

Sent: Monday, March 18, 2024 9:53 AM

To: s47E(c), s47F <@health.gov.au> s47E(c), s47F <@health.gov.au>
Cc: s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@health.gov.au>
Subject: RE: Meals and s22 - End of week status updates 15/03/24 [SEC=OFFICIAL]

Hey s47E(c), s47F

Sorry, I just checked with s47E(c), s47F and I might have got the details wrong!

s22

Regards,
s47E(c), s47F

From: s47E(c), s47F <@health.gov.au>

Sent: Monday, March 18, 2024 9:47 AM

To: s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@health.gov.au>
Cc: s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@health.gov.au>
Subject: RE: Meals and s22 - End of week status updates 15/03/24 [SEC=OFFICIAL]

Thanks s47E(c), s47F just a quick update to say the OPD was extended and so were the QoNs.
s22

From: s47E(c), s47F <@Health.gov.au>

Sent: Friday, March 15, 2024 5:15 PM

To: s47E(c), s47F <@health.gov.au> s47E(c), s47F <@health.gov.au>
Cc: s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@health.gov.au>
Subject: RE: Meals and s22 - End of week status updates 15/03/24 [SEC=OFFICIAL]

H s47E(c), s47F

This week's status update copied below. This one I have gone into a little more detail due to all the upcoming activities. Please let me know if I have missed anything.

Hope you have a great weekend!

Status update	
Meals OPD is still in progress and unlikely to be completed within the deadline. The MO has not yet advised regarding a possible extension for submission.	s47E(c), s47F
Achievements	
s22	
Priorities for next working week/s	
- Finalise WMoW contract variation - 01 and initiate negotiations with MMA to handover ERP components - s47E(c), s47F - de IP register related clause within the document. - Include provisions for MMA to hold on to the WMoW data until the contract term ends. - Include details of how the software will be transferred from the s47G(1)(a) cloud to Dept. Cloud (if this is the preferred approach) - Follow up on MMA's request to share the subcontracting agreements with its subcontractors s47G(1)(a) etc s47E(c), s47F	s22
To discuss	
N/A	
Risks identified	
s22	
Decisions	
s22	

s22

Regards,
s47E(c), s47F

From: s47E(c), s47F
Sent: Friday, March 8, 2024 3:14 PM
To: s47E(c), s47F <@health.gov.au> s47E(c), s47F <@health.gov.au>
Cc: s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@health.gov.au>
Subject: RE: Meals and s22 - End of week status updates 08/03/24 [SEC=OFFICIAL]

H: s47E(c), s47F

This week's status update copied below. Please let me know if I have missed anything.

Enjoy your long weekend!

Status update
- Meals OPD is still in progress and likely to be completed in the week starting 11 March. The MO has not yet advised regarding a possible extension for submission. - s42 - s22 s47E(c), s47F engaged DDDT to provide input on WMoW variation 01 to enable the potential handover of MoW ERP 2.0 to DoHAC. - s22 s47E(c), s47F is reviewing and updating the project documentation for AS endorsement in March 2024 (delayed).
Achievements
- s22 A formal letter was sent to MMA noting the delay in delivering the final report for the WMoW contract and ensuring they are clear about the contract term being 31 May 24. - s22
Priorities for next working week/s
- Finalise WMoW contract variation - 01 and initiate negotiations with MMA to handover ERP components - s47E(c), s47F - include IP register related clause within the document. - include provisions for MMA to hold on to the WMoW data until the contract term ends. - include details of how the software will be transferred from the s47G(1)(a) cloud to Dept. Cloud (if this is the preferred approach) - Follow up on MMAs request to share the subcontracting agreements with its subcontractors: s47G(1)(a) etc/ s47F - s42
To discuss
Risks identified
N/A
Decisions
s22

Regards,
s47E(c), s47F

From: s47E(c), s47F
Sent: Friday, March 1, 2024 5:47 PM
To: s47E(c), s47F <@health.gov.au> s47E(c), s47F <@health.gov.au>
Cc: s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@Health.gov.au> s47E(c), s47F <@health.gov.au>
Subject: RE: Meals and s22 - End of week status updates 1/03/24 [SEC=OFFICIAL]

H: s47E(c), s47F

This week's status update copied below. Please let me know if I have missed anything.

Hope you have a great weekend!

Status update
- s42 - OPD extension date of 11 Apr (4-week extension) requested from MO to produce documents related to Future Fit and MMA - s22

622

- Meals and 622 pilots have been split up for reporting on the HSOB Program Activity Dashboard. Rusty cleared the updates added to the dashboard.

