

Service Delivery Modernisation and BOMi Development Programmes

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1. Introduction

1.1. Since 2001, the Department of Employment Affairs and Social Protection (DEASP) has been engaged in a continuous Service Delivery Modernisation (SDM) programme, which is delivering a high quality, proactive service to customers. SDM is a multi-annual programme of continuous development involving the redesign of back office systems, business processes, procedures and work practices and the introduction of new organisational structures along with the introduction of new technology and the replacement of legacy computer systems. The programme is designed to:

- Respond to customer expectations for a more modern and efficient service;
- Give priority to improving customer service;
- Facilitate the Department's commitments to provide electronic access to public services in the Government's Modernisation Action Plan for the Information Society;
- Facilitate the integration of public services;
- Provide for improved efficiency and better value for money in the use of resources;
- Improve the working environment for staff.

1.2. The SDM programme is supported through a series of information and communications technology (ICT) projects to add new and improve existing functionality on its main strategic system (Business Object Model implementation – BOMi). The new ICT systems being delivered as part of this programme are collectively known as the Business Object Model implementation (BOMi). The SDM/BOMi programme is being implemented in a number of self-contained projects, each of which aims to deliver key identifiable business benefits, extend the business object model and, where appropriate, strengthen and enhance the underlying technical architecture. The aim is to provide comprehensive service delivery, based around efficient 'customer-centric' transaction processing and integration of services, for the benefit of the customer, while also providing a much-improved working environment for staff. Schemes currently on the BOMi represent about eighty per cent (80%) of the Department's claim load management and almost all payments. The BOMi is currently responsible for directly issuing payments to over 2 million customers amounting to approximately €20 billion per year.

- 1.3.** These developments also allow the Department to be more agile in responding to changes in Government policies and customer needs. Our strategic objective is that all new functionality should be delivered on the BOMi wherever possible and that the BOMi will eventually encompass all schemes and services administered by the Department. While the BOMi will be the primary interface to functionality, not all functionality will be bespoke or developed in-house. Some functionality may be provided by accessing external services hosted by other applications or in packaged solutions.
- 1.4.** Projects which require the development of new business functionality are regarded primarily as ‘agile’ business change projects within which the technical element is one of several parallel strands. These projects also typically include an organisational change strand which entails the design, development and implementation of new organisational structures and business processes/procedures designed to maximise customer service and to deliver efficiencies in business. The DEASP has adopted an agile approach to ICT systems development involving practices such as prototyping, test first development and frequent iterations. The approach has delivered considerable success so far and it is the DEASP’s intention to continue and extend the BOMi and SDM model to existing and new aspects of the Department’s business as opportunities emerge.

2. SDM/BOMi Programme – Projects in Phases (1-3)

2.1. The SDM/BOMi programmes have been implemented over a number of phases since 2001. Phase 1 of the SDM programme focused on the development of a new claims processing system for the Child Benefit scheme. This phase commenced in 2001 and was successfully implemented in November 2002 and gained international recognition for its improvements in service delivery.

Phase 1 of the SDM Programme

<i>Project</i>	<i>Date Released</i>
Develop a new claims processing system for the Child Benefit scheme.	November 2002

2.2. Phase 2 of the SDM programme commenced in May 2004 and was completed in 2007. It covered the extension of the SDM programme to State Pension Transition (SPT) and State Pension Contributory (SPC) (previously known as Retirement and Old Age Contributory Pension respectively), Household Benefits, Free Travel, Early Childcare Supplement, Bereavement Grant and Overpayments and Debt Management

2.3. Phase 2 was delivered in a series of releases as summarised in the following table.

Phase 2 of the SDM Programme

<i>Releases</i>	<i>Projects</i>	<i>Date Released</i>
Release 1	Implementation of the Contribution History Object to the BOMi.	October 2005
Release 2	Implementation of State Pension Transition & Contributory on to the BOMi.	May 2006
Release 3	Implementation of Early Childcare Supplement to the BOMi.	July 2006
	Implementation of Free Travel for State Pension Transition & Contributory on to the BOMi.	July 2006
	Implementation of Social Welfare Act 2006 changes.	September 2006
Release 4	Implementation of Bereavement Grant to BOMi.	October 2006
	Development and Implementation of the Overpayment and Debt Management System on to the BOMi.	November 2006
Release 5	Migration of Child Benefit Scheme to BOMi.	January 2007
	Implementation of Household Benefits to BOMi.	April 2007
	Free Travel claims for Clients not in receipt of a Social Welfare payment also implemented to BOMi.	April 2007

2.4. A four year Framework Agreement with three external service providers, was established in January 2008 and completed at the end of August 2012 (Phase 3). Key projects/contracts delivered under this Framework are listed in the following table.

