

Business Application Hosting Strategy

Program Steering Committee

27th April 2021



Agenda Items		Outcome	Presenter	Time	Page
0.	Welcome & Introductions	Note	Chair	3:00 pm – 3:05 pm	3
1.	Acceptance of previous meeting minutes	Accept	Chair		4
2.	Open Actions	Review	Chair		5
3.	Program Update				
3.1	Overall Program Status	Review	Andrew Bettenay	3:05 pm – 3:15 pm	7-11
3.2	Program Replanning Progress	Review	Andrew Bettenay	3:15 pm – 3:25 pm	7
3.3	Service Management Update	Review	3(a), 3(b)	3:25 pm – 3:30 pm	13
3.3	Delivery Confidence Update	Input	Secretariat	3:30 pm – 3:35 pm	14
4.	Other Business – Questions on Supporting Materials	Discuss	All	3:35 pm – 3:40 pm	16
5.	Closed Session	Review	Andrew Bettenay	3:40 pm – 4:00 pm	17-19
5.1	Financial Update				
5.2	Benefits Update				

Attachments		
1	Supporting Information Pack	Review Offline
2	200331 BAHS Program Steering Committee - Meeting Minutes	
3	BAHS DCS Monthly Status Report as at 31 March 2021	

0. Welcome and Introductions



1. Acceptance of previous minutes



Action No.	Action	Status Update	Owner	Due Date	Status
Nil					

3. Program Update



3.1 Overall Program Status Update as at 31st March 2021

CATEGORY	PREV	CUR	OUTLOOK	SUMMARY (as at 1 st March to 31 st March 2021)
Overall	●	●	→	<p>The BAHS Program remains RED this period. Critical planning sessions to remediate the schedule health will commence over the course of April 21 which will include senior RDS and Withhel representation. Throughput to the Hybrid Cloud remains low, further heightening the unlikelihood of concluding the Program by September 21.</p> <p>Over the month of March 21, 2 applications and 1 Integration Platform were migrated to the Hybrid Cloud. Withhel has a limited BCP plan in place with some per person dependencies that cannot be mitigated</p> <p>Preparations for the next DCS Assurance Review are inflight with the review expected to conclude by the end of May 21. The focus of this review is to assess the completeness of Drop 1 & 2, Fast Track Initiatives, Drives & iTree.</p> <p>Go to green: Fast tracking and streamlining activities are inflight to speed up Java, Microsoft, Testing and Service Transition deliverables – see slide X for full update.</p>
Scope	●	●	→	Scope remains GREEN , no material scope changes were submitted nor where any issues, constraints or dependencies recorded in the month of March 21.
Cost	●	●	→	Cost remains AMBER due to the risk associated to the Program not concluding by 30 th September 21. An update will be provided in the closed session.
Schedule	●	●	→	Schedule remains RED and is not expected to improve in the next reporting period. Critical planning sessions are scheduled to formalise an achievable plan forward. There are a variety of issues reported in the supporting material impacting the run rate of applications to the Hybrid Cloud.
Resource	●	●	→	Resourcing remains AMBER due to the risk associated to resource burnout caused by the reduced delivery timeframes and increasing workload. The Program is still facing issues securing the appropriate skill and capability
Benefits	●	●	→	Benefits remains GREEN , however benefit realisation will be delayed if the Program timelines are extended.
Risk	●	●	↓	<p>The risk profile as declined to RED as the schedule and prioritisation of integration activities are unlikely to align with what is required to enable our applications to be delivered within the required Program timeframe caused by a lack of detailed planning and management of Program dependencies resulting in the need to migrate applications without the services which in turn will cause additional cost, rework and risk. There is a risk to a shortage in Withhel off-shore resourcing caused by a second wave of COVID-19 surging through India at the moment with the unavailability of key staff due to illness, resulting in having a probable detrimental impact on BAHS program velocity.</p> <p>Overall the performance of the Program is sub-optimal and the risk associated to delivering our required run-rate will likely materialise to a critical issue preventing the Program from delivering it's scope by 30th September 21; commercial discussions remain in progress.</p>

3.1 Delivery Likelihood Matrix as at 20th April 2021

Progress has been slower than expected in March 21 with only 2 applications likely to be migrated in April 21. As shown below, the probability of concluding BAHS by the end of September 21 is highly unlikely as a result of only 5 applications being more than 60% complete as of 20th April 21. In addition, not all applications have entered the production pipeline as shown in the 0% column.

