

**Senate Environment, Communications, Information Technology & the Arts
Legislation Committee**

ANSWERS TO ESTIMATES QUESTIONS ON NOTICE

Communications, Information Technology and the Arts Portfolio

Department – Corporate & Coordination

Additional Estimates 2000-2001, (21-22/2/01)

Outcome All, Output All

Question: 161

Topic: IT Outsourcing

Hansard Page: 215

Senator Lundy asked:

I will just run through a few now and then take the opportunity to put some more on notice. I am particularly interested in the performance of that contractor within the department. We have heard from other group five departments that there have been serious disappointments in the performance of the contractor. I would like you to provide this committee with information relating to the service credits or financial penalties applied and what sort of server outages or functionality failures they were attributed to. I would also like a comprehensive breakdown of the department's own savings analysis projected across the outyears from the inception of the contract with particular attention paid to your own department's breakdown of the competitive neutrality factors within those savings that you can attribute to your department and whether or not overall you expect to in fact come out with a net saving generally taking all those factors into account. I think from memory you did not actually lose any money in your budget across the outyears like many of the other departments. You think you did? I will let you take that on notice. I think you were the only department that did not.

Answer

Details on contractor performance and applicable service credits are provided in the answers to Questions 207 and 208.

The DOCITA baseline cost for 1999/2000 to 2003/2004 was \$15.384m plus a competitive neutrality adjustment of \$1.928m, giving a total baseline cost of \$17.312m. The tender price was \$17.031m giving an indicative saving of 1.6%. Details of the baseline costs and the underlying assumptions are attached.

Budget offsets for DOCITA are \$344,000 pa across the outyears.

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Question: 162

Topic: IT Outsourcing

Hansard Page: 216

Senator Lundy asked:

The other thing I am particularly interested in is DCITA's involvement specifically in the evaluation process leading up to the group five contract being signed. You are no doubt aware as I am of the range of issues raised in the Auditor-General's report. The group five contract did come out of that report as having been specifically targeted for poor performance and dubious savings outcomes, or questionable savings outcomes. I cannot remember where I was going with that one, but I want a run down on which departmental officials were involved in the steering committee, options committee, evaluation committee, subcommittees and what opportunity you had to be involved across the board. Finally, I want the status of your assets at the end of the contract. Again, this was an issue raised in the Audit Office report. I want to know what type of exit clauses exist for you at the termination of your current contract with Advantra and what options the department will have to consider at that point in time. That will do.

Answer

Details relating to Question 162 are provided in the answers to Questions 175 to 183 (evaluation processes and committees) and Question 193 (assets)

Outcome All, Output All

Question: 166

Topic: IT Outsourcing

Hansard Page: Tabled

Senator Lundy asked:

What negotiations took place prior to the requests for tender being developed?
Did OASITO negotiate with your agency separately from, or in conjunction with, external service providers?

Answer

Group 5 formed in the first half of 1997 and began development of its request for tender (RFT) before OASITO was created. Initial RFT development work was undertaken in conjunction with OGIT which was

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managing the IT outsourcing project at that time. OASITO took over from OGIT after the Government created OASITO and passed responsibility to it for the IT outsourcing project.

The Group itself was formed substantially through the initiative of current Group members who sought to identify agencies they believed would make sensible partners based on business needs and IT requirements.

Once the Group had formed, OGIT, then OASITO, convened Group meetings for the purpose of planning and developing the tender process. Potential vendors were never involved in these meetings. OGIT and OASITO probity protocols precluded such involvement.

We are unable to comment on any negotiations that OGIT or OASITO may have undertaken with potential vendors on their own initiative.

Outcome All, Output All

Question: 167

Topic: IT Outsourcing

Hansard Page: Tabled

Senator Lundy asked:

Did any consultations take place with OASITO to develop the project specification, as part of the development of the request for tender?

Answer

The specifications for the Group 5 project and tender documents were developed in an extensive series of meetings between the Group and OGIT/OASITO over a 10-12 month period prior to the release of the Group 5 RFT on 1 June 1998. The Group played a major role in specifying the tender requirements based on the standard template initially developed by OGIT and OASITO. This template was first used for Cluster 3 but due to the absence of mainframe infrastructure in Group 5, redrafting of sections was warranted. Significant redrafting of the RFT itself as well as key schedules was undertaken by the Group in collaboration with OASITO in order to define the Group's business and IT requirements.

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Question: 168

Topic: IT Outsourcing

Hansard Page: Tabled

Senator Lundy asked:

Was there an independent review of your agency prior to the request for tender being developed and released?

