



Australian Government  
Digital Transformation Agency

dta

PO Box 457  
CANBERRA ACT 2601  
[dta.gov.au](http://dta.gov.au)

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 services<sup>1</sup>.

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.

<sup>1</sup> 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.

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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.

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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.