

Support at Home Assurance Plan

Guidance on this template

Before completing an Assurance Plan in this template, agencies are required to first confirm the tier rating of their investment with the DTA during Stage 3 (Contestability) of the Digital and ICT Oversight Framework ([Oversight Framework](#)). To confirm the investment tier, or to request the latest copy of this template, email investment@dta.gov.au.

This is version 2.2 of the Digital Transformation Agency (the DTA) Assurance Plan template. This template is specific to tier 1 digital/ICT investments, as determined by the DTA. Agencies with a tier 1 investment need to complete an Assurance Plan in this template and submit to the DTA for review and agreement prior to the proposed investment going forward for Australian Government consideration. This Assurance Plan template supports agencies in adhering to the [Assurance Framework](#) and its requirements. As required, the DTA can provide a sample Assurance Plan to assist with the completion of this template.

Once completed, please ensure the document security marking is updated to reflect the contents of this plan (the template is marked as OFFICIAL).

For information on the stages of the Oversight Framework and the requirements of the Assurance Framework please visit www.dta.gov.au and click on **Digital and ICT Investments**.

Assurance Plan review frequency

Under the Assurance Framework, Assurance Plans for tier 1 investments must be reviewed and updated at least every **6 months**. Updated Assurance Plans must be endorsed by the DTA and the primary governance committee for the relevant digital investment. Ensure the 'Next scheduled review date' reflects this requirement.

A review of the Assurance Plan should generally be undertaken earlier if any of the following conditions are met:

- The Senior Responsible Officer (SRO) declares a drop in the delivery confidence of the initiative to Medium or lower
- The emergence of a new key risk or issue is, in the view of the SRO, sufficiently significant to trigger the need to revisit whether the current assurance arrangements remain fit-for-purpose
- There is a change in the scheduling and focus of assurance sources outside the direct control of the investment SRO and board (for example, internal audit work program released, ANAO confirms intention to audit the investment, etc.)
- The timing of key decision points is adjusted (for example, go-live decision) triggering the need to re-sequence assurance to ensure relevant and timely assurance information continues to be made available at the right moments.

Please return completed Assurance Plan to:

investment@dta.gov.au for Assurance Plans for new investment proposals (new Cabinet submissions)
portfolio.assurance@dta.gov.au for updated Assurance Plans of in-flight projects/programs.

Assurance Plan details

Project/Investment name:	Support at Home Program including the following projects. Separate project assurance plans are captured for all projects with the exception of the Support at Home ICT Enablement project, which is covered within the Support at Home Program Assurance plan: <ul style="list-style-type: none"> - Support at Home (SAH) - Single Assessment System (SAS) - Support at Home ICT Enablement (Assurance requirements captured within this plan) - Extend existing grant arrangements for the Commonwealth Home Support Program for 12 months and - Additional 9,500 Home Care Packages.
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Lead agency name:	Department of Health and Aged Care
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Primary Governance committee:	In-Home Aged Care Program Board
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Key contact details

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Acknowledgement of Information Sharing

The DTA is building a repository of Assurance Plans to support agencies in planning for good assurance. Completed Assurance Plans will be available to be shared with other Australian Government Agencies once the investment is agreed.

If your agency needs to opt out of this information sharing process, please send an email request through to portfolio.assurance@dtg.gov.au with a brief explanation.

Assurance Plan approval

Approved by SRO	SRO name:	Thea Connolly, First Assistant Secretary, Home and Residential Division
	Date:	DD/MM/2024

Assurance Plan details

	SRO name:	Fay Flevaras, First Assistant Secretary, Digital Transformation and Delivery Division	
	Date	DD/MM/2024	
Governance committee endorsement date:		Tabled as an out of session item for the In-Home Aged Care Program Board meeting in March 2024.	
Next scheduled review date:		15/08/2024	
Revision history			
Version	Date	Author	Description
v.0.1	14/02/2024	Section 22	Transfer and updates to the new template as project determined as Tier 1 rating.
v.0.2	19/2/2024	Section 22	Document review.
v0.3	13/03/2024	Section	Uplift SAH Program into the DTA Tier 1 template
<u>v0.4</u>	<u>11/04/2024</u>	Section	<u>Updating to incorporate Program Board member and Digital Transformation feedback.</u>

Add or delete rows as required.

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1. Investment overview

1.1 High level overview

Overview:

Please provide a brief overview of the proposed investment.

The Royal Commission into Aged Care Quality and Safety (the Royal Commission) made recommendations to improve the Australian aged care system. The issues raised by the Royal Commission included accessing care and long wait times for care, confusing program arrangements, high administration fees, services not being well-targeted, and older Australians not receiving the help they need to support their independence.

The Australian Government is committed to resolving these issues and is developing a new Support at Home and Single Assessment System (SaH & SAS Program) in line with the Royal Commission's recommendations. The new Program aims to place older Australians with care needs at the centre of care, with enhanced levels of choice and control in their engagement with the aged care system. The new Program should be simple to access and understand, with only one assessment process. It aims to give people timely access to safe and high-quality services and real choice and control in determining the services they receive. The Program fees are expected to be fair and transparent, directing funds to deliver high-quality care.

The Australian Government has committed to establishing a Single Assessment System (SAS) from 1 July 2024, which will simplify and improve access to in-home and residential aged care services and to ensure aged care assessments are rigorous, accurate and consistent. SAS will provide a better experience for older people as they enter or progress within the aged care system, as one workforce will be empowered and trained to do all the assessments that they need across both home care and residential care.

Around one million older Australians receive in-home aged care services that range from transport and house cleaning to nursing and allied health care. The current in-home aged care system includes 4 government-funded programs:

1. Commonwealth Home Support Programme (CHSP) provides recipients with entry-level services which support activities of daily living. CHSP is designed so recipients can improve their independence at home and be active in the community. Services can be short term or long-term, depending on the assessed needs of the older person. Client contributions are set and collected by service providers in accordance with an older Australian's capacity to pay.
2. Home Care Packages (HCP) supports older people with more complex care needs to live independently in their own homes. Under the Aged Care Act 1997, the Australian Government provides a subsidy to an approved provider of home care, chosen by the older person, to coordinate a package of care, services, and case management to meet their individual needs. There are four package levels, ranging from supporting individuals with basic care needs to supporting individuals with high care needs. A basic daily fee and an income tested care fee are applied to HCPs.
3. Short-term Restorative Care (STRC) provides support for recipients over a short period, to assist them to manage or adapt to their changing needs. Its goal is to have recipients regain or keep their independence at home, using allied health services, including chiropractic services, nursing, physiotherapy, and occupational therapy. STRC allows for services to be provided for up to eight weeks, twice in any 12-month period.
4. Residential respite provides short-term care in aged care homes, with the primary purpose of giving a carer, or the person being cared for, a break from their usual care arrangements.

