PRISMS Modernisation Project	August 22 status report
Senior Responsible Officer (SRO): s 22	
Project Manager: s 22	
Tier: Tier 1	
Project ID: PRJ-2223-NPP-HER1022	

Group	HERI	Division	International	Branch	International Quality
Start Date	01/07/2022	**End Date**		30/06/2024	

Project Description	As part of MYEFO 2021-2022, on 17 December 2021, the Australian Government announced its plan to modernise the Provider Registration and International Student Management System (PRISMS) to reduce regulatory burden and increase data availability for over 1300 education providers. This project is a key initiative under the Government's Deregulation Agenda and has been allocated $17.3 million over two years (2022-2024).
	The project would implement Application Programming Interfaces (APIs) to directly connect providers' enrolment systems with PRISMS. The project would focus on high usage PRISMS functions and target CRICOS (Commonwealth Register of Institutions and Courses for Overseas Students) providers and software vendors. PRISMS website will remain available for providers who choose not to utilise the API platform.
	International education providers have advocated for the modernisation of PRISMS, most recently through consultations to inform the development of the new Australian Strategy for International Education 2021-2030, as well as through recent direct representation.
	Currently the 1300 registered Australian international education providers enter data into their enrolments systems and are also required to input a subset of the same data into PRISMS to comply with the Education Services for Overseas Students (ESOS) legislative requirements. This creates significant regulatory burden on education providers. The new integration capability will allow providers to submit their data directly to PRISMS and reduce double handling of data. It would further allow providers to focus resources on other high-value activities and will improve the timeliness and accuracy of PRISMS data.

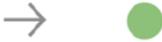| Overall Status	Deliverables	Budget	Schedule	Risks	Issues
🟢	🟢	🟢	🟢	🟡	🟢
▪ The project overall status is green. ▪ The project is currently in its discovery stage - planning continues to firm up the project scope, requirements, and delivery focus and priorities. ▪ Initial stakeholder consultations are underway with CRICOS education providers and software vendors. Feedback via survey and face-to-face sessions is extremely positive	▪ Terms of Reference (ToR) for the project board has been signed off. ▪ Project Management Plan (PMP), High level business requirements and Risk register have been finalised. Currently with the board for noting/sign-off. ▪ Other artefacts including project assurance plan, Roles and responsibilities matrix currently being finalised. ▪ Development of EPICS, Features/prioritisation to inform the delivery work underway.	Total approved budget - $17.3 million ▪ Project budget & expenditure is currently on track. ▪ Detailed expenditure reporting will commence from the next cycle.	▪ Development of schedule is on track	▪ Delivery team has lost a resource (scrum master). This may impact the successful execution of the delivery sessions **Treatment –** Recruitment of a replacement is currently underway ▪ No other active risks are identified at this stage.	▪ No active issues are identified at this stage

Achieved last period (July to August 2022)	Planned next period (September 2022)
▪ Successful engagement between business and delivery teams to confirm project vision, scope, and delivery methodology. ▪ Successful engagement with the Digital Partnership Office (DPO), Tertiary Collection of Student Information (TCSI) and VET data streamlining project teams ▪ Preliminary survey run with the sector to collect information on providers and their enrolment systems. Majority of respondents (~50%) willing to invest in the API project ▪ Three successful rounds of stakeholder consultations with CRICOS providers and valuable feedback received to inform the future work. ▪ TOR signed off by the board ▪ Project Management Plan, High-level business requirements finalised for approval ▪ Current state architecture analysis finalised for approval	▪ Finalisation of schedule, project assurance plan, project roles, and responsibilities ▪ Planning and preparation for the first joint delivery meeting **(PI planning)** on 14 September – documentation and prioritisation of EPICS, Features, user stories ▪ Stakeholder consultations with CRICOS providers.

PROJECT STATUS REPORT

PRISMS Modernisation

Senior Responsible officer	Project Manager	Group	Funding Source
s 22	s 22	HER	NPP

Project ID	Stage	Tier	% Complete
PRJ-2223-NPP-HER01022	Initiate	Tier 1	20%

Project Status

Project	Schedule	Risks	Issues
↑ ● On Track	→ ● On Track	→ ● On Track	→ ● On Track
	Staffing	Benefits	Work
	→ ● On Track	→ ● On Track	→ ● On Track
	Change Requests	Deliverables	Financials
	→ ● On Track	→ ● On Track	→ ● On Track

Project Description

Implementing Application Programming Interfaces (APIs) to directly connect providers' enrolment systems with PRISMS. Focussing on high usage PRISMS functions and target CRICOS (Commonwealth Register of Institutions and Courses for Overseas Students) providers and software vendors. PRISMS website will remain available to providers who choose not to utilise the API platform.

The new integration capability will allow providers to Submit their data directly to PRISMS and reduce double handling of data. It would further allow providers to focus resources on other high-value activities and will improve the timeliness and accuracy of PRISMS data.

Overall Commentary

The project overall status is green.

All KPI's are on track. No active issue or changes to the risk profile identified at this stage.

The scoped items for this period are progressing well within the program increment. This project report (in Sensei IQ) will differ slightly from the DevOps reporting tool used by the delivery team in DSD due to the way tasks are recorded.

The project is currently in its discovery stage - work is focussed on business requirements, solution architecture, data security, test planning and project assurance.

Stakeholder consultations continue with CRICOS education providers and software vendors. The next stakeholder sessions will take place in Perth in mid-October. Feedback via consultations continues to be extremely positive.

Please note that this report is limited by the current Sensei IQ functionality particularly integration with financial systems and the calculation of effort. The PPO has been advised and are working on solutions.

Senior Responsible Officer Commentary

Project Office Commentary

CAPEX

Budget	Forecast	Actual	Variance

OPEX

Budget	Forecast	Actual	Variance

TOTAL

Budget	Forecast	Actual	Variance

Project Dates & Work

	Start Date		Target Finish		Scheduled Finish
	04-Jul-2022		30-Jun-2024		30-May-2024

	Total Effort		Effort Completed		Effort Remaining
	4,210		275		3,935
	Hours		Hours		Hours

Key Milestones

Key Milestones by KPI

- Done
- On Track

6

1
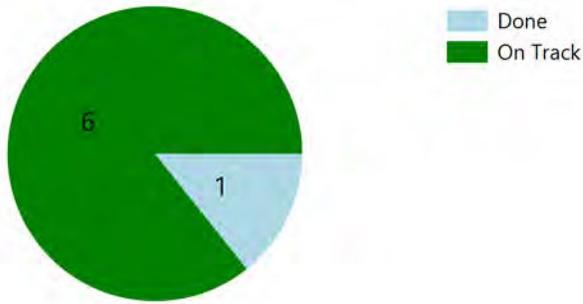
Count of Key Milestones

7

| KPI	ID	Key Milestone	Due Date
✓	MST-2223-1054	Project Registration	30/06/2022
●	MST-2223-1055	Project Assurance	28/06/2024
●	MST-2223-1056	Discovery and Project definition	23/11/2022
●	MST-2223-1057	Internal IT release	29/03/2023
●	MST-2223-1058	Initial IT release (External)	23/08/2023
●	MST-2223-1059	Final IT Release	26/06/2024
●	MST-2223-1060	Project Closure Report	31/07/2024

Deliverables

Deliverables
→ ●
On Track

Comments

Deliverables on track.

Deliverables by KPI
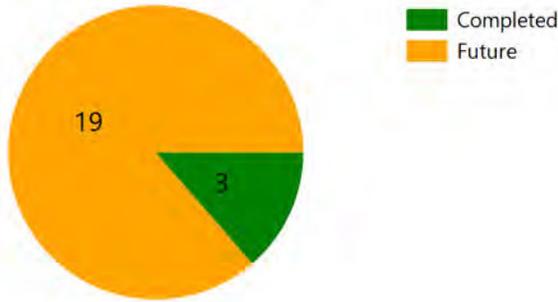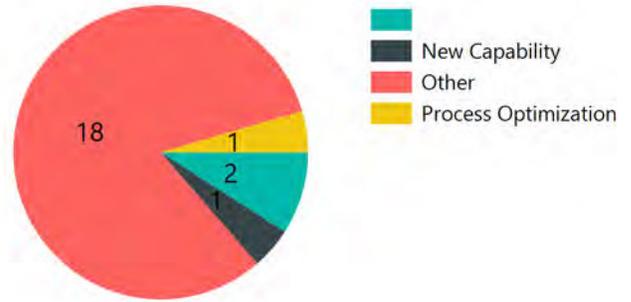
Completed 3
Future 19

Deliverables by Category

New Capability
Other 18
Process Optimization
2
1

KPI	ID	Deliverable	Assigned To	Category	Due Date	Status
✓	DVB-2223-01023	Risk Management Plan	s 22	Other	8/09/2022	Completed
●	DVB-2223-01044	Project Assurance Plan	s 22	Other	25/10/2022	In Progress
●	DVB-2223-01045	Benefits Realisation Plan	s 22	Other	28/10/2022	In Progress
●	DVB-2223-01046	Project Closure Report	s 22		28/06/2024	Not Started
●	DVB-2223-01047	Testing Strategy	s 22	Other	27/10/2022	Not Started
●	DVB-2223-01040	Stakeholder Engagement and Communication Strategy and Plan	s 22	Other	8/12/2022	In Progress
●	DVB-2223-01041	Initial API IT release (External)	s 22	Other	7/08/2023	Not Started
●	DVB-2223-01042	Final IT release			26/06/2024	In Progress
✓	DVB-2223-01021	Project Management Plan	s 22	Other	8/09/2022	Completed
✓	DVB-2223-01024	High Level Business Requirements	s 22	Other	14/09/2022	Completed
●	DVB-2223-01027	PRISMS API service production environment	s 22	Other	27/07/2023	Not Started
●	DVB-2223-01028	PRISMS API service online portal/website	s 22	Other	8/03/2023	Not Started
●	DVB-2223-01029	PRISMS API service user guides/ documentation	s 22	Other	22/02/2024	Not Started
●	DVB-2223-01030	PRISMS API service helpdesk support	s 22	Other	27/07/2023	Not Started
●	DVB-2223-01031	PRISMS API Service training/workshops/webinars	s 22	New Capability	28/06/2024	Not Started
●	DVB-2223-01032	PRISMS API service user identification/ communication	s 22	Other	28/06/2024	Not Started
●	DVB-2223-01033	PRISMS API service training and sandbox environments	s 22	Other	16/02/2023	Not Started

🟢	DVB-2223-01034	PRISMS API service technical documentation	s 22	Other	31/05/2024	Not Started
🟢	DVB-2223-01035	PRISMS API lower environments (development, test, pre-production)	s 22	Other	30/11/2022	Not Started
🟢	DVB-2223-01036	PRISMS API service analytics capability	s 22	Other	30/06/2023	Not Started
🟢	DVB-2223-01037	Agreed business as usual (BAU) arrangements including Service Level Agreement	s 22	Process Optimization	28/06/2024	Not Started
🟢	DVB-2223-01038	Privacy Impact Assessment	s 22	Other	28/10/2022	In Progress

Financials

Financials	Comments
→ 🟢 On Track	Unable to complete due to Sensei IQ system limitations.

EAC by Category

No Data Available

EAC by Subcategory

No Data Available

Budget	Forecast	EAC	Actual	Variance

There are no 'financials' to display.

Issues

Issues	Comments
→ 🟢 On Track	No active issues at this stage.

KPI	ID	Assigned To	Priority	Category	Due Date	Status

Risks

Risks	Comments
→ ● On Track	Unable to complete due to Sensei IQ system limitations

Risks by KPI

No Data Available

Risk Matrix

No Data Available

KPI	Risk ID	Description	Category	Risk Rating	Risk Appetite Approved

Actions/Decisions

Action/Decision by KPI

■ In Progress
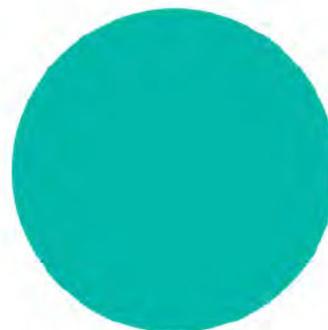
1

Action/Decision by Priority

■ 955000001

KPI	ID	Action/Decision	Priority	Category	Due Date	Status
●	DSN-2223-01003	RACI Matrix	Medium		28/10/2022	In Progress

Change Requests

Change Requests		Comments
→ ● On Track		No Change Requests.

Change Request by KPI

No Data Available

Change Request by Category

No Data Available

KPI	ID	Change Request	Assigned To	Priority	Category	Due Date

Lessons Learned

Lesson Learned By Category

No Data Available

ID	Lesson Learned	Observation	Identified By	Created Date	Status

PROJECT STATUS REPORT

Provider Registration and International Student Management System (PRISMS) Modernisation

Senior Responsible officer	Project Manager	Group	Funding Source
s 22	s 22	HER	NPP

Project ID	Stage	Tier	% Complete
PRJ-2223-NPP-HER01022	Plan	Tier 1	48%

Project Status

Project	Schedule	Risks	Issues
→ ▲ On Watch	→ 🟢 On Track	→ ▲ On Watch	↓ ▲ On Watch
	Staffing	Benefits	Work
	→ 🟢 On Track	→ 🟢 On Track	→ 🟢 On Track
	Change Requests	Deliverables	Financials
	→ 🟢 On Track	→ 🟢 On Track	→ 🟢 On Track

Project Description

This project will implement new Application Programming Interfaces (APIs) aimed at enabling providers to submit data directly to PRISMS. The objective of this project is to reduce double handling of data while improving timeliness/accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Overall Commentary

The project is currently reporting Amber due to IT risks raised in the previous board meeting and a new issue around the reduction in scope of the April 2023 release from a limited public release to an internal only testing release. This will impact timeframes and agreed milestones/scope in the schedule. The IT risks are currently being reviewed and mitigations are expected to be in place in February.

The project manager will raise a change request to the board to update the schedule with additional milestones to cover the required scope. The revised schedule will also be presented to the board 27 Feb 2023 for noting.

Stakeholder engagements & planning is progressing, which will enable the project team to validate requirements and seek timely feedback from the sector.

Discussions continue between IT and business teams to validate business requirements and delivery milestones.

Senior Responsible Officer Commentary

Project Office Commentary

CAPEX

Budget	Forecast	Actual	Variance

OPEX

Budget	Forecast	Actual	Variance

TOTAL

Budget	Forecast	Actual	Variance

Project Dates & Work

Start Date	Target Finish	Scheduled Finish
04-Jul-2022	30-Jun-2024	29-Jun-2024

Total Effort	Effort Completed	Effort Remaining
4,325	1,340	2,985
Hours	Hours	Hours

Key Milestones

Count of Key Milestones

Key Milestones by KPI
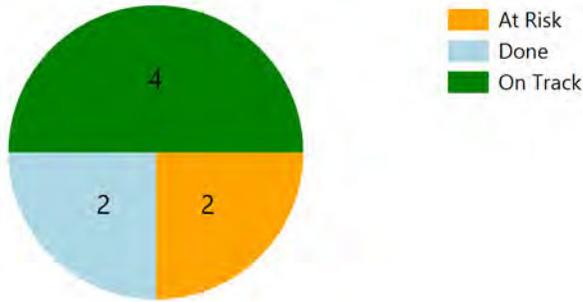
- **At Risk** (orange)
- **Done** (light blue)
- **On Track** (green)

KPI	ID	Key Milestone	Due Date
✓	MST-2223-1054	Project Registration	30/06/2022
●	MST-2223-1055	Project Assurance Activities	28/06/2024
✓	MST-2223-1056	Discovery and Project definition	21/12/2022
▲	MST-2223-1057	Sandbox environment release	6/04/2023
●	MST-2223-1058	Go live (pilot)	23/08/2023
●	MST-2223-1059	Final IT Release	26/06/2024
●	MST-2223-1060	Project Closure Report	31/07/2024
▲	MST-2223-1304	API Sandbox instance	1/02/2023

Deliverables

Deliverables
→ ●
On Track

Comments

Overall, on track - highlights:

1. CoE create data specifications and future list of functions for vendor feedback completed.
2. Foundation infrastructure work progressing well by DSD/TSD.
3. Stakeholder engagement & consultations progressing well - Vendor Reference Group (VRG) selection criteria & membership finalised.
4. Date locked in for the next Technical Working Group (TWG) meeting - 22 February.

Deliverables by KPI

- **Completed** (green)
- **Future** (light blue)

Deliverables by Category

- **New Capability** (teal)
- **Other** (dark)
- **Process Optimization** (red)

KPI	ID	Deliverable	Assigned To	Category	Due Date	Status
✓	DVB-2223-01023	Risk Management Plan	s 22	Other	8/09/2022	Completed

✓	DVB-2223-01044	Project Assurance Plan	s 22	Other	20/01/2023	Completed
✓	DVB-2223-01045	Benefits Realisation Plan	s 22	Other	30/11/2022	Completed
●	DVB-2223-01046	Project Closure Report	s 22	Other	28/06/2024	Not Started
✓	DVB-2223-01047	Testing Strategy	s 22	Other	28/02/2023	Completed
✓	DVB-2223-01040	Stakeholder Engagement and Communication Strategy and Plan	s 22	Other	10/02/2023	Completed
●	DVB-2223-01041	Initial API IT release (External)	s 22	Other	15/08/2023	Not Started
●	DVB-2223-01042	Final IT release	s 22	New Capability	26/06/2024	Not Started
✓	DVB-2223-01021	Project Management Plan	s 22	Other	8/09/2022	Completed
✓	DVB-2223-01024	High Level Business Requirements	s 22	Other	30/09/2022	Completed
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●	DVB-2223-01028	PRISMS API service online portal/website	s 22	New Capability	31/03/2023	Not Started
●	DVB-2223-01029	PRISMS API service user guides/ documentation	s 22	Other	16/06/2023	Not Started
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●	DVB-2223-01035	PRISMS API lower environments (development, test, pre-production)	s 22	Other	28/02/2023	In Progress
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●	DVB-2223-01037	Agreed business as usual (BAU) arrangements including Service Level Agreement	s 22	Process Optimization	28/06/2024	Not Started
●	DVB-2223-01038	Privacy Impact Assessment	s 22	Other	31/03/2023	In Progress

Financials

Financials	
→	● On Track

Comments

Project is forecasting a $722,760 underspend in DSD this financial year due to less resourcing through the discovery phase and delays in recruitment and finding suitable resources. This is expected to reduce with additional resourcing to support DevOps and pipeline establishment. Further recruitment now underway.

EAC by Category	EAC by Subcategory
No Data Available	**No Data Available**

Budget	Forecast	EAC	Actual	Variance

There are no 'financials' to display.

Issues

Issues	
↓	⚠ On Watch

Comments

On watch (Amber)
The April milestone will not expose IT environment to external vendors as planned. This is due to important IT dependencies/decisions and cybersecurity guidelines. This issue will be managed through DSD providing a revised delivery plan with clearly defined milestones/scope. In addition, timely updates to stakeholders (Vendor Reference Group) regarding timeframes will be made.

Issues by KPI — ■ Overdue — 1
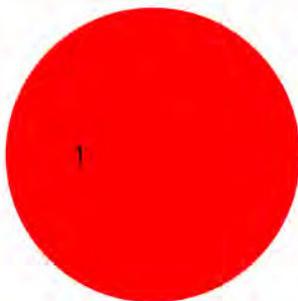
Issues by Priority — ■ High — 1

KPI	ID	Assigned To	Priority	Category	Due Date	Status
◆	ISS-2223-01072	s 22	High	Scope	31/01/2023	Active

Risks

Risks	
→	⚠

On Watch	Comments

On watch (Amber).

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. These risks impact the overall project delivery planned for FY 22/23 and implementation timeframes.

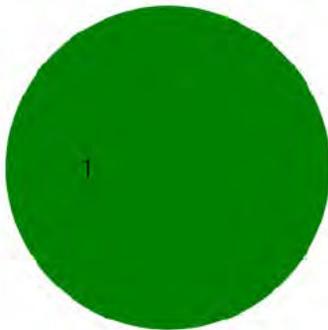| Risks by KPI	Risk Matrix
No Data Available	**No Data Available**

KPI	Risk ID	Description	Category	Risk Rating	Risk Appetite Approved

Actions/Decisions

Action/Decision by KPI

■ Closed

Action/Decision by Priority
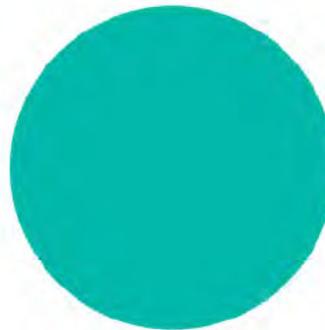
■ 955000001

KPI	ID	Action/Decision	Priority	Category	Due Date	Status
●	DSN-2223-01003	RACI Matrix	Medium		25/11/2022	Closed

Change Requests

Change Requests	Comments
→ ● On Track	

The project will raise a change request to the board to include an additional milestone for when external vendors will be able to access environments. This will be raised once DEWR/DSD confirms the delivery plan.

No Data Available

No Data Available

KPI	ID	Change Request	Assigned To	Priority	Category	Due Date

Lessons Learned

Lesson Learned By Category

No Data Available

ID	Lesson Learned	Observation	Identified By	Created Date	Status

5/04/2023 Monthly Status Report

Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) aimed at enabling providers to submit data directly to PRISMS. The objective of this project is to reduce double handling of data while improving timeliness/accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Project Status

Overall Status	SRO Approval Status
On Watch	

⚠	

The project continues to report Amber as the date for the public test environment release with software vendors is not finalised. DSD (DEWR) colleagues are working to establish a delivery plan mapping out the technical work and the key project delivery milestones by April. A Return to Green plan was submitted in the last report outlining key remedial actions including finalisation of a delivery plan.

Planning/work for other components such as infrastructure, user authentication, and API functionality development is progressing well.

Overall, the project has made good progress since the last report to test API connectivity with a small group of vendors as part of the April 2023 milestone. Engagement activities continue with DSD colleagues to deliver this milestone successfully. In addition, IT risks related to budget underspending and dependencies on infrastructure/cyber security components continue. DSD is currently managing these risks by expediting recruitment activities and engaging with the infrastructure/security teams.

The next board meeting is scheduled on 26 April 2023.

Commentary

SRO Commentary

Project Office Commentary

Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Track	On track. IT is continuing recruitment activities.
Deliverables	On Watch	On watch - overall on track. 1. Stakeholder engagement activities have commenced for the April 'Ping' test. 2. Design and build of API capabilities work underway. 3. Infrastructure and authentication solution 4. 2 deliverables related to set-up of testing environment & training are appearing 'overdue'. The delivery was originally planned for the end of February and March 23'. DSD is continuing to engage with TSD to deliver these components. The forecast delivery dates have been revised to reflect the current status.
Schedule	On Track	On track. Awaiting revised delivery plan from DSD to reflect in the schedule.
Work	On Track	On track
Financials	On Watch	On watch. As at 28 March 2023, the project is forecasting a $1,167,029 underspend this financial year in IT spend. This is expected to reduce slightly with additional resourcing to support development of the authorisation solution but an underspend is still expected. $848 CAPEX in reporting is an administration error and will be remediated for next reporting period. There may be an underspend on the Department of Education side also.
Issues	On Watch	On watch. DSD is yet to provide a revised delivery plan with clearly defined milestones for the planned August 2023 release. The process of scope refinement and sizing is currently underway between IT and business teams.

Key Performance Indicator	Status	Comments
Risks	On Watch 	IT risks related to underspend and technical dependencies are reported to the board but are recorded and managed in IT systems in DEWR.
Change Requests	On Track 	N/A
Benefits	On Track 	N/A

31/07/2023 Monthly Status Report

Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Provider Registration and International Student Management System (PRISMS) Modernisation Project Status Update - 3/07/2023 | 1

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Project Status

Overall Status	SRO Approval Status
On Watch ⚠️	

The project continues to report Amber due to the following risks –

1. The project is behind schedule to deliver agreed milestones since February 2023. This is due to delays in IT recruitment and critical project dependencies (security, identity solution, and enterprise-level gaps regarding ongoing governance, security, and support of PRISMS APIs) since February 2023. However, the project end date of June 2024 is not expected to be affected. The schedule is being revised with DEWR partners to reflect updated milestone dates.

2. Delays in enterprise level decisions between Education and DEWR related to security framework, vendor systems accreditation, onboarding and governance processes and ongoing API support could affect the timely delivery of project milestones and realisation of NPP goals and benefits. DEWR and Education are progressing discussions to address these issues and a report was presented to the board on 26 June 2023. Education CIO has been notified of possible issues and discussions with DEWR corporate/ICT partners are expected to follow. Overall, the project aims to reach a resolution and clarity on DE and DEWR positions before the production release later in 2023.

3. The department is currently planning an initial (Beta) release of the PRISMS APIs for 30 August with a single vendor. However, the release is dependent on completing security testing, digital identity solution, test data provisioning, and vendor onboarding processes. Some require input and approvals from multiple teams, and their delivery timeframes could potentially delay project milestones, including the Beta release date. The project has made good progress on test data provisioning and vendor onboarding processes for the Beta release. Other dependencies are being actively monitored and managed by DE and DEWR through daily meetings. The project team will present the implementation plan, noting the dependencies, to the board on 11 August 2023.

4. Education (business team) has lost critical project resources affecting the progress of tasks crucial to the Beta release. This has led to less oversight of the vendor onboarding process and stakeholder communication activities. Recruitment activities are underway.

5. The project has reported a $3.063 million underspend in FY 2022-2023, and a request to move funds to FY 2023-2024 has been submitted to the Education's Project Office for approval from the Department of Finance.

On 26 July 2023, Education and DEWR held a PRISMS Vendor Reference Group meeting to provide information about the Beta Staging Environment release. The session was a success, with the vendors

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 3/07/2023 | 2

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welcoming the progress and providing feedback which will be used to shape the solution and the implementation plan.

In June 2023, Cobalt Consulting delivered the Project Health Assurance Check report to Education. The second health check focused on initial software release management including release management protocols, testing processes and associated documentation. The health check produced four recommendations, which will be presented to the board on 11 August 2023. These recommendations pertain to improving release management and product testing activities and documentation (as a project de-risking measure) to ensure proper planning and delivery of system functionality. The project team is already working on implementing them.

Commentary

SRO Commentary

Project Office Commentary

Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Watch ⚠️	DSD and DE are continuing recruitment activities. DSD scope of work increasing next financial year. International Division will expand the project team in August 2023.

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Key Performance Indicator	Status	Comments
Deliverables	On Watch	The project is behind schedule which has impacted the original delivery plan. Summary of current deliverables below - 1. Solution design and build of API functionality/ capabilities work underway for Beta release. 2. Security and integration testing analysis and documentation for Beta release 3. Onboarding and governance processes and security frameworks for Beta release 4. Progress updates to the Vendor Reference Group (VRG) and Technical Working Group (TWG) through multiple sessions to ensure effective stakeholder engagement.
Schedule	On Watch	The project is behind schedule since the start of February 2023 due to delays in delivery. To ensure the full delivery by end of June 2024l, the schedule is being updated to reflect the agreed project milestones established with DEWR as part of PI16 (consistent with the scope defined in IT Devops tool).
Work	On Watch	Work details are captured in the DSD tool (Dev Ops) and are on track according to the agreed Program Increment (PI) delivery scope. Many items have been delayed due to lack of appropriately skilled resources.
Financials	On Watch	The project had a $3.063 million underspend in FY 2022-23. This was caused by a combination of delays in IT resourcing and extended discovery and the late start to development.
Issues	On Watch	1. Enterprise level issues noted above but will not affect Staging release. 2. Beta release dependencies to ensure sufficient testing before release date. 3. Budget underspend of $3.063 million forecast in FY 2022-23.