Answer:

Not in relation to IT Outsourcing.

Outcome All, Output All

Question: 169

Topic: IT Outsourcing

Hansard Page: Tabled

Senator Lundy asked:

Who conducted that review?

Answer:

Not applicable

Outcome All, Output All

Question: 170

Topic: IT Outsourcing

Hansard Page: Tabled

Senator Lundy asked:

Who paid for the review and what did it cost?

Answer:

Not applicable

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Outcome All, Output All

Question: 171

Topic: IT Outsourcing

Hansard Page: Tabled

Senator Lundy asked:

What role did OASITO play in the review?

Answer:

Not applicable

Outcome All, Output All

Question: 172

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Was there much development of the project specification from the release of the request for tender to the final version of the contract?

Were there significant differences?

Answer

Tenders for the Group 5 process closed on 6 August 1998. In October 1998, part way through the evaluation process, there was a federal election that resulted in some changes to the Group. Those changes included removal of one agency (Dept of Employment and Workplace Relations) and some changes to functions and staff numbers in other Group 5 agencies. As a result, some of the baseline volumes in the RFT were changed and other updated information was prepared, for example, revisions to agency data network diagrams. At that time the Group also took the opportunity to review some other requirements in the tender documents. This review resulted in some changes to the service level schedule (to improve consistency between agencies and clarify service level definitions) and minor clarification of the requirements specified in the statement of work. A revised RFT was issued to shortlisted tenderers in early 1999 and tenderers were asked to submit any amendments they felt necessary to their original bids as a consequence of the changes.

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Negotiation also occurred on the wording of the services agreement with shortlisted tenderers in late 1998 and early 1999. The purpose of these negotiations was to clarify ambiguities, consider any concerns by tenderers about the terms and conditions (a condition of tender was, however, that the terms and conditions offered by the Commonwealth were non-negotiable) and to incorporate any value-added offerings made by tenderers (value-added offerings are those over and above the core requirements sought in the RFT).

Did those differences have an impact on the cost to your agency of outsourcing?

Answer

The amendments to tenderers bids following the Group's revisions to the RFT in early 1999 resulted in some variations in pricing but with no consistent pattern upward or downward from different tenderers. The eventual outcome of the Group 5 tender process was a lower price for outsourcing that had been contained in the initial bids from tenderers. However, the Group believed this reduction was largely a result of the parallel negotiation process with shortlisted tenderers rather than any alterations to the RFT.

Outcome All, Output All

Question: 173

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did your agency have input into the development of the project

specification, the request for tender and the final contract?

Answer

All agencies in the Group were closely involved and had a direct input into the RFT drafting, evaluation of tenders and finalisation of the contract. Under the OASITO model, agencies are responsible for providing the staff resources for 'service and risk' and financial evaluation of bids with oversight and assistance from OASITO.

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Outcome All, Output All

Question: 174

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What processes were put into place to ensure that OASITO understood your business and any particular requirements that you have?

Answer

Group 5 was the first non-mainframe group/cluster to go through the IT outsourcing initiative (the first cluster was Cluster 3 but it had substantial mainframe infrastructure). As a consequence, considerable effort was taken by the Group and OASITO to review the RFT template for appropriateness along with the key schedules to the RFT (statement of work, service levels etc). All Group 5 agencies had a major input to that review process. The eventual result was significant change and improvement to the template, in terms of reflecting the business requirements of the Group members.

Group 5 agencies had responsibility for signing off against the final RFT before it was released.

Outcome All, Output All

Question: 175

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

[The Humphry report at p 95 says OASITO's responsibilities in the IT initiative included the following:

- i) to provide guidance and assistance to agencies as they participate in tender processes;
- ii) to manage the evaluation and negotiation process to ensure fairness and probity;
- iii) together with agencies ensure a fair financial evaluation (p 96)]

1. Who was responsible for evaluating the tenders?

Answer

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Group 5 agencies were responsible for providing the staff resources for the ‘service and risk’ and financial evaluation of the tenders. OASITO was entitled to membership of those evaluation committees and also provided oversight and expert assistance directly and through its chairing of the Group 5 Evaluation Committee and the Group 5 Steering Committee. OASITO’s assistance included the hire of expert contractors to enter and process the tenderer’s financial bids to enable agency evaluators to assess those offerings.

