



Australian Government
Digital Transformation Agency



Digital Transformation Agency Briefing Pack

2022-23 Budget Estimates Hearing

Released under FOI Act

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KI 01 - DTA Budget Measures

Key Points

- The Digital Transformation Agency (DTA) received one new measure in the 2022-23 October Budget process with **\$1.9 million** funding for Cyber Hubs Sustainment Extension.
- The DTA, was affected by two other new measures in the 2022-23 October Budget process related to Whole of Australian Government (WoAG) savings. This saw a **reduction of \$1.4 million** in DTA's funding for 2022-23 made up of:
 - Election commitment savings from external labour and savings from advertising, travel and legal expenses of **-\$1.389 million**, and
 - Additional departmental levy to offset Australian Public Service Reform of **-\$0.025 million**.
- The DTA's total departmental appropriation for the 2022-23 financial year is **\$76.2 million**. This amount is made up of:
 - myGov enhancements measure funding: **\$6.1 million**
 - Digital Identity Future roll-out measure funding: **\$11.5 million**
 - Digital Identity additional resources measure funding: **\$1.9 million**
 - Cyber Hubs Sustainment measure funding: **\$4.0 million**
 - Base appropriation funding: **\$52.2 million**
 - Cyber Hubs Pilot Extension: **\$1.9 million**, and
 - Reduction in funding related to WoAG savings: **-\$1.4 million**

Background

The DTA's 2022-23 and future year appropriation measure funding is summarised below:

DTA Budget Measure	FY 2022-23	FY 2023-24	FY 2024-25	Totals
Base Funding (FE3 Baseline creation 2018-19 MYEFO)	\$28.8m	\$30.4m	\$30.5m	\$89.7m
DTA Resource Funding (2021-22 MYEFO and 2022-23 October Budget adjustment)*	\$23.4m	\$17.9m	\$17.5m	\$58.8m
myGov enhancements (2021-22 PBS)	\$6.1m	-	-	\$6.1m
Digital Identity Future Rollout (2021-22 MYEFO)	\$11.5m	\$10.2m	-	\$21.7m
Digital Identity - Additional (2022-23 March Budget)	\$1.9m	-	-	\$1.9m
Cyber Hubs Sustainment (2022-23 March Budget)	\$4.0m	-	-	\$4.0m
Cyber Hubs Pilot Extension (2022-23 October Budget)	\$1.9m	-	-	\$1.9m
WoAG Savings (2022-23 October Budget)	(\$1.4m)	(\$0.06m)	(\$0.06m)	(\$1.5m)
Total (\$; m)	\$76.2m	\$58.4m	\$47.9m	\$182.5m

* The 2022-23 amount of \$23.4m relates to funding approved in 2021-22 MYEFO of \$18.8m and the one-off appropriation adjustment in 2022-23 of \$4.6m.

Cyber Hubs Sustainment (Continuing and new measure)

- **\$2.7 million** was allocated to the DTA in the 2021-22 Budget process to provide WofG coordination of the implementation of the WofG Cyber Hubs pilot.
- The DTA received **\$3.98 million** funding in the 2022-23 March Budget process related to the WofG Cyber Hubs Pilot.
- An additional **\$1.9 million** was allocated in the 2022-23 October Budget process for an extension of the Cyber Hubs pilot (Tranche 0) for the period 1 January 2023 to 30 June 2023.
- For more information see [KI 05](#).

Digital Identity (Continuing measure)

- **\$256.6 million** was invested as part of the Digital Business Package in the 2020- 21 Budget process to expand Australia's Digital Identity capability.
- Of this funding, the DTA was allocated **\$13.4 million** in the 2022-23 financial year.
- For more information see [KI 04](#).

myGov enhancements (Continuing measure)

- **\$200.1 million** was invested in the 2021-22 Budget to improve myGov over the next two (2) years.
 - The DTA were allocated **\$6.4 million** in 2021-22 and **\$6.2 million** in 2022-23 to further enhance myGov.
 - The DTA will drive the strategy and policy, WofG coordination, assurance, strategic communications, and engagement.
- For more information see [KI 03](#).

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Chris Fechner Chief Executive Officer	Digital Transformation Agency
George-Philip de Wet Branch Manager	Corporate
Consultation	N/A

KI 02 - ANAO procurement audit outcomes

Key Points

- The Australian National Audit Office (ANAO) tabled a performance audit report of the DTA's procurement of ICT-related services in 2019-20 to 2020-21 in Parliament on 21 September 2022.
- The audit found that DTA's procurement of ICT-related services has been ineffective for the nine procurements examined.
- The ANAO made eight recommendations to the DTA to improve compliance with Commonwealth Procurement Rules (CPRs) and ensuring officials have a sufficient understanding of procurement requirements. The DTA has agreed to all eight recommendations.
- A further recommendation was made to the Australian Government aimed at improving transparency of the reporting of panel procurements by government entities. This recommendation was noted by the Department of Finance.
- Remediation work is already underway to address these recommendations and timeframes have been established for completion of the remediation work.
- The DTA will review the effectiveness of remediation actions to ensure the recommendations are addressed.
- Remediation will be completed by the end of the 2022-23 financial year.
- Additionally, the DTA is in the process of designing, implementing and embedding a new Management Framework covering all aspects of corporate and enabling activities (People, Security, Finance [including procurement], Risk and Technology).

- This framework will provide the guardrails to ensure the DTA is an exemplar agency when it comes to compliance with and adherence to the Commonwealth Resources Management Framework, APS policies, regulations, guidelines and instructions.
- Remediation work against each recommendation includes:

Rec. No.	Recommendation	Remediation Activity	Status
1	The DTA implement a system of risk management that ensures procurement risks are being monitored, managed and escalated appropriately.	<ul style="list-style-type: none"> • The Chief Operating Officer (COO) authorised as a central point of control for all procurements before approaches to market by delegates • Implementation of a procurement checklist for each procurement activity 	In progress
2	The DTA: (a) implement a strategy to ensure all officials complete its fraud awareness and mandatory procurement and finance training; and (b) strengthen its processes to ensure that potential fraud and probity breaches are investigated in accordance with its policies and that appropriate follow-up action is taken.	<ul style="list-style-type: none"> • Mandate and scheduling of annual fraud awareness training for all staff, training for SES delegates on internal controls and conflicts of interest, and training and education campaigns around finance and procurement processes • Update DTA guidelines strengthening processes around potential fraud and probity breaches 	In progress
3	The DTA: (a) establish an internal control to ensure that officials directly involved in procurements make activity-specific declarations of interest; and (b) maintain a register of declared interests.	<ul style="list-style-type: none"> • Implementation of central register of declared interests for officers involved in procurements 	In progress
4	The DTA align its approach to market processes with the CPRs, with a focus on: (a) estimating the expected value of a procurement before a decision on the procurement method is made; (b) establishing processes to identify, analyse, allocate and treat risk; and (c) maintaining a level of documentation commensurate with the scale, scope and risk of the procurement.	<ul style="list-style-type: none"> • The DTA Corporate Procurement team currently monitors approaches to market for alignment with CPRs and the implementation of the procurement checklist will further strengthen this component and documentation of procurement activities 	In progress

Rec. No.	Recommendation	Remediation Activity	Status
6	The DTA improve its tender evaluation processes to: (a) align them with the CPRs; and (b) incorporate evaluation criteria to better enable the proper identification, assessment and comparison of submissions on a fair and transparent basis.	<ul style="list-style-type: none"> Additional to current practices, a review of tender-evaluation processes is planned 	In planning
7	The DTA improve its procurement processes to ensure decision-makers are provided complete advice, including information on risk and how value for money would be achieved.	<ul style="list-style-type: none"> The COO and Corporate Procurement is currently monitoring risk and value for money supporting justifications for procurement activities. The training program will further ensure officers involved in procurement adhere to these processes 	In progress
8	The DTA: (a) improve its training and management of internal payment controls; and (b) conduct an internal compliance review or audit within the next 12 months to verify the effectiveness of its payment controls.	<ul style="list-style-type: none"> Improved management of internal payment controls, with an internal audit to verify the effectiveness of these controls by quarter 4 of 2022-23 	In progress
9	The DTA strengthen its internal guidance and controls to ensure officials do not vary contracts to avoid competition or obligations and ethical requirements under the CPRs.	<ul style="list-style-type: none"> In conjunction with other actions, the DTA will monitor and report on behaviours to ensure consistency with ethical requirements under the CPRs 	In progress

- The Joint Committee of Public Accounts and Audit has launched a new inquiry into Commonwealth procurement. The ANAO audit on DTA procurement is included, and DTA are preparing a submission.

Background

- The objective of this audit was to assess the effectiveness of the DTA's procurement of ICT-related services. The ANAO adopted the following criteria to investigate whether the DTA had:
 - established a sound procurement framework
 - conducted procurements effectively
 - managed contracts effectively.

- The audit report examined nine DTA procurements with published start dates in 2019 – 2020 and 2020–21, with a combined reported value of **\$54.5 million**. Of these, one was a limited tender, one was an open tender and seven were panel procurements.
- The audit report found:
 - The DTA's procurement of ICT-related services was ineffective for all nine procurements examined.
 - The DTA has established a procurement framework, but its implementation and oversight was weak.
 - The DTA did not conduct the nine procurements effectively, and in some instances, its approach fell short of ethical requirements.
 - The DTA's management of contracts has been ineffective for all nine procurements examined.

Section 22

Chris Fechner Chief Executive Officer	Digital Transformation Agency
George-Philip de Wet Branch Manager	Corporate
Consultation	N/A

KI 03 - Enhanced myGov

Key Points

Enhanced myGov Program

- A total of **\$200.1 million** was invested over 2 years as a part of the 2021-22 Budget to deliver an enhanced myGov platform.
- The DTA received **\$12.6 million** (**\$6.4 million** in 2021-22 and **\$6.2 million** in 2022-23) to fulfil its responsibilities to enhance myGov of overarching policy, strategy and the engagement of new member services with a focus on delivering an improved digital experience, aligned with DTA's mandate to provide strategic and policy leadership on whole of government digital service delivery.
- The Enhanced myGov platform, launched on 5 September 2022, has delivered significant improvements, and will continue to be updated quarterly until June 2023. Improvements include:
 - creating a new, sustainable online platform that can adapt to the changing needs of people and Government, delivering a flexible, scalable, digital platform for use across government
 - user experience improvements, increased platform reliability and performance, including: the ability for users to discover information across Government services relevant to who they are, based on their life events
 - a dashboard for users to view their interactions with Government, and ability to manage their applications and payments (currently limited to Centrelink)
 - targeted notifications based on users' circumstances and preferences, which can be managed within myGov and the ability for Government to proactively connect with people through new direct messaging.

