



Australian Government
Department of Finance

Gateway Review Report (Mid-Stage) Review

For: Digital Identity Program

To: Jonathon Thorpe

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Entity name:	Digital Transformation Agency	
Program/Project name:	Digital Identity Program	
Review type:	Mid-Stage	
Senior Responsible Official (SRO):	Jonathon Thorpe	
Planning Meeting date:	22 November 2021	
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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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Gateway Assurance Dashboard

Delivery Confidence Assessment

Rating

The review team finds that the overall delivery confidence assessment for the program at this point in time is

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.

Factors Affecting Rating

The program has delivered a substantial program of work since the last review.

Stakeholders have consistently reported an increase in confidence in the program including positive views on the DTA's capability in portfolio management and stakeholder management.

While some delivery (including legislation) and adoption challenges remain to complete the program, Risks have been considered, plans are in place, budget is available and contingency has been thought through.

The program is well positioned to complete Tranche 1 and drive adoption.

Summary of Key Focus Area Ratings

Key Focus Area	Rating
Business Case and Achievement of Outcomes	Green
Stakeholders and End Users	Green
Operational Effectiveness	Green
Risk Management	Green
Review of Current Phase	Green
Readiness for Next Stage	Green

Summary of Findings

The review team finds that:

- The majority of the 2020-21 Business Case outcomes have been completed or are planned to be completed by 30 June 2022.
- The program has managed delivery during a challenging time and supported the need created by the COVID-19 for the community to access online government services using Digital Identity services.
- Deliverables to be completed post June 2022, include:
 - Transition RAM to ATO service to the Identity exchange.

- Transition BAM to the Identity exchange.
- There are strong governance and change control processes to complete outstanding deliverables - the remainder of the program. Costs will be absorbed by delivery partner agencies.
- Useability of Digital Identity will be improved following the completion (June 2022) of the Enhanced myGov improvements – myGov and Digital Identity integration.
- The delay in introducing the legislation provides the program with the opportunity to refine the legislation as well as some technical and policy (e.g. charging) elements of the program.
- The absence of legislation impacts the opportunity to unlock whole of economy benefits.
- The program has developed a scenario-based contingency to support the development of the legislation.
- Stakeholder engagement has been a strength of the program, all stakeholders continue to support the Business Case and have been extensively consulted.
- Multi-agency governance arrangements are working effectively.
- Operational arrangements managed by Services Australia and ATO are effective and at an appropriate level of maturity for the early stages of the service.
- Strategic and operational program risks are being actively managed.
- The program has prepared plans for the next phase, including contingency planning for the passage of the legislation.
- The Government approved funding as part of, MYEFO 2020-21 (Expansion of Digital Identity), to provide \$160.9 million over two years to operate the program deliverables of the current tranche in a sustainment mode and to make enhancements.
- The Government also agreed that the DTA could comeback in the 2022-23 Budget context with a proposal to run additional pilots with State and Territory governments and the private sector.
- A Prime Minister and Cabinet Taskforce has been established to assess and provide advice to Government on the permanent structures required to manage Digital Identity on an ongoing basis.

Summary of Recommendations

The review team makes the following recommendations which are provided with an urgency category.

Item	Recommendation	Urgency
1	Develop a benefits map for each Scenario in the McKinsey Research Report, August 2021, to guide adoption.	Essential (Do By) March 2022
2	Report and track benefits accruing from Scenario 1 (in line with sustainment funding agreement).	Essential (Do By) February 2022

Item	Recommendation	Urgency
3	Update the risk registers, to identify risks and their associated treatments to support transition to sustainment and ongoing operations.	Essential (Do By) February 2022
4	Evolve the assurance arrangements of the partner agencies to ensure the operational aspects of Digital Identity services are effectively assured and reported to the DTA.	Essential (Do By) June 2022
5	Review and streamline the cadence of reporting to support the governance forums and to guide the program to the completion of the current tranche and to transition into sustainment.	Recommended
6	Refresh the stakeholder engagement strategy to accelerate the adoption of Digital Identity system across Commonwealth Government services to realise benefits.	Essential (Do By) Feb 2022
7	Undertake a mid-stage blended Gate 5 (Tranche 1) review.	Recommended

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

Definitions for the ratings provided for the Delivery Confidence Assessment, Key Focus Areas and Urgency Category are provided at Appendix F.

Appendices:

Appendix A. Gateway Assurance Plan.

Appendix B. Previous Recommendations and Actions Taken.

Appendix C. Review Checklist.

Appendix D. List of Interviewees.

Appendix E. List of Documents Reviewed.

Appendix F. Assessment Rating Definitions.

Introduction

Program Description and Background

The outcomes and benefits of the program:

The Digital Identity Program seeks to expand Digital Identity across the economy, to enable all Australians and businesses to have a safe, simple and secure experience when transacting online. Digital Identity will reduce fraud and red tape, improve security and speed of services and help underwrite Australia's economic recovery.

The Digital Transformation Agency (DTA) in partnership with Services Australia, the Australian Taxation Office (ATO), Department of Home Affairs and Department of Foreign Affairs and Trade (DFAT) is delivering a digital identity program which, allows users of government services to get more done online at any time and at a place they choose. Having to show identity documents in person is one of the biggest barriers to government services being available wholly online. This, combined with ageing service delivery systems that were not designed to support online services, makes delivering digital services challenging. The digital identity program gives Australians a safe, simple and secure way to create a digital identity that can be used to access online government services.

The Digital Identity Budget 2020-21 Business Case sought funding to sustain existing services, deliver an IP3 capability, develop Digital Identity Legislation, mature operational foundations and expand the use of the digital identity system. The 2020-21 Budget was delayed to October 2020 and the authority for this business case was subsequently included under the Digital Initiative Business Package, a broad suite of initiatives to support the Government's COVID-19 response and the ongoing recovery of the economy.

This shift in authority also adjusted and reprioritised the scope and potential benefits of the program.

The funding for the program includes:

- integrate **facial verification services (IP3)**
- finalise the **integration with myGov**
- deliver **14 additional government services**
- onboard **5 states and territories** and testing up to **3 new identity service providers**
- undertake **independent privacy assurance** by the Office of the Australian Information Commissioner (OAIC)
- deliver security and **incident monitoring and a cyber security assessment** by the ACSC
- develop **primary legislation including a come back** in the 2020-21 MYEFO process with a strategy to introduce primary legislation
- undertake **Gateway reviews** by the Department of Finance to ensure the integrity of the program
- provide support to pass the **IMS Bill as soon as possible** to enable driver licences and other state-based IDs

Commercial providers of Digital Identity services will not be onboarded until a charging framework is agreed by the Cabinet and in place.

The scope of the Program includes the policy, processes, technology and systems that enable digital identity to be reusable across online services. The Program's 2020 Business Case identified four benefit categories and 13 benefits, across four key themes generally described below:

- Benefits to individuals and businesses – secure, online access to services leading to an improved user experience through this channel, and a reduction in time taken to access services
- Benefits for services – reduced duplication and agency expenditure as well as greater assurance of an individuals identity when transacting online
- Benefits for Government – reduced duplication of effort and cost, decreased identity fraud and an increase in public trust and understanding of Digital Identity
- Whole-of-economy benefits – increased productivity.