	<p>The new Support at Home Program will replace the existing CHSP, HCP, and STRC programs. It is intended to deliver a seamless system of care that better matches assessed needs with appropriate care, services, and funding for older people and their informal carers living at home and in the community. A staged implementation approach will be adopted. From 1 July 2025, SaH will replace HCP and STRC, with CHSP transitioning to SaH no earlier than 1 July 2027.</p> <p>Approach to Assurance</p> <p>The Department's <u>Assurance Framework</u> provides confidence that Departmental business is being managed in accordance with legal and policy frameworks, and that outcomes are being achieved. The framework uses the three lines of Assurance model to describe assurance activities:</p> <ul style="list-style-type: none"> • First line of assurance is undertaken by the line areas to provide assurance that outcomes are being achieved, within acceptable levels of risk. • Second line of assurance is undertaken by corporate and enabling areas to ensure compliance with standards, policies, procedures and controls that guide delivery of outcomes and comply with Whole of Government directives. • Third line of assurance are independent internal and external activities undertaken by assurance providers as part of the Internal Audit Work Program, ANAO Work Program, Department of Finance Gateway Review Program, Capability Review Program and other oversight the Department may be subject to. <p>Assurance Plan Purpose</p> <p>The Support at Home Program Assurance Plan documents the high-level approach to program assurance and the roles and responsibilities for effective assurance management. The SaH Program will undertake assurance activities in line with those specified by the Department's Assurance Framework and Aged Care Transformation Program (ACTP) Assurance Strategy. The program's assurance needs may change and adapt to evolving assurance needs in line with ACTP's assurance strategy.</p> <p>This plan covers both Tier 1 and Tier 2 projects overseen by the Support at Home Program along with the detailed assurance plans for each of the in-scope Tier 1 and Tier 2 projects. The plan references the department's Assurance Framework throughout and details the first, second, and third lines of assurance activities to ensure that program outcomes are delivered. Note: This plan does not cover program management and assurance activities that are also meant to be conducted using a 3 lines model to ensure that program requirements are being met by providers and/or funds are being used for the purposes provided.</p>	
	<p>Original <i>Record the original budget or date in this column</i></p>	<p>Current <i>When updating the plan, enter the latest budget or date here</i></p>
<p>Total budget: <i>Enter total estimated or confirmed budget here.</i></p>	<p>\$7.5 billion over five years from 2021-22</p>	<p>2024-25 budget request is in progress.</p>
<p>Digital/ICT component of budget: <i>(if available)</i></p>	<p>Received \$48.4M at MYEFO 2021/2022; \$13M at MYEFO 2022/2023; \$46M at Budget 2023-24; Future comebacks expected.</p>	<p>2024-25 budget request is in progress</p>
<p>Expected commencement date: <i>(if approved, earliest delivery start date, as MM/YYYY)</i></p>	<p>Project kicked-off in January 2022.</p>	<p>N/A</p>
<p>Expected end date:</p>	<p>Support at Home Program will have a staged implementation, which involves implementation of the Single Assessment</p>	<p>Support at Home Program will have a staged implementation, which involves implementation of the Single Assessment System from 1 July 2024, followed by the new Support at Home</p>

	System (SAS) from 1 July 2024, followed by the new Support at Home (SaH) program incorporating the Home Care Packages (HCP) program, and Short Term Restorative Care (STRC) programme on 1 July 2025.	Program, incorporating the Home Care Packages (HCP) program and Short Term Restorative Care (STRC) programme on 1 July 2025, and Commonwealth Home Support Programme no earlier than 1 July 2027.
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1.2 Expected outcomes from investment

This proposal builds on the Government's commitment to improving the experience of users across the aged care sector. The Royal Commission emphasised the importance of placing older Australians with care needs at the centre of care, with enhanced levels of choice and control in their engagement with the aged care system.

Support at Home Program will have a staged implementation, which involves:

Single Assessment System:

- Phase 1: Launch of the Implementation Assessment Tool (IAT) 1 July 2024
- Phase 2: Single Assessment System Go-Live (December 2024)
- Phase 3: First Nations launch (1 July 2025 - TBC)

Support at Home:

- Phase 1: SaH will launch from 1 July 2025, replacing the Home Care Packages (HCP) program and the Short-Term Restorative Care (STRC) Programme
- Phase 2: The Commonwealth Home Support Programme (CHSP) will launch no earlier than 1 July 2027.

Interim measures were progressed in July 2023 to lay the foundations for the program, including the SAS large-scale trial of IAT.

Key Outcomes for the program to be delivered:

Better ensure older people get the support they need when and where they need it.

Delivered by:

- Improved assessment arrangements to better align services to needs
- Simpler for providers to enter the market improving access to services
- Up-front access to aids and equipment without having to save
- Support at Home clients will have access to dedicated care managers

Make in-home aged care simpler and easier to use

Delivered by:

- A single program and assessment system
- Consumers will have the option to choose multiple providers (when the SaH program has been fully implemented, the single provider model will be in place initially)

Increased value for money, delivered by:

- All clients have budgets.
- Reasonable prices and client fees set by Government.
- Providers will invoice for services as they are delivered.
- Extra grant funds will be available for services in rural and remote areas and for providers supporting niche cohorts including culturally and linguistically diverse communities.

Continuity of Commonwealth Home Support provider funding delivered by:

- Extension of the grant arrangements with existing providers of CHSP services for a further 12 months from 1 July 2024 until 30 June 2025, ensuring continuity of services to more than 800,000 clients being service by around 1,300 providers.

Meet increasing demand for Home Care Packages, delivered by

- Releasing an additional 9,500 home Care Packages between 1 July 2023 and 30 June 2024.

The scope of the project to develop and implement ICT solutions to enable the Support at Home (SaH) program remains aligned to previously endorsed parameters. Some scoping adjustments have taken place in the past to respond to changes in the SaH policy scope. For example, the Commonwealth Home Support Program (CHSP) was previously thought to join the SaH program at the same time as Home Care Packages (HCP) program for July 2025 implementation, and accordingly ICT functional capabilities had provided coverage for that. However, the ICT requirements were pared back following the government decision that CHSP will join SaH no earlier than July 2027. Funding was granted in Budget 2023-24 for Single Assessment System and this work has been segmented due to workforce delays resulting in the Integrated Assessment Tool

being released ahead of the [Single Assessment workforce component](#). The project is closely engaging with DTA for ongoing ICT project assurance.