647E(c), 647F is reviewing and updating the project documentation for AS endorsement in March 2024 (delayed).

Achievements

- 622
-
- Drafting of the WMoW Contract variation documentation and clearance from PAS on 1 Mar 2024.

Priorities for next working week/s

- Finalise WMoW contract variation - 01 and initiate negotiations with MMA to handover ERP components - 647E(c), 647F
- Request MMA to share the subcontracting agreements with its subcontractors 647G(1)(a) 647E(c), 647F etc 647E(c), 647F
- 647E(c), 647F
-
-
- Discuss communication artefacts and approach to inform Meals feasibility study participants and the wider sector about the current approach to delivering the meals pilot 647E(c), 647F Comms team
- Revisit the Project document 647E(c), 647F (n-flight)
- Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependence 647E(c), 647F (deprioritised).
- Set up a meeting with 647E(c), 647F to discuss open risks in the risk register 647E(c), 647F (deprioritised).

To discuss

N/A

Risks identified

N/A

Decisions

- D54: Change the contract terms of the WMoW transition contract from 31 May to 10 Mar 24 during the WMoW contract variation-01 647E(c), 647F

647E(c), 647F
647E(c), 647F
647F

From: 647E(c), 647F
Sent: Friday, February 16, 2024 5:30 PM
To: 647E(c), 647F @health.gov.au> 647E(c), 647F @health.gov.au>
Cc: 647E(c), 647F @Health.gov.au> 647E(c), 647F @Health.gov.au> 647E(c), 647F @health.gov.au> 647E(c), 647F @health.gov.au>
Subject: RE: Meals and 622 - End of week status updates 16/02/24 [SEC=OFFICIAL]

Hi 647E(c), 647F

This week's status update copied below. Please let me know if I have missed anything.

Hope you have a great weekend!

Status update

647E(c), 647F is travelling to the Melbourne Whitehorse MoW site from 19-21 February. Both 647E(c), 647F are on leave from 22 - 26 February 647E(c), 647F is away till 4 March.

- 642
- Some questions around the MMA contract, Feasibility study, WMoW contract and costings were raised at Senate estimates on 15 February 24. The team may have to respond to Q&As in the following days.
- 622
-
- 647E(c), 647F is reviewing and updating the project documentation for AS endorsement in February 2024.

Achievements

- 622
-
-
-
-

Priorities for next working week/s

- 622
- 642
-
-
- 622
- Discuss communication artefacts and approach to inform Meals feasibility study participants and the wider sector about the current approach to delivering the meals pilot 647E(c), 647F Comms team
- Final decision on progressing MMA's payments for the transition 647E(c), 647F after considering NMOW feedback and MMA's PMP and status 647E(c), 647F Rusty
- Revisit the Project document 647E(c), 647F (n-flight)
- Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependence 647E(c), 647F (deprioritised).
- Set up a meeting with 647E(c), 647F to discuss open risks in the risk register 647E(c), 647F (deprioritised).

To discuss

N/A

Risks identified

- N/A

Decisions

- 622
-

Regards,
647E(c), 647F

From: 647E(c), 647F

Sent: Friday, February 9, 2024 4:11 PM

To: 647E(c), 647F <@health.gov.au> 647E(c), 647F <@health.gov.au>

Cc: 647E(c), 647F <@Health.gov.au> 647E(c), 647F <@Health.gov.au> 647E(c), 647F <@health.gov.au>

Subject: RE: Meals and 622 - End of week status updates 09/02/24 [SEC=OFFICIAL]

Hi 647E(c), 647F

This week's status update copied below. Please let me know if I have missed anything.

Hope you have a great weekend!