The industry development component of the evaluation was conducted separately from the ‘service and risk’ and financial portions of the evaluation by staff from the Department of Communications, Information Technology and the Arts (DoCITA) as part of DoCITA’s role in development of the IT industry in Australia. The staff from DoCITA involved in the industry development evaluation were different and separate from those DoCITA staff involved in the ‘service and risk’ and financial portion of the evaluation.

Outcome All, Output All

Question: 176

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What was the process for evaluating the tenders? Can you outline the steps in the evaluation process?

Answer

The evaluation process involved the following sequence:

- assessment of the tenders against the published evaluation criteria. Three evaluations were conducted separately and in parallel: (i) industry development evaluation, (ii) service and risk evaluation and (iii) financial evaluation. The ‘service and risk’ and financial evaluations were conducted by Group 5 agency staff. The financial evaluation was kept separate in order to avoid biasing the outcome of the assessment of tenderers’ technical and corporate offerings (‘service and risk’). OASITO provided representatives on the ‘service and risk’ and financial evaluation teams.
- the findings of the service and risk evaluation were combined with the financial evaluation in a final evaluation report which was prepared by the evaluation teams and endorsed by the Group 5 Evaluation Committee. This committee consisted of representatives from each Group 5 agency and was chaired by OASITO.

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- the combined service and risk and financial evaluation report was considered by the Group 5 Steering Committee which consisted of senior representatives from each Group 5 agency. The Steering Committee was chaired by OASITO.
- after acceptance by the Group 5 Steering Committee, the combined service and risk and financial evaluation report was presented to the Options Committee. This committee consisted of independent experts, and industry development representatives from the Department of Industry, Science and Tourism (then from DoCITA after the industry development function was transferred to that agency). The Options Committee was chaired by OASITO. The Committee separately received the industry development report. Based on the latter report and the combined ‘service and risk’ and financial evaluation report, the Options Committee made a recommendation to the Minister for Finance and Administration on the successful tenderer. Group 5 agencies were not represented on the Options Committee (with the exception of the industry development representatives).

In the case of the Group 5 process, the ‘service and risk’ evaluation involved a shortlisting process prior to the final evaluation finding. Those tenderers that had clearly failed the mandatory service and risk evaluation criteria were excluded from further consideration part way through the evaluation process.

Outcome All, Output All

Question: 177

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Was your agency involved in each stage of the process?

Answer:

All Group 5 agencies provided representatives for the evaluation teams (except the industry development team which had representatives from ISR and DOCITA only), Evaluation Committee and Group 5 Steering Committee. In the case of the evaluation teams, there were actually three teams: (i) the financial evaluation team, (ii) the corporate evaluation team and (iii) the technical evaluation team. The latter two teams made up the ‘service and risk’ component of the evaluation. Due to staffing constraints within agencies, not all agencies were represented on each of the three teams throughout the evaluation process.

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Question: 178

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were agencies excluded from any stage in the process?

Answer

Group 5 agencies were not involved in the Options Committee except in the case of the industry development representatives, which included representatives from DOCITA and ISR.

Outcome All, Output All

Question: 179

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Was your agency involved in the industry development evaluation stage of the process?

Answer

DoCITA was involved in the industry development evaluation both in detailed conduct of the evaluation and in providing a representative on the Options Committee

ISR was involved in the industry development evaluation. Following the federal election in October 1998 and the ensuing machinery of government changes, that function primarily became the function of DoCITA.

However, the industry development evaluation was conducted separately from the rest of the evaluation and the individuals involved from ISR and DoCITA were different to those involved in the 'service and risk' and financial evaluations.

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Question: 180

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What role did OASITO play in the tender evaluation for your group?

Answer

OASITO played the following roles:

- overall guidance and expert assistance
- provision of the evaluation facilities
- provision of an OASITO representative on each of the evaluation teams
- chaired the Evaluation Committee
- chaired the Group 5 Steering Committee
- chaired the Options Committee

Outcome All, Output All

Question: 181

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What role did your agency play in the tender evaluation process:

Individually?

Or as a member of a cluster grouping?

Answer

All Group 5 agencies provided representatives for the evaluation teams, Evaluation Committee and Group 5 Steering Committee. In the case of the evaluation teams, there were actually three teams: (i) the financial evaluation team, (ii) the corporate evaluation team and (iii) the technical evaluation team. The latter two teams made up

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the ‘service and risk’ component of the evaluation. Due to staffing constraints within agencies, not all agencies were represented on each of the three teams throughout the evaluation process.

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Question: 182

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What was the extent of that role?

