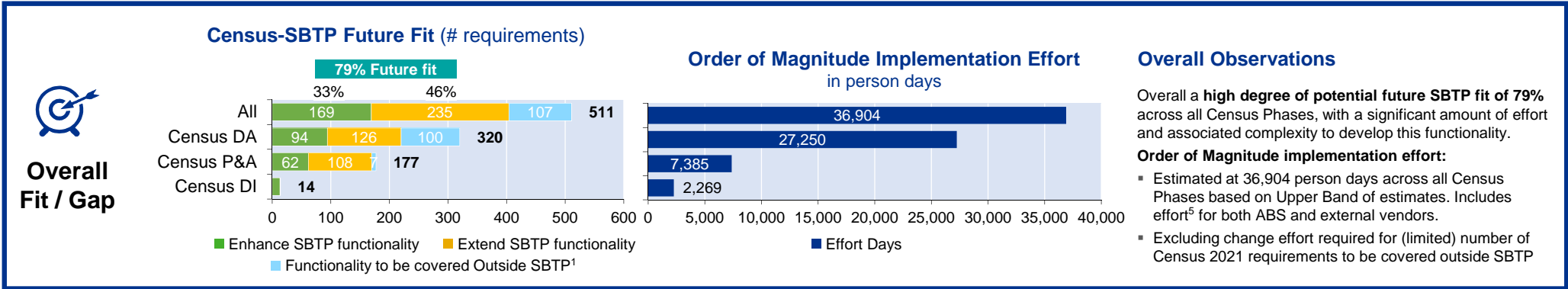**Census 2021 SBTP Alignment Review Full Report**

Key Findings

Census 2021 requirements - SBTP capability fit

- Workshops saw a high level of participation and collaboration across Census and SBTP teams

- Significant refinement of Census requirements and how they match to SBTP capability was achieved

- A large degree of fit between Census requirements and SBTP capability was identified

- The majority of Functional Requirements need either an enhancement of current/planned SBTP capability or are deemed feasible within future extension of SBTP

- A considerable estimated effort is required to align Census Non-Functional Requirements[1] to SBTP, in particular for Census Data Acquisition

- Around a fifth of Census requirements are beyond the scope of SBTP design and will need independent Census effort (e.g. paper data capture)

- Effort estimates 47E(d) ██████████ ██████████
  47E(d) ██████████

- There are potential long term benefits (e.g. efficiency, standardisation, modernisation) of moving towards ABS shared functionality leveraging an integrated platform

- 10 Agile workshops
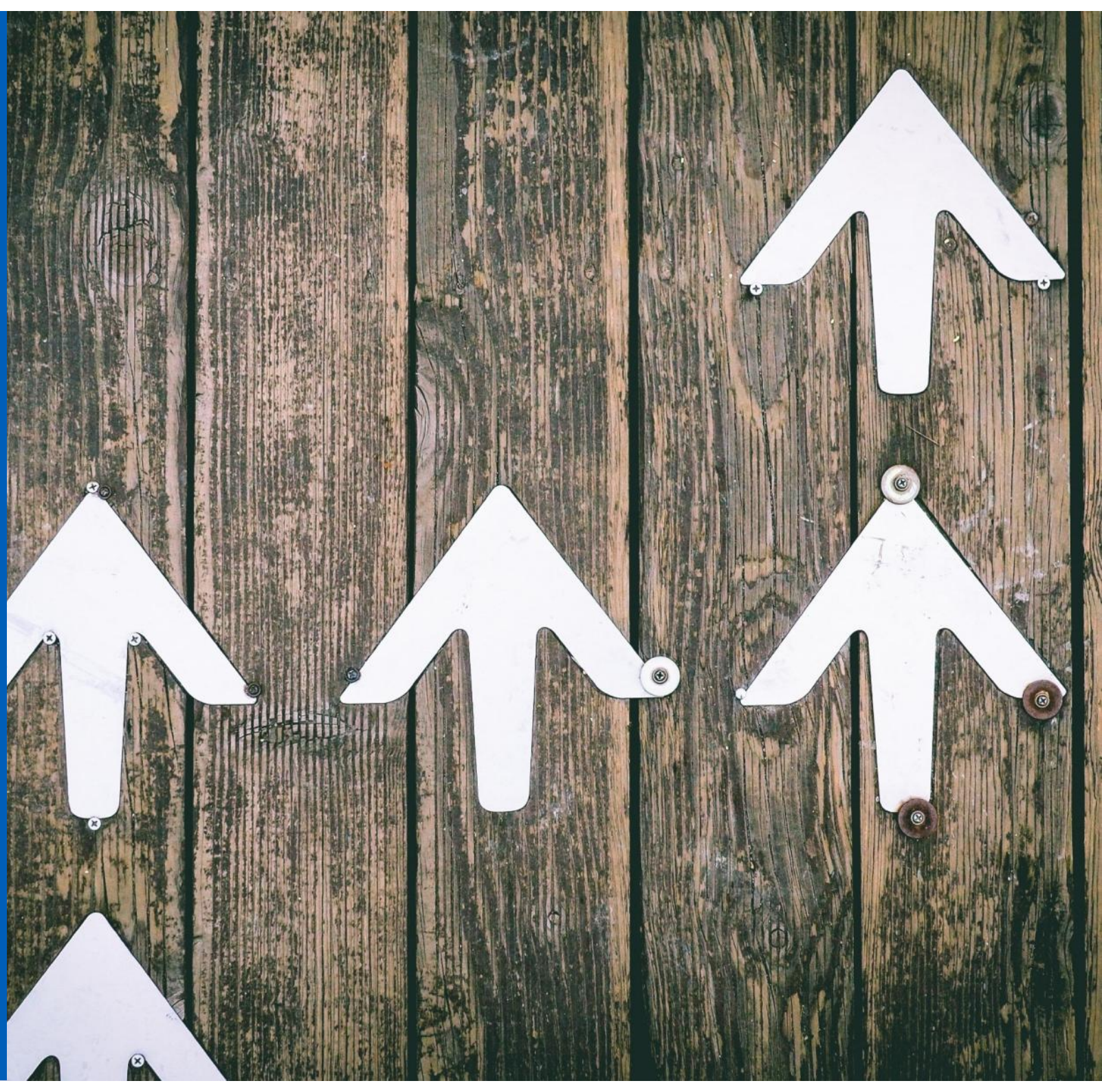- ~30 participants
- Representation from all Census & SBTP areas

A high degree of potential future fit across all Census phases, with an associated high degree of implementation effort, cost and complexity

Overall Fit / Gap

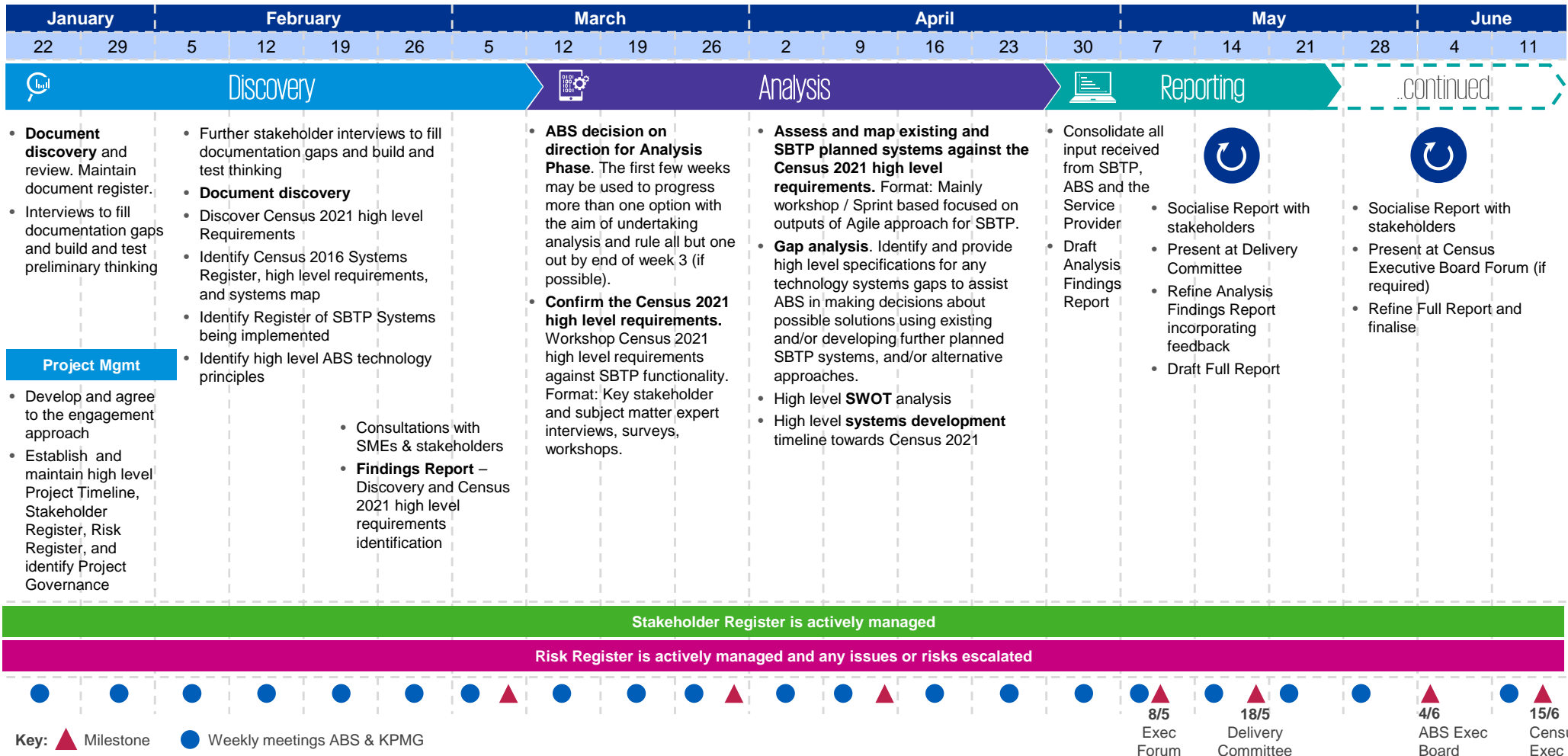**Census-SBTP Future Fit** (# requirements)

79% Future fit

33%	46%	
All	169	235	107	**511**
Census DA	94	126	100	**320**
Census P&A	62	108	7	**177**
Census DI	14			

0 100 200 300 400 500 600

- 🟩 Enhance SBTP functionality
- 🟨 Extend SBTP functionality
- 🟦 Functionality to be covered Outside SBTP[1]

Order of Magnitude Implementation Effort
in person days

36,904	
27,250	
7,385	
2,269	

0 5,000 10,000 15,000 20,000 25,000 30,000 35,000 40,000

- 🟦 Effort Days

Overall Observations

Overall a **high degree of potential future SBTP fit of 79%** across all Census Phases, with a significant amount of effort and associated complexity to develop this functionality.

Order of Magnitude implementation effort:

- Estimated at 36,904 person days across all Census Phases based on Upper Band of estimates. Includes effort[5] for both ABS and external vendors.
- Excluding change effort required for (limited) number of Census 2021 requirements to be covered outside SBTP

Fit/Gap per Phase

Census Data Acquisition (DA)[2]

69% Future fit

30%	39%	31%
94	126	100	**320**

0 200

Effort / Complexity

Low — Medium — High → **HIGH**

- **High degree of fit with SBTP:** 69% of DA requirements are expected to be feasible within current/future SBTP
- **High level of effort and complexity** to develop Census DA requirements

Census Processing & Analysis (PA)

96% Future fit

35%	61%	4%
62	108	7	**177**

0 100 200

Effort / Complexity

Low — Medium — High → **HIGH**

- **Very high degree of fit with SBTP:** 96% of PA requirements expected to be feasible within current/future SBTP
- **High level of effort and complexity** to develop Census PA requirements

Census Dissemination (DI)

100% Future fit

93%	7%
13	1	**14**

0 5 10 15

Effort / Complexity

Low — Medium — High → **MEDIUM**

- **Highest degree of fit with SBTP:** 100% of DI requirements are expected to be feasible within current/future SBTP
- **Medium level of effort and complexity** to develop Census DI requirements

Effort

226 changes
S176 • M34 • L16

27,250[4] days
CAPEX

Size of change

177 changes
S127 • M45 • L5

7,385[3] days
CAPEX

21 changes
S7 • M10 • L4

2,269[3] days
CAPEX

Timing

Census Area	2018			2019				2020				2021			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

eCensus — Design & Scoping, Procurement, Development, Assurance & Integration, Testing

Collection Management — Design & Scoping, Procurement, Development, Assurance & Int., Testing

Census Area	2018			2019				2020				2021			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Processing & Analysis — Design & Scoping, Development, Assurance & Integration, Testing

Census Area	2018			2019				2020				2021			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Dissemination — Design & Scoping, Development, Assurance & Integration, Testing

02

Engagement Approach

Our overall engagement schedule was adjusted to include socialisation of the report within ABS executive forums

The overall project schedule for this engagement is presented below. This includes socialisation of the report within the following executive forums:

- Delivery Committee - 18 May
- Census Executive Board - 15 June (if required)

January		February				March				April					May			June	
22	29	5	12	19	26	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11

Discovery | **Analysis** | **Reporting** | **...continued**

Discovery

- **Document discovery** and review. Maintain document register.
- Interviews to fill documentation gaps and build and test preliminary thinking

- Further stakeholder interviews to fill documentation gaps and build and test thinking
- **Document discovery**
- Discover Census 2021 high level Requirements
- Identify Census 2016 Systems Register, high level requirements, and systems map
- Identify Register of SBTP Systems being implemented
- Identify high level ABS technology principles

- Consultations with SMEs & stakeholders
- **Findings Report** – Discovery and Census 2021 high level requirements identification

Analysis

- **ABS decision on direction for Analysis Phase**. The first few weeks may be used to progress more than one option with the aim of undertaking analysis and rule all but one out by end of week 3 (if possible).
- **Confirm the Census 2021 high level requirements.** Workshop Census 2021 high level requirements against SBTP functionality. Format: Key stakeholder and subject matter expert interviews, surveys, workshops.

