

Digital Project Data

(February 2024)

This document contains data on digital projects the Digital Transformation Agency (DTA) is providing advice or assurance on, including in its role administering the [Assurance Framework for Digital and ICT Investments](#) ('Assurance Framework'). This Framework was introduced to better support agencies in making use of independent assurance to support the successful delivery of digital projects. At the centre of the Assurance Framework is the requirement for agencies to prepare Assurance Plans. These plans ensure every project applies assurance in a manner which enables good decision making and helps keep delivery teams focused on what must go right to deliver expected outcomes.

The Assurance Framework only applies to projects which use technology as the primary lever for achieving expected outcomes and benefits. This includes investments which are:

1. transforming the way people and businesses interact with the Australian Government
2. improving the efficiency and effectiveness of Australian Government operations, including through automation.

Not every digital project currently underway across the Australian Government is included in this dataset. For example:

1. some projects which commenced prior to July 1 2021 are not included. These projects precede the introduction of the DTA's new function providing strategic coordination and oversight of digital investments.
2. projects which involve sustaining existing digital capability may also not be included as these projects are generally not in-scope of the Assurance Framework.
3. recently funded projects which have yet to formally commence or enter oversight as part of the digital project portfolio.
4. projects led by Corporate Commonwealth Entities (CCEs) which, unless otherwise directed by the Minister for Finance, are out of scope.
5. projects led by agencies in the Australian Intelligence Community as well as the Department of Defence are not included. These projects are subject to other assurance and oversight processes.

In MYEFO 23-24, the Australian Government committed additional funding to the DTA to support its role overseeing the digital project portfolio. This funding reflects the Government's ongoing commitment to strengthening how digital projects are designed, delivered and assured to ensure that they have the best chance of success and will deliver expected results for Australians.

The data contained in this report will shortly be published on data.gov.au for ease of analysis and review. If you have any questions on this data, please email portfolio.assurance@dta.gov.au. Questions on specific projects should be directed to the relevant lead department/agency. Contact information for departments and agencies is available on the [Australian Government Directory](#).

This is Version 1.0 of the dataset. Updated versions including any corrections will be published if required via the DTA's website.

Explanatory Notes

Interpreting Delivery Confidence Assessments (DCAs)

DCAs are not a comprehensive reflection of a project's delivery status, but rather a 'snapshot' at a point in time if issues and risks are not addressed. Just because a project currently has a lower DCA does not mean it will not achieve its objectives. DCAs can improve over time and it is the DTA's role to work with agencies to support delivery teams in making best use of assurance when delivery issues are encountered to support success.

Why are DCAs unavailable for some projects?

When a DCA shows as 'unavailable' this could be because:

- It is a Tier 3 project which the DTA has assessed as low-risk and which isn't required to complete DCAs. Even if a Tier 3 project is required to complete DCAs, they are generally less frequent.
- The project has only recently commenced meaning a DCA has yet to be completed.

What do each of the column headers mean?

Agency	This is the lead agency for the project. Projects often involve more than one agency but this field only identifies the <i>lead</i> agency based on the DTA's records. In some cases, we use an acronym – you can see the expanded form of the acronym on page 3.
Tier	This is the project tier as determined under the Assurance Framework (refer page 10). There are three tiers with Tier 1 being the most significant. Where a tier is under review or yet to be determined, it is marked as 'R' in the table.
Project Name	This is the name of the project as advised by the lead agency.
DCA	This is the latest Delivery Confidence Assessment rating held by the DTA.
DCA Date	This is the date the last Delivery Confidence Assessment was produced.
Delivery Status	This is the delivery status of the project.
Budget	Unless otherwise specified, this reflects the total budget (including both ICT and non-ICT). Budget numbers are rounded to the nearest million, except when less than one million in which case the figure is rounded to the nearest decimal place.
AP	Indicated whether an Assurance Plan has been agreed with the DTA for this project.
Date with DTA	This is the date the project is recorded as having first engaged with the DTA.
Project End Date	The expected end date of the project as last reported to the DTA.
Project Description	A high-level description of the project.

Key for Agency Names

Not all agencies are included in this list as acronyms are not used to refer to them in the project table, e.g. Education is used for the Department of Education.

AAT	Administrative Appeals Tribunal
ABF	Australian Border Force
ABS	Australian Bureau of Statistics
ACCC	Australian Competition and Consumer Commission
ACIC	Australian Criminal Intelligence Commission
ACMA	Australian Communications and Media Authority
ACS	Australian Climate Service
ADHA	Australian Digital Health Agency
AEC	Australian Electoral Commission
AER	Australian Energy Regulator
AFP	Australian Federal Police
AGD	Attorney-General's Department
ARPANSA	Australian Radiation Protection and Nuclear Safety Agency
ASIC	Australian Securities and Investments Commission
ATO	Australian Taxation Office
AUSTRAC	Australian Transaction Reports and Analysis Centre
BoM	Bureau of Meteorology
CDPP	Office of the Commonwealth Director of Public Prosecutions
CER	Clean Energy Regulator
DAFF	Department of Agriculture, Fisheries and Forestry
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DEWR	Department of Employment and Workplace Relations
DFAT	Department of Foreign Affairs and Trade
DISR	Department of Industry, Science and Resources
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
DSS	Department of Social Services
DVA	Department of Veterans' Affairs
HAC	Department of Health and Aged Care
MDBA	Murray Darling Basin Authority
PM&C	Department of Prime Minister & Cabinet

Key for Delivery Confidence Assessment (DCA)

Rating	Description
High	Successful delivery of the investment to time, cost, quality standards and benefits realisation appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly. Also referred to as a 'Green' DCA.
Medium High	Successful delivery of the investment to time, cost, quality standards and benefits realisation appears probable however constant attention will be needed to ensure risks do not become major issues threatening delivery. Also referred to as a 'Green/Amber' DCA.
Medium	Successful delivery of the investment against budget, schedule, scope and benefits, appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun or loss/delay of benefits. Also referred to as an 'Amber' DCA.
Medium Low	Successful delivery of the investment requires urgent action to address major risks or issues in a number of key areas. Changes to budget, schedule, scope or benefits may be necessary if the investment is to be delivered successfully. Also referred to as an 'Amber/Red' DCA.
Low	Successful delivery of the investment requires changes to budget, schedule, scope or benefits. There are major issues with investment definition, schedule, budget, quality and/or benefits delivery, which don't appear to be manageable or resolvable without such changes being made. Also referred to as a 'Red' DCA.