Answer

The role was as follows:

- Provision of staff, as outlined for participation with other Group agencies in the ‘service and risk’ and financial evaluation teams.
- Membership of the Evaluation Committee and Group 5 Steering Committee both of which needed to approve the evaluation report before it could proceed to the Options Committee.

Outcome All, Output All

Question: 183

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

At any time in any of the tender evaluation processes, did the cluster grouping make a recommendation for a particular tenderer which did not conform with OASITO's views?

Answer

No.

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Outcome All, Output All

Question: 184

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What was behind the difference of opinion - on what basis was there a difference of opinion?

Answer

Not Applicable

Outcome All, Output All

Question: 185

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

How was the difference of opinion resolved in each case - what was the outcome?

Answer

Not Applicable

Outcome All, Output All

Question: 186

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were there any interim reports or discussion papers issued by OASITO setting out the different points of view, the basis for the differences and proposed courses of action?

Answer

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Not Applicable

Outcome All, Output All

Question: 187

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did OASITO award a contract during any process to an external service provider, which was not the service provider recommended by the agencies as a group?

Answer

In the case of the Group 5 process, no.

Outcome All, Output All

Question: 188

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did you develop or have any part in developing the tender evaluation reports?

Answer

The members of the ‘service and risk’ and financial evaluation teams which included representatives from all Group 5 agencies jointly drafted the evaluation report. In particular, the Evaluation Coordinator who was a representative from ISR had a key role in coordinating the final evaluation report.

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Outcome All, Output All

Question: 189

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Can you make these available?

Answer

OASITO holds these records and should be approached directly. The Group is aware that OASITO has received a similar request from the Senate Finance and Public Administration References Committee in relation to its inquiry into the IT outsourcing initiative and is coordinating the government's response.

Outcome All, Output All

Question: 190

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What role did your agency play in contract negotiations?

Answer

Parallel negotiations with all shortlisted tenderers occurred in the Group 5 evaluation process. Questioning and discussion during these negotiations was primarily based on findings made by the Group 5 'service and risk' and financial evaluation teams and members of those teams conducted the negotiations under the guidance of OASITO and its expert advisers.

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Outcome All, Output All

Question: 191

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did your agency have its own legal representation during the contract negotiation stages?

Answer

No

Outcome All, Output All

Question: 192

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What components were outsourced - what services does the ESP provide to your agency?

Answer

- All desktop/LAN computing infrastructure, software and services including LAN servers, network equipment and help desk
- midrange computing infrastructure, software and services
- data network (WAN) services, with telecommunications carriage service component procured on a pass-through basis
- voice (telephony) infrastructure and services, with telecommunications carriage service component procured on a pass-through basis

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Outcome All, Output All

Question: 193

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Why was it deemed necessary to sell to the provider the hardware at the commencement of the contract and buy the hardware back from the provider at the end of the contract?

Is this a normal arrangement?

Answer

Transfer of hardware ownership was part of the standard OASITO model. The Group Steering Committee considered the pros and cons of different treatment of assets (including retention) as part of the RFT development. The decision reached by the Group was reflected in the RFT and subsequent contract.

Were both mainframe and desktop components included in the hardware transfer?

Answer

Desktop, LAN, midrange and data network assets were transferred to the outsourcer in the case of Group 5. The Group had no mainframe infrastructure or services to transfer.

What is the life of your mainframe?

not applicable

Why was the mainframe included in the transfer?

not applicable.

What is the life of a desktop unit?

Answer

Prior to outsourcing, there was no defined life for a desktop computer, printer or laptop. Such equipment was updated based on business imperatives including the functionality and reliability of the equipment and its ability to run the current suite of agency applications, including commercial office productivity software, corporate applications (financial systems etc) and custom applications.

Post outsourcing, a nominal life of three years applies to all desktop equipment (excluding telephones where there is no defined life). However, items can be replaced before or after three years at the discretion of the agency.

When did you last replace your desktop units?

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Answer

The last major upgrade of desktop units occurred in early 1999 when 576 units were replaced. These units are leased from Corporate Acceptance on 3 year leases.

When is the external service provider scheduled to replace your desktop units?

Answer

Because desktop equipment is updated and purchased on an ongoing basis there is no particular date when desktop units will be replaced *en masse*, although a large number will progressively become due for replacement during 2002 as the Corporate Acceptance (CA) leases expire. In the case of individual desktop equipment, the following factors determine when replacement will occur:

- Whether the equipment continues to effectively run agency software and meet service levels (the outsourcer is required at its expense to replace equipment that does not)
- The reliability of the equipment. Equipment that is defective or becomes unreliable must be replaced by the outsourcer at its expense.
- Age of the equipment. Any desktop machines over three years old must be replaced by the outsourcer if the agency requires this. However, such equipment (including the CA leased units) may be retained in service at the discretion of the agency if it continues to meet agency needs.

