

DTA Portfolio Management Practice – current engaged projects (updated 21 May 2018)

<p>The Digital Transformation Agency (DTA) Monitors, Verifies and Engages with programs to provide insights and advice for decision makers in the DTA, departments and agencies and the Ministers, including through the Digital Transformation and Public Service Modernisation Committee of Cabinet (DTPSMC).</p> <p>Expertise is drawn from across the DTA, and as needed from external parties, including consultants and subject matter experts. The DTA seeks to ensure strong working relationships with departments and agencies to support, active engagements with initiatives and projects underway.</p> <p>At all times, Agencies remain responsible for the successful delivery of projects.</p>		
<p>Monitor</p> <p>The DTA monitors all non-secret Digital and ICT initiatives with a budget of greater than \$10 million dollars.</p> <p>Monitoring is achieved through regular data collections where agencies provide self-assessed data on risks, benefits and delivery confidence of their projects.</p>	<p>Verify</p> <p>Where the DTA identifies that an initiative may require guidance or support, the DTA requests additional information to confirm the need. Agencies may self-nominate projects of concern.</p>	<p>Engage</p> <p>Where it has been confirmed that ongoing DTA support is required, the DTA engages the initiative. The DTA may also be directed to provide support by the DTSPMC. DTA engagement is tailored to the circumstances of the project.</p> <p>DTA engagement may include:</p> <ul style="list-style-type: none"> - Representation on the program board(s); - Health checks through-life; - Deep dives using external subject matter experts; - Requests for remediation plans, mitigation plans or evidence of benefit realisation; and - Requests to review independent assurance activities.

Project/Program	Lead Agency	Description	Key Points
ROBUST	Bureau of Meteorology (BOM)	A full architectural review followed by a refresh of the Bureau's ICT systems to ensure a modern, modular, future-fit, inherently secure and resilient ICT landscape.	<ul style="list-style-type: none"> The DTA is engaged in the program due to its large budget; complexity; multi-year timeframe; its strategic importance to government; and due to the cyber security risks. Engagement includes representation on two of the program's governance boards; input into the program's procurement strategy, security review, the development of business cases for investment; monitoring the delivery of the current phase and overall security posture; and, assisting with benefits management. The DTA has contributed to the development of the program's Risk Management and Procurement Strategy; supported the commencement of work on a Benefits Management Framework, and the creation of Benefits Management Office within BOM.
Modernising Health and Aged Care Payments	Department of Human Services (DHS)	Stabilisation and consolidation program for Medicare consumers, health care providers and improving the usability and security of health and aged care data.	<ul style="list-style-type: none"> The DTA is engaged to help shape this significant investment in the remediation and redesign of the now 30 year old, complex health and aged care payment system. The DTA has worked in partnership with Health, DHS and DVA on the long-term vision for the program and helped shape the business case for remediation and stabilisation, focussing on a cost-effective program of work, improvements to the user experience, and the early delivery of benefits. The DTA is involved in senior governance bodies and has had embedded resources to support agile delivery methodology.
Data Integration Partnership for Australia (DIPA)	Prime Minister and Cabinet (PM&C)	Build a robust, secure and scalable whole-of-government data integration and analysis capability to improve the APS's advice to Government on complex policy issues.	<ul style="list-style-type: none"> The DTA's engagement reflects the program's reliance on multiple agencies to realise the benefits, and the program's strategic importance to the Government. The DTA is providing formal assurance as part of Modernisation Fund arrangements and is represented on the program's governance boards and committees. The DTA has provided program benefits and risk analysis to PM&C to help track program benefits and assess early delivery confidence. The DTA's involvement has helped focus the participating agencies on the programs intended outcomes through a strategic risk and benefits lens. PM&C has strengthened its project management office capability, including reporting, documentation and strategies for the management of the risks and benefits.