Governance arrangements

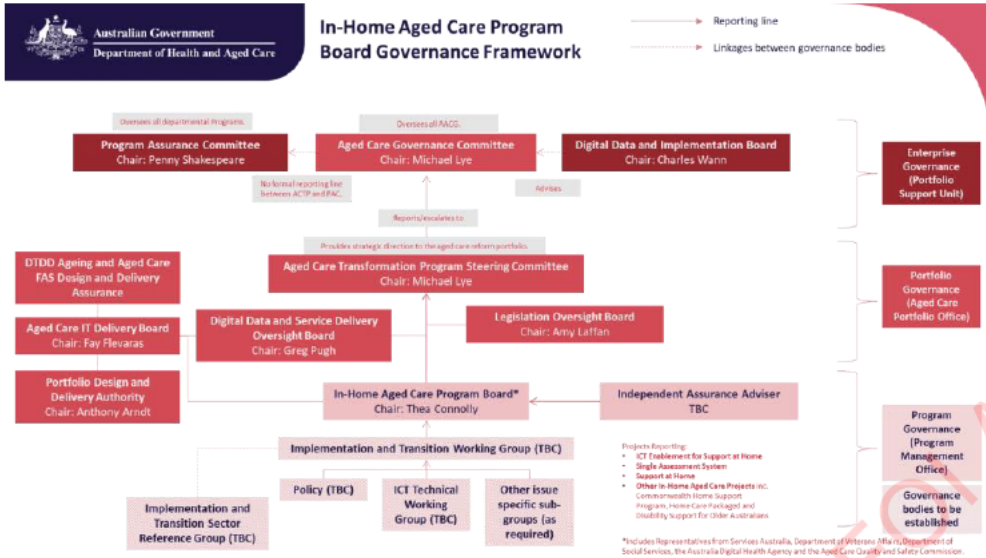
Table 1: Governance arrangements

Name	Role	Frequency
Aged Care Transformation Program Steering Committee	<p>The Board provides the Secretary and Executive Committee with:</p> <ul style="list-style-type: none"> Oversight, advice, and assurance on the implementation of the Aged Care Transformation Program. Program Boards are responsible for the delivery of their respective programs of work, reporting to the ACTP Steering Committee. The SaH Program SRO attends as a member. 	Meetings will be monthly. Urgent matters will be handled out of session, by exception.
Digital Data and Implementation Board	<p>The Digital, Data and Implementation Board (DDIB) is an advisory board that provides the Secretary and Executive Committee with:</p> <ul style="list-style-type: none"> Oversight, advice and assurance on the effective implementation of the Department's high risk change projects and portfolios of work. Strategic advice and leadership on the digital, data and ICT work programs to ensure the Department is leveraging existing technologies, patterns and capabilities to effectively deliver on new and emerging priorities of Government, while ensuring alignment with the digital transformation agenda. The Acting FAS Reform Implementation Division attends as the SaH Program SRO. 	Meetings will be every six weeks. Urgent matters will be handled out of session, by exception.
In-Home Aged Care Program Board	<p>The Board provides the Aged Care Transformation Program Steering Committee with:</p> <ul style="list-style-type: none"> Oversight, advice, and assurance on the implementation of the Support at Home Program, including the Single Assessment System reforms being introduced on 1 July 2024. Assurance that delivery meets the expected business outcomes in a safe, secure timely and reliable manner. Direction, policy support and drives key legislative changes for the Support at Home reforms. Primary responsibility for monitoring assurance activities. The SaH Program SRO is the Chair and has responsibility/accountability/oversight for and assurance on the 	Meetings will be every month. Urgent matters will be handled out of session, by exception.

Name	Role	Frequency
	<p><u>implementation of the In-Home Aged Care Program within the Aged Care Transformation Program.</u></p> <ul style="list-style-type: none"> <u>The SaH ICT Investment and Delivery SRO is a member.</u> <p>DTA is <u>a representative on the In-Home Aged Care Program Board.</u></p>	
Support at Home Program Management Office (PMO)	<ul style="list-style-type: none"> Assurance oversight of project controls and artefacts development compliance. Integrated Program schedule identifying critical path for delivery. Monthly project status reporting. <u>This PMO reports to the SaH program SRO.</u> 	Periodic reviews will be scheduled during the implementation of this NPP. These may include stage gate reviews, post implementation reviews, project evaluation reviews, ad hoc targeted reviews as required, and supporting assurance requirements to meet obligations to Government.
Aged Care IT Delivery Board	<ul style="list-style-type: none"> The Aged Care Information Technology Delivery Board (ACITDB) is managed through the Digital Transformation and Delivery Division (DTDD). The board provides oversight and approval of the ACTIP ICT work program, including governance, assurance, and delivery risk management of all ICT ACTP deliverables. <u>The SaH ICT Investment and Delivery SRO is the Chair</u> 	Meetings held monthly

1.3 Governance structure chart

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Assurance approach

The DTA is responsible for providing Ministers and other key stakeholders with confidence that assurance is being applied effectively to support the successful delivery of digital and ICT investments. This section ensures agencies have applied the Key Principles for Good Assurance, have considered lessons learned from similar investments, and ensured their key risks are mapped to assurance activities.

1.4 Alignment to the Key Principles for Good Assurance

In Table 2 below, provide an overview of the approach to assurance that includes an outline of how the Key Principles for Good Assurance have been considered in planning assurance activities and how the principles will be applied throughout the delivery of the investment.

The DTA will assess tier 1 Assurance Plans against minimum requirements and the effective application of the 5 Key Principles for Good Assurance set out in the [Assurance Framework](#). Section 2.1 in this plan should outline how the assurance activities listed in section 3.1 align with these principles.

Minimum requirements

Assurance Plans for tier 1 investments must:

- detail how terms of reference materials for external assurance activities will be shared with, and agreed to by, the DTA
- outline how approach to market materials for independent assurance providers/services will be shared with, and agreed to by, the DTA

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- include a commitment to review and update the Assurance Plan through the DTA and governance committee every **6 months** (or as otherwise stated in the Assurance Plan)
- include a commitment to provide the DTA with all draft and final assurance reports for oversight purposes (noting that Gateway Review reports will be handled in accordance with agreed protocols)
- outline how governance bodies are to receive regular reporting on the progress of agreed assurance recommendations during implementation
- include a commitment to, and outline the process to, advise the DTA where there has been a material variation from any planned assurance arrangements.

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Table 2: Alignment with the Key Principles for Good Assurance

Key Principle	<p>How is the key principle considered/applied. (Consider the following):</p> <p><i>Please delete this guidance text and populate the table with responses relevant to your initiative.</i></p>
<p>Plan for assurance</p>	<ul style="list-style-type: none"> The Department of Health and Aged Care has an existing Assurance Framework, of which all Departmental projects are subject to. The Assurance Framework provides confidence that risks are being managed appropriately and the Department's objectives are being achieved. The Assurance Framework provides guidance and advice for assurance activities and will support this project as it progresses through the project lifecycle. This Assurance Plan will be monitored by the In-Home Aged Care Program Board and reviewed every 3 months to ensure it remains fit-for-purpose. The department will commit to advise the DTA where there are material variations from planned assurance arrangements. Variations may be identified during the regular 3 monthly review or outside the review. Overseen by the Governance Committees, assurance activities will adopt a risk-based approach to target appropriate assurance activities. According to identified risks, relevant controls will be implemented to mitigate these risks. Finally, project teams will confirm objectives are being met and reported accordingly to the Aged Care Transformation Program Steering Committee (ACTP SteerCo). The department will work with DTA on approach to market materials to engage the independent assurance advisor for the program and budget for the independent assurer has been confirmed.
<p>Drive good decisions</p>	<p>The SaH Program has developed a comprehensive Program Management Plan and associated integrated schedule.</p> <ul style="list-style-type: none"> Delivery points, milestones and key dates are identified and reported against using standard status reporting (monthly). Changes in scope are approved via the Program Board and are captured in Version control within the Program Management Plan and associated Project Change Requests (PCRs). The Assurance Planning components above are used to inform and guide the Program Board and Senior Governance and Assurance Bodies and their decisions in relation to the program. All Assurance reports are shared with appropriate governance and assurance groups through transparent project reporting (and assurance bodies report directly to the SRO). As an example, decisions on approaches to probity have been guided directly by the independent probity advisor providing quality expertise and advice to assist the Program Board to make decisions associated with the planned market approaches. Assurance activities that result in a Delivery Confidence Assessment (DCA) rating will be conducted quarterly and reports will be shared with the DTA.
<p>Expert-led and independent</p>	<ul style="list-style-type: none"> Internal assurance activities will be conducted by expert staff in delivering Health reforms, program management and in Information Technology. The program will also be overseen by several implementation boards, as listed under governance arrangements, p.8. As the program will be reported on through the Department's Health Tracker/Altus, it will be subjected to monthly independent reviews and assessment as part of the Status Updates functions. Where risks and issues are identified, there may be particular interest expressed by the Digital, Data and Implementation Board, which may request a briefing or update. An Independent Assurance Advisor to the Program Board will provide assurance advice in respect of the program's ability to deliver reform projects effectively, on time and on budget. Assurance advice will be given through monthly assurance reports on topics related to program delivery activities, management of risk, and strategies for performance improvement, as well as participation in Board meetings. The Independent Assurance advisor's monthly assurance report will be shared ahead of each monthly In Home Aged Care Program Board Meeting for oversight