The realisation of Program benefits is fundamental to the expansion of Australia's digital economy and the transition to digital government.

The policy context or need for the program:

Digital Identity is a fundamental enabler of the Digital Business Package, now the Digital Economy Strategy, and critical to Australia's economic recovery efforts. The benefits outlined above have been aligned to those updated strategic priorities under the Digital Economy Strategy.

In 2019, The World Economic Forum ranked Australia 80 of 141 countries on regulatory burden. Using Digital Identity when dealing with government will make transactions faster, cheaper and easier, reducing red-tape for small and medium enterprises by:

- reducing the need for business to grapple with multiple identity verification processes by instead providing a single national, secure and trusted digital identity;
- reducing inefficiencies resulting from the reliance on physical identity verification processes by increasing the number of Australians who can digitally verify and complete their interactions online; and
- supporting initiatives like the Director Identification Number and measures like Modernisation of Business Registers.

Previously, people and businesses were required to fill out extensive paperwork and repeatedly prove who they were for different services and agencies. The Independent Review of the Australian Public Service states that each face-to-face and telephone transaction currently costs \$16.90 and \$6.60 respectively, whereas each online transaction costs just 40 cents.

Further progression of the Digital Identity system will remove these barriers and contribute to economic recovery. Australia Post's paper 'A frictionless future for identity management' shows that full adoption of digital identity has the potential to realise economic efficiencies of up to \$11 billion per annum.

Digital identity also provides a growth opportunity for innovative digital sectors of the economy, such as Australia's RegTech industry. Global spending on RegTech is expected to more than double by 2025 (to USD \$50-\$75 billion) and Australia can be a leader in this sector, with significant benefits for job creation in the period ahead.

Significant sub-programs and projects:

Program design and delivery is shared across government, with the Digital Transformation Agency (DTA) responsible for overseeing the delivery of the program by partner agencies, as well as enabling policy and legislation.

Services Australia is responsible for the Australian Government Identity Exchange and onboarding new services, integration of Digital Identity with myGov and streamlining the Proof of Record of Ownership (PORO) process, provide assisted digital capability, operational

support, and cyber and fraud control. Services Australia and the DTA are jointly responsible for the Interim Oversight Authority (IOA), which oversees the activities of participants and ensures privacy, protective security, fraud control and risk management safeguards are operational, monitored and enforced.

The ATO is responsible for the Australian Government myGovID platform, which provides identity proofing (IDP) services, including at the IP3 level with biometrics liveness capability, delivering business authentication and authorisation.

The Department of Home Affairs is responsible for the Document Verification Service (DVS) and the Face Verification Service (FVS).

The Department of Foreign Affairs and Trade (DFAT) supports the FVS through the ability to verify images created as part of IP3 Digital Identity against the passport via the Face Verification Service.

Scope of the Review

This is a mid-stage review with the following key focus areas:

- Business Case and Achievement of Outcomes
- Stakeholders and End Users
- Operational Effectiveness
- Risk Management
- Review of Current Phase
- Readiness for Next phase.

Particular attention will be paid to completion of the work funded through the business case, governance and appropriate controls on the system now in operation and setup of the next phase. Which will include finalising and maintaining the ICT elements, completing the policy and legislation process and moving to sustainment.

Acknowledgements

The review team would like to thank Jonathon Thorpe as the Senior Responsible Official 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 s22 [REDACTED] for their excellent support.

Detailed Findings and Recommendations

Key Focus Areas Assessed

Business Case and Achievement of Outcomes

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

This Tranche (Tranche 1) of the program was funded (\$256.60 million) until 30 June 2020. The business need remains valid – enabling Digital Identity to be reusable across online services.

The funding was approved in the 2020-21 Budget in October 2020 and the authority for this business case was included under the Digital Initiative Business Package, as part of a broad suite of initiatives to support the Government's COVID-19 response and the ongoing recovery of the economy.

The Government approved funding as part of MYEFO 2020-21 (Expansion of Digital Identity) to provide \$160.9 million (agreed with Finance) over two years to operate the program deliverables of the current tranche in a sustainment mode and to make enhancements. The Government also agreed that the DTA could come back in the 2022-23 Budget context with a proposal to run additional pilots with State and Territory governments and the private sector.

As part of the MYEFO measure, a Prime Minister and Cabinet Taskforce has been established to assess and provide advice to Government on the permanent structures required to manage Digital Identity on an ongoing basis.

Outcomes

The majority of the 2020-21 Business Case outcomes have been completed or are planned to be completed by 30 June 2022. Achievements to date include:

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There are some elements of the program still to complete including, taking the opportunity to further refine the legislation and some technical and policy (e.g. charging) elements of the program.

There are strong governance and change control processes to complete outstanding deliverables - the remainder of the program. The review team understands that funding to deliver these workstreams is within agency budgets.

Digital Identity can and is operating for the Commonwealth in the absence of legislation, however, there are some implications for adoption and the further unlocking of benefits while its delayed.

The benefits from the legislation include meeting community expectations of oversight and privacy of the system, developing a charging mechanism for member services, being able to use drivers' licences as part of creating IP3 identities, connecting States and Territories and allowing private sector Digital Identity Providers to connect to Commonwealth Digital Identity Exchanges.

The program has developed a scenario-based contingency plan to support the development of the legislation.

Benefits

The Digital Identity Budget 2020-21 Business Case (original) identified potentially unlocking \$11 billion in whole economy benefits, including: benefits for individuals and business users, benefits for services and benefits for government, in both avoidance costs and improved privacy, security and customer experience, convenience and ease of choice.

The review team notes that the program has refined the benefits plan (version 3) into four benefit categories and 13 benefits, across four key themes that in aggregate identified unlocking \$11 billion in whole of economy benefits.

Further work was undertaken to identify Digital Identity service models (McKinsey Research Report, August 2021) that included four scenarios that ranged from sustainment to ubiquitous whole of economy use. Understanding the benefits model for each scenario provides the DTA with important information to brief government and stakeholders on the potential opportunities to expand the capability.

The program has been funded (MYEFO 2021-22) to operate in a sustainment mode, aligning with Scenario 1 (McKinsey Research Report, August 2021) mainly adoption by Commonwealth agencies.

Recommendations:

Recommendation 1. Develop a benefits map for each Scenario in the McKinsey Research Report, August 2021, to guide adoption.

Recommendation 2. Report and track benefits accruing from Scenario 1 (in line with sustainment funding agreement).

Stakeholders and End Users

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

The Digital Identity ecosystem is complex and there are multiple stakeholders with a wide range of participating roles including individuals, Commonwealth Government agencies, State and Territory Government agencies, some private industry sectors, including Australia Post and regulators. Their areas of interest have been identified and continue to evolve.