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Welfare Payments Infrastructure Transformation Tranche 2	Department of Human Services (DHS)	Modernise delivery of welfare payments and services by simplifying business processes and Migration of activities from face-to-face / smart centres to self-service digital channels	<ul style="list-style-type: none"> The DTA is engaged due to the size, complexity and sensitivity of the program, given that it directly affects approximately 50% of Australian households. The DTA is working closely with DHS on technology and delivery-planning options to ensure that early value to the community is created. DTA provides oversight through its membership on the WPIT Strategic Advisory Committee and has provided advice on the application of Agile delivery methods and the Digital Service Standard. The DTA supported the release of contingency funds to continue and complete work in Tranche 2. The DTA assisted the development of the Business Case for Tranche 3.
Child Care Reform	Department of Education (Education)	Delivers end-to-end reform for Child Care Subsidy arrangements. (Includes combining multiple ICT services into one system).	<ul style="list-style-type: none"> The DTA is engaged in this program due to its large change agenda. This program requires coordinated action by families, service providers, software vendors and Australian Government delivery partners (including the Department of Human Services and Department of Social Services) to be ready for 'go live' in July 2018. The DTA participates in the Delivery Steering Committee and focusses on the ICT system, business and community readiness. In this forum, the DTA has provided input to decision making in the areas of risk and change management.
Streamlining Government Grants Administration Program	Department of Finance (Finance)	Develop a simpler, and more efficient and consistent, approach to the administration of grants across the Australian Government	<ul style="list-style-type: none"> The DTA is engaged in this program due to inherent risks involved in implementing a multi-agency program, and to support the government achieve a consistent approach to the administration of grants, more effectively and at a lower cost and risk. The DTA is providing formal program assurance as part of the Modernisation Fund arrangement and is participating in formal program governance meetings. The DTA conducted a baseline review of the program in November 2017 to identify opportunities to support the program. This led to a User Experience review to establish how and what user benefits can be measured. The DTA is working with Finance to finalise the review this month (May).

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End User Computing (Next Generation Desktop Project)	Department of Defence (Defence)	Replacement of Defence's desktop environment, includes PCs, communications, and supporting network infrastructure.	<ul style="list-style-type: none"> The DTA is engaged in this program due to its large ICT budget, and its importance to the broader infrastructure transformation journey for Defence. The DTA is actively monitoring the programs planned completion date of 30 December 2018, and the likely achievement of benefits. The DTA's engagement is providing the Government with greater confidence of its Defence portfolio ICT investments.
2021 Census	Australian Bureau of Statistics (ABS)	Preparation and systems for the 2021 Census.	<ul style="list-style-type: none"> The DTA engaged with this program due to its high profile, multi-year timeframe, and reputational risk for the Australian Government. The DTA conducted a baseline review in December 2017 that identified opportunities to support the program and future assurance activities. The DTA has noted the ABS' commitment to improving delivery by implementing the outcomes of the learnings derived from the delivery of the 2016 Census. The DTA is partnering with the ABS to coach staff in use of the Agile approach to delivery.
JP2047 Phase 3 Terrestrial Communications	Department of Defence (Defence)	Increase the flexibility, speed and reliability of Defence's fixed terrestrial communications networks and strengthen Defence's cyber security posture	<ul style="list-style-type: none"> The DTA is engaged in this project due to its large IT budget; multi-year implementation timeframe; importance to the broader infrastructure transformation for Defence; dependency on a vendors; and complex procurement requirement. The DTA has made an introduction for the Defence' Program Office to engage other agencies that had rolled out similar technology to discuss lessons learnt. The DTA's engagement is enabling information sharing between agencies and providing the Government with greater transparency of its Defence portfolio ICT investments.

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Whole of Government Platforms	Digital Transformation Agency (DTA)	Deliver to Private Beta a pilot set of services using whole-of-government platforms. They are: Tell Us Once Notifications Data Exchange Payments In	<ul style="list-style-type: none"> The DTA is leading this work to create assets for use across the Australian Government to unify functionality, and improve citizen interactions. The DTA has been able to draw on its own expertise in monitoring the delivery of other projects and programs being undertaken to establish an appropriate governance structure that is sufficiently flexible to cater for the multiple agencies that will participate in the program.
Federal Court Technology Transformation	Federal Court Australia (FCA)	Delivers new technology through transforming court processes and modernising from paper to digital. Digital is to support the ongoing sustainability of the entity, with funding for various digital and electronic information management systems.	<ul style="list-style-type: none"> The DTA is engaged in this program because of the critical need for ongoing business function sustainability, the digital transformation of the Federal Courts system, and improvements to external user experience. The DTA is fulfilling a formal assurance role as part of the Modernisation Fund arrangements. With external consultant support the DTA and Courts scoped and documented Benefits Definition and Mapping in March 2018. Work has now commenced to complete the Benefits Realisation Plan, and its associated measurement and governance framework, by 30 June 2018.