- A new myGov app that will offer users additional channel options to interact and find services relevant to them.
- In addition to the improved user experience, enhanced myGov platform provides better reliability and performance compared to the former legacy system.
- Feedback is collected regularly and utilized to inform future iterations and enhancements of the myGov platform. These enhancements continue to be rolled out iteratively.
- myGov is Australia's largest authenticated digital platform, with over 25 million linked accounts and over one million sign-ins every day.

myGov User Audit

- The myGov User Audit commenced in September 2022 and is expected to deliver findings by December 2022.
- myGov User Audit findings will inform the future improvements of myGov beyond the current two-year Enhanced myGov program. It will ensure myGov better meets customers' needs and expectations of a contemporary and world-class service that is seamless and citizen-centric.
- The DTA is supporting the Australian Government's myGov User Audit.
- The User Audit expert panel is supported by a team of senior public servants led by Mr David Hazelhurst, Deputy Secretary of the Department of Agriculture, Water and the Environment.
- The DTA is supporting the secretariat function for the audit with a full time SES Band 1 and an Executive Level 2.
- Costs of the User Audit are being met from existing resources.
- Further Questions relating to the myGov audit should be directed to Services Australia.

Background

- On 30 April 2022, the Government made an election commitment that, if elected, the Government would conduct a user audit to improve myGov.
- The audit will be overseen by a 5-member expert panel from the fields of technology, ethics, public health and government:
 - David Thodey AO, chair of the panel that delivered the Independent Review of the Australia Public Service in 2019, current Chairman of Tyro and former Telstra CEO.
 - Ms Julie Inman Grant, eSafety Commissioner.
 - Professor Edward Santow, former human rights commissioner.
 - Professor Emily Bank AM, social epidemiologist.
 - Mr Amit Singh, former head of global economic policy for Uber.
- The audit will consider:
 1. current and potential future customer needs and expectations of government services, including across jurisdictions
 2. barriers to providing a consistent whole-of-government(s) user experience which enables citizens to access services quickly and easily without needing to understand how government is structured or having to provide the same information multiple times
 3. how myGov has performed to date, including usability and availability, and the improvements delivered and planned through the Enhanced myGov program
 4. existing analysis and research completed on myGov and wider digital delivery of government services, including the findings of the Independent Review of the Australian Public Service and Australia's digital government strategies
 5. how myGov operates within the whole-of-government digital and service delivery ecosystem, including Digital Identity and other government apps and online services, and what services, capabilities or customer experiences that could integrate with myGov in future
 6. global best practice in digital service delivery in the private and public sectors.
- The panel will provide recommendations on:
 1. the future user experience and functions of myGov as a trusted, secure and seamless experience for accessing government services for all Australians, including at key transitions in their lives
 2. the technology and service delivery principles and direction to enable myGov to scale, integrate and interoperate across government(s) and relevant private sector services

3. supporting the delivery of the future state, including:
 - what commitments government should make to citizens about services provided through myGov, and
 - approaches to planning, prioritisation, standards, accountabilities, governance and funding
4. short, medium and long term priorities, including the scope of the Enhanced myGov Program.

Timeline

Date	Action
30 April 2022	The Government made an election commitment that, if elected, the Government would conduct a user audit to improve myGov.
5 September 2022	Transition to enhanced myGov platform
September 2022	myGov User Audit commenced
December 2022	myGov User Audit findings expected

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	Division Digital Strategy, Architecture and Discovery	
SES Point of Contact Lucy Poole	Digital Strategy, Architecture and Discovery	
Consultation	Services Australia	

KI 04 - Digital Identity

Key Points

- Digital identity is a private and secure way for Australians to prove who they are online when accessing government services.
- Digital Identity is completely voluntary, Australians can choose to create a digital identity with an accredited identity app to prove who they are online again and again.
- To date, **\$624.2 million** has been committed to the Digital Identity Program.
- As at 30 September 2022, the YTD spend on Digital Identity for the DTA is **\$1.8 million**.
- Work is underway to ensure that the Digital Identity program remains fit-for-purpose and in line with the expectations of Australians, as well as the priorities of government.
- The Digital Identity program is looking at ways, external to the myGov audit, in which the user experience of government service delivery may be made more fluid and efficient through changes to the implementation of Digital Identity.
- myGov and Digital Identity go hand-in-hand for the effective delivery of government services
 - *Further questions on the myGov audit should be referred to Services Australia.*

How it's being used

- As at 30 September 2022, more than 9.2 million Australians have already chosen to create a reusable Digital Identity, to securely access over 120 government services online.
- Having Digital Identity services online removes the need for people to attend government shopfronts in person.

- Using Digital Identity to apply for a Tax File Number (TFN) takes around 10 minutes. A substantial improvement on the timeframes of up to 28 days normally required.
- As at 30 September 2022, over 2.8 million myGovID (IP3) identities have been created.
 - *All questions relating to myGovID IP3 and online TFN applications should be referred to the Australian Taxation Office (ATO).*
 - *All questions relating to Centrelink Adoption of Digital Identity (CADI) should be referred to Services Australia.*
- Higher risk and higher value transactions, such as applying for a TFN are able to be undertaken completely online due to the new system being robust enough to replace “in-person” identity verification processes.
- Digital Identity also supports business transactions. Over 1.4 million businesses rely on Digital Identity to allow their authorised representatives to act on their behalf online. For example:
 - A new business owner can save **\$128** in avoided costs and 1 hour 45 minutes by not having to post certified documents to the Australian Business Register for review and processing.
 - They save up to an additional 4 weeks by not having to wait for identity documents to be manually reviewed and processed.
- Services are not currently charged to use Digital Identity. The DTA is developing a ‘whole of economy’ charging framework that aims to balance long-term financial sustainability with commercial incentives for private sector participation.

Accreditation

- The Trusted Digital Identity Framework (TDIF) has the rules that give Australian’s confidence that their personal information is being managed in accordance with strict privacy and security rules.
 - Participants in the Digital Identity system (such as Identity Providers) are required to be accredited under the TDIF.

- Private sector entities can also apply for accreditation.
Being accredited under TDIF shows customers that their identity systems meet the strict requirements set by Government.
- 6 organisations have been accredited to date (Australia Post, ATO, Services Australia, eftpos, OCR labs and Mastercard) with twelve services accredited:
 - **IDP** - Auspost (digitaliD), ATO (myGovID), OCR Labs, Mastercard (ID)
 - **Credential provider** - Auspost (digitaliD), ATO (myGovID), Mastercard (ID)
 - **Identity Exchange** - Services Australia (the Exchange), eftpos (ConnectID), Mastercard (ID)
 - **Attribute provider** - ATO (RAM), Services Australia (myGov LinkID).
- Only Services Australia and ATO components are being used to support transactions within the Commonwealth's Digital Identity System.

Impacts from the Optus Breach / myGovID

- Users are required to verify identity documents when creating their myGovID to prove their identity. The myGovID digital identity is then secured by a multifactor credential that can be used to subsequently login to relying party services.
- Identity documents verified are locked to the myGovID email and the same document cannot be used against another myGovID email.
- myGovID users who have had identity documents re-issued to them **do not** have to update their myGovID. However, users can reset their app and re-prove their identity, using the email address used previously, by verifying the newly issued identity document. This locks the new identity document to their existing myGovID preventing others from using it to create a new myGovID with a new email.

Background

- In 2014, the Australian Government's Murray Report found Australia's fragmented approach to identity verification costs individuals and businesses significantly. In response, the DTA was tasked to develop an economy-wide framework enabling identity services to provide simple, safe and secure ways for people to prove their identity online; and a government Digital Identity system implementing this framework as a 'proof of concept' and to improve government service delivery overall.
- An interim Oversight Authority (OA) administers the System, with functions shared across the DTA and Services Australia. It has regulatory-like functions, including accrediting organisations against the TDIF, investigating system faults, coordinating incident responses and monitoring for fraud and security issues. If the Bill is passed and the interim OA becomes a permanent regulator, a long-term home for the OA will need to be determined.
- The DTA works closely with states and territories on using Digital Identity to jointly deliver improved services and outcomes for all Australians.
 - On 4 February 2022, the Data and Digital Ministers Meeting (DDMM) agreed to work towards a consistent national approach for Digital Identity.
 - This aims to allow individuals to choose to re-use their digital identity across all government services regardless of which jurisdiction delivers them.
 - Significant progress has been made on adoption of Digital Identity by states and territories and all are already using, or are planning to use, Digital Identity for their services.
- Digital Identity results from extensive collaboration with many agencies and state and territory governments. The DTA leads the program to maximise the System's benefits through an integrated delivery model involving the ATO, Services Australia, the Department of Foreign Affairs and Trade and Home Affairs.
- Recent delivery progress resulted in the program receiving a 'green' rating in a 2021 Department of Finance-led Gateway Review.

