



Australian Government
Digital Transformation Agency



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Senator Tim Ayres
Chair
Senate Finance and Public Administration References Committee
PO Box 6100
Parliament House
Canberra ACT 2600

Dear Senator

Thank you for the opportunity to make a submission to the Finance and Public Administration References Committee's Inquiry into the current capability of the Australian Public Service (APS).

The Digital Transformation Agency (DTA) leads digital transformation in Government to make services simple, clear and fast. We aim to improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services¹.

In response to the Inquiry Terms of Reference, this submission provides further detail on how the DTA is contributing to the uplift of digital capability in the APS and promotion of APS transformation and modernisation.

The Digital Profession

In 2019, the Australian Public Service Commission (APSC) introduced the APS Professions Stream Strategies (Professions) to increase the capability of APS employees working in critical disciplines (or critical function areas) in the APS. This was part of the Government's response to recommendations from the APS Review. Three professional streams have been launched: HR, Digital and Data. The DTA leads the Digital Professional Stream.

¹ Digital Transformation Agency Annual Report 2019-20 (pages vi and vii)

The Digital Profession has more than 1,300 foundation members who are working with us to co-design the future of the profession. We will be releasing a tiered membership model later this year which will enable APS digital and ICT employees to join the profession as a digital practitioner with the option of becoming a verified or accredited professional.

The Digital Profession builds on previous initiatives to build digital capability. It is supporting agencies to address digital skill shortages, develop internal capability and make more effective use of external skills, including through the:

- Mapping of more than 150 digital roles and related career pathways to inform the development of the first iteration of a Career Pathfinder tool. This will help APS employees explore digital roles and identify and address possible skill gaps.
- Delivery of emerging talent programs that attract graduates, cadets and apprentices into the APS. There have been almost 1,400 participants since the program commenced in 2007 (including 148 participants in 2021).
- Delivery of the Women in IT Executive Mentoring program to lift representation of women in digital leadership roles. There have been 730 participants since the program commenced in 2007.
- Launch of the Coaching for Women in Digital program in 2021 to provide women in digital roles with the opportunity to advance their careers by connecting with their peers and building their skills and experience.
- Support of the APSC to deliver the Leading in a Digital Age program. This training program helps SES and EL2 participants to recognise the challenges and opportunities of the digital era, including ways to meet the changing needs of individuals, business and other users of government services. To date more than 10% of all SES staff have completed the program.

A mobility pilot to fill short to medium term opportunities for priority outcomes is also planned. This will help agencies quickly deploy digital professionals to areas of greatest need, while providing opportunities to develop capability.

By establishing professional standards, recognising and supporting digital talent, building digital career pathways and providing development opportunities, the Digital Profession is helping the APS to grow the digital capability of our workforce.

Digital and ICT projects with a budget in excess of \$10 million

The Committee requested information on digital and/or data projects with a total budget in excess of \$10 million, with a classification as ‘engage’, ‘monitor’ or ‘observe’. The DTA ceased this terminology in mid-2018, so it no longer maintains a record of these project classifications.

Agencies remain responsible and accountable for the projects they are funded to deliver. This includes ensuring that delivery risks are appropriately mitigated. The list of current projects is at **Attachment A**. Further questions on the details of digital and ICT projects should be directed to relevant agencies.

Thank you for the opportunity to provide a submission.

Yours sincerely

—
Randall Brugeaud
Chief Executive Officer
Digital Transformation Agency
01 March 2021