Status update
- NMoW raised some concerns with DoHAC around the Transition contract and MMA's approach to delivering the work. A meeting was held on Tuesday, 6 Feb, between Russell Herald and the NMoW board, leading to the decision (D50) - DoHAC will act as a conduit between MMA and the NMoW board and, where appropriate, the transition team. 642 - The Melas MinSub will be put on hold as the pilot is set to restart in late 2024, and MO approval can be sought at a later stage (Decision D49). 622 642 - The team prepared ToRs and relevant papers for the First MoWA/Commonwealth forum on Friday, 9 Feb. 647E(c), 647F 647E(c), 647F is reviewing and updating project documentation for AS endorsement in February 2024 (delayed).
Achievements
622 647E(c), 647F Prepared ToRs and governance material for MoWA/Commonwealth forum held on Fri 9 Feb 647E(c), 647F organised conflict of interest forms from MMA for the transition contract 622 642
Priorities for next working week/s
622 642 622 622 - Discuss communication artefacts and approach to inform Meals feasibility study participants and the wider sector about the current approach to delivering the meals pilot. 647E(c), 647F 622 - Final decision on progressing MMA's payments for the transition contract after considering NMoW feedback and MMA's PMP and status update. 647E(c), 647F 622 - Revisit the Project documents, update the ToR's and governance documents. 647E(c), 647F - Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependencies. 647E(c), 647F - Set up a meeting with 647E(c), 647F to discuss open risks in the risk register. 647E(c), 647F
To discuss
Outcomes of the MoWA/Commonwealth Forum on Fri 9 Feb 24.
Risks identified
N/A
Decisions
- D49: Meals Ministerial Submission will be put on hold for the time being. A submission will no longer be required until closer to the pilot commencement date. 647E(c), 647F - D50: DoHAC will act as a conduit between MMA and the NMoW board and where appropriate the transition team during the period of the WMoW transition contract - Russell Herald - D51: Michael wants to consider establishing a grant for MoWA (along with the entire meals sector) to apply for additional funding (for conference and operations costs). The Department will define the terms of the grant, and this will be used to keep MoWA accountable for the money that they receive towards maintaining the sector's wellbeing - Michael Lye

Regards,
647E(c), 647F

From: 647E(c), 647F

Sent: Friday, February 2, 2024 5:30 PM

To: 647E(c), 647F <@health.gov.au> 647E(c), 647F <@health.gov.au>

Cc: 647E(c), 647F <@Health.gov.au> 647E(c), 647F <@Health.gov.au> 647E(c), 647F <@health.gov.au>

Subject: RE: Meals and 622 - End of week status updates 02/02/24 [SEC=OFFICIAL]

Hi 647E(c), 647F

Past two week's status update copied below (this one is slightly longer). Please let me know if I have missed anything.

Hope you have a great weekend!

Status update
- The WMoW transition contract was executed with MMA/NMoW, and MMA has initiated the ERP transition work. NMoW reverting to 647G(1)(a) - The project team received Rusty's direction on the Meals pilot; MMA will step down from the lead consultant role, and the pilot design will be differed till late 2024. - Future Fit ERP must be decommissioned, and 642 - The meals pilot will now be delivered in-house and include all meal service types, including those that do not provide social support. The approach will not involve any IT or financial analysis and will be confined to policy definition.

• Delays to Ministerial Submissions due to s22 and WMoW transition contract. Current ETA 15 Feb.

• MMA feasibility study contract is no longer required. The team will have to put together a MinSub providing advice to the MO, considering all the options for the next steps.

• Senator Rice's visit to NMoW went well. There might still be some concerns around data and privacy issues, which must be cleared.

s47E(c), s47F is reviewing and updating the project documentation for AS endorsement in February 2024 (delayed).

Achievements

- The WMoW contract was executed with MMA on 19th Jan.
- s22
-
-

Priorities for next working week/s

- s22
-
-
-
- Coordinate with MMA for conflict of interest forms s47F, s47E(c), s47F
- Review and finalise Meals MinSub in line with recent discussions s47E(c), s47F
- Discuss communication artefacts and approach to inform Meals feasibility study participants and the wider sector about the current approach to delivering the meals pilot s47E(c), s47F, Comms team
- Review ToRs and governance material for MoWA/Commonwealth forum s47E(c), s47F
- s22
- s42
- s22
- Revisit the Project documents, update the ToR's and governance documents, s47E(c), s47F (delayed due to other priorities)
- Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependencies s47E(c), s47F (prioritised).
- Set up a meeting with s47E(c), s47F to discuss open risks in the risk register s47E(c), s47F (prioritised).

To discuss

- N/A

Risks identified

- ISSUE008: The Department and MMA have decided to part ways and end the engagement following the delivery of the WMoW transition. The issue is an opportunity to end the relationship and restart the pilot with a fresh perspective.
- s22
-

Decisions

- s47G(1)(b)
-
- D44: MMA will not be the preferred consultant for the meals pilot; their contracts will be closed up, and the Future Fit ERP will be decommissioned - Russell Herald
- D45: The meals pilot will need to engage more broadly across the meals delivery sector. The study won't longer be confined to the Meals on Wheels model. Other meal service types will also be included s47E(c), s47F
- D46: Whitehorse will be reverting to s47G(1)(a) and won't be using the Future Fit ERP anymore - NMoW
- D47: The Mela's pilot design will commence in late 2024, with the pilot kick-off in July 2025. The scope of the pilot will be reduced to policy definitions and exclude IT components and financial analysis/development of pricing matrix. The pricing aspects will be addressed as part of the IHACPA pricing review - Russell Herald.
- s22

Report
s47E(c), s47F

From: s47E(c), s47F
Sent: Friday, January 19, 2024 4:28 PM
To: s47E(c), s47F @health.gov.au> s47E(c), s47F @health.gov.au>
Cc: s47E(c), s47F @Health.gov.au> s47E(c), s47F @Health.gov.au> s47E(c), s47F @health.gov.au> s47E(c), s47F @health.gov.au>
Subject: RE: Meals and s22 - End of week status updates 19/01/24 [SEC=OFFICIAL]

Hi s47E(c), s47F

This week's status update copied below. Please let me know if I have missed anything.