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Key Performance Indicator	Status	Comments
Risks	On Watch	1. The inability to retain IT and business specialist project resources can impact the scope and delivery of project milestones e.g., Beta Release. Mitigation - DEWR and DE are recruiting resources. 2. Delays in enterprise level decisions related to security framework, vendor systems accreditation, onboarding and governance processes and ongoing API support could affect the timely delivery of project milestones and realisation of NPP goals and benefits. Mitigation – DEWR and DE are progressing discussions to address these issues. Education CIO has been notified of possible issues. The project expects to reach a resolution before the production release later in 2023. In addition, active IT risks related to technical dependencies (Security testing, identity solution etc) continues to risk delivery of project milestones e.g., Beta release. These risks are reported to the board but are recorded and managed by DEWR.
Change Requests	On Track	N/A
Benefits	On Track	N/A

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Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
On Watch ⚠️	

The Project is currently reporting Amber due to the following issues which have affected delivery of milestones –

1. The project is facing delays due to the **ongoing discovery work** by DEWR to understand the API functionality scope and associated system changes required for project delivery. A workshop is scheduled for September 2023 with DEWR to review and agree on scope and deliverables.
2. The project scope has expanded to **provide additional enterprise-level services** for Education; services that were previously administered by DESE pre-MOG. These services relate to the assessment of external parties to access the new PRISMS services (vendor accreditation) and ongoing technical support for PRISMS APIs. Discussions have been initiated between DE and DEWR to determine solutions before a 2024 production release.
3. The API capability to **retrieve provider data from PRISMS** is on hold by DEWR until further guidance on a vendor accreditation risk framework is developed for Education. The impact of restricting this functionality via APIs is being assessed. Resolution of enterprise-level implementation decisions in point #2 is needed to include this functionality in the completed product.
4. Delays in the **release of a limited testing environment for external users** from end August 2023 to September 2023 due to dependencies on the completion of Enterprise security testing. DEWR is closely monitoring this dependency to assess complexities and is exploring solutions.
5. Difficulty in **recruitment and retention of resources**. DEWR has taken action to address staffing shortages and Education is in the process of recruiting.

These issues have impacted Education's advice to the sector and could reduce providers' willingness to participate. The resolution pathways for the issues identified above, will clarify project delivery milestones and inform future sector communication.

Considering the above, it seems unlikely that the project end date will be achieved, but the benefits of the project remain clear despite the delays. If funds can be rolled over to a third year, the project is expected to be completed within the budget. A decision on extending the end date will be made after jointly assessing the project scope, milestones, and dependencies with DEWR. A change request to extend the project end date (and possible rollover of funds) will be submitted to the PRISMS Modernisation Board (the Board) for approval.

The project has made good progress on test data provisioning and vendor onboarding processes for the initial testing release (Beta release) planned in September 2023. The project team is currently

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undertaking a dry run of the full onboarding process in the test environment. Other dependencies are being actively monitored and managed by Education and DEWR through regular meetings.

The ninth Board meeting took place on 11 August 2023. The Board was updated on the progress of ongoing projects and informed of the changes made to the project's scope and timelines. The Chair provided a high-level overview of the project's progress and compared it to the initial and revised timelines. The Board noted a delay of five months in the initial testing environment (Beta release) and production releases and agreed for the project team to reassess the project scope and re-baseline the schedule.

On 24 August 2023, s 22   , the SRO, presented a PRISMS modernisation project deep dive to Education's Project and Investment Committee. The presentation provided an overview of the project, discussed its key issues and challenges, and outlined the steps required to overcome those challenges to the committee.

Commentary

SRO Commentary

Project Office Commentary

Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Watch ⚠️	DEWR has addressed staffing shortages. Education (International Division) is currently recruiting project resources.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/08/2023 | 3

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Key Performance Indicator	Status	Comments
Deliverables	On Watch ⚠	The project is behind schedule which has affected the original delivery plan. Summary of August deliverables below - 1. Testing of API functionality/ capabilities work underway for Beta release. 2. Workshop to finalise beta onboarding and provisioning processes and any technical and business process gaps. 3. Updates to the technical platform layout and processes for Beta release (APIM portal). 4. Comparative testing against UI automated test suite to identify and gaps in API validations and rules. 5. Initiation of Project Assurance Health check 3 activities.
Schedule	On Watch ⚠	The project schedule will be re-baselined following a complete re-assessment of the project requirements and scope with DEWR.
Work	On Watch ⚠	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint. Delays in project milestones have affected the progress of work items.
Financials	On Watch ⚠	The project had a $3.063 million underspend in FY 2022-23. This was caused by a combination of delays in IT resourcing and extended discovery and the late start to development. A change request to rollover the underspend to FY2023-24 has been submitted to the Department of Finance for approval.

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Key Performance Indicator	Status	Comments
Issues	On Watch	1. Project scope to retrieve provider data from PRISMS via APIs put on hold pending decision on vendor accreditation process at Education. 2. Enterprise level issues noted above but will not affect Staging release. 3. Beta release dependencies to ensure sufficient testing before release date. 4. Budget underspend of $3.063 million in FY 2022-23.
Risks	On Watch	1. The project's end date of June 2024 could be extended due to DEWR requiring a longer period to assess the necessary API capabilities, which may result in funds being rolled over to a third year. **Mitigation** - Re-evaluation of the project scope and timelines are underway with DEWR, informed by a complete re-assessment of the project requirements and scope. 2. Delays in enterprise level decisions related to security framework, vendor systems accreditation, onboarding and governance processes and ongoing API support could affect the timely delivery of project milestones and realisation of NPP goals and benefits. **Mitigation** – Discussions on enterprise-level solutions underway. Education CIO has been notified of possible issues. The project expects to reach a resolution before the production release in 2024. 3. Restriction on APIs to retrieve provider data may reduce the usefulness of the API and likely hinder the API uptake **Mitigation** – Assessment of the business impacts and discussions with DEWR to ensure a robust solution is in place. In addition, active IT risks related to technical dependencies (e.g., Enterprise security testing) continue to risk delivery of project milestones e.g., Beta release. These risks are reported to the board but are recorded and managed by DEWR.

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Key Performance Indicator	Status	Comments
Change Requests	On Track	N/A
Benefits	On Track	N/A

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Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
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Project Status

Overall Status	SRO Approval Status
On Watch ⚠️	

The project reported an Amber status for October 2023 as activities to remediate the project are underway. The project has been experiencing delays in meeting milestones since April 2023. These delays are due to issues with resourcing, budget underspend and unclear scope at both the project and enterprise levels. DEWR and Education have addressed budget and staffing issues in FY 2023-2024, but the decision to formally re-baseline the project based on timeline and scope re-evaluation is still pending. In August 2023, the Board agreed to re-baseline the project and requested a complete re-assessment of the project scope and delivery timeframes.

Project progress –
In October 2023, the PRISMS API capability was successfully built, tested, and released to the staging (testing) environment. The Beta release was approved by the SRO and Senior Supplier (DEWR) on 17 October 2023. A private vendor reference group (VRG) is currently testing the release with a single vendor, 'Studylink'. The vendor onboarding process has begun, and other VRG members are expected to be onboarded by the end of November. This is a valuable opportunity for the project to refine the developed solution with a private vendor group before its public release in early 2024. The DEWR and Education teams are monitoring the onboarding progress and providing support as needed.

An initial draft of health check #3, which includes an assessment of project budget, financials, cost of resources, and on-time delivery, has been submitted by Cobalt Consulting. Currently, a review of the draft is underway.

On 11 October 2023, the Education project team presented at the Australian International Education Conference (AIEC) in Adelaide. The sector expressed keen interest and enthusiasm in using the PRISMS API capability, and the presentation was well-received.

Re-baselining progress and next steps –

1. On 18 October, the DEWR and Education teams evaluated the remaining scope, effort, and timeframe of the project. Education clarified the scope and business priorities, which helped DEWR to estimate the effort needed to complete the entire scope of the project. The team is currently developing a delivery plan and a project schedule that align with the rebaselined decision, which will be approved by the Board in November 2023.
2. A brief was submitted to the Education CIO in October 2023 requesting approval to unblock the project scope and retrieve limited data from PRISMS. It was highlighted that the non-delivery of this data could have an impact on the API use and uptake. The delivery has since been approved and the CIO has raised no objection to the data delivery proposal on 6 November 2023.

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The Board will convene on 23 November 2023 to review and approve DEWR and Education's joint recommendations for project re-baselining, a core part of the project's Go to Green Plan, with an anticipated commencement date of end of November 2023.

Commentary

SRO Commentary

Project Office Commentary

Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Watch ⚠	DEWR has addressed staffing shortages. Education (International Division) is currently progressing procurement activities. On 30 October 2023, the Education CFO endorsed the request to recruit ICT specialist resources to support the business functions for the project.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 3

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Key Performance Indicator	Status	Comments
Deliverables	On Watch	The project is behind schedule which has affected the original delivery plan. Summary of key October 2023 deliverables are below - 1. Re-assessed the outstanding project scope and business priorities with DEWR. 2. Submitted the brief to the Education CIO to unblock limited data retrieval via PRISMS APIs. 3. Submitted the minute to seek SRO's approval of the Beta release to the staging environment. 4. Analysis and build of the remaining enrolment creation functions. 5. Analysis of SCV functions for effort estimations to inform project re-baselining. 6. Analysis of data retrieval functions – courses, locations, and agents. 7. Vendor engagement and stakeholder. communication activities for the Beta launch. 8. Onboarding and supporting Studylink for the Beta release. 9. Project Assurance Health Check 3 engagement activities with Cobalt Consulting. Details on IT deliverables (infrastructure, API capability, identity solution etc) are recorded and reported by DEWR to their project office (PMO).
Schedule	On Watch	The project scope has been re-assessed with DEWR in October 2023 and the recommendations will be presented to the Board for decision in November 2023. The schedule will be re-baselined by November end 2023.
Work	On Watch	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint. Delays in project milestones have affected the progress of work items.

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Key Performance Indicator	Status	Comments
Financials	On Watch ⚠️	The MYEFO movement of funds ($3.063 million underspend) to FY2023-24 has been approved by the Department of Finance in September 2023. DEWR is forecasting a budget overspend in FY 2023-2024. Discussions underway to clarify the budget with DEWR and the Project Office.
Issues	On Watch ⚠️	1. The PRISMS API capability for data retrieval is currently blocked and development is pending endorsement by the Education CIO. The capability is necessary to minimise data mismatch issues during APIs consumption in the staging (testing) and production environment. 2. The accurate re-assessment of project scope and re-baselining of schedule (as agreed by the Project Board) is dependent on the resolution of enterprise decisions.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 5

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Key Performance Indicator	Status	Comments
Risks	On Watch ⚠	1. The project may not deliver the full NPP scope by 30 June 2024 due to DEWR requiring a longer period to assess the necessary API capabilities, which may result in funds being rolled over to FY2024-2025. **Mitigation – Re-baseline the schedule and the remaining project scope (as agreed in the NPP) -** *Re-evaluation of the project scope and timelines have concluded with DEWR in October 2023. The recommendations will be presented to the Board in November 2023 for approval to re-baseline the project by November end.* 2. Delays in enterprise level decisions related to security framework, vendor systems accreditation, onboarding and governance processes and ongoing API support for production could affect the timely delivery of project milestones and realisation of NPP goals and benefits. **Mitigation – Notify the SRO and the Education CIO of the potential issues and business impact -** *Discussions on enterprise-level solutions underway. Education CIO has been notified of possible issues and will submit a decision paper on the third-party accreditation solution to the Board in November 2023.* 3. Restriction on APIs to retrieve provider data may reduce the usefulness of the API and likely hinder the API uptake. **Mitigation – Provide the Education CIO with supporting information to unblock the scope -** *Education has submitted a concise report on the data, risks, and sensitivities to the CIO. This report will aid the CIO in assessing the alignment of the proposed position with the department's risk posture by early November 2023.* In addition, active IT risks related to technical dependencies (e.g., identity solution, enterprise security testing, pen testing) continue to risk delivery of project milestones. These risks are reported to the board but are recorded and managed by DEWR.
Change Requests	🟢	A request to extend the project's end date beyond 30 June 2024 may be considered by the Board in November 2023 to deliver the full NPP scope.

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Key Performance Indicator	Status	Comments
Benefits	On Track	N/A

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Provider Registration and International Student Management System (PRISMS) Modernisation

Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer (SRO)	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 1

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Project Status

Overall Status	SRO Approval Status
On Watch ⚠️	

The project reported an Amber status for November 2023 as activities to remediate the project are still underway.

The Project Board reviewed the joint recommendations of the DEWR and Education regarding the project re-baselining at its meeting on 23 November 2023. The Board considered two options and endorsed the option to extend the project until 31 December 2024 to deliver the full NPP scope. The Board further noted that the option would require changes to the project schedule and total project funding to match the extended project timeframe for both capital and operational budgets. The Education's Project and Investment Committee (PIC) will consider the Project Change Request (PCR) on 6 December 2023. Education and DEWR are now undertaking activities to update project documents and reporting tools, Altus and TM1, in accordance with the approved option.

On 17 November 2023, the project Board endorsed the proposed approach to IT security risk assessments for PRISMS providers who intend to consume the APIs. DEWR provided a 'High-Level Cyber Security Risk Assessment External Stakeholders PRISMS' paper, outlining the approach, timeframes, and costs to accredit external parties in line with DEWR's Right Fit for Risk approach. DEWR and Education will develop a security accreditation communication plan prior to production release.

The testing of API functionality by StudyLink in the beta staging environment has uncovered technical issues. As a result, the expected onboarding of other Vendor Reference Group (VRG) members will be delayed beyond its anticipated December 2023 date. DEWR and Education teams are monitoring progress and providing support.

DEWR and Education are finalising response to Cobalt Consulting's Project Assurance Health Check 3 report delivered on 23 October 2023.

Commentary

SRO Commentary

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 2

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Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Watch ⚠	DEWR has addressed staffing shortages. Education (International Division) is currently recruiting Systems Analyst and other resources for business deliverables.
Deliverables	On ⚠ Watch	Summary of key November 2023 deliverables are below - 1. Re-assessed the outstanding project scope and business priorities with DEWR as part of re-baselining activities. 2. Delivered the re-baselining options paper to the Project Board for endorsement. 3. Progressed vendor engagement and stakeholder. communication activities for the Beta launch. 4. Progressed onboarding and supporting StudyLink for the Beta release. 5. Developed management response to Project Assurance Health Check 3. 6. Progressed build analysis and testing of the enrolment create function (in accordance with defined sprint goals and activities). Details on IT deliverables (infrastructure, API capability, identity solution etc) are recorded and reported by DEWR to their Project Management Office (PMO). The deliverables will be updated in Altus in accordance with the re-baselined option.
Schedule	On Watch ⚠	The project schedule is being updated for an end date of 31 December 2024.
Work	On Watch ⚠	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 3

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Key Performance Indicator	Status	Comments
Financials	On Watch	The MYEFO movement of funds ($3.063 million underspend) to FY2023-24 has been approved by the Department of Finance in September 2023. DEWR is yet to re-baseline the capital budget for FY2023-2024 to reflect the transfer of these funds. The new re-baselined option will require re-profiling of the project budget to match the extended project timeframe. The process is currently underway.
Issues	On Watch	The technical issues with StudyLink are delaying the expected onboarding of other VRG members beyond its anticipated December 2023 date. DEWR and Education are actively monitoring the issues and providing support as needed.
Risks	On Watch	No active risks to report.
Change Requests		A PCR to extend the project end date to 31 December 2024 to deliver the full NPP scope has been submitted to the PIC for approval.
Benefits	On Track	N/A

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 4

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31/12/2023 Monthly Status Report

Provider Registration and International Student Management System (PRISMS) Modernisation

Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 1

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Project Status

Overall Status	SRO Approval Status
On Watch ⚠️	

The project status continued to report as Amber for December 2023 as activities to re-baseline the project are underway. Minimal activity occurred during the December reporting period due to the Christmas shutdown period.

On 6 December 2023, the Education's Project and Investment Committee (PIC) considered the Project Change Request (PCR) to extend the project's end date to 31 December 2024, and to allocate an additional $610,000 in OPEX funds. Following the approval from the PIC, the project team will progress re-baselining activities with DEWR.

Finalisation of final Project Health Check 3 assurance report is awaiting important amendments to be made by the external assurance provider to address departmental feedback.

StudyLink, the software vendor, is currently testing API functionality in the beta staging environment. On December 7, 2023, StudyLink successfully created the first confirmation of enrolment (CoE), which is an important step towards the completion of a critical project milestone. The DEWR and Education teams are monitoring the progress and providing support. The onboarding of other Vendor Reference Group (VRG) members will be scheduled in early 2024.

The December board meeting was postponed due to membership unavailability and items for consideration requiring further time for completion. The next board meeting is scheduled for 1 February 2024. Annual Board functional performance review paper will be circulated out of session to the Board (including revised Board Terms of Reference) for the Board's endorsement.

Commentary

SRO Commentary

Project Office Commentary

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 2

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Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Watch ⚠	DEWR has addressed staffing shortages. Education (International Division) is currently progressing procurement activities. Overall staff levels were reduced in December 2023 due to the Christmas Shutdown.
Deliverables	On Watch ⚠	Summary of key December 2023 deliverables are below - 1. Completed the first draft of the re-baselined milestones for the project. Draft shared with DEWR for review. 2. Progressed onboarding and supporting StudyLink for the Beta release. 3. Developed management response to Project Assurance Health Check 3. 4. Progressed build analysis and testing of the enrolment create function (in accordance with defined sprint goals and activities). Details on IT deliverables (infrastructure, API capability, identity solution etc) are recorded and reported by DEWR to their project management office (PMO). The deliverables will be updated in Altus in accordance with the re-baselined option.
Schedule	On Watch ⚠	The project schedule is being updated for an end date of 31 December 2024.
Work	On Watch ⚠	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint. Delays in project milestones have affected the progress of work items.
Financials	On Watch ⚠	The new re-baselined option will require re-profiling of the project budget to match the extended project timeframe. The process is currently underway and awaiting approval from the PIC.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 3

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Key Performance Indicator	Status	Comments
Issues	On Watch ⚠️	The technical issues with StudyLink prevented onboarding VRG members to the staging environment by December 2023. DEWR and Education are actively monitoring the issues and providing support as needed.
Risks	On Watch ⚠️	No active risks to report.
Change Requests	🟢	PCR has been submitted to extend the project end date to 31 December 2024 for delivering the full NPP scope. The outcome from the recent PIC meeting held on 6 December 2023 is awaited.
Benefits	On Track 🟢	N/A

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 31/10/2023 | 4

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31/01/2024 Monthly Status Report

Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 1/2/2024 | 1

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Project Status

Overall Status	SRO Approval Status
On Watch ⚠	

The project status continues to report Amber for January 2024 as activities to re-baseline the project are being finalised.

On 6 December 2023, the Project and Investment Committee, approved the extension of the project by six-months and the rollover of unspent funds (Capex $2.5 million) to FY 2024-25. Additional operational funds to support business activities for the additional six-months will need to be requested through a budget pressure bid, subject to SRO approval.

The project team is continuing to progress re-baselining activities with DEWR. These include re-alignment of project schedule and updates to project artefacts, which will be completed by 29 February 2024. The revised project documents will be presented to the board at their next meeting on 13 February 2024. In addition, the annual Board functional performance review will be undertaken in February 2024.

The private Beta testing with StudyLink is progressing well. In December 20023, DEWR addressed the major connectivity and access issues, which has allowed StudyLink, the software vendor, to complete the CoE create test. Achievement of this action means the onboarding of StudyLink can be considered complete. DEWR and Education are reviewing their onboarding experience to identify areas which can be improved to accelerate the onboarding of the remaining Vendor Reference Group (VRG) members in February 2024.

Commentary

SRO Commentary

Project Office Commentary

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update - 1/2/2024 | 2

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Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Watch ⚠	Education (International Division) has hired two new systems analysts, one commencing in January 2024 and the other in February 2024. One EL1 project manager has left the project – recruitment underway for replacement.
Deliverables	On Watch ⚠	Overall staff levels were reduced in January 2024 due to leave associated with the Christmas Shutdown. Summary of key January 2024 deliverables are below - 1. Completed the first draft of the re-baselined milestones for the project. Draft shared with DEWR for finalisation. 2. Began planning to onboard the remaining VRG members to participate in the private Beta testing. 3. Finalised management response to Project Assurance Health Check 3. 4. Progressed work on selecting participants for the RRFR pilot. Details on IT deliverables (infrastructure, API capability, identity solution etc) are recorded and reported by DEWR to their project management office (PMO). The deliverables will be updated in Altus in accordance with the re-baselined option.
Schedule	On Watch ⚠	The project schedule is being updated for an end date of 31 December 2024.
Work	On Watch ⚠	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint. Delays in project milestones have affected the progress of work items.

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Key Performance Indicator	Status	Comments
Financials	On Watch ⚠	The new re-baselined option will require re-profiling of the project budget to match the extended project timeframe. Surplus rollover has been tentatively approved for FY24-25; however additionally business side funding will need to be requested.
Issues	On Watch ⚠	The technical issues with StudyLink prevented onboarding VRG members to the staging environment until December 2023. DEWR and Education are actively monitoring the issues and providing support as needed.
Risks	On Watch ⚠	No active risks to report.
Change Requests	🟢	The PCR requesting project extension by six-months and movement of funds (Capex $2.5 million to FY 2024-25) was approved by the Committee on 6 December 2023.
Benefits	On Track 🟢	N/A

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Project Status Report – February 2024

Provider Registration and International Student Management System (PRISMS) Modernisation

Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
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Project Status

Overall Status	SRO Approval Status
Troubled 🔶	

The project status is currently 'troubled' due to a predicted capital expenditure (CapEx) underspend of $2.5 million. All other KPIs are 'on track'.

Activities to re-baseline the project, in line with the Project and Investment Committee decision to extend the project end date, have been conducted. The updated documents will be presented to the board on 5 March 2024. The 13 February 2024 meeting was cancelled due to lack of SES availability associated with DEWR and DE senate estimates. The annual Board functional performance review paper was circulated out of session to the Board on 22 February 2024 for their endorsement.

Education has begun pilot testing of the Right-Fit-For-Risk (RFFR) accreditation approach with the Vendor Reference Group (VRG) to enable their onboarding to the public staging environment. DEWR and Education are reviewing StudyLink's onboarding experience to identify areas which can be improved.

Commentary

SRO Commentary

Project Office Commentary

Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Track 🟢	The Department of Education's project office is currently organising recruitment activities to fill the vacant project manager role.

Provider Registration and International Student Management System (PRISMS) Modernisation Project
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Key Performance Indicator	Status	Comments
Deliverables	On Track	Summary of key February 2024 deliverables are below: 1. Actioned the re-baselining of the project in the Department's Project Management System (Altus) 2. Finalised selection of participants for the RFFR pilot and sent initial surveys to the VRG. 3. Supported progress in the Beta staging environment. Details on IT deliverables (infrastructure, Application Programming Interface (API) capability, identity solution etc) are recorded and reported by DEWR to their project management office (PMO).
Schedule	On Track	
Work	On Track	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	Troubled	The $1.9 million underspend in FY22-23 has been rolled into the FY23-24 budget, resulting in a predicted underspend of $2.5 million. The Project and Investment Committee (PIC) has tentatively approved the movement of unspent funds into FY2024-25 to fund the project's extended timeline. A Movement of Fund (MoF) request will be submitted to the Department of Finance in early FY2024-25
Issues	On Track	

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Key Performance Indicator	Status	Comments
Risks	On Track	
Change Requests	On Track	
Benefits	On Track	

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Project Status Report – March 2024

Provider Registration and International Student Management System (PRISMS) Modernisation

Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
Troubled ◆	

The project status is currently 'troubled' due to a predicted capital Expenditure (CapEx) underspend of $2.5 million. This troubled rating will be retained until a Movement of Funds (MoF) request is completed, as per the Go to Green Plan. All other key performance indicators (KPIs) are 'on track'.

The rebaselined project documents were endorsed by the Project Board on 5 March 2024. The third project assurance report was presented to the Board by Cobalt Consulting and subsequently endorsed by the Board. Cobalt consulting have begun activities to create the fourth project assurance report.

Education has begun pilot testing of the Right-Fit-For-Risk (RFFR) accreditation approach with the Vendor Reference Group (VRG) to enable their onboarding to the public staging environment. In light of DEWR and Educations review of StudyLink's onboarding experience, the onboarding of the remaining VRG members has been changed to a paper only test.

Education is focusing on stakeholder engagement as the project approaches a public release. To aid this, Education has started the process to engage a stakeholder engagement manager to plan and lead engagement activities, and a technical writer to ensure that all external facing documents are of a high quality.

Commentary

SRO Commentary

Project Office Commentary

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update – March 2024 | 2

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Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Track	
Deliverables	On Track	Summary of key March 2024 deliverables are below: 1. Progressed work on the RFFR with the VRG. 2. Progressed recruitment activities to address business team skills gaps. 3. Supported progress in the Beta staging environment. Details on IT deliverables (infrastructure, API capability, identity solution etc) are recorded and reported by DEWR to their project management office (PMO).
Schedule	On Track	
Work	On Track	Work details are captured in the DSD tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	Troubled	The $3.03 million underspend in FY2022-23 has been rolled into the FY2023-24 budget, resulting in a predicted underspend of $2.5 million. The DE Project and Investment Committee (PIC) has approved the movement of unspent funds into FY2024-25 to fund the project's extended timeline. A MoF request will be submitted to the Department of Finance in early FY2024-25.

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Key Performance Indicator	Status	Comments
Issues	On Track	
Risks	On Track	
Change Requests	On Track	
Benefits	On Track	

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Project Status Report – April 2024

Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	**Senior Responsible Officer**	s 22
Governance Arrangement	Project Board	**Investment Category**	Transform
Group	HER	**Project Tier**	Tier 1
Project Start	4/07/2022	**Project End**	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
Troubled ◆	

The project status is currently 'troubled' due to a predicted capital expenditure underspend of $858,000. This troubled rating may be resolved when April 2024 figures are provided (unavailable at time of reporting),and is being managed as per the Go to Green Plan. All other key performance indicators (KPIs) are 'on track'.

Education is focusing on stakeholder engagement as the project approaches its first public release. The Stakeholder Engagement & Communication Plan was presented to the Board, for comment, on 16 April 2024. To aid with the implementation of their feedback, Education is engaging a stakeholder engagement manager to refine the stakeholder engagement plan, and a technical writer to ensure that all external facing documents are of a high quality.