Key Principle	<p style="text-align: center;">How is the key principle considered/applied. (Consider the following):</p> <p style="text-align: center;"><i>Please delete this guidance text and populate the table with responses relevant to your initiative.</i></p>
	<ul style="list-style-type: none"> In addition, regular deep dives with the SaH and SAS program leadership team have been scheduled and the PMO will continue to work with the assurance advisor to establish a forward plan of deep dive sessions across the overall program. The deep dives will be used to drill down into specific areas of the program including implementation readiness. The expected outcome will be identification of program areas that require additional focus to improve overall delivery. The assurance report will utilise DTA's Delivery Confidence Assessment (DCA) rating scale when rating the status of the program, at least twice per year. Advice may also include contributions to strategic documents. Where necessary, additional external assurance activities will be arranged to provide further capability or capacity for assurance activities. These could include independent advisor with relevant subject matter expertise. External activities could also include external audits, reviews and evaluations.
<p style="text-align: center;">Culture and tone at the top</p>	<ul style="list-style-type: none"> The program will be overseen by established governance committees which will provide guidance and advice on assurance where necessary. These governance committees will also provide assurance to the Secretary and/or Executive Committees where requested. As per monthly reporting in the Health Tracker/Altus, the Senior Responsible Officer (SRO), as the business owner of the project, will maintain close oversight of activities. The ICT Business owner will maintain a close oversight of all ICT, Investment and Delivery activities. The SROs play an active role in assurance planning and outcomes, with a focus on ensuring assurance activities are fit for purpose during the delivery phase of the program. The Program Board is clearly accountable for the project outcomes and the Business SRO, who sits on the In-Home Aged Care Program Board, chairs this Committee. Risk management, governance and assurance are all part of the Board's responsibilities. These accountabilities are reviewed and transparently reported to senior governance groups within the agency to ensure the Program Board meets its responsibilities and obligations. Reporting and accountability to the most senior governance and project committees in the agency.
<p style="text-align: center;">Focus on risks and outcomes</p>	<ul style="list-style-type: none"> Risks and issues will be reviewed fortnightly with the risks and issues mitigations owners. Through the Monthly Health Tracker/Altus reporting, risks and issues will be proactively identified and relevant controls will be identified and then implemented to mitigate these risks. Monthly reporting to the In-Home Aged Care Program Board will ensure the project remains focused on outcome delivery throughout the project life cycle. Emerging risks and issues will feed into the review and planning of assurance activities to ensure these are fit-for-purpose.

1.5 How lessons learned have been applied

Table 3: Application of Lessons learned

Knowledge area	Lesson and source <i>Outline the details of the lesson learned here. Add or delete rows as required.</i>	Map to assurance activity in section 3.1 <i>Outline how this lesson learned has been effectively considered and incorporated into planned assurance activities. For active projects also outline how assurance activities have resulted in strategies being implemented as a result of the lesson learned and assurance recommendations.</i>
Program scope	1. Complex reform needs to be communicated in a simple way	<ul style="list-style-type: none"> This lesson learnt has been incorporated under multiple assurance aspects. In relation to scope, a Program plan on a page (PoaP) has been developed for the program and is maintained by the PMO. This covers each major release, sequencing of deliverables in the work streams and key dependencies across the program. It is underpinned by the Program Management Plan which defines the business problems, the key objectives, risks, scope and deliverables to ensure clarity and simplicity. The program PoaP is tabled as a regular agenda item at the In-Home Aged Care Program Board. Covered by assurance activities #2, #3 and #5 detailed at 2.1 below
	2. Program scope needs to focus on the business problem and objectives rather than the solution	<ul style="list-style-type: none"> The Support at Home Program PMO provides a secretariat function for the In Home Aged Care Program Board and suggests a relevant monthly agenda that focuses on key business problems and project updates, ensuring the Board's focus, oversight and executive decision-making for the suite of reform projects undertaken for the program, leading to achieving objectives. Covered by assurance activities #2, #3, #4 and #5 detailed at 2.1 below
Timeline	1. It takes a long time for the Aged Care sector to embed change and requires a longer implementation lead time to ensure success	<ul style="list-style-type: none"> PMO and project review against scheduled activities: <ul style="list-style-type: none"> Early sector engagement including co-design sessions and site visits. Regular open communications via webinars, tech talks and Support at Home program web pages The High-Level Program schedule includes minimum 9-month lead time for the sector to adopt changes to the program, and includes early training opportunities. Covered by assurance activities #1, #2, and #6 detailed at 2.1 below
	2. Clearly identifying the Critical path across the entire program is fundamental to understanding and managing the impact of milestone delays on the final delivery date	<ul style="list-style-type: none"> PMO is responsible for identifying and managing critical path impacts across the entire program and reporting to the In Home Aged Care Program Board Covered by assurance activities #1, #2, #4 and #7 detailed at 2.1 below

Knowledge area	Lesson and source <i>Outline the details of the lesson learned here. Add or delete rows as required.</i>	Map to assurance activity in section 3.1 <i>Outline how this lesson learned has been effectively considered and incorporated into planned assurance activities. For active projects also outline how assurance activities have resulted in strategies being implemented as a result of the lesson learned and assurance recommendations.</i>
Cost	1. Budget estimates done against high level policy positions can lead to over or under spends	<ul style="list-style-type: none"> Internal assurance activities to include budget re-assessment at the end of the design phase. Project budgets, forecasts and expenditure updated and reported to the Board at least quarterly. Covered by assurance activities #1, #2 and #3 detailed at 2.1 below
Quality and technical	1. Business requirements need to include acceptance criteria and test scenarios to inform design decisions	<ul style="list-style-type: none"> Internal assurance reviews The High Level Business Requirements are developed by the business design team and accepted by the Band 1 policy owner The user acceptance criteria is defined in the User Acceptance Plan developed by the ICT Team. The business design team are accountable for providing acceptance of the user testing delivered by the ICT Team. Covered by assurance activities #1, #2, #3 and #6 detailed at 2.1 below
Communication and stakeholder management	1. Complex reform needs to be communicated in a simple way.	<ul style="list-style-type: none"> Regular public webinars and Tech Talks scheduled with stakeholders and run by senior executives focus on conveying clear, simple messaging that progressively builds on information over time. Program Board oversight of messaging supported by dedicated Assessment and Home Care Transition and Aged Care Communications teams. Covered by assurance activities #1, #2, #4, #5 and #7 detailed at 2.1 below
	2. Clear, open and early communication with stakeholders.	<ul style="list-style-type: none"> The Transition and Change team has developed a draft Communication and Engagement Plan. Program Board oversight of messaging supported by dedicated Assessment and Home Care Transition and Aged Care communications teams. Covered by assurance activities #1, #2, #5 and #6 detailed at 2.1 below
Risk management	1. Adopt the Departmental Risk Management Framework including regular scheduled reviews to minimise the impact of risks.	<ul style="list-style-type: none"> PMO internal assurance review including building delivery capability uplift for project managers Regular risk and issues log reviews scheduled. As the latest current project status information becomes available in Altus consistently, this will provide improved visibility of key project reporting.

Knowledge area	Lesson and source <i>Outline the details of the lesson learned here. Add or delete rows as required.</i>	Map to assurance activity in section 3.1 <i>Outline how this lesson learned has been effectively considered and incorporated into planned assurance activities. For active projects also outline how assurance activities have resulted in strategies being implemented as a result of the lesson learned and assurance recommendations.</i>
	2. Clear escalation path and tolerance levels documented for managing risk.	<ul style="list-style-type: none"> • Covered by assurance activities #1, #2, #3, #4 and #6 detailed at 2.1 below • PMO internal assurance review. • Project Management Plan endorsed by the In-Home Aged Care Program Board • Covered by assurance activities #2 detailed at 2.1 below
Human resources	1. Minimise risk of over reliance on key individuals which result in single points of failure by ensuring resource planning is in place.	<ul style="list-style-type: none"> • Resource management to be closely monitored by Project Managers, the SRO and the PMO • SRO to ensure an external assurance resource is available, suitably experienced and qualified prior to engagement. • Covered by assurance activities #1, #2 and #6 detailed at 2.1 below
Procurement	1. Expectations on project timeframes and procurement processes need to be clearly set out.	<ul style="list-style-type: none"> • Relevant Procurement Plan(s) to outline the project timeframes and processes by sharing approach to market details with DTA via verbal and written communication. • Covered by assurance activities #1, #2, #4 detailed at 2.1 below

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1.6 Key risks and issues addressed.