Timeline

Date	Action
7 December 2014	Financial System Inquiry Report (the Murray Report) is released, concluding that a federated digital identity model would best meet cost, innovation, and the needs of the broader Australian digital economy.
June 2015	The DTA commences digital identity policy development.
20 October 2015	The Government agrees to Recommendation 15 of the Murray Report recommending a national strategy for a federated-style model of trusted digital identities. This tasks the DTA with developing the Trusted Digital Identity Framework (TDIF).
May 2017	The first Privacy Impact Assessment for the program is published on the DTA's website.
March 2018	TDIF release 1 is released.
August 2018	TDIF release 2 is released.
September 2018	Second PIA for the program published on the DTA's website.
April 2019	TDIF release 3 is released.
Budget 2019-20	Cabinet decision to commence development on Digital Identity legislation.
June 2019	myGovID launched into Public Beta following successful accreditation in May 2019. USI goes live with Digital Identity allowing students to apply for a USI completely online.
April 2020	TDIF release 4 is released.
June 2020	Legislation scoping paper released to Commonwealth, States and Territories.
Budget 2020-21	<i>Digital Business Package provided \$256m to expand the Digital Identity program to whole of economy including the development of legislation and funding until June 2022.</i>
2 November 2020	Launch of the digitalidentity.gov.au website.
16 November 2020 - 18 December 2020	Digital Identity Legislation discussion paper released.
10 June 2021	Legislation position paper released (consultation closing 14 July 2021).
1 October 2021	Legislation exposure draft, draft rules and draft regulatory impact statement released for public comment, closing 27 October 2021.

31 August 2021	Public Beta release of the IP3 capability in myGovID and the commencement of the TFN online service, allowing people to apply for a TFN fully online.
29 September 2021	Public Beta release of the IP3 capability for Centrelink online services (known as Centrelink Adoption of Digital Identity, CADI), allowing people to apply for Centrelink payments fully online.
6 December 2021	Expression of Interest launches on digitalidentity.gov.au, allowing businesses to register their interest in becoming accredited and/or participating in the system, which closing 4 March 2022. 48 submissions were received and are being used to do targeted engagement and to create a prioritised backlog of organisations interested in accreditation.
1 June 2022	NSW legislative reforms to online liquor sales come into effect, referencing the TDIF as the standard with which age verification services must comply.
7 March 2022	OCR Labs became accredited under TDIF to provide IP3 level proofing.
26 July 2022	<p>Mastercard became accredited under TDIF for three roles:</p> <ul style="list-style-type: none"> • Identity provider - help you set up and manage your Digital Identity. • Credential provider - play a critical role in keeping the System secure and safe. They take care of credentials such as passwords and other forms of authentication used in the System. • Identity exchange - acts like a switchboard, transferring information, with your consent, from the ID network to a relying party, in a way which is secure and respects your privacy.

Section 22

Matt Sedgwick Branch Head of Digital Identity	Digital Strategy, Architecture and Discovery
Lucy Poole Division Manager	Digital Strategy, Architecture and Discovery
Consultation	List Department or Agency and contact, or N/A

KI 05 - Cyber Hardening including Hosting Certification Framework

Key Points

- The DTA leads the Cyber Hubs program and Hosting Certification Framework (HCF). These initiatives support the Cyber Security Strategy 2020's Hardening Government Information Technology program.
- The Cyber Hubs and HCF initiatives are designed to strengthen security controls and governance arrangements for government data and improve government's cyber security resilience.

Cyber Hubs program

- Malicious cyber activity against Australia's interests is growing in intensity, scale, complexity, sophistication, and severity. A coordinated approach is required to address the threat from nation states (and organised crime syndicates) who threaten to disrupt Australia's national security and delivery of essential services.
- To uplift its cyber security, the Government is piloting the implementation of four Cyber Hubs (Australian Taxation Office, Department of Defence, Department of Home Affairs, and Services Australia).
 - A Cyber Hub is a centralised provider of cyber security services to other government entities.
 - This centralisation will improve the Government's resilience through better methods of detection as well as better incident response capabilities. Centralisation will also increase opportunities to focus the Australian Government's cyber security investment, and streamline information sharing with the Australian Signals Directorate (ASD).

- The Cyber Hubs pilot commenced on 1 July 2021, as part of Australia's Cyber Security Strategy 2020, to implement consistent whole of government cyber capabilities.
- Six entities (or clients) are currently piloting use of Cyber Hubs services, with a view to broader roll-out across government pending government's consideration of the pilot's outcomes.

Hosting Certification Framework

- On 5 March 2021, the HCF was established as part of the whole of government Hosting Strategy. The HCF aims to strengthen the controls and governance arrangements over sensitive government data and whole of government systems. This is achieved by ensuring hosting arrangements comply with data protection, ownership structure, liability, supply chain and transparency requirements set by the Australian Government.
- A second iteration of the HCF is anticipated to be released in 2023 and will maintain a heavy focus on protecting the sovereignty of Australian Government data and provide industry greater clarity on the Government's expectations.
- The HCF has been successfully applied to data centre and cloud service providers, with a total of 21 providers certified to the Strategic level
 - A list of the 21 providers is located under background [here](#).

Background

Cyber threats

- The Australian Signals Directorate rates cyber security incidents as Category 1 (most severe), to Category 6 (least severe). The number of severe incidents of compromised Government digital systems has increased, with 66 per cent of Australian Government, critical infrastructure and national security system-related incidents reported to the ASD in 2020-21 being categorised as "substantial in impact" (Category 4), up from 49 per cent in 2019-20.

Cyber Hubs

- The DTA is responsible for coordinating the Cyber Hubs Program which brings together the Department of Home Affairs, Services Australia, the Department of Defence, the ASD, the Attorney-General's Department, and the Australian Tax Office to deliver improved whole of government cyber resilience.
- On 1 July 2021, a pilot phase commenced to test the onboarding of client agencies, delivery of core services. The pilot was scheduled to conclude on 31 December 2022, but has been extended to 30 June 2023 through the October 2022-23 Budget.
- Over the period to 31 December 2022, pilot funding amounted to **\$49.0 million** with **\$18.8 million** provided in the 2021-22 Budget and **\$30.2 million** in the March 2022-23 Budget.
- The October 2022-23 Budget extension of the Cyber Hubs pilot program to 30 June 2023 will cost **\$31.3 million**.
- The key deliverables associated with the extension of the Cyber Hubs Program pilot to 30 June 2023 are:
 - implementing an incident response coordination capability
 - assisting client entities to make better use of ASD-identified 'quick wins' cyber security services to improve agency security posture
 - preparing for Cyber Hubs to onboard client entities by addressing on-boarding challenges identified through the pilot to date
 - completion of a fully costed Second Pass Business Case informed by the pilot. This will ensure the most cost-effective proposal is brought forward for Government's consideration of the future of Cyber Hubs.

Hosting Certification Framework (HCF)

- The HCF supports the secure management of government-held data and assists agencies to identify and source providers that meet enhanced privacy, sovereignty and security requirements.
- The HCF was incorporated within the Protective Security Policy Framework on 29 July 2022, providing greater assurance over sensitive data holdings through a holistic policy approach to security across government.
- Certification of providers is prioritised in accordance with agencies' procurement priorities, and to ensure the maximum amount of Government data is held by certified providers at the earliest opportunity.

HCF Certified suppliers

<u>Hosting Certification summary</u>	
Providers registered for certification	54
Total providers certified	21
Certified Data Centre Providers	10
	<ul style="list-style-type: none"> • AirTrunk Australia • Australian Data Centres • Canberra Data Centres • DCI Data Centers • Digital Realty • Equinix Australia • Fujitsu Australia • iSeek Pty Ltd • Macquarie Telecom • NEXTDC
Certified Cloud Service Providers	11
	<ul style="list-style-type: none"> • AUCloud • Amazon Web Services • IBM Australia • Google Australia • Kyndryl • Medihost Solutions • Microsoft Azure • Oracle Australia • Secure Collaboration • Sliced Tech • Vault Cloud

Date	Cyber Hub pilot deliverable	Financial impact	
1 July 2020 – 30 June 2021	Initial development, planning, engagement and strategy for the Cyber Hubs Program Including assessment of agencies as suitable potential Cyber Hubs, initial suggested service offerings and preliminary roles and responsibilities.	Total program funding for period DTA share	\$0.0m \$0.0m
		DTA actual incurred expenses*	\$4.9m
2021-22 Budget <i>Australia's Cyber Security Strategy 2020</i> 1 July 2021 – 30 June 2022	<ul style="list-style-type: none"> Establishing cyber hubs in Defence, Services Australia and Home Affairs Testing Hubs' centralised provision of select cyber services to client entities: <ul style="list-style-type: none"> Australian Civil-Military Centre Australian Hydrographic Office Sport Integrity Australia Australian Digital Health Agency Australian Criminal Intelligence Commission Australian Transaction Reports and Analysis Centre 	Total program funding for period DTA share	\$18.8m \$2.7m
March 2022-23 Budget <i>Digital Economy Strategy</i> 1 July 2022 – 31 December 2022	<ul style="list-style-type: none"> Commencing the Australian Taxation Office as a Cyber Hub. Ongoing refinement of Defence, Services Australia and Home Affairs hubs; continued testing of service provision to clients Conducting cyber maturity assessments and preparing high-level transition plans for all 100 non-corporate Commonwealth Entities to assist future onboarding. 	Total program funding for period DTA share	\$30.2m \$3.9m
October 2022-23 Budget 1 January 2023 – 30 June 2023	<p>Extension of the pilot to 30 June 2023, with:</p> <ul style="list-style-type: none"> ongoing refinement of hubs continued testing of service provision to client implementation of a Commonwealth incident response coordination capability assisting client entities to make better use of ASD-identified 'quick win' cyber security services preparing for Cyber Hubs to on-board client entities completion of a fully-costed Second Pass Business Case. 	Total program funding for period DTA share	\$31.3m \$1.9m

* DTA expenses beyond the NPP funding have been managed through internal reprioritisations.

Timeline

Date	Action
Cyber Hubs	
6 August 2020	Australia's Cyber Security Strategy 2020 released
1 July 2021	Cyber Hubs pilot commenced
30 June 2022	Initial phase of Cyber Hubs pilot implemented
1 July 2022	Cyber Hubs pilot extension to 31 December 2022
October 2022-23 Budget	Cyber Hubs Tranche 0 (Pilot extension) 1 January 2023 to 30 June 2023
Hosting Certification Framework	
29 March 2019	Release of WofG Hosting Strategy.
5 March 2021	Release of Hosting Certification Framework (HCF)
10 March 2021	Registrations opened for providers interested in applying for certification.
April 2021	Assessments commenced for registered Data Centre and Cloud Service providers.
September 2021	The Commonwealth-led HCF Working Group was established with representatives from each state and territory.
December 2021	The Commonwealth-led HCF Working Group agreed to national adoption of HCF for data centre providers.
29 July 2022	The HCF was incorporated within the Protective Security Policy Framework.