Hope you have a great weekend!

Status update

- s22
- WMoW transition contract execution is pending following departmental review and acceptance of MMA updates. PAS, FBR and delegate approvals were received, with final documentation to be added to SAP.
- s22
- MMA feasibility study contract and discussions are on hold with the departmental recommendation in the MinSub noting that the project team should go to the market to consider other options.
- FCI for s47G(1)(a) is still in progress - activity will be completed in January 2024.
- s47E(c), s47F is reviewing and updating the project documentation for AS endorsement in February 2024.

Achievements

- Finalised the draft Whitehorse Transition contract based on PAS and feedback s47E(c), s47F
- s22

Priorities for next working week/s

- Review and finalise Meals MinSub in line with recent discussions s47E(c), s47F
- Review meals ToRs and governance material in preparation for kick-off following MMA contract execution (TRC) s47E(c), s47F
- s22
-
-

• Revisit the Project documents, update the ToR's and governance documents (b) (6), (b) (7)(F). • Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependencies (b) (6), (b) (7)(F) (deprioritised). • Set up a meeting with (b) (6), (b) (7)(F) to talk about open risks in the risk register (b) (6), (b) (7)(F) (deprioritised).
To discuss
• MMA changes on the draft WMoW transition contract
Risks identified
• ISSUE008: (b) (6), (b) (7)(F)
Decisions
• D42: Due to political sensitivities and procurement requirements, the department will consider going to market to procure services for the meals pilot, acknowledging the delayed start from Jan 2025. MMA will not be the default consultant per the previous approach.

Regards,
(b) (6), (b) (7)(F)

From: (b) (6), (b) (7)(F)
Sent: Friday, 12 January 2024 5:30 PM
To: (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au
Cc: (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au
Subject: RE: Meals and s22 - End of week status updates 12/01/24 [SEC=OFFICIAL]

Hi (b) (6), (b) (7)(F)

This week's status update copied below. Please let me know if I have missed anything.

Hope you have a great weekend!

Status update
• s22 (b) (6), (b) (7)(F) • Meals MinSub is under development and being updated with options for the way forward - ETA 16 Jan. • s22 (b) (6), (b) (7)(F) • MMA feasibility study contract and discussion are on hold until MinSub is approved and the MO chooses the relevant option. • MMA is unable to continue providing services at the Whitehorse pilot site due to a lack of funding. The ERP and related services will need to be transitioned to Newcastle MoW. Team is currently drafting a contract (Whitehorse transition) to enable this transition. • s22 (b) (6), (b) (7)(F) • FOI for (b) (6), (b) (7)(F) (a) is still in progress - activity will be completed in January 2024. • (b) (6), (b) (7)(F) is reviewing and updating the project documentation for AS endorsement in February 2024.
Achievements
• s22 (b) (6), (b) (7)(F) • (b) (6), (b) (7)(F) • (b) (6), (b) (7)(F)
Priorities for next working week/s
• Review and update Meals MinSub in line with recent discussions - (b) (6), (b) (7)(F) • Finalise the draft Whitehorse Transition contract based on PAS feedback (b) (6), (b) (7)(F) • Review meals ToRs and governance material in preparation for kick-off for A contract execution (b) (6), (b) (7)(F) • (b) (6), (b) (7)(F) (TBC) (b) (6), (b) (7)(F) • s22 (b) (6), (b) (7)(F) • (b) (6), (b) (7)(F) • (b) (6), (b) (7)(F) • Revisit the Project documents, update the ToR's and governance documents (b) (6), (b) (7)(F) • Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependencies (b) (6), (b) (7)(F) (deprioritised). • Set up a meeting with (b) (6), (b) (7)(F) to talk about open risks in the risk register (b) (6), (b) (7)(F) (deprioritised).
To discuss
N/A
Risks identified
• ISSUE007: The lack of appropriate procurement procedures for earlier MMA contract establishment is causing concerns with clearing the Whitehorse transition contract through PAS. • s22 (b) (6), (b) (7)(F)
Decisions
• s22 (b) (6), (b) (7)(F)