Table 4: Key risks and issues – The Program Management Office (PMO) manages the Program's risk and issues in accordance with the Department's Risk Management Framework. The PMO maintains the Program Risk and Issues Registers, which are aligned with the Department's enterprise risk categories and tolerance levels. High and extreme New risks and those that move outside of tolerance will be raised with the Board for consideration. The risk rating may be modified or the risk closed at any point in time. There are controls and treatments in place to ensure the successful delivery of the project.

Each project stream manages its respective Risks, Actions, Issues, Dependencies, and Decisions (RAIDD) Logs under the PMO's oversight. There are controls and treatments in place to ensure the successful delivery of the project. Risks rated High or above outside of tolerance will be elevated and captured in a Program RAIDD Log. These high risks that fall outside the risk tolerance level (or any other rating or level risks were assessed as necessary) will be presented at the In Home Aged Care Program Board on the program dashboard.

[Link to Program Risk and Issues Register](#)

TRID #	Risk/Issue description	Inherent/residual risk-rating	Map-to-assurance-activity in-section-3.1	Existing Controls	Recommended Treatments
SAH-R026	Client transition problems —Grandfathering and transition of existing clients into the new program results in disruption of client services e.g.— —HCP clients who self-manage with invoices from contractors find contractors are not registered under SaH and can no longer deliver services— —new consumer contributions arrangements are difficult to understand resulting in sector confusion (providers, older people, carers)—	High	Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required. Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting	There will be intensive communication with the sector about preparation required to ensure they can continue providing services and getting paid. Provisions will be made for providers to bill to their discretionary funds for any existing clients that have not got budgets assigned if budgets still need to be set up post go live.	Process to encourage registration of sole traders delivering services to self-managing HCP clients.
SAH-R027	Providers not ready to invoice —HCP and STRG providers are not ready to invoice on a fee for service basis for individual clients under the SaH program. Problems with invoicing	High	Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required. Assessment and Home Care Transition PMO internal assurance reviews	Providers will be given simple, clear information on how to prepare and submit invoices under SAH, 12 months prior to new arrangements being introduced.	A transition readiness study will be undertaken to assess provider readiness to capture the information necessary to generate invoices for individual clients.

Commented [RL1]: If we seek the Board endorsement for new risks shouldn't we also seek endorsement for closing?

Commented [RM2R1]: Section 22 and this the process that you are following with risks?

Commented [LB3R1]: I believe we do Section in the risk paper. will confirm when he logs on

Commented [RM4R1]: I have confirmed with the intent is to bring high/extreme risks to the board for closure and there is an issue being brought to board this month for closure.

Commented [RM5R1]: Section 22 before I remove comments

Commented [RL6]: If we are deleting the table (which I agree with) we should provide a link to the live registers

Commented [RM7R6]: Thanks Lezah the link to the live register will be provided

Commented [RM8R6]: Section 22 can you confirm if I have included the appropriate RAID log link?

Commented [BD9R6]: Yes, that is the active RAID Log. Noting that it will all move into Altus eventually.

Commented [RM10R6]: Section 22 FYI before I remove comments

ThID #	Risk/issue description	Inherent/residual risk-rating	Map-to-assurance-activity in-section-3.1	Existing Controls	Recommended Treatments
	would impact payments and provider viability.		Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In-Home Aged Care Program Board as required.	This will include simple document upload processes as well as API processes with Services Australia.	
SAH-R030	Indicative prices make costings inaccurate—IHACPA draft prices used in 2024-25 Budget costings differ from final prices delivered in September 2024, affecting costing and funding for the project.	High	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In-Home Aged Care Program Board as required.	Frequent engagement with key stakeholders including IHACPA Provide sensitivity analysis around prices to inform decisions	Draft prices being tested with the sector.
SAH-R034	Final Government prices result in provider exits—the price caps set by Government for services under SaH may not cover operating costs for some providers impacting viability and causing providers to leave the market with potential impact on service availability.	High	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In-Home Aged Care Program Board as required.	Provide pricing and service list information as soon as possible. Frequent engagement with IHACPA. Consultation on prices and impacts once advice on prices is finalised in September 2024.	Make adjustments if required in the 2024-2025 MYEFO or 2025-26 Budget.
SAS-004	Procurement—Process is delayed—Complaints about the process lead to delays, stopping or restarting the process. Probity issues arise leading to complaints or triggering remedial actions, delaying, stopping or restarting the process. High number of tender responses will increase the evaluation timeframe.	Medium	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In-Home Aged Care Program Board as required.	Probity briefing and COI forms continue to be required and are registered, evaluated and logged. Include options to shortlist and/or exclude tenderers at an early stage of the evaluation process to reduce evaluation workload	

ThID #	Risk/Issue description	Inherent/residual risk-rating	Map-to-assurance-activity in-section-3.1	Existing Controls	Recommended Treatments
SAS-005	Changes to policy require changes to the assessment services and contracts—Changes to SAS policy and processes during the procurement period and in the lead-up to the release of the New Aged Care Act may require changes to the definition of the assessment services in the contract that cannot be managed through updates to the assessment manual.	Medium	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required	Overall SAW policy has been baselined as at January 2024. Further operational refinements are in progress.	Continue to work with the areas responsible for the development of the NACA to identify changes that impact on the scope of services for the RFT and highlight these for consideration.
SAS-010	Transition—Assessment Backlog—Clients who are in the backlog of ACAT assessments may have their assessments delayed after the transition to fee for service.	Medium	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required	Explicitly address treatment of the backlog of assessments during negotiations with ACATs.	
R011	External delivery partners may not be able to support the delivery schedule for full program implementation in July 2025	Medium/Medium	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required	1. Disciplined schedule and priority resources for SIT, UAT and Inter-Agency Testing according to the ACG Release Testing timeframes. [Complete]	1. Engagements with external delivery partners as early as possible to ensure sufficient lead time is catered for to allow delivery of any new or changed integration channels. [Ongoing] 2. Identify possible opportunities for testing overtime for UAT and SIT. [Ongoing]

ThID #	Risk/Issue description	Inherent/residual risk-rating	Map-to-assurance-activity in-section-3.1	Existing Controls	Recommended Treatments
R004	Failure to recruit skilled resources in a tight market could delay development for July 2024 deliverables. Allocation of resources across the DTD-Delivery Branch to cater for all other areas Aged Care.	Medium/Medium	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required	1- Multi-disciplinary team established with ITD, Business Design, and Policy reps to progress and monitor this work [Complete] 2- Backlog setup in DevOps in preparation for resource onboarding [Complete] 3- Escalation path available to manage any significant delays [Ongoing]	1- Develop early VROMs to understand resource requirements [Complete] 2- Early resourcing engagement on the basis of VROM assessments [Complete] 3- Confirm decision on scope for R30 [Complete] 4- Final DTDD Impact Assessment on revised scope for R30 [In progress]
R005	Failure to deliver or delays in other dependant projects or work streams may impact scope or timeframes.	Medium/Medium	Assessment and Home Care Transition PMO internal assurance reviews Monthly Altus project status reporting Fortnightly risk review meetings with escalation to the In Home Aged Care Program Board as required	1- Aged Care Transformation Program Master Plan tracking work across projects [In Progress] 2- Routine forums with dependent project teams to monitor and track progress [Ongoing] 3- Escalation pathways [Ongoing]	1- Developing an architecture model to articulate current, future and transitional states noting this will be an evolving document as new Digital Transformation programs and enterprise capabilities are developed and onboarded i.e., Aged Care Act, Places to People [Complete-baselined for SAS] 2- Reporting against critical path for all activities within the program to track against. [Ongoing] 3- Progressing transition activities and planning at risk. [Raised as separate risk] 4- Business roadmap for SaH functionalities - ETA around HLBR due date/12 July 2024 [Not commenced] 5- Architecture model based on SaH functionality roadmap [Not commenced]

Add or delete rows as required.