- **Assess and map existing and SBTP planned systems against the Census 2021 high level requirements.** Format: Mainly workshop / Sprint based focused on outputs of Agile approach for SBTP.
- **Gap analysis**. Identify and provide high level specifications for any technology systems gaps to assist ABS in making decisions about possible solutions using existing and/or developing further planned SBTP systems, and/or alternative approaches.
- High level **SWOT** analysis
- High level **systems development** timeline towards Census 2021

Reporting

- Consolidate all input received from SBTP, ABS and the Service Provider
- Draft Analysis Findings Report

- Socialise Report with stakeholders
- Present at Delivery Committee
- Refine Analysis Findings Report incorporating feedback
- Draft Full Report

...continued

- Socialise Report with stakeholders
- Present at Census Executive Board Forum (if required)
- Refine Full Report and finalise

Project Mgmt

- Develop and agree to the engagement approach
- Establish and maintain high level Project Timeline, Stakeholder Register, Risk Register, and identify Project Governance

Stakeholder Register is actively managed

Risk Register is actively managed and any issues or risks escalated

Key: ▲ Milestone ● Weekly meetings ABS & KPMG

8/5 Exec Forum | 18/5 Delivery Committee | 4/6 ABS Exec Board | 15/6 Census Exec Board

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The Discovery Phase primarily focused on document review and stakeholder interviews to inform the Discovery Findings Report

The Discovery Phase consisted of document review, desktop analysis, stakeholder engagement and identification of areas for further investigation in the Analysis Phase.

This phase saw a total of 373 Functional Requirements identified across the full Census lifecycle. 47E(d)

47E(d)

Engagement Approach
Develop and agree the engagement approach and schedule. Establish high level project timeline, stakeholder register, risk register and identify Project Governance.

13 **Discovery phase extended**
to 7 weeks - to incorporate:
broad stakeholder engagement and additional documentation

01

02 **Document Discovery**
Initial document discovery and review. Register established and maintained.

Documentation Analysis
of 99 related documents
across ABS, SBTP and Census

Stakeholder Interviews
Interviews to fill documentation gaps and build & test preliminary thinking. Includes consultation with Subject Matter Experts (SMEs).

03

67 key stakeholders
interviewed

04 **Census Requirements & SBTP Products**
Discover Census 2021 high level requirements, 2016 Systems Register and systems map. Identify register of SBTP systems being implemented.

Discovery Findings Report
Develop and finalise Discovery Findings report as key output of this phase and to inform the Analysis Phase of the engagement.

05

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We agreed on a collaborative and iterative approach leveraging workshops with both Census and SBTP stakeholders

In close alignment with the Census leadership we refined our approach for the Analysis Phase to take a more stakeholder driven and collaborative approach. Workshops were highly leveraged, as well as iterative refinement of Census requirements and SBTP functionality matching.

Sprint planning

Planning session with Census leadership to determine **sprint outcomes** and the team members to be involved. Schedule all relevant sessions.

Census requirements workshops

Collaborative workshop sessions between **Census and SBTP stakeholders** (facilitated by KPMG) to discuss Census functional requirements, degree of SBTP alignment, changes required, development timelines and other considerations.

Follow up workshop

Workshop to **refine the alignment workbook** for requirements not yet discussed or based on further feedback.

Change effort/cost

Determine high level effort and cost estimates for addressing the changes required to uplift current or future SBTP functionality

01 02 03 04 05 06 07 08

Reporting Phase

Initial requirements mapping

Collaboratively identify where functional requirements match to SBTP functionality at a high level to **kick-start workshops**

Census-SBTP alignment workbook

Update the Census-SBTP alignment Excel spreadsheet following the workshops and distribute for further feedback.

Non-functional requirements

Workshop to discuss Census Non-Functional requirements and SBTP alignment (e.g. scalability, availability, performance, security).

Analysis findings

Consolidate the information collected during the workshops and leveraging the Census-SBTP alignment workbook. Create and socialise draft Analysis Findings

Workshop Characteristics & Stakeholders — 10 Agile workshops — ~30 participants — Representation from all Census & SBTP areas

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03

Discovery Phase Outcomes

Key observations from the Discovery Phase were used to inform the Analysis Phase approach

The first grouping of key observations reflects stakeholder perceptions and the dynamic between Census and SBTP teams

Perception & Collaboration

Structure – The historic decentralised nature of ABS and Census ████████ each area has their own approach for technology design and implementation. ████████

Census Independence – The Census area within ABS has enjoyed a high level of autonomy, operating under a different set of budgetary and decision making parameters. ████████

IT Architectural strategy – ████████

SBTP vs Census – SBTP is designed to standardise and centralise the approach to technology within ABS, it operates under a different timeline to Census and intentionally excluded Census specific requirements. Therefore, any alignment between SBTP capability and Census requirements will not be intentional, but rather through similar requirements from other ABS collections.

Funding ████████

The second grouping of key observations relates to the matching of Census requirements to SBTP functionality

Requirements Matching

Gap Analysis – SBTP is still in the process of defining specifications across a large amount of the key functional areas Census would potentially utilise. In addition, several areas of Census requirements are outside of the scope of SBTP. This coupled with the Agile approach for SBTP results in a high gap between Census requirements and SBTP capabilities when assessed at a high level. Further assessment will be carried out in the Analysis stage to assess if this gap can be closed.

Timeline – The challenges in the lack of clarity on SBTP specifications are further impacted by SBTP operating under a different timeline and milestones to Census. Any future attempts to align these two areas would require a recalibration of the overarching timelines.

Documentation – Due to the Agile approach being utilised for SBTP, the specifications reside within Agile related elements such as Epics, User Stories and Scenarios, as opposed to documents. This will need to be taken into account for the approach in the Analysis phase.

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Preliminary findings from the Discovery Phase showed that many capabilities could potentially be leveraged

The preliminary findings from the Discovery Phase, and prior to deeper analysis, were that SBTP presents many capabilities that could be leveraged by Census. There would however be a requirement to pressure test these against the timelines for capability delivery within SBTP and the Census itself. There would also remain a volume of capabilities that SBTP would not be in the position to deliver in its current form and would therefore require Census independent effort.

To pressure test the preliminary findings, the following principles guided the design of the Analysis Phase approach:

- To enable quality analysis of the alignment between SBTP specifications and Census 2021 requirements, a comparable level of detail in both SBTP specifications is required to be present in the documentation

- During document collection and review, we found that there was a relatively low level of detail in the program management artefacts, particularly around SBTP system specifications. This presented limitations on the depth of analysis that could be conducted at this juncture and informed the best approach for the Analysis phase.

- We undertook early high level analysis using the level of information discovered to determine the information gaps requiring targeted effort in the Analysis phase. The heat-map below visually represent these gaps, showing where further information and targeted investigation was required.

Processing and Analysis requirements were grouped together by Census. Note that SBTP also combines them in their architecture design.
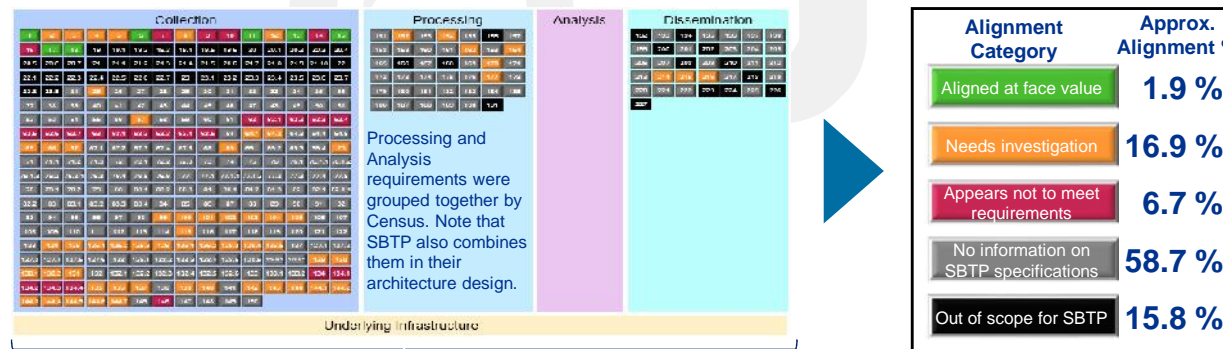
Each box 11 represents a Census 2021 requirement

Alignment Category	Approx. Alignment %
Aligned at face value	1.9 %
Needs investigation	16.9 %
Appears not to meet requirements	6.7 %
No information on SBTP specifications	58.7 %
Out of scope for SBTP	15.8 %

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04

Analysis
Phase
Outcomes

A much higher level of collaboration between Census & SBTP teams and significantly higher levels of potential future fit were key observations from the Analysis Phase

Adopting an Agile Workshop based approach helped align Census and SBTP teams which lead to greater levels of collaboration

Approach and Process

Approach – 111 reference documents were provided by ABS teams to inform a desktop analysis. Based on the Agile nature of projects and distribution of documentation, it was decided an Agile workshop and iteration approach would yield the most useful data for this report.

Agile Workshops – Both Census and SBTP teams embraced the workshop based approach and exploring 'the art of the possible'. This collaboration is reflected in the high levels of developed, planned or feasible matching of SBTP functionality to Census requirements.

Terminology – One of the initial observations during the workshops that Census and SBTP teams had different terms for similar or the same functionality and/or processes. Aligning these terms vastly improved mutual understanding and requirements matching, as well as overall team dynamics.

Business Context – Was identified as critical for both Census and SBTP teams in gaining mutual understanding in the initial DA workshops. The agenda in subsequent workshops was amended to include context and scenarios, which greatly accelerated the requirements matching process.

The collaboration lead to refined Census 2021 requirements and a significant higher level of potential future fit between Census and SBTP

Requirements Matching

Refinement of requirements – The workshop based approach stimulated conversation and iterative refinement of Census requirements to be more specific and reduced ambiguity of requirements. This will deliver benefit to any technical path that is followed for the delivery of Census.

Non-functional requirements – Separate workshops were organised to discuss SBTP alignment to Census non-functional requirements (i.e. scalability, availability, performance, security, identity & access management, interoperability & integration and usability / compatibility). 47E(d)
47E(d)

Cost and Effort Estimates – Cost and effort estimates were identified during the workshops as a key decision criteria. An Effort/Cost framework was created to assist Census and SBTP teams in estimating order of magnitude (aggregated) costs for consideration.

Census Data Acquisition – High levels of requirements matching was observed. Elements of Census that are specifically outside of SBTP scope will require consideration and Census independent effort (e.g. contact centre & paper forms).

Census Processing & Analysis – Census requirements refined during the Analysis phase. High levels of feasibility were observed in the workshops with a focus on business configuration and/or product integration. Census legacy systems also require consideration. Further investigation is needed to confirm the level of effort required for identified configuration and integration work.

Census Dissemination – Planning for Census 2021 is in its infancy as the team has recently completed their 2016 cycle, which is reflected in requirements. Business direction for integration of Census and SBTP requirements due to integrated Census-SBTP team structure.

The key drivers of progress between the Discovery & Analysis Phases brought Census and SBTP teams together and aligned terminology

Discovery Phase

Structure – ███ 47E(d) ███
███ 47E(d) ███ where each area works independently, without full visibility on which technical and business process decisions are being made and why.

Census Independence – The Census area within ABS has enjoyed a high level of autonomy, operating under a different set of budgetary and decision making parameters. ███ 47E(d) ███
███ 47E(d) ███

SBTP vs Census – SBTP is designed to standardise and centralise the approach to technology within ABS, it operates under a different timeline to Census and intentionally excluded Census specific requirements. Therefore, any alignment between SBTP capability and Census requirements will not be intentional, but rather through similar requirements from other ABS collections.

Key Drivers of Progress from Discovery to Analysis Phase

- During the Discovery phase ███ 47E(d) ███ the Census and SBTP stakeholder groups. ███ 47E(d) ███
███ 47E(d) ███

- By adopting an iterative, Agile workshop based approach that brought the Census and SBTP teams together we were able to quickly align teams, capability and terminology between stakeholder groups leading to greater collaboration and a much higher future fit score

- Aligning business context and terminology between Census and SBTP teams was vital to accelerating the requirements matching process

Analysis Phase

Approach – 111 reference documents were provided by ABS teams to inform a desktop analysis. Based on the Agile nature of projects and distribution of documentation, it was decided an Agile workshop and iteration approach would yield the most useful data for this report.

Agile Workshops – Both Census and SBTP teams embraced the workshop based approach and exploring 'the art of the possible'. This collaboration is reflected in the high levels of developed, planned or feasible matching of SBTP functionality to Census requirements.

Terminology – One of the initial observations during the workshops that Census and SBTP teams had different terms for similar or the same functionality and/or processes. Aligning these terms vastly improved mutual understanding and requirements matching, as well as overall team dynamics.

Business Context – Was identified as critical for both Census and SBTP teams in gaining mutual understanding in the initial DA workshops. The agenda in subsequent workshops was amended to include context and scenarios, which greatly accelerated the requirements matching process.

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The following observations and SWOT analysis provides further information on the level of potential future fit* observed between Census requirements and SBTP

A high level of potential future fit* to SBTP is observed. To achieve this, a large scale program would be required within ABS, with an associated high level of effort and complexity. Key observations across the Census phases are presented below.

*The SBTP solution for Census has not been built. This review assesses a <u>potential future fit</u> of Census to SBTP.