Section 22

Clearance Officer: Lucy Poole Role: General Manager	Division: Strategy, Architecture and Discovery
SES Point of Contact: Doug Rutherford Role: Branch Manager	Branch: Digital Prioritisation & Cyber Capability
Consultation	Australian Cyber Security Centre

KI 06 - Australian Government Architecture

Key Points

- The Australian Government Architecture (AGA) is a decision-making construct that supports the Whole of Government Digital & ICT Oversight Framework (IOF) in 5 key ways, by providing:
 1. strategic objectives for digital capabilities and investment;
 2. policy requirements that apply to the development and maintenance of investments in digital capabilities;
 3. mandatory and non-mandatory standards, that support the delivery of digital capabilities;
 4. proven designs and solutions already in use in government; and
 5. procurement pathways that assist agencies to develop scalable, secure, and resilient digital capabilities.
- The AGA, initially released in December 2021, will continue to be iteratively developed to provide further support to agencies in developing scalable, secure, and reusable digital capabilities.
- An ongoing, iterative approach to the expansion of the AGA will:
 - deliver benefits to agencies based on emerging needs,
 - help to reduce government's accumulated technical debt,
 - reduce duplication, and
 - enable government to improve its service delivery mechanisms.

Background

- The first iteration of the architecture, launched by the then Minister responsible for government Data and Digital policy in December 2021, marked the first step in an iterative process to ensure digital and ICT investments deliver for individuals, businesses, and government. in December 2021, marked the first step in an iterative process to ensure digital and ICT investments deliver for individuals, businesses, and government.
- One of the key objectives of the AGA is to better inform DTA's advice to government on digital investments, particularly by better leveraging data captured across the investment lifecycle.
- The AGA includes best practice standards and designs being used in Government to drive better visibility of investment and reuse of existing digital assets
- The AGA has been collaboratively designed with a cross section of small, medium, and large agencies and industry to include information on the best approaches for specific technologies and core government processes.
- The DTA has undertaken several targeted engagements across the APS this financial year to raise awareness on AGA and its intended benefits, by building out an Architecture Community in collaboration with the APSC Digital Profession.
- This enabled the DTA to leverage areas of expertise across the Commonwealth and identify specialists to support stewarding the AGA to the border APS community.

Timeline

Date	Action
December 2021	Initial release of the AGA
March 2022	Pilot application of the AGA in the 2021-22 Budget context
September 2022	Private Beta release of the second iteration of the AGA

Clearance Officer Lucy Poole Division Manager	Digital Strategy, Architecture and Discovery
SES Point of Contact Andrew Morrison Branch Manager	Architecture and Emerging Technology Branch
Consultation	N/A

Section 22

KI 07 - Digital Government Strategy

Key Points

- The Government is currently in the process of refreshing the Strategy for 2023 to better focus the strategic agenda for digital transformation across government services and increase transparency, trust, security and satisfaction.
- While the refreshed Strategy will be a matter for Government consideration, it will be developed using a consultative approach, and draw on inputs from agencies and industry.
- The Digital Government Strategy (the Strategy), released in December 2021, sets the plan to deliver a digital government that exceeds the expectations of Australians.
- The Strategy focuses on 6 strategic outcomes:
 - *All government services available digitally* – Australians will be able to deal with Government anywhere, anytime, on any device, for every service.
 - *Easy to access* – services will be easy to use, accessible and connected so Australians can do their government business from a single-entry point.
 - *People and Business centric* – digital services will be designed for the user with a consistent look and feel, and based on life events.
 - *Architecture alignment* – connected platforms and services within the architecture.
 - *Reuse and Invest* – culture of reuse as a fundamental principle backed by digital skills, capabilities and tools.
 - *Digital Workforce* – build a government fit for the digital age, empowered by digital skills, capabilities and tools.

- The current Strategy sets the vision to be a top 3 digital government in the world by 2025.
- Australia adopted the Organisation for Economic Cooperation and Development (OECD) Digital Government Index as the methodology to baseline Australia's international ranking.
- Australia did not participate in the 2019 OECD Digital Government Index and the OECD did not release a 2021 survey. Consequently, Australia does not have an international ranking against the OECD Digital Government Index.
- The lack of an international baseline and to track the DGS made monitoring the Digital Government Strategy progress challenging.
- The DTA continues to work proactively with the OECD ahead of participating in the OECD Digital Government Index survey in October 2022.

Background

- Minister Gallagher approved the refresh of the Digital Government Strategy on 30 July 2022.

Timeline

Date	Action
3 December 2022	Release of the Digital Government Strategy

Chris Fechner Chief Executive Officer	Digital Transformation Agency
Lucy Poole General Manager	Digital Strategy, Architecture and Discovery Division
Consultation	N/A

Section 22

KI 08 - Investment Oversight Framework

Key Points

- The Investment Oversight Framework is a six stage, end-to-end framework that enables the DTA to support Government in managing its digital investments across the entire project lifecycle.
- The Investment Oversight Framework applies where the digital and ICT- enabled investment:
 - is brought forward by a non-corporate Commonwealth entity, or if requested by the Minister responsible for the Digital Transformation Agency;
 - involves ICT costs; and
 - is being brought forward for government consideration as a new policy proposal.
- The oversight, support, and guidance the DTA provides through the Investment Oversight Framework supports the Australian Government to make the right digital and ICT investments at the right time and in the right way.
- The Investment Oversight Framework was built through an extensive Whole-of-Government collaboration effort and was released in December 2021.
- At the time the Investment Oversight Framework was announced, it outlined 4 key stages—strategic planning, prioritisation, contestability, and assurance.
- These 4 stages complemented the DTA's ongoing responsibilities for whole-of-government digital and ICT procurement, and for providing feedback on best practice in real world operation to further guide digital investments.
- By including the 2 stages of sourcing and operations, the Investment Oversight Framework crystallised into a 6-stage whole-of-lifecycle framework.

- The six stages of the Investment Oversight Framework encompass
 - Stage 1 – Strategic planning
 - Stage 2—Prioritisation
 - Stage 3—Contestability
 - Stage 4—Assurance
 - Stage 5—Sourcing
 - Stage 6—Operations

Background

- The DTA's mandate, effective from 1 July 2021, is supported by a Whole-of-Government Digital and ICT Investment Oversight Framework, which enables oversight of digital and ICT investments across the entire investment lifecycle.
- The Whole-of-Government Digital and ICT Oversight Framework was announced on 3 December 2021.
- The Department of Finance remains responsible for providing guidance on budget processes, and for agreeing to policy costings.
- Agencies retain responsibility and accountability for the delivery of their digital and ICT-enabled projects.

Outline of the Stages:

Stage 1: Strategic Planning

- Under the Strategic Planning stage of the Oversight Framework, the DTA provides direction of the Australian Government's digital and ICT investment portfolio.
- This direction informs how investment will most effectively deliver services and outcomes for the benefit of Australians, as defined in whole-of-government strategies including the Digital Government Strategy, Digital Economy Strategy, Cyber Security Strategy and the APS Reform.

Stage 2: Investment Prioritisation

- Under the Prioritisation stage, the DTA assesses a pipeline of investment proposals, based on a set of criteria, on how the investments enhance the APS's digital and ICT capabilities.

- The DTA, as part of the prioritisation process, works with senior officials from across Commonwealth agencies to assess these investment proposals to provide balanced and whole-of-government advice for Government's consideration within the Budget context.

Stage 3: Contestability

- Under the Contestability Stage, the DTA supports agencies to prepare well-designed, robust investment proposals that meet whole-of-government digital and ICT policies, priorities standards, before they are considered by ERC.
- As part of Contestability, the DTA provides advice to Government on digital and ICT investment proposals to support decision making in the Cabinet process.

Stage 4: Assurance

- The Delivery Assurance stage provides assurance to the Australian Government that investments will deliver expected benefits.
- In this stage, the DTA works with agencies to ensure appropriate assurance, governance and reporting arrangements are in place for investments during implementation to ensure projects achieve their objectives and planned benefits are realised.

Stage 5: Sourcing

- Under the Sourcing Stage, the DTA supports agencies to procure digital and ICT services, by make sourcing simple through the marketplaces, panels, catalogues, whole-of-government arrangements, and guidance.
- The DTA makes it easier for government buyers to do business with digital sellers, with improved pricing, terms, and conditions.

Stage 6: Operations:

- Under the Operations stage, the DTA measures the effectiveness and impact of our policies and advice against changes in real-world usage and operations, to ensure the processes supporting strategic planning, prioritisation, contestability, assurance and sourcing remain contemporary and relevant to a rapidly changing digital and ICT environment.
- Ongoing feedback to reflect real-world operations enables the DTA to provide accurate advice on new investments that will yield the greatest value towards delivering on government's strategic outcomes.

Timeline

Date	Action
15 April 2021	Executive Order released specifying the functions of the DTA
1 July 2021	The Executive Order, also referred to as the DTA's new mandate, came into effect.
MYEFO 2021-22	Piloted the Prioritisation process. Piloted the Contestability process on a subset of digital and ICT proposals.
3 December 2021	Investment Oversight Framework announced
2022-23 March Budget	Contestability applied to budget proposals Proof of concept Prioritisation process
August 2022	Prioritisation process completed and report provided to Cabinet
2022-23 October Budget	Contestability applied to budget proposals

Clearance Officer Role	Division	Contact
SES Point of Contact Role	Division or Branch	Contact
Consultation	N/A	

KI 09 - Digital Review

Key Points

- On 29 July 2022, the Digital Review was published on the DTA website.
- The Digital Review contains 15 key findings that relate to the delivery of digital and ICT capabilities, functions, products and services.
- The findings relate to barriers, risks, reuse, policies and strategies, measurement and data, workforce capability, investment funding, and planning.
- The findings identified in the Digital Review were derived from data collected between March and May of 2021.
- Since the time of collection, many areas identified for improvement have been addressed, for example:
 - the Digital and ICT Investment Oversight Framework which provides a way for the Government to manage its digital and ICT-enabled investments in a more efficient and effective manner – from early planning through to project delivery and realisation of planned benefits.
 - the Australian Government Architecture, a tool that will help government develop scalable, secure and resilient digital capabilities.
 - the Digital and ICT Reuse Policy, which enables strategic allocation of resources for the development of streamlined digital and ICT systems and common processes across the government.
- The Digital Review involved considerable consultation across government to collect a large amount of data that required significant levels of validation and analysis.
- The draft Digital Review report was initially provided to the Secretaries' Digital Committee on 25 August 2021 for endorsement, where clarifications to the report were requested.
- The updates required further engagement across the APS before being endorsed by the Secretaries' Digital Committee on 9 December 2021.
- A summary was published on the DTA website on 24 December 2021.