Phase 3 of the SDM Programme		
Key Projects Delivered	Project Achievements	Date Implemented
Customer Object Development Project (COD)	A new technical architecture solution provides increased customer management business functionality on a new platform	2008 and February 2009
Widow's & Widower's (Contributory) Pension Scheme	The BOMi was extended to include Widow's & Widower's (Contributory) Pension Scheme, Widowed Parent Grant Scheme & Fuel Allowance Scheme.	July 2008 to 2009
Medical Referral & Case Management Project (MRCM)	Implement an electronic facility for scheduling appointments and recording outcomes.	December 2010
Activation: Customer Profiling & Case Management (APCM)	Initial project which introduced Customer profiling, selection, referral and case management based on profile data for jobseeker customers. This project was run to complete activation requirements and to position activation to implement One-Stop-Shop pilots.	January to April 2012
Means Assessment Object (MAO)	Facilitate the capture and storage of means data and the calculation of customer means for 11 social assistance schemes. Further details at 3.1.9 below.	Quarter 1 2011
Means Information Sharing Service (MISS)	Built a prototype web service that supports one-way exchange of means information with other specified public service bodies.	Quarter 1 2012
Local Office Claims Initiative (LOCI)	This system was implemented using Naked Objects for .NET and the Microsoft 2010 product suite (BOMi4). This provides a more accessible interface to the BOMi for staff, including staff with disabilities.	2009
Local Office Process Modernisation (LOPM)	Work completed under LOPM included the development of a range of signing options for customers (e.g. electronic signature capture, online signing capabilities and automated certificate pattern creation for casuals), the ability to generate bulk communications to customers and facilities to deal with customers working in the Education Sector.	2009
Claim Certification via Mobile Phone	Claim Certification via Mobile Phone using Biometric and Voice Recognition technologies, was undertaken on a trial basis, (not implemented).	December 2011

The "Three Scheme" Project	State Pension (Non-Contributory) Carer's Allowance and Disability Allowance was migrated onto the BOMi.	January 2010 to Q4 2012
Redundancy Scheme & Insolvency Scheme	The BOMi was extended to add functionality to cater for the business requirements of Redundancy and Insolvency Schemes.	September 2011
Public Services Card (PSC)	<p>A Public Service Card is being issued to all public sector customers in line with the Standard Authentication Framework Environment (SAFE) programme. The purpose of this project was to:</p> <ul style="list-style-type: none"> • Deliver the capability to register a customer within the SAFE structure of registration including the capture of photograph and signature. • Deliver the capacity to issue and manage the Public Service Card. 	October 2011

3. SDM/BOMi Programme – Projects in Phase 4

3.1 SDM/BOMi Programme Phase 4 – Key Projects/Contracts

In August 2012, a further Framework was established with three external support providers for an initial period of two years. This Framework was extended for a further two years in August 2014. Key projects/contracts, delivered under this Framework include the following projects:

3.1.1 Enhancement of the Means Assessment Object (MAO)

In 2010, DEASP commenced work on the development of Means Assessment Object (MAO) on the Business Object Model Implementation (BOMi). The MAO was specifically developed to address the needs of the Department's means assessable schemes. The key objectives were to facilitate the capture and storage of means data, the calculation of customer means and the creation of customer communications for fourteen (14) of the Department's means assessable schemes.

The MAO became operational in February 2011 and provides the facility for each DEASP means assessable scheme to capture and store customer means data elements as part of a means assessment. It also stores and calculates the means assessment rules for each of these schemes. In summary, the MAO provides for:

- The central storage of means data;
- Sharing and inheritance of means data across all fourteen schemes;
- Improved management information;
- Consistent application of rules across all means assessments for every scheme; and
- Transaction auditing.

In July 2013, the Department commenced a project to provide support for technical change services to enhance the current capability of the MAO and where appropriate to refactor the BOMi. Two releases were delivered, one in December 2013 and a second in February 2014 which implemented the enhancement to the MAO.

3.1.2 Payment and Generic Scheme (PAGS)

Payment Object development on BOMi 4 commenced in Quarter 4 2012. The new Payment Object and functionality to pay all DEASP schemes was implemented in June 2013. The Payment Object development also included functionality to allow deductions to be made from claims in respect of Local Property Tax, implemented Quarter 4 2013. The Department's payment processing functionality was further modified to issue SEPA compliant electronic payments in Quarter 1 2014. Generic Scheme has enabled the Department to work towards the decommissioning of its legacy pensions payments application, Penlive.

3.1.3 Illness and Disability Scheme Enhancements (IDSE)

This project commenced at the end of September 2013 and encompasses 4 releases as follows:

- Release A: Extension of the BOMi to enable transfer of suitably eligible Illness Benefit customers to the Invalidity Pension scheme and the automation of Invalidity Pension claim processing; Release A functionality went live in the June 2014 release.
- Release B: Delivery of enhancements to the Medical Referral and Case Management System (MRCM) to implement changes to the existing MRCM BOMi and to deliver on certain recommendations of the Department's Internal Audit Unit. All MRCM enhancements have been delivered. The final two enhancements were delivered in tandem with the release of release A.
- Release C: Extension of the BOMi to facilitate assignment and management of cases to contracted external service delivery providers. Release C functionality has been available for use since the end of February 2014.
- Release D: Enhancements to the existing Domiciliary Care Allowance scheme on the BOMi. Enhancements to Domiciliary Care Allowance Scheme Release D functionality went live at end January 2014.

3.1.4 Recoverable Benefits and Assistance Scheme (RBA)

BOMi functionality has been introduced which allows DEASP to recover from an insurance company/compensator, the value of payments made to a customer in respect of the following schemes; Illness Benefit, Partial Capacity Benefit, Injury Benefit, an increase of Disablement Pension (Incapacity Supplement), Invalidity Pension and Disability Allowance; as part of a claim settlement process. Insurance companies are required to apply for a

statement of recoverable benefits from DEASP before settling cases. The RBA functionality allows the issuing of statements to the relevant parties. BOMi development commenced late 2013, with an initial team of business users, ICT developers and external consultants. Testing and refining of the RBA BOMi system was ongoing via work items up to the final go-live date of August 2014. An audit report of RBA in April 2016 recommended that further enhancements be made to BOMi to assist the RBA scheme. Business Objects reporting has been extended to the RBA scheme and ongoing enhancements are being requested.