Census Data Acquisition	Census Processing & Analysis	Census Dissemination
▪ High level of potential future fit* with SBTP – 69% ▪ Further investigation required regarding elements of Census that are specifically outside the design of SBTP and require Census independent effort (e.g. contact centre and paper forms)	▪ High level of potential future fit* with SBTP – 96% ▪ Large number of changes requiring business configuration and/or product integration ▪ Further investigation required into specific level of change effort required, and into the integration of legacy PA systems	▪ High level of potential future fit* with SBTP – 100% ▪ Planning for Census 2021 is in early stages, as the team has recently completed their 2016 cycle ▪ Requirements expected to be refined in the near term and can benefit from a combined Census and SBTP team structure

Strengths	Weaknesses	Opportunities	Threats
• Census 2021 requirements have a high level of potential future fit with SBTP capability (either current/planned/future) across all Census phases with a future fit score of 79% • Only 7 PA requirements identified as outside of SBTP design scope • PA and DI non-functional requirements largely meet SBTP design with moderate effort expected • DI combined Census and SBTP team structure indicates high likelihood of integration	• Overlap between Pega 7 and Confirmit functionality in DA • Ambiguity in DA how Informatica integrates systems and commercial implications • A large portion (31%) of Census DA requirements need to be covered outside of SBTP (e.g. paper data capture) • Ambiguity on complexity and effort required for PA requirements • Incomplete DI requirements as DI team has just completed the 2016 cycle	▪ Potential long term benefits (e.g. efficiency, standardisation, modernisation) of moving towards ABS shared functionality leveraging an integrated platform • Multiple solution options put forward by the Service Provider for DA aimed at optimising Census outcomes • Potential risk reduction through the modernisation of legacy systems	▪ Significant change effort expected for SBTP to fulfil Non-Functional Requirements for Census DA (and parts of PA) • Some identified Census legacy systems contain significant technical debt with skillsets becoming more scarce • High level of complexity expected in migrating Census rules to SBTP (PA) • Potentially SBTP PA timelines not aligned to Census • Partial integration of Census with SBTP may increase risk and complexity

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05

Next Steps

ABS needs to decide the level of Census-SBTP integration and then execute accordingly

The ABS Executive Board is expected to make a decision on the Census-SBTP integration. Next steps for ABS to progress with Census 2021 and SBTP integration are outlined below.

DECISION REQUIRED	To what extent does ABS intend to integrate Census 2021 required functionality with SBPT capability[1]?

Next Steps

- Develop a detailed approach/delivery model for all required Census functionality
  e.g. leverage SBPT build, Census independent build, Hybrid build using other Product Vendors

- Census, SBTP 47E(d) need to jointly agree on an implementation timeline with defined stage gates and go/no go criteria

- If required, develop a go-to-market strategy (including negotiation of extended licensing with current SBTP product vendors)

- Further refine specific detailed functional and non-functional requirements

- Develop a high level solution design, including technical architecture and integration with foundational infrastructure
  dependent on delivery model

- Specific actions per Census phase are outlined in the table below
  actions are distinguished for SBTP integration and Census independent effort

	SBTP Integration	**Census Independent Effort**
Data Acquisition	• No immediate SBTP integration efforts at this stage[1]	• Scoping of Census independent effort required (requirements outside SBTP design scope) • Develop Transitional Architecture for adoption of SBTP components and integration with Census legacy components as required
Processing & Analysis	• Further investigation on complexity and effort required to configure SBTP products to meet Census requirements • Detailed risk assessment on Census legacy tools	• Scoping of Census independent effort required (requirements outside SBTP design scope) and assessment of fit with ABS Information Model • Develop Transitional Architecture for adoption of SBTP components and integration with Census legacy components as required
Dissemination	• Dissemination team to refine 2021 requirements and complete a further round of requirements matching	• Refine requirements based on user needs and assess priority for development of new or refreshed enterprise product(s) currently outside of SBTP design scope

Notes: 1) the Census Delivery Committee of 18 May 2018 has expressed their support for proceeding with further exploration of potential Census-SBTP integration for Processing & Analysis and Dissemination functionality.

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![KPMG]

These are your key contacts

47F

Partner

47F

47F

47F

47F

Director

47F

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Associate Director

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47F

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06

Appendices

Appendix 1
Definitions

You can find these terms throughout this report. This is what they mean.

Term	Definition
Business configuration	Business staff using the existing product functionality to design/configure the process and workflows or interfaces to deliver Census requirements
Capex	Capital expenditure, non-recurring cost of developing or providing non-consumable parts for the product or system
DA	Data Acquisition phase. This terminology is used in SBTP, and has been adopted for use in this report. In Census this same phase is referred to as Enumeration.
Development / Customisation	Technical staff implementing any new deployment and hosting patterns, any new integration paths (establishing new APIs, networking, alternate receipt or delivery methods etc.), any programming (e.g. enhancing out-of-the-box functions, development of new functionality such as through JavaScript components or interfaces, ad-hoc scripting etc.)
DI	Dissemination phase
Enhance SBTP functionality	System functionality that is either already being provided by the current SBTP solution or is planned as part of the program
Extend SBTP functionality	System functionality that is not provided by the current SBTP solution nor planned, but is deemed feasible as part of future extension of the program.
Long term	Regardless of the hours required, work is estimated to be able to be completed within 6-12 months
Medium term	Regardless of the hours required, work is estimated to be able to be completed within 3-6 months
Opex	Operational expenditure, the ongoing cost for running/managing a business process, a system or a product
Outside SBTP functionality	System functionality that is not provided by the current SBPT solution, is not planned nor is it deemed feasible to be part of a future SBTP solution. This is functionality that needs to be covered by systems delivered outside of SBTP
PA	Processing and Analysis phase
Product configuration	Technical staff updating the standard product configuration options / scripts to support Census requirements. Deploy / enable new functionality through available platform components (e.g. Apps or WebParts)
S / M / L (effort)	Small / Medium / Large (effort) estimators. These signify the amount of work expected to make a system change.
SBTP	Statistical Business Transformation Program
Short term	Regardless of the hours required, work is estimated to be able to be completed within 3 months
Option	Census and SBTP integration options identified in the Discovery Phase of this engagement, refined in the Analysis phase
Order of Magnitude	Effort and cost estimates for Census to integrate with SBTP that factor in a high level of uncertainty

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Appendix 2

Effort/Cost Estimation

47

Appendix 3

Census
Phase
Analysis &
Indicative
Timeline

This is how you should read the next pages of Census-SBTP fit/gap analysis

Overview

Census Phase Recap
Short description of the Phase that is being analysed.

Future Fit Score
This score reflects Census requirements feasible within SBTP by either enhancing developed/planned functionality or by extending SBTP to include future capability. Degree of requirements to be covered outside of SBTP is also shown.

Effort Indicator
This **effort indicator** presents the number of changes required to current or future SBTP solution, as well as associated effort days

How to Read

The overview to the left of this slide presents the structure of the fit/gap analysis per phase of the Census lifecycle :

- Data Acquisition (p. 34)
- Processing & Analysis (p. 35)
- Dissemination (p. 36)
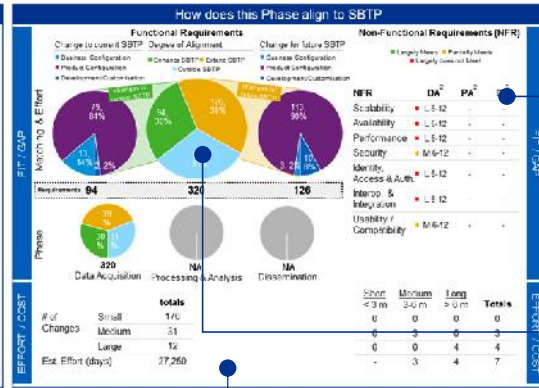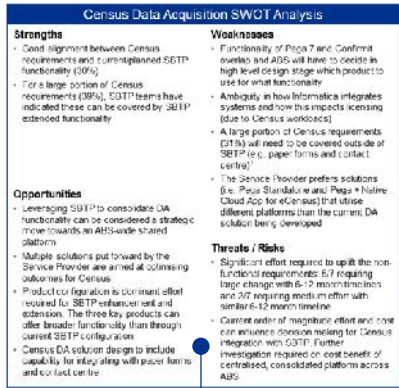
Future Fit Details

Alignment to Census Non-Functional Requirements
Alignment of Census Non-functional requirements to SBTP capability, the change effort required and estimated timeframes

Alignment to Census Functional Requirements
Includes the following
- Functional Requirements Alignment per Census Phase
- Changes required for SBTP enhanced functionality
- Aggregated functional requirements alignment
- Changes required for SBTP extended functionality

SWOT Analysis
High level Strengths, Weaknesses, Opportunities and Threats analysis of the Census phase.

Functional and Non-Functional requirements
Additional details re: # of changes, effort and cost estimates for Functional and Non Requirements alignment

Census Data Acquisition has a high degree of future fit with SBTP that will require a high amount of change and effort

Census Data Acquisition - SBTP Fit/Gap Overview

Overview

- Deep dive of the Data Acquisition Census Phase. Also referred to as Enumeration within Census teams.
- Key SBTP Products include Pega 7, Informatica and Confirmit
- The Service Provider is delivering the main DA solution for SBTP and provided order of magnitude effort and licensing cost estimates for a 'Streamlined DA solution'. Refer to Appendix 2 for more details.

Future Fit Score

Enhance SBTP Functionality	30%	62
Extend SBTP Functionality	39%	108
Census Future Fit	69%	220
Outside SBTP Functionality[1]	31%	100
Totals	**100%**	**320**

Effort Indicator

47E(d)

Order of Magnitude effort/cost estimates to uplift SBTP:

47E(d)

Census Data Acquisition SWOT Analysis

Strengths

- Good alignment between Census requirements and current/planned SBTP functionality (30%)
- For a large portion of Census requirements (39%), SBTP teams have indicated these can be covered by SBTP extended functionality
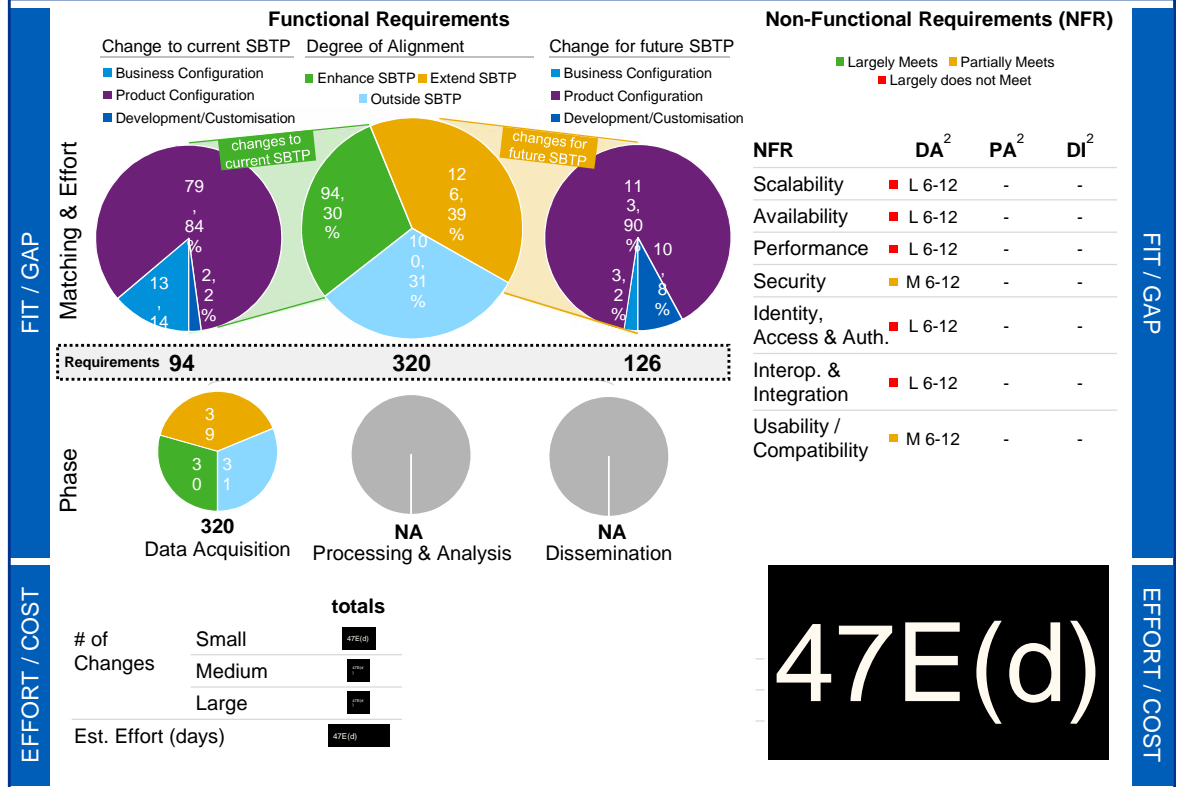
Opportunities

- Leveraging SBTP to consolidate DA functionality can be considered a strategic move towards an ABS-wide shared platform
- Multiple solutions put forward by the Service Provider are aimed at optimising outcomes for Census
- Product configuration is dominant effort required for SBTP enhancement and extension. The three key products can offer broader functionality than through current SBTP configuration
- Census DA solution design to include capability for integrating with paper forms and contact centre

Weaknesses

- Functionality of Pega 7 and Confirmit overlap and ABS will have to decide in high level design stage which product to use for what functionality
- Ambiguity in how Informatica integrates systems and how this impacts licensing (due to Census workloads)
- A large portion of Census requirements (31%) will need to be covered outside of SBTP (e.g. paper forms and contact centre)[1]
- The Service Provider prefers solutions (47E(d) / 47E(d)) that utilise different platforms than the current DA solution being developed

Threats / Risks

- Significant effort required to uplift the non-functional requirements: 5/7 requiring large change with 6-12 month timelines and 2/7 requiring medium effort with similar 6-12 month timeline
- Current order of magnitude effort and cost can influence decision making for Census integration with SBTP. Further investigation required on cost benefit of centralised, consolidated platform across ABS.