Month	Planned	Apps Forecast	0%	1%-9%	10%-39%	40%-59%	60% - 89%	90%	Apps most likely to deliver	App Complexity
April 21	12	1	1	1	3	5	1	1	IACD, Complete - HR lattice	6 Simple 3 Medium 1 Complex 2 No rating available
May 21	20	1	2	1	9	6	2	0	Cashback Claims, Cashback Online,	8 Simple 121 Medium 0 Complex 1 No rating available
June 21	16	5	2	1	12	1	0	0	ArcGIS Maritime, MyPlates Rest, Plates Admin, Mobile Speed Camera	5 Simple 8 Medium 1 Complex 2 No rating available
July 21	15	11	2	1	11	1	0	0	Drives Registry Controller, SCHEMES, Oplinc_2, OPIS, Drives Registry Processor, VGR, Drives Core, Online Driver Licence Check, Drives Privacy Logging, ECCI, Drives Gateway, Drives SQL Forms, Dealer Online, DOL	7 Simple 3 Medium 1 Complex 4 No rating available
Aug 21	21	10	10	2	8	1	0	0	Truckscan Fixed, Test Booking System, Online Sanction Lift, Authorised Restrained (ARFSS), Online Rego Renewal, STC, MAA CTP, Truckscan Mobile, CES Core, Correspondence Workflow, Autoturn	9 Simple 7 Medium 1 Complex 4 No rating available

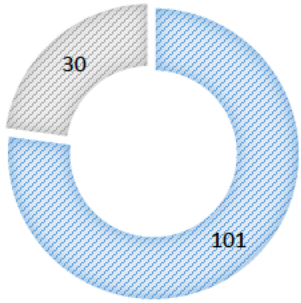
3.1 Key Achievements | Challenges | Priority Actions

☆ Achievements
Application Migration: March 21 Mail Relay Server and Plates Delivery Order and Management (PDOM) migrated 30 applications now migrated
Decommissioning: Benchmark formally 'Retired' Java Fast Track
DCS Submission: Nov 2020 now complete with planning complete for May 21 review.
SCN's Processes: Increased from 13 to 37 – which increases throughput on decommissioning in FAL
Microsoft and SIFP fast track: Commenced and MDD workshops kicked off from Monday 29th March
IIB Platform: IIB platform went live on 19/03. Planning for rollout of services underway and to be presented to leadership team early April
External Stakeholders: 105 out of 125 service consumers identified. Information pack sent to Councils, Police and Insurance. Contact established with 12 more organisations.
User Guides / Training: the final five database User Guides have been completed which brings the total to 36. Additionally the final Training Module, Module 5 Service On boarding has been completed and will be made available in the Hybrid Cloud Consumption Library

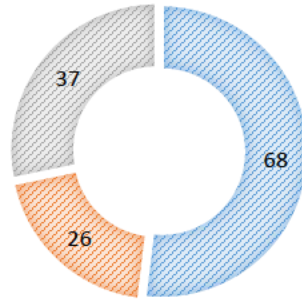
🔍 Challenges	👤 Priority Actions
Resource Capacity With the increasing number of applications that must be delivered within a tight timeframe we need to ensure the team has capacity to manage delivery against the required schedule	Considering the benefits of other key challenge activities and the uplift in planning, review the demand for resources based on the current schedule.
Accelerate Design Further uplift during the design phase is required. The uplift must allow for application complexity, removal of unnecessary sequential delivery and standardisation, and the process for building and approving MDD's must be streamlined to support quicker delivery	Further accelerate design phase activities and identify opportunities for further automation
Streamline Build, Deploy, Test The process for build, deploy, test delivery must be streamlined to support quicker delivery and reduce rework	Identify and implement initiatives that further streamline the delivery of build, deploy and test. Implement outcomes of defect analysis and increased triage of defects
Security The requirement for Security associated with the Hybrid Cloud has increased since inception of the program and as applications are reviewed as existing security issues are identified. The program must balance delivery of secure solutions against tight delivery timeframes	The program accepts that they are obligated to ensure that security requirements are met. Identify opportunities to take risk based approaches to meet security requirements
Planning Approach Planning processes must be refined to ensure that planning does not happen in silos and account for all dependencies and requirements, and are realistic, reliable and achievable.	Confirm schedules post MVT and update based on application and decommissioning dependency work including applications that are yet to commence
IIB Fast Track IIB work stream has been planned and prioritised and work undertaken to align both IIB and the application migration schedule. Solution and service availability may cause impact to our delivery schedule if alignment cannot be achieved.	Complete a deep dive of IIB to ensure risks and issues are addressed and progress made. Review the migration schedule to ensure alignment with IIB and maps to service criticality.
Drives Drives continues to be a challenge to get environments built and into MVT. New target date for MVT for Core is late April	Combined team including SOA and Withthe to focus on all activities required to achieve late April date
Service Transition Challenges in service transition still exist including; competing priorities, model and engagement.	Simplify and streamline the Service Transition Process