Regards,
(b) (6), (b) (7)(F)

From: (b) (6), (b) (7)(F)
Sent: Friday, 22 December 2023 12:28 PM
To: (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au
Cc: (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; (b) (6), (b) (7)(F) <(b) (6), (b) (7)(F)> @health.gov.au; SHARMA, Krishneel <(b) (6), (b) (7)(F)> @health.gov.au
Subject: RE: Meals and s22 - End of week status updates 22/12/23 [SEC=OFFICIAL]

Hi all,

Below is the last update of Meals and s22 Pilot for the year.. yep, tis the time

I want to thank everyone for all the work in this space in the past six months. It's been a long and uncertain road, but we have also overcome many significant challenges along the way (a few to reflect on, over some).

I hope everyone has the opportunity to rest and recoup for 2024, and I wish you all a great holiday season! See you on the other side

Status update

OPD activity was completed on 20 December 23, and documents were submitted to the DLO by § 47E(c), § 47F. - The Pilot's Ministerial Submissions and approval will occur in January 2024. § 47E(c), § 47F and meals briefs have been drafted with contract additions/details to be added. § 47E(c), § 47F - The MMA contract is to be drafted early on 24 January. The team requires clear terms and potentially a new proposal from MMA to initiate the redraft. § 47E(c), § 47F sent an email. § 47E(d) § 47F. However, neither MMA nor DoHAC have any interest in owning the solution. The team will have to review Maintenance and sustainment considerations on 24 January. § 47E(c), § 47F § 47E(c), § 47F is reviewing and updating the project documentation for AS endorsement in February 2024.
Achievements - OPD for future Fit contract completed and documents submitted to DLO - Review of MMA's proposed terms and departmental recommendations sent to MMA for a revised proposal. - Department IP position clarified (impact analysis will have to be conducted in 2024)
Priorities for next working week/s § 47E(c), § 47F - Review and update § 47E(c), § 47F + Meals MinSubs in line with recent decisions - all. - Review and update contracts to reflect changes to scope, timelines and funding amounts if needed (following corrections and revised proposal from MMA) § 47E(c), § 47F § 47E(c), § 47F - Revisit the Project documents, update the ToR's and governance documents § 47E(c), § 47F - Prepare a presentation for DSS to take them through the pilot project objectives, scope, timelines and dependencies § 47E(c), § 47F - Set up a meeting with § 47E(c), § 47F to talk about open risks in the risk register § 47E(c), § 47F
To discuss N/A
Risks identified - ISSUE007: - RISK024: Risk that the ERP becomes non-operational if the vendor decides to cease operations or decides that they would not like to cooperate with the department in transitioning the solution, negatively impacting the service providers and leading to reputational damage to the Department. - RISK025: In the process of IP/ERP transition, there is a risk that there might be gaps in the operational model of the solution to enable an effective operation of the platform once transferred to the department. - RISK026: Risk of project failure if the ERP transition is not clearly scoped/captured in contracts, leading to a range of issues like legal conflicts, failure of the solution, discontinuity of the solution, compatibility issues, provider dissatisfaction and service delivery, impact all leading to reputational and financial complications.
Decisions § 47E(c), § 47F - D40: § 47E(d) § 47F. While neither DoHAC nor MMA want to own it in the long term, MMA will maintain it until DoHAC can find a suitable body to take ownership of the solution". § 47E(c), § 47F - D41: The project team decided that the new terms and information supplied by MMA were not sufficient to meet obligations under the procurement rules and regulations to undertake a value-for-money assessment and, thereby, will need a revised proposal to be submitted by MMA for consideration - Russell Herald § 47E(c), § 47F.

What we have overcome since project initiation:

- Approach to delivering the pilots (i.e. from setting up a committee to engaging § 47E(c), § 47F and MMA to drive the projects, approach to provider contract extensions, dual reporting, etc.)
- Procurement challenges in engaging § 47E(c), § 47F and MMA
- Senate estimate discussions on MoW and MMA and all the activities that followed (QONs, QTBS, FOIs, OPD and everything in between)
- Gaining agreement from the wider MoW sector, Departmental executives and Senate/MD to progress the meals pilot study (all the approvals, discussions, emails and decisions in between)
- Challenges in managing § 47E(c), § 47F and MMA expectations
- Staff availability issues and consistent urgency around project deliverables causing decreased attention to other BAU activities in the section

Reports
§ 47E(c), § 47F
§ 47E(c), § 47F