How does this Phase align to SBTP

Functional Requirements

| Requirements | 94 | 320 | 126 |

Phase:

- 320 Data Acquisition
- NA Processing & Analysis
- NA Dissemination

# of Changes	totals
Small	47E(d)
Medium	47E(d)
Large	47E(d)
Est. Effort (days)	47E(d)

Non-Functional Requirements (NFR)

Largely Meets   Partially Meets   Largely does not Meet

NFR	DA[2]	PA[2]	DI[2]
Scalability	L 6-12	-	-
Availability	L 6-12	-	-
Performance	L 6-12	-	-
Security	M 6-12	-	-
Identity, Access & Auth.	L 6-12	-	-
Interop. & Integration	L 6-12	-	-
Usability / Compatibility	M 6-12	-	-

47E(d)

Notes: 1) Effort/Cost for Census 2021 requirements outside of SBTP functionality are not estimated as part of this analysis. 2) Values are throughput time in months

Census Processing & Analysis has a high degree of future fit with a high level of complexity identified to integrate with SBTP

Census Processing & Analysis - SBTP Fit/Gap Overview

Overview

- Deep dive of the Processing & Analysis Census Phase
- PA requirements refined throughout the Analysis Phase
- High level of effort and complexity expected in integrating Census requirements with SBTP functionality
- Certain Census legacy systems identified at, or beyond, end of life

Future Fit Score

Enhance SBTP Functionality	35%	62
Extend SBTP Functionality	61%	108
Census Future Fit	96%	170
Outside SBTP Functionality[1]	4%	7
Totals	**100%**	**177**

Effort Indicator

47E(d)

Order of Magnitude effort/cost estimates to uplift SBTP:

47E(d)

Census Processing & Analysis SWOT Analysis

Strengths

- Good alignment between Census requirements and current/planned SBTP functionality (35%)
- Strong alignment with future SBTP capability: 61% of Census requirements deemed feasible through extended functionality
- Only 7 requirements (4%) identified as outside of SBTP scope
- Large part of NFR (4/7) largely meet Census requirements with small effort required
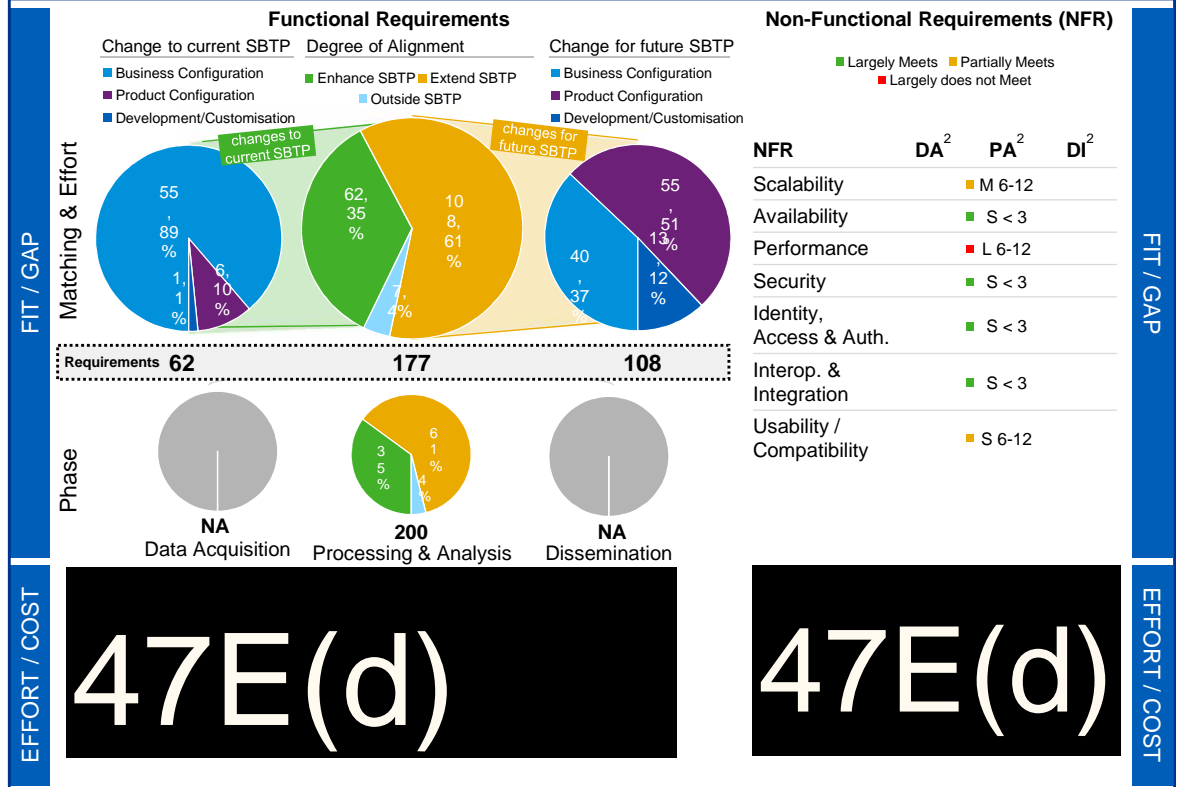
Weaknesses

- Large portion of the requirements are feasible through future SBTP extension (61%). However a high number of these changes (business/product configuration) have associated ambiguity on actual complexity and effort required which could impact timelines and cost.
- Significant effort identified in migration of rules for certain Census tools
- Non-functional requirements expected to require significant time

Opportunities

- Identified Census PA legacy systems at, or beyond, end of life. Integration with SBTP tools may mitigate associated risk.
- Legacy system modernisation or migration will need to occur at some point in the future. Further investigation required on risk implications of not taking action at current point in time.

Threats / Risks

- Some identified Census legacy systems contain significant technical debt with skillsets becoming more scarcely available for maintenance/development
- High level of complexity expected in migrating Census rules to SBTP systems
- Partial integration of Census legacy systems with SBTP potentially increases complexity and risk
- Potentially the SBTP PA timelines will not be aligned to Census timelines, with a risk of Census seeking to develop/enhance partially developed products

How does this Phase align to SBTP

FIT / GAP

Matching & Effort

Functional Requirements

Change to current SBTP
- Business Configuration
- Product Configuration
- Development/Customisation

Degree of Alignment
- Enhance SBTP
- Extend SBTP
- Outside SBTP

Change for future SBTP
- Business Configuration
- Product Configuration
- Development/Customisation

changes to current SBTP

changes for future SBTP

Change to current SBTP pie: 55, 89%; 1, 1%; 6, 10%

Degree of Alignment pie: 62, 35%; 108, 61%; 7, 4%

Change for future SBTP pie: 55, 51, 13%; 40, 37; 12%

| Requirements | 62 | 177 | 108 |

Phase

NA
Data Acquisition

200
Processing & Analysis (pie: 6 1%; 3 5%; 4%)

NA
Dissemination

Non-Functional Requirements (NFR)

- Largely Meets
- Partially Meets
- Largely does not Meet

NFR	DA[2]	PA[2]	DI[2]
Scalability		M 6-12	
Availability		S < 3	
Performance		L 6-12	
Security		S < 3	
Identity, Access & Auth.		S < 3	
Interop. & Integration		S < 3	
Usability / Compatibility		S 6-12	

FIT / GAP

EFFORT / COST

47E(d)

47E(d)

Notes: 1) Effort/Cost for Census 2021 requirements outside of SBTP functionality are not estimated as part of this analysis. 2) Values are throughput time in months

Census Dissemination has the highest degree of future fit for potential SBTP integration, though requirements are still being refined

Census Dissemination - SBTP Fit/Gap Overview

Overview

- Deep dive into the Dissemination Census Phase
- 2021 Census DI requirements expected to be refined as Census team has recently completed 2016 cycle
- High degree of matching observed for current requirements with a small number of changes

Future Fit Score

Enhance SBTP Functionality	93%	13
Extend SBTP Functionality	7%	1
Census Future Fit	100%	14
Outside SBTP Functionality[1]	0%	0
Totals	**100%**	**14**

Effort Indicator

47E(d)

Order of Magnitude effort/cost estimates to uplift SBTP:

47E(d)

Census Dissemination SWOT Analysis

Strengths

- High degree of matching between current Census Dissemination requirements and enhancement or extension of current SBTP functionality
- SBTP Integrated team structure between Census and SBTP indicates high likelihood of integration
- Non-functional requirements require limited effort to meet Census requirements base on current analysis

Weaknesses

- Limited information - Census Dissemination team has recently completed 2016 cycle. Further consideration required for 2021 requirements.

Opportunities

- Given 2021 Census Dissemination requirements are in their infancy, significant opportunity to work with SBTP on integrating requirements from early stages

Threats / Risks

- Limited requirement data available currently for decisions making
- Given the early stages of requirement collection, potential implications to the DI phase by decisions made upstream in DA and PA.

How does this Phase align to SBTP

Functional Requirements

Change to current SBTP
- Business Configuration
- Product Configuration
- Development/Customisation

Degree of Alignment
- Enhance SBTP
- Outside SBTP
- Extend SBTP

Change for future SBTP
- Business Configuration
- Product Configuration
- Development/Customisation

changes to current SBTP

changes for future SBTP

8, 62%
2, 15%
3, 23%
13, 93%
1, 7%
1, 100%

| Requirements | 13 | 14 | 1 |

| | NA | NA | 14 |
| | Data Acquisition | Processing & Analysis | Dissemination |

9 37%

Non-Functional Requirements (NFR)

- Largely Meets
- Partially Meets
- Largely does not Meet

NFR	DA[2]	PA[2]	DI[2]
Scalability			M 3-6
Availability			S < 3
Performance			S < 3
Security			S< 3
Identity, Access & Auth.			S < 3
Interop. & Integration			S< 3
Usability / Compatibility			S < 3

FIT / GAP

Matching & Effort

Phase

EFFORT / COST

47E(d)

47E(d)

Notes: 1) Effort/Cost for Census 2021 requirements outside of SBTP functionality are not estimated as part of this analysis. 2) Values are throughput time in months

Indicative Census timelines show efforts for design and implementation through to 2020 and will need to be collaboratively refined and agreed with SBTP

47E(d)

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Appendix 4

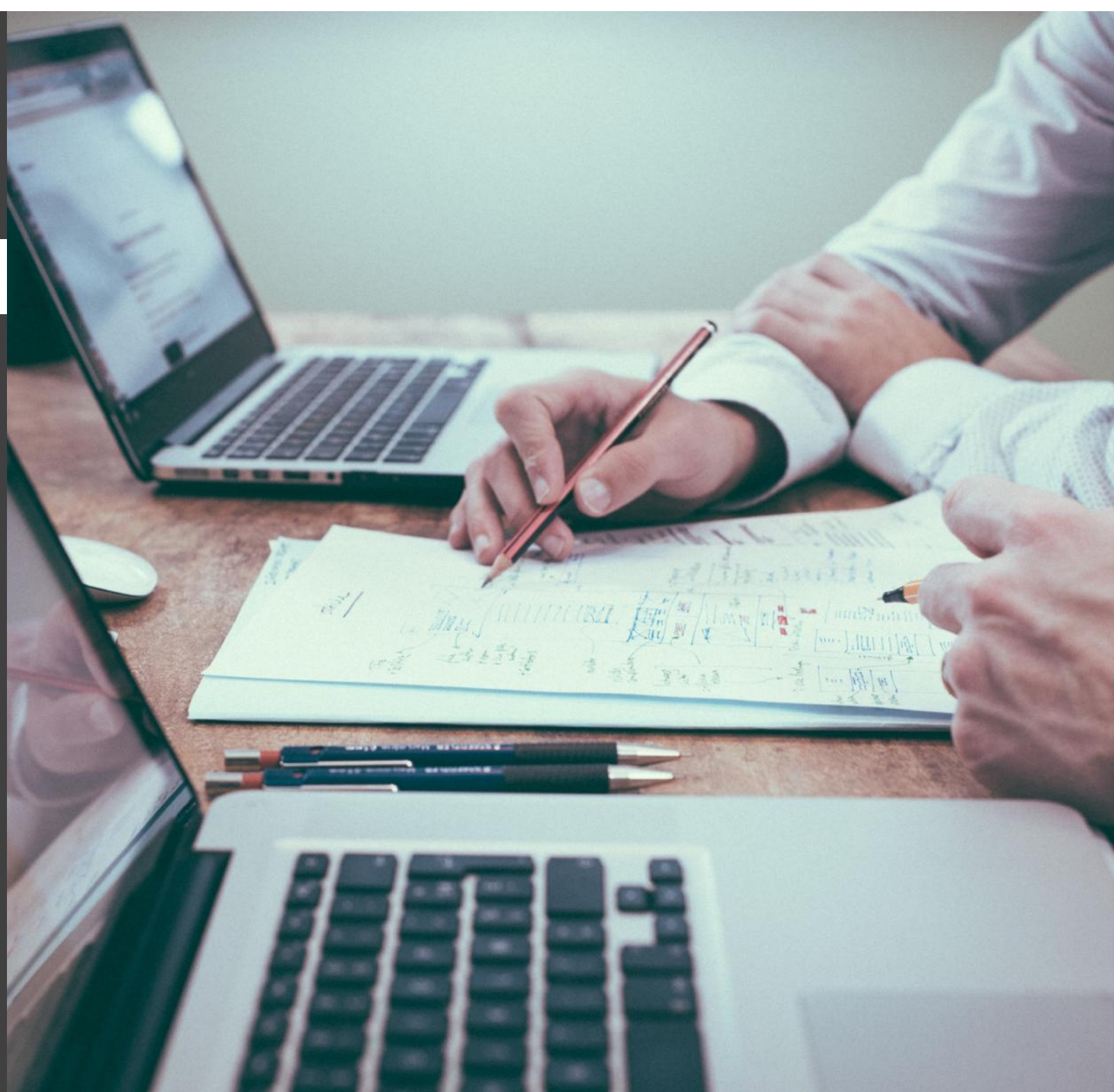# Option Analysis

47E(d)

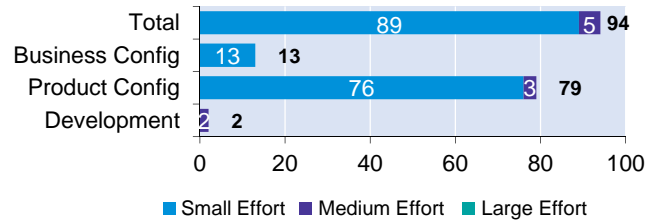47E(d)

47E(d)