Additionally, desktop equipment is insured by the outsourcer against loss or damage.

What provision is there in your contract for the adoption of new technology?

Answer

Desktop equipment must be replaced as described in the answer to question 28.7. The specifications for desktop equipment are required to be updated in line with market trends every 6 months by the outsourcer.

LAN and other 'back end' infrastructure is upgraded by the outsourcer at its risk depending on the ability of that infrastructure to support the contracted service levels.

The outsourcer is required to prepare technology plans and update these at regular intervals in order to project future technology requirements and align these with stated agency business requirements.

Are you concerned that your agency may not have the flexibility it once had to adopt new technology or to only do so at additional cost?

Answer

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The Group 5 services agreement is non-exclusive meaning that the outsourcer is not given sole rights to provide all IT&T services to Group agencies. Hence, in addition to seeking existing and new requirements from the outsourcer, Group agencies have the ability to seek such requirements from other third parties, for example, if an agency believes that another party has greater expertise or better products to offer.

What is your agency's potential liability for re-acquisition of assets at the end of the contract?

Answer

The Group 5 services agreement provides for Group members to either:

- purchase assets used solely for provision of services to the Group at written down book value OR
- in the case of equipment leased by the outsourcer, take over the lease for that equipment.

The majority of software, with the exception of some 'back end' server and network software is retained in the Commonwealth's name.

Outcome All, Output All

Question: 194

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

The Humphry Review report concluded that "grouping of agencies has served a useful purpose in enabling economies of scale and providing a coordinated approach to the market" [para 2.1, p11], but that as the Initiative has matured the original rationale for grouping appears to be less relevant:

What is your view on that conclusion - was the clustering of agencies an appropriate approach to the implementation of the policy?

Answer

Clustering of agencies was seen as an appropriate approach in Group 5's case.

What benefits did the approach deliver?

Answer

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If each Group 5 agency had been unable to share the resources for the tender development, evaluation and management of the outsourcing relationship with other agencies, the cost and resources commitment would likely have been considerably higher per agency. It is also doubtful whether individual agencies would have individually been able to muster sufficient expertise to engage in the process without exposing themselves to significant risks.

The main risk with grouping is that which results if agencies with dissimilar priorities or needs are placed together, or more generally there is an imbalance in the ability of different members of the Group to obtain the services they require (eg due to size differences between members). In the case of Group 5, a conscious effort was made during the formation of the Group to be proactive in selecting the Group members on the basis of similar business and IT requirements. Size and other differences between Group members that may lead to imbalances in service provision were recognised and specifically addressed in the design of key elements of the services agreement, particularly the service level and service credit regime. The Group also made it clear to tenderers throughout the process that each Group member had individual needs that would require some degree of tailoring of services for each Group member. The Group believes this strategy of carefully selecting Group members and building in safeguards in the services agreement to accommodate diversity among its members has been effective in maximising the service delivery to each Group member.

Outcome All, Output All

Question: 195

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What advice did you provide to DOFA/OASITO in relation to potential savings from outsourcing prior to actually outsourcing?

Answer

The cost saving determination was performed by the Financial Evaluation Team (made up from Group 5 staff and one OASITO representative) as part of the formal evaluation process and formed a key component of the final evaluation report.

In summary, the determination of cost savings was made by comparing the projected cost of maintaining in house service delivery in the agency with the cost of outsourcing as bid by the tenderers in the Group 5 process. OASITO provided a comprehensive cost baseline template for Group 5 agencies to complete. The purpose

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of the cost baseline was to project the cost of agencies continuing to provide services in-house. The projected cost of outsourcing was determined from detailed pricing information provided by tenderers. The pricing information was sought in a standard format to enable fair comparisons between tenderers to be made. The agency cost baselines and the tenderers pricing was compared using an OASITO-developed savings model that took the two sets of figures (projected in house costs and tenderers' prices) and compared them under similar scenarios of consumption over the life of the proposed outsourcing contract.

Outcome All, Output All

Question: 196

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did your estimates of cost savings differ from OASITO's? - If so, what was the quantum of the difference and how were the different figures arrived at?

Answer

As noted, there was one process for determining cost savings. OASITO did not perform any separate calculation.

