



Cogent Business Solutions Pty Ltd

CAPABILITY PROFILE

IT Strategic Services Division



COGENT BUSINESS SOLUTIONS - OUR COMPANY

OVERVIEW



This document is an introduction to Cogent Business Solutions Pty Ltd (Cogent) and specifically our **IT Strategic Services Division**. If you read no further, have a look at the last section which is a list of completed projects.

Cogent is a quality accredited management consultancy specialising in the provision of 'Service Delivery' solutions to industry, non-profit and government organisations. Cogent's team is located in every major city in Australia and draws upon a base of over 480 specialist consultants to provide specialist expertise and a multi-disciplined approach to our integrated team model.

Founded in 1996, Cogent has an extensive listing of Commonwealth, State and Territory Department clients, as well as numerous private sector and Not-for-Profit clients, all of which would speak favourably about the quality of our services.

Value for money is important and to achieve this Cogent provides a 'minimalist service approach'. We can design a project which value adds to our client's existing resources: such as providing guidance and support only on an *as required basis*. We accomplish this by using highly experienced and qualified consultants who have the ability to work through existing resources and to focus on the specific needs of our client's project.

Our People: Cogent is committed to professionalism through the use of consultants with outstanding track records in their fields of expertise. Our consultants are dedicated to technical and business excellence in providing innovative and cost effective solutions to meet business needs.

Our consultants have an established reputation for their high level of expertise, professionalism and reliability, particularly for delivering results on time. This reputation is based on four guiding principles that Cogent promotes in dealings with our clients:

- understanding client's needs and understanding every aspect of each project
- matching consultant's expertise and experience to address those needs
- professionalism, based on development and use of best practices in each of our areas of expertise, and maintenance of consultant's knowledge and experience through continuing professional development
- integrity in the way we perform our work, the relationship with our clients, and the services we deliver.

Our Services: The range of strategic and implementation advice and support provided by Cogent to our clients covers the full spectrum of management and support disciplines necessary to deliver a holistic approach to solve business requirements completely. This includes:

- Business Process Support, Review and Re-engineering
- Change Management
- Risk Management
- Corporate strategy development and implementation
- Business Case Assessment
- Project and Program management
- Developing KPIs and related processes
- IT Architecture, including
 - System Scoping and Assessment
 - Business Requirements Analysis and Specification
 - Performance monitoring and management
- Solution Design
- Provision of procurement advice and implementation support such as:
 - Procurement scoping and definition
 - Specification development
 - Evaluation models
 - Acquisition documentation development
 - Conduct of tender evaluations, including financial and viability evaluations
 - Probity
 - Source selection reporting
 - Contract negotiation/development/implementation/review
- Integrated Contract Management, including:
 - Contract administration and maintenance
 - Stakeholder relations and contractor management
 - Performance monitoring and management
- Contract Management/Performance Auditing and system development.

ISO 9001 Accredited Processes: Cogent has in place a detailed and comprehensive project management and financial system as part of our Quality Management System that is managed by our Quality Manager. As part of the Quality System, Cogent maintains a project based Intellectual Property (IP) database on our intranet. We also use a software tool called "JIRA". This project and issue management tool allows access to all appropriate documents for each person involved in the project; provides live status reporting and project analysis capabilities such that everyone can see progress on the project and allows each consultant to make comment on progress.

In all our contracts, Cogent identifies a Partner Responsible, who is responsible for the ongoing management of the contract, including:

- Managing the contractual relationship with key client personnel;
- Monitoring performance of our consultants and employees;
- Ensuring that contract objectives are met; and
- Invoicing and billing matters.

Structured Methodology: Within the context of our accredited process described above, there are a number of facets to Cogent's management of professional services projects, including:

- The traditional concerns relating to time, cost and quality associated with any project; and
- The project reports will not only be technical documents but must be able to withstand the scrutiny of departmental staff and external experts, and be comprehensible to them. The identification of key issues, the appropriate level of research, and clear report presentation with practical recommendations and implementation plans are important components of Cogent's approach.

One of the key features of the management of our projects is the open, honest and transparent management of the project. We facilitate regular meetings, appropriate informal communication and a welcome invitation to clients to 'drop by' and have a chat about progress at any time that suits. We have found that the sharing of information on a systematic and ongoing process helps our clients develop a sense of trust and confidence in our capability to deliver. In turn, this trust and confidence allows the development of mutually agreed responses to issues as they arise.