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Appendix 5

Change Effort Deep Dive

A high degree of effort is observed for Data Acquisition to Enhance and Extend SBTP and meet Census requirements with key changes noted
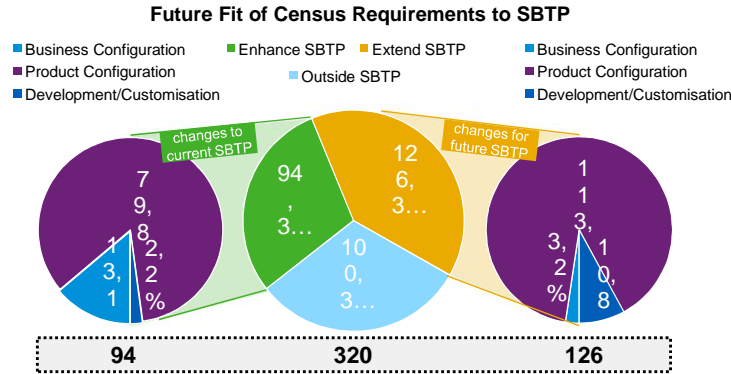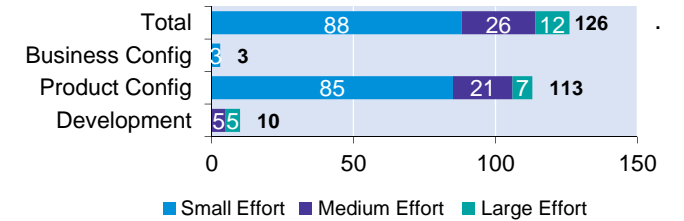
Enhance SBTP

Enhance SBTP refers to **system functionality** that is either **already being provided** by the current SBTP solution or is **planned to be developed** as part of the program

Total 89 | 5 **94**
Business Config 13 **13**
Product Config 76 | 3 **79**
Development 2 **2**

0 20 40 60 80 100

■ Small Effort ■ Medium Effort ■ Large Effort

Future Fit of Census Requirements to SBTP

■ Business Configuration ■ Enhance SBTP ■ Extend SBTP ■ Business Configuration
■ Product Configuration ■ Outside SBTP ■ Product Configuration
■ Development/Customisation ■ Development/Customisation

changes to current SBTP

changes for future SBTP

| 94 | 320 | 126 |

Extend SBTP

Extend SBTP refers to **system functionality** that is **not provided by the current SBTP solution nor planned**, but **is deemed feasible** as part of future extension of the program

Total 88 | 26 | 12 **126** .
Business Config 3 **3**
Product Config 85 | 21 | 7 **113**
Development 5 5 **10**

0 50 100 150

■ Small Effort ■ Medium Effort ■ Large Effort

Key Enhancements to Enhance SBTP

- Large volume of small effort, short term product configuration
- Medium effort/timeline changes in eCensus include branding and field and form validation behaviour
- Medium effort/timeline changes for Collection Management are rule based, workload and progress backup and online/offline capability

Key Non Functional Changes

- Large effort/long time line effort required for scalability, availability, performance, identity, access & authentication and interoperability & integration
- Medium effort/medium timeline effort required for security and usability/compatibility

Key Extensions for Future SBTP

- Large volume of small effort, short term product configurations
- Large effort in Collection Management include live chat/virtual assistant, mobility and offline functionality for field staff, machine learning and command centre priorities
- Medium effort changes are primarily mobility requirements for field staff. For example, form linking, assigning actions, address lookup, etc.

Outside SBTP Scope

Future Fit

■ Enhance SBTP
■ Extend SBTP
■ Outside SBTP
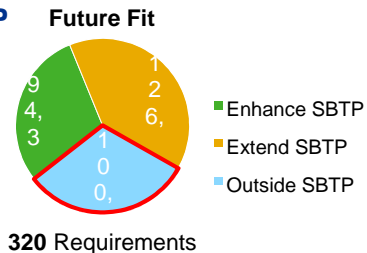
320 Requirements

Volumes

Census Data Acquisition requirements marked as outside of SBTP scope represent 100/320 requirements (31%)
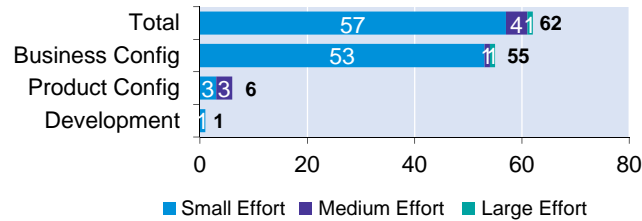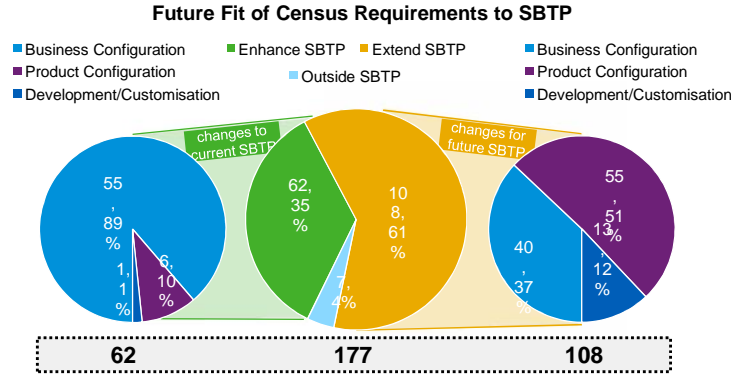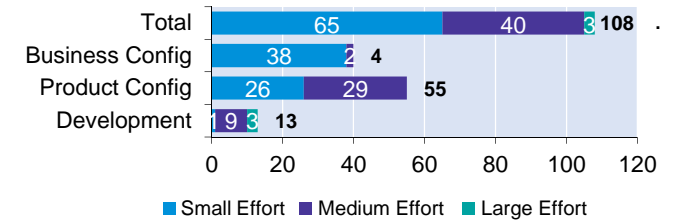
Census Independent Effort

- As part of Collections Management, large portions of logistics and materials, knowledge management and customer contact and support require Census independent effort
- Small portions of enumerations procedures (3 requirements) and eCensus (1 requirement) require Census independent effort

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A high degree of effort is observed for Processing & Analysis to Enhance and Extend SBTP and meet Census requirements with key changes noted

Enhance SBTP

Enhance SBTP refers to **system functionality** that is either **already being provided** by the current SBTP solution or is **planned to be developed** as part of the program

Enhance SBTP — Effort by category

	Small Effort	Medium Effort	Large Effort	Total
Total	57	4	1	62
Business Config	53	1		55
Product Config	3	3		6
Development	1			1

■ Small Effort ■ Medium Effort ■ Large Effort

Future Fit of Census Requirements to SBTP

■ Business Configuration ■ Enhance SBTP ■ Extend SBTP ■ Business Configuration
■ Product Configuration ■ Outside SBTP ■ Product Configuration
■ Development/Customisation ■ Development/Customisation

changes to current SBTP *changes for future SBTP*

- 55, 89%
- 1, 1%
- 6, 10%
- 62, 35%
- 7, 4%
- 108, 61%
- 55, 51%
- 13%
- 40, 37%
- 12%

| 62 | 177 | 108 |

Extend SBTP

Extend SBTP refers to **system functionality** that is **not provided by the current SBTP solution nor planned**, but **is deemed feasible** as part of future extension of the program

Extend SBTP — Effort by category

	Small Effort	Medium Effort	Large Effort	Total
Total	65	40	3	108
Business Config	38	2		4
Product Config	26	29		55
Development	1	9	3	13

■ Small Effort ■ Medium Effort ■ Large Effort

Key Enhancements to Enhance SBTP

- Large volume of small effort, short term business configuration
- Large effort/long term change in Coding for auto-coding respondent address to address register entries
- Medium effort/medium term changes including auto-coding capability and automating and distributing different levels of management information

Key Non Functional Changes

- Large effort/long term effort required for performance
- Medium effort/long term changes required for scalability and usability/compatibility
- Minor effort/short term effort required for availability, security, identity, access & authentication and interoperability & integration

Key Extensions for Future SBTP

- Large volume of small effort, short term business configurations
- Large effort/long term effort required in assemble sub category for code conversions and use of the Metadata Registry and Repository (MRR) as a code repository
- Significant volume of medium effort/medium term effort across all sub categories and include data visualisation and auto-coding responses

---

Outside SBTP Scope

Future Fit

- 62, 3…
- 7, 4%
- 108…

■ Enhance SBTP ■ Extend SBTP ■ Outside SBTP
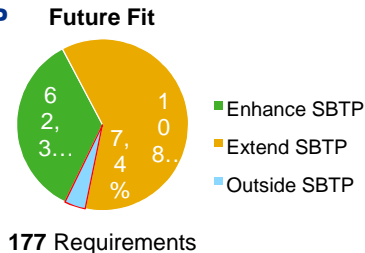
177 Requirements

Volumes

Census Processing & Analysis requirements marked as outside of SBTP scope represent 7/177 requirements (4%)
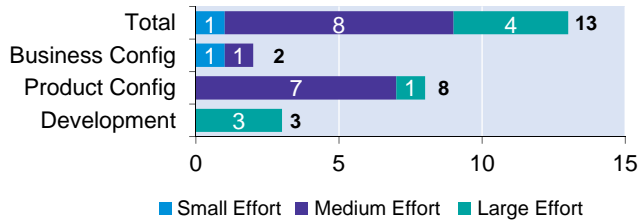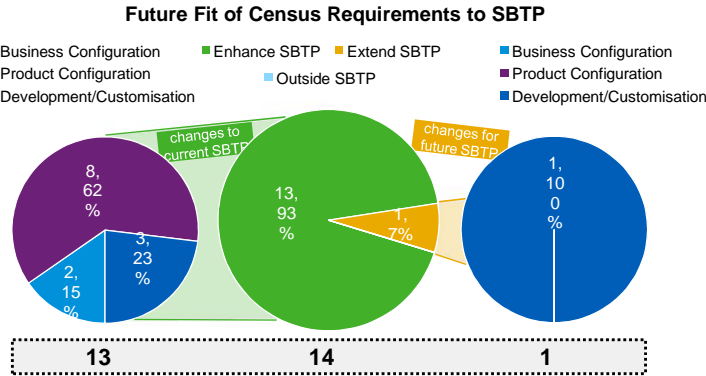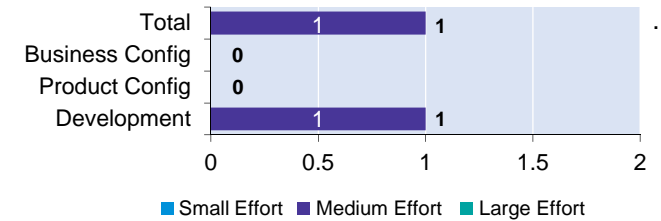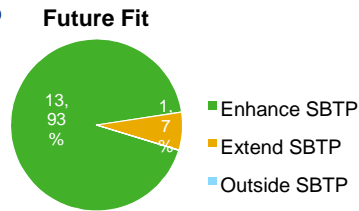
Census Independent Effort

- Census independent effort required in the processing sub-section of PA, specifically for the processing of paper forms and identifying snippets of form images
- Census independent effort also required in the assemble sub-section of PA, specifically for automated end to end tensing of changing to MRR and the automated unit level testing of changes to MRR entries

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A low degree of effort is observed for Dissemination to Enhance and Extend SBTP and meet current Census requirements with key changes noted

Enhance SBTP

Enhance SBTP refers to **system functionality** that is either **already being provided** by the current SBTP solution or is **planned to be developed** as part of the program

Legend (bar chart):
- Small Effort
- Medium Effort
- Large Effort

Bars:
- Total: 1, 8, 4 = **13**
- Business Config: 1, 1 = **2**
- Product Config: 7, 1 = **8**
- Development: 3 = **3**

Future Fit of Census Requirements to SBTP

Legend:
- Business Configuration
- Product Configuration
- Development/Customisation
- Enhance SBTP
- Outside SBTP
- Extend SBTP
- Business Configuration
- Product Configuration
- Development/Customisation

changes to current SBTP
changes for future SBTP

- 8, 62 %
- 3, 23 %
- 2, 15 %
- 13, 93 %
- 1, 7 %
- 1, 100 %

13   14   1

Extend SBTP

Extend SBTP refers to **system functionality** that is **not provided by the current SBTP solution nor planned**, but **is deemed feasible** as part of future extension of the program

Bars:
- Total: 1 = **1**
- Business Config: **0**
- Product Config: **0**
- Development: 1 = **1**

Legend:
- Small Effort
- Medium Effort
- Large Effort

Key Enhancements to Enhance SBTP

- Large effort/long term change required for testing the presentation layer, ability to analyse detailed population characteristics and deliver data to users on a topic drawing from multiple areas of ABS data
- Medium change effort/medium term change required for planning analysis, analysis across multiple Census collections and adherence to standard notations

Key Non Functional Changes

- Large effort/long term effort required for performance
- Medium effort/long term changes required for scalability and usability/compatibility
- Minor effort/short term effort required for availability, security, identity, access & authentication and interoperability & integration

Key Extensions for Future SBTP

- Medium effort/medium term change required for the ability to set thresholds for various data items and settings (e.g. Geography – managing low population areas)

Outside SBTP Scope

Future Fit

- 13, 93 %
- 1, 7 %

Legend:
- Enhance SBTP
- Extend SBTP
- Outside SBTP

14 Requirements

Volumes

No current Census Dissemination requirements marked as outside of SBTP scope. This is subject to change as requirements are further developed and refined

Census Independent Effort

- Not applicable at this stage based on current requirements

Document Classification: KPMG Confidential

Appendix 6

DA Solution Options

47

47E(d)

Agile
Workshops

The workshops were conducted using an Agile methodology, which enabled a more efficient and focused outcome

Workshop Structure

- Presentations by the Census teams to outline current process/operation and requirements for Census 2021
- SBTP provided overviews of the main areas of functionality
- Detailed discussion on each requirement provided level of coverage and potential development for SBTP product
- Further actions/investigation to complete the matching process

Post-Workshop Activities

- Iterative refinement of the requirements matching
- Provision of estimated effort in person days where effort is required for:
  - Business configuration
  - Product configuration
  - Development
  - Testing