Outcome All, Output All

Question: 197

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were OASITO's projections re cost savings accurate? If not, why not?

Answer

Not Applicable.

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Outcome All, Output All

Question: 198

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What expenditure was incurred by you in preparation for outsourcing?

Answer

Estimated expenditure of \$150,000 was incurred by DOCITA in preparation for outsourcing

Outcome All, Output All

Question: 199

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Has outsourcing been cost effective for your agency?

Answer

Yes

Outcome All, Output All

Question: 200

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Was any liability for the re-acquisition of assets [guaranteed buy back] at the end of a contract factored into the savings estimates?

Answer

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No. OASITO advised that costs of re-acquisition or transfer should be shown as a cost when the services were re-tendered at the end of the current contract.

Outcome All, Output All

Question: 201

Topic: IT Outsourcing

Written Question on Notice: Tabled

The Humphry review also stated that there is broad agreement that the Initiative has delivered significant cost savings. However, the Audit report came to a different conclusion, arguing that savings estimates were unreliable and that significant elements of any savings calculation had been omitted.¹ [ie (1) the service potential of agency assets on hand at the end of the evaluation period and (2) the cost of guaranteeing ESP's asset values]:

Do you agree that there is broad agreement that the Initiative has delivered significant cost savings?

Answer

Group 5 agencies are unable to comment on the quantum of savings delivered by the Initiative more broadly.

Outcome All, Output All

Question: 202

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What service delivery standards were agreed with OASITO by agencies prior to finalisation of contracts? What negotiations/discussions took place between OASITO and agencies?

Were service delivery standards written into contracts?

Answer

¹ [1] Audit states at p 14 - "The [financial] evaluations did not consider the service potential associated with agency assets expected to be on hand at the end of the evaluation period under the business-as-usual case, or the costs arising from the Commonwealth's guarantee of ESP's asset values under the outsourcing case."

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Yes. The Group 5 contract contains detailed service level standards and more general service requirements as part of the terms and conditions.

How are service delivery standards measured?

Answer

Service levels are measured by the outsourcer. Group members also monitor service level performance where possible (for example by noting length and extent of LAN outages for comparison with data presented by the outsourcer).

How are service delivery standards reported on?

Answer

The outsourcer provides a monthly report to each Group member.

Are service credits being imposed?

Answer

Yes.

Outcome All, Output All

Question: 203

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Have the contractual arrangements been able to provide adequately for effective levels of service - have you experienced higher levels of service or lower levels of service since your IT requirements have been outsourced?

Answer

Service levels were not formally or regularly measured prior to outsourcing so it is difficult to make reliable comparisons post-outsourcing. Service level performance has generally improved since the commencement of the contract.

What have been the major problems?

Answer

The major service level failures have been in:

- local area network (LAN) availability, particularly LAN server outages;

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- help desk responsiveness and performance

What has this cost your agency?

It is difficult to estimate as the costs are intangible and it was not something that was measured prior to outsourcing.

Are the costs of any downtime and poor service delivery factored into the savings figures?

Answer

The evaluation was conducted on the basis that service standards and levels are met. The evaluation process and negotiations are intended to identify service failure risks and remove them.

What are the improvements in the service delivery? What level of savings have been made?

Not Applicable.

Outcome All, Output All

Question: 204

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Has your agency been required to request services which are outside those provided for under the contract?

Answer

The contract is very broad and services acquired from the outsourcer have been acquired under the contract to date. However, the pricing of some contracted services is negotiated as projects where the work is not part of the routine day-to-day service requirements. Such project work is generally that which could not be foreseen or adequately defined at the time of contract signature. As such, this project work did not form part of the 'base' costing provided by tenderers nor was it part of the agency cost baselines.

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Outcome All, Output All

Question: 205

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Please advise of any 'extra contract' services required and the costs of the provision of those services.

Answer

The amount spent on projects and non-standard items between July 1999 (contract commencement) and January 2001 by DOCITA is as follows:

Projects \$172,029;

Non-standard equipment \$83,278.

Outcome All, Output All

Question: 206

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Have agency operations been constrained because it is unable to provide a service because it has not been specified under the contract:

Would this be because there are either no or limited funds available for extra contract service provision?

Answer

Funding for IT&T service provision is determined internally by the same process as it was prior to outsourcing. This process involves bids for funds based on projected requirements including any new projects or requirements. Funding is allocated based on merit within the overall envelope of funding provided to the agency. Hence availability of funds is more related to the normal budgeting process within the agency rather than the nature of the outsourcing.