1.7 Coordination and optimisation of assurance effort

The Assessment and Home Care Transition Project Management Office will take the lead with the co-ordination of all assurance activities across the program.

The PMO provide the secretariat function for the In-Home Aged Care Program Board, review Monthly Health Tracker /Altus reporting, participate in regular risk reviews, manage the high-level schedule and the critical path, and co-ordinate internal and external assurance reviews.

The Department's Assurance Framework provides confidence that Departmental business is being managed in accordance with legal and policy frameworks, and that outcomes are being achieved. The framework used the three lines of Assurance model to describe assurance activities:

- **First line of assurance** is undertaken by the line areas to provide assurance that outcomes are being achieved, within acceptable levels of risk.
- **Second line of assurance** is undertaken by corporate and enabling areas to ensure compliance with standards, policies, procedures and controls that guide delivery of outcomes and comply with Whole of Government directives.
- **Third line of assurance** are independent internal and external activities undertaken by assurance providers as part of the Internal Audit work Program, Department of Finance Gateway Review Program and other oversight the Department may be subject to.

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2. Planned assurance activities and timeline

2.1 Details of assurance activities

Complete Table 5 below by setting out planned **independent and objective** assurance assessment/evaluation activities to be undertaken to support decision-making. Entities or people providing advisory and/or delivery services for the investment are generally not considered to be sufficiently independent. This section provides confidence to government that digital and ICT investments have fit-for-purpose assurance activities in place to enable successful delivery.

Tier 1 investments are required to conduct assurance activities that result in a Delivery Confidence Assessment (DCA) rating on a **quarterly** basis with draft and final assurance reports provided to the DTA. For more information on DCAs, refer to [p. 13 of the Assurance Framework](#).

Examples of assurance activities that are likely to meet the definition of 'independent and objective'

Health check

An independent, lightweight assess of how the investment is tracking against its benefits by an external specialist assurer

SRO advisor

An independent advisor to the SRO with experience in similar investments

Integrated assurance

An independent assurance team which has an ongoing presence within the investment to assure delivery

Gateway assurance

Commissioned by the Australian Government for high-risk and high-value investments (Note: agencies are required to consult the Department of Finance to determine if this assurance activity will be applicable to the investment)

Go-live assessment

An independent review to provide additional confidence prior to a go-live decision being made

Independent board member

An independent, experienced board member who helps the board keep the investment on track

Targeted review

A review of key areas of risk or an area critical to successful delivery by a specialist independent external team

Internal audit

A review by the internal audit function of an agency, usually for high-risk investments or investments expected to make a key contribution to the achievement of the agency's mission

Engagement with the DTA as part of the Whole of Government Digital and ICT Oversight function is not a form of project assurance and should not be listed as an activity in this table

Table 25: Details of assurance activities

#	Activity	Provider/Source	Description and purpose	Budget	Timing	Status	Will this activity provide a Delivery Confidence Assessment rating?
1	Program Implementation Review (Deep Dive)	Project Managers – SMEs from within Health	Program Manager will engage relevant SMEs to review all program implementation documents as a suite and seek feedback and guidance.	Departmental cost	As required	Ongoing	No
2	Embedded Assurance	Assessment and Home Care Transition PMO	Provides program independent regular reviews of all deliverables, schedule, risks and issues.	Departmental cost	Fortnightly	Ongoing	No
3	Live Assurance	Corporate audit external to the program	Provides external independent regular reviews of all deliverables, schedule, risks and issues.	Departmental cost/corporate function	Yearly (TBC)	To be scheduled	<u>No</u>
4	Gateway Assurance	Department of Finance	<p>Commissioned by the Australian Government for high-risk and high-value investments to undertake an independent assessment at each major phase of the project.</p> <p><u>The June 2023 Mid-Stage Gate 2 Gateway review covered the Support at Home program. The report noted that 6 areas of the program were rated as Amber and one area as green and provide 13 recommendations to the program team to address. An update against gateway recommendations is now a regular agenda item on the In-Home Aged Care Program Board agenda. Each month the Project Management Office seek board member endorsement to close recommendations as they are addressed by the program.</u></p> <p><u>Closing the recommendations will improve the overall quality of program management information provided to the board members to make decisions to support achievement of the program's investment objectives.</u></p>	Funds assigned to DoF \$200K at MYEFO 2021-22	As required	<p>First stage review complete Jun '22</p> <p>Blended Mid-Stage review completed Jun'23</p> <p>Next Gateway Review TBC</p>	Yes

#	Activity	Provider/Source	Description and purpose	Budget	Timing	Status	Will this activity provide a Delivery Confidence Assessment rating?
5	In-Home Aged Care Program Board	Assessment and Home Care Transition PMO	The Board provides direction, policy support, drive key legislative changes, and oversee projects operational implementation with a focus on decision making and issue resolution. It provides oversight of key risks and issues arising in delivering.	N/A	Monthly	Ongoing	<u>No</u> <u>(The Independent Assurance Provider will produce the Delivery Confidence Assessment)</u>
6	Independent Assurance Advisor to the Program Board	Independent Assurance Advisor	<p>From January 2023 Darren Menachemson, Global Partner ThinkPlace Australia has provided assurance advice to the Board in respect of the program's ability to deliver reform projects effectively and on time. A new independent assurance advisor is currently being procured (March-May 2024) The engagement will include delivery of the assurer's monthly assurance report and monthly deep-dive discussions with the Assistant Secretary-level executives of the Tier 1 projects.</p> <p><u>The Independent Assurance Advisor will conduct a Delivery Confidence Assessment (DCA) on a monthly basis using the scale in the Australian Government's Assurance Framework (p.13). The monthly assurance report will be tab ed monthly at the In-Home Aged Care Program Board. The assurance report will cover Tier 1 and 2 projects reporting to the Program Board.</u></p> <p><u>A DCA rating of medium/low or below will be the trigger the development of a remediation plan. The remediation plan will be shared with DTA to support the achievement of the investment objectives.</u></p>	<p>FY 23-24 (April 24 – June 24) \$91,300</p> <p>FY 24-25 (July 24 – June 25) \$277,200</p> <p>FY 25-26 (July 25) \$23,100</p>	April 2024	Independent Assurance Advisor on-board	Yes
7	Implementation Readiness Review	Department of Finance	Independent implementation readiness review by Department of Finance.	N/A	September 23 Completed	Next Review To be scheduled	Yes