Key for Project Tiering

Tier 1	Tier 1 investments represent the Australian Government's most complex and strategically significant digital or ICT investments, responsible for transforming the experience of people and business and realising the Australian Public Service (APS) Enterprise view by improving the efficiency and effectiveness of government operations.
Tier 2	Tier 2 investments are usually complex and strategically significant digital or ICT investments but may not have the same whole-of-government emphasis or the same criticality to the digital agenda as Tier 1 investments or, if they do, they are of lower estimated total cost.
Tier 3	Tier 3 investments are significant digital or ICT investments. They are likely focussed on meeting the needs of one agency or, sometimes, a small group of agencies. They generally represent lower risk.

Project Listing

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
AAT	2	Case Management Solution (CMS)	Unavailable	N/A	In Delivery	29	✓	30.06.26	Establishing a fit-for-purpose case management system for the Administrative Review Tribunal (ART).
ABS	1	Big Data Timely Insights (BDTI) Phase 2	Medium High	24.10.23	In Delivery	156	✓	30.06.27	Designed as the pathway off legacy ICT systems ensuring the ABS maximises the reuse of new tools and lessons across the organisation. The project involves rebuilding and securing the Consumer Price Index (CPI) ICT system, building the business statistics production process in the cloud, rebuilding the Business Characteristics Asset ICT system, and industrialising the ABS cloud environment.
ACCC	2	Working Smarter Program (WSP)	Medium High	24.11.23	In Delivery	42	✓	30.06.24	The investment will stabilise the ACCC's ICT infrastructure to support the installation of fit-for-purpose business and corporate enabling applications and systems and introduce data analytics capabilities.
ACCC	2	National Anti-Scam Centre (NASC) ICT Program	Unavailable	N/A	In Delivery	43	✓	30.06.26	The NASC is a world-leading initiative to make Australia the hardest country for scammers to victimise citizens in. It will disincentivise scammers from targeting Australia and result in significantly less scam attempts.
ACIC	1	National Criminal Intelligence System (NCIS)	Medium High	22.12.23	In Delivery	270	✓	30.06.25	The NCIS will provide secure access to a national view of criminal information and intelligence.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
ACIC	2	National Automated Fingerprint Identification System (NAFIS) NextGen	Medium High	16.01.24	In Delivery	41	✓	31.03.25	The NAFIS NextGen will provide improved system serviceability by implementing a modern, future-proof software platform and cloud infrastructure hosting.
ACMA	3	Spectrum Management	Unavailable	N/A	In Delivery	26	✓	30.06.26	The new digital spectrum management system will include a range of new and enhanced digital and ICT capabilities to support improved management of spectrum.
ACMA	3	Fighting Scams - SMS Sender ID registry	Unavailable	N/A	In Delivery	11	✓	31.12.28	This project is enabling ACMA to develop, operate and maintain an SMS ID registry. This will assist in preventing scammers from spoofing industry or government brand names (such as CBA or myGov) in message headers.
ACS	R	National Climate Risk Assessment	Unavailable	N/A	In Delivery	23	✓	31.12.24	The National Climate Risk Assessment is intended to identify and analyse nationally significant climate-related risks for Australia for action by the National Adaptation Plan. These are risks whose consequences would be pervasive and prolonged, and thus will require a national coordinated response. A DCA assessment is currently in progress and expected to be available on 23 February.
ADHA	3	My Health Record on Fast Health Interoperability Resources	Unavailable	N/A	In Delivery	nfp	✓	30.06.25	This project is establishing a new National My Health Record (MHR) Repository Service that will improve the capabilities of the MHR system. This involves replacing the existing legacy MHR repository with a modernised, scalable service that is aligned with contemporary, international health industry data standards, in particular Health Level 7 (HL7) Fast Healthcare Interoperability Resources (FHIR).

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
AEC	1	Indigo - Election Systems Modernisation Program	Medium High	18.08.23	In Delivery	nfp	✓	30.06.29	The Indigo Program aims to modernise the AEC's core ICT infrastructure and systems to deliver an integrated, secure, modern electoral system that meets community needs and expectations into the future. The replacement of ageing legacy systems with modernised electoral management systems and infrastructure will improve the AEC's ability to manage security risks and strengthen Australia's ongoing democratic resilience.
AEC	2	Polling Place Technology Project	Medium High	17.02.23	In Delivery	40	✓	30.06.25	Enhanced technology to enable expansion of voter & polling coverage of polling place technology (up to 10,000 ECL devices) - Electronic Certified Lists (ECLs) are portable computers deployed to polling places as a replacement to paper certified lists. The program is trialling a digital officer in charge return at selected polling locations
AER	2	Australian Energy Regulator - Data and Digital Transformation	Unavailable	N/A	In Delivery	21	✓	30.06.28	The AER is planning to transform the agency's data and digital systems through the AER Digital Transformation project. This project will position the AER to improve data driven policy and decisions that support all energy market stakeholders and consumers. Accordingly, it will align with AER's vision to deliver better outcomes for consumers, stakeholders, and staff by transforming AER's digital experience with technologies that connect, integrate, collaborate, and operate seamlessly.
AFP	3	Investigation Management Solution (IMS) Program	Unavailable	N/A	In Delivery	33	✓	30.06.24	The Investigations Management Solution (IMS) provides a single software platform for AFP members to manage investigations throughout their lifecycle, from a report being received through to brief generation and finalization.
AGD	2	Establishment of the National Anti-Corruption Commission (NACC)	High	14.04.23	In Delivery	64	✓	31.12.23	In establishing the independent National Anti Corruption Commission, as part of the overall funding provided by Government in the 2022-23 October Budget, \$63.5 million was provided for the establishment of an 'Independent ICT environment for the Commission.'