With regard to sourcing of new requirements, there is no requirement to obtain 'additional' services or projects from the outsourcer under the Group 5 arrangement. Agencies may obtain such services from any third party.

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Outcome All, Output All

Question: 207

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What outages did you experience during the contract period?

Answer

The major service failures are those already recorded above as part of the service level performance question. In summary, they have been in:

- local area network (LAN) availability, particularly LAN server outages; and
- help desk responsiveness and performance.

Outcome All, Output All

Question: 208

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What service credits have been imposed as a result of outages?

Answer

The full service credits available under the Group 5 agreement have been applied since the commencement of the agreement. This amounts to \$1,025,049 for DOCITA for the period July 1999 to January 2001.

[Note: the above figures are preliminary estimates and may be subject to change once final service charges over this period are agreed with Advantra (because the service credit calculation depends on the final agreed service charge)]

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Outcome All, Output All

Question: 209

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Has the ESP been able to ensure continuity of contracted staff servicing your agency?

Answer

Yes.

Outcome All, Output All

Question: 210

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Is there any indication that the changes to the taxation system, which deems contractors/self employed persons to be employees and bound by PAYE requirements, to have impacted on the continuity of service by people employed by ESP's or by sole contractors?

Answer

The outsourcer has expressed a policy of preferring permanent staff on its payroll to service Group 5 agencies. The logic behind this policy is that of reducing staff turnover and thereby increasing the average experience level of staff servicing Group agencies. The Group is not aware of any taxation changes impacting on the outsourcer's staff behaviour or the outsourcer's staffing policy.

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Outcome All, Output All

Question: 211

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were privacy matters a significant issue for you?

Answer

Privacy matters are a significant issue.

Outcome All, Output All

Question: 212

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What consideration was given to privacy matters a) in the request for tender and b) in the contract?

Answer

Tenderers had to agree to the privacy provisions in the proposed Group 5 services agreement and were assessed on their expressed compliance in this area. Evaluators were also responsible for considering any evidence in the tenders that provided further evidence one way or the other.

Data security is also related to privacy protection. Security was examined closely and in depth during the evaluation process. Assistance from the Defence Signals Directorate in this area was obtained during the evaluation.

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Outcome All, Output All

Question: 213

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What were the cost implications of your privacy requirements?

Answer

The pricing in the Group 5 services agreement is not constructed on a basis that enables attribution of cost to the privacy provisions. The privacy provisions primarily embody codes of practice for Advantra staff and in themselves are unlikely to add additional cost to the services.

Outcome All, Output All

Question: 214

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were you confident that the ESP had a commitment to and could guarantee the appropriate privacy protections?

Answer

Yes. The Group is scheduled to perform an independent audit of the outsourcer's compliance with its privacy obligations.

Outcome All, Output All

Question: 215

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were intellectual property matters an issue for you?

Answer

Yes.

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Outcome All, Output All

Question: 216

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Was this significant?

Answer

Yes.

Outcome All, Output All

Question: 217

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What consideration was given to IP matters a) in the request for tender and b) in the contract?

Answer

During the tender process, tenderers were required to state their compliance with the IP provisions of the proposed services agreement and were evaluated on that basis. Evaluators were also required to consider any other evidence one way or the other.

The Group 5 services agreement contains a substantial section on protection of IP rights.

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Outcome All, Output All

Question: 218

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Is it possible to value the IP component of your IT requirements?

Answer

Not in an objective way.

Outcome All, Output All

Question: 219

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

The Audit report contained a Whole of Government response to the report - have you any comment on that response and did it accurately reflect your own agency's views on all the findings and recommendations?

Answer

The response reflects this agency's views.

Outcome All, Output All

Question: 220

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

If not, where did your views differ from the whole of government response?

Answer

Not Applicable.

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Outcome All, Output All

Question: 221

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What is your reaction to the findings of the Humphry review?

Answer

This agency has noted the findings and will implement the Government's response to the extent it impacts on us.

Outcome All, Output All

Question: 222

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did your agency have input into the Humphry review?

Answer

Input was provided during a meeting between Group 5 Management Committee members and members of the Humphry secretariat. Mr Humphry also met with the Secretary.

Outcome All, Output All

Question: 223

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Was that input written or oral - did you meet with Mr Humphry?

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Answer

Input was oral.

Outcome All, Output All

Question: 224

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Were any meeting notes or minutes taken or any documentation at all developed out of these meetings?