#	Activity	Provider/Source	Description and purpose	Budget	Timing	Status	Will this activity provide a Delivery Confidence Assessment rating?
			<u>The scope of the September 2023 Implementation Readiness Assessment (IRA) covered the aged care reforms including the Support at Home program. A number of recommendations were provided for the Support at Home and Single Assessment Workforce programs. Progress against recommendations will continue to be included as an agenda item at the In-Home Aged Care Program board.</u>				
8	Go Live Readiness	Assessment and Home Care Transition PMO	Project review to provide additional confidence prior to a go-live decision being made.	Departmental cost	Jun '24 Sept '24 Jun '25	To be scheduled and resourced	No
9	Operational Readiness	Assessment and Home Care Transition PMO	Operational readiness review to ensure all key elements are addressed by the project teams ahead of handover to operational teams.	Departmental cost	Jun '24 Sept '24 Jun '25	To be scheduled and resourced	No
10	Post Implementation Review	Independent Assurance Advisor	Review to: <ul style="list-style-type: none"> Assess whether the program meets the objectives/benefits Document key lessons learnt Areas of improvement identified and recommendations to strengthen the program outcomes. 	Departmental cost	Aug '24 Aug '25	To be scheduled and resourced	No

Table 6: Forms of Assurance Activities

Line of Assurance	Assurance Activity	Description	Characteristics/ Time	Responsibility
First Line	Embedded Assurance, Self-Assessment	Evaluation of the extent to which an activity/project/program is achieving its objectives, conducted within the team responsible for delivery.	<ul style="list-style-type: none"> Generally not independent Repeatable Qualitative and/or quantitative 	Project Team and PMO

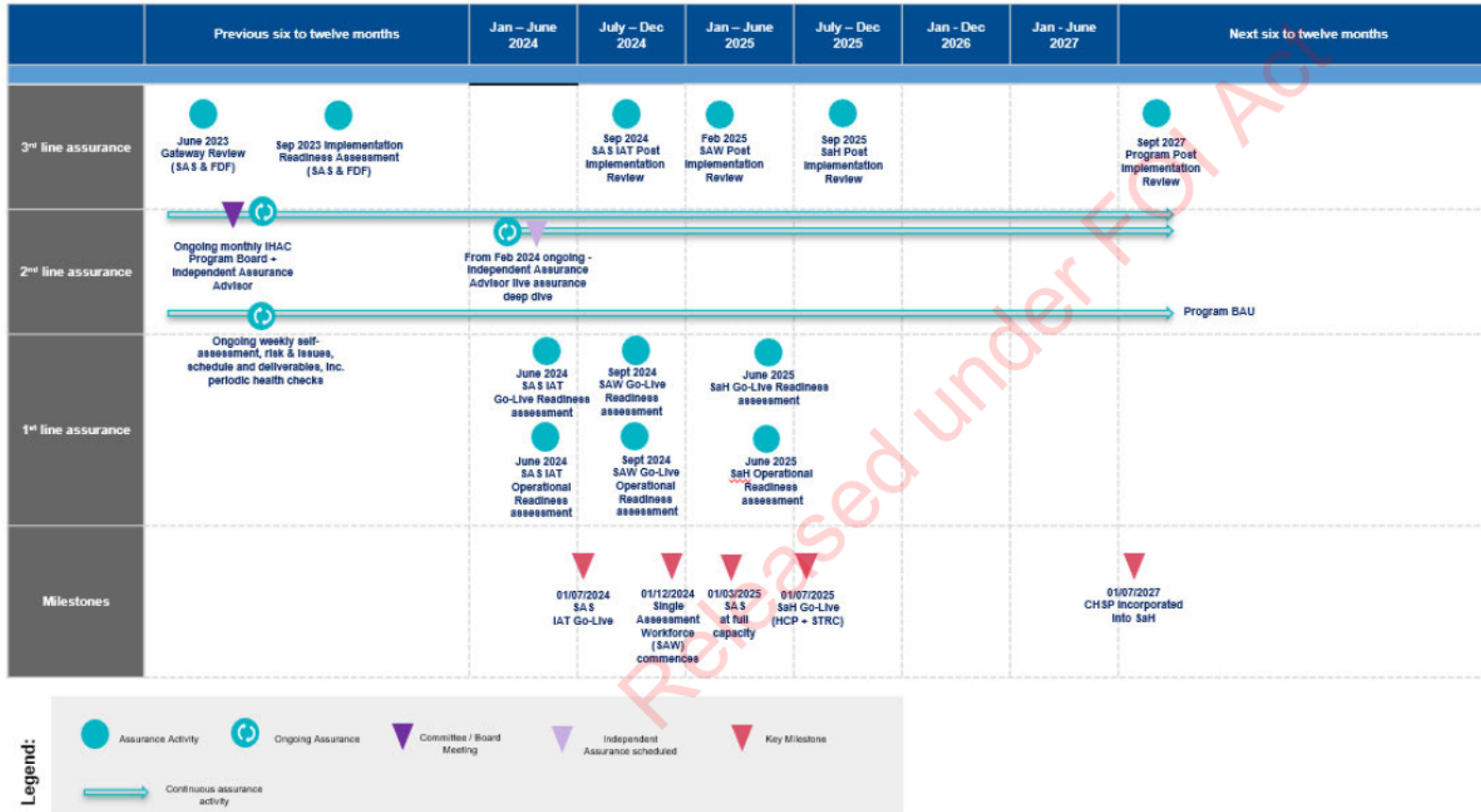
			<ul style="list-style-type: none"> • Somewhat subjective • Ongoing 	
	Risk Analyses	A defined process to identify and assess factors that could impact the delivery of a project or achievement of an objective. A risk analysis is conducted to identify where there may be need for additional actions or controls to reduce risk.	<ul style="list-style-type: none"> • Low resource intensity • Timely • Generally not independent • Repeatable • Qualitative and/or quantitative • Somewhat subjective • Fortnightly 	Project Team and PMO
	Go Live Readiness	Project review to provide additional confidence prior to a go-live decision being made.	As scheduled	Project Team and PMO
Second Line	Health Trackers (HTI & HTP) Status updates/ ALTUS	This reporting channel ensure PMs and SRO are fully informed of the monthly progress.	<p>Monthly reporting</p> <p>DTDD Delivery Board reporting</p> <p>Financial reporting</p>	<p>Business SRO</p> <p>ICT Delivery SRO</p> <p>HRD and DTDD FBPs</p>
	Second Line Advisor	The Department's second line functions can provide expertise to assist with the provision of assurance over various subject areas. Engaging with relevant subject matter experts in topics like business continuity, risk, fraud, data, project management etc. can provide assurance that an activity is being conducted in accordance with Departmental policies and procedures.	<p>Low resource intensity</p> <ul style="list-style-type: none"> • Timely • Some level of independence • Generally not repeatable (to the extent that outputs can be compared across periods) 	Project Team, PMO, SROs
	Internal Audit	Internal audit is an independent, objective assurance activity that brings a systematic approach to evaluate the effectiveness of various processes. Corporate Assurance Branch design an annual program of internal audits based on the assurance priorities of the Department. All areas of the Department may be subject to internal audits and have a responsibility to participate and provide necessary information when required.	<p>Independent</p> <ul style="list-style-type: none"> • Repeatable • Qualitative and/or quantitative • Detailed recommendations • Rigorous methodology 	PSU, ACTPO
	In-Home Aged Care Program Board	The Board provides direction, policy support, drive key legislative changes, and oversee projects operational implementation with a focus on decision making and issue resolution. It provides oversight of key risks and issues arising in delivering.	Monthly	In Home Aged Care Program Board
	Digital Data and Implementation Board	The Digital, Data and Implementation Board (DDIB) is an advisory board that provides the Secretary and Executive Committee with oversight, advice and assurance on the effective implementation of high risk Tier 1 projects and portfolios of work.	<p>Six weekly</p> <p>Assurance updates as required</p>	Project team and PMO