Data collected 31 December 2020

Attachment A: Active Projects

| # | Agency | Project | Description |
|----|--|--|---|
| 1 | Australian Bureau of Statistics | 2021 Census of Population and Housing | Redevelopment of online digital channels, traditional channels and supporting infrastructure. |
| 2 | Australian Taxation Office | Application Modernisation | Address the ongoing system health whilst rationalising and re-architecting for the future. |
| 3 | Australian Prudential Regulation Authority (APRA) | APRA Connect | Provide a modern, efficient and flexible regulatory data collection system. |
| 4 | Department of Home Affairs | Australian Border Force (ABF) Mobile Technologies | Enable officers to effectively conduct border functions. |
| 5 | Department of Home Affairs | Backup and Archiving Asset Management | Ensure electronic backup and archiving environments are capable of meeting business-as-usual growth and new project initiatives. |
| 6 | Department of Industry, Science, Energy and Resources | Better Emissions and Energy Data Management and Reporting | Transform energy and emissions data, analytics, tools and reporting to better support the Government's commitment to deliver affordable and reliable energy and reduce emissions. |
| 7 | Department of Agriculture, Water and the Environment | Biosecurity Integrated Information System (BIIS) | Improve a range of functions performed by departmental staff undertaking assessment, inspection and services, and responding to changes in biosecurity threats and risks. |
| 8 | Department of Home Affairs | Border Risk Assessment Capability | Next generation profiling capability. |
| 9 | Australian Taxation Office | Building Cyber Resilience | Protect and defend against cyber security events to ensure the integrity of Australia's tax ecosystem. |
| 10 | Department of Agriculture, Water and the Environment | Busting Congestion for Agricultural Exporters: Digital Services to Take Farmers to Markets | Improve processing times and reduce administrative costs through modernised digital workflows. |
| 11 | Australian Transaction Reports and Analysis Centre (AUSTRAC) | Case Management Project | Enterprise-wide case management and customer relationship management system. |
| 12 | Department of Home Affairs | CCTV Surveillance (Analog to Digital) | Procurement and installation of new digital Closed Circuit Television (CCTV) assets. |
| 13 | Services Australia | Child Support Inquiry Implementation | Delivery of recommended improvements to the Child Support Program. |
| 14 | Department of Home Affairs | Connected Information Environment Hardening | Increase the capacity and resilience of the existing Connected Information Environment (CIE) platforms. |

| # | Agency | Project | Description |
|----|--|---|--|
| 15 | Department of Agriculture, Water and the Environment | Client and Workload Management Enterprise ICT solution | Implement an enterprise ICT capability for a Client and Workload Management solution. |
| 16 | Department of Home Affairs | Connected Information Environment (CIE) Sub-program | Approach to the processing of visas, persons and goods across Australia's border. |
| 17 | Department of Home Affairs | CSN Rationalisation Project | Relocate the CSN/AMIS Primary ICT environment. |
| 18 | Department of Home Affairs | Data Centre Midrange Server Sustainment | Refresh midrange servers |
| 19 | Australian Taxation Office | Data Centre Subprogram | Modernise infrastructure while building a modern system delivery framework. |
| 20 | Services Australia | Digital Identity - Expanding the Ecosystem | Services Australia is delivering the Digital Identity project as part of the DTA-led myGov and Digital Identity Portfolio. |
| 21 | Digital Transformation Agency | Digital Identity Program | The Digital Identity Program will expand the Digital Identity system to reach more people, businesses and services to assist in economic recovery and to sustain the existing services and capabilities. |
| 22 | Department of Home Affairs | Electronic Storage Rationalisation & Sustainment | Ensure that the Department has an electronic storage environment that is capable of supporting data requirements. |
| 23 | Clean Energy Regulator | eMarket (Streamlining private sector action to support emissions reduction) | The Clean Energy Regulator is implementing the eMarket program that will streamline and upgrade agency registries and systems, as well as set up a new exchange trading platform. |
| 24 | Department of Home Affairs | End User Computing Consolidation program (EUCC) | Address end user computing consolidation requirements. |
| 25 | Department of Home Affairs | Enterprise Biometric Identification Services (EBIS) | Provide a high-performance, high volume, multi-modal biometric capability. |
| 26 | Department of Home Affairs | Enterprise Process Management (EPM) | The EPM Project will deliver an enterprise capability to support a consistent and unified approach to case and business process management. |
| 27 | Department of Defence | Enterprise Resource Planning Program | Transformation of systems and processes across finance, engineering, maintenance, logistics and estate. |
| 28 | Australian Federal Police | Enterprise Security Services Program | Establish a range of foundational capabilities that underpin and support the agency as a whole. |
| 29 | Department of Defence | Enterprise Student Management System / Defence Learning Environment | Provide an enterprise wide system for student management that will replace the current programs being used for this purpose. |