Education is continuing to progress the pilot testing of the Right-Fit-For-Risk (RFFR) accreditation approach with the Vendor Reference Group (VRG), and select providers, to enable their onboarding to the public staging environment. The DEWR RFFR team has begun to assess the returned surveys.

Commentary

SRO Commentary

Project Office Commentary

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Status Update – April 2024 | 2

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Performance breakdown

Key Performance Indicator	Status	Comments
Staffing	On Track	Education has conducted contractor recruitment activities to engage a stakeholder engagement manager, and a technical writer.
Deliverables	On Track	Summary of key April 2024 deliverables are below 1. Progressed work on the RFFR with the VRG and select education providers. 2. Progressed recruitment activities to address business team skills gaps. 3. Supported progress in the Beta staging environment. 4. Produced documentation to aid first public release. Details on IT deliverables (infrastructure, Application Programming Interface (API) capability, identity solution etc) are recorded and reported by DEWR to their project management office (PMO).
Schedule	On Track	
Work	On Track	Work details are captured in the Digital Services Division (DSD) tool (Dev Ops) and are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	Troubled	Project underspend against current projections is expected to return to 'amber' once April 2024 figures are provided by DEWR (DSD).

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Status Update – April 2024 | 3

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Key Performance Indicator	Status	Comments
Issues	On Track 🟢	
Risks	On Track 🟢	
Change Requests	On Track 🟢	
Benefits	On Track 🟢	

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Project Status Report – June 2024

Provider Registration and International Student Management System (PRISMS) Modernisation

Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	24/12/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
Troubled 	

The project status is currently 'troubled' due to a predicted capital expenditure (CapEx) underspend of $1.2 million. This status is solely due to the Department being unable to provide timely financial information to projects in time for reporting and is expected to be amber once this information is provided and is being managed as per the Go to Green Plan. All other KPIs are 'on track'.

On 30 June 2024, pilot testing of the Milestone 1 Right Fit For Risk (RFFR) accreditation approach with the Vendor Reference Group (VRG) and select education providers was finalised. Digital Security and Operations team s 47E(d)

The Department of Education (DE) business team is currently analysing the risk ratings to determine system access requirements. A RFFR pilot outcomes report has been prepared for the DE Chief Information Officer and project Senior Responsible Officer to inform the department's cybersecurity enterprise policy decision.

DEWR has finalised the build of the public Open Beta staging release environment. DE has begun to onboard software vendors s 47E(d) in the pilot. The approach for onboarding software vendors at s 47E(d) will be considered at the August 2024 Board meeting as part of the pilot outcomes and future project position discussion.

The fourth external project assurance Health Check review – Post Beta Staging release review was finalised by Cobalt Consulting on 17 June 2024. The findings and recommendations are currently being implemented by the technical and business project teams.

Commentary

SRO Commentary

The project has moved into its next delivery phase, commencing the open Beta and onboarding external vendors. This is a significant milestone for the project in its aim to make its first major public release in late October 2024. The project has also completed its cybersecurity assessment project under DEWR revised Right Fit for Risk Milestone 1 process. This activity was a great example of collaboration between DEWR and Education, and its outcomes are now being considered by the Department. Enterprise level decision

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CIO level are required to move this process forward, which represent both a risk and an opportunity for the project.

Finally, the project has returned to 'troubled' status due to the lack of June 2024 financial data. As SRO, it is difficult to maintain a clear oversight of this aspect of the project without timely financial data, and its regular delay represents a risk to project delivery and management of resourcing. The project's Go-To-Green plan is active and is projecting a return to on track status by August 2024.

Project Office Commentary

Performance breakdown

The Key Performance Indicator	Status	Comments
Staffing	On Track	N/A
Deliverables	On Track	Summary of key June 2024 deliverables are below: 1. The RFFR Pilot concluded 30 June 2024. s 22 , s 22 , Digital Security and Operations, Digital Services Division has prepared a report for DE CIO and project SRO consideration. 2. The public Open Beta staging release environment build has been completed. 3. Progressed onboarding and supporting s 47E(d) software vendors for the Open Beta release. 4. Progressed vendor engagement and stakeholder communication activities for the Open Beta release. 5. Developed project management response to the fourth external Project Assurance Health Check: Post Beta Staging release review and recommendations (June 2024).

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The Key Performance Indicator	Status	Comments
Schedule	On Track	Review of continued alignment to re-baselining schedule is underway. Expected production delivery date on track.
Work	On Track	Work details captured in the DSD tool (Dev Ops) are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	Troubled	Project is underspent against current projections and should be amber - this rating is solely due to the Department not providing timely financial information. Status expected to return to 'on track' status no later than August 2024 following the Movement of Funds (MoF) CapEx from 2023-24 FY to 2024-25 FY.
Issues	On Track	Awaiting confirmation of DE enterprise decision for cybersecurity accreditation policy and framework for software vendors and education providers to interact with departmental systems to s 47E(d) software vendors wishing to join Open Beta.
Risks	On Track	No emerging risks for the reporting period.
Change Requests	On Track	N/A.
Benefits	On Track	Project benefits realisation reporting to commence by September 2024.

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Project Status Report – July 2024

Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	30/06/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
On Track	

Project is currently reporting green on all metrics, noting that current financial year financial information has not been provided at time of reporting.

The project business team has continued its targeted one-on-one engagements with software vendors to support their onboarding within the Open Beta staging release environment. To date s 47E(d) s 47E(d) software vendors invited to join the Open Beta staging environment have been successfully onboarded. StudyLink, Meshed Group and Object Next are the most active software vendors in Open Beta release, at the development and/or integration stages.

The project has identified a number of issues, lessons learnt, related improvement opportunities and future consideration recommendations to inform the CIO's decisions around a broader cybersecurity framework and acceptance criteria to engage stakeholders who received a s 47E(d) to mitigate identified risk factors. Failing to resolve this issue by the 25 October 2024 Production release is a new risk reflected in the project risk register, and will impact the realisation of benefits, but not project delivery.

The revision of the PRISMS Modernisation Project Communications Strategy Plan (April 2024) is currently underway to inform the Open Beta and Production releases to enhance software vendor engagement, participation and overall experience and ensure realisation of project benefits. Both the updated communications plan and an updated benefits realisation plan are expected to be delivered to the SRO by the end of August.

Commentary

SRO Commentary
The project continues to be 'on track' with rebaselined milestones and schedule. Intense engagement with software vendors is increasing the value of the Open Beta, with more vendors signing up to access the Staging test environment. This is a testament to the stakeholder engagement efforts of both the business and IT teams.

The project is supporting the Chief Information Officer to make broader enterprise decisions around risk tolerance in the department's system to system interfaces. This work directly impacts the project, and any slippage in timeframes may impact the speed that benefits are realised.

Finally, while the project has returned to green status, the lack of current financial year information is concerning, especially with the project previously reporting significant underspends. While project finances are expected to be green once this information is provided, lack of visibility of this core component of project performance reduces the value of monthly project reporting.

Project Office Commentary

Performance breakdown

The Key Performance Indicator	Status	Comments
Staffing	**On Track**	Nil to report.
Deliverables	**On Track**	Summary of key July 2024 deliverables are below: 1. The public Open Beta staging release environment integration and testing continues with software vendors. 2. Progressed vendor engagement and stakeholder communication activities for the Open Beta. 3. Progressed planning and development of cybersecurity framework and acceptance criteria to enable onboarding s 47E(d) software vendors within the Open Beta staging environment release. 4. Refinement of Certificate of Enrolment (CoE Create) functionality and new student course variation (ScV) functionality. 5. Commenced planning of User Assurance Testing (UAT) to ensure product fit for purpose.

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The Key Performance Indicator	Status	Comments
Schedule	On Track	Expected Production delivery date on track in accordance with re-baselined schedule review.
Work	On Track	Work details captured in the DSD tool (Dev Ops) are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	On Track	Project finances not available at time of reporting. Expected to be on-track.
Issues	On Track	Awaiting confirmation of DE enterprise decision for cybersecurity accreditation policy and framework for software vendors and education providers to interact with departmental systems to finalise acceptance criteria for s 47E(d) ' software vendors to onboard to Open Beta. The business team is supporting the DE Chief Information Officer's considerations.
Risks	On Track	Risk plan to be updated in August.
Change Requests	On Track	Not Applicable.
Benefits	On Track	Benefits realisation plan being updated for approval in late August. Will capture additional benefits from open Beta.

Project Status Report – August 2024

Provider Registration and International Student Management System (PRISMS) Modernisation
Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	24/12/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
'On Watch' ⚠️	

The project status is currently reporting on watch due to a number of emerging risks related to the delayed cybersecurity enterprise policy decision. All other Key Performance Indicators (KPIs) are reporting 'on track'.

Activities to support the Office of the Chief Information Officer (CIO) to progress the cybersecurity policy and framework for the department in the medium term and PRISMS Modernisation project in the short term are currently underway.

The finalisation of this work will inform stakeholder onboarding eligibility for the staging and production environments. s 47E(d)

Regular stakeholder engagement activities continue to support onboarded vendors and enhance the feedback channel to identify and address emerging risks and issues. Three vendors are progressing with their development and are moving towards testing with their education providers.

StudyLink is the most advanced software vendor in terms of their application development for the API services to be offered by the department and have conveyed a reputation risk concern and reluctance to move into Production without User Acceptance Testing (UAT) involving their education providers. It is likely other vendors, as they progress, will seek end to end UAT before onboarding their education providers to the department's API services. Object Next and Meshed Group are progressing with their testing and development of Certificate of Enrolment (CoE Create) functions.

Sharing an overview of the Solution Architecture (in particular Relationship Authorisation Manager (RAM) Certificate) with the software vendors is another emerging issue. This impacts two software vendors, s 47G(1)(a)   (with 44 education providers between them), s 47E(d)

Revision and development of an iterated PRISMS Modernisation Project Communication and Engagement Plan, and Benefits Management and Realisation Plan is nearing completion, with the project anticipating SRO endorsement in late September 2024.

Commentary

SRO Commentary

The emerging risks relating to the Chief Information Officer's cybersecurity enterprise policy and decision and implementation for the project are being actively managed with the Office of the Chief Information Officer with support of the project business and technical teams. It is anticipated that the out of session cybersecurity paper expected in mid September 2024, will resolve emerging high rated risks and their impacts upon benefits realisation. s 47E(d)

The lack of current financial year information continues as an area of concern. The lack of visibility of this core project performance metric reduces the oversight of the project budget in real time and value of monthly project status reporting.

Project Office Commentary

Performance breakdown

The Key Performance Indicator	Status	Comments
Staffing	On Track	Nil to report.

The Key Performance Indicator	Status	Comments
Deliverables	On Track	Summary of key August 2024 deliverables are below: 1. Progressed Stakeholder development, integration and testing activities within open Beta environment, six of eight eligible vendors successfully onboarded. 2. Finalising API functional development and refinement activities for Certificate of Enrolment (CoE Create) and new student course variation (ScV) functionality enhancement release (September 2024). 3. Progressing User Assurance Testing (UAT) to address emerging issues to ensure product is fit for purpose. 4. Regular one-on-one stakeholder engagements to support onboarded software vendors continue, enabling effective feedback channel to identify and address emerging risks/issues. 5. Revision and development of an iterated Communication and Engagement Plan, and Benefits Management and Realisation Plan v2.0 is nearing completion for Senior Responsible Officer (SRO) endorsement (anticipated September 2024).
Schedule	On Track	Expected Production delivery date on track in accordance with re-baselined schedule review.
Work	On Track	Work details captured in the DSD tool (Dev Ops) are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	On Track	Project finances were not available at time of reporting. Capital expenditure (CapEx) Movement of Funds application has been signed off by SRO and submitted to the Department of Finance as part of the department's MoF application in early August 2024.

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The Key Performance Indicator	Status	Comments
Issues	On Track	The DE enterprise decision for cybersecurity accreditation policy and framework was deferred at the August 2024 Board meeting for out-of-session discussion and endorsement. s 47E(d) . The business team continues to support the DE CIO with considerations. Stakeholder User Acceptance Testing (UAT) within the staging environment impacted by delayed cybersecurity enterprise decision. Technical and business delivery teams working to resolve and identify an acceptable solution with consideration to broader government policies and requirements.
Risks	On Watch	Update of Risk plan within RiskNet2.0 to capture emerging risks from the open Beta release and their implications for Production release progressed for discussion at the September 2024 Board meeting. s 47E(d) . Project business team actively working to support the Office of the CIO to progress this body-of-work.
Change Requests	On Track	Not Applicable.

The Key Performance Indicator	Status	Comments
Benefits	On Track	An iterated Benefits Management and Realisation Plan v2.0 is currently under development, with emerging benefits drawn from open Beta and intense stakeholder engagement activities. The realisation of projected benefits may be delayed due to emerging issues related to the delay in defining a departmental cybersecurity framework and enabling stakeholder UAT within the staging environment. If unresolved, these issues may significantly limit the number of stakeholders eligible to onboard, and delay onboarded vendors transition to the production environment due to their inability to progress UAT activities.

Project Status Report - September 2024

Provider Registration and International Student Management System (PRISMS) Modernisation

Project ID: PRJ-2223-NPP-HER01022

Project details

Project Manager	s 22	Senior Responsible Officer	s 22
Governance Arrangement	Project Board	Investment Category	Transform
Group	HER	Project Tier	Tier 1
Project Start	4/07/2022	Project End	24/12/2024

Project description:

This project will implement new Application Programming Interfaces (APIs) to enable providers to submit data directly to PRISMS. This will reduce double handling of data while improving timeliness and accuracy in PRISMS. The PRISMS website will remain available to providers who choose not to utilise the API platform.

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Project Status

Overall Status	SRO Approval Status
On Track	

Commentary

SRO Commentary

The Chief Information Officer's cybersecurity interim enterprise policy and decision and implementation has cleared a major risk for the project and allows for the use of production services in late October 2024. s 47E(d)

The lack of current financial year information continues as an area of concern. The lack of visibility of this core project performance metric reduces the oversight of the project budget in real time and value of monthly project status reporting.

Project Office Commentary

Provider Registration and International Student Management System (PRISMS) Modernisation Project
Status Update – September 2024 | 2

Performance breakdown

The Key Performance Indicator	Status	Comments
Staffing	On Track	Nil to report.
Deliverables	On Track	Summary of key September 2024 deliverables: 1. Continued Stakeholder development, integration and testing activities within open Beta environment, six of eight eligible vendors successfully onboarded, three in active development. 2. Deployment of release candidate 1 into Staging. 3. Confirmed position on User Assurance Testing addressing emerging issues to ensure product is fit for purpose. 4. Regular one-on-one stakeholder engagements to support onboarded software vendors continue, enabling effective feedback channel to identify and address emerging risks/issues. 5. Department interim cybersecurity position provided to Board for out of session endorsement.
Schedule	On Track	Expected Production delivery date on track in accordance with re-baselined schedule review.
Work	On Track	Work details captured in the DSD tool (Dev Ops) are being progressed in accordance with the defined goals and objectives of the delivery sprint.
Financials	On Track	Financial information for FY2024-25 has not been provided by the Project Office. Capital expenditure (CapEx) Movement of Funds application has been signed off by SRO and submitted to the Department of Finance as part of the department's MoF application in early August 2024.

The Key Performance Indicator	Status	Comments
Issues	On Track	DE cyber security interim position paper with Board for out of session endorsement - this position allows the project to move forward to a Production release. Project has made good progress in relation to stakeholder concerns with UAT, and this should be resolved in early October 2024
Risks	On Track	The Risk Management Plan is being updated and monitored in line with progress towards Production release. Risk Management Plan will be re-evaluated in November 2024 after Production launch to identify risks that have been realised and risks that are recontextualised after the launch.
Change Requests	On Track	Not Applicable.
Benefits	On Track	An iterated Benefits Management and Realisation Plan v2.0 is currently under development. The realisation of projected benefits may be delayed due to potential delays related to the departmental cybersecurity position and UAT within the staging environment.

Australian Government
Department of Education

PRISMS Modernisation Project Board Meeting minutes

Meeting no. 02/2022   **Virtual meeting: MS Teams**

Date: 26 July 2022

Endorsed Meeting Minutes

Attendees

Name	Role	Representation	
s 22	Senior Responsible Officer (Co-Chair)	s 22	, International
s 22	(Co-Chair)	s 22 and s 22	, Digital Solutions
s 22	Board Member	s 22	, Funding and Data Collection
s 22	Proxy for Board Member s 22	s 22	, VSL VET Compliance and TRA
s 22	Proxy for Board Member s 22	s 22	, Analysis and Data
s 22	Observer	s 22	International
s 22	Observer	s 22	, Data Platforms and Education Systems Branch
s 22	Secretariat	s 22	PRISMS Modernisation

Apologies

Name	Role	Representation	
s 22	Board Member	s 22	, VSL VET Compliance and TRA
s 22	Board Member	s 22	, Analysis and Data

Agenda Item 1: Welcome (Chair)

- s 22   and s 22   welcomed everyone to the second board meeting.

Agenda Item 2: Minutes from previous meeting (7)

- Board members noted and agreed to the minutes from the 28 June 2022 meeting. No comments were received.

- s 22   advised that the PPO has drafted the MOU for delivery services (reflecting MOG changes). The MOU sets out the services that the Digital Solutions Division (DSD) will provide to the Department of Education. These include services for funded projects, i.e.,

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design, build and implementation and ongoing support. The MoU is currently pending finalisation at COO level.

- s 22 confirmed DSD's ongoing support to the Department of Education for service delivery, SRO reporting to meet governance requirements and participation in board meetings.

- s 22 requested the Secretariat to maintain a running register of action items and their status for ongoing reporting to the board.

ACTION: Secretariat to maintain an action item register and include it as an agenda item for the next meeting**.**

Agenda Item 3: Project documents for board approval:

s 22 provided an update on the project documents to the board.

- Terms of Reference (updated to reflect MoG changes) (2)

- The Terms of Reference (ToR) have been updated to reflect MoG changes. If there are no further comments, the artefact can be considered approved.

- Members noted and cited no further comments.

DECISION: The board approved the ToR at the 26 July 2022 board meeting.

- Project Management Plan (4)

- s 22 requested that the project milestones (section 6.5) in the Project Management Plan (PMP) be further reviewed and detailed across 2022, 2023 and 2024. s 22 further requested to specify the responsible areas for delivery (section 6.2) to facilitate appropriate monitoring and reporting.

- s 22 agreed while the key outcomes may not be achieved until 2024, the project will benefit from having progressive delivery timeframes outlined in the PMP.

- s 22 noted the feedback and advised the project team came up with the initial set of milestones in consultation with DSD. The business project team will review the milestones/update the PMP in consultation with DSD and circulate it to the board out of session.

ACTION: Secretariat to update the PMP (section 6.5 – Key milestones) and section 6.2 (project deliverables) and circulate it to the board out of session.

- Stakeholder Engagement plan

- s 22 advised that the stakeholder engagement plan identifies internal and external stakeholders.

- s 22 highlighted the importance of early engagement, collaboration, and co-design with external stakeholders for successful project delivery. s 22 suggested working

out low-level details in the plan along with high-level information. s 22 further advised being mindful of the stakeholder overlap across sectors through different programs within the departments. The stakeholder engagement process and strategy need to be aligned with other areas to eliminate stakeholder confusion.

ACTION: s 22 to share relevant information pertaining to stakeholder engagement out of session.

- s 22 suggested streamlining the stakeholder engagement strategy with the VET data streamlining (VDS) project before contacting VET providers.

- s 22 confirmed the project team has consulted with the VDS change management team to ensure consistent messaging with the VET sector. Both teams have also exchanged relevant information on VET providers. The board noted the update.

- s 22 noted the relevance of feedback from other projects such as Tertiary Collection of Student Information (TCSI) is critical. The sector has demonstrated strong interest in the PRISMS modernisation project. He recommended aligning the project's body of work with the other similar API initiatives within the department.

- s 22 requested to add streamlining stakeholder engagement strategy with other API projects such as TCSI, and VDS to the issue register.

ACTION: Secretariat to include the issue of aligning stakeholder engagement strategy with other API projects in the issue register.

- s 22 noted there seems to be a significant intersection between PRISMS, TCSI and Student Reporting and Activity Reporting (STAR) and stakeholders. A high-level architecture diagram identifying potential linkages and efficiencies across these systems will help inform the engagement approach with diverse stakeholder groups. Members agreed that this would be a helpful exercise.

- s 22 suggested the outcomes of the architecture analysis be reflected in the Stakeholder engagement plan.

ACTION: s 22 to share a high-level conceptual architecture diagram showing potential linkages between TCSI, PRISMS and STARS (VDS) systems with the board.

DECISION: The board approved the stakeholder engagement plan as a working draft.

- The board also discussed the project assurance document as part of this agenda item. s 22 requested setting firm timelines for the six deep dives in the assurance document.

- s 22 queried about the consultant engagement process. s 22 advised that the process has been initiated. The project may refer to an internal panel or recruit an external provider. Members agreed external assurance would be beneficial for the project.

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PRISMS Modernisation Project Board Meeting minutes

Agenda item 4: PRISMS Modernisation Survey update

- s 22 presented the initial findings from the preliminary survey conducted on 30 June 2022. The analysis is valid as of 25 July 2022.
- The survey was sent to all international providers (Principal Executive Officers).
- 50% of international education providers returned with valid responses, of which a good number indicated their willingness to invest in the API project, which is very positive.
- Providers who responded cover over 60% of enrolment and course variation transactions (as of 2019).
- The analysis further revealed the sector is using different admissions systems. Studylink has the largest market share in admission systems. There are definite overlaps with the student management systems and admission systems currently interacting with TCSI and future VDS (STARS) data collections.
- s 22 requested to provide a breakdown 'by sector' of the two vendor charts. s 22 further noted the data insights would help maintain a good level of project oversight and timely response to stakeholder needs.

ACTION: Secretariat to update the vendor charts by sector and circulate the updated slides to the board.

Agenda item 5: Project Assurance approach (7)

- s 22 advised that s 22 , s 22 PPO, provided an overview of assurance arrangements at the last board meeting on 28 June 2022. The plan is currently in progress. A mix of internal and external assurance work is proposed. Procurement activities will commence once the board is comfortable with the approach, particularly on the health checks. s 22 further clarified the project scope only includes high-value PRISMS functions. The plan is undergoing broader review and will be circulated for review in line with regular project progress.
- s 22 recommended approaching the sector with a clear project scope to manage stakeholder expectations better. s 22 further suggested adding additional internal health checks on IT deliverables. The project will also be listed in the quarterly Digital Transformation Agency (DTA) Wave reporting. Establishing checkpoints on IT delivery will assist in providing that additional assurance for the project.

ACTION: s 22 /DSD to review the assurance plan and add additional assurance checkpoints for IT delivery.

ACTION: Secretariat to contact s 22 to confirm the project listing in the DTA wave reporting.

Agenda item 6: PRISMS Modernisation Project - Next Steps

- s 22 provided board members with an update on the next steps for the project.

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- The project team will conduct an in-depth analysis of the survey results post the survey closure on 1 August.
- The project team will commence face-to-face stakeholder consultations with international providers in July 2022.

Agenda item 7: Other Business

- Updated project assurance plan and July status report to be provided at the next board meeting.
- Updated risk and issues register to be provided for review at the next board meeting.
- The PMP will be circulated out of session for further comments.

Agenda item 8: Next Project Board Meeting

- The Chair noted the monthly meeting frequency aligns well with the expected project reporting cycle.

ACTION: Secretariat to arrange the next board meeting in August 2022.

The meeting closed at 3.45pm.

Australian Government

Department of Education

PRISMS Modernisation Project Board Meeting minutes

Meeting no. 03/2022	**Virtual meeting: MS Teams**

Date: 8 September 2022

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22 , International Division
s 22	(Co-Chair)	s 22 , Digital Solutions and s 22
s 22	Board Member	s 22 , Funding and Data Collection Division
s 22	Observer	s 22 , International Quality Branch
s 22	Observer	s 22 Data Platforms and Education Systems Branch
s 22	Secretariat	s 22 PRISMS Modernisation, International Quality Branch

Apologies

Name	Role	Representation
s 22	Board Member	s 22 , Market Analysis and Data Branch

Agenda Item 1: Welcome (Chair)

- s 22 and s 22 welcomed everyone to the third Board meeting.

Agenda Item 2: Minutes from 26 July meeting (2)/Action items

- Board members noted and agreed to the minutes and action items from the 26 July 2022 meeting.
- s 22 requested annotated agendas for the Board meetings capturing actions/information relevant to the specific agenda item.

ACTION: Secretariat to provide annotated agendas for future Board meetings.

Agenda Item 3: PRISMS Modernisation project - August Status report (4 & 5)

s 22 provided an update on the project status.

- The Board was presented with two status reports for August. In addition, the first monthly status report was generated from *Sensei IQ,* the Department's new reporting tool to meet the

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Portfolio Project Office (PPO) reporting requirements. There are still some bugs in the tool which have been reported to the PPO for remediation.

- The project's overall status is Green. The project is currently in its discovery stage. Stakeholder consultations are underway. The focus is on education providers with the most enrolment transactions.

- The Project Management Plan (PMP) has been updated to reflect the Board's feedback and is ready for approval. Updates are made to *section 6.2 – milestones and section 6.5 - owners for key deliverables*.

- The formal agile development and program increment planning will kick off on 14 September. The business team is working closely with DSD to plan/progress implementation.

- s 22 queried the requirement of a Scrum Master role. s 22 responded that a Scrum Master is a vital DSD resource that keeps the project progress and deliverables on track for Agile development.

- A technical working group with software vendors and education providers will be set up in the next period. Monthly webinars will be hosted, allowing the group to input into project implementation.

- s 22 presented preliminary survey results for *the intention to use API by Provider Main Sector* by 3 main groups – Yes, No, Not sure:
  - s 22 queried who the 'Not sure' group represent. s 22 added that API requires significant investment but also provides benefits. Those who don't onboard will be disadvantaged. It is good to determine whether it is due to financial or technical constraints. Ongoing consultation and communication with education providers is the key to better understanding the group's profile since the 'Not sure' group represents a reasonable number. s 22 agreed it is worth investigating the reasons and aiming to transition this into a 'Yes' group eventually.
  - s 22 stated that she is keen to understand if this group represent small providers who don't have capacity. s 22 suspected that the school sector providers would fit highly in this profile. s 22 suggested developing a good understanding of these providers' profiles.

ACTION: Secretariat to share the analysis of the group that responded 'Not Sure' for the intention to use API to the Board.

Agenda Item 4: PRISMS Modernisation project - delivery and staffing update

s 22 provided an update on the DSD delivery schedule and staffing.

- The High-level requirements are now available, which will inform the current and future state Architecture. The aim is to present these to the Board at the next meeting.

- The scrum master recruitment is in flight. The offer has been made and is being finalised by the IT contract management team.

- Program Increment (PI) planning kicks off on 14 September. DSD is working with infrastructure colleagues to analyse architecture design and API models/solutions. This will further inform the technical information that can be communicated with vendors and education providers.