Third Line	Gateway Review Assurance (Gateway)	Commissioned by the Australian Government for high-risk and high-value investments to undertake an independent assessment at each major phase of the project.	As scheduled	Assurance Review Unit (ARU) – Department of Finance
	Implementation Readiness Assessment (IRA)	This review provides an assessment of the progress made by a project in achieving readiness for implementation or Go-Live of a new solution or product.	Short and sharp review	Assurance Review Unit (ARU) – Department of Finance
	Independent Assurance Advisor to the Program Board	An independent, experienced assurance advisor is to support the Board in successful delivery of the program.	Monthly	Independent assurer
	Live Assurance e.g., Live Assurance Risk Snapshot, Live Assurance Health Check, Live Assurance Deep Dive	Point in time assurance, usually with external and independent providers, focussed on high risk areas and identification of areas for improvement.	Short and sharp, point-in time • Provides an indication • High level areas for improvement consideration	Independent assurer
	Post Implementation Review (PIR)	<p>Review to:</p> <ul style="list-style-type: none"> Assess whether the program meets the objectives/benefits. Document key lessons learnt. Areas of improvement identified and recommendations to strengthen the program outcomes. <p>Review undertaken once project delivery has been completed.</p>	Independent • Qualitative and/or quantitative • Rigorous methodology	EPMO – External assurance provider

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2.2 Assurance activities map

SaH and SAS Program Indicative timings only.



3. Assurance roles and responsibilities

Table 36: Assurance roles and responsibilities

Role	Assurance Responsibilities <i>Please delete this guidance text and populate the table with responsibilities relevant to your initiative.</i>
<p>SaH Program Senior Responsible Officer</p>	<ul style="list-style-type: none"> Review, approve and/or endorse the assurance plan as required. Review, approve and/or endorse the terms of reference for new SaH Program assurance activities being commissioned. Conduct-Review delivery confidence assessments (resulting from an assurance activity) as needed, ensuring final reports are provided to the DTA <u>via the secretariate-</u> Receive and consider assurance reports. Prepare overarching management responses to assurance reports (including response to recommendations). Ensure recommendation implementation status is tracked and reported to the governance committee. Trigger reviews of the assurance plan when it is no longer fit-for-purpose, in the SROs opinion. Ensure project teams cooperate, and provide assistance to, independent assurers. Ensure the requirements under the assurance framework are met. Ensure assurance activities are initiated and completed as per the assurance plan Clear accountability for the Sah Program assurance SRO to be articulated within RAIDD logs and within Altus- Support robust, respectful debate among the project team and leadership to inform solutions, approaches and assessments. Ensure sufficient resources are secured for the project. Ensure sufficient funding is set aside for planned assurance activities. Advise the DTA when there is a material variation from planned assurance arrangements.
<p>ICT Investment and Delivery Senior Responsible Office</p>	<ul style="list-style-type: none"> Review, approve and/or endorse the assurance plan as required. Review, approve and/or endorse the terms of reference for new ICT Investment and Delivery assurance activities being commissioned. Conduct-Review delivery confidence assessments (resulting from an assurance activity) as needed, ensuring final reports are provided to the DTA <u>via the secretariat -</u> Receive and consider assurance reports. Prepare ICT Investment and Delivery responses to assurance reports (including response to recommendations). Ensure recommendation implementation status is tracked and reported to the governance committee. Trigger reviews of the assurance plan relating to ICT Investment and Delivery activities when it is no longer fit-for-purpose, in the SROs opinion. Ensure project teams cooperate, and provide assistance to, independent assurers <u>in relation to ICT Investment and Delivery activities-</u> Ensure the requirements under the assurance framework are met. Ensure <u>ICT Investment and Delivery</u> assurance activities are initiated and completed as per the assurance plan. Clear accountability for the ICT Investment and Delivery assurance SRO to be articulated within RAIDD logs and within Altus Support robust, respectful debate among the project team and leadership to inform solutions, approaches and assessments. Ensure sufficient resources are secured for the project. Ensure sufficient funding is set aside for planned assurance activities. Advise the DTA when there is a material variation from planned assurance arrangements.

Role	Assurance Responsibilities <i>Please delete this guidance text and populate the table with responsibilities relevant to your initiative.</i>
Group and Divisional PMOs	<ul style="list-style-type: none"> • Providing targeted group and divisional level oversight, support and direction in line with the department's approach, frameworks and tools. • May also provide more tailored support for deputy secretaries, senior responsible owners (SROs), project managers, project teams and external providers throughout the implementation lifecycle.
Portfolio Support Unit (PSU)	<ul style="list-style-type: none"> • Responsible for the Department of Health and Aged Care's project management approach and provides guidance and direction for Group PMOs, Divisional PMOs, projects across the department. It is responsible for establishing Health's project management principles and enabling tools such as Health Tracker. • Holds the Project Management Community of Practice and PMO Working Groups to support collaboration and engagement and promote shared learning across the department's project management community. • Responsible for improving delivery assurance and visibility to the senior executives, including through providing effective operation of the Digital, Data and Implementation Board (DDIB). • Provides integrated service offers across assurance, risk, fraud, in addition to project management. Working together, the 'One CAB' service offer are designed to embed established frameworks into your processes and enable you and your teams to deliver outcomes.
Governance committee (In-Home Aged Care Program Board)	<ul style="list-style-type: none"> • Review, approve and/or endorse the assurance plan as required. • Receive and consider assurance reports. • Provide final assurance opinions and reports to the DTA for oversight purposes. • Advise the DTA when there is a material variation from planned assurance arrangements.
Project Teams and PMO	<ul style="list-style-type: none"> • Developing and maintaining up-to-date project documentation. • Reporting project status updates through Health Tracker and Altus on a monthly basis. • Reviewing and reporting risks and issues in Health Tracker and Altus and escalating as required. • Managing the high-level schedule and critical path. • Tracking all changes and decisions. • Establishing and utilising a comprehensive governance structure for oversight. • Seeking additional training where required. • Project teams are required to take a proactive approach to assurance and ensure that roles and responsibilities are clearly understood and delegated within the project team.
Other stakeholders: The DTA	<ul style="list-style-type: none"> • Review and agree to the investment assurance plan. • Receive and consider financial final assurance reports. • DTA Wave Reporting for projects where the ICT budget exceeds the specified threshold. • Review and agree material variations from planned assurance arrangements. • <u>DTA must review and endorse Terms of Reference for the procurement of an external assurance advisor to conduct assurance activities prior to commencement.</u>

4. Contacts

Please contact the DTA's investment advice teams if you have any questions. Guidance documents including Assurance Plan templates and samples for Tier 1, Tier 2 and Tier 3 investments are also available on request from the DTA.

Proposed investments: investment@dta.gov.au

In-flight investments: portfolio.assurance@dta.gov.au

You can also find additional information on our website: dta.gov.au/assurance

Feedback

We value your feedback and ideas to help improve our processes and information. If you have any comments regarding this document, please share your thoughts with us: portfolio.assurance@dta.gov.au

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5. Glossary

Table 47: Terms, acronyms and abbreviations

Term/Abbreviation	Reference
Assurance Framework	Assurance Framework for Digital and ICT Investments
Digital and ICT investments	Investments which use technology as the primary lever for achieving expected outcomes and benefits.
DCA rating	Delivery Confidence Assessment rating. DCA ratings result from independent assurance activities.
the DTA	the Digital Transformation Agency
Oversight Framework	Digital and ICT Oversight Framework
SRO	Senior Responsible Officer
<i>Add more abbreviations/terms as required.</i>	

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