



Australian Government
Department of Agriculture,
Fisheries and Forestry

Digital Business Division

Simplified Targeting and Enhanced Processing Systems Program (STEPS) Go Live Readiness Assessment ICCP V1

February 2026

s. 47F(1) – CTO Consulting

Agricultural Trade and Regulation Group

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Assessment Context and Scope

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Terms of Reference

Review Objectives

Go-live Readiness Assessment to provide an independent view as input to the STEPS ICCP V1 Pilot go / no-go decision being made by the STEPS Program Implementation Board.

Context

The STEPS Program is preparing for a significant deployment of the ICCP platform Version 1 into a Pilot as part of a three-phase rollout process. The MVP for ICCP was released into UAT in October 2025.

This review provides an independent view of Go Live Readiness into the STEPS Program Implementation Board Go / No Go decision.

Scope

- ICCP Platform only
- ICCP V1 Release targeted for 24th February 2026 (excludes later Releases)
- Review of the ICCP technical solution delivery for:
 - Technical Completeness and Acceptance
 - Functional Completeness and Acceptance
 - Operational Completeness and Acceptance
- Review of Business Readiness as measured by UAT Completeness

Constraints

The review was constrained to a two-week period commencing 9th February and ending 20th February to ensure the outputs are available to the Implementation Board prior to the 20th February. The review is also constrained by key stakeholder availability within the tight “run home” period for the Release.

Executive Summary and Recommendations

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Executive Summary



Review Objectives

Go-live Readiness Assessment to provide an independent view as input to the STEPS ICCP V1 Pilot go / no-go decision being made by the STEPS Program Implementation Board.

The STEPS Program has improved its delivery management processes and achieved much stronger engagement with both Business and Technical Operations stakeholders in the last year and there is a strong sense of united purpose toward the February Release.

Successful Go Live of agreed scope, with no material workarounds nor Critical or Major issues outstanding nor expected in Production is assessed as **Feasible** as significant issues and risks with the delivered software are under close senior management attention with a very tight resolution window remaining.

These appear resolvable at this stage if the activities of the week ending 20th February go very well and the outstanding issues are addressed successfully. In which case a Go Live is possible albeit there may be some material workarounds adopted by the Business in the short term.

Outside of the software completion and acceptance challenges noted above, the processes for Testing, Release and Technical Change management were sufficiently in order to ensure the Go / No Go decision and Change Approval would be approved (or not approved) and executed in a controlled manner.

As of writing, (Tuesday 17th February) it is still quite possible that one or more Release-threatening issues arise via SIT, RT or UAT before 20 Feb due to the relatively large number of PBI's delivered late and the very limited time to:

1. Test remaining critical bug fixes
2. Test the new PBI's (highly likely to generate their own critical bugs)
3. Conduct sufficient Regression Testing .

The STEPS Implementation Board are fully informed of these risks and that the likelihood of a "Go" decision this week will be a day-by-day proposition .

STEPS last line of defence is the remaining Test activities – SIT and UAT and RT. Enabling this and **detailed scrutiny of the results** by STEPS and Business Stakeholders will be key to making the right Go / No Go decision on 20th February.

Post Go Live the program should allow for generous capacity to attend to Production issues and to refactor the solution changes made to accommodate the Pilot go live date. Non-functional testing has not been included in this Release and whilst not expected to be an issue due to the reduced scale of the Pilot subsequent Releases will need to include non-functional testing developed in consultation with the Technical Operations team and executed to ensure the new platform is performant, reliable, recoverable and supportable to suit operational demands.

**See Appendix C for assessment ratings*

Executive Summary - Recommendations

To address the observed expectation gaps and ensure Successful Go Live of agreed scope, with no material workarounds nor Critical or major issues outstanding nor expected in operation of the new system/s in Production STEPS is encouraged to continue or commence implementing the following recommendations. *Note whilst the TSR review below was intended by the program the concern was lack of focus on the completeness of the Test Summary Report to ensure the Go / No Go decision was fully and formally informed.*

Recommendations Summary

1. **Ensure Test Summary Report** includes details of all testing that has been executed, the associated test results, any identified gaps, limitations or risks in the testing in particular around Regression Testing of new and existing systems, and non-functional testing.