From April 21, the status of only the **parent and refactor/replatform** applications as per the Tableau reporting will be included in this update. This previously included a subset of activities that are referred to as child applications that are not relevant to this forum. Currently there are 113 active backlog in BAHS, the remaining 18 backlogs are being stood up and will be reported in the coming reporting cycles. From May 21 we will reincorporate the progress increase for each key area of the BAHS Program.

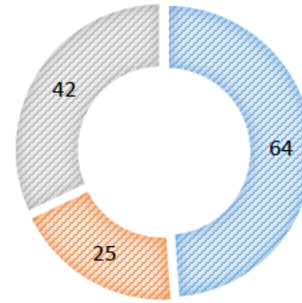
APPLICATIONS STARTED



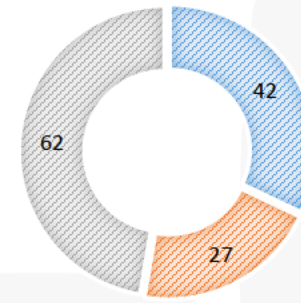
DESIGN DOCUMENTS COMPLETE



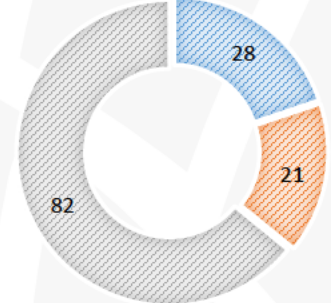
APPLICATION ONBOARDING COMPLETE



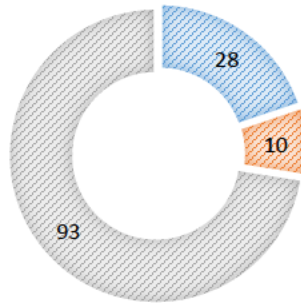
REFACTORS COMPLETE



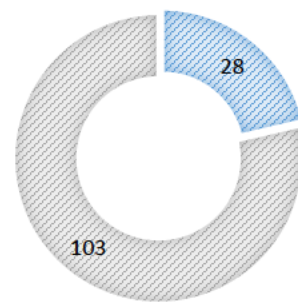
MVT COMPLETE



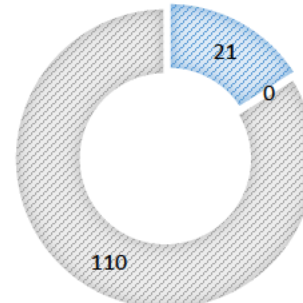
UAT COMPLETE



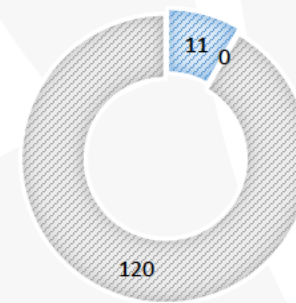
APPLICATIONS IN HYBRID CLOUD



SERVICE CUTOVERS NOTICE SIGNED



APPLICATIONS DECOMMISSIONED



Overall the Program continues to not meet the required run rate and this has resulted in a high number of applications being replanned. Senior Leadership Meetings have been held over the course of week commencing 12th April 21 to agreed remedial activities. This update now only includes the core parent and refactor/replatform applications.