3.1.5 Debt and Receipts Accounting System (DRAS)

A new system to manage the Department's Debt Management functions, in addition to a new Cash Receipting and Accounting system, for all debt and non-debt related transactions, has been developed. DRAS has extended the recovery functionality for deduction at source, for non-DEASP debt. Key deliverables were the BOMi DRAS Accounting and Debt Clusters, related user interface and updated deduction-at-source functionality. As a result, the Department now has a single system for all debt management activity and cash receipting within the Department. The functionality for the recovery of debt through deduction from entitlement has transferred from the systems of entitlement (BOMi & ISTS) and is now determined and driven by a department officer through DRAS and is dependent on the current status of a debtor (i.e. in receipt of DEASP payment or not in receipt of an applicable payment). DRAS automates the communication and recovery (through deduction at source) and modernises the accounting functionality for all DEASP debts and any external deduction at source requests.

There are multiple data entry points to DRAS. While an Officer can directly record a debt or subsequent transaction online, external inputs will also create or update a debt:

- Debts posted from BOMi schemes to DRAS;
- Debts or Deduction Instructions from external agencies;
- Document Scanning on communications received;
- Bank and Direct Debit uploads on recoveries.

DRAS is comprised of five core business processes:

1. Record all Debt;
2. Maintain a Debt through automated communication with the Debtor regarding their proposed debt recovery plan;

3. Recover a Debt through automation from scheme payments where applicable and informing the debtor of their obligation to repay in a timely manner;
4. Account and Reconcile debt transactions;
5. Business Reporting.

DRAS was rolled out to all Departmental staff in November 2014.

3.1.6 Web Self Service - MyWelfare

The initial release of the Department's online self-service facility www.mywelfare.ie, went live in Quarter 3 of 2015. Customers can set up a secure online account using the Department's online identity and access management service www.mygovid.ie, and access information and services on www.mywelfare.ie at a time and place that suits them.

The initial release of MyWelfare included an online appointment service and a notification (inbox) service. The online appointment service allows people to book individual or group appointments in order to register for a PPSN or Public Service Card.

The second release of MyWelfare in Quarter 1 2016 included services that allow verified customers to apply for a Jobseeker Benefit claim online, view existing claim information, close an existing Jobseeker claim, make a holiday request during the course of their Jobseeker claim, and generate a Payment Statement.

Development of the Jobseeker Allowance claim and a 'Preparing for Work' service was completed in Quarter 2 2016.

The ability to apply for Paternity /Maternity Benefit went live on MyWelfare in September 2016. MyWelfare will provide the platform for delivering a range of secure, integrated online services and forms a core element of the Department's digital strategy for 2017 onwards.

3.1.7 Identity and Access Management – MyGovID

The initial release of "MyGovID" in Quarter 3 2015, provided for setting up and managing a basic (anonymous) online account

The next release, in Quarter 1 2016, provided for the establishment of a verified account. This requires the user to complete an online identity proofing and verification (IPV) process which leverages key outputs of the Standard Authentication Framework Environment (SAFE) verification process e.g. verified Public Service Identity dataset, possession of the Public Service Card and possession of a verified mobile phone message or letter sent to the public service card issuance address. Successful completion of this IPV process will elevate the user account to a verified account and the user may then access personalised information and services provided on the Department's MyWelfare.ie portal for example.

The MyGovID service is architected to potentially meet the identity proofing needs of other public service bodies to support them in the delivery of their online services. Since July 2016 MyGovID is providing the client identity and access management service to the JobsIreland website.

3.1.8 Regional Service Development (RSD)

Regional Service Development (RSD) is a programme of work aimed at improving services to customers engaged with the Department's regional service network. Work completed includes:

- Development of the BOMi4 platform;
- A summary client dashboard that collates all available information relating to a client from a range of systems. It is designed to assist the matching of services most suited to the client's personal circumstances;
- The ability to schedule client appointments across Departmental locations;
- Support for Habitual Residency Condition (HRC);
- PEX profiling on BOMi - (PEX profiling is a customer profiling model used to estimate, at the time a Jobseeker claim is made, a person's likelihood of exiting the Live Register to employment within 12 months);
- Capture of Means Factors and creation of Means Assessments on BOMi;
- Electronic certification for full-time unemployed clients;
- Support for certification of casual claimants including support for scanning of weekly dockets, eliminating the need for manual data entry;
- Support for short term claims on BOMi including claim creation, ISTS claim registration, scanning and retrieval of claim supporting documents, work distribution

across functions, recording claim decision. This is aimed at the elimination of dependence on paper driven process leading to increased organisational flexibility and enhanced service delivery;

- Investigations and Savings functionality enables Investigations to be created, distributed and completed on BOMi; and standardises the calculation and recording of savings across the Department.