- Of the Digital Review's 24 recommendations, DTA is responsible for 14, of which:
 - 7 have or are being addressed by the DTA's implementation of the Oversight Framework, Digital Government Strategy, Australian Government Architecture or the Digital and ICT Reuse Policy.
 - 7 have been scoped and are in various early stages of planning.
- Finance, APSC and the DTA are responsible for reporting on the status of their individual recommendations to the relevant governance committee's expenditure.
- The DTA engaged Ernst and Young (EY) to assist with the development of survey instruments, application of methodology to conduct maturity assessments of agencies, and advanced analytical capabilities.
 - The DTA engaged EY through an open tender process to provide specialist support for the Digital Review between 4 January 2021 and 13 September 2021.
 - The cost of the Digital Review work was **\$2,259,981.85** (GST inclusive).

Background

- Recommendation 14 of the Independent Review of the APS (the Thodey Review) involved the DTA and Department of Finance conducting a whole-of-government ICT audit to identify current and forecast assets, systems scheduled for retirement or no longer supported by software vendors, future requirements, and any urgent ICT capital investment needs.
- The government response to the Thodey Review requested that Secretaries Board support preparation of an audit for Government's consideration.
- The DTA and Finance were commissioned by the Secretaries Board to scope the audit and seek the Secretaries Digital Committee's (SDC's) agreement of that scope.
- In September 2020, the SDC agreed that the DTA conduct a Digital Review. that focused on digital and ICT capability, risks and needs across 20 agencies, that accounted for over 80 per cent of government digital and ICT expenditure.
- The Digital Review also identified Australia's position in global digital capability benchmarks.

- In providing a baseline of digital capability, the Digital Review has identified areas where the Australian Government is more mature than other organisations, such as:
 - Developing strategic alliances and partnerships to build capability.
 - Change, supplier, and project management capabilities.
 - Policy, particularly in developing technology strategies
 - Implementing effective processes and controls supporting the sustainment of digital and ICT capabilities
 - Acknowledging the value of data and service integration to the development of a single view of a stakeholder, although achieving this single view is a work in progress for many agencies.
- The Digital Review has also identified areas of relative weakness, including areas which would benefit from greater focus, such as:
 - legacy technologies and technical debt-constraining transformation
 - Inconsistency of agency practices for collecting, managing, and reporting information about their digital and ICT estates
 - Inconsistency in tracking benefits realisation for investments.
 - Insufficient resourcing and investment to ensure effective delivery and sustainment of capability, and limited whole-of-government coordination to enable focused intervention to fill gaps.
 - Lack of a consistent and interoperable approach across government to manage the delivery and sustainment of digital and ICT capabilities.
 - Gaps in SES leadership knowledge and experience on how to cultivate and embed transformation change.
 - Inadequate platforms to support cross-agency collaboration, data and information sharing, and digital and ICT capability delivery.
- The previous Government agreed that the DTA will continue to monitor the Australian Government's digital and ICT landscape as part of its business-as-usual role.

Lucy Poole General Manager	Digital Strategy, Architecture and Discovery Division
Jasmine Schneider A/g Branch Manager	Digital Strategy Branch
Consultation	N/A

Section 22

KI 10 - Modernising Business Registers

Key Points

- Questions relating to the responsibility, accountability, scope, cost and delivery progress of the MBR Program should be referred to the Australian Taxation Office (ATO).
- The DTA was active in providing feedback to Treasury, ATO and the Australian Securities and Investments Commission (ASIC) on the development of the MBR Program's 2022–23 October Budget Submission.
 - The DTA also provided technical expertise to Finance to support costings.
- The DTA engaged with ATO extensively to ensure the MBR Program's Assurance Plan meets the requirements of the Assurance Framework for Digital and ICT Investments.
- Implementation of the uplifted Assurance Plan remains the responsibility of the ATO and now includes:
 - Uplifts for governance, assurance and reporting requirements for improved transparency.
 - Additional technical deep dives to ensure attention is given to the most critical elements of the program.
 - Additional health check that will be used to support regular delivery confidence assessments. These health checks will be completed by an independent assurer commissioned by the ATO.
- The DTA became aware that the MBR Program was experiencing financial difficulties following the completion of the Gateway Review by the Department of Finance in April 2022. Gateway Reviews provides Senior Responsible Officer with independent advice on how best to ensure their program is successfully delivered.
 - *Questions about the findings of the MBR Programs March 2022 Gateway Review should be referred to the ATO.*

- The DTA is preventing similar delivery issues with other large-scale digital investments through the Assurance Framework and related requirements. These activities apply to all new investments commencing from 21-22 MYEFO (see [KI 08](#)).
- The DTA engages with agencies to ensure Assurance Plans are developed and agreed before decisions are taken by ERC, as well as ongoing monitoring to ensure agreed assurance is being applied and reported on.

Background

- The MBR Program is seeking to consolidate more than 30 business registers, simplifying how businesses engage with Government. It represents one of the Government's most complex and strategically significant digital investments.
- As part of DTA's mandate, the DTA works with relevant agencies delivering digital investments to help '*manage strategic coordination and oversight functions for digital and ICT investments across the project life cycle*'.
- In late 2021, the DTA's role was operationalised through the Whole-of-Government Digital and ICT Investment Oversight Framework and, notably, the Delivery Assurance Framework for Digital and ICT-enabled investments.
- As part of the Assurance Framework for Digital and ICT Investments, the DTA implemented a 3 Tier model to identify the minimum assurance requirements and escalation protocol. The tiering system ensures lower risk and lower value investments are not unnecessarily burdened by excessive levels of oversight of their assurance arrangements.
- The MBR Program is a Tier 1 investment, and in line with the Assurance Framework for Digital and ICT Investments, the DTA will:
 - have representation on an investment's governance committee
 - agree to terms of reference for external assurance activities
 - agree approach to market materials when agencies are approaching the market for independent assurance providers
 - as part of the governance committee representation, review and support the updating of the Assurance Plan every six (6) months
 - receive draft and final assurance reports for oversight purposes
 - receive regular reporting on progress implementing agreed assurance recommendations

- be advised when there is a material variation from planned assurance arrangements
 - be provided Delivery Confidence Assessments on a quarterly basis with draft and final assurance reports.
- The MBR Program initially budgeted for **\$480.5 million**, was due to deliver capability over 5 tranches.
 - Further questions on budget should be referred to the ATO.
- Tranche 1 was delivered within the forecast budget originally set out in the business case.
- Work on the second tranche identified the MBR Program was behind schedule, running over costs, and that it would not be possible to deliver it by the original 2024 timeline.
- Delays and the significant cost overruns have been attributed to:
 - The inability of the provider of the Commercial Off the Shelf (COTS) solution to upscale its software for the Australian context. The COTS solution has required greater re-development and enhancement than originally anticipated.
 - Redeployment of ATO staff resourcing to deliver JobKeeper, and Early Release of Super, that forced the MBR Program to rely more on contractors at a time where tight labour market conditions resulted in higher contractor rates than used in the business case.
 - Translation of relevant registry legislation and processes has been more complex than anticipated, which has affected program delivery timelines and budget.
- The MBR Program is subject to the Department of Finance's Cabinet-mandated Assurance Reviews Process (Gateway Reviews).
- Three Gateway Reviews have been conducted on the MBR Program (November 2018, February 2021 and April 2022).
 - Any questions relating to the Gateway Reviews process need to be directed to the Department of Finance.

Timeline

Date	Action														
2017- 2020	<p>The MBR Program was established in January 2017, with the First Pass Business Case approved in the 2018-19 Budget.</p> <p>The DTA was involved with the policy design including participating in cross agency working groups and hosting discovery workshops with officers from DISER, ATO and ASIC.</p> <p>The Second Pass Business case was approved in 2019-20 Budget. The DTA was supportive of the Second Pass Business Case noting the ATO completed a 10 month RFI which showed that there was viable COTS options.</p>														
Oct 2020 to Mar 2022	<p>The MBR Program provided regular reporting to the DTA as part of the Approved Programs Collection process. Reports were received starting from the 14th reporting period, which had a reporting date to the DTA of October 2020. The full reporting history of the program (not including the latest report 19) is included below:</p> <table border="1"> <thead> <tr> <th>Report</th><th>Report Date</th></tr> </thead> <tbody> <tr> <td>14</td><td>Oct 2020</td></tr> <tr> <td>15</td><td>Feb 2021</td></tr> <tr> <td>16</td><td>Aug 2021</td></tr> <tr> <td>17</td><td>Dec 2021</td></tr> <tr> <td>18</td><td>Mar 2022</td></tr> <tr> <td>19</td><td>June 2022</td></tr> </tbody> </table>	Report	Report Date	14	Oct 2020	15	Feb 2021	16	Aug 2021	17	Dec 2021	18	Mar 2022	19	June 2022
Report	Report Date														
14	Oct 2020														
15	Feb 2021														
16	Aug 2021														
17	Dec 2021														
18	Mar 2022														
19	June 2022														
1 July 2021	The <i>Order to identify the Minister responsible for the Digital Transformation Agency, and to Specify Functions for the Digital Transformation Agency</i> took effect.														
November 2021	The Investment Oversight Framework was operationalised, including the DTA's new assurance system and its associated Assurance Framework for Digital and ICT Investments.														
24 March 2022	General Manager (Digital Investment Advice & Sourcing), DTA wrote to the four Senior Responsible Officers at the ATO to advise four ATO projects would be subject to retrospective application of the announced Assurance Framework.														
28 March – 1 April 2022	Mid Stage Gateway Review was conducted. Report provided to the SRO on the 1 April 2022.														
6 April 2022	The Mid Stage Gateway Review Report was provided to the DTA by Department of Finance.														
18 July 2022	The DTA elevated the MBR Program as an 'escalated investment' and reported this status to the Minister for Finance														
20 July 2022	The DTA wrote to the ATO to advise of the escalated status and report to the Minister for Finance.														
22 July 2022	Media article in IT News reported the cost of the MBR Program would be 'more like \$1.5 billion - approximately \$1 billion more than has currently been set aside'														

22 July 2022	The DTA met with the ATO and Treasury to discuss the Investment Oversight Framework and the escalation protocols.
11 August 2022	The DTA met with ATO to discuss the MBR Program's 2022-23 October Budget Submission.
Throughout September 2022	The DTA worked with the Treasury, ATO and ASIC on the development of the MBR Program's 2022-23 October Budget Submission and a Tier 1 Assurance Plan in line with the Assurance Framework for Digital and ICT Investments.