IN PLANNING

APRIL 21

MAY 21

JUNE 21

JULY 21

AUGUST 21

Application Name	Tech Type
Authorised Inspection Station (AIS) System	Lotus Notes
Closed Circuit TeleVision	Other
CM21	COTS
eBUSINESS Platform	Other
File Integrity Monitoring	Other
Internal LNR	IIB Service
Maritime eStore	Java
MARS	Other
Messaging Queue (MQ)	Integration Platform
Old Driver Assessment (ODA)	Java
Online User Maintenance	Java
Partner	IIB Service
SQL Server Reporting Services	Other
Toll Incident Violation System (TIIVS)	Java
Wharf Booking System	Java
Working with Children Check	Other
Workshop Management System (WMS)	Other
Written Off Vehicle Register (WOVR)	Java
Total: 18	

Application Name	Tech Type	Go Live
IACD - Intelligent Access Compliance System	iTree	15/4/21
Case to Court Management System	COTS	16/4/21
Road Asset Application- RAA	Microsoft	23/4/21
Common Expiry Date Fleet (CEDF)	Java	24/4/21
Customer Enquiry and Verification Of Certificates (CEVOC)	Java	30/4/21
Demerit Point Enquiry - B2B	Java	30/4/21
WebService	Java	30/4/21
Eforms	Java	30/4/21
Environmental Performance (EP)	Java	30/4/21
OpenLDAP	COTS	30/4/21
SIFP	Database	30/4/21
Traffic Facilities Mgmt	Microsoft	30/4/21
VRRPT - Vehicle Regulation Report Server	iTree	30/4/21
Total: 12		

Application Name	Tech Type	Go Live
Heavy Vehicle Competency Online Reporting System	Java	7/5/21
Online Booking System (OBS)	Java	7/5/21
Online Information Requests (OIR)	Java	10/5/21
IBM Cognos	EDW	12/5/21
myPlates REST	Java	14/5/21
Plates Admin	Java	14/5/21
RVDs Online	Java	14/5/21
HVRS - Heavy Vehicle Rating System	iTree	15/5/21
Road Safety Officer System (RSOS)	Java	15/5/21
Spring Adapter	Integration Platform	15/5/21
ArcGIS Maritime	COTS	28/5/21
Cashback - Claims	OFM	28/5/21
Cashback Online	Java	28/5/21
Elect to be of Good Behaviour	Java	28/5/21
Fujixerox Ezescan	COTS	28/5/21
MAIP Management System	Java	28/5/21
MyInspections (IBS)	Java	28/5/21
HVNS - Heavy Vehicle Notice System	iTree	30/5/21
Motorways	IIB Service	30/5/21
Vehicle Regulation Management Information System	iTree	30/5/21
Total: 20		

Application Name	Tech Type	Go Live
ETOLL-IVR	Java	4/6/21
Online Account Drives Servlet	Java	4/6/21
Online Special Permits	Java	4/6/21
IBM Infosphere	EDW	11/6/21
iServer	Microsoft	11/6/21
Mobile Speed Camera (MSC)	COTS	11/6/21
Travel Time Server	iTree	17/6/21
ArcGIS Roads	COTS	18/6/21
Webgway	Java	18/6/21
Location Translation System	EDW	25/6/21
Common Information Module (CIM)	Java	30/6/21
eSafety Check (IS)	Java	30/6/21
Online Forms	Java	30/6/21
Online Replacement Products	Java	30/6/21
Secure File Transfer Gateway (SFTG)	IIB Platform	30/6/21
SNSW	IIB Service	30/6/21
Total: 16		

Application Name	Tech Type	Go Live
Cashback Audit System	iTree	15/7/21
SCHEMES - Vehicle Regulation Schemes Application	iTree	15/7/21
DRIVES Core	Drives	24/7/21
DRIVES Electronic Court Conviction Interface (ECCI)	Drives	24/7/21
DRIVES Gateway	Drives	24/7/21
DRIVES Privacy Logging	Drives	24/7/21
DRIVES Registry Controller	Drives	24/7/21
DRIVES Registry Processors	Drives	24/7/21
DRIVES SQL forms	Drives	24/7/21
Dealer Online (DOL)	Java	30/7/21
Drivers Licence Check	Java	30/7/21
Online Property Inquiry System (OPIS)	Java	30/7/21
Online Voluntary Green Rego (VGR)	Java	30/7/21
T Rates	COTS	30/7/21
TFNSW	IIB Service	30/7/21
Total: 15		