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
ARPANSA	3	Ensuring Radiation Protection and Nuclear Safety for All Australians	Unavailable	N/A	In Delivery	3	✓	30.06.26	ARPANSA is presently developing a prototype of a self-service portal that will enable customers of the agency's Personal Radiation Monitoring Service (PRMS) to access a range of online capabilities. This project has been prompted by both internal and external stakeholders who have identified an urgent need to improve the current processes, enhance accessibility, and fulfil customer expectations.
ASIC	3	Fighting Investment Scams	Unavailable	N/A	In Delivery	18	✓	30.06.27	The Fighting Investment Scams project aims to protect Australian consumers from investment scams by proactively taking down investment scam and phishing websites. The project covers the ongoing use of a takedown service to remove a variety of scam investment websites (including scam crypto-asset investment websites) and phishing websites.
ATO	1	Modernising ATO IT Systems (MATOS) Program	Medium	30.09.22	Closing	42	✓	30.06.24	The Modernising ATO IT Systems (MATOS) Program first tranche, Insights and Intelligence, (\$42.2 million partial funding) will modernise the ATO's strategic IT application platform as the first step to unlock the full data potential of the ATO by purposefully leveraging data, analytics and automation to maximise the long-term sustainable economic value to Australia from the tax and superannuation system.
ATO	2	Payday Super - Superannuation Guarantee Reform (Unpaid Super)	Unavailable	N/A	In Delivery	40	✓	30.06.24	<p>The Payday Super - Superannuation Guarantee (SG) reform project will address the systemic issue of non- and under-payment of SG entitlements by employers by moving the obligation to pay from a quarterly to payday cycle.</p> <p>The ATO was funded to: (1) create a data foundation for the ATO to engage employers at scale to encourage them to review and self-correct where they may not have met their SG obligations and (2) undertake consultation and co-design to develop a second pass business case outlining the changes and implications required to support an employer payday SG obligation.</p>
ATO	2	Implementation of GloBE and Domestic Minimum Tax	Medium	1.12.23	In Delivery	110	✓	Ongoing	This project is providing the ATO with the means to ensure resources are available for the ICT and data requirements to administer the OECD measure entitled: Global Anti-Base Erosion Model Rules (Pillar Two) as well as the complementing Domestic Minimum Tax (DMT).

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
ATO	2	Better Targeted Superannuation Concessions (formerly Large Balance Cap - \$3m (Superannuation))	Unavailable	N/A	In Delivery	46	✓	30.06.27	The Better Targeted Superannuation Concessions measure was announced by the Government on 28 February 2023, with further authority and detail provided in the 2023-24 Budget. This project is enabling the delivery of this measure with first assessments to be issued in the first half of the 2026-27 financial year.
ATO	3	Cyber Security Program (previously Building Cyber Resilience)	Unavailable	N/A	In Delivery	50	✓	30.06.26	The Program focuses on uplifting Essential 8 to Maturity Level 2, providing fit for purpose security services to protect the ATO's digital ecosystem. The Program's outcomes will increase the ATO's Cyber maturity through the delivery of enhanced cyber capabilities and technologies.
ATO	3	Contemporary Excise Experience (CEE) Project	Unavailable	N/A	Closed	43	✓	30.11.23	The Contemporary Excise Experience has improved and streamlined processing obligations for excise clients and staff so the ATO can provide a consistent experience and continue to enhance the tailored service and relationships these clients value. The project has enabled electronic lodgement, online view and processing of returns and claims.
AUSTRAC	R	Case Management Project (CMP)	Medium High	21.11.23	In Delivery	24	X	30.06.24	<p>The Case Management project is developing an enterprise wide case management and customer relationship management system to:</p> <ul style="list-style-type: none"> - support enhanced regulatory, enforcement and intelligence capabilities, - provide an agency wide accessible visibility of entities that AUSTRAC interacts with, and - support referrals / document sharing between AUSTRAC teams and to partner agencies as well as provide coordination of evidence management functions. <p>The system will provide an end to end capability covering day to day interactions with reporting entities, partner agencies and industry participants.</p>