The program is being delivered by multi-agencies lead by the DTA.

The program has a stakeholder engagement strategy and supporting governance arrangements which are fit for purpose. There are stakeholder forums for Commonwealth, State and Territories governments as well as the private sector (industry based) and a range of strategies have been implemented in line with the program plan.

An Expression of Interest (EOI) released in December 2021 is a further initiative to gauge private sector interest. The EOI closes in March 2022 and has a focus on the private sector to gauge their interest in becoming a Digital Identity service, identity provider, identity exchange, credential service provider, attribute service provider. The EOI is also gauging interest from parties who may become relying parties.

The review team interviewed a sub-set of stakeholder representatives limited to those groups who are actively connected to the program. Overall, stakeholders were positive and supportive.

Delivery Related Stakeholders

Interviewees commented that multi-agency governance arrangements are working effectively, and risks and issues are being managed in a timely manner. Interviewees advised that users were satisfied with the operational services delivered. They also expressed that useability will be improved following the completion (June 2022) of the Enhanced myGov improvements – myGov and Digital Identity integration.

All stakeholders continue to support the Business Case and the preferred way forward of offering choice in accessing Digital Identity services. All stakeholders have been extensively consulted in the design and delivery of the program. Stakeholder engagement has been a strength of the program and some stakeholders commented that this represented strong growth since the beginning of the program.

Stakeholders reported that feedback is welcome and used to improve program delivery.

While the tabling of the legislation has been put on hold by Government, consultation to date for the development of the legislation has been extensive and tailored to each stakeholder group.

Participants

The review team finds in relation to the following stakeholder groups that:

- End Users are adopting the service relatively fast, driven by take up of COVID initiatives and AUSKEY change overs – there are useability issues, and user participation is currently limited by the number of Relying Parties connected to the system.
- Relying Parties – until the legislation is passed and some critical issues settled (e.g. charging model) Relying Party use will be limited to Commonwealth agencies.

- States and Territories – a small number of pilots have been undertaken, which has successfully proved the Beta concept. While the review team notes that discussions with State and Territories in anticipation of the passage of legislation in 2022 are ongoing, it did not assess the probability of large scale take up by States and Territories.
- Private Sector – the Technical Digital Identity Framework (TDIF) provides the rules and standards for accreditation for Digital Identity services. Until the legislation is passed, private sector participants can be accredited to participate in the system but cannot connect to Commonwealth Government Digital Exchanges.

Recommendations: Nil

Operational Effectiveness

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

The majority of the 2020-21 Business Case outcomes have been completed and a number of program elements have moved into operations.

The program has achieved a range of deliverables which have demonstrated a Digital Identity system capability.

As of November 2021, 80 Digital Identity services are in place, 6 million accounts have been created, 1 million new digital identities created and the ATO issued 35,000 TFN's using IP3.

The program has established a number of key elements necessary to support safe operations, for example:

- Operational environments at Services Australia and ATO
- Memorandums of understanding agreeing the key operational roles
- A Memorandum of Understanding is in place to support the IOA and is co-managed by DTA and Services Australia
- The IOA is monitoring and managing cyber and security incidents
- The Partners Guide which helps future and current partners understand what the Digital Identity system is, how it works, the roles partners could play including benefits they will obtain for themselves and their customers and how to get on board
- Interim accreditation processes
- There are repeatable patterns for connecting Relying Parties to the Identity Exchanges.

Some operational incidents have been reported and review participants indicated that these incidents were appropriately dealt with using the established controls. Interviewees advised there is room for further refinement to optimise efficiency, effectiveness and operation at scale.

There are some user experiences that need improvement and sustainment funding has been provided to support small scale enhancements.

Overall, operational arrangements as managed by the Services Australia and ATO seem effective and at an appropriate level of maturity for the early stages of the service.

Recommendations:

Nil

Risk Management

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

Strategic and operational program risks are being actively managed and are identified and reported to key program governance forums at a program level and by the relevant governance mechanisms within Services Australia and the ATO.

There are Risk Management Plans at a program level and within Services Australia and the ATO. The IOA has identified and is tracking key fraud and security risks.

Cyber security risk is being managed in accordance with the security assurance processes in operation within Services Australia and the ATO.

Risk treatments and risk owners have been identified for program delivery and for the IOA.

The highest inherent program risks reported by the DTA relate to System Privacy, Security, Fraud and Operations, and Adoption and Schedule risk. Controls and treatments have been identified and status is monitored by relevant governance forums.

Program assurance arrangements are in place in DTA, Services Australia and the ATO. As the program moves to sustainment, there is the opportunity to evolve assurance to focus on the operational aspects of Digital Identity. By leveraging agency-based assurance arrangements, it will be important for the DTA to obtain the necessary assurances that the Digital Identity policy is being delivered as government intended.

The program has a number of contingency plans in place, in particular for the management of the passage of legislation.

Recommendations:

Recommendation 3: Update the risk registers, to identify risks and their associated treatments to support transition to sustainment and ongoing operations.

Recommendation 4: Evolve the assurance arrangements of the partner agencies to ensure the operational aspects of Digital Identity services are effectively assured and reported to the DTA.

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.
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Findings:

The need for this program has been further reinforced by the pressures experienced for the access to government services online during COVID-19. The program has managed delivery during a challenging time and benefited from urgency created by the pandemic for the adoption of digital identity.

Delivery

The program is in the final stages of delivering Tranche 1. Delivery has been guided by a whole of program roadmap. Functionality has been released in accordance with the roadmap noting delays in the legislation and some final technical elements of the program.

The program has achieved very significant delivery during this phase.

The program schedule has been re-baselined and a detailed implementation schedule has been established and is being implemented. The Digital Identity Program schedule reflects government decisions and timeframes.

The program is managing a number of Change Requests which are required to improve functionality of the Digital Identity solution delivered by the ATO which will be confirmed through the discovery process and finalised by June 2022. This is required to de-risk the build time for the ATO during peak ATO tax time.

Governance

The program has comprehensive governance in place appropriate for Tranche 1, supported by informal collaboration at multiple levels.

The program has effectively maintained momentum of the program and ecosystem for Government while it is waiting for the regulatory framework to be established through legislation which has been delayed with the new bill planned to be tabled in June 2022.

The program does not have a whole of budget view. Agency delivery partners administer their own budgets, which are not reported to the program. The review team has been advised by the program and their delivery partners that funds are available to complete the current Tranche.

Recommendations:

Nil

Readiness for Next Stage (Guidance – this Key Focus Area is intended to cover the period leading up to the next significant milestone)

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

To continue to support the expansion of Digital Identity across the economy, the following areas of focus for the next phase of the program will be:

- Complete the analysis of Commonwealth Government services that can drive the adoption and use of Digital Identity systems – more Commonwealth services, more individuals and businesses using Digital Identity services
- Mature the operational processes and governance as the program moves into sustainment. This includes suitably resourcing call centres and help functions for users to access as they move through the Digital Identity ecosystem
- Complete the legislative package which includes working through the feedback and finalising the charging framework
- Complete the stocktake of Commonwealth Services which will inform the scale of the pipeline for connecting services to the Digital Identity exchanges and streamline processes (including accreditation processes) and support arrangements
- Agree the permanent structure of the Oversight Authority
- Support the recently established taskforce led by Prime Minister and Cabinet that has been established to assess and provide advice to Government on the permanent structures required to manage Digital Identity on an ongoing basis
- Plan for additional State and Territory and private sector pilots
- Finalise the last elements of the technical build.