3.1.9 Pathways to Work and INTREO

DEASP delivers an integrated employment and support service through its Intreo Centres supporting jobseekers in accessing their entitlements and getting help with planning their return to work. The Intreo service comprises a number of key elements:

- a) Integration of welfare services – leading to a single income supports decision process.
- b) Integration of welfare services with employment services such that each person who registers with the income support service is also provided with an employment service.
- c) The introduction of a record of mutual commitments centred on social contract – rights and responsibilities.
- d) The delivery of activation services based on:
 - i. Profiling of all new clients to determine their probability of exit from the Live Register;
 - ii. The roll-out of a Group Engagement process for all new clients to provide information on the supports available;
 - iii. The scheduling of initial one-to-one interviews and with case officers based on client profiles;
 - iv. The implementation of a new personal progression plan - involving detailed actions and periodic one-to one reviews based on client profiles;
 - v. The implementation of a single “one-stop-shop” service – i.e. a physically co-located service with a single reception providing information and access to all jobseeker services – income support [including Community Welfare] and Employment Services.

3.1.10 Activation Case Management (ACM)

The Activation Case Management (ACM) project contributed to the Department's overall transformation programme focusing on activation and getting people back into the workforce.

The ACM project comprised of a number of work streams, including Client Journey, SOLAS Further Education and Training (FET), Job Matching, Jobs Club, Training Support Grant (TSG), JobPath and JobsPlus.

The **Client Journey** work stream was responsible for the development of an integrated Activation Case Management and referral functionality on BOMi to support the activation strand of the Department's Pathways to Work initiative. This functionality is designed to replace the activation functionality previously spread across three ICT systems in the Department, Client Services Systems (CSS) originally developed by FÁS, which provides case management and course referral facilities, the ISTS/Office Server EAP system and the BOMi APCM case management system.

SOLAS is the Further Education and Training Authority in Ireland, operating as an agency of the Department of Education and Skills. SOLAS provides a single hub for Further Education & Training (FET) courses which are hosted by training centres and Education and Training Boards (ETBs) throughout the country. As part of the ACM project, DEASP has worked closely with SOLAS as they transition from FET management on the legacy FAS Client Services System (CSS) system to their new Programme and Learner Support System (PLSS). In line with DEASP's strategic approach for integration with other Departments, an end-to-end solution utilising web services was introduced between DEASP and SOLAS to support the referral and ongoing monitoring of DEASP clients on FET courses.

The **JobMatching** work stream on ACM was responsible for the development of employment support facilities on BOMI and implementation of web service integration between BOMI and the existing JobsIreland services to provide access to the range of open job vacancies listed on the Departments JobsIreland website and developing streamlined processes for matching clients to vacancies.

The **Training Support Grant (TSG)** scheme is designed to fund quick access to short term training or related interventions, obtain/renew certification/permits for individual jobseekers that have identified work opportunities or where Case Officers have identified an immediate skills gap that represents an obstacle to taking up a job offer or accessing other activation interventions. The ACM project was responsible for the development of TSG processing functionality on BOMi and the migration of active and historic TSG records from the legacy FAS CSS system. *Please note TSG was previously known as Technical Employment Support Grant (TESG).*

Job Clubs provide a service to assist jobseekers to enter / re-enter employment through the provision of individualised supports, a 'drop in' service and formal workshops. The JobsClub work stream was responsible for the development of an integrated solution on BOMi to manage the referrals of jobseekers from DEASP and the Local Employment Service (LES) to Job Clubs.

JobPath is an employment activation scheme first introduced in 2015 that caters mainly for people who are long-term unemployed (over 12 months), and serves to assist them to secure and sustain full-time paid employment or self-employment. Under the JobPath scheme, two private sector operators of the Government's JobPath scheme are responsible for supporting jobseekers in finding employment, and such operators are paid a sequence of "job-sustainment fees" based on key milestones in the JobPath process and on the length of time they keep people at work.

The JobPath project was responsible for the implementation of a consolidated system to support the introduction of the new scheme and to manage the end to end JobPath process, including the seamless transition of clients between the Department and the JobPath providers, and to monitor the adherence of both clients and JobPath providers to the Department's activation processes.

JobsPlus is a government incentive scheme introduced in July 2013 to encourage and reward employers who offer employment opportunities to the long term unemployed. Grants of €7,500 and €10,000 are available. Regular cash payments are made to qualifying employers to offset wage costs where they engage jobseekers from the Live Register.

In March 2016 the JobsPlus scheme on BOMi was introduced. The objective of the JobsPlus project was to deliver a consolidated solution on BOMi to streamline the end to end JobsPlus

process, reducing the overall complexity, improving quality and facilitating the automated processing of payments to JobsPlus employers. The project delivered the following benefits:

- Ability to issue both domestic and foreign payments automatically via BOMi on a monthly basis;
- Eliminate manual processes;
- Automated remittance communications issued to employers when payments are issued;
- Automated verification of IBAN and BIC supplied by Employers and tax certificate status checks from Revenue;
- Automated recovery of JobsPlus debts from JobsPlus payments.

3.1.11 Paternity, Maternity, Health and Safety and Adoptive Benefits and extension of myWelfare.ie

The Department currently administers and pays most short term payments to customers using the ISTS (Integrated Short Term Schemes) system. As the Department's requirements have evolved and expanded there is a greater emphasis on providing an integrated customer focused service. To provide these services the Department is embarking on a migration of services from the ISTS platform to its strategic platform BOMi. Paternity Benefit, which provides for a two week payment to fathers following the birth of a child, was introduced as a new scheme as part of Budget 2016 measures with effect from September 2016.