Our Technology Services

We provide ICT specialist expertise in the areas of:

- Business analysis
- Enterprise architecture
- Requirements definition
- Project planning
- Program management
- Vendor management
- ICT procurement
- Strategic Planning
- Scoping studies
- Business cases
- Change management

We believe that ICT strategy is based firstly on embedding ICT strategies and plans within the organisation's business outcomes. ICT should first and foremost be a platform that allows everyday business to be delivered with quality and efficiency. This is a principle that we apply to all our ICT assignments.

Our approach focusses around addressing the inter-related areas of:

- IT principles – high-level statements about how ICT is used in the business;
- IT architecture – the policies, relationships and technical choices to achieve technical standardisation and integration;
- IT infrastructure – the coordinated, shared IT services that provide the foundation for the organisation's ICT capability;
- Business application needs – the business needs and desired outcomes of any IT applications; and
- IT investment priorities – decisions about how much to invest in ICT, where to invest, including approval processes.

Our approach to strategy development is thus based on proven principles including:

- Alignment with corporate and business priorities
- Alignment with enterprise architecture
- Needs analysis – understanding the current state, and where it needs to move to;
- Taking advantage of technology innovation, where it aligns with business objectives;
- Communication, communication, communication – with stakeholders at various levels – through facilitated workshops, to-be modelling, options development and analysis, presentation and review of draft strategies;
- Balanced analysis of costs and benefits of planned strategic outcomes, including financial, technical and people-based.

Our Experience



Case Study – TGA Due Diligence Review

Cogent's Role: Cogent Business Solutions was engaged to conduct this due diligence review, to examine the costs, benefits, risks and impacts of TGA utilising the Health portfolio's shared services and other corporate functions.

Business Challenge/What Client wanted: This review was commissioned jointly by the Department of Health (Health) and the Therapeutic Goods Administration (TGA), as part of their investigation into the consolidation of corporate services functions, in line with the Australian Government's broader efficiency agenda.

TGA is Australia's regulatory authority for therapeutic goods, carrying out a range of assessment and monitoring activities to assure the safety, efficacy and accessibility of therapeutic goods to the Australian community. While TGA has highly specialised activities involved in the review and regulation of these therapeutic goods, there are a number of 'back end' corporate services including payroll, HR and standard ICT services that could be considered common across most government agencies.

Both TGA and Health needed assurance that any move to shared services would achieve efficiency outcomes overall, without adversely affecting TGA's core regulatory business for the safety of the Australian community.

Project Outcomes: We started our review from the position that our due diligence should provide TGA with the information needed to make a 'go/no-go' decision on shared services, and if so, which services should be undertaken through a shared services model.

We started by gathering base data, through consultation with TGA and Health share services stakeholders, and collection of relevant benchmark data. Our team then analysed the collected data to identify the opportunities, benefits, costs and risks involved. From this, we identified a range of options for shared services, the costs and benefits of the options, and identified the recommended option. Our recommendation included a roadmap of actions to be taken by Health and TGA to achieve a successful and efficient outcomes.

Cogent's Dependability & Quality of Work: Our approach in engaging stakeholders was appreciated in building consensus, based on sound principles, to constructively identify options and assess them. Our report and recommendations were welcomed by both Health and TGA stakeholders, and our roadmap of actions was valued as providing a concrete basis from which both Health and TGA could work together.



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Our Experience



Case Study: Case Management System Procurement

Cogent's Role: Cogent was engaged initially in 2010, to undertake the procurement of a case management system, from developing initial requirements to coordinating the procurement process, evaluating tenders and negotiating contracts. In 2014, we were re-engaged to test the market again, as the initial contract was due to expire.

Business Challenge/What Client wanted: Our client is responsible for the delivery of a system to be used by homelessness service provider agencies across Australia, to ensure consistent national reporting of homelessness statistics, and the effectiveness of policies to reduce the incidence of homelessness. Given the diversity of agencies involved in such services, from small regional women's shelters to national charities, the case management system provides a single source of data, supporting agencies in their service delivery for each homeless person or family, through to the monthly transmission of data in accordance with national reporting standards. The case management system needed to be able to accessed by more than 1,000 service provider agencies across Australia, on a web-based platform that would be easy to use and maintain, but retained security over confidential data of the homeless people being assisted.