Wayne Poels General Manager	Investment Advice and Sourcing
Simon Quarrell Branch Manager	Investment Advice and Contestability
Jamie Whitcombe Branch Manager	Portfolio Assurance
Consultation	Treasury

Section 22

Released under FOI Act

KI 11 - Whole of Government ICT Procurement

Key Points

Digital Marketplace/BuyICT

- The Digital Marketplace makes it quicker and easier to approach the market for ICT services and labour hire.
- The Digital Marketplace fosters greater participation of SMEs and First Nations enterprise by minimising barriers to join and increasing their visibility to buyers with identifiers on their seller profiles.
- To date, over 14,000 approaches to market have been conducted for a combined value of **\$10.83 billion**.
- The Government remains committed to upholding the transparency of ICT procurement wherever possible.
- The Digital Marketplace transitioned to BuyICT.gov.au in May 2022. This was a complex project that was delivered in 2 phases:
 - Phase 1 focused on maintaining the procurement functionality and records for the platform.
 - Phase 2 will see a new Insights section launch in BuyICT at the start of 2023.
- The BuyICT platform centralises all ICT procurement across Government on one easy to use platform that streamlines and simplifies the procurement process for government and industry.
- Agencies can still utilise AusTender for information. Some reporting is available on BuyICT.gov.au.

IBM Negotiations

- Australian Government entities use the IBM whole-of-government arrangement to source IBM products and services with the best possible terms available.
- In July 2022, the DTA commenced formal negotiations with IBM Australia for the second iteration of this arrangement. These negotiations will seek to improve the terms and benefits of the initial arrangement, as well as account for new requirements.
- Due to probity arrangements surrounding the negotiations no further details can be provided or discussed.
- The initial arrangement was established in 2018 for a value of **\$1 billion**, which was based on the spend (consumption of the IBM offerings) from participating agencies projected at the time.
- Additional contracts have since been signed due to organic growth, environment refreshes, and changes in business requirements over time such as responses to environmental disasters and the COVID-19 pandemic. This has increased the cumulative value of contracts under the Arrangement to almost **\$2.1 billion** (as of 30 September 2022).

SAP Negotiations

- Australian Government entities can utilise the SAP arrangement to purchase SAP products on the best possible terms available to Australian Government entities.
- The DTA is preparing to negotiate the second iteration of this whole-of-government arrangement with SAP Australia.
- The existing Head Agreement and Initial Software contract were extended for 9 months from 29 September 2022 to ensure uninterrupted support for critical services while the DTA negotiates the new agreement with SAP.

- In addition to supporting 31 Commonwealths agencies, the Arrangement also supports the GovERP and Defence ERP programs.

Refresh of the Data Centre Facilities Panel

- The Data Centre Facilities Panel is a pre-approved panel of suppliers for co-located space in data centres and any related services.
- The DTA has approached the market to refresh the panel, which is an opportunity to increase the number of providers certified under the Hosting Certification Framework, which Commonwealth entities can use to procure secure, Australian-based data centre services.
- The Australian Government's procurement framework is non-discriminatory, but the CPRs do require consideration of the procurement's benefit to the Australian economy.

Refresh of the Cloud Marketplace Panel

- The Cloud Marketplace is a pre-approved panel of suppliers for cloud-based products, hosting, and related services.
- The DTA is currently out to market to refresh this Panel. As this is an active tender, the DTA cannot comment further.

Background

- The DTA is responsible for whole-of-government ICT procurement, which includes several procurement arrangements that aim to simplify the sourcing process for digital products and services, such as:
 - Marketplaces and panels with pre-approved suppliers for ICT services, labour hire, hardware, software, cloud, telecommunications and datacentres.
 - Whole-of-government arrangements with Microsoft, SAP, Concur, IBM, AWS, Oracle and Rimini Street.
- DTA leverage these procurement arrangements to reduce costs, improve terms and conditions, and generate reuse opportunities.

Timeline

Date	Action
Oct 2022	RFT released to refresh the Cloud Marketplace.
Sep 2022	RFT released to refresh the Data Centre Facilities Panel. SAP Arrangement extended to June 2023.
Jul 2022	Negotiations commenced with IBM Australia for the second iteration of the whole-of-government arrangement.
May 2022	Digital Marketplace migrated to BuyICT.gov.au to have all ICT procurement arrangements on one easy-to-use platform.

Clearance Officer: Wayne Poels	General Manager, Digital Investment Advice and Sourcing
SES Point of Contact: Michelle Tuck	Branch Head, Digital Sourcing
Consultation	N/A

Section 22

If Asked preparation question

Topic	Question title
<u>ANAO Audit</u>	<u>If asked about fast-tracking vendor applications</u>
	<u>If asked about rates quoted by sellers that are higher than the assessed rates to get onto the Marketplace</u>
	<u>If asked how DTA's whole-of-government arrangements could be trusted to have been established in accordance with the CPRs?</u>
<u>Digital Identity</u>	<u>Was Digital Identity affected by the recent Optus data breach?</u>
	<u>Could digital identity have helped prevent the recent Optus data breach?</u>
	<u>What's the difference between Digital Identity and Consumer Data Right (CDR)?</u>
	<u>What will be the impact of the myGov audit on Digital Identity?</u>
	<u>With people having to replace their identity documents after the recent optus breach, what do people have to do to update their digital identities? Do they have to create a new one or can people change out documents? How does it work?</u>
<u>Digital Review</u>	<u>With the Government's response to the Thodey Review published on 13 December 2019, why did the Digital Review take so long to complete and be published?</u>
	<u>Why did the DTA use consultants instead of internal capabilities?</u>
	<u>What is the status of the 24 Recommendations detailed in the Digital Review?</u>
<u>Modernising Business Registers</u>	<u>When did the DTA become aware of the MBR program's financial difficulties?</u>
	<u>How is the DTA preventing similar delivery issues with other large-scale digital investments?</u>

ANAO Audit**If asked about fast-tracking vendor applications:**

The Digital Marketplace team uses a multi-stage review process to assess suitability of new entrants to the marketplace. This process takes on average 49 business days since the move to BuyICT.gov.au.

Vendor's applications are managed and assessed in the order they are submitted.

Individual buyers are responsible for ensuring that they undertake procurement processes in accordance with the Commonwealth Procurement Rules.

The DTA will continue to foster best practice in procurement processes through our BuyICT platform.

If asked about rates quoted by sellers that are higher than the assessed rates to get onto the Marketplace:

Suppliers must provide a rate for their category assessments in line with the Skills Framework for the Information Age (SFIA) level 5 and are benchmarked at the same level to ensure consistency and to determine value for money.

Rates submitted under an RFQ may vary as they are determined by the complexity and capability required to deliver the work.

For example, agencies can use the SFIA framework to determine what level of project manager they require dependent on the project size, complexity and the skills required to manage the project.

Buyers determine the rates supplied provide value for money during their evaluation.

If asked how DTA's whole-of-government arrangements could be trusted to have been established in accordance with the CPRs?

The DTA's procurement arrangements are established in accordance with the CPRs and the DTA's Accountable Authority Instructions. To ensure this, the DTA follows a detailed project plan, which lays out the framework of how we will establish the arrangement and how it will be evaluated.

To be established, it needs to have been agreed by the applicable delegate as having satisfied the necessary requirements.

It is still the responsibility of the procuring agencies to ensure that their procurements under the DTA's procurement arrangements are done in accordance with the CPRs.

In addition, when selecting sellers for their procurement the DTA prompts buyers with this reminder: "Inviting additional sellers to respond to your approach to market can help you discover new and innovative solutions to your problem or demonstrate value for money from your chosen seller. It is considered best practice to include at least 3 sellers."

Digital Identity

If asked: Was Digital Identity affected by the recent Optus data breach?

The Australian Government Digital Identity System was not affected by the Optus data breach. The DTA and its delivery partners carefully monitored the situation to ensure that any risks to the system were managed effectively.

If asked: Could digital identity have helped prevent the recent Optus data breach?

If it were rolled out 'economy wide', Digital Identity could provide people with an optional way to securely prove their identity and provide other verified information without it being stored by the service provider.

For its full benefits to be realised it needs to be part of wider reforms looking at the amount of information stored by service providers (e.g. currently, telecommunications providers are required to collect and store certain records.)

If asked: What will be the impact of the myGov audit on Digital Identity?

myGov and Digital Identity go hand-in-hand for the effective delivery of government services

The Digital Identity program is looking at ways, external to the myGov audit, in which the user experience of government service delivery may be made more fluid and efficient through changes to the implementation of Digital Identity.

- *Further questions on the myGov audit should be referred to Services Australia.*

If asked: What's the difference between Digital Identity and Consumer Data Right (CDR)?