- s 22   stressed the importance of timing around the architecture analysis, which is the foundation stone for this project. s 22   suggested using Gantt charts for reporting to satisfy the Board's requirements.
- s 22   noted the project status reporting is also kicking off in line with the PI planning, which is timely. For Board's visibility, the IT delivery status reports will be included in future meeting papers.

Agenda item 5: PRISMS Modernisation stakeholder consultations & feedback

s 22   reported the progress of stakeholder consultations and feedback received so far.

- The preliminary survey responses (~50%) for the project matched the survey responses for the VET data streamlining project, affirming the sector's keenness to invest in the API project.
- The project team has been consulting with peak bodies and groups, including Independent Tertiary Education Council Australia (ITECA), Australian Universities International Directors' Forum (AUIDF) and Australian Network University Planners (ANUP). The groups have also been heavily involved in the Tertiary Collection of Student Information (TCSI) system implementation.
- s 22   and s 22   will present at the October 2022 Australian International Education Conference (AIEC) in Gold Coast, Brisbane.
- ITECA was glad that the project is an Opt-in, and providers on board will benefit. AUIDF members believe that it's good to get a good understanding of PRISMS and provider admissions system operations. It is important not to underestimate the business processes of larger universities/education providers.
- ANUP members mostly use Oracle and Peoplesoft. s 47G(1)(a)
  s 47G(1)(a)

- The possibility of integrating the TCSI and PRISMS API functionality has been raised at some of these forums. s 22   noted that providers usually do not understand the PRISMS/ESOS workflow and question the integration possibilities. s 22   suggested indicating to the sector that the PRISMS API interactions will not differ significantly from TCSIs. There will be minor differences in access and data provided.
- s 22   highlighted the importance of scheduling and sequencing releases and timely communication with vendors and providers. s 22   s 47G(1)(a)

- Education providers are keen to know the timeframe for the availability of the sandbox environment and technical specifications. PRISMS website will still be available for those providers who opt out.
- s 22   noted that the project is not making any changes to the reporting timeframes. Any further decisions on reporting via the APIs can be made once the API process has bedded

down. This is particularly important, noting the concerns raised by the sector on the reporting timeframe changes for the VET Data Streamlining (VDS) project.

- s 22 summarised the next stakeholder engagement steps –
  - The project team is currently in South Australia for stakeholder engagements.
  - The team will meet large universities, including the University of Adelaide and the University of South Australia, along with several Registered Training Organisations (RTOs).
  - The team will meet Studylink (software vendor), an Australian company that builds Admission Management systems (AMS) for education providers. The University of Adelaide will transition to Studylink in April 2023, adding to the ongoing list of providers using Studylink. s 47G(1)(a)

  - Meetings with other software vendors are currently being scheduled.

ACTION: Secretariat to report back on stakeholder consultations at the next Board meeting.

Agenda item 6: Project documents for Board approval:
- Project Management Plan (updated to detail milestones and owners) (6)

- s 22 noted that the deliverables and details are fleshed out and complete in the PMP. s 22 confirmed those were the only changes.
- s 22 requested a Gantt chart/detailed schedule at some stage. s 22 advised that the project status report will show the ICT deliverables' progress.
- s 22 queried regarding any dependencies on the Department of Home Affairs (HA) processes. s 22 confirmed no changes. Joint testing with HA will be conducted to ensure nothing is broken as risk mitigation.
- s 22 queried about the DTA Wave reporting requirements. s 22 confirmed it was not required for the last iteration. Future reporting depends on the project budget and may be required.

ACTION: Secretariat to share the detailed schedule comprising ICT and business tasks with the Board.
DECISION: The board approved the PMP v0.08 at the 8 September 2022 Board meeting.

- Risk Management Plan (7)

- s 22 noted too many risks and mitigations in the plan. s 22 agreed with the observation. s 22 clarified the Risk plan separated IT and Business risks and maintained the relevance of managing many risks and mitigations for a Tier 1 project.
- s 22 added the IT team rely on this comprehensive risk plan. She further suggested that these risks can be consolidated at some stage and that it's a good starting point. s 22 further added that given the agile nature of the project and it being in the discovery stage, some of the risks could be closed as the project progresses. s 22 suggested doing a comprehensive re-baselining of the risks twice a year. All members noted and agreed.
- s 22 noted staffing as a high risk. s 22 believed rating for some risks, such as, staffing would not go down in light of the external environment.

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DECISION: The board approved the Risk Plan (dated 05092022) at the 8 September 2022 Board meeting.

Agenda item 7: Other Business

- s 22   recommended maintaining an issue register in addition to the Risk plan. s 22 reported no active issues and confirmed the issues register is currently being maintained.
- s 22   queried about the progress of the Project Assurance plan. s 22 confirmed receiving additional advice from the PPO on certain assurance aspects. The plan is being reviewed and will be distributed to DSD colleagues out of session.

ACTION: Secretariat to distribute the Project Assurance plan to DSD for comments out of session.

Agenda item 8: Next Project Board Meeting

ACTION: Secretariat to arrange the next Board meeting in October/November 2022.

The meeting closed at 10.45am.

Australian Government
Department of Education

PRISMS Modernisation Project Board Meeting minutes

Meeting no. 04/2022   **Virtual meeting: MS Teams**

Date: 1 November 2022

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	Acting co-Chair and SRO	s 22 International Division
s 22	Co-Chair	s 22 , Digital Solutions and s 22
s 22	Board Member	s 22 , Funding and Data Collection Division
s 22	Board Member	s 22 , VSL, VET Compliance and TRA Division
s 22	Board Member (Proxy)	s 22 , Market Analysis and Data Branch
s 22	Observer	s 22 , Data Platforms and Education Systems Branch
s 22	Secretariat	s 22 PRISMS Modernisation, International Quality Branch

Apologies

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22 , International Division

Agenda Item 1: Welcome (Chair)

- s 22 welcomed everyone to the fourth board meeting.

Agenda Item 2: Minutes from previous meeting and action items

- Board members noted and agreed to the minutes and action items from the 8 September 2022 meeting.

Agenda Item 3: PRISMS Modernisation project update

s 22 provided an update on the project status and presented the project monthly status report.

- The project's overall status is Green in its discovery stage. Stakeholder consultations with software vendors are continuing.

- Technical Working Group to commence in November 2022. The project team is working with the VET Data Streamlining (VDS) stakeholder team to coordinate messaging.
- s 22   advised the PRISMS project is part of DTA WAVE reporting, which will be co-produced between the business and delivery teams.
- s 22   presented the DSD project status report. The project status is Green overall and on track for budget, resources and scope. Deliverables for the next Program Increment (PI) are complete future state analysis, standing up the test environment and producing API specification documentation and an option paper for the authentication model.
- s 22   advised that the four high risks are being reviewed to confirm their status. They are:
    · 'detailed requirements not adequately defined to allow build'
    · s 47E(d)
    · 'VET data streamlining project restricts our options for implementation or delays our timings'
    · 'vendors do not engage on the project'.
- s 22   asked that an integrated project schedule and a Gannt chart be provided in order for the board better to track project progress.
- s 22   advised that on the Sensei IQ report there are five artefacts due either at the end of October or the end of November that will be submitted to the next board meeting:
    · project assurance plan
    · benefits realisation plan
    · testing strategy
    · the lower environments
    · privacy impact assessment.

ACTION: DSD status report be shared at every board meeting. (s 22

ACTION: The Risk metric in the DSD status report should be amended to Amber to reflect the high risks in the report s 47E(d)   . (s 22

ACTION: DSD to review project risks and report to the next board meeting. (s 22

ACTION: Integrated project schedule and a Gantt chart to be shared out of session and at next board meeting. Progress should eb reported against the schedule at each meeting. (s 22

ACTION: Review project artefacts due in the previous period and present to board or share out of session. (s 22

Agenda Item 4: DSD PRISMS Modernisation presentation – Architecture roadmap

s 22   presented the current and future state systems architecture roadmap.

- The roadmap shows current state application interface, current state high level architecture, the end state high level architecture, and the future state desired architecture.

- The mapping revealed that there are interlinked services with other legacy systems. These services systems are intertwined with the shared database, security models and business logic built into each application. Any changes to PRISMS will affect other systems.
- A new authentication and authorisation model will be required for the API environment.
- Next steps are:
  - complete the technical discovery to quantify underpinning work of the existing platforms
  - determine the security, authentication and authorization model
  - finalise the hosting decisions for APIs
  - finalise the design designed to commence the development.
- s 22   raised action item 17 to review APIs across projects and reuse functionality where possible. s 22   advised that the Architecture Review Board is the governing body that approves architectural decisions and to ensure that wherever possible we are reusing and aligning.

ACTION: Circulate roadmap slides for information. s 22

ACTION: Provide a high level document with the outcomes of the comparison between PRISMS and other system functionalities s 22

Agenda item 5: Project documents – High Level Business Requirements

s 22   presented the High-Level Business Requirements document.

- s 22   advised that the project team will need to consider the way in which the system will alert providers to issues and errors when they're entering data.

Agenda item 6: PRISMS Modernisation stakeholder consultations & feedback

s 22   reported the progress of stakeholder consultations and feedback received so far.
- A presentation at the Australian International Education Conference on the PRISMS modernisation project gave positive feedback.
- s 22   raised the possible impact of conflicts of resourcing and changes with other projects for the vendors and providers. This will be addressed in part with provision of the test environment to vendors and providers.

Agenda item 7: Other Business

The board discussed the cybersecurity and API issues in light of the Optus and Medibank data breaches.

s 22   advised that TSD and DSD and specifically the cyber team within TSD have undertaken work to review and document lessons learned from these incidents. As an organisation we need to remain diligent in ensuring an active security culture, including at the design and the systems architecture stages. This security posture is already featured in the planning and proposed

architecture with our cyber team being integrated in this work.s 47E(d)

s 22 noted that the authentication piece is critical to the project. s 22 noted security for API works on the way in and out. It was agreed by the board to hold quarterly discussions of security aspects and risks.

ACTION: Report on security risks quarterly to the board. (s 22

Agenda item 8: Next Project Board Meeting

ACTION: Secretariat to arrange the next board meeting on 6 December 2022.

The meeting closed at 12.40 pm.

Australian Government

Department of Education

PRISMS Modernisation Project Board meeting minutes

Meeting no. 05/2022　　　　　　　　**Virtual meeting: MS Teams**

Date: 7 December 2022

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22　　　　　　, International Division
s 22	Co-Chair	s 22　　　　　　　Digital Solutions and s 22
s 22	Board Member	s 22　　　　　, Funding and Data Collection Division
s 22	Board Member	s 22　　　　　　　, VSL, VET Compliance and TRA Division
s 22	Board Member (Proxy)	s 22　　　　, Market Analysis and Data Branch
s 22	Observer	s 22　　　　　, International Division
s 22	Observer	s 22　　　　, Data Platforms and Education Systems Branch
s 22	Secretariat	s 22　, PRISMS Modernisation, International Quality Branch

Apologies

Name	Role	Representation
NIL		

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Agenda Item 1: Welcome (Chair)

- s 22 welcomed everyone to the fifth board meeting.

Agenda Item 2: Minutes from previous meeting and action items

- Board members noted and agreed to the minutes and action items from the 1 November 2022 meeting.

Agenda Item 3: PRISMS Modernisation project update

s 22 provided an update on the project status and presented the project monthly summary status report. The amber status was due to risks being rated at amber as requested by the board, although by PPO criteria the risk element and overall project status would be green.

- Project Assurance procurement has progressed, and Cobalt Consulting has been selected to do the health checks. Internal audit sourced the consulting firm.
- Initial Technical Working Group was held with over 300 attendees.
- Developed the project schedule, agreed the minimal viable product to be delivered in March and August 2023.
- The next project increment will be providing documentation to stakeholders. DSD project team are developing documents on the data requirements for PRISMS APIs.

s 22 presented the DSD status report.

- Project is tracking at amber status. DSD are pushing up against time frames for some technical architectural decisions, particularly to meet the March/April 2023 test environment timeline.
- Actively working on technical decisions and architectural direction for the hosting arrangements and authentication models. Decisions to be made this year (2022) and report in January 2023. The decisions will enable build to commence.
- s 22 advised the solution is not bespoke nor highly customised. But rather looking to reuse components that have already been proven and reuse them.
- s 22 queried the Capex budget, which appeared to be in overspend. s 22 agreed to update the report and distribute to the board.
- s 22 sought clarification on the process for considering and agreeing the authentication solution for this project and requested confirmation of when the authentication solution decision will be distributed to the board (out of session).
- **ACTION:** Updated DSD status report reflecting budget changes to be distributed to board. (s 22)
- **ACTION:** Timing of authentication decision to be confirmed and advised to board (out of session). (s 22)

Agenda Item 4: IT Project risks review report

- The current highest risks centre around the decisions that need to be taken on architecture and infrastructure. DSD acknowledged the critical milestone is testing between late March and the Easter period for a subset of vendors, which is contingent on these decisions.
- Pending decisions are around options within existing patterns and frameworks.

Agenda item 5: Project documents for board noting

s 22 discussed documents for noting:

- The Benefits Realisation plan has been approved by the SRO. Out of session comments were invited.
- The Project Assurance plan remains in draft and with DSD to review.
- Privacy Impact Assessment (PIA) is with legal team to progress and source provider. Conducting a PIA is considered better practice particularly when changing the way data is collected (and with recent external cyber-related events in mind). Any recommendation will be considered in the final report and will take about 6-10 weeks.

ACTION: Distribute Sensei IQ project status report regularly to the board (Secretariat)

Agenda item 6: Project schedule/Gantt chart demonstration

s 22   presented the project Schedule and Gantt chart and gave a high-level overview of the documents.

- The schedule has been developed in close collaboration with DSD.
- The schedule covers milestones and critical or main activities for financial year 22/23.
- Covers first year and structured around two key milestones. One is the sandbox release which we are targeting in April 2023 and the other one is the production release in August 2023.
- Detailed activities will continue to be captured in DevOps.
- The Board welcomed the schedule and the way the Gantt chart was readily accessible.

Agenda item 7: Other Business

Next meeting late January 2023 or early February 2023.

Agenda item 8: Next Project Board Meeting

ACTION: Secretariat to arrange next meeting.

The meeting closed at 11.50 am.

PRISMS Modernisation Project Board meeting minutes

Meeting no. 06/2023

Date: 27 February 2023   **Virtual meeting: MS Teams**

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22 , International Division, DE
s 22	Board Member	s 22 , Funding and Data Collection Division, DE
s 22	Board Member	s 22 , VSL VET Compliance and TRA Division, DEWR
s 22	Board Member (Proxy)	s 22 Market Analysis and Data Branch, DE
s 22	Observer	s 22 , International Quality Branch, International Division, DE
s 22	Observer	s 22 , Data Platforms and Education Systems Branch, DEWR
s 22	Observer	s 22 Schools and International Systems, Digital Solutions Division, DEWR
s 22	Observer	s 22 , PRISMS Modernisation, International Quality Branch, DE
s 22	Secretariat/Observer	s 22 PRISMS Modernisation, International Quality Branch, DE
s 22	Secretariat	s 22 , PRISMS Modernisation, International Quality Branch, DE

Apologies

Name	Role	Representation
s 22	Co-Chair	s 22 , Digital Solutions Division, DEWR

Agenda Item 1: Welcome (Chair)

- s 22   welcomed everyone to the sixth board meeting.
- s 22   provided an apology.

Agenda Item 2: Minutes from previous meeting and action items

- Board members noted and agreed to the minutes and action items from the 7 December 2022 meeting.

Agenda Item 3: PRISMS Modernisation project update

s 22   provided an update on the project status and presented the project monthly summary status report. The project is currently reporting Amber, due to scope changes for the April 2023 milestone from a limited public release to an internal only testing release. The original scope planned for April 2023 was to release functionality to a limited software vendor group for testing and providing feedback. The project team from DE and DEWR is working towards returning the project status to Green through identifying IT risks and dependencies and implementing mitigations.

Four key achievements were noted:

1. The second Technical Working Group webinar was held on Wednesday 22 February 2023 and received positive feedback. Over **371** participants attended the session. See **Agenda Item 5: PRISMS Modernisation stakeholder consultations update** for details.
2. The Vendor Reference Group (VRG) has been established, and selection process finalised. See **Agenda Item 5: PRISMS Modernisation stakeholder consultations update** for details.
3. Delivery of two documents for VRG feedback - *PRISMS Data Requirements and PRISMS future functions*
4. As part of the Project Assurance activity, *PRISMS Modernisation Health Check 1 – 'Assessment of project scoping, stakeholder and dependency management'* is progressing well. The Health Check 1 draft report is on track to be delivered by early March for review. Findings from Health Check 1 will be reported at the next project board meeting.

The chair welcomed the project assurance report.

Agenda Item 4: PRISMS Modernisation project delivery & milestones update

s 22   presented the DSD status report:

- Project is tracking at Amber status.
- Budget
    - $848 CAPEX figure was noted as an administrative error, to be reported correctly in the next reporting period.
    - Project is forecasting a $939, 829 underspend this financial year, due to delays in recruitment and onboarding and sourcing suitable resources.
    - A likely request for movement of funds in the future was noted.
- Authentication decision was made before Christmas and development of a proof of concept (PoC) is underway. The end-to-end unattended workflow has been validated and focus of PoC work is now on attended workflows, for completion by late February.

- Actively working on hosting and infrastructure foundation pieces for the April milestone. These include reference data design work, hiring of DevOps/API developers and technical writer. Also, for vendor access, working closely with Business on design and development.
- Cyber security has been engaged on Authority to Operate requirements for an April external test and the next two weeks are critical to progress engagements. That is, to determine viability of allowing (limited) outside parties receipt of a 'ping' (i.e. release of functionality to a limited software vendor group for testing).

s 22 raised consideration for a 'Go to Green plan' to report on issues and risks and support the project in its transition from Amber to Green status. The Chair welcomed the introduction of a process to better inform the board.

s 22 made a point concerning the board's interest; being less about technical details relating to an 'internal' versus 'external' ping and more about broadening the board's understanding of the issues affecting the project. This lead to a broad discussion about the board's desire to be better informed about project risks and concluded that future reports should focus more towards board value and the board's role in assisting with things like risks, etc.

An explanation of the impacts of possible scope changes for the April 2023 milestone (from release of functionality to a limited software vendor group to an internal only testing release) ensued.
 The importance of timely engagement with vendors for feedback on the functionality and the high business value attached to this significant milestone was highlighted. Specifically, the possible reduction to 'internal only testing' holds minimal impact for the overall project, however holds significant stakeholder confidence impacts. External participation in the April milestone is an important stakeholder milestone which builds trust in the overall project delivery.

s 22 noted, any possible reduction in scope for the April 2023 milestone (to internal only testing release) would lead to a request from the business to include a new milestone where a group of select vendors be able to access a test environment ahead of the August release date.

s 22 followed with comments about better/improved visibility of project risks for board consideration.

ACTION: Project team to implement a 'Go to Green' plan outlining proposed activities to transition the project from its current Amber to Green status (s 22)

Agenda item 5: PRISMS Modernisation stakeholder consultations

s 22 reported on the Vendor Reference Group (VRG) selection process and the selection of 12 vendors.

- The VRG is a sub-group of the project's Technical Working Group (TWG) established in November 2022.
- The VRG will comprise a small group of software vendors who will participate in feedback and testing activities for the duration of the project.
- The group will be selected based on well-defined selection criteria including size of transactions, knowledge of the sector, general enthusiasm (as shown in Table 1 of Board Papers: *7. Vendor Reference Group Selection Matrix FINAL 01 2023*).

The Chair enquired about the proportion of enrolments represented by the 12 vendors selected. This information is helpful to get a sense of the sector coverage/outreach.

ACTION: Provide the proportion of enrolments for the selected vendor cohort (s 22   ).

s 22   enquired if the vendor stakeholder group has shared any risks and perspectives for consideration. s 22   advised there is general enthusiasm among the group and vendors have provided feedback, particularly on the testing process and general set-up. The Board was keen to get regular updates on the feedback process from the sector.

s 22   also reported on the second Technical Working Group (TWG) meeting held on 22 February 2023. 507 CRICOS providers and vendors registered and over 370 attended, an increase on the first working group.

Of the 507 registered, just under two thirds were new registrations.

Agenda item 6: PRISMS Modernisation authentication approach

s 22   provided, an update on the final authentication approach for the Project for noting by the board.

- The PoC for the authentication solution was finalised end of last week.
- DSD considered a number of existing and potential authentication solutions to determine the most appropriate approach for the project.
- It was noted that there was some crossover between user and provider cohorts between TCSI and PRISMS and also some specific exclusions between each. Data overlap between PRISMS and TCSI was found to be insubstantial.
- There were a series of conversations with Services Australia and the Digital Transformation Agency (DTA). There is no current Whole of Government approach for system to system (Business to Government authentication).
- A new identity solution will be developed for PRISMS after considering all options against the assessment criteria outlined in *Paper 8. PRISMS Board Paper - Identity Solution Feb 23*.

The Chair was surprised about the lack of a whole of government approach for an identity solution and enquired about the risks associated with going with a unique solution and mitigation plans. s 22   raised the possible inability to secure specialised security developers as a potential resource risk associated with the authentication approach. The Chair enquired about how such resourcing risks (inability to fill key staffing positions) might further impact milestones and deliverables for the project. s 22   noted that each authentication solution comes with its own set of risks and resourcing risk has been an issue with this project that has resulted in an underspend. A particular risk associated with the selected solution was noted as being that the project is building something completely new.

ACTION: DSD to provide update on the realisation of risks with resourcing/securing security developers following completion of recruitment processes. s 22   )

s 22   suggested the paper (*Paper 8. PRISMS Board Paper - Identity Solution Feb 23*) could be more nuanced through a change in focus from the constraining technology issues to a more policy-based one.

ACTION: DSD to review *Paper 8. PRISMS Board Paper - Identity Solution Feb 23* to include the separation of policy and technology issues, identify risks, and meaning of overall success.

Agenda item 7: Other Business

No other business was noted.

Agenda item 8: Next Project Board Meeting

The next project board meeting is scheduled for 31 March 2023.

The Chair noted the board meeting dates for 2023 have been set. Calendar invites will be sent to board members.

The meeting closed at 11.53 am.

Australian Government
Department of Education

PRISMS Modernisation Project Board Minutes

Meeting 08_2023
Date: Wednesday 26 April 2023   Virtual meeting: MS Teams

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22 , International Division, DE
s 22	Board Member	s 22 , Funding and Data Collection Division, DE
s 22	Board Member	s 22 , Careers and International Skills, DEWR
s 22	Board Member (Proxy)	s 22 , Market Analysis and Data Branch, DE
s 22	Observer	s 22 , International Quality Branch, International Division, DE
s 22	Observer	s 22 , Migrant Skills Assessment, Careers and International Skills Branch, DEWR
s 22	Observer	s 22 , Data Platforms and Education Systems Branch, DEWR
s 22	Observer	s 22 Schools and International Systems, Digital Solutions Division, DEWR
s 22	Observer	s 22 , PRISMS Modernisation, International Quality Branch, DE
s 22	Secretariat	s 22 PRISMS Modernisation, International Quality Branch, DE
s 22	Secretariat	s 22 , PRISMS Modernisation, International Quality Branch, DE

Apologies

Name	Role	Representation
s 22	Co-Chair	s 22 , Digital Solutions Division, DEWR
s 22	Observer	s 22 , Data Platforms and Education Systems Branch, DEWR

Agenda Item 1: Welcome (Chair) and apologies

The Chair gave opening remarks:

- Thank you to s 22 (s 22 , *Skills, and Training Group*) for s 22 contributions to the Board.
- Welcome to s 22 (board member) and s 22 (observer).
- s 22 has taken a secondment to support the work of the Australian Universities Accord from April until mid-year. s 22 is acting for the period.

Agenda Item 2: Minutes from previous meeting and action items

Board members noted and agreed to the minutes and action items from the 27 February 2023 meeting.

Updates were given to open action items: AO41 and AO43. See *Action Decision Register* for details.

Agenda Item 4: PRISMS Modernisation Project Assurance update

The meeting moved to Agenda Item 4 to accommodate representatives from Cobalt Consulting to report on *PRISMS Modernisation Health Check 1 – 'Assessment of project scoping, stakeholder and dependency management'*.

s 47F , Director, and s 47F , Principal Consultant, Cobalt Consulting provided an update on the assessment report and recommendations for Health Check 1 highlighting:

- Overall positive outcomes for the project.
- Dependency management practices are influenced by the Project's unique resourcing structure.
- The impact of guidance by DE's Project Office to business.

The Chair confirmed that the DE will accept all the recommendations and look to operationalise the recommendations going forward. The Chair, in conjunction with s 22 , worked through the recommendations, tested proposed responses (action plan), and sought Board perspectives.

Project benefits will be remedied via updates to the project charter, project management plan and the benefit management plan. These documents will be returned to the Board once updates are completed.

s 22 noted that she is yet to see the project's benefit realisation plan.

Action item: Secretariat to create and provide a folder of relevant project artefacts for board member access.

Stakeholder management activities will be remedied via a revision of the *Stakeholder Engagement and Communication Strategy and Plan*. This too will be returned to the Board. In addition, 2023/24 NPP funding will allow for the expansion of stakeholder engagement resourcing and include a change management component.

s 22 highlighted the importance of preparing external stakeholders (vendors and providers) for the testing phase. She emphasised the significance of early investment in stakeholder activities (including clear messaging on the meaning of testing for vendors/providers versus IT) to prepare and manage stakeholder expectations.

Project team to include the preparation and management of stakeholder expectations into the project's forward work.

s 22 emphasised the need for a seamless end-to-end process for stakeholder engagement management, which handles the process through a single point, from expression of interest through to actually connecting to the department's systems, with a view to minimising the need for stakeholders to navigate the complexities which exist across and within our respective departments.

s 22 added the importance of ensuring that both departments stand together in managing stakeholders.

The importance of defining boundaries and responsibilities for stakeholder engagement management activities for both DEWR and DE (down to the team level) was also highlighted. DSD will describe the process for DEWR. DSD noted their view that it is not appropriate for DSD to dictate the suitability and/or operational impacts of these responsibilities and functions for DE. DE must define this for themselves.

Action Item: DSD will continue its collection of the DEWR DPO functions to support the work of both departments in defining boundaries and responsibilities of functions and therefore stakeholder engagement management activities. Findings will be reported back to the Project Board.

s 22 reassured the Board that both DE and DEWR maintain and manage dependencies and risks via each department's individual tools, project dependency register and DevOps (respectively). The Chair noted the benefit of development of a single document in elevating project dependencies away from the technical deliverables and into that policy space for improved board visibility. s 22 welcomed the elevation of this matter to the corporate and enterprise level.

Business to ensure exploration and inclusion of external dependencies relevant to vendors and providers, for inclusion in the project's stakeholder engagement strategy and plan.

Agenda Item 3: PRISMS Modernisation project update

The Board returned to agenda item 3, to consider the *Project Status Report* and the *Go-to-Green Plan*.

s 22 noted the project continues to report Amber as dates for go-live and external testing have not been established. Discussions regarding DSD's provision of a delivery plan are underway and will become clearer as part of the next planning phase. Business hopes to receive confirmation of delivery dates and advise external stakeholders at the next Technical Working Group meeting scheduled for 16 May 2023.