Project Outcomes: Cogent undertook analysis with our client and key stakeholders from the service delivery agencies, to develop the statement of requirements, including functional and non-functional requirements. We developed and tested the requirements to ensure they would fulfil the case management needs of service provider agencies both large and small, while also meeting the standards for national reporting. We structured the requirements to facilitate the procurement of a commercial off-the-shelf (COTS) system, to minimise costs both for the initial installation and for maintenance across the life of the system. Our procurement process was structured to ensure that suitable packages from the market were evaluated for fit against our client's requirements, while ensuring value for money over the life of the contract. We facilitated and assisted the evaluation of all tender responses, including measures for the extent of custom system development needed, maintenance and licence costs.

Cogent's Dependability & Quality of Work: Cogent was able to conduct the procurement so that the system was able to be procured, configured and installed for use by the homelessness service provider agencies, including access to initial training and ongoing support. The quality of our work has been reinforced by the fact that our client re-engaged us in 2014, to conduct the procurement for the next contract period. The initial contract had delivered a dependable case management system with minimal defects or outages. The second procurement process in 2014 was able to build from our work in 2014, and ensure that the case management system continues to perform both for homelessness case management, but also in line with the latest innovations in technology.



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Case Study: Business Transformation Program

Cogent's Role: A small government agency initiated a business transformation program to modernise and streamline their internal and production processes, and enable a stronger project management culture amongst their teams. While a project management office had been initiated, our client needed the tools to enable visibility of project management processes, including scope, risk and milestone management across the agency. Our role was to provide project management and technical architecture expertise to enable the development of a project management system based on the Microsoft Sharepoint platform. Our consultant led and mentored the agency's development team, to deliver the new project management platform.

Business Challenge/What Client wanted: Our client was facing ever-increasing pressures for its staff to deliver an increasing number of publications, driving down turnaround times, while also maintaining the quality of their publication through online and web-based publication platforms. The agency needed a way to manage an increasing number of inter-dependent deadlines, while providing visibility to executives and staff about the various small publication projects being undertaken and the challenges they faced.

Project Outcomes: Cogent was able to provide an experienced architect and project manager, who led the agency's development team, including:

- Translating the requirements emanating from the business transformation initiative into ICT projects to deliver the tools required
- Applying a principles-based architecture vision, based on using standard 'out of the box' tools to minimise future maintenance costs for the system;
- Developing the agency's capability to undertake agile development, facilitating early delivery of key functionality to agency staff;
- Extensive workshops and consultation sessions with agency staff to develop requirements and drive the iterations of development;
- Planning and management of the iterations, to successively system functionality and realise the goals of the business transformation program.

Cogent's Dependability & Quality of Work: While the overall goal of the business transformation program was focussed on improving the agency's business processes, Cogent's role took on a capability improvement aspect for our client's IT development team at the same time. We were able to deliver an innovative solution that met our client's needs, but we are particularly proud of the fact that our client now has a sustainable solution that is supported and maintained by a transformed internal team of developers.



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Case Study: Field Mobility Program

Cogent's Role: Cogent was engaged by NSW state government utility to develop a business case for the procurement of a field mobility platform. While our client has been operating a field mobility system for seven years, that system had reached end of life. A market assessment had been undertaken to assess their future options, ranging from upgrade to a new version of the existing field mobility system, to moving to newer mobile technologies that would service a broader range of function across the organisation.

Business Challenge/What Client wanted: Our client had undertaken an assessment of current products that could be applied to field mobility operations, and now needed to clarify the costs and benefits to their business, of the various options available. The business case needed to assess not just the costs of software and hardware, but the flow-on costs such as integration and interfaces with existing systems, change management and training. Against these costs, would also be potential benefits that needed to be quantified, in efficiencies and savings in a number of business units. They needed a comprehensive business case that could be used to seek executive endorsement to initiate the project.

Project Outcomes: Cogent applied a methodology tailored to our client's environment that included:

- Review of the market assessment for major discriminators between product options and potential cost/benefits;
- Workshops with business units to identify potential benefits, such as cost savings, efficiency gains, retirement of old systems, business process redesign;
- Rigorous assessment of the quantifiable costs and benefits over a ten-year time frame;
- Documentation of the business case, in accordance with the client organisation's template.

Cogent's Dependability & Quality of Work: We were able to assess a range of benefits that would more than pay for the costs of the project, and delivered a business case that was readily approved by the Executive. All business units were confident of delivering the benefits as identified and quantified in the business case. Our client was very appreciative of the quality of our work, and were able to quickly initiate the project to develop and implement the new Field Mobility Platform, and indicated that we would be requested to return to review the project's progress at significant milestones.

Our client indicated that they were particularly impressed by Cogent's knowledge of industry and market trends, and the relevant experience of the consultants who undertook this project.