This project involved the extension of BOMi functionality to administer Paternity Benefit and Maternity Benefit schemes from September 2016. It also included the enhancement of existing customer-facing web services through www.MyWelfare.ie to provide access to online application services for Paternity Benefit and Maternity Benefit. A key feature of this project was the provision for automated processing of claims received online, or created via scanning, through to award. BOMi functionality was also extended to process applications for two related schemes, Health and Safety Benefit, and Adoptive Benefit, from October 2016.

3.1.12 *Illness Benefit (IB)*

This project to transfer Illness Benefit, Occupational Injury Benefit, Partial Capacity Benefit and Back to Education Allowance (IB) from ISTS to the Departments New strategic platform, BOMi4, commenced in August 2016. Partial Capacity Benefit and Back to Education Allowance are scheduled for release in July 2018. Illness and Occupational Injury Benefit are scheduled for release in August 2018. The project will deliver automated decisions for the Illness Benefit and Occupational Injury benefit schemes. All claims and medical certificates will be scanned to BOMi4 enabling a move towards a paperless solution for maintaining claims associated with these schemes.

3.2 SDM/BOMi Programme Phase 4 – Projects Supporting Wider Public Service Delivery

As well as contributing to enhancements in the DEASP’s capability to deliver on its own strategy, the SDM/BOMi programme also supports broader government objectives through a number of projects/contracts.

3.2.1. Means Information Sharing Service (MISS) Project

The objective of the MISS Project is to share DEASP ‘means’ information with other public service bodies. The high level requirements of the project are to:-

- Surface the following information to the MISS:-
 - Customer Details;
 - Current Means Factor Details;
 - Relationship Details;
 - Previous Address Details;
 - History of Means Factor Details;
 - Payments Details.
- Generate printable document of customer’s MISS details;
- Authenticate users accessing the system;
- Provide an access reporting facility for public service bodies to manage their employees’ use of the service.

The project commenced in July 2013 and a web application was released into pilot in January 2014. The MISS web application was piloted in South Dublin County Council. A further exploratory project was completed in October 2014 to deliver the MISS web application data on the same technical platform as the SUSI web service. The MISS pilot has now been superseded by the data sharing Application Programme Interface (API) development projects.

The Department is providing an API to support and integrate data sharing with other Public Service organisations including SUSI, PCRS and HAP to modernise data sharing and improve customer service, in line with the Government ICT strategy.

3.2.2. Magdalen Commission Scheme (MCS)

As a consequence of Government decisions following the Magdalene Laundries Commission, a payment functionality was implemented on the BOMi which allows the Department to make payments on behalf of the Department of Justice and Equality in respect of this scheme.

3.2.3. Development of Application Programming Interfaces (API) to SUSI

Support Student Universal Support Ireland (SUSI) processes 100,000+ student grant applications per academic year. When deciding on each grant application SUSI needs to take into account payments made by DEASP. This step consumed substantial resources in DEASP's local offices and HQ. To improve this process DEASP and SUSI in partnership developed the DEASP API, which extends the BOMi so that it is directly accessible to the SUSI Grant Application System, with appropriate security measures built-in; ensuring that SUSI Assessment staff can only see the data relevant to the application which they are currently assessing. The DEASP API has been architected to address today's SUSI requirements, but is strategically positioned to cater for future demands from other external organisations including the HSE and Local Authorities.

Specifically, the following benefits of the project are outlined below:

- Deliver an external Business-to-Business (B2B) BOMi service to a range of public service partner organisations;
- Eliminate those organisations' use of Infosys for claim application processing;
- Eliminate the need for INTREO centres to fill out statements for organisations, thereby significantly reducing unnecessary footfall in those INTREO offices;
- Eliminate the need for large data file transfers - information is transferred just in time, on a case by case basis;
- Improve the quality of information available, thereby the quality of the external organisations' decision making;
- Deliver the BOMi Web Service to other public service organisations in a manner that enables real process improvements and significant benefits to be realised;
- As a provider of information to many Government Departments, DEASP through this project delivered the first iteration of a new set of services, which are referred to as DEASP's Web Application Program Interface (the "DEASP API"). This is a discoverable

set of reusable Web Services that extends BOMi services to other Departments and Agencies.

3.2.4. CES Supporting Digital Delivery Project (CSDD)

The BOMi project - CES Supporting Digital Delivery Project, commenced in November 2014 and was delivered by an in-house DEASP development team. This project was focused on preparatory work to better position DEASP for its data sharing role by migrating the legacy Maintenance Recovery Unit (MRU) and DB481 (Contribution History Statement) applications to BOMi4.

The BOMi4 Maintenance Recovery Unit (MRU) Project was released into production in October 2015 with additional enhancements released in November 2015. The project provided the capability on BOMi4 to:-

- To associate a Liable Relative with an 'awarded' One Parent Family Payment (OFP) claim;
- To capture the relevant details of the Liable Relative;
- To associate the Liable Relative with the appropriate children;
- To calculate the Liable Relative Assessment for the Liable Relative;
- To issue communications in respect of Maintenance Recovery and the Liable Relative Assessment.

The BOMi DB481 (Contribution History Statement) Project went into production in September 2016. The BOMi4 DB481 application is based on more than 500 complex business rules and the project provided the capability within BOMi4 to:-

- Calculate a customer's contribution history based on complex reckonable contribution and credits rules;
- Provide a printable communication containing all of the customer's contribution and credit details and illustrates those that are reckonable for pension entitlement;
- Provide a printable communication where the customer has no record within DEASP of a contributions history.