WHY: To ensure the Go / No Go decision is fully informed of the strengths and weaknesses and risks in the go live preparation and acceptance activities.

2. **Include detailed review and sign-off of the Test Summary Report by delivery, technical operations (support) and business** as input to the final Go / No Go decision-making;

WHY: to ensure the Go / No Go decision is fully informed by the view of all relevant stakeholders.

3. **Include a Release Scope Statement in the Release Change Documentation** that summarises the business and technical scope and is traceable down into the appropriate detailed repositories such as ADO for inclusion in the Change Record.

WHY: To ensure the Release acceptance stakeholders and the formal Change Management Process are fully informed at the requisite detailed level. This level of scope detail and integrity will also be required should an ANAO audit of the change/Release be conducted.

4. **That an NFR Test Plan is developed** in consultation with the Technical Operations team and executed prior to the rollouts planned post Pilot.

WHY: to ensure the new platform is performant, reliable, recoverable and supportable to suit operational demands.

5. **That a day x day one-page Release plan is maintained** for daily review with all key stakeholders is used in standups.

WHY: To help all stakeholders stay up to date and aligned during the dynamic Release period.

6. **That an “as-built” solution review is conducted** of the solution against the Target State Architecture and Business case. (Post Release action)

WHY: To ensure the ICCP Platform and the TSA are aligned and to identify and elaborate the balance of solution development required for the subsequent roll-outs.

Key Focus Area Observations

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Release Scope

The scope for the Pilot Release is well understood and documented in detail in ADO. The business have a scenario view of the scope and were clear what was planned for the Pilot Release.

However, due to late delivery in the weeks leading up to the final test stages for the Release the Business, Technical Support and Test teams have struggled to keep abreast of the frequent changes made to accommodate the tension between delivery and the deadline.

There is a risk that the final Release Scope Statement will not be in full order .

Recommendation #3: Ensure the Release Scope Statement fully and accurately summarises the business and technical scope and is traceable down into the appropriate detailed repositories such ADO for inclusion in the Change Record.

Recommendation #6: That an “as-built” solution review is conducted of the solution against the Target State Architecture and Business case To ensure the ICCP Platform and the TSA are aligned and to identify and elaborate the balance of solution development required for the subsequent roll-outs.

KFA	Observation
Expectation: Clear formal Scope documentation for the Release for all stakeholders. that is traceable documentation from Business case and TSA and Business Functions/Scenarios down to the technical features being Released.	Partially Met: Technical and Business views of scope were documented in detail. There was no single document at time of review that traced these scope views back to the TSA
Expectation: That the NFR Scope for the Release has been documented and approved.	Not Met. Non-Functional Requirements documentation for performance and reliability and supportability was not sighted, nor any was any evidence of approval of this. An ATO has been secured for the ICCP (as a platform) and the Orchestration component (ORC)
Expectation: that the Release Scope been signed off by Business	Met: Business view sighted and accepted (sign-off not sighted however senior business stakeholders represented this view in the review meeting.
Expectation Has the Scope been signed off by Technical Delivery	Met: All technical delivery appeared to have been approved in ADO.
Has the Scope been signed off by NFR Stakeholders eg Security/Cyber and Support	Partially Met: The required ATO was formally received however the balance of NFR's were considered work in progress at time of the Pilot.

Testing and Acceptance: Technical and Business

Both Technical and Business Test scripts were quite detailed in preparation for the Release.

End to end scenarios were strongest in the Business however it was unclear what level of full end to end testing was planned or achieved by the technical test team.

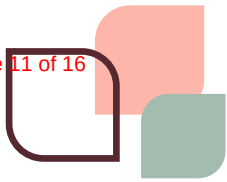
The compressed timeframes of the final few weeks of testing would very likely limit the full Regression Test Plans of the Technical Test Team being executed and the team will instead conduct targeted RT of the new system.

Recommendation #1: Ensure Test Summary Report includes details of all testing that has been executed, the associated test results, any identified gaps, limitations or risks in the testing in particular around Regression Testing of new and existing systems, and non-functional testing.