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Our Experience



Myhospitals website procurement, development and project management

Cogent's Role: To procure resources for the development and maintenance of the website, and provide continuing project management.

Tools & Techniques: Procurement plan, procurement documentation for development, hosting and testing of website, procurement using existing Commonwealth panels where possible to meet timeframes and compliance with CPGs; system architecture specification, project management of procurement and system development, use of project portal for project monitoring and reporting, analysis and development of system requirements; PRINCE2 project management, ITIL service delivery management.

Success Factors: The resources for website development, testing, hosting and call centre support were procured and the website developed in time for an initial planned in release in July 2010. Ongoing improvements were maintained until public launch in Dec 2010, where the site maintained continued availability without interruption. Further data and functional enhancements have been made through progressive releases since the public launch, in agreement with a multi-jurisdictional steering committee.

Harvest System

Cogent's Role: Procurement and project management of a systems developer for development, implementation and support.

Tools & Techniques: Procurement documentation for development & implementation, development of system specifications, project management plan and delivery against the plan, use of project portal for project monitoring and reporting.

Success Factors: Procurement completed within time & budget, ongoing project management to client satisfaction.

EPM System Upgrade

Cogent's Role: Development of specifications and RFQ for system upgrade.

Tools & Techniques: Review of existing enterprise project management tools, comparison of market offerings, stakeholder workshops, requirements analysis and documentation, high level solution architecture, development of RFQ documentation

Success Factors: New system specification and RFQ documented and reviewed with stakeholders within time and budget.



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Our Experience

The following table contains a listing of example projects with ICT elements undertaken by Cogent showing the functions performed in each of these projects.

<p>Functions Performed by Cogent</p> <p>➤</p> <p>Cogent Projects with ICT elements</p> <p>▼</p>	Provision of strategic business advice	Project management, risk and scope analysis	Identification, EAI business analysis & documentation of functions & packages of work	Conduct baseline costing to compare & estimate potential savings	Development of Statement of Requirement , analysis of business requirements	Analyse & recommend the most appropriate IT procurement/ development strategy	Enterprise and information architecture	Definition of IT application architecture	Procurement support and implementation	Business Continuity Planning and implementation, Non Stop Service Review and improvement	Development & training of Client staff	Business Process Improvement & Re-engineering, Process Mapping and ICT systems	Performance Monitoring & Management, Contract Management and review
ACT Government – various Scoping Studies and Business Engagement Studies	☑	☑	☑	☑		☑						☑	
ACT Insurance Authority: Strategic Benchmarking of Service Delivery	☑	☑	☑		☑	☑		☑				☑	
ADI Limited: - Woomera Village & Nurungah Site Management, incl operation of computer systems for US Govt - Northwest Cape Facility Management	☑		☑	☑		☑			☑		☑	☑	
AGL – Business Stabilisation Project – Process Mapping and Implementation of SAP	☑	☑	☑							☑	☑	☑	☑
ATO Market Testing/CTC/Benchmarking: - Financial Services - Property & Accommodation Services - Corporate Services, ITC	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑

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ATSIC: <ul style="list-style-type: none"> - CTC/Market Testing Corporate Services IT Systems - Strategic Risk Management - Investigation Services 	☑	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑
Australian Competition and Consumer Commission – Fuelwatch	☑	☑	☑		☑	☑		☑	☑	☑		☑	
Australian Competition and Consumer Commission – Grocerychoice	☑	☑	☑		☑	☑		☑				☑	
Australian Competition and Consumer Commission – ICT Services Market Testing	☑	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑
Australian Crime Commission – ADAMA IT system implementation support and change management	☑		☑					☑				☑	☑
Australian Crime Commission – Information Policy Development	☑	☑			☑		☑					☑	
Australian Customs and Border Protection Service – Feasibility Study Common Permit Processing System	☑				☑	☑	☑					☑	
Australian Federal Police – review of elements of Personal Security Process	☑		☑									☑	☑
Australian Institute of Health & Welfare – Business Transformation Program		☑	☑		☑		☑	☑			☑	☑	
Australian Institute of Health & Welfare – myhospitals website	☑	☑	☑		☑	☑		☑	☑				☑