3.2.5. Implementation of Postcodes

The aim of this project was to design, develop and implement updates of Postcodes to the BOMi system to allow for the capture of customer Postcodes and to enable the printing of the Department's most frequent outgoing communications to customers. The detailed project implementation commenced in July 2015 and was completed in November 2015. The Department uploaded the Eircode Address database (ECAD) to the BOMi system. Eircode will provide quarterly updates of the dataset. BOMi users can now validate new addresses entered against Eircode's ECAD data.

3.2.6. School Meals Programme

The School Meals Programme aims to provide regular, nutritious food to children who are unable, by reason of lack of good quality food, to take full advantage of the education provided for them. The Department provides funding towards the provision of meals through two schemes:

- the statutory Urban School Meals Scheme, and
- the non-statutory School Meals (Local Projects) Scheme.

A project commenced in April 2016 to design, build and implement a School Meals Scheme Processing System on the BOMi. The first phase of the project, to facilitate processing of applications and make payments to participating organisations under the School Meals (Local Projects) Scheme, went live at the end of July 2016. A second phase, to facilitate payments to Local Authorities under the Urban School Meals Scheme was deployed at the end of September 2016.

3.3 SDM/BOMi Programme Phase 4 – Supporting BOMi Infrastructure and Development

The following Support Projects/contracts were completed within Phase 4 of the SDM Programme:

3.3.1 Cross Platform Cluster

A mechanism has been developed to provide Cross Platform Integration services to enable services developed on its original BOMi2 Implementation platform to be called by users who are operating on its newer BOMi4 Platform. The first implementation of these services took place in Quarter 2 2014 in relation to making improvements to the Means Assessment Object originally developed under BOMi2 available to BOMi4 users.

3.3.2 Provision of ICT Resources to work in the Department's IS (Technical) Architecture Team

Under this contract the Department engaged an external resource to work with its own internal team to carry out a series of Architecture initiatives. The initial project commenced in May 2015.

Participation in Architecture initiatives included supporting the on-going requirement to describe, analyse and develop strategies and programs which improved the Department's technical architecture. In particular, the team examined and recommended mechanisms to simplify and decouple the Department's data architecture which underpinned both BOMi and legacy VMS systems. This team:

- Documented and described the existing technical architecture;
- Identified various options which exist to move to an improved target architecture, in particular, simplifying it to a loose-coupled, more resilient architecture;
- Assisted in the evaluation and selection of a future architecture and documented a programme of projects and staged milestones to achieve this transition;
- Assisted and advised on IT architecture best practices, in particular Web technologies, API and mobile development.

4. SDM/BOMi Programme – Projects in Phase 5

4.1 SDM/BOMi Programme Phase 5 – Key Projects/Contracts

In December 2016, a further Framework Agreement was established with three external support providers for an initial period of two years with an option to extend for a further two (2) years. Key projects/contracts currently in progress under this Framework, include the following projects/contracts:

4.1.1 Pay Related Social Insurance (PRSI) Refunds and Scope

The purpose of the PRSI Refunds and Scope Project is to modernise the PRSI Refunds process, to improve customer service and deliver business efficiencies. The project extends the Department's strategic web portal, www.Mywelfare.ie, delivering an online refund service directly to DEASP customers (employees only).

The project reuses and extends BOMi functionality to process applications for PRSI Refunds and to design, build and implement PRSI functionality to extend and where appropriate to refactor the BOMi to:-

- process and administer applications for a PRSI Refund;
- process and administer Scope Section functionality;
- incorporate PRSI rules calculation and automate the calculation of PRSI refunds where applicable;

The project reuses and extends Mywelfare.ie for online applications for PRSI refunds, providing a customer-facing service for PRSI Refunds and automating the calculation of PRSI refunds where applicable.

The project was developed in a number of release cycles, the BOMi release taking place in April 2017 and the Mywelfare.ie release in June 2017.

4.1.2 SAFE Registration and the Public Services Card

The purpose of SAFE (Standard Authentication Framework Environment) registration is to verify a person's identity to a substantial level of assurance. Once identity is verified, a Public Services Card can be issued. The DEASP was charged with developing and producing the card. This part of the project has been completed and the Department has since rolled out SAFE registration to its own customers.

To date:

- Over 77% of the adult population of the state have now been SAFE registered. This involves a face-to-face registration, including the capture of an individual's photograph and signature and the verification of identity data already held by the Department
- SAFE registration has been rolled out countrywide to 100 offices of the Department
- Over 1,900 staff have been trained on the SAFE registration process
- Over 3.25 million Public Service Cards (including c.1.1 million PSC Free Travel variants) were issued by end of April 2018
- MyGovId, a secure, online identity verification service, has been developed by the DEASP, on behalf of bodies providing public services online

SAFE registration is currently a requirement for the following public services:

- PPS Number allocation
- Access to Social Welfare schemes
- First time adult passport applicants in the state
- Citizenship applications
- Driver theory test applicants

The requirement for SAFE registration for services outside of my Department is a matter for the relevant Department. However, the eGovernment Strategy 2017 – 2020 lists a number of public services for which SAFE 2 registration will be required. Others are likely to be listed in the future. The transition plans, including communications, interim arrangements, exceptions, etc., will be worked through by those Departments with the Office of the

Government Chief Information Officer (OGCIO) in the Department of Public Expenditure and Reform.