The review team has been advised by DTA's delivery partner agencies that the necessary funds are available to complete the current Tranche.

Not all deliverables will be completed by June 2022. The main ones include:

- Transition RAM to ATO service to the Identity exchange
- Transition BAM to the Identity exchange.

There are good governance and change control processes to manage scope and the delivery of each EPIC.

The program has prepared plans for the next phase, including contingency planning for the passage of the legislation.

The program appears to be appropriately resourced, noting that there will be a transition in leadership within the DTA.

Prior to the program moving to a sustainment mode, governance and reporting arrangements should be revisited.

Change management has been effective. Commonwealth agencies are operating Digital Identity services as intended and the pilots operating across jurisdictions are working well.

Recommendations:

Recommendation 5. Review and streamline the cadence of reporting to support the governance forums and to guide the program to the completion of the current Tranche and to transition into sustainment.

Recommendation 6. Refresh the stakeholder engagement strategy to accelerate the adoption of Digital Identity system across Commonwealth Government services to realise benefits.

Recommendation 7. Undertake a mid-stage blended Gate 5 (Tranche 1) review.

Appendix A: Gateway Assurance Plan

Gateway reviews complement other external and internal assurance activities and form part of the entity's overall assurance framework. Better practice indicates that developing an assurance plan for the program/project early in its life cycle is a key factor in delivering successful programs/projects. Such a plan would indicate the need for both milestone-based and time-based assurance reviews and would help ensure the program/project received the appropriate level of independent assurance.

The Gateway Assurance Plan is tabled below:

Date	Type of Review	Comments
December 2022	Mid-stage blended Gate 5 (Tranche 1) review	Undertake an overall program health check and a benefits realisation assessment on the benefits and outcomes achieved from Tranche 1.

Appendix B: 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	To ensure an agreed target-state and inform program planning and marketing, develop a baselined consumer-centric view that addresses the number of digital identities an individual is required to have in order to access government and private sector services, and the extent to which individuals have a practical choice at each stage of the program.	Critical	<p>A number of key activities have been completed to improve agreement on the Digital Identity target state and inform program planning and marketing, these include</p> <ul style="list-style-type: none"> • Revised Program governance to strengthen engagement between partner agencies • Launched the <u>Digital Identity</u> website in October 2020 to provide information about the Program to the public. This is routinely monitored and updated with relevant information. • Held a portfolio showcase in December 2020 to provide an update on delivery progress. • Engagement with program stakeholders to provide further clarity around onboarding, accreditation, indicative charging model, cyber security and fraud etc. • In order to set the direction of the Digital Identity Platform, the DTA has revised the Digital Identity Program Strategy and is revising the Stakeholder and Engagement Strategy and Communications Strategy, based on user journeys and experience at a holistic ecosystem level. • As part of the MYEFO Submission, the DTA developed a roadmap that will support rapid uptake of Digital Identity across the economy. This included options for supporting a National Interoperable model as the private sector adopt digital identity and the Trusted Digital Identity Bill is passed through Parliament. 	<p>Addressed</p> <p>The program is taking a practical mindset to adoption, following the Government's agreement to move to a sustainment mode (Commonwealth agency adoption).</p>

Previous Recommendations and Actions Taken

<p>2</p>	<p>Develop a high-level summary for senior stakeholders on the deliverables, sequencing and the services to be transitioned, when, and what the anticipated consumer take-up will be. In settling this roadmap and outcomes, existing assumptions should be retested to ensure their validity.</p>	<p>Critical</p>	<p>A Digital Identity Program Roadmap was developed, including service integration (onboarding) epics and outcomes. Based on the outcomes of Budget 2020-21, the Program Roadmap was baselined by the Portfolio Board on 11 November 2020 and endorsed by the Steering Committee on the 25 November 2020. Portfolio Status Reporting was also updated to align with the baselined Program Roadmap and structured around agency delivery responsibilities. The Portfolio Framework governance requirements were strengthened to require roadmap change requests be approved by the Digital Identity and myGov Portfolio Board or Steering Committee (as appropriate). Further activities include</p> <ul style="list-style-type: none"> • Relying party (services) indicative volumes were established and included in the Digital Identity Business Case. This included the onboarding of 14 new services. Throughout the different stage gates of the onboarding process these volumes are reviewed and targets re-validated. • In March 2021, a more detailed Service Onboarding Delivery Plan was presented to the Portfolio Board and provided an update on delivery of Year 1 onboarding commitments and an overview of Year 2 commitments. This included information around authentication levels, whether it was individual or business related, indicative volumes, delivery dates and delivery status. • Individual Private and Public Beta Plans approved by the Portfolio Board also provide this information, including operational and reporting requirements. • Targets are included and monitored as part of monthly Service Reporting and support benefits realisation for users, services and government. • Internal documentation was also developed to support better epic and outcome schedule management, including service onboardings • This work has also been undertaken for the MYEFO Submission (a consolidated summary for senior stakeholders, supported by a sequenced roadmap). 	<p>Addressed</p> <p>The program has managed delivery during a challenging time and benefited from urgency created by the pandemic for the adoption of Digital Identity.</p>
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<p>3</p>	<p>To provide certainty to stakeholders' priority should be given to early agreement on the detailed principles underpinning ongoing funding and cost recovery arrangements.</p>	<p>Recommended</p>	<p>The program has worked with system participants to establish a preliminary view of a charging framework (achieved 26 May 2021) which describes the high-level guiding principles, charging components and mechanisms which could be used to charge and recover costs. Further activities to progress the charging framework include:</p> <ul style="list-style-type: none"> • Baseline data for the ecosystem has also been collected and is being used to inform potential pricing and funding options for consultation. Demand modelling research has also been conducted by McKinsey Global Institute to inform future demand and costing model options • There has been direct engagement with Dept of Finance and Treasury to ensure the governments charging framework guidelines and competitive neutrality requirements are being adhered to. • The Charging Working Group was established in March 2021 to support this work and both the Digital Identity and myGov Portfolio Board and Steering Committee have been informed on progress throughout development. • Consultation with state and territory governments and the private sector is in progress and will assist in further refinement of the preliminary view of the charging framework. A charging sub-working group of the Digital Identity Cross Jurisdictional Working Group was established in June 2021 and meets monthly. • Charging updates are provided through the Senior Official's Group (SoG) and the Data and Digital Minister's Meeting (DDMM) which includes state and territory representatives. • A Minister Roundtable was held with key industry stakeholders in August 2021 to discuss charging arrangements. • A Preliminary Charging Framework was agreed in October 2021 • Charging Options are recommended to be presented to Government in 2022/23 budget, as part of the Digital Identity MYEFO Submission in November 2021. 	<p>Addressed.</p> <p>The delay of the legislation provides time for the program to refine the legislation and charging model.</p>
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Previous Recommendations and Actions Taken