The Chair asked board members to note the Go-to-Green plan as a framework and will be accompanied by the new delivery plan.

s 22 referred directly to the *DSD Delivery Update* document with specific reference to:

- an underspend (resulting from extended onboarding of technical specialist resources.) Recruitment is for the most part now resolved.
- the successful completion of connectivity for three nominated vendors to the test environment. Further, it was acknowledged that this was not a full test environment release as per the original project schedule.
- the engagement of service design expertise to explore the requirements, including relevant documentation, for onboarding of vendors/providers. Work is expected to be completed by the end of May. Part of the discovery work will identify the stakeholder engagement plan and what is expected in terms of the end-to-end process for vendors.

Action Item: DSD and Business, respectively, to report back to the Board with details of the vendor onboarding process (requirements, including relevant documentation, for onboarding of vendors/providers) and associated stakeholder engagement plan.

s 22 also identified the need to have an ongoing dependency engagement plan for all service providers beyond the life of the project and into BAU.

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s 22 sought clarification on managing the current underspend. s 22 confirmed the DEWR PMO and the DE PPO will rollover funds to the next financial year.

s 22 noted the Go-to-Green plan does not stand alone particularly well, and was difficult to discern the project status as red or amber. Constraints of the DE Project Office template were noted, along with the fact that return to green will not occur by the stated 30th of April date.

The Chair requested that future Go-to-green plans reflect more granularity of the remedial actions and the key decision that support the August timeline, resulting in better visibility of the step-by-step progress towards a green status.

Action Item: The project team to revise the Go-to-Green plan to incorporate Board feedback.

Agenda Item 5: PRISMS Modernisation project delivery update

This item was incorporated under Agenda Item 3: PRISMS Modernisation Project Update (above).

Agenda item 6: Other Business

No other business was tabled.

Agenda item 7: Next Project Board Meeting

The next Project Board meeting was scheduled for 19 May 2023. (Note – meeting subsequently cancelled)

The meeting closed at 3.25 pm.

PRISMS Modernisation Project Board minutes

Meeting 08_2023
Monday 26 June 2023   Virtual meeting: MS Teams

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	A/g Chair	s 22 International Quality Branch, International Division, Department of Education (DE): proxy for s 22
s 22	Board Member	s 22 Careers and International Skills, Department of Employment and Workplace Relations (DEWR)
s 22	Board Member (Proxy)	s 22 , Market Analysis and Data Branch, DE: proxy for s 22
s 22	Observer (Proxy)	s 22 TRA Skills Assessment and Systems Support, Careers and International Skills Branch, DEWR; proxy for s 22
s 22	Observer	s 22 , Data Platforms and Education Systems Branch, DEWR
s 22	Observer	s 22 , Data Platforms and Education Systems Branch, DEWR
s 22	Observer	s 22 , Schools and International Systems, Digital Solutions Division, DEWR
s 22	Secretariat	s 22 PRISMS Modernisation, International Quality Branch, DE
s 22	Observer	s 22 , PRISMS Modernisation, International Quality Branch, DE
s 22	Secretariat	s 22 , PRISMS Modernisation, International Quality Branch, DE

Apologies

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22 International Division, DE
s 22	Board Member	s 22 , Funding and Data Collection Division, DE
s 22	Co-Chair	s 22 , Digital Solutions Division, DEWR

Apologies

Name	Role	Representation
s 22	Observer	s 22 , Migrant Skills Assessment, Careers and International Skills Branch, DEWR

Agenda Item 1: Welcome and apologies

The acting Chair gave opening remarks:
- s 22 introduced s 22 as acting Chair in s 22 (Chair), s 22 International Division (DE) absence.
- Board membership changes –
  - Acknowledged s 22 s 22 , *Digital Solutions Division, DEWR*) changing role and her contributions to the Board to date and;
  - Invited s 22 to stay on as a project board member in s 22 new capacity as s 22 *Transforming Program Administration for Schools and Universities, DE.*

Agenda Item 2: Minutes from previous meeting and action items

The Chair sought the board's acceptance of the minutes and action items from the 26 April meeting. The board meeting in May was cancelled.
Board members noted and agreed to the minutes and action items from the 26 April 2023 meeting.

Updates were given to open action items: AO41(proportion of enrolments for selected vendor reference group members), AO43 (revised Identity Solution paper) and AO44 (provision of folder for access to project and board artefacts). See *Action Decision Register* for details here.

Agenda Item 3: Matters for reporting

s 22 and s 22 provided updates on:

- the project health report, with a review of the project KPIs
- active project risk and dependencies and associated mitigations, and
- Beta release delivery milestone via the readiness and release plan

The project continues to report Amber. The project is still reporting a budget underspend of $1.9 million in the forecast for FY2022-23. The movement of funds will be completed prior to the end FY2022-23. Additionally, there are no enterprise-level agreements between DE and DEWR regarding governance, security, and onboarding processes.
A Go to Green Plan (GTGP) was developed in April noting these key issues, with proposed remedial actions to return the project to green by August 2023. The revised GTGP (incorporating board's previous feedback) was shared as part of the meeting pack. The board agreed the improvements made to the GTGP since the last meeting had made the document clearer but could be further strengthened by the inclusion of a traffic light progress tracker and clearer marking of items as 'completed'.

The board discussed the merits of the longer version versus that required by the department's project governance requirements under Education's Project Office (PO) and confirmed its preference for sign off the

longer version. The board also noted the disconnect between the department's project reporting application verses the preferred GTGP.

Action Item: The Secretariat will pass on the board's views regarding governance and risks associated with the use of a shortened PO GTGP version for the purpose of corporate project management and the longer GTGP approved by the board.

The project is targeting its Beta release as part of the next deliverable milestone. This milestone will deliver a functional testing environment to a small group of software vendors and education providers in August 2023.

The Chair enquired as to how/when delays in the earlier milestones would affect the project, and whether the August milestone is on track. The board heard that the affects relate to the ability to receive early (timely) feedback from vendors on functionality, rather than impacting the end date of the project.

Project achievements for this period included:

- DEWR-led user research and development of vendor onboarding roadmap. This work also led to the development of a gaps paper (See Agenda Item 4).
- Establishment of validation testing framework.
- Commencement of second project assurance activity, with delivery of a draft report. The final report will be shared with the board.
- The third Technical Working Group meeting was held 22 June.

The project is reporting risks related to resourcing and the absence of enterprise level decision related to the authentication model, security framework, governance, and onboarding processes to onboard education providers. These gaps could risk delaying project implementation. As mitigations:

- DEWR and DE plan to ramp up recruitment activities.
- DEWR and DE are discussing options to address these corporate level gaps following the completion of the service discovery work.

Action Item: The project team to revise the Go-to-Green plan to incorporate Board feedback.

Agenda Item 4: Matters for noting

Agenda Item 4 focussed on the project decision gaps between DE and DEWR relating to security, ongoing onboarding, governance and BAU functions and services. These gaps exist outside the project at the corporate level between the two departments.

Issues exist with decision making and responsibilities within the project. This is due to both DE and DEWR sharing responsibility for the project and uncertainty surrounding corporate positions regarding certain IT elements and ongoing API support. To address these concerns, a Future State service blueprint has been developed and includes four key recommendations, or decision points:

1. Security framework – who decides what the risk profile appetite is for linking external systems to the Department of Education systems?
2. Accreditation of vendor and provider systems – what should the accreditation process be like for vendor and provider systems linking to PRISMS?
3. Who will carry out the accreditation and onboarding process for each new system integrating with PRISMS?
4. What are the long-term API support and management functions, and how are these functions split and shared between DE and DEWR?

Action Item - The secretariat will provide an update on the progress of the project corporate decisions at the next board meeting.

Agenda Item 5: Other Business

No other business was tabled for discussion.

The next project board meeting scheduled for 11 August 2023.

Post meeting notes - *The meeting scheduled for 24 July 2023 was cancelled.*

The meeting closed at 11:50 am.

Australian Government
Department of Education

PRISMS Modernisation Project Board minutes

Date: Friday 11 August 2023   Virtual meeting: MS Teams

Endorsed Meeting Minutes

Attendees

Name	Role	Representation
s 22	Senior Responsible Officer (Co-Chair)	s 22 , International Division, Department of Education (DE)
s 22	Board Member	s 22 / Senior Responsible Officer, Transforming Program Administration for Schools and Universities, DE
s 22	Board Member	s 22 , Careers and International Skills, Department of Employment and Workplace Relations (DEWR)
s 22	Board Member (Proxy)	s 22 , Market Analysis and Data Branch, DE
s 22	Observer	s 22 , Migrant Skills Assessment, Careers and International Skills Branch, DEWR
s 22	Observer	s 22 , International Quality Branch, DE
s 22	Observer	s 22 , Data Platforms and Education Systems Branch, DEWR
s 22	Observer	s 22 Schools and International Systems Branch, Digital Solutions Division, DEWR
s 22	Observer	s 22 , PRISMS Modernisation, International Quality Branch, DE
s 22	Secretariat	s 22 PRISMS Modernisation, International Quality Branch, DE
s 47F	Invited Guest	Director, Cobalt Consulting Services

Apologies

Name	Role	Representation
s 22	Board Member	s 22 , Digital Solutions Division, Department of Employment and Workplace Relations, DEWR
s 22	Board Member	s 22 , Schools Group, DE

Agenda Item 1: Welcome and apologies

The Chair opened the meeting and thanked Board members and Observers for their attendance and participation.

The Board **noted** the Acknowledgement of County and apologies received from s 22 and s 22 .

Agenda Item 2: Minutes from previous meeting and action items

The Chair sought the acceptance of Paper 2 - 26 June 2023 minutes and Paper 3 - Actions and Decisions from previous meetings. The Board meeting in July was cancelled.

s 22 and s 22 provided updates for the actions proposed for completion:

A043 *DSD to review PRISMS Board Paper - Identity Solution Feb 23 to include the separation of policy and technology issues, identify risks, and meaning of overall success.*

AO48 G*overnance and risks associated with the use of a shortened Go to Green Plan (GTGP) version for the purpose of corporate project management and the GTGP.*

AO49 *Revision of Go-to-Green plan with Board feedback; and*

AO50 *Progress of project corporate decision gaps.*

The Board:

- **noted** that the feedback received from s 22 had been incorporated into Paper 4 - PRISMS Modernisation – PRISMS Identity Decision with no further steps required.
- **agreed** that the minutes were a true and accurate record of the 26 June 2023 meeting.
- **agreed** action items **A043, A048, A049 and A050** had been completed. Please refer to the Actions Decisions Register for further detail via this link.

Agenda Item 3: Assessment of Project Timelines

The Chair provided a high-level overview of the overall project position against the initial and revised current project timelines before inviting s 22 and s 22 to lead the discussion.

The intent of the paper 5 - Project Timeline Assessment (August 2023) was to assess and document the impact of delays on delivery to the project schedule for visibility and tracking purposes in addition to providing assurance for the Senior Responsible Officer (SRO) and Board, that the June 2024 project completion date (final production release) was achievable.

Of note was the rescheduled April 2023 Beta Staging Release (CoE create) and August 2023 Initial Production Release (CoE create) to August 2023 and January 2024 respectively, some five months later than envisaged due to IT resourcing, technical complexities and critical dependencies.

The Board:

- **noted** that the Beta Staging release (CoE create) will occur at the end of August 2023 to enable select vendors to commence onboarding and testing activities in mid-September.
- **agreed** the project milestones and schedule required review to ensure confidence that the project completion date would be achieved.

- **agreed** to annotate the project timeline to ensure appropriate tone and clarity regarding the broad delay of five months for the Beta Staging and Initial Production releases and to document the decision to re-baseline the schedule timeframes.

Action Item: Project documentation to be updated to formalise the project scope and rebaselined schedule to present at the next Board meeting.

Decision: The Board agreed to re-baseline the project milestones and schedule.

Agenda Item 4: Project Update

The Chair introduced the item and invited s 22 to open the discussion for paper 6 - PRISMS Modernisation Monthly Status Report (July 2023).

The project continues to report overall Amber status due to a number of active project risks:

- Revision of project schedule underway to address delays in meeting agreed milestones since February 2023. Attributed to delays in IT recruitment, technical complexities and critical project dependencies such as security, enterprise level gaps, identity solution and PRISMS API support. June 2024 project end date will not be affected.
- Delays in enterprise level decisions between DE and DEWR related to security.
- Beta staging release (CoE) scheduled for 30 August 2023 dependent upon security testing, digital identity solution, test data provisioning and vendor onboarding.
- Education (business team) has lost critical project resources affecting the progress of tasks crucial to the Beta release. Recruitment activities underway.
- PRISMS Vendor Reference Group meeting occurred 26 July 2023 to provide information about the Beta Staging Environment release.
- Request to move $3.063 million underspend in FY 2022-2023 to FY 2023-2024 submitted to the Education's Project Office for approval from the Department of Finance; and
- Cobalt Consulting delivered Project Health Assurance Check in June 2023, project team implementing four recommendations.

s 22 acknowledged the excitement and extensive work undertaken by DSD in preparation for the impending Beta staging release (CoE) inviting s 22 to lead the discussion for paper 7 – PRISMS Modernisation Beta Release – Implementation Plan.

The intent of the document was to outline the purpose of the Beta Staging Environment release for the PRISMS Modernisation project, and detail the planned approach, delivery timeframes, and controls in place to manage risks.

s 22 advised due to integration complexities, the technical deliverables for the Beta staging release would be met, however two additional weeks were required for vendor onboarding activities prior to access to the system in mid-September 2023.

s 22 emphasized that a testing window and timely vendor selection and accreditation process for vendor systems must occur before vendor testing could commence.

The Board:

- **noted** vendor onboarding to commence at the end of August 2023. The project team has developed a vendor onboarding process for the Beta staging release with further work to be undertaken for the initial production release.
- **noted** s 22 and s 22 in their selection of Beta testing vendors, will consider existing providers who interact with government systems and those likely to meet accreditation parameters in the

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short time frame in parallel to seeking DE/DEWR Executive position around the accreditation process to mitigate broader departmental risks.

- **noted** vendor options and risks should be presented to DE/DEWR Executive and Board to understand preferred accreditation process and posture regarding interaction with third parties.

Action Item: Identify the vendors best placed to participate in the Beta staging release and advise the Board out-of-session.

Action Item: Provide supporting information to DE corporate to enable assessment of vendor side accreditation process and decisions.

Action Item: Follow-up on vendor side accreditation process for Education systems.

Agenda Item 5: Outstanding DE/DEWR Interdepartmental enterprise gaps update

There was no paper tabled for this item. Due to the time requirements for the following project assurance health check, the verbal update was not provided.

Agenda Item 6: Project Assurance update – Health Check 2

The Chair introduced the item and invited s 47F (Cobalt Consulting) to lead the discussion regarding the substantive issues and risks identified within paper 8 – Final Report PRISMS Project Assurance Health Check 2 (30 June 2023). The report was taken as read.

The intent of the second PRISMS Modernisation project health check was to assess the initial software release including release management protocols, testing processes and associated documentation.

The four recommendations outlined within the report are currently being implemented by the project teams, these include the:

- development of an overarching PRISMS Modernisation Release Management Plan
- scheduling of periodic meetings in the lead up to major releases to discuss the release schedule; risk mitigations for issues, changes in scope and/or schedule and communicating release information to end users (providers and SMS vendors)
- regular iterations to the Test Strategy document to reflect actual test approach and iteratively update to reflect changes to scope and/or timing of testing activities; and
- development of a Requirements Traceability Matrix to enhance product testing and requirement validation approach.

The Board:

- **noted** that the PRISMS Modernisation Release Management Plan currently covers the Beta staging release minimum viable product and further work to be undertaken to develop the plan to cover the entire project scope. The timing for the sign off will be subject to the re-baselined project service design road map.
- **noted** the Test Strategy document should capture the timing and various test activities currently reflected in the project backlog and updates to the strategy are currently underway for out-of-session circulation to the Board.
- **noted** work has commenced on the Requirements Traceability Matrix to the epic level with further work to align the high-level requirements of the project and feature level in the project backlog ongoing for the next month.

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s 47F emphasized the importance of the timely completion of the PRISMS Modernisation Release Management Plan for the Board's visibility of the Beta staging (CoE) and future releases. The Board acknowledged DSD for the work undertaken on the suite of artefacts to date.

Action Item: Develop a release plan for Beta for SRO sign-off.

Action Item: Circulate the Test Strategy document to the Board for review and SRO signoff.

Action Item: DSD to complete Requirements Traceabilty Matrix for project deliverables.

Action Item: Engage Cobalt Consulting to undertake a post-Beta release review, including execution, lessons learnt and improvements for the next tranche of providers to be onboarded.

Action Item: Finalise the deep dive presentation for the DE Project and Investment Committee (PIC) by Friday, 18 August 2023, include levels of confidence for project delivery. Include re-baselining and how the June 2024 deadline is sustainable and manageable.

Agenda Item 7: Other Business

No other business items were tabled for discussion at the meeting.

The next Project Board meeting is scheduled for 26 September 2023 via MSTeams.

Post meeting note: *The Project Board meeting was rescheduled to 5 October 2023*

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PRISMS Modernisation Project Board minutes

Date: Thursday 5 October 2023   **Virtual meeting: MS Teams**

Endorsed Meeting Minutes

Attendees

Members	
s 22	s 22 , International Division, Department of Education (DE) and Senior Responsible Officer for the PRISMS Modernisation project (Co-Chair)
s 22	s 22 , DE
s 22	s 22 , Funding and Data Collection Division, DE
s 22	s 22 , Careers and International Skills Division, Department of Employment, Workforce Relations (DEWR): proxy for s 22
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE: proxy for s 22
Observers	
s 22	s 22 , International Engagement Branch, International Division, DE
s 22	s 22 Data Platforms and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 Schools and International Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 PRISMS Modernisation; ESOS Systems and Support, International Engagement Branch, International Division, DE
s 22	s 22 , PRISMS Modernisation, International Engagement Branch, International Division, DE
Secretariat	
s 22	s 22 , PRISMS Modernisation, International Engagement Branch, International Division, DE

Apologies

Name	Role Representation
s 22	s 22 , Digital Solutions Division, DEWR (Co-Chair)
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE

OFFICIAL

Provider Registrations and International Student Management System (PRISMS) Modernisation Project Board minutes   *page 1*

Name	Role Representation
s 22	s 22 , Careers and International Skills Division, DEWR

Agenda Item 1: Welcome and apologies

The Chair opened the meeting, thanked Board members and observers for their attendance and participation and made the Acknowledgement of Country.

The Board **noted** the:

- apologies received from s 22   , s 22   and s 22   . s 22   attended as s 22   s 22   ' representative and s 22   attended as s 22   representative.
- staffing update for the Department of Education (DE) and the Department of Employment, Workforce Relations (DEWR):
  - s 22   engagement as s 22   PRISMS Modernisation; ESOS Systems and Support, International Engagement Branch, International Division and ongoing attendance as observer.
  - s 22   engagement as s 22   Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR and ongoing attendance as observer.
  - acknowledgment of the contributions of s 22   and s 22   to the PRISMS Modernisation Project and well wishes for their new appointments.
- collaborative work undertaken by the project business and IT teams over the preceding month in preparation for the release of the testing environment (Beta release) and commencement of the project scope reassessment beyond the Beta release scheduled for mid-October 2023. The project is well placed to progress critical decision points in October and November 2023 to bring the project back on track by the end of December 2023.

Agenda Item 2: Minutes from previous meeting and action items

The Chair sought the acceptance of Paper 2 - 11 August 2023 minutes and Paper 3 - Actions and Decisions from previous meetings which were taken as read.

s 22   noted that thinking had progressed for vendor selection and the vendor systems accreditation process (as previously recorded in the 11 August 2023 meeting minutes) and an alternative approach was being considered. s 22   elaborated on this change in item 4.

The Board **agreed**:

- the minutes as a true and accurate record of the 11 August 2023 meeting.
- action items A052 and A058 had been completed.
- to progress to the next order of business to ensure procedural efficiency, updates relating to the majority of the ongoing actions (A051; A053; A054; A055; A056 and A057) would be covered by subsequent agenda items. Please refer to the Actions Decisions Register for updates via this link.
- to revise the actions register to present the most recent actions at the top of the table for ease of reference.

Agenda Item 3: Report on the Project and Investment Committee deep dive 24 August 2023

The Chair provided a high-level overview of the Education Project and Investment Committee's (PIC) response to the PRISMS Modernisation Project deep dive.

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Provider Registrations and International Student Management System (PRISMS) Modernisation Project Board minutes **page 2**

The Board **noted** the**:**

- purpose of the deep dive to provide information about the current project status, progress, issues, dependencies, and opportunities for the PRISMS Modernisation Project.

- PIC members' general acknowledgement of the:
  - active risks and issues leading to milestone slippage, the impacts of enterprise-wide gaps and their effects on delivery.
  - revised project timeline, lessons learnt, challenges, next steps and budget implications.
  - need to address enterprise-level issues and to consider non-ongoing funding for associated service provision, including a helpdesk function for the completed APIs.
  - enduring high business value of the project and confidence to deliver within budget, scope and timeframes
  - project as a test case for enterprise level decisions.
- valuable guidance from PIC members regarding IT security requirements for external providers, appropriate risk modelling and cybersecurity posture to ensure confidence.
- range of mitigations in place and the project team's progress in working through delivery challenges with assistance from Education s 22
- DEWR security assessment process known as 'Right fit for risk model' is yet to be implemented into the Education system due to funding challenges.

The PRISMS Modernisation project deep dive presentation can be found here.

Agenda Item 4: Resolution pathways and next steps

The Chair introduced paper 4 - PRISMS Modernisation August 2023 Status Report which was taken as read.
The Board **noted** that the project continues to report Amber status due to milestone slippage caused by unresolved enterprise-wide approaches for security and risk assessments and lags in detailing the system changes needed to deliver the project scope by 30 June 2024.

The Chair invited s 22 to lead the discussion regarding the approach taken to address the IT security enterprise decision challenges impacting the initial Beta staging release and application of the 'Right fit for risk model' to the project.

The Board **noted** the:

- Third Party Security assessment, accreditation and IT security process options paper (approach, level of engagement, timeframes and costings) to be circulated out-of-session by the end of October 2023.
- adoption of a light touch security assessment and accreditation approach based upon the low level of risk, given timeframes and project scope delivery within the 2023/24 financial year.
- prioritisation of providers to transact within the Beta testing environment and exemption from the security assessment and accreditation process due to the low level of risk.
- assessment of vendor suitability to transact with the department beyond the Beta environment to be undertaken via self-assessment survey questionnaire (security posture, risk management controls, information security controls, documentation, software updates) to assess the level of risk.
- significant reduction of the security assessment and associated enterprise level services costing estimate and ongoing discussions with the s 22 and s 22 regarding expense funding in addition to existing PRISMS cost recovery.
- reassessment of the light touch approach to occur in the next financial year in accordance with the evolution of the project requirements, level of risk and data transactions.
- continuing work towards finalising long term technical and BAU support for the PRISMS Application Programming Interfaces (APIs), most likely through the department's annual work program.

- acknowledgement of the commencement of DE and DEWR's review of the project scope, milestones and dependencies beyond Beta staging release and related critical enterprise decisions to get the project back to green status.
- brief on expanded data transfer requirements to be drafted for s 22 to assist enterprise decisions (EC23-003169).
- decision on a revised project timeframe to be made by end of November 2023.
- relationships between managing the $3 million underspend and budgetary impacts associated with the re-baselining activity and extension of project timelines.
- balancing expectations of government/sector including potential for government action to constrain courses, providers or enrolments that may affect the project.
- value of a technical, use, complexity and integrity lens to ensure project management remains on point following the re-baselining activity and government integrity announcements (Rapid Review into the Exploitation of Australia's Visa System (the Nixon Review), Review of the Migration System and government responses).

Action Item 59: Third Party Security assessment, accreditation and IT security process options paper to be circulated out-of-session by the end of October 2023 to assist project re-baselining.

Action Item 60: DE s 22 to provide advice regarding the resolution of funding for the technical support for APIs in the 2024 Annual Work Program before the end of the year.

Decisions: The Board **agreed** to:

- finalise the enterprise decision approach for vendor accreditation by end October 2023.
- conclude project scope and Minimum Viable Product (MVP) assessment by mid-November 2023.
- to re-baseline schedule and update project documentation in accordance with the formalised scope by end November 2023.
- finalise the enterprise decision approach for ongoing technical (API) support by December 2023.

Agenda Item 5: Project milestones: initial beta testing (Staging) environment release

The Chair introduced the item and invited s 22 to lead the discussion for paper 5 - PRISMS Beta Staging Environment Release: Implementation Plan version 2.0 (October 2023) which was taken as read.

The purpose of the Implementation Plan is to outline the planned approach, delivery timeframes and controls in place manage risks.

The Board **noted** the:

- high quality of the work undertaken to produce the Implementation Plan.
- verification and sign off points and testing activities timeframes on page 8 to 10.
- benefits of undertaking a dry run in the Beta Staging environment on 13 September 2023 to foster a greater understanding of the processes and the business partners and technical team's responsibilities in supporting the Beta Staging environment.
- enterprise security decision interim ATO technical signoff.
- Penetration testing on the environment and APIs was in flight and would be completed by early next week.
- near agreement for the onboarding processes between the teams.
- 'Go no go' decision to be made by the Senior Responsible Officer (SRO) end of October 2023.

- significant Beta staging release milestone had moved from September to October 2023. An important milestone to provide business confidence, vendor engagement and external assurance of implemented infrastructure and APIs and opportunity to refine onboarding before full staging and production.
- Chair's acknowledgement of the collaborative discovery work and effort to resolve technical challenges and issues associated with the re-baselining of the project to develop a clear direction for the two high priorities (Confirmation of Enrolment (CoE) and Student Course Variation (SCV) for the rebaselined project delivery plan to ensure greater confidence for successful project implementation.
- s 22 update for action item 56 Requirements Traceability Matrix for project deliverables as recommended within the second project assurance review (Health Check 2: PRISMS Modernisation Project 30 June 2023). This tracking tool ensures all business requirements defined during project planning are successfully implemented and tested by linking business requirements, features and user stories, test cases, test results and defects. The first draft is with Cobalt Consulting as part of their third project assurance review (Health Check 3: PRISMS Modernisation Project - September 2023)).

The Chair thanked s 22 and s 22 for their guidance with respect to considerations for the successful re-baselining and implementation of the project.

Agenda Item 6: Other Business

No other business items were tabled for discussion at the meeting.

Agenda Item 7: Meeting Close

Next meeting is scheduled for 10:30am Thursday, 23 November 2023.