The following guiding principles were used for the workshops

- **Embrace agile process**: Collaborative + Iterative
- **Safe environment and Respect each others' viewpoints**
- **Have an Open mind / Constructive attitude**
  Healthy debate on pre-existing perceptions
- **Looking to Explore not Solve (be concise)**
- **Art of the Possible / 'How Would We' attitude**
- **Pressure Cooker Approach (core outcomes in limited time)**
  - Limit duplicate discussion
  - Use of parking lot for efficiency of meeting (agree on actions)

Learnings, Outcomes & Observations

- ✓ Business context and scenarios helped to set the scene before the requirements matching process
- ✓ High level of collaboration and engagement between Census, Accenture and SBTP teams embracing the 'Art of the possible'
- ✓ Participants responsive to the focused, requirements matching spreadsheet driven approach
- ✓ Census requirements refined and expanded during workshop
- ✗ The Brown paper matching session, while interactive, proved challenging to manage in practice
- ✗ Estimates for the sessions proved too low due to the nature of the discussions and the number of requirements
- - Refinement was required for classifying the type of effort to uplift SBTP functionality
- - Identified need to incorporate mechanism to capture order of magnitude (high level) effort and cost estimates for the uplift of SBTP functionality to meet Census requirements

Appendix 8

Project Participants

A range of stakeholders across the ABS were consulted during the Discovery Phase

Census Working Groups			
47E(d)	Enumeration Procedures	47E(d)	Processing & Data Analysis
47E(d)	Enumeration Procedures	47E(d)	Processing & Data Analysis
47E(d)	Enumeration Procedures	47E(d)	Processing & Data Analysis
47E(d)	Enumeration Procedures	47E(d)	Processing & Data Analysis
47E(d)	Enumeration Procedures	47E(d)	Processing & Data Analysis
47E(d)	Census Program	47E(d)	Processing & Data Analysis
47E(d)	eCensus	47E(d)	Customer Contact and Support
47E(d)	eCensus	47E(d)	Customer Contact and Support
47E(d)	eCensus	47E(d)	Customer Contact and Support
47E(d)	eCensus	47E(d)	Inclusive Strategies
47E(d)	Knowledge Management	47E(d)	Inclusive Strategies
47E(d)	Knowledge Management	47E(d)	Inclusive Strategies
47E(d)	TSD	47E(d)	Inclusive Strategies
47E(d)	TSD	47E(d)	TSD
47E(d)	TSD	47E(d)	TSD
47E(d)	TSD	47E(d)	TSD

SBTP Working Groups			
47E(d)	Data Acquisition	47E(d)	Dissemination
47E(d)	Data Acquisition	47E(d)	Dissemination
47E(d)	Data Acquisition	47E(d)	Transition Team
47E(d)	Data Acquisition	47E(d)	Transition Team
47E(d)	Data Acquisition	47E(d)	Transition Team
47E(d)	Processing & Analysis	47E(d)	ICT Architect
47E(d)	Processing & Analysis	47E(d)	Transition Scheduler
47E(d)	Dissemination	47E(d)	SBTP Integration
47E(d)	Dissemination		

Infrastructure, and IT Security Across Census and SBTP		
47E(d)	Julian Doak	
47E(d)	47E(d)	
47E(d)	47E(d)	

ABS Senior Executive	
Jonathon Palmer	Deputy Australian Statistician, Census and Enabling Services Group
Randall Brugeaud	Deputy Australian Statistician, Transformation Group
Gemma Van Halderen	General Manager, Statistical Transformation and Implementation Division
Steve Hamilton	CIO/General Manager, Technology and Security Division
Lane Masterton	General Manager, Statistical Infrastructure Development Division
Bindi Kirkmann	A/g General Manager, Census and Statistical Network Services Division / Program Manager, Census 2021 Branch
Tim Montgomery	Program Manager, Technology Applications Branch
47F	SBTP Program Management Office
Michael Meagher	SBTP Statistical Infrastructure Development
Duncan Young	SBTP Statistical Integration and Testing Program

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You have participated to a multitude of Agile workshops from different parts of the ABS organisation

Data Acquisition Workshops	27-28 March 2018	Geelong			
47E(d) ██████	Census	47E(d) ████	Census
47E(d) ████	Census	47E(d) █████	Census
47E(d) ████	Census	47E(d) █████	Census
47E(d) ███	Census	47E(d) ██████	SBTP
47E(d) ████	Census	47E(d) ████	SBTP
47E(d) ████	Census	47E(d) ████	SBTP
47E(d) ███	Census	47E(d) █████	SBTP
47E(d) ████	Census	47E(d) ████	SBTP
47E(d) █████	Census	47E(d) ██	SBTP
47E(d) ████	Census	47F █████	Accenture
47E(d) ███	Census	47F ████	Accenture
47F ███	KPMG	47F ████	Accenture
47F ██	KPMG	47F █████	Accenture
47F ███	KPMG	47F ████	Accenture

Processing & Analysis Workshops	17-18 April 2018	Canberra			
47E(d) ████	Census	47E(d) ████	SBTP
47E(d) █████	Census	47E(d) █████	SBTP
47E(d) ████	Census	47E(d) ██	SBTP
47E(d) ███	Census	47E(d) █████	SBTP
47E(d) ████	Census	47E(d) ███	SBTP
47E(d) █████	Census	47E(d) ████	SBTP
47E(d) █████	Census	47E(d) ██████	SBTP
47E(d) ███	Census	47E(d) ████	SBTP
47E(d) █████	Census	47E(d) █████	SBTP
47E(d) ████	Census	47E(d) ███	SBTP
47F ████	KPMG	47E(d) ████	SBTP
47F █████	KPMG	47E(d) ██████	SBTP
		47E(d) ████	SBTP

Dissemination Workshops	17-18 April 2018	Canberra			
47E(d) ██████	Census	47E(d) █████	Census
47E(d) █████	Census	47E(d) ██████	Data Services
47E(d) █████	Census	47E(d) ████	ABS DI
47E(d) ███	Census	47E(d) █████	ABS DI
47E(d) █████	Census	Jenny Telford	ABS DI
47E(d) ████	Census	47E(d) █████	ABS DI
47F █████	KPMG	47E(d) █████	ABS DI
47F ████	KPMG		

Document Classification: KPMG Confidential

Appendix 9

Non-Functional Requirements

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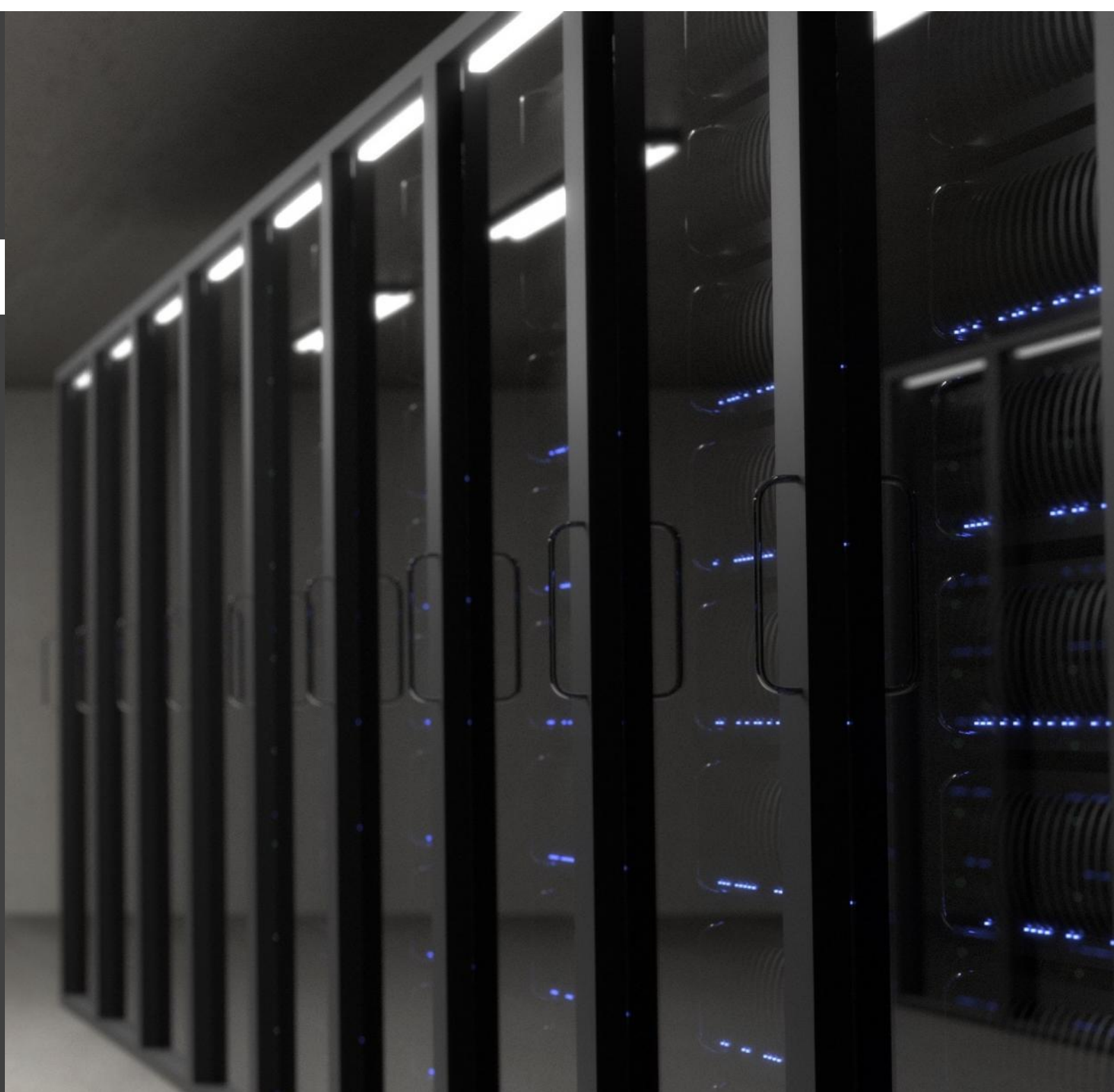
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Appendix 10

Functional Requirements

Appendix 10

Functional Requirements

Data Acquisition
In Scope SBTP

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Appendix 10

Functional Requirements

Data Acquisition
Out of Scope SBTP

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Appendix 10

Functional Requirements

Processing & Analysis
In Scope SBTP

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Appendix 10

Functional Requirements

Processing & Analysis
Out of Scope SBTP

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Appendix 10

Functional Requirements

Dissemination
In Scope SBTP

47E(d)

Appendix 10

Functional Requirements

Dissemination
Out of Scope SBTP

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Australian Government

Department of Finance

Gateway Review Report
Mid Stage Program Review

For: Statistical Business Transformation Program

To: Gillian Nicoll

Entity name:	Australian Bureau of Statistics	
Program name:	Statistical Business Transformation Program	
Review type:	Mid Stage Program Review	
Senior Responsible Official (SRO):	Gillian Nicoll	
Planning Meeting date:	16 November 2017	
Onsite Review dates:	27 November to 1 December 2017	
Date report provided to SRO:	1 December 2017	
Date report provided to Assurance Reviews Unit:	1 December 2017	
Review Team Leader:	**Name** 47F	**Signature**
Review Team Member:	**Name** 47F	**Signature**
Review Team Member:	**Name** 47F	**Signature**
Review Team Member:	**Name** 47F	**Signature**
Template version control:	June 2017	

This report has been prepared in accordance with the Australian Government's Gateway Review Process (Gateway) methodology as set out in *Resource Management Guide 106: Australian Government Assurance Reviews.*

The report summarises the findings and recommendations of the review team, which are based on information provided to the review team during the review process.

A copy of the report is provided to the Assurance Reviews Unit (ARU), Department of Finance at the conclusion of the review to identify lessons learned and evidence of best practice. The report is not shared more broadly without agreement from the SRO. A copy may be provided to subsequent review teams as pre-reading material for future reviews.

Enquiries regarding the Gateway methodology should be directed to:

Assurance Reviews Unit
Department of Finance
One Canberra Avenue
FORREST ACT 2603
Email: assurancereviews@finance.gov.au

Executive Summary

Delivery Confidence Assessment

The review team finds that the overall delivery confidence assessment for the Program at this point in time is **Green/Amber** - Successful delivery of the Program to time, cost, quality standards and benefits realisation appears probable however constant attention will be needed to ensure risks do not become major issues threatening delivery.

The review team has rated the Program as Green/Amber notwithstanding the fact that the Program has rated itself as Amber. The review team has made this judgement because of the Program's proven track record in the timely delivery of technically complex mid-term deliverables, its commitment to continuous improvement in its Program management and delivery and the quality of its planning for the next stage.

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Summary Findings

The review team finds that the Program is proceeding well. Significant progress has been made in many areas including governance, transition planning, risk management, benefits management and change management. The Program is well placed to meet its original outcomes.

The introduction of Business Change Managers has had a very positive effect on the Program and its profile in the ABS.

Since the last review some risks have been effectively resolved while some new risks have emerged. The ABS has recognised these risks and is working to mitigate them as far as possible.

It was agreed between the ABS and the Department of Finance that this review would serve as the mid-term deliverables review called for at the second pass Business Case approval stage. The intent of the mid-term deliverables review was to *"mitigate project risk, and take account of the detailed design work being undertaken after the Government has agreed full funding for the initiative"*.

The review team finds that the requirements of the mid-term deliverables review have been met.

3

Summary of Recommendations

The review team makes the following recommendations, which are categorised as Critical, Essential or Recommended.[1]

Item	Recommendation	Urgency
	47E(d)	
5	Advise the Department of Finance that the requirements of the mid-term deliverables review have been met.	Recommended
6	Conduct a further mid-term review at end 2018	Recommended

A summary of the previous review recommendations and actions taken can be found at Appendix D.

Introduction

Program Description and Background

The strategic objectives of the Program:

The Program is designed to transform the way in which the ABS collects, manages and disseminates information and statistics.

Specifically, the Program is intended to:

- Reduce the risk of statistical failure;
- Reduce the future cost of ABS operations by 10% after 1 July 2020;
- Achieve a more responsive turnaround for ABS clients;
- Deliver capability to grow the business, and
- Reduce red tape.