Recommendation #2: Include detailed review and sign-off of the Test Summary Report by delivery, technical operations (support) and business as input to the final Go / No Go decision-making.

KFA	Observation
Expectation: That technical and business test plans are documented and are supported by detailed test scripts	Met: Technical Test plan sighted; test scripts for technical and business were sighted and in detail
Expectation: That Technical SIT plans Include end-to-end test scenarios results acceptance in Go / No Go criteria WHY: ensure all technical/business operations will function acceptably post Go Live inclusive of planned workarounds.	Partially Met : It was not fully clear during the review to what degree the Technical SIT intended to or did achieve this.
Expectation: That end-to-end Business UAT test scenarios results acceptance is included in the Go / No Go criteria WHY: ensure business operations will function acceptably post Go Live inclusive of planned workarounds.	Met: Business had developed a minimal acceptable suite of E2E scenarios to ensure their business operations would work and not be adversely impacted post Go Live.

Technical Operations Acceptance



The Operations team were fully aware of the new ICCP platform Release and engaged with testing and were in the process of finalising their joint Hypercare support processes with STEPS. While this team had the usual challenge of keeping up with last minute scope changes and the support process work was running late, nether of these challenges were expected to be a major issue to the Go Live. Non-functional testing other than penetration testing was not evident.

Recommendation #4 : That an NFR Test Plan is developed in consultation with the Technical Operations team and executed prior to the rollouts planned post Pilot.

KFA	Observation
Expectation: That Technical Support/Operations Teams are fully aware of the new system and have prepared their monitoring and alerting and support processes	Met: The Operations team were fully aware of the new ICCP platform Release and engaged with testing and were in the process of finalising their Hypercare support processes with STEPS. While this team had the usual challenge of keeping up with last minute scope changes and the support process work was running late, nether of these were expected to be a major issue to the Go Live.
Expectation : that new components have been reviewed for ATO requirements and where applicable the ATO has been issued	Met: An ATO has been secured for the ICCP (as a platform) and the Orchestration rules (ORC)
Expectation: That the Operations team would have participated in or at the least viewed the test results of NFR testing for Performance, Reliability, Recoverability and Supportability.	Not Met: No formal NFR plans were sighted or executed. Given the small size of the Pilot (two feeds only) this is not seen by the Operations team as a risk for the Pilot, but this must be addressed before the larger rollouts that will follow

Release and Technical Change



Both the STEPS Release Plan and Technical Release (code promotion) plans are in good order and would be subject to DAFF's formal Technical CAB process.

The Process is very well documented with all expected controls. Tracking of completion of all prerequisite activities is very detailed and properly documented. Within this process the Operations/sustainment team are well engaged.

Recommendation #5: That a day x day one-page Release plan is maintained for daily review with all key stakeholders and used in standups to help all stakeholders stay up to date and aligned during the dynamic Release period.

KFA	Observation
Expectation: That a detailed Release plan inclusive of all key activities, reviews and approvals is developed and accepted and executed	Partially Met: The Release plan sighted was detailed and inclusive of all expected approvals. Some reviews that would precede senior stakeholder approvals were less clear. There was no "release on a page" with sufficient detail for tracking the last two weeks.
Expectation: That the detailed release plan is displayed with commensurate detail and reviewed with all stakeholders and with increasing cadence as the Release approached – eh 1-2 months out weekly ; less than 1-month out 2-3 times per week; last two weeks daily.	Partially Met: Daily reviews were being conducted however due to a lack of a "release on a page" with sufficient detail some stakeholders were not clear of the plan in the w/e 13/2.
Expectation: That the Technical Change/Release process to promote the code from the STEPS program up into Production includes all Configuration detail is reviewed and accepted by the Technical Operations team and approved by the Technical CAB	Met: A detailed Technical Release (code promotion) schedule has been developed and reviewed with technical Operations and was in the process of proceeding through the Technical CAB process.
Expectation: That a formal technical CAB process exists and the STEPS Release would proceed to Production via it	Met: A strong well-established process is operated at DAFF and STEPS was in the process of proceeding through it.