Australian Government
Department of Education

PRISMS Modernisation Project Board minutes

Date: Thursday, 23 November 2023　　　　**Virtual meeting: MS Teams**

Endorsed Meeting Minutes

Attendees

Members	
s 22	s 22 , International Division, Department of Education (DE) and Senior Responsible Officer for the PRISMS Modernisation project (Co-Chair)
s 22	s 22 , Digital Solutions Division, DEWR (Co-Chair)
s 22	s 22 , DE
s 22	s 22 , Funding and Data Collection Division, DE
s 22	s 22 , Careers and International Skills Division, Department of Employment, Workforce Relations (DEWR): proxy for s 22
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE: proxy for s 22
Observers	
s 22	s 22 , International Engagement Branch, International Division, DE
s 22	s 22 Data Platforms and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 International Policy Branch, International Division, DE
s 22	s 22 Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 PRISMS Modernisation; ESOS Systems and Support, International Engagement Branch, International Division, DE
s 22	s 22 , PRISMS Modernisation, International Engagement Branch, International Division, DE
s 22	s 22 , Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE
Invited Guests	
s 22	s 22 , Geostrategic Engagement, National Security Branch, , International, Division, DE: guest DE shadowing program
Secretariat	
s 22	s 22 , PRISMS Modernisation, International Engagement Branch, International Division, DE

Apologies

Name	Role Representation
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE
s 22	s 22 , Careers and International Skills Division, DEWR

Agenda Item 1: Welcome and apologies

The Chair opened the meeting, thanked Board members and observers for their participation and made the Acknowledgement of Country.

The Board **noted** the:

- apologies received from s 22 and s 22 attended as s 22 proxy and s 22 attended as s 22 proxy.
- International Division (DE) restructure update with the PRISMS Modernisation and ESOS Systems and Support teams moving to the Strategy Branch to be led by s 22 .
- acknowledgment of s 22 valued contributions to the International Engagement Branch and PRISMS Modernisation project and well wishes for the future.
- appointment of two new observers:
  - s 22 , s 22 , Strategy Branch, DE; and
  - s 22 s 22 , Digital Services and Project Office, DE.
- priority of the meeting to discuss and endorse the preferred approach for the re-baselining of the PRISMS Modernisation project, proposed 2024 meeting schedule and annual Board functional performance review.
- collaborative effort of the DEWR and DE project teams' joint reassessment of the project requirements, scope, timelines to remediate the project back to green status.
- approval of the Provider & Third party IT Security Assessment RFFR for PRISMS proposal out-of-session on 17 November 2023; and
- circulation of the October 2023 Project Status Report and updated Board Terms of Reference on 21 November 2023.

Agenda Item 2.0: Previous meeting minutes, Action Item and Decision Register

The Chair sought endorsement for Paper 2.1 Previous Meeting minutes and Paper 2.2- Actions and Decisions Register updates which were taken as read following the out-of-session circulation on 17 November 2023 to finalise amendments and progress action updates prior to the meeting.

The Board **noted**:

- the out-of-session approval of the High Level Cyber Security Risk Assessment External Stakeholders PRISMS proposal to assess the cyber maturity of Vendors and Providers to support onboarding [A060 and DC13].
- s 22 clarification regarding the initiation of the work [A053, A054 and A060] and the extensive collaboration with DE Corporate, DE Business and DEWR to complete the Third Party IT security assessment and accreditation proposal [DC10].
- the extensive work undertaken by DEWR IT supplier project teams lead by s 22 and s 22 to consolidate the Provider & Third Party IT Security Assessment Right Fit For Risk (RFFR) for PRISMS proposal and schedule for out-of-session consideration [A060].

- the pilot onboarding approach, timeframes, cost and additional requirements to be managed by DEWR in line with the DEWR Right Fit For Risk (RFFR) approach.
- cost and timeframes were based upon 40 vendors/providers (23/24 financial year) as a starting point and would have to be revisited to manage longer term requirements.
- the application of DEWR's unofficial term 'light touch' with respect to the roll out of DEWR's 'Right Fit For Risk' (RFFR) model for DE ICT projects, where the level of risk for data transactions with external parties is assessed via a commensurate self-assessment survey to measure their cyber security management planning maturity, posture and eligibility to onboard in accordance with milestone one.
- DEWR to develop a security accreditation communication and engagement plan in conjunction with DE business team to ensure the right people and considerations are in place. Security accreditation and assessment is not a 'tick and flick' process, following the receipt of the survey responses there will be another level of work demand to sustain engagement and support activities.
- DEWR and DE project teams must develop the timeline together to ensure clear and consistent communication with providers ahead of the production release; and
- depending on the proposed pilot outcomes, a stronger security risk approach may be necessary for final production release.

The Board **endorsed** the**:**

- 5 October 2023 minutes as a true and accurate record of the previous meeting.
- five actions [A053, A056, A057, A060 and A061] proposed for closure.
- approach for ongoing action A051 subject to the preferred re-baselining option decision and revised schedule (agenda item 3.0) with the project change request and revised documentation to follow at the next meeting.
- decision register updates [DC09, DC10, DC12 and DC13]; and
- proposal to continue the practice of our-of-session circulation of meeting minutes, actions and decisions to ensure meeting procedural efficiency.

Please refer to the Actions and Decisions Register for updates via this link.

Decision: The Board **agreed** to continue the practice of out-of-session circulation of meeting minutes, actions and decisions to finalise meeting updates and to discuss items by exception to enable procedural efficiency and progression to items of primary focus for each meeting.

Agenda Item 3.0: Proposed project re-baselining

The Chair introduced the item and invited s 22   to provide an overview of the road to re-baselining actions already undertaken to remediate the project, a synopsis of the two feasible options to re-baseline the PRISMS Modernisation project and to lead the subsequent discussion for decision.

The Board **noted** the *PRISMS Modernisation Project – Re-baselining Decision (23 November 202*3) presentation which is provided at Attachment A to these minutes for information. Brief summary of the presentation is below:

- The project has been delayed and reporting Amber since April 2023 due to difficulty in recruiting specialist resources, resulting in significant project underspend in 2022-23 and lack of clarity around project scope (both at project and enterprise levels).
- Despite several remedial actions being undertaken in 2023 to address budget and resourcing issues and several successes in the enterprise and beta environment release, project re-baselining is still required.
- At the 5 October 2023 meeting [DC09] the Board agreed to re-baseline the project and to conclude the minimum viable product assessment (scope, schedule and budget) by mid-November 2023 [DC12] and determine the best re-baselining option by the end of November 2023.

- Two proposals were presented:

- o **Option B** – **Extend timeframe and retain NPP scope.**
  This option proposed to:
    - extend the project end date by six months to 31 December 2023 to deliver full NPP scope
    - re-allocate $2.5 million project funding to deliver the full project scope and full business value as promised to government.
    - deliver the two major API functions; enrolment creation and high use, low complexity enrolment variations, which will ensure increased sector uptake; and
    - deliver extended project support for testing and support of providers during initial Production release.
  - o DE Business team identified **Option B** as its preferred option.

Board members discussed the following considerations and risks prior to endorsing the preferred project re-baselining option:

The Board:

- **endorsed** re-baselining **Option B** to extend project timeframe and retain scope to deliver full NPP business value and project benefits realisation.
- **noted** additional funding of $610,000 OPEX funding requirement to sustain business technical resources beyond 30 June 2024. This additional funding will need to be secured via a pressures bid or funded by the HERI group.
- **noted** the Project Change Request for the DE PIC approval to re-baseline the project was underway for consideration the 6 December 2023 meeting.
- **noted** project artefacts will be updated in accordance with the **Option B** re-baselined decision and submitted to the Board for noting at the December 2023 meeting.
  - o Project schedule (DE)
  - o Project Technical Delivery Plan (DEWR)
  - o Project Management Plan (DE)
  - o Project Stakeholder Communication Plan (DE)
  - o Project Risk Management plan (DE and DEWR); and
- **noted** following PIC approval**,** the revision of project reporting and financial tools (Altus and TM1) will be undertaken by the end of 2023.

Decision: Re-baseline PRISMS Modernisation project and extend the project timeframe to 31 December 2024 to retain scope to deliver full NPP deliverables and business value utilising the full project budget plus six months funding to support the business project team.

Decision: Prepare a DE Project Change Request to seek Project and Investment Committee (PIC) approval to re-baseline the PRISMS Modernisation Project

Decision: Prepare a DE Project Change Request to request roll over up to $2.5 million CAPEX from FY2023-24 to FY2024-2025 to ensure adequate IT resources for project delivery.

Agenda Item 4.0: Other Business

4.1 Proposed 2024 PRISMS Modernisation Project Board meeting schedule

The Chair introduced the proposed 2024 Board meeting schedule developed in accordance with the Parliament of Australia sitting dates, ACT public holidays and members' preference for meetings to occur at the end of a calendar week, in the afternoon to avoid senior executive commitment conflicts.

The meeting cadence is set at approximately four to five week intervals and occur on a Thursday between 2:00pm to 3:00pm to achieve a degree of regularity and to provide adequate time for meeting preparation.

The Board:

- **endorsed** the 2024 PRISMS Modernisation Project board meeting schedule; and
- **noted** the Secretariat would circulate calendar invitations for the 2024 meetings in the week commencing 27 November 2023.

4.2 Annual PRISMS Modernisation Project Board functional performance review

The Chair advised Board members that a review of the Project Board's functional performance was to be undertaken annually in accordance with the Board Terms of Reference (page 3 refers).

Members **noted** that the assessment would be high level and be in accordance with measures such as:

- Board responsibilities (as outlined within the Board Terms of Reference pages 1 to 2)
- agreed scope/functions
- stakeholder engagement and sector adoption
- delivery within budget and on time
- adequate resourcing
- project assurance and evaluation activities
- input to project issues remediation and resolution.

As part of this review, the Board Terms of Reference (circulated on 21 November 2023) and Secretariat support services will also be reviewed.

The Board **noted** that the Secretariat will undertake further investigation to determine the measures to assess Board and secretariat services performance for completion out-of-session.

Agenda Item 5.0: Meeting Close

The Chair thanked meeting attendees for their participation and guidance with respect to the PRISMS Modernisation project re-baselining options and unanimous agreement for the way forward to ensure alignment with NPP scope benefits realisation, government expectations and sector confidence.

The next meeting is scheduled for 2:00pm – 3:00pm, Thursday, 14 December 2023 via MS Teams.

Attachments

Attachment A:	Provider Registration and International Student Management System (PRISMS) Modernisation Project – Re-baselining Decision (23 November 2023)

Australian Government
Department of Education

PRISMS Modernisation Project Board minutes

Date: Tuesday, 5 March 2024   **Virtual meeting: MS Teams**

Endorsed Meeting Minutes

Attendees

Members	
s 22	s 22, Data Platforms and Education Systems Branch, Digital Solutions Division, DEWR, proxy Co-Chair for s 22
s 22	s 22, Department of Education (DE)
s 22	s 22 Funding and Data Collection Division, DE
s 22	s 22, Careers and International Skills Division, Department of Employment, Workforce Relations (DEWR)
s 22	s 22, Higher Education Data Strategy Branch, Research Division, DE: proxy for s 22
Observers	
s 22	s 22, Migrant Skills Assessments, DEWR (proxy for s 22, agenda items 2.3 and 6.1)
s 22	s 22, International Policy Branch, International Division, DE
s 22	s 22, Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22, PRISMS Modernisation; ESOS Systems and Support, International Engagement Branch, International Division, DE
s 22	s 22, Systems, Strategy Branch, International Division, DE
s 22	s 22, Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE
Invited Guests	
s 47F	Director, Cobalt Consulting Services
Secretariat	
s 22	s 22, PRISMS Modernisation, International Engagement Branch, International Division, DE

Provider Registrations and International Student Management System (PRISMS) Modernisation Project Board meeting minutes

Apologies

Name	Role Representation
s 22	s 22 , International Division, DE and Senior Responsible Officer for the PRISMS Modernisation project (Co-Chair)
s 22	s 22 , Digital Solutions Division,
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE

Agenda Item 1: Acknowledgement of Country, apologies and opening remarks

The Chair opened the meeting, thanked Board members and observers for their participation and made the Acknowledgement of Country.

The Board **noted** the:

- Acknowledgement of Country.
- apologies received from s 22 and s 47F . s 22 attended as proxy DEWR co-Chair for s 22 and s 22 as proxy for s 22 .
- attendance of s 47F , Director Cobal Consulting, guest presenter for agenda item 3.1. Health Check 3: Project Assurance Report - January 2024.
- meeting conflict for s 22 and agreement to move forward agenda 5.1 PRISMS Modernisation and Project Next Steps 5.2 Revised Project Schedule and artefacts to ensure quorum for purpose of decision.
- out-of-session circulation of PRISMS Modernisation Project Status Report (PSR) November 2023 and inclusion of December 2023 and January 2024 PSRs in the meeting pack.
- acknowledgment of s 22 outstanding contribution to the project since its inception in the capacity of business project manager and well wishes for s 22 new role, s 22 s 22 , Technology Services Division, DEWR.
- collaborative effort of the DEWR and DE project teams over the December 2023 to February 2024 period to complete the re-baselining of the project to reset and remediate the project back to green status.

Agenda Item 5.0 PRISMS Modernisation Project Next Steps

5.1 PRISMS Modernisation Project Next Steps

The Chair introduced the item and invited s 22 to lead the discussion. The PRISMS Modernisation Project re-baselining deep dive presentation is at <u>Attachment A</u> and <u>B</u> to these minutes for information.

The Board **noted** the:

- Project and Investment Committee (PIC) approval at the 6 December 2023 meeting for the project extension to 31 December 2024 from 30 June 2024; movement of unspent capital funds of $2,500,000 funds to 2024/2025 FY. The PIC also noted the request for $610,000 additional operational funds to sustain DE business operational activities will be subject to an external pressure bid.
- well received second PRISMS Modernisation project deep dive at the 29 February 2024 PIC meeting.
- project re-baselining activities in Altus were completed at the end of February 2024.
- project status remains 'troubled' due to project underspend until approval of Movement of Funds (MoF) request by the Department of Finance, expected after June 2023.
- Go-To-Green Plan to June 2024 identifies the mitigation strategy for the project status as the MoF process. PIC is aware of the mechanical reason for this status, all other elements are remediated to green.

- revised major project milestones:

  o **29 May 2024:** Open staging release, allowing access the production testing environment.
  o **31 May 2024**: Completion of the Cyber Risk Assessment pilot.
  o **9 August 2024:** Assessment of project readiness and Go/No-Go decision for first production release.
  o **25 October 2024:** 1st production release, allowing providers to access and use PRISMS APIs.
  o **24 December 2024:** Project end**.**

- DE Business focus upon stakeholder engagement and communication:

  o The project is updating the PRISMS Modernisation Project Stakeholder and Engagement Communications Plan and Schedule, to be provided to the Project Board next meeting.
  o The PRISMS Modernisation Project Cyber Risk Assessment pilot has commenced on **20 March 2024.**
  o identify integrity forward timeframes, minimum viable operational plans with DEWR to finalise the ongoing support model by **May 2024** to progress work on the long-term sustainment model.

5.2 Revised PRISMS Modernisation Project Schedule and artefacts

s 22   introduced the item and revised project artefacts for approval which were taken as read:

- PRISMS Modernisation Project Management plan v1.3 at Attachment A
- revised PRISMS Modernisation Project Schedule 2.0 at Attachment B; and the
- PRISMS Modernisation Project Technical Delivery Plan v0.6 at Attachment C.

The Board **noted** the:

- revision of project timeframes and alignment across the three artefacts to retain NPP scope and reflect the extended project timeframes to ensure greater degree of delivery confidence and benefits realisation.
- revised Project Assurance Plan, Risk Management Plan and Risk Register in RiskNet to be tabled at the 16 April 2024 Board meeting, concluding the project re-baselining activity [A051, DC18 and DC19].
- revised documentation was guided by the third external project assurance report recommendations.
- risk to project delivery for activities sitting outside the core delivery team such as the APIM portal, enterprise security, ServiceNow and cybersecurity teams.
- effective management of these risks, dependencies and sensitivities by the Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR.

Action Item 62: Secretariat to include Stakeholder Engagement and Communication updates as a standing order of business within Board meeting agendas until the close of the project.

The Board **approved** the:

- PRISMS Modernisation Project Management Plan v1.3
- PRISMS Modernisation Project schedule 2.0
- PRISMS Modernisation Project Technical Delivery Plan v0.6

Agenda Item 2.0: Previous meeting minutes, Action Item and Decision Register

The Chair introduced agenda items 2.1 *Previous meeting minutes* and 2.2-*Actions and Decisions Register update* which were taken as read following out-of-session circulation on 5 January 2023. The PRISMS Modernisation Project Actions and Decisions Register may be found here.

The Board meeting scheduled for 14 December 2023 was cancelled.

The Board **endorsed** the:

- 23 November 2023 minutes as a true and accurate record of the previous meeting
- closure of action **A051** Update project documentation to formalise scope and rebaselined schedule.

The Board **noted**:

- the completion of project documentation revisions which reflect the rebaselined milestone deliverables, PIC change request approvals, and technical delivery schedule in accordance with the NPP scope.
- to sustain business additional funds to be sought via pressure bid. [A051, DC18 and DC19 refers]
- the revisions to the project Risk Register in RiskNet, PRISMS Modernisation Risk Management Plan and Assurance Plan were currently underway for approval at the 16 April 2024 Board meeting.

Agenda Item 3.0 PRISMS Modernisation Project Reporting

Agenda Item 3.1 Health Check 3: Project Assurance Report – January 2024

The Chair introduced the item and invited s 47F   and s 22   to present the three project assurance findings and four recommendations outlined within the third project assurance report conducted in October 2023. The PRISMS Modernisation Project Health Check 3 project assurance report provided at Attachment A was taken as read.

s 47F   introduced the purpose of the third project assurance activity, October 2023 delivery timeframe and presented the report findings, recommendations and next steps.

The Board **endorsed** Health Check 3 – Project Assurance Report (January 2024) f s   progression to the PIC.

The Board **noted** the:

- focus of the third external project assurance review to track the progress of the project against its budget, scope and delivery schedule.
- assurance health check report was not tabled at the November 2023 meeting to focus Board attention upon the project re-baselining activity and decision.
- three key areas for improvement related to budget management and forecasting processes to improve the accuracy and completeness of project status reports (PSRs) and improving the accountability and monitoring of remedial actions within Go-to-Green Plans.
- four project health check recommendations:
    1. The project team should improve its oversight and management of the project.
    2. DE and DEWR should consider developing consolidated and standardised project status reporting for the Project Board to address the current disjointed approach to status reporting.
    3. The project team should prepare a Project Change Request to re-baseline the project. This activity should include consideration of the project's budget, schedule and scope.
    4. The project team should improve compliance with project exception reporting requirements.
- completion of management actions for the four recommendations.
- Board will be provided greater clarity on the progress of the Go-to-Green plan return responsibilities and accountabilities as project is remediated from troubled red status to green.
- two root causes contributing to the findings arose from the Machinery of Government (MoG) changes where former department became two distinct departments (DE and DEWR) responsible for delivering the project across two distinct project management frameworks and financial systems (Altus and TMI) creating an additional layer of complexity, impacting the project's operating model and technical

infrastructure environment, in addition to loss of core project knowledge and timeframes to re-resource the business and technical teams.

- acknowledgement of the valuable work undertaken by Cobalt Consulting.

PRISMS Modernisation Project Status Reports – November 2023, December 2023 and January 2024.

The Chair introduced agenda items 3.2 to 3.4: *PRISMS Modernisation Project Status Reports: November 2023, December 2023 and January 2024* which were taken as read. No items were raised for further discussion.

The Board **noted**:

- the out-of-session circulation of the November 2023 PRISMS Modernisation Project Status Report (PSR) and inclusion of December 2023 and January 2024 PSRs in the meeting pack.
- Recommendation 2 of the project assurance report to address untimely and disjointed approach to status reporting.

Agenda Item 4.0: Project and Investment Committee Update

Agenda Item 4.1 PRISMS Modernisation Project Change Request outcome

The Chair introduced the item and invited s 22 to lead the PIC update discussion.

The Board **noted** the 29 February 2024 PIC meeting update regarding the:
- CHG-2324-01049 November 2023 - Re-baselining Decision Project Change Request and the higher degree of confidence for successful project implementation following the PRISMS Modernisation project re-baselining activity and second deep dive presentation.
- project management change approvals (project extension to 24 December 2024, movement of CapEx funds to 2024/2025 FY, pressure bid to sustain business activity).
- impact of further project slip upon other interrelated PRISMS projects.
- consensus and comfort that the:
  o mechanical movement of capital funds will return the project to green status
  o Beta testing is providing a real-life scenario despite concerns production release may occur without the realisation of optional testing.

Agenda Item 6.0 Annual Board Performance Review

Agenda Item 6.1 PRISMS Modernisation Project Board Annual Functional Performance Assessment

The Chair introduced the item and lead the discussion for the 2023 functional Board performance assessment, areas for performance improvement (Board and Secretariat) and approach for the annual Project Board Terms of Reference review.

- The PRISMS Modernisation Project Board Terms of Reference (ToR) sets out the Project Board authority and responsibilities, functions, composition and tenure, reporting, administrative arrangements and review processes. The ToR stipulates an annual review and an assessment of the Board's functional performance against its key responsibilities must be undertaken.
- The annual review of Board performance and ToR has not been undertaken since its inception. There are no clearly defined processes for Board Membership and Observer nominations and tenure, minimum annual meeting attendance and the number of meetings that proxies may attend on their behalf.
It is unclear if a meeting quorum is met in the case where both co-Chairs are absent and two Board members are represented by proxies (as per the 08_2023 26 June 2023 and 12_2024 5 March 2024 meetings).

- Onboarding and offboarding process are not articulated within the ToR, s 22 as been attending in the capacity of s 22 proxy since the formation of the Board.
- The PRISMS Modernisation Project Board annual functional performance assessment survey was circulated out-of-session on 21 February 2024 to inform the March meeting discussion. Responses were received from s 22 for s 22 for s 22 nd s 22 Following the meeting responses were received from s 22 .

The Board **noted** the:

- PRISMS Modernisation Project Terms of Reference v2.0 at <u>Attachment A</u>.
- PRISMS Modernisation Project Board Annual Performance Assessment survey at <u>Attachment B</u>.
- PRISMS Modernisation Project Board 2022-2023 meeting Attendance Register summary at <u>Attachment C</u>.
- Project and Investment Committee Terms of Reference at <u>Attachment D</u>.
- consensus for the Project Board to continue in its current form to provide strategic direction, leadership and guidance, managing by exception to ensure the successful delivery of the project in addition to assisting the responsible Senior Responsible Officer (SRO) to uphold their obligations and accountabilities.
- purpose of the ToR to outline the Board's authority and responsibilities, functions, composition and tenure, reporting, administrative arrangements and review processes to be undertaken annually.
- areas to be strengthened within the ToR.
- Updated Project Board ToR v3.0 and 2023 Project Board performance assessment report findings to be progressed to the PIC and Project Office for information.

Agenda Item 7.0: Other Business

Agenda Item 7.1 Forward PRISMS Project Board Work Calendar and 7.2 16 April 2024 meeting agenda

The Chair introduced the items and sought feedback for the proposed Forward Work Calendar and draft 16 April 2024 meeting agenda.

- The forward Board Work calendar is strategic business tool to ensure appropriate oversight of project deliverables and realisation of benefits within agreed NPP scope, timeframes and budget. It aligns the focus of each meeting to the project and technical delivery schedules to inform Board decisions.
- Meeting agendas to be drafted in accordance with the forward work calendar for out-of-session circulation to IT and Business team directors. Following approval, the draft agenda will be tabled as a standard order of business for Board final approval to enable timely call for papers for the next meeting, maximising available time for drafting, clearance, quality assurance processes.

The Board **approved** the:
- adoption of the Forward work calendar and streamlined approach to finalise the next meeting agenda.
- 16 April 2024 meeting agenda subject to strengthening external stakeholder engagement activity focus.

Agenda Item 8.0 Closing Remarks

The Chair thanked meeting attendees for their participation and guidance for the project re-baselining program of work. The next meeting has been scheduled for 11:00am Tuesday, 21 May 2024 via MS Teams.

Attachments

| Attachment A: | PRISMS Modernisation Project deep dive re-baselining presentation (PIC Committee). |
| Attachment B | Revised PRISMS Modernisation Project Milestones |

Australian Government
Department of Education

PRISMS Modernisation Project Board minutes

Date: Tuesday, 16 April 2024   Virtual meeting: MS Teams

ENDORSED Meeting Minutes

Attendees:

Members	Responsibility
s 22	s 22 International Division, Department of Education (DE) and Senior Responsible Officer (Chair)
s 22	s 22 , DE (proxy for s 22)
s 22	s 22 , Careers and International Skills Division, Department of Employment and Workplace Relations (DEWR)
s 22	s 22 , Funding and Data Collection Division, DE
s 22	s 22 , Data Platforms and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE (proxy for s 22
Observers	**Responsibility**
s 22	s 22 , Migrant Skills Assessment, DEWR
s 22	s 22 Strategy Branch, International Division, DE
s 22	s 22 , Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 Systems, Strategy Branch, International Division, DE
s 22	s 22 , Systems, Strategy Branch, International Division
s 22	s 22 , Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE
Secretariat	
s 22	s 22 , Systems, Strategy Branch, International Division, DE

Apologies

Name	Role Representation
s 22	s 22 , DE
s 22	s 22 , Digital Solutions Divisions, DEWR (retired DEWR co-Chair and Board member as at 12 April 2024)
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE

Agenda Item 1.0: Acknowledgement of Country, apologies & opening remarks

The Chair opened the meeting, thanked Board members and observers for their attendance and participation and performed the Acknowledgement of Country.

The Board:

- **noted** the Acknowledgement of Country
- **noted** the tabled apologies received for s 22   and s 22   , and attendance of their representatives s 22   and s 22   in the capacity of proxy Board members.
- **noted** the notice of resignation advice received from s 22   and contributions made to the project.
- **noted** the acknowledgement and appreciation for s 22   chairing the 5 March 2024 Board meeting.
- **endorsed** the nomination of s 22   , Senior Supplier for the PRISMS Modernisation project to replace s 22   , in the capacity of new Board member and Digital Solutions Division, DEWR representative.

Decision 18: The Board endorsed the nomination of s 22   to replace s 22   as PRISMS Modernisation Project Board member, Digital Solutions Division, DEWR representative.

Agenda Item 2.0 Previous meeting minutes, actions and decisions register

The Chair introduced agenda Items 2.1 Previous meeting minutes and 2.2 Actions and Decisions Register update which were taken as read following out-of-session circulation on 4 April 2024. The PRISMS Modernisation Project Actions and Decisions Register may be sourced [here].

The Board:

- **endorsed** draft 5 March 2024 minutes as a true and accurate record of the previous meeting.
- **endorsed** closure of action **A062** *Secretariat to include Stakeholder Engagement and Communication updates as a standing order of business within Board meeting agendas until the close of the project.*
- **noted** the adoption of a Stakeholder and Engagement update as a standing order of business to ensure a clear line of sight of project challenges and risks relating to stakeholder engagement activities.

Agenda Item 2.3 PRISMS Project Risk Management Review

The Chair introduced the item and invited s 22   to lead the discussion. In line with the project re-baselining activity, a review of the project's risk management was undertaken and PRISMS Modernisation Project Risk Plan v1.0 updated to identify the new emerging medium to high rated risks and their proposed treatments.