Application Name	Tech Type	Go Live
Correspondence Workflow	Java	1/8/21
TruckScan Fixed	iTree	10/8/21
TruckScan Mobile	iTree	10/8/21
Online CTP suspensions_cancellations (MAA CTP)	Java	15/8/21
Online Registration Renewal (myRego)	Java	15/8/21
Test Booking System (TBS)	Java	15/8/21
Authorised Restraint Fitting Station System	Java	30/8/21
Autoturn - Transoft Solutions License Server 19	COTS	30/8/21
BAASIS	Database	30/8/21
Boating Officer Safety Network (BOSN)	Other	30/8/21
CES - Camera Enforcement System (Core)	iTree	30/8/21
Ctrack	Other	30/8/21
Indigo	Other	30/8/21
Land Use	GIS	30/8/21
Online Sanction Lift	Java	30/8/21
Project Information Data System (PIDS)	Other	30/8/21
School Zone Alert System	Other	30/8/21
STC - Safe-T-Cam (Gov DC)	iTree	30/8/21
Transport Information Management System (TIMS)	Other	30/8/21
TRIM	Other	30/8/21
WimNET TR	GIS	30/8/21
Total: 21		

Core Applications/Services			
Type	Delivered to date	Remaining applications left to migrate	Total*
Parent	28	103	131
Refactor/Replatform	0	8	

Other Applications/Services**			
Type	Delivered to date	Remaining applications left to transition	Total
Retire	1	15	16
Retain	1	1	

*Figures will fluctuate over the life of the Program.

**This does not include applications currently in the descope, pipeline descope or child categories that may need to have their service transitioned or migrated.

Approach



People

- Scaled resourcing across the board to ensure full capacity and capabilities to get the volume of apps transitioned. **Owner:** 3(a), 3(b)
- Executive engagement from ^{Withheld pending} **Owner:** 3(a), 3(b)