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
AUSTRAC	R	Reporting Entity System Transformation (REST)	Low	15.12.23	In Delivery	49	X	30.06.25	<p>The REST Program is implementing a new, secure, industry facing reporting system that will better support AUSTRAC's regulatory and intelligence functions, streamline communication with industry, and make it easier for industry, particularly small businesses, to comply with reporting obligations. The program will:</p> <ul style="list-style-type: none"> - address existing system limitations that impede compliance by AUSTRAC reporting entities - overcome system instabilities that cause regular, intermittent system failures, and - manage increasing volumes of financial data from the financial sector to AUSTRAC.
BoM	1	ROBUST Program	Medium	21.06.2023	In Delivery	nfp	✓	30.06.2024	The ROBUST program is securing and strengthening all elements of the Bureau's operating environment to provide continuous availability of critical services and mitigate risks arising from the fragility of the existing technology environment.
BoM	2	Water Market Reform - Strengthening Integrity and Transparency	Unavailable	N/A	In Delivery	33	✓	30.06.27	<p>This project is restoring transparency, integrity and confidence to water markets through a new single digital platform for national water data management, a new water market website and water market data standards.</p> <p>Budget of \$33m over 4 years then moving to \$3m p.a. ongoing Build component ends 30 June 2027</p>
CDPP	3	Evidence Management Modernisation (formerly Digital Litigation Solution)	Unavailable	N/A	In Delivery	3	✓	30.06.2024	This investment is modernising how digital evidentiary material is managed by The Office of the Commonwealth Director of Public Prosecutions by introducing an independent system (software and hardware) with the technical capability—enabled by machine learning and artificial intelligence—to effectively manage increasingly large volumes of digital evidence. This involves the seamless transition from legacy systems and establishment of optimum support arrangements to ensure the ongoing effective and efficient delivery of prosecution services.
CER	2	The Clean Energy Regulator (CER) Change Program	Medium	1.07.2023	In Delivery	238	✓	30.06.2028	This program is responsible for delivering new business and technological capability to support commercial drivers for emissions reduction across nine projects. The intended outcome of these projects is to “Streamline private sector action to support emissions reductions.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DAFF	R	Enterprise Client and Workload Management (ECWM)	Medium	30.06.23	Monitoring	38	X	30.06.24	This project is implementing an enterprise ICT capability for a Client and Workload Management solution that is scalable and reusable. The objectives include making it easier for businesses and individuals to deal with the department through the delivery of streamlined business processes and improved access to digital services. They also include supporting a cost effective, modern and client focused service delivery model with increasing client access to online services, facilitating ease of compliance with regulatory requirements and improving the effectiveness of biosecurity risk management. Finally, the project will elevate workload management to a national level, to optimise the use of resources and ensure the right people with the right competencies are available to complete work.
DAFF	1	Busting Congestion for Agriculture Exporters (Take Farmers to Markets)	Medium High	24.02.23	In Delivery	350	✓	30.06.25	The Take Farmers to Markets (TFTM) program is transforming Australia's agricultural export systems with the delivery of contemporary digital products and services for trade and exporter engagement. Tranche 1 established the foundations for the digital reforms by uplifting existing systems onto modern and reliable platforms and developing new digital services. Tranche 2 builds upon the capabilities delivered in Tranche 1 through delivery of a dynamic program of work that enables the department to become a risk-based, data-driven, digital regulator.
DAFF	2	Simplified Targeting and Enhanced Processing Systems (STEPS)	Medium	Dec 23	In Delivery	145	✓	30.06.26	The Simplified Trade and Enhanced Processing System (STEPS) program will transform the border process for cargo importers who depend on the Department of Agriculture to mitigate and regulate Biosecurity risk in a challenging global marketplace.
DAFF	2	Supporting a Stronger and More Sustainable Agriculture Sector	Unavailable	N/A	In Delivery	9	✓	30.06.25	This proposal seeks to uplift the ICT, data and statistical systems capabilities to meet the needs of department. This will improve the accessibility of agricultural data and information, improve and remediate survey processing systems, rebuild geospatial infrastructure and gather requirements on future capabilities necessary to transform and enable agricultural data and information products to suit changing needs.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DCCEEW	2	Improve Energy Planning	Unavailable	N/A	In Delivery	19	✓	Ongoing	This measure seeks to improve energy planning and inform investment in energy networks and enabling infrastructure, including by developing new or improved energy forecasting models that enable more granular and integrated analysis of future energy demand.
DCCEEW	2	Establishing a National Environment Protection Agency	Unavailable	N/A	In Delivery	121	✓	03.04.25	The aim of this project is to establish a new independent Commonwealth agency, known as Environment Protection Australia, to enforce national environmental laws and restore confidence in Australia's environmental protection system. The funding usage includes both operating costs and one-off transitional costs.
DCCEEW	3	Commonwealth Climate Risk and Opportunity Management Program	Unavailable	N/A	In Delivery	9	✓	Ongoing	To enhance climate risk management capabilities across the Commonwealth public sector, a new climate risk management guide and learning and development tools have been developed. To support this capability uplift the climate risk management digital tool is currently being developed. This will be a user-friendly digital tool that provides the necessary data, knowledge and guidance to Australian Public Service agencies to produce climate risk assessment reports.
DCCEEW	3	Engaging with First Nations Peoples on Climate Change	Unavailable	N/A	In Delivery	16	✓	Ongoing	The Government has committed \$15.9 million to engage with First Nations people on climate adaptation, including the establishment of a centre focused on the Torres Strait and Northern Peninsula Area. The centre is being co-designed with senior leaders and the Torres Strait Regional Authority, and will enable a coordinated regional response to climate change on sea level rise and infrastructure, water and food security, sustaining and strengthening culture, economic stability, access to renewables, and other opportunities. Three regional roundtables have been held with senior leaders in 2023, and in September 2023, senior leaders in the region agreed to high level principles for implementation of the Centre.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DCCEEW	3	Sustaining Environmental Assessments	Unavailable	N/A	In Delivery	3	✓	Ongoing	The Sustaining Environmental Assessments measure provided funds to extend this workflow system to include a searchable public register of Environment Protection and Biodiversity Conservation Act offsets (the National Environmental Offset System) and for integration with the compliance investigations ICT system. This work includes design of functional interfaces with the systems being developed for compliance purposes and risk rating so that these systems can operate in the future as modules of a more comprehensive approach to managing information relevant to the protection of the environment.
DCCEEW	3	Online Data Collection and Reporting Mechanism for the DEF Market	Unavailable	N/A	In Delivery	4.6	✓	Ongoing	The purpose of the market transparency measure for the Diesel Exhaust Fluid (DEF) sector is to establish a data collection and reporting framework for the DEF market to increase transparency and assist in avoiding future supply shortages.
DCCEEW	3	National EV public charging infrastructure roadmap	Unavailable	N/A	In Delivery	0.3	✓	01.05.25	Development of a Roadmap for zoning optimal locations for the development of fast and ultra-fast EV public charging infrastructure across Australia (report and online mapping tool). A cloud consulting services / platform as a service contract has been executed with a third party - with the consulting and build period from January to May 2024, the mapping tool to be publicly available by June/July 2024, and support and maintenance until May 2025.
DCCEEW	3	Housing Energy Upgrades Fund	Unavailable	N/A	In Delivery	2	✓	Ongoing	This proposal includes the discovery and alpha stages of a new Greenhouse and Energy Minimum Standards (GEMS) registration system. The current GEMS registration system is ageing and unable to support implementing the requirements of an updated GEMS Act.
DEWR	1	Vocational Education and Training (VET) Student Loans IT System (VSL) - Phase 1	Unavailable	N/A	In Delivery	42	✓	30.06.25	This project is enabling the Government to better realise the benefits of the VSL program and minimise the risk of occurrences such as the recent historical student debt issue. It will have a stronger focus on compliance and automation, and deliver a system that is a flexible, scalable and stable with a greatly enhanced data collection, integration and analytics capability.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DEWR	2	Apprentice Data Management System (ADMS)	Medium High	30.06.23	In Delivery	86	✓	30.06.24	The purpose of ADMS is to build a new integrated system which is fit for purpose to better support apprentices, employers, delivery partners and the Government to help more people access and complete apprenticeships promoting positive contributions to Australia's post-COVID economic recovery. This will be achieved through building a new, modern, secure and stable system which enables system interface connections between government and delivery partners, a new dynamic employer and apprentice user interface enabling a personalised experience and improving data accessibility and connectivity.
DEWR	2	New Energy Apprenticeships	Unavailable	N/A	In Delivery	26	✓	30.06.24	New Energy Apprenticeships is an augmentation of the digital/ICT capability being established through ADMS to support delivery of the New Energy Apprenticeships Program.
DEWR	2	Onboarding complementary programs onto the Workforce Australia Digital Platform	Medium High	25.08.23	In Delivery	35	✓	30.06.24	This project seeks to onboard three complementary programs from their existing legacy ICT systems to the Workforce Australia Digital Platform (the platform). Onboarding these complementary programs to the platform will deliver improvements to user experiences, program uptake, policy agility and better technical sustainability. Ultimately more individuals will be supported through these complementary programs to find work or start their own business.
DEWR	2	Targeted Support for Apprenticeships (Option 1)	Unavailable	N/A	In Delivery	54	✓	30.06.24	This project will introduce a new non-financial support model for Australian Apprenticeships from 1 July 2024. The model will redesign and refocus key support services currently delivered by the Australian Apprenticeship Support Network to increase apprenticeship completion rates and the diversity of the apprentice workforce.
DEWR	3	Foundation skills program redesign	Unavailable	N/A	In Delivery	436	✓	30.06.24	This project is providing approximately 27,000 Australians per year with access to language, literacy, numeracy, and digital training. This will improve the employability of Australians, improving the prospects of Australians who struggle with no employment, or low-pay unsecure employment.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DEWR	3	Pacific Australia Labour Mobility (PALM) scheme insourcing	Unavailable	N/A	In Delivery	168	✓	30.06.25	The project is enabling transfer of the Pacific Australia Labour Mobility Information System (PALMIS) to the department's infrastructure, between July 2023 and December 2023, followed by PALMIS Expansion and Enhancement and Telephony Integration. When completed, PALMIS will provide a robust and future-proof solution for ongoing management of the program including enabling strong oversight and reporting functionality. This is essential given the high-profile nature of the scheme, the Government's plan to Build a Stronger Pacific Family, the vulnerability of workers and the importance of the scheme to industry to assist in meeting unmet labour needs in regional and rural Australia (and agriculture nationally).
DEWR	3	Time to Work Employment Service - Extension and Replacement	Unavailable	N/A	Closed	6	✓	1.11.23	This project is supporting First Nations prisoners to connect with employment services and to help more First Nations prisoners move from prison to paid work. This includes extending the Time to Work Employment Service (TWES) in non-remote areas for 12 months to 30 June 2024, with a new servicing model being introduced from 1 July 2024. As part of the project the department is also seeking changes to the Capability Building Fund (that supports new employment service providers) in order to support TWES providers to fulfil the department's requirements for accreditation in the department's ICT cybersecurity protection arrangements, so that they can access the Workforce Australia Digital Program (WADP).
DFAT	2	Foreign Arrangements Scheme (FAS): Ensuring Australian foreign engagement in the national interest	Unavailable	N/A	In Delivery	10	✓	Ongoing	This project will ensure the ongoing enhancement and maintenance of the Foreign Arrangements Scheme Online Portal and Website, including the Public Register. This project will also ensure the Government is able to meet its legislative responsibilities under the Australia's Foreign Relations (State and Territory Arrangements) Act 2020 and be responsive to stakeholder feedback.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DFAT	2	Keeping the lights on - International Communications Network (ICN) Stabilisation	Unavailable	N/A	In Delivery	90	✓	30.06.26	This project will establish an immediate program of work to stabilise the International Communications Network (ICN) by replacing existing assets and a refresh of core ICT infrastructure components (servers/network). Performance stabilisation of the ICN is critical to improving the ICN's cyber security resilience, network reliability, and functionality in the short- and medium-term.
DISR	2	Single Business Service	High	10.01.24	In Delivery	39	✓	Ongoing	This project will maintain and review the existing Single Business Service (business.gov.au and contact centre) to simplify small to medium businesses engagement with government. Note: the budget figure includes \$16.4 million in ICT.
DISR (Questacon)	3	Securing Questacon's Critical and Core Operations and Safety - Questacon Digital Futures Project	Unavailable	N/A	In Delivery	60	✓	Ongoing	Currently, Questacon's software, hardware and network infrastructure do not provide a consistent, accessible customer experience. Current systems also do not meet core requirements for seamless digital transactions for users, efficient operations and secure transactions. This project is addressing these issues through targeted investment and uplift in key areas.
DISR	3	An Enduring Commonwealth Function for Radioactive Waste Management	Unavailable	N/A	In Delivery	275	✓	Ongoing	This project represents the intention of the Commonwealth to ensure safe and secure management of Australia's radioactive waste to protect people and the environment for generations to come. The project seeks to fund the Australian Radioactive Waste Agency (ARWA) to deliver an enduring function for radioactive waste management in Australia.
DISR	3	National Reconstruction Fund (NRF)	Unavailable	N/A	In Delivery	14	✓	N/A	"The project will build on the Government's commitment to establish the NRF Corporation (NRFC) to rebuild Australia's industrial base. The Corporation will provide a crucial financing vehicle to drive investment and provide financial assistance (including loans and guarantees) and equity investments to support projects that create secure well-paid jobs, diversify, and transform Australia's industry and economy in priority areas.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DITRDCA	3	Reporting and Program Management (RPM)	Medium High	22.01.24	In Delivery	11	X	30.09.25	<p>The Infrastructure Investment Transformation Program (IITP) is delivering improvements to administration of grant payments to states and territories for infrastructure projects. Following recommendations from the Australian National Audit Office, the Department is developing a new system which has been designed to address evolving business needs and transition the current legacy system to a more scalable and flexible system. The RPM Project Objectives are: (1) Develop a new system to automate, simplify and streamline business processes. (2) Provide a single source of data for all grant process stages that is validated and accurate, easy to access and analyse. (3) Ensure the new system is intuitive, easy to use and flexible, and can be extended to meet future needs. (4) Migrate data from the existing data sources into a consolidated source of truth for infrastructure investment.</p> <p>Note: the budget figure does not include approximately \$11m on RPM development from 2019-2022. The total budget includes sustainment funding until 30 June 2028.</p>
DSS	2	Next Phase of the National Disability Data Asset (NDDA)	Medium	18.08.23	In Delivery	87	✓	31.12.25	The project will establish an enduring National Disability Data Asset (NDDA) of linked, de-identified data, leveraging multiple Australian, state and territory government service systems and surveys to provide insights on the outcomes of people with disability and their pathways through services.
DVA	2	Modernisation to reduce wait times to access support and services	Unavailable	N/A	In Delivery	87	✓	30.06.24	This proposal seeks to ensure the Department of Veterans' Affairs (DVA's) technology and digital channel delivery functions effectively to support improved claims administration and claims backlog elimination; and to address the unacceptable level of enterprise risk associated with the legacy technology that underpins DVA's financial management capability.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
DVA	2	Replacement of the Departmental On Line Accounting and Reporting System (DOLARS), previously known as Modernisation to Reduce Wait Time to Access Support and Services (2PBC) (DOLARS)	Unavailable	N/A	In Delivery	58	✓	31.12.26	This project directly addresses key issues underpinning the Royal Commission's recommendations by proposing a range of measures to address the unacceptable level of enterprise risk associated with the legacy technology underpinning DVA's financial management capability (DOLARS) and ensure DVA's technology and digital channel delivery functions support improve claims administration and claims backlog elimination.
Education	1	Tertiary Collection of Student Information (TCSI) – Remediation and analytic renewal	Unavailable	N/A	In Delivery	35	✓	Ongoing	Deliver the functionality necessary for the TCSI platform to clear the existing student loan backlog, ensure the security and privacy of current data holdings, ensure emerging data collection needs are error free and enable robust reporting on Commonwealth support schemes across Government. Department of Education has internally treated Remediation (communicating with students and education providers, and correcting data including loan balances to ensure no student is unduly financially disadvantaged) as a separate and distinct phase from Renewal (reducing risk of future data issues). Both phases are effectively in flight (Remediation in transition to BAU, Renewal project live) as at January 2024. The project end date for the renewal phase is 30 June 2026.
Education	2	Transforming program administration for schools and higher education	Medium High	6.12.23	In Delivery	91	✓	30.06.26	The scope is to address the risks through the modernisation of the technology systems and processes involved in the collection of education provider data for entitlement management, assessment and calculation of eligibility and entitlements disbursement of payments to schools and higher education providers, compliance and acquittal requirements, and reporting and data analysis needs.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
Education	3	School Unique Student Identifier (USI)	Unavailable	N/A	In Delivery	nfp	✓	31.12.24	The project is focused on implementing the foundation pieces and mechanisms to enable the assignment of school student USIs (Unique Student Identifiers).
Education	3	Plan for Cheaper Child Care	Unavailable	N/A	In Delivery	3	✓	30.06.24	New data infrastructure to replace the existing child care data warehouse, analytics and reporting processes with a robust end-to-end solution.
Finance	1	Digital ID Program	Medium High	16.12.22	In Delivery	782	✓	30.06.24	The Australian Government is investing in the transformation of its customer experience to ensure government services are simple, helpful, respectful, transparent, and structured around people's needs. The Australian Government Digital ID System (AGDIS) is a critical piece of this national digital infrastructure, and a fundamental enabler of both government service delivery and the broader digital economy. It will make it faster for people to prove who they are and make it easier to access services online.
Finance	2	Parliamentary Expenses Management System	Medium Low	13.10.23	Closing	78	X	15.12.23	The Parliamentary Expenses Management System (PEMS) is automating claim processing and providing integrated online services to provide up to date information and efficiently support parliamentarians in their official duties. While expense management is the focus, PEMS includes a human resources and payroll system for MOP(S) Act staff, a financial management system and reporting for the 227 Parliamentarians offices, increasing transparency and accountability. The eighth and final module of PEMS (Expenditure Reporting) was successfully delivered on 22 November 2023 and IPEA recommenced public reporting on 20 December 2023.
Finance	3	Improving transparency of procurement data to support the Buy Australian Plan	Unavailable	N/A	In Delivery	11	✓	30.06.27	This initiative supports the implementation of the Buy Australian Plan by improving the transparency of Australian Government procurement activity through enhanced AusTender capabilities including the establishment of a dedicated and integrated panel supplier portal; and improving AusTender reporting capability to increase transparency.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
HAC	N/A	Provider Operations and Dollars Going to Care ICT Solution (Provider Operations)	Medium	30.06.23	In Delivery	19	X	30.06.25	The project is to deliver an ICT solution to support collection, collation and transformation of information about an approved providers' operations (including income, expenditure on care, nursing, food, maintenance, cleaning, administration and profit and loss) and for making the information publicly available on the My Aged Care website.
HAC	1	Essential aged care information and communication technologies system maintenance and enhancements (Future Aged Care ICT Platform)	Medium Low	3.04.23	In Delivery	217	✓	31.12.24	The primary goals for this investment are to support reforms to the Aged Care system by delivering ICT solutions that reduce provider administration burden, improve the quality and transparency of key data across the and reduce ongoing ICT costs across Health and Aged Care as systems are standardised and consolidated on a modern ICT platform=
HAC	2	Support at Home	Medium Low	15.12.23	In Delivery	145	✓	01.07.25	The program aims to provide consumers with a single system for support at home that puts them at the centre of their care. It seeks to ensure that consumers receive funding and services that match their needs and supports them to remain independent at home.
HAC	2	Aged Care ICT to Enable Reform: new Aged Care Act	Unavailable	N/A	In Delivery	66	✓	30.06.24	This project is upgrading Aged Care ICT capability as an essential enabler of the new Aged Care Act ('the new Act') through a progressively staged ICT investment program to operationalise Aged Care reform.
HAC	2	Transition of the National COVID-19 Vaccine Program - Vaccine Data and Digital	Unavailable	N/A	In Delivery	67	✓	30.06.24	COVID-19 Vaccinations data and digital project will sustain platforms through Winter 2023 and transition to sustainable, business as usual arrangements through 2023 and early 2024. The platforms are critical to ensuring people can access COVID vaccines at times and locations that meet their needs.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
HAC	3	Registered nurses on site 24/7 and More carers with more time to care (Australian National Aged Care Classification (AN-ACC) Care Minutes)	Unavailable	N/A	In Delivery	16	✓	31.12.24	This project supports implementation of the commitment to make nurses available at all residential aged care facilities, 24/7 from 1 July 2023 and to increase care minutes from 1 October 2024.
HAC	3	Essential aged care information and communication technologies system maintenance and enhancements (ACFR/QFR)	Unavailable	N/A	In Delivery	20	✓	31.03.24	The primary goal for this investment is to redevelop the Quarterly Financial Report through which providers supply crucial financial and service quality information to government, ensuring that aged care reforms around transparency and accountability can be delivered.
HAC	3	Establish the Inspector-General of Aged Care and the Office of the Inspector-General of Aged Care as a Statutory Agency	Unavailable	N/A	In Delivery	20	✓	30.06.24	This investment will enable the establishment of the Inspector-General and its supporting statutory office, which includes the development of ICT components to support ongoing standalone business operations. It includes a primary stakeholder management system build and an independent website for the Inspector-General.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
HAC	3	Setting the AN-ACC price for 2023-24 and ongoing residential care funding reform	Unavailable	N/A	In Delivery	16	✓	30.06.24	<p>This project will support implementation arrangements for the Government's election commitment to fund the Fair Work Commission decision for residential care aged care workers, and the annual adjustment in Australian National Aged Care Classification (ANACC) funding to account for changes in aged care costs such as inflation.</p> <p>Note: the budget only includes the ICT budget.</p>
HAC	3	Establish a National Worker Registration Scheme for Aged Care	Unavailable	N/A	In Delivery	31	✓	30.06.26	<p>This project is enabling the Government's commitment to establish a national worker registration scheme. The project is continuing development of an ICT solution for worker screening that will support policy implementation and develop English proficiency and ongoing training elements of the scheme.</p>
HAC	3	Risk Based Targeting and Information Sharing Phase 3 and Home Care Project (RBTIS)	Medium High	30.06.23	In Delivery	38	X	31.08.23	<p>Phases 1 and 2 of the project delivered the baseline capability for RBTIS to support regulatory decision making in the residential aged care environment. Phase 3 commenced on 1 July 2021 with a focus on:</p> <ol style="list-style-type: none"> 1) Finalising outstanding Phase 2 scope items; 2) Implementing Home Care Risk Profiling Phase 3 (designed to support the Commission to continuously add and refine their risk models for regulation of home care providers); 3) Continuing to expand on the acquisition of additional data including financial and prudential data; 4) Tailoring the existing Information Sharing platform for end users; and 5) Development of additional Prudential and Financial Risk Models.
HAC	3	Therapeutic Goods Administration (aka HPRG Transformation Program)	Medium High	July 23	In Delivery	23	✓	30.06.24	<p>Modernising Health Products Regulation Group (HPRG) business systems, infrastructure and joining up services to reduce the administrative burden on Australian businesses, healthcare professionals and patients in their interactions with the Therapeutic Goods Administration.</p>