The policy context or need for the Program:

The ABS is Australia's national statistical agency. It provides key statistics on a wide range of economic, population, and environmental and social issues. The availability of trusted statistical information is critical to government decision making, public debate and to the economy more generally.

A combination of aging and increasingly obsolescent systems, the need to adapt to new methods of collection, together with an increasing demand for more sophisticated statistics and information meant that without investment in such a Program, the ABS was at risk of losing its relevance.

Scope of the Review

This is a mid-stage review about midway through a five year Program.

As noted above, this review is also intended to serve as a mid-term deliverables review.

Acknowledgements

The review team would like to thank Gillian Nicoll as the Senior Responsible Officer and all those interviewed for their participation in the review. The support and openness from all parties contributed to the broader understanding of the Program and the successful completion of the review. Additionally, the review team would like to thank 47E(d) 47E(d) , 47E(d) and 47E(d) for their excellent administrative support.

Detailed Findings and Recommendations

Key Focus Areas Assessed

Policy Context and Strategic Fit

Assessment Rating:	**Green** (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Findings:

The review team finds that the Program objectives are clear and that they are still consistent with the Business Case, there are clear linkages to ABS and Government objectives, there is an agreed and robust strategy and the Program is still required.

The review team noted that the maintenance and regular updating of the Business Case through addenda is better practice.

There is a clear understanding of the Program objectives and outcomes at the Executive level. The level of understanding across the ABS and support for the Program has increased markedly since the last review.

There is strong support for the Program at the Senior Executive level with strong collaboration across the ABS evident.

The Program does involve strategic risks and these are discussed in detail under Risk Management.

Recommendations:

Nil

6

Business Case and Stakeholders

Assessment Rating:	**Green** (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Findings:

The review team notes that stakeholder engagement has been enhanced since the last review. An upgraded stakeholder management strategy has been produced including a detailed stakeholder analysis. Stakeholder management is now included in the corporate plan and in the budget statements.

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The review team notes that while considerable attention has been paid to traditional statistical stakeholders, there is potential for further engagement more generally. 47E(d)

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While the Program has been reluctant to 'advertise its wares' in advance of having a tangible product, given the progress to date, consideration could now be given to marketing more generally.

As noted above the maintenance and regular updating of the Business Case through addenda is another example of better practice.

Recommendations:

Nil

7

Risk Management

Assessment Rating:	**Amber** (There are issues in this Key Focus Area that require timely management attention).

Findings:

As noted in previous reviews, in addition to the usual Program risks, the SBTP involves a number of significant business, technology and reputational risks.

These include risks stemming from:

- The scale of the business transformation involved in the Program;

- The concurrent complex technology transformation, and

- The requirement to maintain seamless provision of statistical information and products over the life of the Program, including the critical on-boarding phase.

The review team finds that since the last review, the first two risks above have reduced. This is a consequence of the successful delivery of much of the foundation infrastructure and the development of detailed transition plans.

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The review team finds that the external assurance provided by KPMG continues to contribute to effective Program risk management. Further, the engagement of the ABS Audit Committee with the Program also represents better practice.

Recommendations:

1. 47E(d)

2. 47E(d)

3. 47E(d)

9

Review of Current Phase

Assessment Rating:	**Green** (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Findings:

The review team finds that there have been substantial achievements to date:

- Key elements of the foundational infrastructure are in place;

- Transition planning, involving 'pioneers' and 'dress rehearsals' is well advanced and supported by a detailed transition schedule;

- 47E(d)

- Work on data migration is well advanced;

- The level of staff engagement has significantly increased since the last review;

- The security lessons from Census 2016 have been recognised and are being applied to the Program, and

- The appointment of Business Change Managers has proved to be a very successful initiative.

47E(d)

Elsewhere in this review, the team has commented on improvements in program and project management, including use of Agile, since the last review.

Recommendations:

Nil

Assessment of Intended Outcomes and Benefits

Assessment Rating:	**Green** (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Findings:

As noted above, it has been agreed between the ABS and the Department of Finance that this review would serve as the review of mid-term deliverables called for when the second pass business case was approved.

The review team agrees with the conclusions of the KPMG mid-term deliverables report that the ABS has successfully delivered 11 of the 13 Program deliverables with two partially achieved. This is a significant achievement by the Program team given the size and complexity of the Program. As a result, the review team has a high degree of confidence that the partially completed projects will be completed within a timeframe that meets the requirements of the Program.

The review team's confidence in the ability of the ABS to deliver the Program's outcomes and benefits has increased significantly since the previous review. This view is based on the improvements in governance and Program management, the quality of the Program artefacts for the next stage and is reinforced by the Program's achievements to date.

The review team finds that there have been significant improvements in benefits management planning, governance arrangements and change management since the last review. These include:

- A new detailed benefits management plan has been prepared and adopted;

- Governance structures have been enhanced and considerable effort is evident in improved Program reporting, and

- The ABS has appointed Business Change Managers from within the business as transformation champions and as a link between the Program and the statistical business lines. The review team is very impressed and finds this is a good example of best practice within the Program.

In reviewing the benefits management plan, the review team finds the plan to be well developed but it is not clear to the review team whether the Program has access to the expertise to maintain the currency of the plan throughout the life of Program.

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Recommendations:

4. 47E(d)

5. Advise the Department of Finance that the requirements of the mid-term deliverables review have been met. (Recommended)

12

Readiness for Next Review Stage

Assessment Rating:	**Green** (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Findings:

The review team finds that the Program is generally well prepared for the next review stage although there are a number of issues that need to be resolved soon.

There is a comprehensive transition plan in place, supported by detailed release schedules through to 2021-22. 47E(d)

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47E(d)

The review team was advised that the Program is considering bringing elements of the Dissemination function forward in the implementation schedule. 47E(d)
47E(d), the review team saw significant advantages in doing this.

47E(d)

The review team notes and supports the ABS preference that the Census 2021 use the facilities developed under this Program to the extent possible.

Recommendations:

6. Conduct a further mid-term review at end 2018 (Recommended)

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Appendix A: Review Checklist

Consistent with *Resource Management Guide 106: Australian Government Assurance Reviews*, this section contains the review team's assessment[1] of the Program against each of the Key Focus Areas. Review teams apply their collective expertise to determine the relevance and appropriateness of each question below with regard to the Program and review stage.

The review team provides an assessment against each of the questions to allow a level of granularity and assist entities to identify and address the key issues. The overall delivery confidence assessment for the review is provided in the Executive Summary. The review team considers the individual Key Focus Area assessment ratings below and exercises its own judgement and expertise to determine the most suitable overall assessment of delivery confidence.

Policy Context and Strategic Fit:

Assessment Rating: Green (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Key Focus Area Question	Comments
1.1 Is there a clear understanding of the required outcomes and are they soundly based?	Yes. There is a good level of understanding across the organisation and it continues to improve.
1.2 Does the Program break new policy ground?	No, 47E(d) 47E(d)
1.3 Does the Program sponsor and governance group agree with the business strategy and is the strategy robust?	Yes. The agency executive and the senior management group are fully engaged.
1.4 Does the Program demonstrate a clear link with wider government and the entity's objectives – does it reflect the current business policy and environment and is it aligned with the business strategy?	Yes. Statistical information is critical to government and business decision-making. The SBTP is designed to bring the agency into closer alignment with current government and business practices, including the government's digital transformation agenda.
1.5 Is there a continuing need for the Program?	Yes.
1.6 Have other delivery options been considered?	Yes – 47E(d)

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[1] Assessment Ratings and Definitions are available at Appendix F

	Key Focus Area Question	Comments
1.7	Are there any strategic risks arising from the implementation of this Program?	47E(d)
1.8	Does the Program involve other entities or portfolios?	Yes. There are a wide range of external stakeholders.
1.9	Has the entity managed similar Programs?	No, but in the two and a half years since the Program commenced, they have demonstrated the ability to manage a Program of this scale and complexity.
1.10	Are the key Program assumptions explicit and are they still valid?	Yes, the assumptions in the business case were explicit and are still valid.
1.11	Are the Program milestones defined by legislation or by a government commitment?	No, although there is a requirement for a mid-term review and the Program end date is set by the budget. A mid-term deliverables review has been undertaken by KPMG; the review team agrees with the findings of that report that 11 of the 13 deliverables were fully delivered and 2 partially.

Business Case and Stakeholders:

Assessment Rating: Green There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.

	Key Focus Area Question	Comments
2.1	Is there a robust business case for the Program, with links to the individual sub-programs and projects? Is it up to date?	Yes. The review team notes that it has been kept up to date with addenda to record changes and updates.
2.2	Is the scope of the Program clear? Does it overlap or interface with other internal or external policies or Programs?	Yes, the scope is clear and it is part of a larger ABS transformation Program.
2.3	Have the stakeholders been identified and do they support the Program?	Yes. Stakeholders have been identified and there is growing awareness of and support for the Program.
2.4	Does the Program: • Rely on complex dependency relationships with other projects or entities; or have • Complex cross-entity funding arrangements?	There are no complex cross-entity funding issues. There are complex dependencies with BAU which the agency is devoting considerable effort to managing.

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	Key Focus Area Question	Comments
2.5	Are key stakeholders confident outcomes will be achieved when expected?	47E(d)
2.6	Have the Program sub-components been appropriately identified and structured?	Yes, in considerable detail.
2.7	Have Program controls been determined, especially where constituent projects will join other entities?	Yes, sound Program controls are in place.
2.8	Has a delivery strategy been developed?	Yes, there is now a complete implementation schedule.
2.9	Is there a clear understanding of what constitutes success?	Yes, and this has been demonstrated with the mid-term deliverables.
2.10	What are the additional factors that could affect success? Are there risks associated with: • Multiple suppliers or complex/volatile supply or logistical chains to deal with; • Economic conditions likely to affect options of availability; or • Environmental issues such as volatility and/or subject to significant external change factors?	The major factors likely to affect success are still size and complexity. The key risk is statistical risk. 47E(d)

Risk Management:

Assessment Rating: Amber There are issues in this Key Focus Area that require timely management attention.

	Key Focus Area Question	Comments
3.1	Is there a framework for managing issues and risk to this Program?	A comprehensive risk management framework is in place 47E(d)
3.2	Have the major risks been identified?	Yes – there is a strong executive focus on key risks.
3.3	Have assurance measures for the Program been put in place?	Yes. The agency uses KPMG for independent scrutiny and the Internal Audit Committee is also involved in oversighting the Program.
3.4	Is there a contingency plan and business continuity plans?	Yes. Contingency plans are in place for key Program components.
3.5	Have lessons from similar Programs been considered?	Yes.

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Review of Current Phase:

Assessment Rating: Green (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly)

Key Focus Area Question	Comments
4.1 Are the Program's key milestones compliant with broader government or entity timing requirements?	Yes.
4.2 Is the Program on track in relation to planning and/or delivery?	Yes. The Program has effectively delivered the mid-term deliverables on time. 47E(d) 47E(d)
4.3 Have problems occurred and if so how have they been resolved?	The agency has taken a pragmatic approach to resolving problems as they arise.
4.4 Have options for potential ways forward been identified?	Yes, see above.
4.5 Have lessons learned been shared?	Yes.

Assessment of Intended Outcomes and Benefits:

Assessment Rating: Green (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly).

Key Focus Area Question	Comments
5.1 Have the policy/Program outcomes been identified?	Yes. The review team notes that there has been significant development in benefits realisation planning since the last review.
5.2 Are the planned outcomes achievable; or have and changes in scope, relationship or value been properly agreed?	Yes. Scope is essentially unchanged from the business case. 47E(d) 47E(d)
5.3 Is the Program on track to deliver?	Yes
5.4 Is there a plan for monitoring and achieving the required outcomes?	Yes, the governance arrangements have been further strengthened since the last review.
5.5 How will change be managed?	There are robust change management arrangements in place.

	Key Focus Area Question	Comments
5.6	Is a benefit management plan active and are benefits being monitored and reported?	47E(d)
5.7	Is granting activity part of the Program? Do the grant management processes align with the seven key principles prescribed in the *Commonwealth Grants Rules and Guidelines*[2]?	No.
5.8	Where procurement is part of the Program, how is capability and capacity for acquisition to be managed?	The bulk of the procurement activity has been successfully completed.