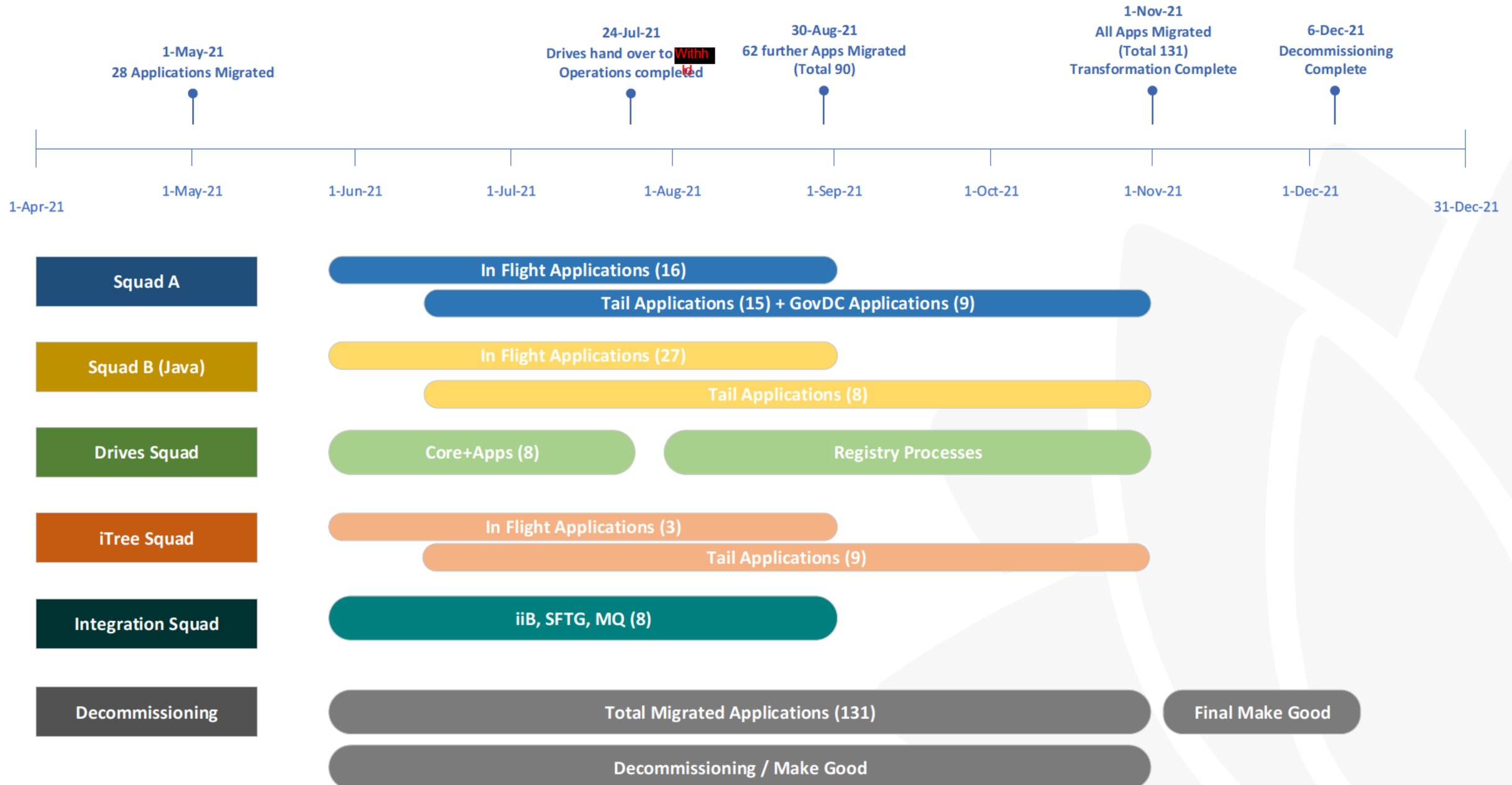
Process

- Defect root cause analyses and dedicated focus to drive defect prevention and resolution time across the program. **Owner:** 3(a), [redacted]
- Accountability and responsibility pushed down to Squad and Studio level. **Owner:** 3(a), [redacted] and Andrew Bettenay
- Automation of processes and alignment for timely turnaround. **Owner:** Andrew Bettenay / 3(a), [redacted]
- Streamlining Service Transition and go-live processes. **Owner:** Andrew Bettenay / 3(a), [redacted]
- Timely turnaround from external Agencies. **Owner:** Andrew Bettenay

Technology

- Ensure Vendor Code is fit for Hybrid Cloud – Vendors to be engaged with app onboarding and ensuring their applications work in the Hybrid Cloud. **Owner:** Andrew Bettenay
- Technology Program forum for proactive decisions and direction. **Owner:** Andrew Bettenay, 3(a), [redacted]

3.2 Proposed Timelines and App Migration Numbers



The BAHS program can complete a successful exit from FAL in 2021

However this will be dependent on a number of significant changes to the current way of working, including:

- Upscaling of resources in terms of Capacity and Capability in specific areas of the delivery partner;
- Streamlining the processes around the build and deployment of applications into the Hybrid Cloud;
- Rapid pick-up of applications not yet started;
- Pragmatic delivery approach including triage of defects to take to production, ensuring that application migration defects take priority over warranty defects and a realistic approach to the improvement in security posture of applications during migration.

Specific actions that the program team are taking (People / Process / Technology) detailed in previous slides

Covid-19 Second Wave in India poses a risk to the program and mitigations need to be enacted. Refer to the next slide

CR Discussions to continue in parallel and will not impact these commitments.

Financial modelling continues in line with proposed timeline on previous slide and will be presented at next Steerco, pending endorsement



Withheld pending 3rd party review rights

BCP

We are continuing restrictions on travel, customer visits, and physical gatherings, until further notice. Our global Environment, Health & Safety (EHS), and crisis management teams are monitoring the situation around the clock.

For our engagement with TfNSW we have taken appropriate steps in line with the BCP plan. We are closely monitoring the situation in India and will provide consistent and timely updates if and when the situation changes. None the less, the COVID situation in India poses a risk and any impact to the engagement is being closely monitored and will be advised further.