4	Further strengthen dependency management through the dependency register and include dependency management as part of program management reporting.	Essential November	<p>A number of key activities have been completed to improve Digital Identity Dependency Management including:</p> <ul style="list-style-type: none"> • The Digital Identity Program Dependency Register was updated in collaboration with partner agencies through a number of workshops over November 2020 to January 2021, for epics and outcomes consistent with the business case. • Improvements were also made to make the register easier to navigate and understand, including a high-level executive summary and introduction of headings and colour coding to improve traceability. • The Dependency Register was circulated to the Program Delivery Group prior to it being baselined by the Portfolio Board on 10 February 2021 • All agencies commenced reporting on dependencies in February 2021 which are reported on each month in the Digital Identity Program Status Report (provided to Portfolio Board monthly as appropriate), and also reviewed at the strategic level in Band 2 discussions as required. • Internal documentation was also developed to support better epic and outcome dependency management • Dependencies continue to be proactively managed through governance forums, including at the Band 2 level. 	Addressed Multi-agency governance has improved since the last review.
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Previous Recommendations and Actions Taken

5	Develop an embedded independent assurance approach and engage an independent assurer.	Critical	<ul style="list-style-type: none"> The program is funded for gateway and independent program assurance in the 2021-22 financial year. In 2020-21 the DTA engaged Callida Consulting to conduct independent assurance on the Digital Identity Program. A number of health checks were conducted, with recommendations being actioned on an ongoing basis. In light of the DTA's revised mandate with oversight and assurance of digital and ICT investments and Gateway Review in late 2021, the program will consider the most appropriate assurance activities for the program in 2022, including a potential independent program health check in March 2022. 	Addressed Refer to Recommendation 4 of this review.
6	Undertake contingency planning to address strategic risks, including the identification of fallback options.	Essential November	<p>A number of key activities have been completed to improve Digital Identity Contingency Management including:</p> <ul style="list-style-type: none"> Engaged an experienced Risk Manager Contingency planning approach incorporated into Risks and Issues Framework Contingency Plan template developed and referenced in Risks and Issues Framework A deep dive on Year 2 of the program was conducted to identify key deliverables of concern across partner agencies, with contingency plans for those deliverables being developed (as below) Contingency Plan for Digital Identity Legislation developed Contingency Plan for IP3 myGovID developed Contingency Plan for the DI MYEFO Submission developed 	Addressed Effective change control and contingency planning arrangements are in place.

Previous Recommendations and Actions Taken

7	Update the benefits realisation plan and identify the strategic benefits important to Government and users of the system, to progressively report on the benefits delivered by the initial capability.	Essential November	<p>A number of key activities have been completed to improve Digital Identity Benefits Management including:</p> <ul style="list-style-type: none"> • Engaged experienced Benefits Management resources • Revised the Portfolio Framework to include more strategic context and made linkage to strategic objectives clearer • Mapping realisation against qualitative benefits from the business case based on program delivery, including CX Measurement Framework • First review of benefits management (DTA) <ul style="list-style-type: none"> • benefits register to align and assess measures to benefits categories from the business case • Made the benefits register simpler and easier to use with guidance including monthly consolidation of metrics from delivery partners • Embedded metrics reporting for benefits management in service onboarding process for relying parties • Identified primary benefits realisation indicator - uptake • Second review of benefits management (KPMG) <ul style="list-style-type: none"> • Stage 1 - Review of approach to identify improvements, refining measures to be more meaningful and development of strategic reporting framework, identified actions to deliver strategic reporting framework, further embed metrics currently being measured in support of adoption of the System • Stage 2 (dates TBC) - further detailed baselining of benefits, detailed mapping of benefits realisation against remaining commitments roadmap 	Addressed Refer to Recommendations 1 and 2 of this review
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Previous Recommendations and Actions Taken

8	Implement a more integrated, transparent and consistent approach to program management with delivery partners, including an approach to centralise key program management information to enable improved analysis and assist decision making.	Critical	<p>A number of key activities have been completed to provide a more integrated, transparent and consistent approach to program management including:</p> <ul style="list-style-type: none"> • Core documents register developed • Portfolio Framework and Program Management Plans were consolidated and improved • Portfolio Status Reports were refined and included updates to align to the Program Roadmap and grouped via agency • Agreement reached to combine Portfolio Management and Delivery Framework and Program Management and Delivery Plan • Portfolio Reporting and Tools Survey distributed to gain a better understanding of the existing tools across the portfolio, gain insights on improvement opportunities and supporting a pragmatic approach to addressing the Gateway Review recommendation • Portfolio Management Framework updated to include document hierarchy • Reviewed and minor updates made to Portfolio Delivery, Benefits and Risks and Issues Frameworks • A number of new governance forums were established to strengthen program delivery across partner agencies. This includes the Program Delivery Group (PDG), supported by specific focus groups for key deliverables (such as the IP3 Focus Group). The PDG meets fortnightly and reports to the Portfolio Board. • DTA MoG adjustments have also led to all delivery functions being transitioned to partner agencies, with the DTA undertaking a strategy and policy role, whilst also monitoring program delivery performance. • Focus teams have also been mobilized for specific elements of the program, including RAM/BAM Integration with the exchange. 	<p>Addressed.</p> <p>Refer to Recommendation 5 of this review.</p>
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Previous Recommendations and Actions Taken

9	Engage a program director, with experience in complex program delivery, to support the SRO.	Essential November	<p>The Program Director commenced on 4 January 2021 and is responsible for:</p> <ul style="list-style-type: none"> • alignment of key executive stakeholders across program outcomes. • reporting to appropriate governance forums • building trust and confidence with partner agencies program directors and delivery managers • improving the overall performance of the program and responding to stakeholder needs proactively. • ensuring all projects are delivering on target and are efficiently allocating resources. 	<p>Addressed</p> <p>The appointment of the Portfolio Director has enhanced the program's delivery capability.</p>
10	The program would benefit from a mid-stage review prior to the program going forward with an updated business case in MYEFO 2021.	Recommended	This review	<p>Addressed.</p> <p>This review took place post MYEFO 2021</p>

Appendix C: Review Checklist

Consistent with *Resource Management Guide 106: Australian Government Assurance Reviews*, this section contains the review team's assessment¹ 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.