| # | Agency | Project | Description |
|----|--|---|---|
| 30 | Department of Agriculture, Water and the Environment | Export Certification Modernisation and Digitisation | Establishing a modern export documentation system that supports the department in managing its regulatory requirements. |
| 31 | Department of Home Affairs | Five Country Conference stage 3 Full Operating capability | Automated secure real time platform. |
| 32 | Australian Taxation Office | First Home Super Saver Scheme | Deliver the Reducing Pressure on Housing Affordability Budget measure in the 2017-18 Budget. |
| 33 | Department of the Treasury | Foreign Investment Digital Transformation | Replace the current Foreign Investment Management System. |
| 34 | Department of Finance | Government Enterprise Resource Planning Program (GovERP) solution | Develop the model for Whole-of-Government shared enterprise resource planning solution |
| 35 | Services Australia | Health Delivery Modernisation Programme | Modernising the health and aged care payments system. |
| 36 | Department of Home Affairs | Headquarters ICT project | Delivers the ongoing design, procurement and implementation of the ICT infrastructure and capabilities. |
| 37 | Department of Home Affairs | Integrated Cargo System (ICS) Capability Uplift | Enable the ICS and cargo related systems to adapt in a rapidly changing digital environment. |
| 38 | Department of Defence | ICT Security Program - Tranche 1 | The ICT Security Program will identify, develop and deliver Tranches of cyber security. |
| 39 | Department of Defence | ICT Security Program - Tranche 2 | The ICT Security Program will identify, develop and deliver Tranches of cyber security. |
| 40 | Department of Defence | ICT2230 Phase 1 Applications Remediation Project | Retiring and remediating Defence business applications. |
| 41 | Department of Defence | ICT2284 Enterprise Information Management (EIM) Program | The Enterprise Information Management Program will progressively transform how Defence information is managed by people and enabled by technology, in an information-centric culture. |
| 42 | Department of Defence | ICT2286 Phase 1 - Advanced Science and Technology Computing for Defence | Define, acquire, implement and exploit a world-class, large scale secure, centralised supercomputing capability. |
| 43 | Department of Home Affairs | Identity Management Services (IMS) | Centralised consolidated identity system capable of provisioning a whole of government service. |
| 44 | Australian Electoral Commission | Indigo Program | Replace key legacy IT systems with modern best-practice solutions. |

| # | Agency | Project | Description |
|----|---|--|--|
| 45 | Australian Federal Police | Integrated Information Environment | To provide dependable, secure and connected information holdings capable of supporting operational and management needs. |
| 46 | Australian Federal Police | Integrated Security Capability Solution | To develop new capabilities to improve security monitoring. |
| 47 | Australian Federal Police | Investigation management Solution (IMS) Program | Provide a single platform for operational members to manage investigations throughout their lifecycle. |
| 48 | Australian Taxation Office | Job Keeper | Support implementation of Job Keeper payments program. |
| 49 | Department of Defence | JP2047 Ph3 Terrestrial Communications | Delivery of a standardised and secure telecommunications network that connects bases to fixed, mobile and deployed environments. |
| 50 | Department of Defence | JP2068 Ph2B2 Enhanced Computer Network Defence (CND) | Develop a persistent Defence Network Operation Centre(DNOC) capability. |
| 51 | Australian Taxation Office | Modernising Business Registers | Deliver a modern, whole-of-government business register platform. |
| 52 | Australian Taxation Office | myGovID | A contemporary identity proofing and credential solution that enables an individual to prove who they are to a high level of assurance. |
| 53 | Australian Crime Commission (Australian Criminal Intelligence Commission) | National Automated Fingerprint Identification System(NAFIS) Hardware Stabilisation Project | Deliver an upgraded and fully supported infrastructure to host NAFIS. |
| 54 | Department of Health | National Cancer Screening Program | Implement and manage a National Cancer Screening Register. |
| 55 | Australian Crime Commission (Australian Criminal Intelligence Commission) | National Criminal Intelligence System | Delivering an ICT platform to support a range of capabilities. |
| 56 | Services Australia | National Disability Insurance Agency Business System Enhancements | Enhancement to NDIS business systems; Customer Relationship Management system, Participant and Provider Portal. |
| 57 | Department of Education, Skills and Employment | New Employment Services Trial (NEST) | Government employment services are being transformed to deliver better services to job seekers and employers and a better system for providers. |
| 58 | Department of Home Affairs | New Traveller Processing Platform | The Platform will support the expansion of SmartGates, increased uptake of self-processing and high availability of automated border processing. |