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Digital Records Transformation	Department of Finance (Finance)	<p>Develop a whole of government digital records management solution to modernise the common function of record keeping across the APS.</p> <p>The Program aims to increase productivity of APS workers by removing the need for 'end user filing' – smart technology will be used to automatically extract and categorise records held within common business systems.</p>	<ul style="list-style-type: none"> The DTA is engaged in this program because of its whole of government focus and its use of cutting-edge technologies to address the Australian Government's complex records management requirements. The DTA is a member of the program's governance boards. The DTA provides formal program assurance as part of the Modernisation Fund arrangement. In February 2018, the DTA developed a three year Assurance Plan designed to improve Program delivery confidence and support decision points. The DTA assurance focuses on assessing and enhancing the delivery confidence of the Program's Demonstration of Concept (DoC) phase.
Veteran Centric Reform	Department of Veteran Affairs (DVA)	<p>Providing a better service to veterans through reforming DVA's culture, operating model, business processes and ICT systems.</p>	<ul style="list-style-type: none"> The DTA is engaging with the Veteran Centric Reform program due to its high value; multi-year timeframe, interdependencies with the WPIT program; and dependency on cross-agency collaboration. The DTA participates in this program's Transformation Program Board and Interdepartmental Design Committee, providing guidance and participating in decision making. The DTA is also providing assurance over the website modernisation component of the program.

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Parliamentary Expenses Management System (PEMS)	Finance	The Parliamentary Expenses Management System (PEMS) will implement an integrated ICT solution for current and former parliamentarians, their staff and administering agencies to manage allowances, work expenses and associated services.	<ul style="list-style-type: none"> DTA serves on the Steering Committee for PEMS and has participated in assurance activities (including a recent Gateway review). It is assisting with the project team's pursuit of better practice in user focussed design and ICT project/program governance.
Australian Apprenticeship Management Systems (AAMS)	Department of Education (Education)	Replace existing legacy system and provide an efficient and reliable e-business platform for delivery of Apprenticeship programs.	<ul style="list-style-type: none"> Education has ceased work on this project after testing with users revealed gaps between the product and user needs and expectations combined with a number of delays over the life of the project causing the release date to be extended on multiple occasions. Education and the DTA will be working closely to ensure lessons learnt are well documented, and how Education can lift its capability for future projects using co-design and agile delivery approaches. The decision to cease the AAMS project does not alter the ability of employers to continue to hire, train and retain apprentices. The Training and Youth Internet Management System (TYIMS) will continue to remain in place to support network providers, employers and apprentices. The department will self-fund remediation of the legacy system as a stop-gap measure while preparing a new business case. The DTA has been working with Education on AAMS since April 2017, advising on options for the project's future, contract management and options to remediate legacy systems.

Movements to/from 'Engage' and 'Monitor' status since last reporting period (February 2018)

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NAPLAN Online	Department of Education (Education)	System to support the national assessment program, for example NAPLAN assessments and related trials and research.	<ul style="list-style-type: none"> • The DTA moved this program from 'Engage' status to 'Monitor' status in April 2018. • The DTA's earlier engagement began with a review of consultancy reports developed about the readiness of the online platform, and on the decisions made by the jurisdictions not to proceed with using NAPLAN Online in 2017. • After reviewing the reports, the DTA determined that the readiness of the jurisdictions and schools was a key determinant of the success and achievement of the program's intended benefits. The DTA met with the Australian Government Department of Education and provided advice on how it might strengthen the commitment of the jurisdictions. • NAPLAN Online is being utilised in this month's NAPLAN testing with the project on track to support all schools to be online by 2020.
Super stream data standards and ecommerce	Australian Taxation Office (ATO)	Reform to enhance the 'back office' of the superannuation system and make the processing of everyday transactions easier, cheaper and faster. Standardisation and automation of super contributions and transfers between the ATO and funds (B2B and B2G)	<ul style="list-style-type: none"> • In March 2018, the DTA undertook a Health Check of this program which was positive and resulted in the DTA moving the program from 'Engage' to 'Monitor' status. • The DTA's Health Check assessed the program's posture to achieve the promised program benefits within the approved budget.

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National Disability Insurance Scheme (NDIS) Full Scheme ICT solution program	Department of Human Services (DHS) - Program delivery National Disability Insurance Agency (NDIA) - Policy owner	Rollout of NDIS operations (delivered by ICT) via phased implementation.	<ul style="list-style-type: none"> The full IT Solution program was formally closed by DHS in November 2017. The DTA subsequently moved this program from 'Engaged' to 'Monitor' status. Monitoring will continue until the residual program benefits are realised.
Single Touch Payroll Phase 1 and Phase 2	Australian Taxation Office (ATO)	Automation of PAYG and super reporting between businesses and government. Employers will be able to report salary or wages, pay as you go (PAYG) withholding and super information to the ATO from their payroll solution, at the same time they pay their employees	<ul style="list-style-type: none"> In April 2018, the DTA moved the program from 'Engaged' to 'Monitor' status. The DTA assessed the delivery confidence was a stable medium-high over several reporting periods, the program low risk, and that there was adequate capability within the ATO to manage change readiness and stakeholder engagement. The DTA's involvement in the program has reinforced the ATOs focus on change readiness planning, particularly in managing the complexity involved on-boarding businesses.