Appendices

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Appendix A: Interviewees

Name	Role
Amanda Chalmers	Chief Digital Business Officer Digital Business FAS Office
Ben DeLorenzo	Assistant Secretary STEPS Program AS Office
s. 22(1)(a)(ii)	STEPS Program Manager
	Director STEPS Program Management Office
	STEPS lead Architect
	Program Manager STEPS Implementation
	Program Manager STEPS Implementation
	STEPS Release Manager
	Delivery Manager
	Test Manager
	Test Lead
	Delivery Manager Finance Stream
	Stakeholder Engagement
	Product Manager
	Director Cargo Operations South & Detector Dogs AS Office
	Director - Change & Comms Lead STEPS Implementation
	Delivery Manager STEPS Implementation
	Assistant Director • STEPS Implementation

Name	Role
s. 22(1)(a)(ii)	Director Cargo Systems (Operations/Support)
	Director Cargo Systems
	Assistant Director Cargo Systems
	Assistant Director Cargo Systems
	Assistant Director Cargo Systems
	Assistant Director Cargo Systems
	Assistant Director Cargo Systems
	Assistant Secretary • Financial Operations AS Office
	Systems Accountant • System Support & Accounting
	Director • Finance Business Improvement
	~~IMS/AIMS Cargo Systems SME~~

Appendix B: Program Documents Sighted

Document / Repository	Version / Date	Link
STEPS Personal Effects Architecture	V 3.0	STEPS Personal Effects Solution Architecture
Integrated Cargo and Container Platform Target Architecture	V 0.7 10/09/2024	Integrated Cargo and Container Target Architecture
STEPS Tranche 1 Target State Architecture (Presentation)	V 2.0	STEPS T1 Target State Architecture - DESC
BIIS Orchestration and Rules Capability Solution Architecture	V 1.0 10/09/2024	Orchestration and Rules Solution Architecture
Integrated User Experience Solution Architecture	V 0.5 19/07/2024	Integrated User Experience Solution Architecture Document 0.5
Release Management – Various artefacts including Release Plan	various	20.Release Management (Repository Location)
ICCP UAT scenarios - February 2026 (for Finance)	February 2026	Copy Received
STEPS Implementation Board Weekly - 11 February	11/02/26	Copy received
STEPS Implementation Board Weekly - 17 February	17/02/26	Copy received
SIT Sign-off Report template	V 0.1 20/03/2025	Copy Received (not populated)
ICCP features- MVP- National Release - UPE- Feb 26.xlsx (Finance)	February 2026	ICCP features- MVP- National Release - UPE- Feb 26.xlsx
Application Release and Testing Frameworks	Current	Application Release and Testing Frameworks - Overview
Azure Dev Ops (ADO) Development Repositories	Current	Sighted during review – no links or copies taken
ICT Change Management Process	Current	ICT Change Management

Appendix C: Ratings

These ratings were derived from the DTA Delivery Confidence Assessment (DCA) ratings and modified to suit the Go Live Readiness Assessment (GLRA)

GLRA Rating		Description
	High	Successful Go Live of agreed scope, with no material workarounds nor Critical or major issues outstanding nor expected in operation of the new system/s in Production appears highly likely and there are no Critical or Major issues that at this stage appear to threaten the Go Live significantly.
	Medium High	Successful Go Live of agreed scope, with no material workarounds nor Critical or major issues outstanding nor expected in operation of the new system/s in Production appears probable however constant attention will be needed to ensure risks do not become major issues that threaten the Go Live significantly.
	Medium	Successful Go Live of agreed scope, with no material workarounds nor Critical or major issues outstanding nor expected in operation of the new system/s in Production appears feasible but significant issues and risks exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not threaten the Go Live.
	Medium Low	Successful Go Live of agreed scope, with no material workarounds nor Critical or major issues outstanding nor expected in operation of the new system/s in Production is at risk and requires urgent action to address major risks and issues to ensure the system passes the Go / No Go.
	Low	Successful Go Live of agreed scope, with no material workarounds nor Critical or major issues outstanding nor expected in operation of the new system/s in Production appears highly unlikely and the Go Live requires changes to schedule (ie Go Live date) to enable resolution of Critical and Major issues with solution completeness and quality and ability for the solution to properly perform and be supported effectively in Production which don't appear to be manageable or resolvable in the remaining time.