ANZ and India

ANZ

- Sydney and Melbourne offices in Australia are currently operational with minimal staff
- Most employees in this region are WFH, with only critical personnel reporting to the office on an as-needed basis

India

- India is currently witnessing the second wave of COVID-19 across locations
- We are encouraging employees to continue WFH unless WFO is a must
- Leadership mandated teams to stay connected with all employees and render any support
- Now that the government has allowed COVID-19 vaccination sessions to be held at private workplaces, we are in process of setting up vaccination camps for our employees and family at our campuses
- All campuses in India remain operational with reduced strength. All accesses are controlled using Wipro's Back-to-Office app along with social distancing tracking
- Zones have been implemented across the campuses to minimize employee cross movement
- Laptop walk-in centers are created at campus gates to segregate walk-in and WFO employees

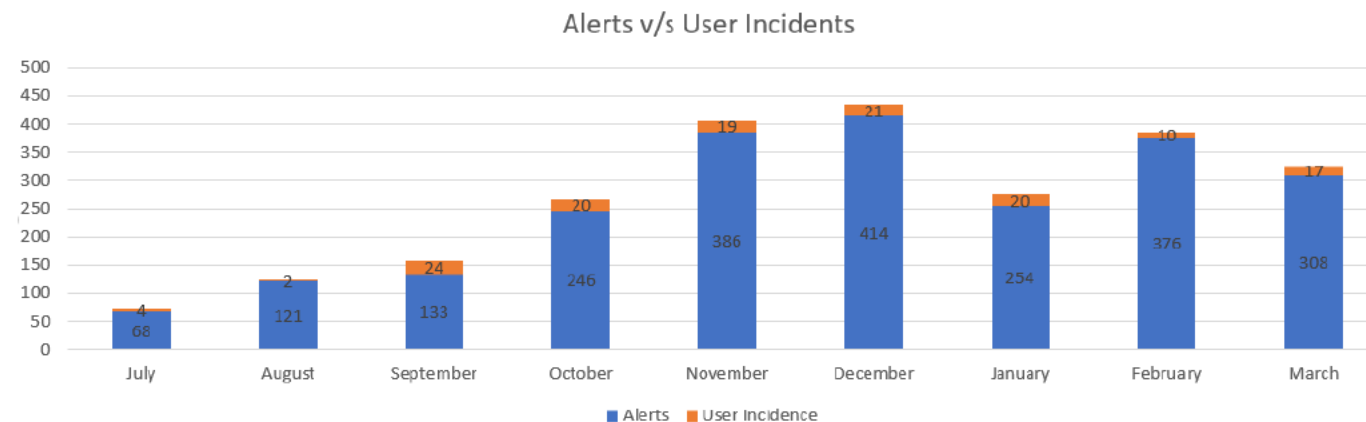
BAU Operations Executive Summary – Mar 2021

Summary		
	Previous period	This period
OVERALL	G	G
Application Support	G	G
Hybrid Cloud	G	G
Platform Engineering	G	G
Incident	G	G
Problem	G	G
Change	G	G
Hyper Care	G	G
Backup & Recover	G	G
Security	G	G
Risk & Issues	G	G

Key Highlights

- Zero event related Security Incidents reported in Mar 2021 for second consecutive month.
- Lotus Notes (BMS & SIS), PDOM and IIB Platforms went live in March
- Configuration Management compliance percentage has increased to 96 % from 92 % in last reporting period, the trend has been upwards from past 4-5 months.
- Continual Service Improvement: Approval received from ARB for migration of storage from Gp2 Volume to Gp3, it will reduce ~20% of overall Volume cost with improved performance
- Appreciation received from RDS financial management team for Withheld pending 3rd continuous efforts towards HC cost optimization.
- Achieved \$251,917 USD as total saving in Mar 21 as part of financial management capability
- Successful completion of OFM Platform IT Service Continuity Exercise.

INC Trend



Prev vs Current Month

- Increase in end user INCs from 10 to 17 due to recent cutover apps
- Reduction in alerts due to Alert Optimization









Withheld pending 3rd party review rights

4. Other Business – Questions on Supporting Information



**End of meeting for
Invitees**
Thank you.



Overall Status		<ul style="list-style-type: none"> The BAHS Program financials are AMBER. <ul style="list-style-type: none"> The current financial forecasts allow the program to be delivered by 2nd quarter of FY22. While program is targeting Sep-21 as the date of program completion, the risk of further delays have caused the program costs Amber.
		
Previous	Current	Status
Program Capex		Available Capex funding can cover the program till 2 nd quarter of FY22. No further contingency on the program keeps the costs Amber.
		
Opex (Double run)		Business case can only cover 4(d) double run costs in FY22. Given the risk of delays to FAL exit date, these funds may not be sufficient. Hence Program Opex has been marked Amber.
		