The Board **noted** the:

- DE project business team tracks and manages any changing circumstances for the project risks and will continue to proactively report changes and new emerging risks to the project Board.
- identified risks have strong treatments that rely upon strong communication and liaison between the DEWR Technical team, DE Finance and Legal teams.

- PRISMS Modernisation Project Risk Management Plan 2.0 had been revised in line with the re-baselined PRISMS Modernisation Project Management Plan v1.3 and updated with three new emerging moderate risks:
  - **Risk R020226** *The API model may present regulatory risks with data integrity*
  - **Risk R029503** *Education providers and software vendors uptake of cybersecurity assessments Right-Fit-For-Risk (RFFR) is low and support for the new functionality is currently a gap.*
  - **Risk R033708 API** *Functionality is released to production with insufficient testing from the sector.*
- elevated risk rating from moderate to high for **Risk R020318 -** *Unavailability of business resources during decision, design, and delivery phases (Program Increments and sprints post June 2024)* to be closely managed via internal pressure bid to sustain business activities for the duration of the project extension.
- ongoing review of legal and regulatory elements in terms of API data integrity and interactions with providers and vendors.
- RFFR cybersecurity assessments may slow down the sector's adoption of Application Programming Interface (API) functionality.
- Open staging environment release has been scheduled several months before the final production release to enable any issues arising from testing with the sector to be resolved.
- next risk management review for the project to be undertaken in June 2024.

The Board:
- **discussed** the newly identified high and medium risks in the Project Risk Plan v2.0.
- **approved** the risk treatments for the three newly identified risks following the project re-baselining.
- **noted** the 'high risk' rating for **Risk R020318 -** Unavailability of business resource to sustain business activities.
- **endorsed** the revised PRISMS Modernisation Project Risk Plan v2.0.

Action Item 63: PRISMS Modernisation Risk Plan v2.0 to be updated with additional risk and treatments for the Movement of Funds (MoF) request which may not be approved by the Department of Finance and DE electing not to cover the capital expenditure required to sustain the project beyond the 2023/2024 FY.

Action Item 64: s 22 of PRISMS Modernisation Project Business team to provide options regarding the source funding to sustain the DE Business team activity until end of 2024 to mitigate **Risk R020318**.

Agenda Item 2.4 PRISMS Modernisation Project Assurance Plan v2.0

The Chair introduced the item and invited s 22 to lead the discussion. In line with the project re-baselining activity, the PRISMS Modernisation Project Assurance Plan has been reviewed [A051] and updated with an additional project assurance activity (post Beta review) and the internal project management health checks to be undertaken by DE Project Office.

The Board **noted** the:
- PRISMS Modernisation Project Assurance Plan v2.0 had been revised in line with the re-baselined PRISMS Modernisation Project Management Plan v1.3 to reflect the modified activities and extended timeframe.
- completion of three of five external project assurance health checks by Cobalt Consulting to date.
- next project assurance health check assessment was currently underway to evaluate the Beta staging release to identify the lessons learnt to inform future release activities.
- final health check will examine benefits realisation of the project in November 2024.
- inclusion of the Project Office's internal assurance role to undertake project management health checks.
- value of tracking the realisation of emerging benefits and overall project benefits realisation success.

Action Item 65: DE Business team to develop a Benefits Realisation plan to track emerging and overall project benefits realisation success for the PRISMS Modernisation Project.

The Board:

- **discussed** the PRISMS Modernisation Project Assurance Plan v2.0 activities scope, its effectiveness and progress against original timeframes.
- **endorsed** the activities already completed and the changed timeframes aligning the Project Assurance Plan v2.0 with the re-baselined PRISMS Modernisation Project Plan v1.3.

Agenda Item 3.0 PRISMS Modernisation Project Status Reporting

The Chair introduced the PRISMS Modernisation Project Status reports and the PRISMS Modernisation Project ICT Delivery status reports February and March 2024, which were taken as read. The status reports focus upon tracking the project against the budget, scope and delivery schedule.

The Board **noted** the:

- project continues to report 'troubled' due to the predicted $2.5 million capital underspend for 2023/24.
- Movement of Funds (MoF) request to be processed by the Department of Finance (DoF) early in the 2024/25 financial year will remediate the project back to green.
- importance of contingency planning to ensure the delivery of core functionality in the case where the MoF is not approved.
- modular approach taken for project delivery ensures a (minimal) deliverable project by 30 June 2024.
- technical delivery is now reporting 'on track' status following updates since the March ICT delivery report.
- progression of project assurance activities for post Beta release review with Cobalt Consulting.

Action Item 66: DE Business and Technical teams to undertaken contingency planning for the possible delivery of the PRISMS Modernisation project (CoE Create API functionality) in the case where the Capital MoF is not approved by the Department of Finance and DE elect not to sustain the project.

Agenda Item 3.5 Progress to Open Staging release update

The Chair introduced the item and invited s 22 to provide a verbal update regarding the progress towards the Open Beta Staging release scheduled for 29 May 2024.

The Board **noted** the:

- deployment of the enhancements for CoE Create and Department of Home Affairs messaging scheduled for 29 March 2024 had moved to 8 May 2024.
- collaborative work being undertaken to progress the sector's engagement with the RFFR webinars and cybersecurity accreditation process.
- establishment of the technical vendor data provisioning process to follow RFFR accreditation to enable access to the Open Beta Staging environment.
- progress made to date to achieve the 29 May 2024 Open Staging release milestone.

Agenda Item 4.1 Stakeholder Engagement update

The Chair introduced the item and noted the request at the March Board meeting to adopt a stakeholder and engagement update as a standing order of business until the close of the project to provide greater awareness of stakeholder and engagement activities. s 22 was invited to lead the discussion.

The Board **noted** the:

- engagement with the sector had been reduced in recent months during the project re-baselining activity and focus upon the private Beta testing environment.
- vital re-engagement with sector to ensure the initial uptake of the APIs once launched.
- well attended RRFR cybersecurity webinars conducted in March and April and the submitted cybersecurity accreditation assessments currently underway.

Agenda Item 4.2 Stakeholder Engagement & Communication Strategy Plan

The Chair introduced the item and invited s 22 to lead the discussion. As part of the re-baselining activity and revision of project documentation [A051] the PRISMS Modernisation Project Stakeholder Engagement and Communication Plan has been significantly updated with a future focus to maximise project benefits realisation.

The Board **noted** the:
- re-baselining of the project and revised project timeline required reconsideration of the previous stakeholder and engagement activities
- PRISMS Modernisation project was moving towards the open Beta staging release where vendors and providers could begin creating and testing their APIs for the 25 October 2024 public production release.
- need to increase sector engagement with the proposed stakeholder engagement campaigns and post release activities.
- DE business team will conduct the engagement activities identified in the plan and report on their outcomes and realisation of benefits at each Board meeting [A062 refers].

The Board **endorsed** the PRISMS Modernisation Project Stakeholder Engagement and Communication Strategy and Plan (April 2024).

Agenda Item 4.3 Vendor Reference Group Onboarding update

The Chair introduced the item and invited s 22 to provide a progress update for the onboarding activities underway with StudyLink, the vendor selected from the Vendor Reference Group (VRG) to access the private Beta data testing environment.

The Board **noted**:
- StudyLink had successfully conducted technical proof of concept on security and API activities provided valuable advice on initial technical documentation.
- technical documentation validation will commence in May 2024 and will provide VRG members with access to the technical documentation to confirm it is fit for purpose. This activity will be completed before the Open Beta Staging environment is made available to vendors.

Agenda Item 4.4 Right-Fit-For-Risk accreditation pilot update

The Chair introduced the item and invited s 22 provide a progress update for the RFFR cybersecurity accreditation pilot.
The Board **noted**:
- 65 organisations (20 software vendors and 45 education providers) attendance at the RFFR cybersecurity accreditation questionnaire webinars:
- benefit of RFFR pilot maximised by the sample size in the case where participants can not complete the questionnaire by the end of May 2024.
- five responses to cybersecurity questionnaire received from VRG members, s 47E(d)

- the collaborative working relationship across DE Business and DEWR ICT teams to progress the cybersecurity accreditation assessments to inform the department's cybersecurity posture for software vendors and education providers' interaction with PRISMS.
- the next step to define business actions following the completion of the assessments.

Agenda Item 5.0 2023 Board Functional Performance Review

The Chair invited s 22 to provide an update on the PRISMS Modernisation Project Board functional performance assessment and associated Terms of Reference (ToR) revision.

The Board **noted** the:

- Project Board Terms of Reference revisions clarify membership conditions such as nominations, proxy representation, quorum parameters and satisfactory meeting attendance expectations.
- a consolidated 2023 Board performance assessment report and revised ToR to be progressed to the PIC and Project Office in accordance with project assurance reporting best practice.
- 2023 PRISMS Modernisation Project Board functional performance review outcomes.

Agenda Item 6.0 Other Business

Agenda Item 6.1 PRISMS Modernisation Project Board Forward Work Calendar
This item was not considered at the meeting.

Agenda Item 6.2 Draft 21 May 2024 PRISMS Modernisation Project Board meeting agenda
This item was not considered at the meeting.

Agenda Item 7.0 Closing Remarks

The Chair thanked meeting attendees for their participation and guidance for the project contingency program of work. The next meeting has been scheduled for 11:00am Tuesday, 21 May 2024 via MS Teams.

Attachments

Attachment A:	16 April 2024 Board meeting slide deck for agenda items 2.3 2.4 4.3 and 4.4 updates.

PRISMS Modernisation Project Board minutes

Date: Tuesday, 21 May 2024   Virtual meeting: MS Teams

ENDORSED Meeting Minutes

Attendees:

Members	Responsibility
s 22	s 22 International Division, Department of Education (DE) and Senior Responsible Officer (Chair)
s 22	s 22 , DE
s 22	s 22 Funding and Data Collection Branch, Funding and Data Collection Division DE (proxy for s 22)
s 22	s 22 , Data Platforms and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 TCSI Optimisation, Higher Education Data Strategy Branch, Research Division, DE (proxy for s 22)
Observers	**Responsibility**
s 22	s 22 Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 Systems, Strategy Branch, International Division, DE
s 22	s 22 , Systems, Strategy Branch, International Division, DE
s 22	s 22 , Systems, Strategy Branch, International Division, DE
s 22	s 22 , Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE
Secretariat	
s 22	s 22 , Systems, Strategy Branch, International Division, DE

Apologies

Name	Role Representation
s 22	s 22 , Careers and International Skills Division, Department of Employment and Workplace Relations (DEWR)
s 22	s 22 , Funding and Data Collection Division, DE

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Name	Role Representation
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE
s 22	s 22 Migrant Skills Assessment, DEWR
s 22	s 22 , Strategy Branch, International Division, DE

Agenda Item 1.0: Acknowledgement of Country, apologies & opening remarks

The Chair opened the meeting, thanked Board members and observers for their attendance and participation and made the Acknowledgement of Country.

The Board **noted** the:
- Acknowledgement of Country.
- apologies tabled for s 22
- attendance of s 22   in the capacity of proxy representatives for s 22

Agenda Item 2.0 Previous meeting minutes, actions, decisions and project status reporting

The Chair introduced the following items to be taken as read and issues to be discussed by exception:
- Agenda Item 2.1 Previous meeting minutes – 16 April 2024
- Agenda item 2.2 Actions and Decisions register updates
- Agenda item 2.3 PRISMS Modernisation Project Status Report – April 2024
- Agenda item 2.4 PRISMS Modernisation Project ICT Delivery Status Report – April 2024

The PRISMS Modernisation Project Actions and Decisions Register may be sourced here.

The Board **endorsed** the:
- draft 16 April 2024 minutes as a true and accurate record of the previous meeting.
- closure of action items:
  - **A063** *PRISMS Modernisation Risk Plan v2.0 to be updated with additional risk and treatments for the Movement of Funds (MoF) request.*
  - **A064** *Director of PRISMS Modernisation Project Business team to present options regarding the source funding to sustain the Business team activity until end of 2024 to mitigate* **Risk R020318.**
  - **A066** *DE Business and DEWR Technical teams to undertake contingency planning for the possible 30 June 2024 delivery of the PRISMS Modernisation project (CoE Create API functionality).*

The Board **noted** the:
- confirmation of funding from DE International Division to sustain the PRISMS Modernisation business team until end December 2024 [**AO64**].
- ongoing progress for **A065** PRISMS Modernisation Project Benefits Realisation Plan for discussion at the 2 July 2024 Board meeting.
- decision register update **DC18**, endorsement of s 22   nomination as incoming Board member to replace s 22   in the capacity of Senior Supplier and Digital Services Division, DEWR representative.
- PRISMS Modernisation Project Status Report – April 2024.
- PRISMS Modernisation Project ICT Delivery Report – April 2024.

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- project continues to report 'troubled' due to capital underspend but is expected to return to amber in the May status report.
- PRISMS Modernisation Project Health Check – Post Beta Staging release review and recommendations project assurance report would be considered at the next Board meeting.

Agenda Item 3.1 Right-Fit-For-Risk Pilot update

The Chair introduced the item and invited s 22 to lead the discussion for the progress of the Right-Fit-For-Risk Pilot.

The Board **noted** the:
- Progress made in the PRISMS Modernisation Right-Fit-For-Risk (RFFR) pilot.
- the 16 cybersecurity assessment submissions received, with an additional 8 software vendors requesting an extension to complete their cybersecurity questionnaires following targeted engagement.
- completion of ten assessment submissions with s 47E(d)
- risk mitigations to manage the smaller than expected RFFR Pilot cybersecurity sample size (24 submissions from 60 participants), to understand and calibrate sector risks and reduce regulatory burden.
- s 47E(d)   .
- conclusion of the RFFR Pilot at the end of May 2024, with its outcomes and next steps for the management of sector risks to be presented at the July 2024 Board meeting.

Action Item A067 Discuss the Right-Fit-For-Risk Pilot findings, recommendations and next steps at the July 2024 Board meeting.

Action Item A068 s 47E(d)

Agenda Item 3.2 Progress to Open Beta release update

The Chair introduced the item and invited s 22 to lead the discussion about the progress made towards the Open Beta release.

The Board **noted** the
- completion of the Private Beta release, with StudyLink successfully completing all deliverables such as technical proof of concept, initial cybersecurity requirements and offboarding processes.
- business team's work on the onboarding requirements for the Open Beta, including how the RFFR pilot results will assist this process. s 47E(d)
                                                                                                     .
- ongoing work on technical elements to deploy the Open Beta on 29 May 2024. This release is closer to the production solution for vendors who have completed their RFFR cybersecurity accreditation.
- engagement of a DE stakeholder engagement manager to engage with the sector to finalise the approaches for Open Beta and Production releases.

Agenda Item 4.1 PRISMS Modernisation Project Contingency Planning

The Chair introduced the background and intent of the project contingency planning arising from capital funding uncertainty and invited s 22 to discuss the options and arising scenarios, associated risks and measures for reduced project delivery (CoE Create API functionality) in the case where capital funds are temporarily or permanently unavailable from 1 July 2024 [as A066 refers].

The Board **discussed** the:
- two key decisions that could impact financial position and project delivery from 1 July 2024:
  - funding availability from 1 July 2024 until the Movement of Funds (MoF) decision is made.

- o funding availability after the MoF decision is made in August 2024 (expected date).
- potential decision matrix of financial decision and impacts:

	MOF approved	MOF not approved
DE funds the project from 1 July until MOF decision	Project continues as normal.	Project ends early.
DE does not fund the project from 1 July until MOF decision	Project pause and potential re-scoping (highest risk).	Project terminates 30 June 2024.

- technical and business contingencies, risks and actions to deliver the project within the uncertain funding scenarios.
- project deliverables and decisions to be brought forward, including enterprise decisions for cybersecurity assessments, business as usual (BAU) support and funding, should capital funding become unavailable from 1 July 2024.
- undesired impacts of pausing the project, loss of momentum and technical resourcing.
- management of project documentation.

The Board noted the:
- no funding decision scenario from 1 July 2024 until MoF approval represents the highest project risk.
- approaches to manage project deliverables, risks and financial uncertainty in accordance with the decision matrix.
- ICT Technical Delivery contingency planning and revised ICT milestones in the case where the project pauses or ceases will ensure delivery of a minimum viable product allowing creation of CoEs.
- comparative support model timelines to enable production at EOFY 2023-2024 and December 2024.
- advice from s 22 , DEWR Senior Supplier and s 22 , DE s 22 not to pause the project to maintain momentum, technical and business resourcing and undesired outcome that DEWR would not have capacity to resume the paused project until early 2025.
- historical treatment of projects awaiting MoF approvals.
- ongoing discussions between the DE s 22 and DE s 22 to determine approaches to sustain and prioritise DE projects awaiting MoF decisions, including confirmation that the project will be supported until the MoF decision is made.

Action Item A069: DE s 22 to update the Board of the progress of the project's capital MoF application.

Action Item A070: DE s 22 to seek the s 22 approval for a Letter of Authority between agencies to authorise DEWR to continue the project build.

Decision DC19 The PRISMS Modernisation Project to continue beyond 30 June 2024 with interim DE funding for project capital expenditure until the MoF is approved to prevent the loss of momentum and technical resources.

Agenda Item 5.0 Other Business

Agenda Item 6.1 PRISMS Modernisation Project Board Forward Work Calendar
This item was not considered at the meeting and was taken as read.

Agenda Item 6.2 Draft 2 July 2024 PRISMS Modernisation Project Board meeting agenda
This Chair advised members that the meeting had been rescheduled from June to July 2024. No feedback was tabled for action for the proposed meeting agenda.

Agenda Item 6.0 Closing Remarks

The Chair thanked meeting attendees for their participation and guidance for the project contingency program of work. The next meeting has been scheduled for 3:00pm Tuesday, 2 July 2024 via MS Teams.

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Australian Government
Department of Education

PRISMS Modernisation Project Board minutes

Date: 28 August 2024   Virtual meeting: MsTeams

Meeting Minutes

Attendees:

Members	Responsibility
s 22	s 22 , International Division, Department of Education (DE) and Senior Responsible Officer (Chair)
s 22	s 22 , DE
s 22	s 22 , Careers and International Skills Division, Department of Employment and Workplace Relations (DEWR)
s 22	s 22 , Funding and Data Collection Division, DE
s 22	s 22 , Data Platforms and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 , TCSI Optimisation, Higher Education Data Strategy Branch, Research Division, DE [proxy representative for s 22
Observers	**Responsibility**
s 22	s 22 , Migrant Skills Assessment, DEWR
s 22	s 22 , Quality Branch, International Division, DE
s 22	s 22 , Maturity Uplift and International Systems, Data Applications and Education Systems Branch, Digital Solutions Division, DEWR
s 22	s 22 Systems, Strategy Branch, International Division, DE
s 22	s 22 PRISMS Modernisation Project Stakeholder and Engagement s 22 , Systems, Quality Branch, International Division, DE
s 22	s 22 , Systems, Quality Branch, International Division, DE
s 22	s 22 , Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE

Invited Guests	
s 47F	s 47F Cobalt Consulting
s 47F	Director, Cobalt Consulting
Secretariat	
s 22	s 22 , Systems, Quality Branch, International Division, DE

Apologies

Name	Role Representation
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE
s 22	s 22 Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE

Agenda Item 1.0: Acknowledgement of Country, apologies & opening remarks

The Chair opened the meeting, thanked Board members and observers for their attendance and performed the Acknowledgement of Country.

The Chair sought agreement to discuss items 2.1 to 2.6 by exception and introduced the primary focus of the meeting:
- the fourth external project assurance health check – Post Beta staging release review findings, recommendations and status of management outcomes
- Right Fit For Risk (RFFR) cybersecurity pilot outcomes and future project position
- Open Beta release and communication strategy update; and
- Long term sustainment support model update.

The Board:
- **noted** the Acknowledgement of Country.
- **noted** the tabled apologies for s 22
- **discussed** the meeting focus areas and approach to ensure procedural efficiency.

Agenda Item 2.1: Actions and Decisions Register

The Chair introduced the item and invited s 22 to provide an update for the ongoing actions within the PRISMS Modernisation Project Actions and Decisions Register.

The Board **noted** the updates for actions:
- **A065** Project Business team is finalising the PRISMS Modernisation Project Benefits Management and Realisation Plan v2.0 to track emerging and overall project benefits realisation success for discussion the next meeting.
- **A067** the Right-Fit-For-Risk Pilot findings, recommendations and next steps would be discussed at agenda Item 4.1 to inform the production communication strategy and cybersecurity framework and to onboard medium to high-risk software vendors and education providers

- **A069** The project's Movement of Funds (MoF) capital expenditure (CapEx) request was part of departments application submitted to Department of Finance in early August 2024.

The Board:
- **noted** the ongoing action item [A065, A067 and A069] updates.
- **endorsed** the closure of action items [A068 and A070].

Agenda Item 2.2 to 2.4 PRISMS Modernisation Project Status Reporting

The PRISMS Modernisation Project Status reports and the PRISMS Modernisation Project ICT Delivery status reports, which were taken as read. The status reports focus upon tracking the project against the budget, scope and delivery schedule and the Board did not raise any items by exception for discussion.

- PRISMS Modernisation Project Status Report (June 2024).
- PRISMS Modernisation Project Status Report (July 2024).
- PRISMS Modernisation Project ICT Technical Delivery Report (June to 16 July 2024).

On 15 June 2024, the PRISMS Modernisation Project Status Report (May 2024) and ICT Technical Delivery Report (May 2024 to 21 June 2024) were circulated out of session with the draft 21 May 2024 minutes on 15 June 2024 due to the cancellation of the 27 June 2024 meeting. The minutes, actions A067 – A070 and DC19 and status reports were endorsed and noted following a minor amendment to A068.

The Board:
- **noted** the PRISMS Modernisation Project Status reports (June 2024 and July 2024).
- **noted** the ICT Technical Delivery Status report (June to 16 July 2024).

Agenda Item 3.1 PRISMS Modernisation Project Health Check – Post Beta staging release review and recommendations

The Chair introduced the item and thanked s 47F and s 47F for their work on the fourth external project assurance health check and invited them to lead the discussion.

The objective of the project health check was to evaluate the private Beta staging release to identify learnings to inform future project release planning activities and risk mitigations.

The health check:

- **assessed** the scope of the release including vendor onboarding processes
- **examined** the processes used by the project team to seek feedback, identify lessons learnt, respond to feedback and monitoring implementation of associated actions.

A detailed assessment against the scope elements, review findings, recommendations and management action plans were outlined within the PRISMS Modernisation Project Health Check 4 – Beta release review which was provided at Attachment A.

The Board **noted** the Beta release report included three findings and four related recommendations:

- **Finding One: The Beta release did not achieve all its stated objectives**
  Recommendation 1: Ensure project Senior Responsible officer (SRO) and Project Board have visibility of any material deviations to the open Beta Implementation Plan and proactively identify and manage associated risks,
- **Finding Two: Opportunities to improve the scalability of vendor support arrangements**
  Recommendation 2: Complete a stocktake of all non-technical feedback provided by StudyLink and ensure appropriate actions are taken for each issue and document their outcomes.

Recommendation 3: To improve the scalability of vendor support arrangements ahead of the open Beta release, establish an Issue Log to record and track remediation of non-technical issues; arrange APIM portal Q&As to supplement published information; evaluate and dedicate appropriate resourcing to support Service desk activities and stagger the onboarding of vendors to smooth resourcing effort.

- **Finding Three: Opportunities to improve communication with vendors**

  Recommendation 4: Enhance vendor engagement and communication activities for the open Beta release. Improve processes for acknowledgement of vendor feedback, communication of resolution timeframes; provide adequate notice and visibility of the release schedule and notification when new functionality is deployed within the release environment.

Three key areas for improvement were identified in the Beta release assessment, the:

- review did not achieve all of its stated objectives (Finding 1), specifically, the release was limited to StudyLink and did not allow other Vendor Reference Group (VRG) members to connect to the Application Programming Interfaces (APIs) to test their software to provide feedback as intended. Limiting the testing to a single software vendor may not represent the broader VRG cohort and be perceived that StudyLink was able to influence the solution to obtain a competitive advantage.
- scalability of vendor onboarding and support arrangements (finding 2); and
- communication and engagement with vendors (finding 3).

The Board **noted** the:
- development of the Production release Implementation Plan was ongoing.
- impact of the outstanding cybersecurity policy and framework decision upon project position and communication strategy for Open Beta and production releases.
- risk of insufficient time for software vendors and education providers to integrate and test the API functionality prior to go-live production release and ability to remediate identified issues and defects.
- impacts of delayed responses to stakeholder feedback and queries which may result in project delays, limited buy in, participation and reputational damage.
- stocktake of non-technical Beta release feedback provided by StudyLink underway to ensure appropriate response actions to address issues.
- value of documenting of Beta release activity outcomes.
- development of stakeholder communication strategy for open Beta and production releases.
- project benefits realisation focuses for the final project assurance review health check in November 2024.

The Board:
- **discussed** the findings and recommendations within the fourth project assurance report: Health Check 4 – Beta staging release review (17 June 2024).
- **endorsed** the fourth PRISMS Modernisation project assurance health check report findings, recommendations and next steps.

Action Item A071 *DE Business and technical teams to develop Production release implementation plan for SRO signoff.*

Action Item A072 *DE Business team to capture non-technical vendor feedback into a central issues log for the open Beta release.*

Action Item A073 *DE Business team to provide the open Beta Production release communication strategy for software vendors and education providers at the next Board meeting.*

Agenda Item 4.1 Right-Fit-For-Risk Pilot outcomes and next steps

The Chair introduced the item and invited s 22 and s 22 to lead the discussion.

The Board **noted** the:

- s 47E(d) .
- cybersecurity accreditation pilot was endorsed on 12 October 2023 meeting and funding was allocated for 40 assessments.
- DEWRs Digital Security & Operations Branch (DSOB) s 47E(d)

- Right Fit For Risk pilot commenced in November 2023 and concluded on 30 June 2024.
- DEWRs DSOB Branch provided a briefing to the s 22 in mid-July 2024.
- future efforts to be focused upon software vendor evaluations, in readiness for the scheduled Production release on 25 October 2024.
- s 47E(d)
  .
- s 47E(d) .
- need to consider funding for future cybersecurity evaluations.
- cybersecurity pilot assessment outcomes and lessons learnt to inform the next steps for the project.

Action A074 *Chief Information Officer to provide the Right Fit For Risk Pilot outcomes and future project position paper out-of-session before the next Board meeting.*

Agenda Item 5.1 Open Beta Release and Communication Strategy Update

The Chair introduced the item and invited s 22 to provide an open Beta release communication strategy update.