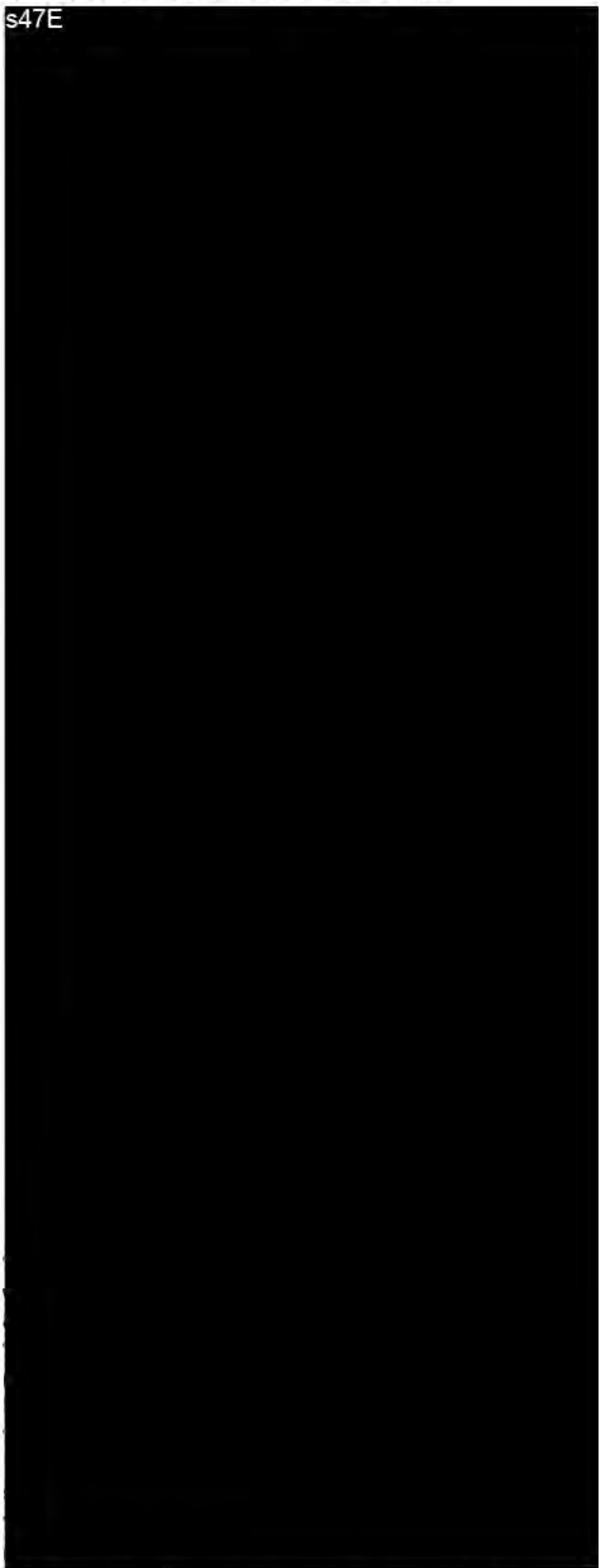
The review team provides an assessment against each of the questions to allow a level of granularity and assist entities to identify and address the key issues. The overall delivery confidence assessment for the review is provided in the Dashboard.

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.

Business Case and Achievement of Outcomes:

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 the business case up to date and is the investment proposition still valid? YES	<p>The Digital Identity Budget 2020-21 Business Case remains valid and is up to date.</p> <p>The review team notes that the 2020-21 Budget was delayed to October 2020 and the authority for this business case was included under the Digital Initiative Business Package, a broad suite of initiatives to support the Government's COVID-19 response and the ongoing recovery of the economy.</p> <p>The Government approved future funding in MYEFO 2021-22 (Expansion of Digital Identity), to provide \$160.9 million (agreed with Finance) over two years to operate the program deliverables of the current Tranche in a sustainment mode and to make enhancements. The Government also agreed that the DTA could comeback in the 2022-23 Budget context with a proposal to run additional pilots with State and Territory government and the private sector.</p> <p>As part of the MYEFO measure, a Prime Minister and Cabinet Taskforce has been established to assess and provide advice to Government on the permanent structures required to manage digital identity on an ongoing basis.</p>

Key Focus Area Question	Comments
<p>1.2 Has the program/project delivered the agreed outcomes? YES (majority) On time? YES On budget? YES Fit for purpose as approved in the business case? YES</p>	<p>The majority of the 2020-21 Business Case outcomes have been completed or are planned to be completed by 30 June 2022. Achievements to date include:</p>  <p>s47E</p>
<p>1.3 Have the needs of the business and/or end-users changed? NO</p>	<p>The business need remains valid – enabling digital identity to be reusable across online services</p>

Key Focus Area Question	Comments
1.4 Are the resources necessary for operations in place? YES	The program delivery teams in Services Australia and the ATO are appropriately resourced, which includes transitioning to operation
1.5 Where successful operations depend on organisational change, has that change been undertaken? YES	Change management has been effective Commonwealth agencies are operating the Digital Identity services as intended and the pilots operating across jurisdictions are working well.
1.6 Have all the governance and stakeholder issues been addressed? Including. <ul style="list-style-type: none"> • statutory processes • communications • external relations • environmental issues • personnel. YES 	<p>Interviewees expressed that the multi-agency governance arrangements are working effectively, and risks and issues are being managed in a timely manner.</p> <p>Stakeholder engagement has been a strength of the program. Stakeholders reported that communications are timely and stakeholder feedback is welcome and used to improve program delivery.</p> <p>Prior to the program moving to a sustainment mode, governance and reporting arrangements should be revisited.</p> <p>The Band 2, multi-agency forum is working effectively managing issues and risks in a timely manner.</p> <p>The review team notes that there is an opportunity to streamline the other governance and reporting arrangements. Program reporting packs can be over 200 pages and is a month old before governance forums consume them</p>
1.7 Are the users satisfied with the operational service? YES	Interviewees advised that users were satisfied with the operational services They also expressed that useability will be improved following the completion (June 2022) of the Enhanced MyGov improvements – MyGov and Digital Identity integration.
1.8 Achievability: Is the entity still realistic about its ability to deliver the remaining outcomes and realise benefits? YES	<p>The Program has refined the benefits plan (Version 3) and identified four benefit categories and 13 benefits, across four key themes that in aggregate identified unlocking \$11 billion in whole of economy benefits.</p> <p>Further work was undertaken to identify Digital Identity service models (McKinsey Research Report, August 2021) that included four scenarios that ranged from sustainment to ubiquitous whole of economy use.</p> <p>The program has been funded (MYEFO 2021-22) to operate in a sustainment mode, aligning with Scenario 1 (McKinsey Research Report, August 2021) mainly adoption by Commonwealth agencies.</p>
1.9 Organisational Change: If benefits and outcomes are dependent on organisational change, is there a plan for this, is it on track and is it achievable? YES	The DTA has leveraged mature organisational change processes in Services Australia and the ATO
1.10 Benefits: Are the outcomes delivered and the benefits to be realised understood and agreed to with benefit owners? YES	See 1.8
1.11 Benefits: Is there a strategy and plan for realising benefits? Is it current? YES	See 1.8

Stakeholders and End Users:

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
<p>2.1 Have the stakeholders and their areas of interest been identified, and do they support the program/project? YES</p>	<p>Stakeholders which include individuals, Commonwealth Government agencies, State and Territory Government agencies and some private industry sectors, including Australia Post support the program and their areas of interest has been identified and continue to evolve.</p> <p>The EOI released in December is a further initiative to gauge private sector interest.</p> <p>While the tabling of the legislation has been put on hold, consultation for the development of the legislation has been extensive and tailored to each stakeholder group.</p> <p>The review team finds in relation to the following stakeholder groups that:</p> <p>End Users are adopting the service relatively fast, supporting COVID initiatives and AUSKEY change overs – there are useability issues, and their participation is currently limited by the number of relying parties connected to the system.</p> <p>Relying Parties – until the legislation is passed and some critical issues settled (e.g. charging model) use will be limited to Commonwealth agencies.</p> <p>States and Territories – a small number of pilots have been undertaken, which has successfully proved the Beta concept. While the review team notes that discussions with State and Territories in anticipation of the passage of legislation in 2022 are ongoing, it did not assess the probability of large scale take up by States and Territories.</p> <p>Private Sector – the TDIF provides the rules and standards for accreditation of Digital Identity Services. Until the legislation is passed private sector participants can be accredited to participate in the system but cannot connect to Commonwealth Government exchanges.</p>
<p>2.2 Is this a whole of government initiative or are other agencies involved in design, development or delivery? YES</p>	<p>Services Australia and Australian Taxation Office are key delivery partners of the DTA.</p>
<p>2.3 Have stakeholder and end-user needs been taken into account in the design and delivery strategy? YES</p>	<p>All stakeholders have been extensively consulted in the design and delivery of the program.</p> <p>The program has a stakeholder engagement strategy and supporting governance arrangements which are fit for purpose. There are stakeholder forums for Commonwealth, State and Territories governments as well as the private sector (industry based) and a range of strategies have been implemented in line with this plan.</p>
<p>2.4 Do stakeholders continue to support the approved business case and the selection of the preferred option? (This includes the potential or recommended delivery approach and mechanisms.) YES</p>	<p>All stakeholders continue to support the Business Case and the preferred way forward of offering choice in accessing Digital Identity services.</p>

Key Focus Area Question	Comments
2.5 Are the Stakeholder Engagement Strategy and supporting governance arrangements fit for purpose and do they recognise the need to engage with external whole-of-government and multi-entity stakeholders? YES	The Stakeholder Engagement Strategy and supporting governance arrangements are fit for purpose. Stakeholder engagement has been a strength of the program and some stakeholders commented that this represented strong growth since the beginning of the program. Stakeholders reported that communication stakeholder feedback is welcome and used to improve program delivery
2.6 Are stakeholder confident outcomes will be achieved when expected? YES (majority)	See 1.2
2.7 Do stakeholders feel sufficiently engaged? YES	Stakeholder engagement has been a strength of the program. Interviewees commented that the multi-agency governance arrangements are working effectively, and risks and issues are being managed in a timely manner. Interviewees advised that users were satisfied with the operational services delivered. They also expressed that useability will be improved following the completion (June 2022) of the Enhanced myGov improvements – myGov and Digital Identity integration.

Operational Effectiveness:

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
3.1 Is the capability operating to defined parameters and satisfying the business need? YES	See 1.2 on deliverables to date
3.2 Has the project documentation, training material and training program/project been delivered and kept up to date? YES	The program has made significant improvements in the development of project documentation since the previous Gateway assurance review. it is expected that the maturity of these documents will continue to improve as greater clarity is achieved as the planning for sustainment progresses.
3.3 Are the contractual relationships satisfactory? YES	The program has established a number of contractual services to support the delivery of the program. A Memorandum of Understanding is in place to support the IOA. The DTA is working with its service delivery partners (Service Australia and the ATO) through SLAs for the operation of the Digital Identity service.
3.4 Are there plans for continued contract management? YES	Various options for contractual management arrangements are under consideration as part of the charging framework development. Further development of the framework will be guided by the final shaping of the legislation.
3.5 Are plans for ongoing risk management up to date? YES	Risks and issues are being appropriately managed. There is scope to revisit the risks associated with transitioning to sustainment. See Recommendation 3
3.6 Are operating funds provided for smaller scale continuous improvement so the system can continue to operate as the user context changes? YES	Sustainment funding has been provided to support small scale enhancements.
3.7 Have arrangements been made to report KPI for programs/projects subject to the provisions of the Digital Service Standard? YES	See 3.3

Risk Management:

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 Is there an organisational framework for managing risks, assumptions, issues and dependencies (RAID) associated with this program/project? YES	Strategic and operational risks are being actively managed. They are identified and reported to key governance forums in relation to program delivery. The IOA has identified and is tracking key fraud and security risks.

Key Focus Area Question	Comments
4.2 Have the major risks been identified and are risk owners appointed? Are the risks being effectively managed? YES	Risk treatments and risk owners have been identified for program delivery and for the IOA The review team notes that the risk management arrangements could be strengthened by identifying and treating risks associated with the operational aspects of Digital identity (sustainment)
4.3 Are there specific high-level risks that might affect this program arising from, for example, multiple delivery entities, program complexity, novelty, technology, cyber issues, complex supplier arrangements or multiple stakeholders? YES	The program is large and complex. There are multiple delivery agencies, developing and adopting technology at times, for the first time and the security of digital identity is paramount Workstreams are being delivered via EPIC's and outcomes.
4.4 Is the RAID log regularly reviewed and updated regularly and briefed to governance committees and management as appropriate? YES	See 4.1
4.5 Have assurance arrangements for the program/project been put in place and is there an Assurance Plan? YES	Assurance arrangements are place for program delivery. As the program moves to sustainment there is the opportunity to evolve assurance to focus on the operational aspects of Digital Identity. By leveraging agency-based assurance arrangements, it will be important the DTA to obtain the necessary assurances that the Digital Identity policy is being delivered as government intended.
4.6 Are there contingency plans that address risks as necessary? YES	The program has a number of contingency plans in place, in particular for the management of the passage of legislation. The program has also developed numerous charging models that can be utilised to support the adoption/take-up of different service models (as articulated McKinsey Research Report, August 2021) or variations of these models A PM&C taskforce has been established to consider and provide advice to government on the structure of a permanent oversight authority.