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
HAC	3	Funding for the Regulation of Medicinal Cannabis - Cost Recovery Model Update and Office of Drug Control Business Transformation	Medium High	Jan 24	In Delivery	3	✓	30.06.24	This project supports the transformation of the Office of Drug Control business processes and ICT/digital systems. Prior reliance on outdated manual and inefficient business processes have impacted Australia's legal narcotics industry and this project will implement the outcomes of a review undertaken in 2022 to modernise systems to ensure they can support the industry and compliance activity, as well as aligning with other regulators' digital transformation systems.
HAC	3	Preparatory Work for Implementation of New Legislation to Modernise the National Gene Technology Scheme - more effective delivery of regulation	Unavailable	N/A	In Delivery	3	✓	30.06.24	This project seeks to undertake preparatory work to implement legislative change, with system enhancements to enable efficient and effective operation of the new legislation. A fully integrated portal system will also be built to support stakeholder engagement and compliance with the regulatory system, and increase transparency of the operation of the Gene Technology Scheme.
Home Affairs /ABF	2	Seamless Traveller (IDEMIA Life Extension project)	Unavailable	N/A	In Delivery	111	✓	30.06.24	The IDEMIA Life Extension project (the IDEMIA project) will deliver a supported automated border clearance capability that underpins critical business operations for the ABF. It is focused on sustainment of capability rather than transformation. It will replace ageing Kiosks and SmartGates within existing airport arrivals terminals across Australia with a modern Generation 3 (Gen3) alternative.
Home Affairs /ABF	2	Visa Modernisation/ Digitisation (Sustaining Visa Processing Capability) (SVPC)	Unavailable	N/A	In Delivery	28	✓	30.06.25	The proposed investment will improve existing visa systems in Home Affairs. Enhancements will be designed for reuse and deliver broad operational benefits. This investment is not a large, transformational reform of the migration ICT system. It is an interim solution to enhance the existing ICT visa systems to improve visa service delivery to increase Australia's attractiveness as a destination for travellers, temporary residents and migrants.