The Board **noted** the:

- endorsement of the Stakeholder and Engagement Communication Plan v2.0 at the April Board meeting and agreement to report progress and outcomes of engagement activities at subsequent meetings.
- public Beta staging environment release 5.0 launch occurred on 30 June 2024 to s 47E(d) to integrate and test their APIs for the public production environment release scheduled for 25 October 2024.
- project has received 28 cybersecurity accreditation submissions from 13 software vendors and 15 education providers, 26 assessments completed and 2 to be finalised.
- identification of 13 organisations to test their software with PRISMS APIs. s 47E(d) software vendors invited to join the Open Beta release have accepted and been onboarded. StudyLink, Meshed Group and Object Next are the most active software vendors in Open Beta release, at the development and/or integration stages.
- outstanding cybersecurity enterprise decision and accreditation framework may impact the available time for software vendors and education providers to test and interact with the API functionality prior to production and ability to respond to vendor feedback and queries to fully realise benefits.
- importance of developing acceptance criteria for cybersecurity for external parties to interact with Educations systems. The lack of an acceptance criteria has been reflected in the Risk register.
- Communication Strategy for Open Beta and production releases is dependent upon the outstanding cybersecurity enterprise decision, framework and adoption of an interim acceptance criteria to inform the communication strategy and engagement activities approach.

Agenda Item 6.1 Long Term PRISMS API sustainment support model update

The Chair introduced the item and invited s 22 to provide an update regarding the development of a long-term PRISMS API sustainment support model. The agreed Department of Education Business as Usual (BaU) Work Program 2024-2025 was provided at Attachment A.

The Board **noted** the:

- BaU work plan is overseen by the DE s 22 and reported monthly to the Education ICT Committee.
- BaU Budget is focused on development lifecycle support for systems, incorporating key maintenance activities that maintain system operations.
- DEWR BaU IT work program is agreed annually. It includes IT systems support and maintenance, cyber security support, uplift and IT strategic support, design and enterprise architecture.
- department advises the Department of Workplace and Employment Relations (DEWR) of the approved projects and authorised budget through a Letter of Authority (LoA) and approves the BaU Work Programme annually. Regular review points and updates are advised as required.
- department wrote to DEWR on 21 June 2024 to provide funding authority for the delivery of IT services for 2024-2025 capital projects, application support and maintenance and contributions towards DEWR's capital investment projects.
- PRISMs project will deliver a range of APIs to production from October 2024, technical support will be required as vendors onboard.
- DEWR PRISMs project team will provide a period of warranty support following the production release, until mid-December 2024. This support is part of the project deliverables and is subject to remaining/available funding. Warranty support includes prioritisation and remediation of critical issues.
- ongoing operating funding over the forward years to provide support to the PRISMs application outside of the overall BaU work program was costed at two APS6 support officers to manage the complex technical enquiries from the sector and to delivery extensive training. It is unclear whether this funding request was agreed. Separately, there was a reference to potentially funding this ongoing support costs as part of the broader review of the CRICOS cost recovery implementation statement in 2027.
- BaU Work program provisions for routine and essential support across all Education IT systems. There is no specified funding allocation for any particular system or application including PRISMS.
- s 47E(d), s 47C

Agenda Item 7.0 Closing Remarks

The Chair thanked meeting attendees for their participation and guidance. The next meeting has been scheduled for 24 September 2024 via MS Teams.

Since the meeting, the 24 September 2024 Board meeting was rescheduled to 29 October 2024.

Australian Government
Department of Education

PRISMS Modernisation Project Board minutes

Date: Tuesday 29 October 2024   Virtual meeting: MS Teams

Meeting Minutes

Attendees:

Members	Responsibility
s 22	s 22 , International Division, Department of Education (DE) and Senior Responsible Officer (Chair)
s 22	s 22 , DE
s 22	s 22 , Funding and Data Collection Division, DE
s 22	s 22 , Careers and International Skills Division, Department of Employment and Workplace Relations (DEWR)
s 22	s 22 , Higher Education Data Strategy Branch, Research Division, DE
s 22	s 22 , Digital Solution for Education, Digital Solutions Division, DEWR [proxy representative for s 22]
Observers	**Responsibility**
s 22	s 22 Trades Recognition Australia Careers, International, Defence and Assessments Division, DEWR
s 22	s 22 Partnerships Branch, International Division, DE
s 22	s 22 International Systems, Digital Solutions Education Branch, Digital Solutions Division, DEWR
s 22	s 22 Systems, Partnerships Branch, International Division, DE
s 22	s 22 , PRISMS Modernisation Project Stakeholder and Engagement Manager, Systems, Partnerships Branch, International Division, DE
s 22	s 22 , Digital Services and Project Office, Transforming Program Administration Schools and Universities Branch, Education Corporate and Enabling Services Division, DE
Secretariat	
s 22	s 22 , Systems, Partnerships Branch, International Division, DE

Apologies:

Name	Role Representation
s 22	s 22 Systems, Partnerships Branch, International Division, DE
s 22	s 22 , Systems, Partnerships Branch, International Division, DE
s 22	s 22 , Systems, Partnerships Branch, International Division, DE

Agenda Item 1.0: Acknowledgement of Country, apologies & opening remarks

The Chair opened the meeting, thanked Board members and observers for their attendance and performed the Acknowledgement of Country.

The Board:

- **noted** the Acknowledgement of Country.
- **noted** the tabled apologies for s 22 .
- **noted** s 22 is proxy representative of s 22 who is currently on leave.

Agenda Item 2.0: Previous meeting minutes, actions update and project status reporting

The Chair introduced the agenda item and lead the discussion.
The Chair:
- **noted** the minutes from the August meeting were missing from the pack and requested to share with the Board for review.
- **advised** to change the meeting approach to only report open action items to ensure procedural efficiency.

The Board:
- **noted** the update from the DE s 22 **regrading** verbal approval received from the s 22 s 22 regarding the capital Movement of Funds (MoF) application.
- **noted** the PRISMS Modernisation Project Status reports (August 2024 and September 2024).
- **noted** the ICT Technical Delivery Status report (September 2024).

Action Item A075 *The secretariat to circulate the previous meeting minutes (28 August 2024) to the Board out of session.*

Agenda Item 3.0: PRISMS Modernisation Project Cybersecurity approach beyond Production release

The Chair introduced the agenda item and invited s 22 to provide an update regarding the Cybersecurity approach for the PRISMS Modernisation Project.

- The DE s 22 thanked the Board for their feedback and the endorsement of the PRISMS Modernisation Project Cyber Security paper to support the October 2024 production release. The paper was endorsed by the Board out-of-session in late October 2024.
- The Board **noted**:
  - s 47E(d)

o that where, in future releases will move to 'two-way traffic' transactions. s 47E(d)

o the connection between the endorsed paper and the broader cybersecurity position for Education at an enterprise level using the Right Fit for Risk (RFFR) framework and the fact that PRISMS is an early adopter.

o the broader enterprise decision will be postponed to early 2025. The DE s 22 advised this delay will not cause any concerns or issues for the project.

o there will be a need to address the funding of cyber security assessments as there is a dependency on DEWR in terms of the assessments.

o there is a requirement for data analytics which is out of scope for the PRISMS Modernisation project.

- The DE s 22 is meeting the Executive Board (EB) to discuss the Education cyber security approach and systems assurance framework for implementation in 2025.

- In preparation for meeting with the EB, the DE s 22 will organise discussions with the deputy secretaries, as it would be beneficial to address this complex framework before receiving any EB endorsements or decisions.

Agenda Item 4.0: PRISMS API Production Release Implementation

The Chair introduced the agenda item and invited s 22 to lead the discussion from DE perspective and s 22 to lead the discussion from DEWR perspective.

DE Business updates - the Board:

- **noted** the PRISMS Application Programming Interface (API) services were deployed in the production environment on 25 October as a soft launch approach, which allows eligible vendors and education providers to utilise the PRISMS APIs to complete Confirmations of Enrolments (CoEs) and Student Course Variations (SCVs) without using the PRISMS web portal.

- that this is a significant accomplishment to deliver key technical milestone of the project.

- **noted** the functions available following the production release, including the transactions and reference endpoints.

- **noted** that the project team will support the transition of participating software vendors from the staging environment through to production through a phased onboarding approach.

- **noted** the benefits of the soft launch approach include enabling the project team to resolve key stakeholder issues (e.g., relevant end-to-end UAT solution) and for the participating software vendors to finalise their own applications' development and testing.

- **noted** the overview of business activities of the PRISMS Modernisation project to be completed including:
  o Software vendors to complete testing in the Staging environment and identify any issues.
  o Department of Education's cybersecurity position to be completed.
  o Finalisation of the legal framework documents (Terms and conditions for Staging and Production, respectively).
  o Enabling the continuation of business support to vendors and providers in Production.
  o Continuing communication activities with software vendors and education providers.

- **noted** the API services to be delivered in production are largely as identified in the re-baselined project scope.

- **noted** the engagement with the vendors focused on the end-to-end User Acceptance Testing and the technical elements of the project design and delivery.

- **noted** the key project progress updates including - ongoing business User Acceptance testing (UAT) to enhance the product and identify any issues ahead of 25 October 2024 soft production release.
  o Approval of the Go-Live by the project and ICT delivery managers on 10 October 2024.

- o Completion of 30 cybersecurity accreditation assessments for 16 vendors and 14 education providers.
- o Onboarding of Six software vendors to the staging environment of which three vendors (StudyLink, Object Next and Meshed Group) actively continuing development and integration work to connect to PRISMS APIs services.
- s 47E(d)

- **noted** the communication and engagement approach to participating software vendors and education providers, including the cybersecurity evaluations, the support for onboarding in the staging environment, the development of support documentation, the continuous engagement and feedback loop with education providers.
- **noted** the dependencies and challenges including future funding, cybersecurity framework, enhancing API functionality and the emerging stakeholder requirements.
- **noted** the risk management review, which reported an increase in number of emerging risks rated high due to:
  - o The short timeframe available until the 'Go-Live' date.
  - o An increased number of software vendors participating in the layered onboarding process (e.g., cyber security assessments, testing the API services in the staging environment).
- **noted** the three business risks and threats on watch including:
  - o The API functionality is released to production environment with insufficient testing from the sector.
  - o Branch/division other priorities may take precedence over the project work, project resources from DE and DEWR could be reallocated to other tasks/projects.
  - o A number of software vendors are unwilling to engage their client education providers, if:
    - ▪ Existing range of API services is not expanded.
    - ▪ End-to-End UAT is not conducted.

  DEWR IT updates - the Board:
- **noted** the technical delivery timeline and the recent successful production release on 25 October 2024. The technical team currently transitioning to hyper care period and will be providing support between 26 October to 6 November and progress into warranty period to initiate operational BAU project closure on 20 December 2024.
- **noted** the core capabilities including CoE, SCV, data retrieval for education provider, enterprise security, API developer experience, support model and API governance, which were delivered as part of 25 October 2024 release.
- **noted** the technical team will work with the business team to assess and identify any bugs and issues associated in the staging environment. If there are any changes that need to be completed, the cut-off date will be 5 December, which will be the final release before project closure.
- **noted** the definition of hyper care (involving close monitoring, end user's hand holding and support following the deployment of a software release), warranty (addressing operational, performance, or user

experience issues that may have not risen post deployment) and long term (including upgrade to API software, changes, new work and support will move to the International System's sustainment team within DEWR).

- **noted** there were no technical risks and threats that were realised in the October production release.
- **noted** the financial budget is on track with a forecast of $500 underspent by the cessation of the project at the end of December 2024.
- **noted** the MoF has been approved.
- **discussed** the future funding for the project and how we can sustain the longevity of the project.

The Chair noted that the most risks lie around sector engagement and participation in this project whilst the project's policy and program objectives are continuing to build. The project has had technical success; however the overall success of this project will be determined by the long-term outcome of this project, which will need significant investment of resources. s 22   further added that some software vendors are waiting for more PRISMS API functionality to be added before engaging in application development and testing.

Agenda Item 5.0: PRISMS Modernisation Project Stakeholder Engagement and Communication update

The Chair introduced the agenda item and invited s 22   to lead the discussion.

The Board **noted**:
- the progress of the project between 15 August to 15 October 2024, which included:
  - The effective continuous engagement with software vendors and education providers. DE is continuing to maintain a log of all stakeholder *feedback* and issues.
  - There are currently six software vendors onboarded to the staging environment of which three vendors, StudyLink, Meshed Group and Object Next are the most active software vendors in Open Beta release, at the development and/or integration stages.
  - E-commys, a fourth software vendor was onboarded on 28 October 2024.
  - In the last two-months, three education providers have completed cyber security questionnaire which sums up to 16 education providers who are keen to onboard.
  - The education providers have expressed a high-level of interest in participating in the project's Open Beta release. The permissible limit is 40 participants in total, comprising software vendors and providers. The future onboarding plan will be to map out the eligible software vendors with their respective education providers and vice versa.
  - s 47E(d)

- the PRISMS API cybersecurity pilot current status, consisting of:
  - 30 cybersecurity questionnaires submitted for assessment, which have been reviewed and finalised by the DEWR cybersecurity team.
  - The current ratio between the software vendors and the education providers is 14 to 16, with some onboarded and some not interested at this stage.
- The influence of the three software vendors in the international education sector.
  - Studylink has a large market share with 33 education providers as their clients and is highly engaged and have a high-level of interest in the project. In terms of application development, Studylink is very fast to adapt and develop s 47G, s 47E(d)   .
  - s 47G, s 47E(d)   .

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Agenda Item 6.0: PRISMS Modernisation Project Benefits Realisation

The Chair introduced the agenda item and invited s 22 and s 22 to lead the discussion.

The Board:
- **noted** that the business team has taken feedback from previous meeting to update the Benefits Realisation Plan providing a more holistic perspective, which included both the tangible and non-tangible financial benefits. The updated benefit realisation plan has been circulated to the board members with the meeting pack**.**
- **noted** the updated benefit realisation plan comprises the following six benefits:
  - Savings for the International education sector at an estimated $10 million in regulatory compliance costs each year.
  - Support growth and global competitiveness of Australia's International Education Sector.
  - Increased satisfaction of education providers and agents and vendors.
  - Increased accuracy and consistency of records.
  - Closer engagement and communication with the sector to inform future PRISMS projects.
  - Better documented PRISMS business practices and system rules.
- **endorsed** the updated Benefit Realisation Plan during the meeting.

Agenda Item 7.0: Other Business

The Chair introduced the agenda item and invited s 22 to lead the discussion and provide a verbal update regarding to the PRISMS Modernisation Risk Management Plan.
The Board:
- **noted** the overall risk profile is returning to a lower risk from the high-risk profile identified prior to the production release.
- **noted** there are treatments for the realised risks:
  - API functionality is released to production with insufficient testing from the education sector, which will continue to be reviewed worked upon as a treatment to this risk.
  - The realisation of project benefits in 2024 is highly unlikely, which would gradually be treated as we onboard more software vendors and education providers in 2025 and 2026.
  - s 47E(d)

Action item A076 DE and DEWR to investigate and review solution options to allow end-to-end UAT by software vendors (and education providers).

Agenda Item 8.0 Closing Remarks

The Chair thanked meeting attendees for their participation and guidance. The next meeting has been scheduled for 26 November 2024 via MS Teams.

Since the meeting, the 26 November 2024 Board meeting was cancelled due to no substantial updates to report to the Board.

Australian Government
Department of Education

PRISMS Modernisation

Benefits Management and Realisation Plan version 1.0

Project ID: PRJ-2223-NPP-HER01022

Document Control

Version	Change Description	Date
0.01	Draft first version	21/07/2022
0.02	PPO feedback	20/09/2022
0.03	Senior User's feedback included	09/11/2022
0.04	Version ready for Senior Responsible Officer's review	23/11/2022
1.0	Approved by Senior Responsible Officer	28/11/2022

NOTE: This version of this document was valid at the time it was printed. Please regularly check for any updated versions.

Key Program Contacts

Program roles and responsibilities are defined in the pilot Program Management Framework.

Role	Name
Senior Responsible Officer (SRO)	s 22
Senior User (also referred to as Business Owner)	s 22
Project Manager	s 22
ICT Senior Supplier	s 22
ICT Delivery Manager	s 22

Document Approval

Role	Name	Approval Date
Senior Responsible Officer (SRO)	s 22	
Senior User (also known as Business Owner)	s 22	

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1   Introduction

The Department of Education is enhancing the Provider Registration and International Student Management System (PRISMS) to make it easier for providers to submit student enrolment data by using Business to Government (B2G) Application Programming Interface (API) automation. This change will allow providers to integrate their Student Management Systems (SMS) with the PRISMS application. These changes will reduce double data handling for providers and enable seamless integration of business and government processes.

2   Purpose of this Document

The purpose of this document is to outline the strategy for benefits management and realisation within the program. It seeks to describe the management process and accountabilities that the program will use to inform decision making that will drive the realisation of benefits to meet the strategic objectives of the program and wider departmental objectives. This plan will include:

1. The process for identifying intended benefits and their interdependencies;
2. How benefits will be quantified and measured;
3. Guidance on developing a plan and schedule for benefits realisation;
4. How to monitor and track the realisation of benefits; and
5. Guidance on ownership, accountability, and responsibility of achieving benefits.

3   Benefits Identification

The projects benefits were identified:

1. New Policy Proposal - Modernising collection of international data

2. Research and analysis of data

3. External Stakeholder consultations

4. Internal workshop to identify benefits

5. Defined in the project management plan

6. Analysis of contribution to deregulation for cost savings

4   Approach to Benefits Measurement

Benefits will be measured using a range of approaches to assess benefits realisation for the project. The following will be used to measure benefits:

1. database reporting
2. surveys
3. business systems and reports
4. system logs

5   Benefits Realisation

The initial benefits that this project will deliver are outlined below. After implementation, the benefits will be assessed to determine if they are on track to be realised or require review.

The delivery of the project will result in the following benefits:

Benefit ID	Benefit	Outcomes	Method and Timing of Assessment	Expected Benefit Realisation Date
B1	Savings for the international education sector at an estimated $10 million in regulatory compliance costs each year	• Reduced administrative overheads for education providers • Growth in number of students enrolled in offshore and transnational education and training delivered by Australian providers. • Increased productivity of education providers	• To be calculated based on PRISMS data and Dep of Finance assumptions. • Measure % of errors in PRISMS for student related data. • Once in 2024.	January 2024 and ongoing
B2	Support growth and global competitiveness of Australia's International Education sector.	• With quality data, the international education industry can self-direct innovation and target diverse areas of opportunity. • The industry will have an evidence base to address student demand and identify opportunities to drive expansion and diversification.	• To be estimated based on PRISMS data. • Once in 2024.	July 2024 and ongoing.

Benefit ID	Benefit	Outcomes	Method and Timing of Assessment	Expected Benefit Realisation Date
B3	Increased satisfaction of Education Providers and Agents.	• Significant improvement of user experience. • Improved PRISMS reporting for student enrolment and changes.	• Conduct user survey to identify benefits realised • Once in 2024.	July 2024 and ongoing.

The results of the benefits assessments described above will be reported to the Project Board.

6   Roles and Responsibilities

Role	Responsibility
Project Board	• Approves the Benefits Management and Realisation Plan.
Senior Responsible Officer	• Identifies the intended benefits during the initial planning of the program. • Ensures the project delivers the benefits.
Senior User/Business Owner	• Provides input into the Benefits Management and Realisation Plan, including the baseline measures and target values. • Provides data on progress towards achieving the benefits during benefits reviews. • Has responsibility for realising the benefits.
Project Manager	• Develops the Benefits Management and Realisation Plan with input from the Senior User/Business Owner. • Monitors and reports on benefit realisation progress during the program.

7   Benefits Assumptions

Assumption	Justification
Savings for the international education sector at an estimated $10 million in regulatory compliance costs each year	Reduction in double data entry will reduce administrative overheads. SMS providers will be able to focus resources on high value activities of *recruitment, student experience and teaching quality.*
Support growth and global competitiveness of Australia's International Education sector	The new API paradigm will increase timeliness of data transferred to PRISMS, thereby improving evidence-based reporting to develop strategies to attract/retain international students.
Increased satisfaction of Education Providers and Agents	Government policy priorities will remain consistent throughout the project. Most large providers will use the API service. Stakeholders will be available and actively engaged in co-design and delivery processes within the required timeframes.

8   Recording of Benefits

All benefits are recorded as profiles within the Project Benefit register in Sensei IQ.

Australian Government
Department of Education

PRISMS Modernisation Project

Benefits Management and Realisation Plan

Version 2.0

Project ID: PRJ-2223-NPP-HER01022
Version Date: August 2024

Document Control

Version	Change Description	Date
0.01	Draft first version	21 November 2022
0.02	PPO feedback	20 November 2022
0.03	Senior User's feedback included	09 November 2022
0.04	Version ready for Senior Responsible Officer's review	23 November 2022
1.0	Approved by Senior Responsible Officer	28 November 2022
2.0	Iterated 2024 draft to enable reflection of emerging benefits and overarching realisation progress.	30 July 2024

NOTE: This version of this document was valid at the time it was printed. Please regularly check for any updated versions.

Key Program Contacts

Role	Name
Senior Responsible Officer (SRO)	s 22
Senior User (also referred to as Business Owner)	s 22
Project Manager	s 22
ICT Senior Supplier	s 22
ICT Delivery Manager	s 22

NOTE: Program roles and responsibilities are defined in the pilot Program Management Framework.

Document Approval

Role	Name	Approval Date
Senior Responsible Officer (SRO)	s 22	
Senior User (also known as Business Owner)	s 22	

The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

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The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

Introduction

The Department of Education, under the PRISMS Modernisation Project, seeks to enhance the Provider Registration and International Student Management System (PRISMS) to make it easier for Education Providers to submit student enrolment data. The PRISMS Modernisation Project (the Project) will enable Student Management System Vendors (Vendors) and Education Providers (Providers) to submit student enrolment data into PRISMS using a Business to Government (B2G) Application Programme Interface (API). This means Vendors and Providers can integrate their systems with the PRISMS application to automate data transfer, resulting in reduced data-double-handling and providing vendor/provider cost savings and business process efficiencies.

Document purpose

This Plan outlines the derived benefits anticipated through the successful delivery of the PRISMS Modernisation Project, detailing the Project's benefits realisation strategy, providing contextual information to support holistic understanding and guide benefit management, monitoring and measurement to ensure realisation is achieved.

Applicable from August 2024, this Plan is a living-document with regular updates and iterations intended to capture emerged changes, new information and/or additional benefits identified. Progress iterations will be documented within the Plan quarterly, with regular progress updates reported through the Departmental monthly reporting process (within the Sensei IQ platform).

This Plan builds against and is a continuation of Version One of the Project's Benefits Management and Realisation Plan, endorsed by the Project's Senior Responsible Officer (SRO) on 28 November 2022.

Benefit identification

As outlined within Version One of the Plan, anticipated benefits have been identified through the following key artefacts and activities:

Key artefacts

1) New Policy Proposal: modernising collection of international data;
2) Project Management Plan.

Activities

3) PRISMS data analysis, focused against sector use and compliance requirements
4) Stakeholder communication and engagement activities, with both internal and external stakeholder cohorts.

Benefit realisation measurement

Benefits realisation will be measured using a range of methods, and will be designed to substantiate Project assumptions, following an evidence-based approach. The Project expects to leverage the following artefacts and resources to enable evidence and data gathering for the purpose of assessing benefits realisation:

1. database reporting
2. surveys
3. business systems and reports
4. system logs

Benefits realisation

The initial benefits that this project will deliver are outlined below. After implementation, the benefits will be assessed to determine if they are on track to be realised or require review.

The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

The delivery of the project will result in the following benefits:

Benefit ID	Benefit	Outcomes	Method and Timing of Assessment	Expected Benefit Realisation Date
B1	Savings for the international education sector at an estimated $10 million in regulatory compliance costs each year	• Reduced administrative overheads for education providers • Growth in number of students enrolled in offshore and transnational education and training delivered by Australian providers. • Increased productivity of education providers	• To be calculated based on PRISMS data and Department of Finance assumptions. • Full benefit expected in 2027. • Annually from 1 January 2025.	January 2025 and ongoing
B2	Support growth and global competitiveness of Australia's International Education sector.	• With quality data, the international education industry can self-direct innovation and target diverse areas of opportunity. • The industry will have an evidence base to address student demand and identify opportunities to drive expansion and diversification.	• To be estimated based on PRISMS data. • Increased diversity of source countries and courses. • Annually from 1 January 2025.	July 2025 and ongoing.
B3	Increased satisfaction of Education Providers and Agents.	• Significant improvement of user experience. • Improved PRISMS reporting for student enrolment and changes.	• Conduct user survey to identify benefits realised • Once in 2026.	July 2025 and ongoing.

The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

Benefit ID	Benefit	Outcomes	Method and Timing of Assessment	Expected Benefit Realisation Date
B4	Increased accuracy and consistency of records	• Significantly reduced errors/mistakes in PRISMS data due to reduction in duplication. • Reduction in duplicate student records in PRISMS	• Measure % of errors in PRISMS for student related data, specifically reduction in number of SCV for administration error over time. • Reduction in duplicate student records • Annually from 1 January 2025. • Reduction in student merger requests from Department of Home Affairs.	January 2025 and ongoing
B5	Closer engagement and communication with the sector to inform future PRISMS projects	• Better understanding of sector's software development cycle. • Clear understanding of sector's business processes	• Sector's willingness to engage with future PRISMS projects and planning activities. • Measurement is ad hoc.	January 2023 onwards.
B6	Better documented PRISMS business practices and system rules	• System documentation generated are up to date and in line with current system operation. • System rules are known across IT and business teams.	• Number of available documents for business team and IT to refer to. • Once in January 2025.	January 2024 onwards.

The results of the benefits assessments described above will be reported to the Project Board.

The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

Roles and Responsibilities

Role	Responsibility
Project Board	• Approves the Benefits Management and Realisation Plan.
Senior Responsible Officer	• Identifies the intended benefits during the initial planning of the program. • Ensures the project delivers the benefits.
Senior User/Business Owner	• Provides input into the Benefits Management and Realisation Plan, including the baseline measures and target values. • Provides data on progress towards achieving the benefits during benefits reviews. • Has responsibility for realising the benefits.
Project Manager	• Develops the Benefits Management and Realisation Plan with input from the Senior User/Business Owner. • Monitors and reports on benefit realisation progress during the program.

Benefits Assumptions

Assumption	Justification
Savings for the international education sector at an estimated $10 million in regulatory compliance costs each year	Reduction in double data entry will reduce administrative overheads. SMS providers will be able to focus resources on high value activities of *recruitment, student experience and teaching quality*. Due to development and deployment conditions (including to be finalised cybersecurity assessment decisions), full benefit not expected until 2027.
Support growth and global competitiveness of Australia's International Education sector	The new API paradigm will increase timeliness of data transferred to PRISMS, thereby improving evidence-based reporting to develop strategies to attract/retain international students.
Increased satisfaction of Education Providers and Agents	Government policy priorities will remain consistent throughout the project. Most large providers will use the API service. Stakeholders will be available and actively engaged in co-design and delivery processes within the required timeframes.
Increased accuracy and consistency of records will result from API because data double handling is introducing errors.	Administration Error is the number one cause if changes to student variations, so an input-once, use many paradigm should reduce those errors related to mistakes on the enrolment (rather than student choice resulting in changes).

The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

Recording of Benefits

All benefits are recorded as profiles within the Project Benefit register in Sensei IQ.

The Cyber Security posture for the PRISMS Modernisation project is not defined yet, for both education providers and software vendors. Communication with both types of stakeholders on cyber security is challenging at this stage.

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