Benefits		Program Benefits realization shall be delayed if the program timelines get extended. However program is on track to achieve the benefits quantified during the business case
		

BAHS Program Forecast vs Actuals by fiscal year

Mil AUD	Total			FY19	FY20	FY21	FY21	FY21	FY22
	PTD	Budget	Forecast	Actual	Actual	Actual	Budget	Forecast	Forecast
Capex	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)
Opex	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)	4(d)

*Above numbers assume that 5 Mil of unallocated funding from the business case shall be allocated to BAHS

Financial Benefit Profiles











Benefit	Reduced Hosting & Managed Services Cost	Benefit type	Financial (cashable)
Benefit description	IT anticipates that the implementation of this Project would result in a reduction of Opex costs by 4(d) s. Opex savings are derived from the avoided cost of infrastructure lifecycle management as well as savings drawn from Application Support Services by new Application Managed Service provider.		
Calculation method	Comparing actual capex for Application Hosting Transitions with the forecasted infrastructure uplift in legacy environment.	Benefit Owner	Stuart Werner, RMS IT CIO
Baseline Value	4(d)	Target Value	4(d)

Benefit	Avoided additional infrastructure upgrade costs	Benefit type	Financial (cashable)
Benefit description	IT anticipates that the implementation of this Project would result in a reduction of Capex costs by 4(d) Capex savings in the Final Business case are derived from the avoided cost of upgrading already depreciated infrastructure assets in the legacy environment.		
Calculation method	Comparing actual capex for Application Hosting Transitions with the forecasted infrastructure uplift in legacy environment	Benefit Owner	Stuart Werner, RMS IT CIO
Baseline Value	4(d)	Target Value	4(d)

Financial Benefit Summary

The cashable OPEX offset & cashable CAPEX, has produced a negative benefit of \$62.1m YTD Mar 21. This is in line with business case assumptions where \$ reductions in organization costs would be visible post program completion date.

	Cashable Capex (\$)	Cashable Opex (\$)	Total (\$)	Benefit Delivery Date
Approved Financial Benefits	4(d)			Nov-26
Approved Financial Benefits (CRs)				Nov-26
Total Approved Financial Benefits				Nov-26
Realised Financial Benefits				Nov-26
Future Financial Benefits				Nov-26
Total Expected Financial Benefits				Nov-26
Benefit Variance				Nov-26

Benefit Categories	B001 (OPEX Optimization)	B002 (Upgrade & Refresh Cost Avoidance)	B003 (Operability Uplift Benefit)	B004 (Demand Life-Cycle Digitisation)	B005 (Re-usable Asset Monetisation)
Work Progress Status	 At Risk	 On Track	 At Risk	 On Track	 Not Started
Benefit Realization Status	 On Track	 On Track	 Not Started	 Not Started	 Not Started

Current Focus & Activities

- B001 –
 - Scope for Decommissioning and Make Good stream drafted, awaiting review and finalization, we will be starting sprints for further analysis and execution preparation
 - SCN backlog still an issue, we haven't seen any traction on the same, to enable close monitoring backlog is being updated with new epics
 - FAL has responded to the data request with the SOW, will be taken up for approval and subsequently FAL will share further data for the same
- B003 –
 - Defining framework for the Operability of application, this will enable us to derive benefits coming from the operations risk reduction owing to technology advancement through BAHS
- B004 –
 - Price book is being updated based on recent discussion and guidance from stakeholders **Withheld** service catalogue is awaited for consultancy services
 - New tagging design is being implemented to enable us benefit reporting, dates awaited from **Withheld** for the same

Program Issues & Risks

- Issue
 - There is an issue that stream leads are not submitting their SCN's in the required timeframe, caused by a lack of focus on activities past go-live, resulting in delays to decommissioning, impacting FAL planning and potential delays to the program end date and delivery of benefits
- Risks
 - There is a risk that RDS are unable to complete decommissioning planning and commence decommissioning activities, caused by the late commencement of the planning by **Withheld** this may result in a delay to the end of the program, risk associated with scheduling of the application planning not allowing for decommission priorities or reduced quality of deliverables^{d1}
 - There is a risk that we discover additional network and IT assets late in the decommission lifecycle, this will be caused by timely or non-availability or quality of data of comprehensive asset and network data for Global Switch Data Centre provided by TfNSW, this may result in an increase of effort and therefore a potential delay to decommissioning from FAL data centre/end of the program