4.1.3 Provision of ICT resources to work in the Department's Business Intelligence Development Team

Under this contract the Department has engaged external resources to work with its own internal team to carry out a series of Business Intelligence initiatives. The project originally commenced in May 2015, however a further contract was awarded in April 2017 for a period of two years with an option to extend for one extra year. The Business Intelligence team will:

- Design, build and deliver a Data Warehouse based on typical star schema;
- Participate in delivery projects across the full suite of BOMi applications i.e. design, build and deliver SAP Business Objects Universes including ETL scripts to meet the reporting needs of the Department's scheme areas and Statistics Unit;
- Assist and advise on new Business Intelligence toolsets;
- Assist and advise on information architecture best practices;
- Skills transfer to DEASP staff;
- Training Manuals and training sessions.

4.1.4 Web Self Service - MyWelfare & WelfarePartners

The Department is providing a suite of online self-service facilities for customers and partners organisations:

MyWelfare (www.mywelfare.ie) is the Departments digital platform offering customers who have a MyGovID account the facility to access Jobseeker services, payment and contribution statements, appointment services, treatment benefit eligibility services, and apply for PRSI refunds, Child Benefit and Maternity/Paternity Benefit online. Customers can also use an online benefit of work estimator for those on disability and illness payments. New services

continue to be added to MyWelfare and work is ongoing to enhance the customer experience to ensure the services are accessible, intuitive and meeting customer needs.

WelfarePartners (www.welfarepartners.ie) is a digital service for business partners of the Department that utilises the Revenue Online Service (ROS) digital certificate for authentication and non-repudiation. Community Employment (CE) was the initial service to employers in 2017. Treatment Benefits (TB) services have since been added and this also extended the WelfarePartners online service to self-employed and sole traders. New services continue to be added.

4.1.5 Identity and Access Management – MyGovID

The Department developed MyGovID as a public service online identity and access management solution which is built on the Department's robust SAFE processes and utilises the Public Services Card for verifying accounts. MyGovID has been integrated with the Revenue myAccount online service and JobsIreland since 2017, and with SUSI since April 2018. Discussions are ongoing with a wide range of other Departments and Agencies with regard to their utilisation of MyGovID including D/Transport and HSE. More information about MyGovID and services being added is available at www.mygovid.ie.

4.1.6 Digital Platform Service

A new contract to work on the Digital Platform Services Web Self Service (MyWelfare and WelfarePartners) commenced in April 2017.

The areas involved in this contract are:

- Development and maintenance of the Web Self Service application and underlying platform which will include the following elements:
 - a. Participation in Business Exploration initiatives
Participation in exploratory projects in co-operation with the project business team and the Department's Design Authorities and Modelling teams.
 - b. Participation in Technical Exploration initiatives
Participation in technical explorations to explore service delivery innovations.
 - c. Participation in MyWelfare and WelfarePartner Delivery Projects

Participation in MyWelfare and WelfarePartner extension and enhancement projects.

A new contract to work on the Digital Platform Services Identity and Access Management (Citizen and Partners) commenced in April 2017.

The areas involved in this contract are:

- Development and maintenance of the Identity and Access Management (Citizen and Partners) application and underlying platform which will include the following elements:
 - a. Participation in Business Exploration initiatives

Participation in exploratory projects in co-operation with the project business team and the Department's Design Authorities and Modelling teams.
 - b. Participation in Technical Exploration initiatives

Participation in technical explorations to explore service delivery innovations.
 - c. Participation in Identity and Access Management (Citizen and Partners) Delivery Projects

Participation in Identity and Access Management (Citizen and Partners) extension and enhancement projects.

4.1.7 WelfarePartners

Welfare Partners is a new digital service for business partners of the DEASP which was introduced in Quarter 2 2017. Business partners are organisations who engage with the Department to provide a service. The first service provided on Welfare Partners is to the Community Employment Programme. The next phase, which was implemented in November 2017, was for Treatment Benefits. Dentists and opticians can now deal with the department online.

4.1.8 Community Employment (CE)

Community Employment (CE) is an employment programme which helps long-term unemployed people to re-enter the workforce by breaking their experience of unemployment through a return to work routine. The programme assists them to enhance and develop both their technical and personal skills which can then be used in the workplace. The CE programme is sponsored by groups wishing to benefit the local community – namely voluntary organisations and public bodies involved in not-for-profit

activities. The DEASP gives financial support in the form of allowances and funding to assist with the Community Employment programme, eg participant wages, supervisor grants, materials grants and specific skills training grants.

Until 2017, all Community Employment (CE)/Job Initiative (JI) scheme information and application management functionality resided on the Community Services Management (CSM) system hosted on SOLAS' infrastructure. To support business continuity and ensure continued ICT support for the schemes, it was decided to transfer to management of CE/JI to BOMi.

The **CE on BOMi** project was responsible for the implementation of a new CE Application and Claim Management process, including significant enhancements to DEASP's strategic platform BOMi, and the introduction of a new Web Self-Service platform for employers, called "WelfarePartners".