Agency	Tier	Project Name	DCA	DCA Date	Delivery Status	Budget (\$m)*	AP	Project End Date	Project Description
Home Affairs /ABF	3	Paperless trading for Australian exporters - a model for implementing a Digital Verification Platform for trade documents (DVP)	Unavailable	N/A	In Delivery	9	✓	30.06.24	Implementation of a Digital Verification Platform for priority trade documentation that will simplify trade for Australian exporters with trusted digital trade documents
IP Australia	N/A	Patents Admin Management System	Medium Low	30.06.23	Closing	12	X	31.03.24	The project aims to modernise technologies and infrastructure that form part of the existing Rights In One platform. To further support the maintainability, security and scalability, the platform will be rehosted in a cloud environment and utilize some new technology opportunities that have matured since the conclusion of the Trade Marks and Designs project a few years ago.
MDBA	2	Future Proofing the Murray-Darling Basin	Unavailable	N/A	In Delivery	104	✓	30.06.27	This project is implementing the Government's commitment to safeguard and future-proof the Murray-Darling Basin (Basin) by preparing for, and undertaking in full, the statutory Basin Plan Review (the Review). Outcomes include enabling data and ICT required to support the review, making data and information publicly available and accessible to a range of audiences, and to manage delivery of the work program.
PM&C	2	Cyber Upgrades to Reduce Exposure (CURE) Program	Unavailable	N/A	In Delivery	18	✓	30.06.24	The Cyber Upgrades to Reduce Exposure (CURE) program is designed to deliver a broad range of Cyber Security and ICT uplift initiatives for PM&C and its shared service clients. This multi-year program aims to strengthen PM&C's cyber security posture, uplift ICT capabilities and improve compliance against the relevant mandatory Whole of Australian Government ICT strategies and policies.

