



Australian Government
Digital Transformation Agency



Digital Transformation Agency Briefing Pack

2023-24 Additional Estimates Hearing

13 February 2024

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Hot Issue Briefs

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HIB01 - DTA Budget Measures

Subject / Issue

Breakdown of the Digital Transformation Agency's (DTA) funding measures since 2023-24 Portfolio Additional Estimates Statement (PAES).

Key Facts and Figures

- The DTA's total departmental appropriation for the 2023-24 financial year is **\$49.7 million**. This amount is made up of:
 - Agency resource funding of **\$46.4 million**
 - Two new measures from the 2023-24 Mid-Year Economic and Fiscal Outlook (MYEFO) update totalling **\$3.3 million**.
- The 2 new measures include:
 - **\$2.8 million** funding in 2023-24 to deliver *interim steps to strengthen assurance, monitoring and remediation advice* for the Government's major digital and ICT investments.
 - **\$0.5 million for 2023-24** for the DTA's coordination of the Commonwealth agency cyber security uplift in collaboration with the Department of Home Affairs and the Australian Public Service Commission (**\$2.6 million** over 2023-24 to 2026-27).
- The DTA's agency resource funding for 2023-24 has been adjusted to account for Machinery of Government (MoG) changes that occurred following the 2023-24 Budget:
 - the **Digital Identity** function transferred to Department of Finance with effect from 6 July 2023 as a result of the Prime Minister's letter dated 23 May 2023 (**\$15 million and 15 ASL**).
 - the **DTA's cyber security related** functions, including the Hosting Certification Framework transferred to the Department of Home Affairs

from 1 July 2023 as a result of the Mrdak Review recommendation (\$0.5 million and 3 ASL).

Key Points

- The DTA’s agency resource funding provides base funding for 251 ASL in 2023-24 and future years.
- Departmental resources transferred to Department of Finance as part of the Digital ID MoG include:
 - **\$4.5 million** 2023-24 departmental appropriation related to the 2023-24 new measure ‘Digital ID: Next Steps’
 - **\$10.5 million** 2023-24 departmental appropriation related to the continuing measure ‘Digital Identity Future Rollout’ from 2021-22 MYEFO.
 - **15 ASL** related to staffing for the function.
- Departmental resources transferred to the Department of Home Affairs as part of the cyber security related functions include:
 - **\$0.5 million** in 2023-24 departmental appropriation and 3 ASL were transferred to the Department of Home Affairs as part of the cyber security MoG.

Background

The DTA’s 2023-24 and future year appropriation measure funding is made up of:

Measure/Funding	2023-24	2024-25	2025-26	2026-27	Totals
Departmental Appropriation	\$58.5m	\$48.1m	\$48.5m	\$48.9m	\$204.0m
Movement of Funds - Next Steps of the Digital ID (2023-24 Budget new measure)	\$4.5m	-	-	-	\$4.5m
Less - Election Commitment Savings impacts to DTA (October 2022-23 Budget continuing measure)	(\$1.2m)	(\$0.9m)	(\$1.0m)	(\$0.4m)	(\$3.5m)
Add - Revision to the WCI Indexation Framework impacts to DTA	\$0.2m	\$0.7m	\$0.8m	\$0.9m	\$2.6m
Total 2023-24 PBS	\$62.0m	\$47.9m	\$48.3m	\$49.4m	\$207.6m

Measure/Funding	2023-24	2024-25	2025-26	2026-27	Totals
2023-24 MYEFO Measures					
Add – Commonwealth Cyber Uplift	\$0.5m	\$1.0m	\$0.5m	\$0.5m	\$2.6m
Add - Interim Steps to Strengthen Assurance of Digital Projects	\$2.8m	-	-	-	\$2.8m
Add – Revision to the WCI Indexation Framework impacts to DTA	-	\$0.6m	\$1.0m	\$1.2m	\$2.8m
Less – DI MoG transfers	(\$15.0m)	-	-	-	(\$15.0m)
Less – Cyber security MoG transfers	(\$0.5m)	(\$0.5m)	(\$0.5m)	(\$0.5m)	(\$2.1m)
Total 2023-24 MYEFO	\$49.7m	\$49.0m	\$49.3m	\$50.6m	\$198.6m

Supporting Information

Questions on Notice

F109 – Supplementary Budget Estimates - 2022-23 October Budget Savings – External Labour, Advertising, Travel and Legal

Freedom of Information (FOI) Requests

FOI 242/2023 – request for access to ‘finalised key/hot topics briefs, and an index of backpocket/background briefs from the February 2023 Senate Estimates hearings. A copy of the previous version of this brief was released to the applicant on 14 April 2023

Recent Ministerial Comments

Nil

Relevant media reporting

www.innovationaus.com/dta-loses-digital-id-program-responsibilities

HIB02 – Data and Digital Government Strategy

Subject / Issue

The Australian Government has released the Data and Digital Government Strategy (the Strategy) which sets out how it will use world class data and digital capabilities to deliver simple, secure, and connected public services.