| # | Agency | Project | Description |
|----|---|--|--|
| 59 | Department of Finance | Parliamentary Expenses Management System (PEMS) | Single, integrated online work expenses system to enable the management and reconciliation of Parliamentary expenses and travel, as well as the regular publication of public reporting. |
| 60 | Australian Securities and Investments Commission (ASIC) | Regulatory Transformation Program | The Program has delivered an updated technology platform with integrated systems |
| 61 | Australian Taxation Office | Relationship and Authorisation Manager (RAM) | A streamlined authorisation solution that will make it easier for clients to authorise others to act on their behalf. |
| 62 | Services Australia | Remote ICT Capability Enhancement Project (RICE) | Implementation of Remote ICT capabilities for staff. |
| 63 | Services Australia | Residential Aged Care Funding Reform Programme | Deliver a secure, stable and simplified digital platform to support health and aged care payments. |
| 64 | National Health and Medical Research Council (NHMRC) | RGMS Replacement with Sapphire | Replacement of a Grants Management Solution underpinning grants management. |
| 65 | Bureau of Meteorology | ROBUST Program | Enhancing the security, stability and resilience of the Bureau's IT and observational systems. |
| 66 | Department of Home Affairs | Seamless Traveller | The Seamless Traveller project will implement processes and technologies in airports and seaports to provide a contactless traveller experience for travellers. |
| 67 | Department of Home Affairs | Security Sub-Programme | The project will improve the ability to secure the department's network and information resources. |
| 68 | Australian Electoral Commission | Self Service Platform | A combination of technology solutions that will support a range of AEC registration and reporting functions. |
| 69 | Australian Taxation Office | Single Touch Payroll | Automation of PAYG and super reporting between businesses and government. |
| 70 | Department of Health | Strengthened Regulation through Risk Based Targeting and Information Sharing | The proposed solution will replace the existing systems and automate manual handling processes. |
| 71 | Australian Taxation Office | Super new measures contribution changes and improvement | Implement changes to concessional and non-concessional caps, Div 293 threshold and end benefit cap, and streamline super products. |

| # | Agency | Project | Description |
|----|---|---|--|
| 72 | Bureau of Meteorology | Supercomputer Programme | Replacement of the High Performance Computing(HPC) system, provide mid-life Supercomputer upgrade, and replace and upgrade supporting HPC infrastructure and networks. |
| 73 | Australian Taxation Office | SuperStream Rollovers (including Self Managed Super Funds) | Establishing SMSF Verification Service and SMSF MemberTICK will allow APRA funds to verify the SMSF and the individual members against ATO records before going ahead with the rollover. |
| 74 | Department of Home Affairs | Systems Integrity - Identity Access & Authorisation | This is a multi-year project that will consolidate the existing Identity and Access Management systems. |
| 75 | Department of Home Affairs | T17010 Desktop Sustainment | Desktop computing refresh. |
| 76 | Department of the Prime Minister and Cabinet | Digital Implementation of the Data Availability and Transparency Bill | Provides a whole of government digital capability to streamline data sharing arrangements and accreditation under the Data Availability and Transparency Bill. |
| 77 | Australian Trade and Investment Commission (Austrade) | Trade Information Service | A single, trusted and simple source of information on how to export, including regulatory and border compliance requirements. |
| 78 | Australian Taxation Office | Transfer Balance Cap | Introduce a \$1.6 million superannuation transfer balance cap for individuals transferring superannuation into retirement phase. |
| 79 | Department of Home Affairs | Ultra High Frequency (UHF) Radio Equipment Replacement | Deliver a modern secure digital UHF radio network and improved operational interoperability with other agencies. |
| 80 | Australian Federal Police | Unified Operational Communications (UOC) Program | Delivery of fit-for-purpose operational communications capabilities to meet the diverse requirements of business and operational areas. |
| 81 | Department of Home Affairs | V16090 ICUE Sub-program | Strengthen management of the movement of people across the border continuum. |
| 82 | Department of Veterans' Affairs | Veteran Centric Reform (VCR) Tranche 3 | The Program aims to transform the Department into a client focussed, responsive and flexible organisation.. |
| 83 | Department of Home Affairs | Visa Risk Assessment | Allows more purposeful, timely and informed targeting of visa applicants and visa holders who pose a national security or criminality threat to Australia. |
| 84 | Services Australia | Welfare Payment Infrastructure Transformation (WPIT) Programme – Tranche Four | Transformation of the welfare payments infrastructure and service delivery. |