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Services Australia	1	Health Delivery Modernisation (HDM) Program (Phase 3 & 3A)	Medium High	11.10.23	In Delivery	138	✓	30.06.24	This project is delivering new health transformation capabilities to better enable primary health care reform and strengthen service interoperability as well as deliver new digital health services that deliver the Government's vision of placing the needs of customers and businesses first. It is also enabling implementation of Strengthening Medicare initiatives, particularly MyMedicare, as well as delivering immediate improvements by digitising further health services and better connecting health data for users and health professionals.
Services Australia	1	Government Enterprise Resource Planning	High	30.09.23	Under Review	246	X	01.06.24	<p>The GovERP Programme was being delivered by Services Australia, in collaboration with the Department of Finance. On 28 November 2023, the Minister for Finance, Senator the Hon Katy Gallagher, announced significant changes to the Shared Services Transformation Program and the previously approved GovERP Programme, which resulted in a fundamental change to the delivery of the ERP solution. It was announced that agencies will no longer be mandated to utilise GovERP, leaving agencies free to explore appropriate solutions to best meet their needs and budget, with GovERP to be repurposed for use by the Services Australia and any other interested agencies. The Digital Transformation Agency (DTA) is undertaking an independent re-use assessment of the GovERP Programme, with future requirements to be considered by Government.</p> <p>The GovERP Programme has been the subject of a second enhanced notification letter under the Enhanced Notification Process.</p>