CDR is a system to allow Australians to access data about themselves (e.g. their spending habits) and ask for it to be transferred to other third parties. Digital Identity is a system to allow Australians to prove their identity online.

The DTA is working closely with Treasury to ensure the programs are aligned and to identify opportunities to leverage the capability each system provides.

- *Any questions relating to CDR should be referred to Treasury.*

If asked: With people having to replace their identity documents after the recent Optus breach, what do people have to do to update their digital identities? Do they have to create a new one or can people change out documents? How does it work?

Users are required to verify identity documents when creating their myGovID to prove their identity. The myGovID digital identity is then secured by a multifactor credential that can be used to subsequently login to relying party services. Identity documents verified are locked to the myGovID email and the same document cannot be used against another myGovID email.

myGovID users who have had identity documents re-issued to them do not have to update their myGovID. However, users can reset their app and re-prove their identity, using the email address used previously, by verifying the newly issued identity document. This locks the new identity document to their existing myGovID preventing others from using it to create a new myGovID with a new email.

Digital Review

If asked: With the Government's response to the Thodey Review published on 13 December 2019, why did the Digital Review take so long to complete and be published?

The Digital Review involved considerable consultation across government to collect a large amount of data that required significant levels of validation and analysis.

The COVID pandemic and the development and implementation of the DTA's new mandate also delayed the completion and publication of the report.

The draft Digital Review report was initially provided to the Secretaries' Digital Committee on 25 August 2021 for endorsement, where multiple clarifications to the report were requested.

The updates required further engagement across the APS before being endorsed by the Secretaries' Digital Committee on 9 December 2021.

A summary was published on the DTA website on 24 December 2021.

If asked: Why did the DTA use consultants instead of internal capabilities?

The DTA used a mix of internal staff, employees seconded from other agencies and consultants where specific capability was required.

The DTA engaged Ernst and Young (EY) to assist with the development of survey instruments, application of methodology to conduct maturity assessments of agencies, and advanced analytical capabilities.

- The DTA engaged EY through an open tender process to provide specialist support for the Digital Review between 4 January 2021 and 13 September 2021.
- The cost of the Digital Review work was **\$2,259,981.85** (GST inclusive).

If asked: What is the status of the 24 Recommendations detailed in the Digital Review?

Of the Digital Review's 24 Recommendations, DTA is responsible for 14, of which:

- 7 have or are being addressed by the DTA's implementation of the Oversight Framework, Digital Government Strategy, Australian Government Architecture or the Digital and ICT Reuse Policy.
- 7 have been scoped and are in various early stages of planning.

The Department of Finance (Finance) and the Australian Public Service Commission (APSC) are responsible for the remaining 10 recommendations, which have been or are being addressed through in-flight work.

Finance, APSC and the DTA are responsible for reporting on the status of their individual recommendations to the relevant governance committees, such as Deputy Secretaries Digital Committee, Chief Operating Officer Committee or Secretaries' Digital Committee.

Modernising Business Registers**If asked: When did the DTA become aware of the MBR Program's financial difficulties?**

The DTA became aware that the MBR Program was experiencing financial difficulties following the completion of the Gateway Review by the Department of Finance in April 2022.

Gateway Reviews provides Senior Responsible Officer with independent advice on how best to ensure their program is successfully delivered.

Questions about the findings of the MBR Programs March 2022 Gateway Review should be referred to the ATO.

If asked: How is the DTA preventing similar delivery issues with other large-scale digital investments

The DTA has introduced the Assurance Framework and related requirements—which now apply to all new investments commencing from 21-22 MYEFO timing (see KI 08).

The DTA engages with agencies to ensure Assurance Plans are developed and agreed before decisions are taken by ERC, as well as the ongoing monitoring to ensure agreed assurance is being applied and reported on.

Released under FOI Act

Key Statistics

Index	Title
1.0	<u>Human Resources</u>
1.1	<u>Staffing Levels</u>
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3.7	<u>Fiscal Breakdown of Funding for all DTA Programs</u>

Key Statistics Factsheet

Human Resources

The data below is provided in headcount (unless otherwise specified) excludes the CEO and inactive employees and is based on substantive levels.

Staffing Levels

Detail	30 September 2022	30 June 2022	Change +/-	Change %
Average Staffing Level (ASL)	213.44	217.55	-4.1	-2%
Headcount	224	214	10	5%
Full time equivalent (FTE)	221.04	211.24	9.8	5%
Senior Executive Service (SES)	12	12	0	0%
Executive level employees (EL1 and EL2)	127	122	5	4%
Australian Public Service level employees (APS1-6)	85	80	5	6%
Ongoing employees	216	207	9	4%
Non-ongoing employees	8	7	1	14%
Full-time employees	212	203	9	4%
Part-time employees	12	11	1	9%
Secondees	2	0	2	100%
Contractors	36	45	-9	-20%
Total workforce (headcount + secondees + contractors)	262	259	3	1%

Employee movement

Financial year to date

	30 September 2022	30 June 2022
Commencements (non-ongoing and ongoing)	30	80
Exits (non-ongoing and ongoing)*	24	116
Ongoing turnover rate*	11%	47%

*excludes MoGs

Ongoing exits by type

Financial year to date - as at 30 September 2022

	Ongoing	Percentage
Permanent transfer out – at level	11	52%
Permanent transfer out – promotion	1	5%
Retirement	3	14%
Resignation	6	29%
Total	21	

Ongoing exits by level

Financial year to date - as at 30 September 2022

	APS	EL	SES
Permanent transfer out – at level	4	6	1
Permanent transfer out – promotion	1	0	0
Retirement	1	1	1
Resignation	1	5	0
Total	21		

Location

As at 30 September 2022

	Headcount	Percentage
Canberra	188	84%
Sydney	15	7%
Remote	21	9%

Diversity Information

As at 30 September 2022

	Headcount	Percentage
Disability	12	5%
Aboriginal and Torres Strait Islander	0	0%
Carer responsibility	26	12%
Born overseas	55	25%
Speaks another language	63	28%
LGBTI+	11	5%

Gender Balance by level

As at 30 September 2022

		Headcount	Percentage
APS	Male	37	44%
	Female	48	56%
EL	Male	63	50%
	Female	64	50%
SES	Male	8	67%
	Female	4	33%

Gender Balance overall

As at 30 September 2022

	Headcount	Percentage
Male	108	48%
Female	116	52%

Senior Executive Service Gender Balance

As at 30 September 2022

		Headcount	Percentage
SES	Male	8	67%
	Female	4	33%

Distribution of employees by Executive Group

As at 30 September 2022

	Headcount	Percentage
Office of the CEO	10	4%
Corporate	38	17%
Chief Technology Office	11	5%
Digital Investment Advice and Sourcing	85	38%
Digital Strategy Architecture and Discovery	80	36%

Classifications by Executive Group

As at 30 September 2022

	APS		EL		SES	
	HC	%	HC	%	HC	%
Office of the CEO	4	40%	5	50%	1	10%
Corporate	19	50%	18	47%	1	3%
Chief Technology Office	6	50%	5	42%	1	8%
Digital Investment Advice and Sourcing	38	45%	43	50%	4	5%
Digital Strategy Architecture and Discovery	18	23%	56	71%	5	6%

Employment type by Executive Group

As at 30 September 2022

	Ongoing	Non-ongoing
Office of the CEO	9	1
Corporate	37	1
Chief Technology Office	11	1
Digital Investment Advice and Sourcing	85	0
Digital Strategy Architecture and Discovery	74	5

APS Census 2021-22

Year	Participation rate
2021-22	96.9% (increase of 16%)
2020-21	80.9%

Procurement

Contractor Movement

- The DTA employs contractors to meet capability needs where the DTA does not have the capacity or required skill within its APS workforce.
- The nature of contracting allows many of the people with specialised tech capabilities to remain current by working across a variety of products and organisations.
- There are a number of potential outcomes following the end of a labour for hire or consultancy contract (referred to as contractors).
- The below outlines the number of contract movements based on the number of contractors that were active during the relevant Financial Year.

Active Contractors		Active Contractors		Active Contractors		Active Contractors		Active Contractors		Outcome at end date of the contract (1 July 2017 to 30 September 2022)
160		88		219		152		45		
2018-19		2019-20		2020-21		2021-22		2022-23*		
No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	
70	26%	76	47%	85	27%	95	39%	40	44%	Accepted the offer to take up an extension option under their contract.
12	4%	7	4%	8	3%	3	1%	0	0%	Engaged under the APS Act following a recruitment round within the DTA (From contractor to permanent APS employee).
44	16%	19	12%	44	14%	33	12%	29	32%	Re-engaged through the procurement process following the end of their current contract.
12	4%	5	3%	0	0%	0	0%	0	0%	Were engaged to deliver a specific outcome over a short-term period engagement with no options to extend.
33	12%	19	12%	77	25%	13	7%	6	7%	Continue to be engaged by the DTA post 30 June for the relevant financial year. This is due to the initial contract term not yet ending and options to extend not yet being exercised.
103	38%	36	22%	98	31%	109	40%	15	17%	No longer engaged at the DTA
274	100%	162	100%	312	100%	253	100%	90	100%	Total

The following is a summary based on the above contractor figures:

11 4	42%	95	59%	129	41%	128	52%	69	77%	Contractor retention (Options to Extend or Awarded a new contract).
33	12%	19	12%	77	25%	13	7%	6	7%	New contractor engagements
11 5	42%	41	25%	98	31%	109	40%	15	17%	No longer engaged at the DTA (short-term or no longer engaged).
12	4%	7	4%	8	3%	3	1%	0	0%	Contractor to permanent APS employee.
27 4	100%	16 2	100%	312	100%	253	100%	90	100%	Total

* As at 30 September 2022

Contractor Retention

The below outlines the contractor retention period based on the start date of the original contract to the FY end date (e.g. 2018-19 end date is 30 June 2019).