Answer

High level minutes of the Group 5 meeting with the Humphry secretariat were taken.

Outcome All, Output All

Question: 225

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Did the secretariat discuss any meeting notes with you - distribute any meeting notes for your comments?

Answer

No.

Outcome All, Output All

Question: 226

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

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Would it surprise you to know that there is no documentation standing behind the findings and recommendations of the Humphry review?

Answer

This agency was not involved in the management of the review and is therefore unable to comment.

Outcome All, Output All

Question: 227

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

Will your agency continue to outsource at the conclusion of the present contract?

Answer

This agency will make an assessment closer to the end of the term about the best outsourcing options in the light of the agency's business requirements and future needs at that time and government policy.

Outcome All, Output All

Question: 228

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

What implications will it have for your agency if you decide not to continue with the present contract provider?

What are the financial implications?

Answer

Modelling of the financial implications has not been undertaken at this stage but will need to be assessed as part of any decision about future outsourcing.

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What are the hardware and software implications?

A substantial portion of software is still retained in this agency's name (an exception is 'back end' server and network software which is licenced to the outsourcer). In the case of hardware, all Group 5 agencies have the right to purchase back hardware used to deliver services at written down book value, or take over existing equipment leases. In the event outsourcing continues, the hardware or leases will be transferred to the new outsourcer and the costing of such will necessarily form part of that outsourcer's pricing.

As most Group 5 equipment is leased by our outsourcer, there is unlikely to be any significant cost spike associated with bringing such equipment back in-house should in-sourcing be the preferred choice at the end of the current contract.

Outcome All, Output All

Question: 229

Topic: IT Outsourcing

Written Question on Notice: Tabled

Senator Lundy asked:

The initial contract for Group 5 was valued by OASITO in its 1998-99 annual report [p34] at around \$90 million over 5 years, with savings of \$10 million:

What proportion of that contract was your agency responsible for - how much was it going to cost you for your IT services?

The DOCITA proportion of the contract was \$17.031m and it was estimated that the cost to the agency would be \$17.312m to deliver these services.

Is this figure still an accurate assessment of the value of the contract and estimated savings?

It is hard to assess due to changes in the department, but we can see no reason why the percentage saving would be dramatically different.

What payments have been made by your agency to date?

Payments for the period July 1999 to January 2001 total \$4,405,883

What payments have been made to Advantra Pty Ltd which are within the contract?

Answer

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Payments by DOCITA to Advantra excluding pass through charges but including service credits, project and non-standard items total \$3,500,239 for the period July 1999 to January 2001.

What payments have been made by your agency for services not covered by the initial contract?

See answer to question 205

What is your obligation at the conclusion of the contract to buy back hardware?

See answer to question 228

What software exposure will you have - ie what is the situation with software licensing and development provided during the course of the contract?

Answer

A substantial portion software licences are still held in the agency's name (the primary exception being 'back end' network and system software). Software licences are to be novated back to the agency or another outsourcer by Advantra at the end of the term. Specific software developed for the agency is owned by the agency.

Outcome All, Output All

Question: 230

Topic: Senator Ian Campbell

Hansard Page/Written Question on Notice: 186-187

Senator Bishop asked:

I would just like to have a list of his duties. Can you tell me also, excluding his electoral staff—which is the same as mine and every other Senator—how many persons Senator Campbell has working for him?

Answer:

Senator Campbell has day to day responsibility assisting Senator Alston in the following areas:

- Government Online Issues,
- Universal Service Obligation (USO) Contestability Pilots,
- A range of issues in the telecommunications area, namely consumer issues, COT cases, powers and immunities and putting cables underground,

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- Implementation of various initiatives under the social bonus program, including:
 - Building Additional Rural Networks (BARN)
 - Local Government Fund
 - Extended mobile phone coverage in Western Australia, South Australia and Tasmania
 - TIGERS
 - Untimed local calls in remote Australia
 - The Television Fund
 - Internet Access Fund
 - Continuous mobile phone coverage on highways
 - Remote and Isolated Islands Fund.

Senator Campbell is also the Manager of Government Business in the Senate.

Excluding electorate staff, Senator Campbell has four staff, plus a Departmental Liaison Officer.

Outcome 2, Output 2.1

Question: 232

Topic: West Australian Symphony Orchestra

Hansard page 88

Senator Bishop asked:

When would [WASO] conclude preparation of that new business plan?

Answer:

The most recent advice from the West Australian Symphony Orchestra is that the business plan is still being finalised. It is expected that it should be completed in the near future.