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Australian Institute of Health & Welfare – Homelessness Case Management System Procurement	✓		✓		✓	✓	✓		✓				
Australian Institute of Health & Welfare – Publications System Requirements			✓		✓		✓						
Australian Institute of Health & Welfare – Validata system		✓									✓		
Australian Institute of Health & Welfare – EDW Project		✓	✓		✓					✓			
Caulfield General Medical Centre: Service Delivery Advice/Audits/CTC/ IT Systems	✓	✓	✓		✓						✓		✓
CEA Technologies Pty Ltd: Business Process Re-engineering/ IT Systems		✓								✓	✓	✓	✓
Comcover: Risk Management & Acquisition Advice/ IT Systems	✓	✓								✓	✓	✓	✓
Compucat – LAND75 Gateway						✓						✓	
Defence Clinical Health Services Market Testing (including ITC services): - Victorian Clinic Services - ACT & S NSW - WA Health Services Rationalisation Study	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
Defence CIOG - Standard Data Object Definitions	✓		✓					✓				✓	



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Defence Corporate Support - South Australia - Garrison Support/IT Systems	☑	☑	☑	☑	☑	☑			☑		☑		
Defence Corporate Support, Western Sydney: - C&AS - Garrison Support - IT Systems	☑	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑
Defence eBusiness Infrastructure Support Contracting	☑	☑	☑	☑	☑	☑		☑	☑		☑	☑	☑
Defence Health - All-hours Support Line Project CTC	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
Defence Health - Strategic Planning/ IT Systems	☑											☑	☑
Defence Honours & Awards – COMPAS Project Definition	☑		☑		☑	☑	☑					☑	
Defence ISD Transformation Phase 2	☑		☑	☑		☑			☑			☑	
Defence Information Services: - Voice Services/ IT Systems	☑		☑	☑	☑	☑			☑		☑	☑	☑
Defence Master Supplier Register – Outsource system sustainment	☑		☑		☑	☑		☑				☑	
Defence – Occupational Centre of Health – Implementation of OHS Management System		☑	☑									☑	
Defence - Panel of IT Support Contractors	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑



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Defence – Support Command Logistics Business Improvement & mapping/ IT Systems	☑										☑	☑	☑
Defence Security Agency – Review, Business Process Improvement and training for Personnel Security Vetting functions	☑	☑	☑	☑						☑	☑	☑	☑
Department of Finance and Administration Outsourcing of the Commonwealth Pay Service and Federal Government Inter-government payment system/ IT Systems	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
Department of Health Professional Services Review – Business Continuity Plan, Risk Management Plan and Security Review	☑	☑	☑							☑		☑	☑
Department of Human Services Victoria - State wide Audit of Cleaning Services standards in all Victorian Critical Care hospitals, including ITC audit – reported to Victorian Parliament		☑	☑							☑			☑
Department of Immigration and Multicultural Affairs – Detention Centres. Development of Business Continuity and Disaster Recovery Plans	☑	☑	☑	☑						☑		☑	☑
Department of Immigration and Multicultural Affairs – Procurement of border/passport systems integrator	☑	☑	☑	☑	☑	☑			☑	☑	☑	☑	☑
Department of Science & Industry - Procurement of IP Systems Integration Services & Software Developer	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
DEWHA – ICT Services Tender Evaluation	☑	☑							☑		☑		☑



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DFaCS Program Management Business Improvement/CTC/ IT Systems	☑	☑									☑	☑	☑
DFAT – Passport system Change Management Strategy	☑	☑					☑						
DFAT – Change Process Improvement	☑	☑									☑	☑	
DITRDLG – Information Architecture Review			☑			☑	☑					☑	
FACSIA – ORAC System review	☑		☑				☑					☑	
Flinders Medical Centre Market Testing: - Facilities Management - Food Services - Ward Support - Ward IT Systems	☑		☑	☑	☑	☑			☑		☑	☑	☑
Food Standards Australia New Zealand – Harvest System Procurement	☑	☑	☑		☑	☑	☑	☑	☑			☑	
Geoscience Australia IT Procurement: DBMS Support	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
Health Insurance Commission IT Outsourcing/CTC	☑				☑	☑			☑		☑	☑	☑
Insolvency and Trustee Service Australia – Re-solve project		☑	☑				☑					☑	☑
Insolvency and Trustee Service Australia – PPSR Data Centre Procurement					☑	☑							