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Services Australia	3	Energy Bill Relief Fund (EBRF) – ICT Build for Services Australia	Medium	10.01.24	In Delivery	nfp	✓	30.06.24	<p>As part of the Energy Price Relief Plan, the Australian Government is partnering with states and territories to deliver targeted and temporary relief on power bills to eligible Australian households and small businesses that are customers of electricity retailers. Bill relief payments commenced on schedule from 1 July 2023.</p> <p>Treasury is the policy owner and project lead. Services Australia was engaged in the project to provide Centrelink Confirmation eServices (CCeS), which is a secure online service for businesses to confirm a customer’s entitlement to a concession, rebate or service. A temporary solution in CCeS was created for this measure with the plan to decommission this functionality in June 2024, to support formal project closure. This workflow relates solely to collecting customer consent on the electricity retailer/state/territory’s behalf.</p> <p>The DCA rating of “Medium” in December 2023 reflected the possibility, at that time, that decommissioning of the temporary CCeS workflow, and formal project closure, may occur after June 2024. The CCeS workflow decommissioning and project closure are currently on track for 30 June 2024 as planned. Retailers will still be able to use the CCeS system to confirm concession or payment entitlement for rebates after the workflow is closed. All other elements of this project have been delivered successfully and on schedule.</p>
Services Australia	3	Strengthening Medicare - Chronic Wound Consumables Scheme for Patients with Diabetes	Unavailable	N/A	In Delivery	17	✓	1.05.25	<p>This project is improving the management of wounds for patients in primary care settings by providing education and training for healthcare professionals and providing fully subsidised wound consumable products to people with chronic wounds. The pilot phase of this project is limited to people with a chronic wound and diabetes who are aged 65 and over (or aged 50 and over for First Nations people). If the pilot is successful, the program may be expanded to all Australians with chronic wounds.</p>
Treasury	1	Foreign Investment Digital Transformation (FIDT) Program	Medium	17.11.23	In Delivery	94	✓	31.03.25	<p>The Treasury is undertaking a transformation program to support the Government’s foreign investment framework and replace the current Foreign Investment Management System to deliver a fully functional end-to-end case management system, a register of foreign ownership of Australian assets and improved analytics capability.</p> <p>The FIDT program has been the subject of a second enhanced notification letter under the Enhanced Notification Process.</p>

Withheld project data

In a small number of cases, project data has been withheld at the request of lead agencies. Data is only withheld in exceptional circumstances where release would be prejudicial to the national interest. This includes in situations where releasing budget information would compromise the ability of agencies to achieve a value for money outcome in negotiations with commercial delivery partners (denoted as nfp in the project table above where this has occurred).

Acronyms

ICT	Information and Communication Technology (ICT)
N/A	Not Applicable
nfp	Not for publication
R	(Under) Review – Tier is either yet to be determined or under review.

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