The initial release of CE on BOMi went live in April 2017 and by the end of 2017 all CE/JI schemes nationally were being managed on BOMi. Further enhancements were made to the system throughout 2017 and into 2018 to include facility to make and renew applications to run CE/JI schemes online, full online management of each participant's Individual Learning Plan, and end-to-end online payments for CE/JI schemes. Online transactions are carried out in near real-time, eliminating the reliance on traditional paper-based methods of communication between CE Sponsors and the Department. These enhancements have all been in line with DEASP's commitment to innovation and the Department's Customer Centred ethos. Manual calculations have been eliminated and services are streamlined and efficient. Officers have a comprehensive, up to date view of each client's interactions with DEASP allowing for a reduction in paperwork, timelier and more accurate decision making and improved customer service.

4.1.9 Treatment Benefit (TB)

The Treatment Benefit scheme provides qualified PRSI contributors with a range of healthcare benefits, including optical, dental and medical appliances (primarily hearing aids) which are implemented as three distinct schemes with different qualifying conditions. The scheme has been in existence for over 60 years. There are over 2.5m qualified customers

currently and this is set to rise, with the expansion of the scheme to self-employed people from March 2017.

The current standalone TB system is in operation for over 30 years. The Department's requirements have evolved and expanded and there is a greater emphasis on providing an integrated customer focused service. Budgetary changes which extend treatments covered commenced in November 2017. The Treatment Benefit project involves the extension of BOMi functionality and the enhancement of existing customer-facing web services (through MyWelfare.ie and WelfarePartners.ie) to provide a facility for customers and contractors to check eligibility and to process applications for payment. The first phase of this project which includes an online facility for customers and contractors to check eligibility for Treatment Benefit was completed in August 2017. The second phase, dealing with processing of applications for payment was completed in November 2017.

4.1.10 Social Welfare Appeals Office (SWAO) Business Process Review

This contract commenced at the beginning of June 2017 for a duration of twelve weeks and finished in September 2017 on time and within budget.

The purpose of this business process review project is to:

- Improve work flows and processes to increase effectiveness and efficiency of the appeals process including processing times.
- Increase customer service both internally to DEASP Officers and externally to appellants including visibility of progress of the appeal.
- Propose a conceptual 'To-Be' business object model and develop an overarching vision within the SWAO and DEASP to modernise the technology support for the Appeals service based on the extension and re-use of the Department's Business Object Model.
- Support the work of Appeals Officers by improving access to information and data on site and at oral hearings in venues around the country, using digital technologies as a preference.

- Improve the mechanism for the flow of information between the SWAO and DEASP by maximising digital technologies and the BOMi platform.
- Identify the organisational structure in SWAO and DEASP that would best support the new model.

The BPR has achieved what it set out to do and next stage is to tender for implementation of the 'To Be' process, which is due to take place later this year in the 3rd quarter. Implementation has begun on many of the recommendations that were suggested in the BPR by Bearing Point, that were possible within our current structure and resources.

4.2 SDM/BOMi Programme Phase 5 – Projects Supporting Wider Public Service Delivery

4.2.1 Fuel Lump Sum Project

The Fuel Lump Sum project is a new development on BOMi, which introduces a new fuel allowance component that allows customers to be paid by lump sum, rather than on a weekly basis. This Project affected eleven schemes on BOMi. Development on this Project commenced in April 2017 and it was released at the end of August 2017.

4.3 SDM/BOMi Programme Phase 5 – Supporting BOMi Infrastructure and Development

4.3.1 Support Contracts

In addition to projects designed to enhance and extend the capacity of the DEASP to undertake its business, the Department also invests considerable resources in enhancing its capacity to support and manage this development and production process. Robust and reliable support and maintenance is critical to support the continuing availability of existing BOMi services and the on-going developments to extend the BOMi to cover the entire range of strategic systems in the Department. While the Department is building up its own internal capacity to carry out this function, there continues to be a need to augment this capacity with external resources. The most recent round of contracts with external providers to support this commenced in March 2017 for a duration of 24 months.

This covers a number of specific support areas and includes the following:

- Production Support and Maintenance;
- Delivery of Business Change/Enhancement;
- Release and Environments Management;
- Central Test management;
- Other specialised support areas (see below).

4.3.2 Provision of ICT Resources to work in the Department's BOM Modelling Development Team

The Department's three main areas of focus are the provision of income supports, activation measures and control. The BOM Modelling Development Team provides a vital role to the Department so it can continue to deliver high quality solutions within very tight timelines to support the Department's Service Delivery Modernisation Programme. As the role of the Department has expanded as part of the transformation agenda currently underway the role of the BOMi will be expanded to meet the wider mandate of the Department. The BOM Modelling Development team support these developments, as well as the on-going requirement to extend the BOMi to cover the entire range of strategic systems in the Department. Support is also provided to assist the Department in migration of the BOMi from its current technology platform onto new platforms required to enable further

expansion of the system into the future. The role of the BOM Modelling Development team includes:

- Supporting multiple concurrent development projects to extend the BOMi, such developments often being carried out by teams from the three different SDM Framework members as well as internal DEASP development teams;
- Delivery of Exploration projects including modelling, developing prototypes, user stories and videos;
- Accessibility testing and modifications to the BOMi4 application to ensure WCAG 2.0 compliance;
- Supporting the implementation of business changes required to the BOMi system;
- Supporting the technical infrastructure of the BOMi including the implementation of NOF releases and major upgrades;
- Supporting the decommissioning of legacy applications (e.g. Scope, Estate Cases, PRSI Refunds and Comino);
- Cluster Clean-up projects and multiple code reviews;
- Coding standards developed and maintained;
- Assistance in developing internal capacity of DEASP staff to support the system into the future.