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
5.1 Is there an integrated master schedule showing the program/project milestones along with the milestones and interdependencies of programs/projects (Including those managed by other agencies where relevant)? YES	The DTA has developed a whole of program roadmap. The program schedule has been re-baselined and a detailed implementation schedule has been established and is being implemented.
5.2 Milestones: Are the program/project's key milestones compliant with broader government or entity timing requirements? YES (majority)	See 1.2
5.3 Schedule: Are the program schedules realistic and achievable and do they include appropriate contingency? YES	The Digital Identity Program schedule has been adjusted to reflect government decisions and timeframes.
5.4 Schedule: Is the program/project progressing in accordance with the schedule? YES	The DTA has effectively maintained momentum of the program and ecosystem for Government while it is waiting for the regulatory framework to be established through legislation which has been delayed with the new bill planned to be tabled in June 2022. The DTA is managing a number of Change Requests (see 1.2) which are required to improve functionality of the Digital Identity solution delivered by ATO.
5.5 Budget: Is the program/project performing to budget? YES	The program does not have a whole of budget view. While the agency delivery partners administer their own budgets, which are not reported to the program, the review team has been advised by the program and their delivery partners that funds are available to complete the current tranche.
5.6 Issues: Have issues emerged and have they been resolved? YES	Key issues have emerged which have impacted program implementation. See 1.2
5.7 Does the program have a sourcing strategy? N/A Has the program considered re-usable common design patterns either using existing technology or sourcing reusable technology? YES	The technology architecture for the system is based on the ATO and Services Australia's current technology capability.
5.8 Delivery Strategy: Has a delivery strategy been developed? YES	See 1.2 The program has a proposed approach to integrate enhanced myGov and the Digital Identity systems to create a single digital identity ecosystem.
5.9 Does the program/project have a sound Release/ Staging Strategy? YES	The program is managing its releases in accordance with its roadmap. See 1.2
5.10 Is functionality being released in line with that strategy? YES	The program has deployed a number of private beta solutions for State and Territories – QLD, WA and SA. Further pilots are being planned for private sector access. Funding for this will be considered by Government in the 2022-23 Budget context.

Key Focus Area Question	Comments
5.11 Where relevant, has user acceptance testing and system end-to-end testing to ensure fitness for purpose been conducted and does the product/element perform to specification? YES	The program's delivery partners have a robust quality based release process in place The review team has been advised that the Enhanced myGov workstream will fix the user experience by addressing the integration between myGov and Digital Identity.
5.12 Outcomes and Benefits. Is the program/project and its projects on track to deliver the outcome and realise the benefits as specified in the business case? YES (majority)	See 1.2

Readiness for Next Stage (Guidance – this Key Focus Area is intended to cover the period leading up to the next significant milestone)

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 Is the program on track to receive government or other approval to move to the next stage? YES	The program received \$160.9m, two years of sustainment funding – MYEFO 2021-22.
6.2 Are the funds available to undertake the next phase? YES	Funds are available to complete the current tranche and funds have been approved for sustainment
6.3 Has the entity assessed its readiness to proceed to the next stage? YES	The program has prepared plans for the next phase, including contingency planning for the passage of the legislation.
6.4 Does the program/project have the capability and capacity (right skills in the right quantity including specialist advice) ready to deliver the next stage? YES	The program appears to be appropriately resourced, noting that there will be a transition in leadership.
6.5 Are the plans for the next phase, including the integrated master schedule, fit for purpose and achievable? YES	The key delivery partners have a good understanding of their requirements and delivery expectations.
6.6 Are the governance arrangements for the next stage in place and fit for purpose? YES	There is an opportunity to refine the governance arrangements prior to the transition to sustainment. See Recommendation 1.

Appendix D: List of Interviewees

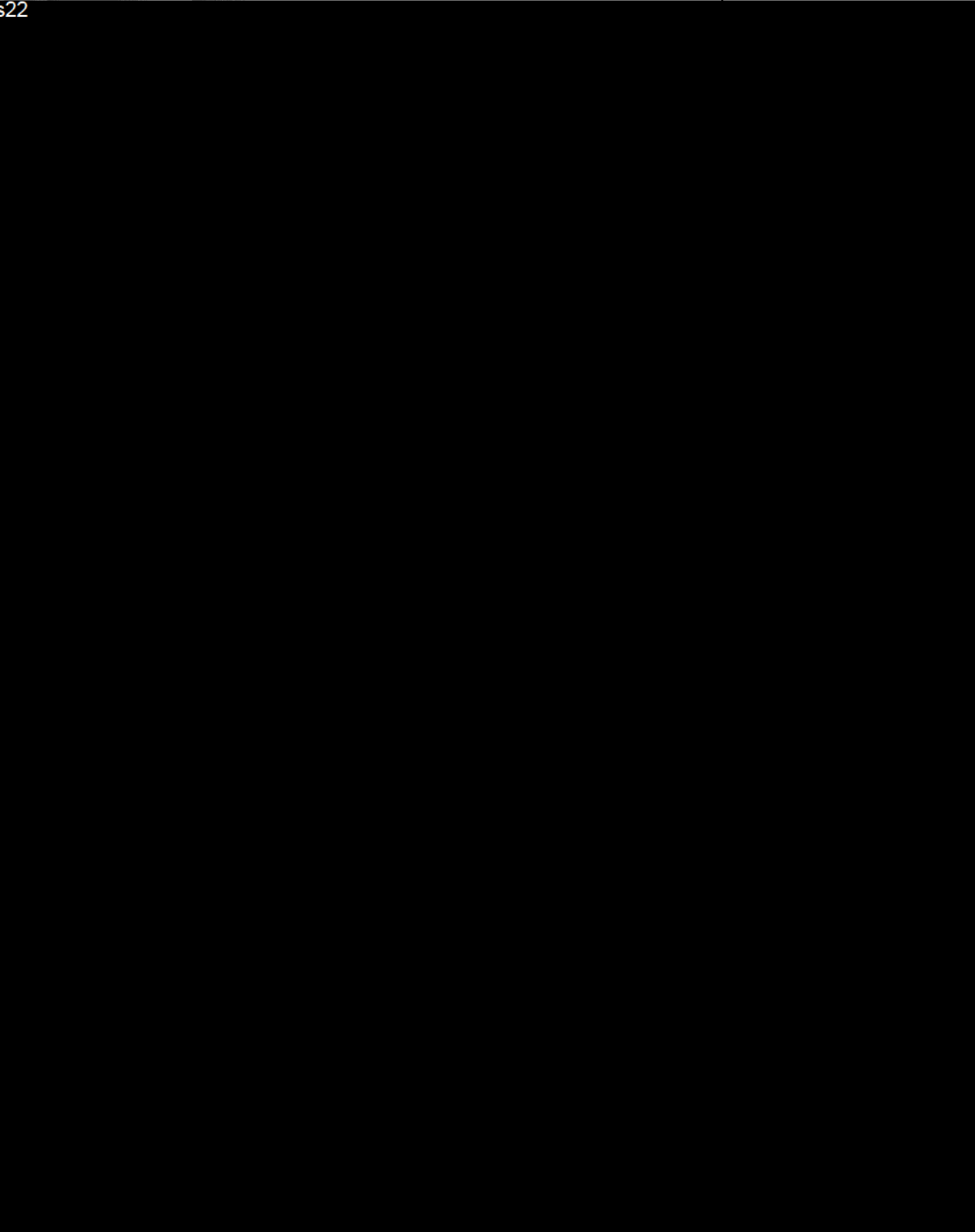
Name	Role/Position/Entity	Date Interviewed
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Appendix E: List of Documents Reviewed

Document Title	Version no. and/or Publication date
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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 project 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).