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Medicare Australia – Project Management Support	☑	☑									☑		
National Capital Authority – Works Approval e-Lodgement Scoping Study	☑	☑	☑	☑	☑	☑	☑					☑	
National Health Performance Authority – Website procurement	☑	☑	☑		☑	☑							
NSW Police – EPM Upgrade			☑		☑	☑		☑				☑	
NSW Police – Source System Refresh			☑		☑								
Peter MacCallum Cancer Institute: - Market Testing/CTC Cleaning, Food, Ward Support Services - Logistics Study - IT Systems	☑		☑	☑	☑	☑			☑		☑	☑	☑
Royal Adelaide Hospital Market testing of food, cleaning, transport, ward support and specialist medical services/ IT Systems	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
South West Healthcare Sydney: - Warehousing Study, incl ITC requirements - Procurement Study	☑		☑		☑						☑	☑	☑
Sydney Water – Field Mobility Program Business Case	☑	☑		☑								☑	



Our Experience

<p>Functions Performed by Cogent</p> <p>➤</p> <p>Cogent Projects with ICT elements</p> <p>▼</p>	Provision of strategic business advice	Project management, risk and scope analysis	Identification, EAI business analysis & documentation of functions & packages of work	Conduct baseline costing to compare & estimate potential savings	Development of Statement of Requirement , analysis of business requirements	Analyse & recommend the most appropriate IT procurement/ development strategy	Enterprise and information architecture	Definition of IT application architecture	Procurement support and implementation	Business Continuity Planning and implementation, Non Stop Service Review and improvement	Development & training of Client staff	Business Process Improvement & Re-engineering, Process Mapping and ICT systems	Performance Monitoring & Management, Contract Management and review
<p>The Alfred Hospital:</p> <ul style="list-style-type: none"> - Logistics study - Market testing of food, cleaning, transport, ward support services - Service delivery advice and audits - Outsourcing IT Systems 	☑		☑	☑	☑	☑			☑	☑	☑	☑	☑
The Treasury: market testing of corporate services, incl ITC	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
The Treasury – Standard Business Reporting Solution Architecture	☑		☑				☑						
Vic Roads – Review of specified business processes and improvement prioritised functions.	☑		☑									☑	☑
Vic Roads: Services delivery review, incl IT Systems	☑									☑	☑	☑	☑
Western Mining Corporation – (now BHP Billiton) Development of corporate disaster recovery and business continuity standards, including review of Australian and overseas operations – 7 countries.	☑	☑	☑							☑		☑	☑
Women's & Children's Hospital, incl IT Systems	☑	☑	☑	☑	☑	☑			☑		☑	☑	☑
Workplace Ombudsman – Case Management System Risk & Probity advice	☑	☑							☑		☑		



Our People

Mandy Nearhos - Director

BSc (Computer Science), Grad Dip Sc (Computer Science), MACS



Mandy has worked with Cogent Business Solutions since 2005. Her experience in IT and business analysis across a range of federal government departments and private companies gives her a unique insight into the way different organisations harness technology to improve business outcomes. Mandy's strongest skill is identifying ambiguities and logical complexities in business requirements. She is then able to design a business solutions and technical implementation which best meets user needs within tight timeframes and budgets.

Paul Dyer - Director

B Health Administration, Cert Accountancy



Since joining the company in 2000, Paul has managed the company's health consulting business and is based in Canberra. Paul's deep expertise lies in service planning, business planning, change management and services procurement. He has high level experience in both policy development and operational planning. Paul has more than 30 years experience in the Australian healthcare industry, holding senior positions in the public and private sectors in addition to gaining extensive consulting experience across all healthcare sectors.

Ant Blumer - Director

BA(UNSW), Dip Proj Mgt, Dip Fr Lang, Dip Pers & Res Mgt, Cert Loss Control, MAIRM, MSIA, Ext Auditor RABQSA, Registered Security Consultant VIC



Ant has managed Cogent's integrated systems management unit since 1999. This business area is responsible for Safety, Risk, Security Management and a range of Business Improvement Services. Ant's expertise in risk management has been gained through extensive consulting practice, demanding overseas management positions and strategic roles in the private sector. Ant has created a proprietary suite of risk management tools which are currently being used across many public and private organisations in Australia. He integrates risk analysis with strong project management methodology to deliver detailed options with input from a diverse range of stakeholders.

Helen Hill - Director

Adv Dip OHS Mgt, Dip Bus Mgt, Dip Proj Mgt, Cert IV Financial Services (Bookkeeping)



Helen Hill joined Cogent in 2005 as the Business Administrator. Since joining the company Helen has been instrumental in transforming both the operating and accounting systems for Cogent. Helen's attention to detail is second to none, she is self-motivated, and takes a pride in her work that becomes obvious to all who work with her. Helen is a qualified bookkeeper and is a Member of the Institute of Certified Bookkeepers.