Readiness for Next Review Stage:

Assessment Rating: Green (There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly)

	Key Focus Area Question	Comments
6.1	Are the funds available to undertake the next phase?	47E(d)
6.2	Are the Program's resources, including inter/intra departmental resources, suitably skilled, available and committed to carrying out the work?	47E(d)
6.3	Are the plans for the next phase realistic and achievable?	47E(d)
6.4	Are appropriate governance controls and approvals in place? Has the entity assessed its readiness to proceed to the next stage?	Yes, the governance arrangements have been further strengthened since the last review.
6.5	Is the governance framework fit for purpose for the next stage; and is there commitment to support key roles and responsibilities for this Program within current corporate priorities?	Yes, the governance arrangements have been further strengthened since the last review. There is strong executive support for the Program which is a very high agency priority.
6.6	Are the required skills and capabilities for this Program available, taking account of the entity's current corporate commitments?	47E(d)

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[2] *Commonwealth Grants Rules and Guidelines 2014*, pp15-37

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Appendix B: List of Interviewees

Name	Role/Position/Entity	Date Interviewed
David Kalisch	Australian Statistician	27/11/2017
Randall Brugeaud	Deputy Australian Statistician, Transformation Group	27/11/2017
Luise McCulloch	Deputy Australian Statistician, Statistical Services Group	27/11/2017
Jonathan Palmer	Deputy Australian Statistician, Census & Enabling Services Group	27/11/2017
Gillian Nicoll	SBT Program Senior Responsible Officer	27/11/2017
Lane Masterton	SBT Senior Program Manager & General Manager of Statistical Transformation Infrastructure Development Division	27/11/2017
Gemma Van Halderen	General Manager, Statistical Transformation and Implementation Division	27/11/2017
47F	SBT Executive Program Board External Board Member	28/11/2017
Steve Hamilton	Chief Information Officer	27/11/2017
Julian Doak	Program Manager, Information Security	29/11/2017
Sam Palmer	General Manager, People, Culture and Communications Division	28/11/2017
Stuart Girvan	Program Manager, Technology Capability Branch	27/11/2017
Celia Moss	Program Manager, Transitioning Statistics	27/11/2017
47F	SBT Program Senior Advisor	27/11/2017
47E(d) 47E(d) 47E(d)	Program Manager, Statistical Infrastructure Integration &Testing Program Branch. 47E(d) is Program Test Manager	28/11/2017
Michael Meagher	Program Manager, Statistical Infrastructure Development Division	28/11/2017
Andrew Henderson & 47E(d)	Andrew Henderson is Program Manager, Data Acquisition & Provider Management Branch. 47E(d) is Director of Data Acquisition Project	29/11/2017
47F	KPMG Independent Assurers	29/11/2017
Jacqui Jones	General Manager, Macroeconomic Statistics Division	29/11/2017
Jenny Telford	Program Manager, Dissemination (BAU & Projects)	29/11/2017
AJ Lanyon	Program Manager, Statistical Infrastructure Branch	28/11/2017
47F	Advisor, Benefits Management	28/11/2017
Lily Viertmann	Chief Finance Officer, Finance, Risk & Planning Division	28/11/2017
David Zago	Program Manager, Design & Acceptance Branch	29/11/2017
47E(d)	Director of Data and Metadata Migration	28/11/2017
Andrew Mann	Program Manager, People, Culture and Communications Division	28/11/2017
47E(d)	Director, Registers, Administrative Data and Geospatial Design & Statistical Business Process; Re-engineering	28/11/2017
47F	Digital Transformation Agency contact for DTA review of significant government ICT projects	28/11/2017
47F and 47F 47F	47F is Chair of ABS Audit Committee & 47F 47F is an independent member	28/11/2017

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Name	Role/Position/Entity	Date Interviewed
Warren Tease	Division Head, Department of Treasury	28/11/2017

47E(d)

47E(d)

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47E(d)

Appendix D: Previous Recommendations

The following table outlines the recommendations made during the previous Gateway Review and the actions taken by the entity to address the recommendations.
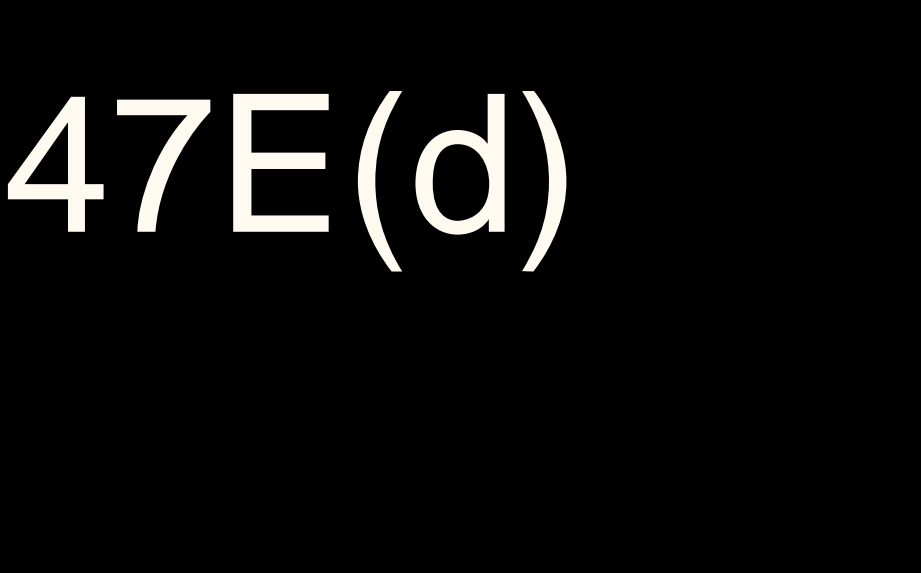
Prior to the review, the entity should complete the 'Action Taken' column demonstrating the remedial actions taken to implement the recommendations.

The review team will review the actions taken and indicate whether the recommendations have been addressed as defined below, further comments should also be provided where recommendations have only been partially addressed or not addressed.

Fully: The recommendation has been fully implemented by the entity.

Partially: The recommendation has been partially implemented by the entity.

Not Addressed: The recommendation has not been implemented by the entity.

Previous Recommendations and Actions Taken

Item #	Recommendation	Category	Action Taken	Review Team Comments
1	Develop a high-level stakeholder engagement document that outlines the benefits for users, providers and staff	Recommended	**Complete:** Facts sheets for staff, key users and business and household providers were published on 22 December 2016: 47E(d)	Fully

Previous Recommendations and Actions Taken

| 2 | Consider lifting the level of interaction with external stakeholders as the Program progresses. | Recommended | **Complete:** Increased engagement with external stakeholders has been ongoing. External Engagement and Communication Strategy for ABS Transformation:

47E(d) | Fully |

Previous Recommendations and Actions Taken

3	Consider improving current Program reporting arrangements to: • Enhance the dashboard to highlight critical issues on overall progress; • Integrate financials into other Program reporting to provide a more co-ordinated view of overall Program progress; • Revise traffic light rules to ensure reporting is meaningful, and • Reduce narrative and replace with increased use of metrics.	Recommended	**Complete** 47E(d)	Fully
4	Complete a project plan for PANDA that incorporates the agreed design approach to re-engineering.	Essential – do by August 2016	**Complete** 47E(d)	Fully

Previous Recommendations and Actions Taken

5	Review the output from the re-engineering consultancy and to identify what further work is needed and commit the necessary resources.	Essential – do by October 2016	**Complete** 47E(d)	Fully
6	Schedule the next Gateway Review for October 2017. Consider using this review as the basis for the mid-term review mandated by Government.	Recommended	**Complete** The next Gateway Review has been agreed and is scheduled to commence in ABS on 27 November 2017. Budget Group in Department of Finance has confirmed that this Review will be used to verify completion of mid-term deliverables.	Done

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Appendix E: Overall Status of the Program

The following table provides an overview of the Program's status at this point in time. This information will be used by the ARU to identify common issues, pressure points and trends in Program management across Government, and will assist in the development of lessons learned for future Government Program delivery.

Item	Question	Response	Review Team Comments
1.	a. What is the approved budget for the Program?	$256 m	
	b. Is the Program progressing in line with the approved budget?	Yes	███████████████████████████████ 47E(d) ███████████████
2.	a. When is the Program scheduled to be delivered?	Mid 2022	47E(d) ███████████████████████████
	b. Is the Program progressing in line with the approved milestones?	Yes	47E(d) ████████████████████████████████
3.	Is the Program progressing in line with the approved business case and does it remain current?	Yes	The business case is updated to reflect material changes.
4.	Is there a suitable framework in place for identifying and managing risks?	Yes	There is a good risk management framework in place.
5.	Are the governance arrangements active in managing the direction of the Program?	Yes	The agency has continued to improve its governance arrangements.
6.	Have the relevant stakeholders been engaged and are their expectations being managed?	Yes	There is a detailed stakeholder management plan in place. There have been two independent reviews since the last gateway review.
7.	Is there an approved plan to manage, measure and report anticipated outcomes, outputs and benefits?	Yes	Yes, the agency has completely revamped the benefits realisation plan.

Appendix F: Assessment Ratings and Definitions

Delivery Confidence Assessment Rating Definitions

The review team will provide an overall delivery confidence assessment (DCA) based on the definitions below. The review team should consider the individual Key Focus Area assessment ratings (defined below) and exercise their own judgement/expertise to determine the most suitable overall assessment of delivery confidence rating.

DCA Assessment Ratings

Assessment	Definition
Green	Successful delivery of the Program to time, cost, quality standards and benefits realisation appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
Green/Amber	Successful delivery of the Program to time, cost, quality standards and benefits realisation appears probable however constant attention will be needed to ensure risks do not become major issues threatening delivery.
Amber	Successful delivery of the Program to time, cost, quality standards and benefits realisation appears feasible but significant issues already exist requiring management attention. These need to be addressed promptly.
Amber/Red	Successful delivery of the Program to time, cost, quality standards and benefits realisation is in doubt with major issues apparent in a number of key areas. Urgent action is needed to address these.
Red	Successful delivery of the Program appears to be unachievable. There are major issues on Program definition, schedule, budget, quality or benefits delivery. The Program may need to be re-baselined and/or overall viability re-assessed.

Key Focus Area Assessment Rating Definitions

The review team will provide an assessment against each of the Key Focus Areas probed. This will provide a level of granularity to assist entities to identify and address the key issues.

Key Focus Area Assessment Ratings

Assessment	Definition
Green	There are no major outstanding issues in this Key Focus Area that at this stage appear to threaten delivery significantly.
Amber	There are issues in this Key Focus Area that require timely management attention.
Red	There are significant issues in this Key Focus Area that may jeopardise the successful delivery of the Program.

Report Recommendation Category Definitions

The review team will rate individual recommendations with a sense of urgency as defined below:

Critical (Do Now): To increase the likelihood of a successful outcome it is of the greatest importance that the Program should take action immediately.

Essential (Do By): To increase the likelihood of a successful outcome the Program should take action in the near future. Whenever possible essential recommendations should be linked to Program milestones (e.g. before contract signature and/or a specified timeframe i.e. within the next three months).

Recommended: The Program should benefit from the uptake of this recommendation. If possible recommendations should be linked to Program milestones (e.g. before contract signature and/or a specified timeframe i.e. within the next three months).

Appendix G: Review Approach

Context

The Gateway Review Process examines Programs and projects at key decision points during design, implementation and delivery to assess progress and alignment with entity and government objectives. Gateway provides independent, timely advice and assurance to sponsoring entities, through their nominated Senior Responsible Officials (SRO), as the person responsible for delivering the Program's outcomes.

Gateway is intended to be supportive and forward-looking, taking into account future plans to deliver intended outcomes and benefits. Reviews should be carried out shortly before a decision point or stage transition to allow sufficient time for any recommendations to be implemented.

A Program in the Gateway context may involve one or multiple entities, and can refer to:

- a series of interrelated projects with a common aim, or
- a broad framework or policy concept that may result in a series of largely independent, smaller projects.

Gateway Program reviews will not replace the existing Gateway project review process, but to minimise the impact on entities, blended reviews may be undertaken where a Gateway Program review is combined with a specific Gateway project review.

First Stage Program Reviews

First Stage Program reviews are conducted before government approval to ensure that any pertinent outcome/s can be addressed in time to contribute to the government's deliberations. Where this is not practical, (e.g. rapid/urgent decisions) the review can be conducted as soon as possible after the government's approval, but before substantial Program design, definition and implementation.

A Program review conducted at the start up or pre-decision stage is particularly valuable as it helps to confirm the way forward is achievable before implementation plans have been finalised and major investment occurs. First Stage reviews will assess whether stakeholders' expectations of the Program are realistic, by reference to outcomes and benefits, resource requirements, capability, timetable, and achievability.

This type of review may assist entities in defining the Program by examining the business need and formulation of the business case and can be conducted whenever the priority or the scope of the Program changes significantly.

Mid Stage Program Reviews

Mid Stage Program reviews will assess the Program execution with the number of these reviews being determined by the complexity, timeframe and risks attached to the Program.

These reviews may be conducted multiple times and on a regular basis (generally at intervals of no more than 12-18 months), depending on the outcomes of previous reviews and/or where there is a lengthy period between decision-points, staged implementation or an opportunity to assess the Programs' maximisation of benefits.

The scope of each review is determined through discussions between the entity and ARU.

End Stage Program Reviews

End Stage Program reviews will focus on the realisation of benefits. The review will confirm links to the business case are still robust and that senior management support clarity of understanding about the required outcomes. The review also confirms that expected outcomes are being achieved against the entity's performance indicators and targets (i.e. as set out in the Portfolio Budget Statement) and that no outstanding issues remain.

These reviews focus on Program closure including Program controls, records management and the identification and application of lessons learned as well as the delivery of the intended outcomes and benefits.

Blended Reviews

The 'blended' review approach (where a Program review is combined with the review of a constituent project that may be critical to the overall success of the Program) will help to reduce the review burden on entities while simultaneously providing Program strategic alignment and milestone delivery assurance.

Identifying the critical factors in a multi-project Program, including the issues that need to be addressed to realise benefits, is an important component of the blended review approach.

Program reviews will assess the significance of any one project to the overall success of the Program, and where the single project could benefit from a focused review, the overall Program review will accommodate a blended focus of Program and project review.

Noting that there are three types of Program reviews (First, Mid and End Stage) there will be opportunities to offer a blended methodology approach to reviews, for example:

- Blend Gates 0 and 1 with a First Stage Program review
- Blend Gates 2, 3 and 4 with Mid Stage Program reviews
- Blend Gate 5 with an End Stage Program review

Australian Government

Department of Finance

Gateway Review Report
Mid Stage Program Review

For: Statistical Business Transformation Program

To: Gillian Nicoll

Entity name:	Australian Bureau of Statistics
Program name:	Statistical Business Transformation Program
Review type:	Mid Stage Program Review
Senior Responsible Official (SRO):	Gillian Nicoll
Planning Meeting date:	16 November 2017
Onsite Review dates:	27 November to 1 December 2017
Date report provided to SRO:	1 December 2017
Date report provided to Assurance Reviews Unit:	1 December 2017
Review Team Leader:	47F
Review Team Member:	
Review Team Member:	
Review Team Member:	
Template version control:	

This report has been prepared in accordance with the Australian Government's Gateway Review Process (Gateway) methodology as set out in *Resource Management Guide 106: Australian Government Assurance Reviews.*

The report summarises the findings and recommendations of the review team, which are based on information provided to the review team during the review process.

A copy of the report is provided to the Assurance Reviews Unit (ARU), Department of Finance at the conclusion of the review to identify lessons learned and evidence of best practice. The report is not shared more broadly without agreement from the SRO. A copy may be provided to subsequent review teams as pre-reading material for future reviews.

Enquiries regarding the Gateway methodology should be directed to:

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FORREST ACT 2603
Email: assurancereviews@finance.gov.au