	Active Contractors		Active Contractors		Active Contractors		Active Contractors		Active Contractors	
	160		126		219		152		45	
	2018-19		2019-20		2020-21		2021-22		2022-23*	
Retention Period	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Less than 3 Months	16	10%	53	42%	51	23%	9	6%	0	0%
3 - 6 Months	42	26%	28	22%	54	25%	21	14%	2	4%
6 - 12 Months	59	37%	12	10%	68	31%	45	30%	5	11%
12 - 18 Months	29	18%	20	16%	35	16%	46	30%	11	24%
18 - 24 Months	10	6%	7	6%	8	4%	22	14%	9	20%
24+ Months	4	3%	6	5%	3	1%	9	6%	18	40%
Total	160	100%	126	100%	219	100%	152	100%	45	100%

* As at 30 September 2022

Contractor Month End Trending



Finance

DTA Procurement at a Glance

Reported Procurement	2021-22 (1 July 2021 to 30 June 2022) ¹	2022-23 to date (1 July – 30 September 2022) ¹
Total value of all contracts (in contract during reporting period) ²	\$195.31m	\$111.95m
Total value of contracts entered into during reporting period	\$80.12m	\$11.12m
Limited Tender Total ³	\$40.67m	\$0.22m
Limited below \$80K	\$0.59m	\$0.10m
Limited above \$80K (See following rows for further breakup) ⁵	\$40.08m	\$0.12m
Exempt from Division 2 of CPRs (above \$80k) ⁵	\$39.43m	\$0.12m
Contracts engaged via Limited Tender condition (above \$80k)	\$0.65m	\$0.00m
Construction	\$0.00m	\$0.00m
Open Tender Total	\$39.45m	\$10.91m
Prequalified Tender	\$0.00m	\$0.00m

Labour for Hire (included in both limited and open tender) ³	\$11.03m	\$3.19m
Consultancies	\$0.00m	\$0.00m

Reported Procurement	2021-22 (1 July 2021 to 30 June 2022)	2022-23 to date (1 July – 30 September 2022) ¹
Total value of all contracts (in contract during reporting period) ⁴	\$1,931.00m	\$1,548.38m

1. All figures are GST exclusive and reflect the current committed funds (contract value) and not actual spend. Does not include WoAG contracts
2. Total value of ALL contracts active during reporting period. Does not include WoAG contracts
3. New contracts reported in the reporting period. Does not include existing contracts.
4. Figure represents the total value of contracts entered into by DTA on behalf of other agencies only.
5. Includes 11 Moore Street lease of \$38.9m over 10 years.

Whole of Australian Government Single-Seller Arrangements –

Total government spend (\$m)

Contract	Total Contract Value (ex GST) to 30 September 2022)
SAP	\$785.2M
Concur	\$15.6M
Oracle	\$153.4M
IBM	\$2.09B
Amazon Web Services 1.0	\$373M
Amazon Web Services 2.0	\$166M
Microsoft Volume Sourcing Arrangement (VSA4 and 5)	\$894.8M
Rimini St Arrangement	\$18.8M
Total	4312M

Whole of Australian Government Panel Arrangements Delivering Business to SMEs

Arrangement (as at 30 September 2022)	No. of Panellists	No. of SMEs	% of SMEs	Total Spend (\$m) *	Total SME spend (\$m)	% of SME spend
Digital Marketplace	3307	2623	79	10823	6329	58
Hardware Marketplace	205	149	73	2333	418	18
Software Marketplace**	345	249	72	2358	245	10
Telecommunications Marketplace	36	16	44	79	1.6	2
Cloud Marketplace	365	262	72	118	52	45
Data Centre Facilities Supplies Panel	15	3	20	795	751	94
Major Office Machines Panel	6	0	N/A	279	N/A	N/A

* Values are based on contracts reported to AusTender. However, a portion of opportunities published by agencies do not report to AusTender (e.g. CCEs, and state/territory/local governments).

** Please note that the Software Marketplace reflects both Category One – the government's selected Microsoft Licencing Solution Provider (Data#3) and Category Two - Commercial off the Shelf (COTS) software and services.

Finance Quick Reference Guide 2019-20

	2019-20 Budget Estimates	2019-20 full year actual spend
Departmental appropriation	\$66.63m	\$66.63m
S74 receipts*	\$2.17m	\$2.42m
ICT Coordinated Procurement Special Account – Expense	\$10.90m	\$10.90m
ASL	217.00	217.10

Finance Quick Reference Guide 2020-21

	2020-21 Budget Estimates	2020-21 Full Year Actual spend
Departmental appropriation	\$86.72m	\$86.72m
S74 receipts*,¹	\$2.10m	\$48.50m
ICT Coordinated Procurement Special Account – Expense	\$24.19m	\$12.32m
ASL²	182.00	266.10

¹ Includes Services Australia & Permissions.

² An additional 60 ASL was offset by the Department of Social Services (DSS) and an additional 14 provided by DSS for Identity (74+182 = 256 ASL) as non-ongoing.

Finance Quick Reference Guide 2021-22

The data below is as at 30 September 2022

	2021-22 Budget Estimates & MYEFO	2021-22 Full Year Actual spend
Departmental appropriation	\$79.79m	\$72.22m
S74 receipts*	\$2.17m	\$7.33m
ICT Coordinated Procurement Special Account – Expense	\$11.00m	\$10.51m
ASL	240.00	217.55

* Section 74 of the *Public Governance, Performance and Accountability Act 2013* provides a mechanism where certain amounts received by entities may be retained by that entity. The categories of revenues mostly relate to amounts likely to be received by the entity to defray the cost of providing a good or service.

Fiscal Breakdown of Funding for all DTA Programs

Funded Programs	Funding per Financial Year in \$'000										Total
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
<u>Identity Appropriation</u>	<u>2,389</u>	<u>9,636</u>	<u>15,154</u>	<u>60,900¹</u>	<u>10,213</u>	<u>23,138</u>	<u>27,135</u>	-	-	-	<u>148,565</u>
Identity Revenue	-	10,000	-	-	-	-	-	-	-	-	10,000
National Innovation & Science Agenda (Digital Marketplace)	2,850	4,860	3,675	3,696	-	-	-	-	-	-	15,081
AAO Transfer from Finance – Public Data Policy	514	795	834	841	-	-	-	-	-	-	2,984
myGov Operations	1,361	1,412	-	-	-	-	-	-	-	-	2,773
myGov Strategy, Policy and User Experience	-	700	700	700	700	700	-	-	-	-	3,500
myGov Enhancements	-	-	-	-	-	-	6,444	6,146	-	-	12,590
Modernising Health and Aged Care Solutions (Revenue)	7,348	-	-	-	-	-	-	-	-	-	7,348
<u>ICT Skills Appropriation</u>	-	<u>167</u>	<u>322</u>	<u>327</u>	<u>327</u>	<u>389</u>	-	-	-	-	<u>1,532</u>
ICT Skills Revenue	-	1,160	2,123	2,105	2,104	2,057	849	846	-	-	11,244
ICT Policy Appropriation	-	<u>2,208</u>	<u>3,788</u>	<u>3,768</u>	<u>3,767</u>	<u>3,791</u>	-	-	-	-	<u>17,322</u>
ICT Policy Revenue	-	846	66	66	66	64	64	-	-	-	1,172
Modernisation Fund – Assurance	-	-	486	483	485	-	-	-	-	-	1,454
Modernisation Fund – Whole of Government Platforms	-	-	12,166	17,374 (-8,930 ²)	7,682	-	-	-	-	-	28,292
Modernisation Fund – Building Digital Capability	-	-	5,651	1,928	,715	-	-	-	-	-	9,294
Bureau of Meteorology – Improved Security and Resilience	-	-	200	191	192	193	-	-	-	-	776

Funded Programs	Funding per Financial Year in \$'000										Total
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
s75 from PM&C (Data.gov.au, NationalMap and Data Fellowship)	-	-	714	812	812	813	-	-	-	-	3,151
Establishment of the Cyber Security Advisory Office	-	-	2,838	2,692 (MoG to ASD)	2,570 (MoG to ASD)	2,585 (MoG to ASD)	-	-	-	-	10,685 (7,847 MoG to ASD)
Cyber Uplift	-	-	-	-	6,000	-	-	-	-	-	6,000
Whole-of-Government (WofG) Hosting Strategy	-	-	-	-	2,150	3,721	-	-	-	-	5,871
Protected Utility	-	-	-	-	3,738	9,477	-	-	-	-	3,215
DTA Sustainability	-	-	-	-	-	15,800	-	-	-	-	15,800
Refocused and Sustainable Digital Transformation Agency	-	-	-	-	-	-	10,000	-	-	-	10,000
Implementation of the Whole of Government Cyber Hubs Pilot	-	-	-	-	-	-	2,667	-	-	-	2,667
MoG Changes Out (1 st July 2021) – Digital Professions, Domain Names, data.gov.au, COVID Digital Response, National Maps, aus.gov.au, Digital Identity	-	-	-	-	-	-	(-7,399)	-	-	-	(-7,399)
MoG Changes In (1 st July 2021) – ICT Investment Approval & WofG MoMs Panel	-	-	-	-	-	-	820	-	-	-	820
Digital Transformation Agency Resource Funding	-	-	-	-	-	-	-	23,450	17,909	17,525	58,884
Digital Identity Future Rollout	-	-	-	-	-	-	-	11,498	10,242	-	21,740
Digital Identity Additional Resources	-	-	-	-	-	-	-	1,874	-	-	1,874
Cyber Hubs	-	-	-	-	-	-	-	3,984	-	-	3,984

Funded Programs	Funding per Financial Year in \$'000										Total
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
Cyber Hubs Pilot - Extension	-	-	-	-	-	-	-	1,930	-	-	1,930
Whole of Australian Government Savings – Election Commitments and APS Reform								(-1,414)	(-58)	(-57)	(-1,529)

1. The \$60.9m provided to the DTA in FY2018-19 was then allocated across agencies as follows: DTA: \$18.7m, Australian Taxation Office: \$7.0m, Department of Human Services: \$10.8m, Home Affairs: \$15.4m, Department of Foreign Affairs and Trade: \$9.0m.

2. \$8.93m quarantined by Department of Finance in FY18-19.