Key Facts and Figures

- The whole-of-government Strategy sets the vision for the Australian Government's use of data and digital technologies to 2030.
- The Strategy was informed by extensive consultation with members of the public, community and advocacy groups, state and territory governments, industry, academia and the Australian Public Service (APS).
- On **15 December 2023**, the Strategy and first Implementation Plan was published on dataanddigital.gov.au.
- As of 5 January 2024, the dataanddigital.gov.au website has received **2,534 unique visitors**.

Key Points

- The Strategy puts people and business at the centre of government digital service outcomes.
- It sets the vision to transform the APS to a policy, delivery and operational environment that is driven by data and digital capability while building sustainability of APS skills and capabilities in data and digital.
 - The Strategy aligns with the broader reform agenda for the APS, which seeks to transform and modernise the APS with the same 2030 horizon.
- The Strategy is supported by an annual Implementation Plan which outlines the actions the Government will take to achieve the Strategy's 2030 vision.
- This first Implementation Plan (the plan) includes relevant and currently available whole of government metrics that are aligned to the Strategy's

missions and will be used to measure the APS progress towards achieving the 2030 vision.

- Metrics and measurement sources will continue to evolve as initiatives are progressed, outcomes of initiatives are achieved and new measurement sources are identified. The first plan includes metrics to establish the baseline against which future outcomes will be compared.
- The Plan includes a selection of new and existing data and digital initiatives across the APS which contribute to the Australian Government's data and digital agenda. The intent of the plan is to highlight initiatives that represent significant innovation, large-scale reform, and service uplift that will support the APS achievement of the Strategy's vision. The Plan will be updated each year to track progress towards the 2030 vision with metrics framework measuring the progress towards the 2030 vision across the whole-of-government rather than at individual initiative level.
- Importantly, the monitoring and reporting of initiatives, outside of the publishing of the updated plan and roadmap, is not the remit of the Strategy or Implementation plan. The process for determining which initiatives will remain, be removed or added to the implementation plan is subject to agreement by the Secretaries' Digital and Data Committee. This committee is responsible for ensuring the vision and missions are embedded across the APS.
- Digital initiatives in the Plan that are subject to the Digital and ICT Investment Oversight Framework (IOF) will be assessed throughout their lifecycle to ensure alignment with the Strategy vision and missions including at the Strategic Planning, Prioritisation and Contestability states. Where a digital initiative is not subject to the IOF, they will follow existing agency specific processes.

Why have you walked away from the 2025 target of being a top 3 digital Government?

- The purpose of the Data and Digital Government Strategy is to enable the Government to deliver simple, secure and connected public services for all people and businesses through world-class data and digital capabilities.
- Rather than competing with other countries, it is more important for Government investments to accelerate the take up of data and digital capabilities to deliver better outcomes for people and business.
- The Government will continue to compare its data and digital performance with other countries and ensure every opportunity is taken to improve international rankings, but its priority is leveraging the benefits of data and digital for all Australians.
- The implementation plan will include a measures and metrics frameworks and a baseline set of measures and metrics to track the Strategy's progress. These will be progressively built over time in future iterations of the implementation plan. Getting performance metrics right will allow the Government to objectively monitor the Strategy's impact on how it operates and interacts with people and businesses.
- Australia formally participated in the Organisation for Economic Co-operation and Development (OECD) Digital Government Index (DGI) in December 2022. The 2023 DGI results, which is used to assess Australia's ranking in the OECD, was released on 30 January 2024. It showed overall Australia is currently 5th, behind South Korea, Denmark, Great Britain and Norway. Australia scored the following in each individual dimensions:
 - Digital by design: 1st
 - Data-driven public sector: 8th
 - Government as a platform: 5th
 - Open by default: 22nd

- User driven: 4th
- Protectiveness: 7th

Background

The Department of Finance and the DTA jointly led the development of the Strategy.

This is the first time an Australian Government has addressed data and digital in a single Strategy and better connects these capabilities to ensure a more cohesive approach and deliver meaningful change.

The Strategy has 5 missions:

- Delivering for all People and Business
- Simple and Seamless Services
- Government for the Future
- Trusted and Secure
- Data and Digital Foundations

Delivery of these missions is built upon the enablers. The enablers are the building blocks that underpin the success of the whole Strategy. Four critical enablers have been identified:

- People Capability
- Cyber Security
- Governance
- Investment

The development of the Strategy was guided and supported by an Oversight Committee that comprised senior executives with relevant expertise and experience from a cross-section of APS agencies.

The Strategy was developed in three phases:

- Phase One: development of the initial Strategy for public consultation.
- Phase Two: public consultation, including in-person and online meetings with key stakeholder groups
- Phase Three: finalisation and publication of the Strategy and Implementation Plan

Following the release of the initial Strategy in May 2023, broad consultations (including public consultation) were held during June and July 2023 which sought feedback from public and community groups, industry and academia, state and territory governments and APS.

Consultation included;

- 10 engagement locations across Australia
- 7 state and territory engagements
- 15 APS townhall sessions
- 7 industry and academia engagements
- 21 engagements with public, advocacy and community groups
- 117 online submissions and survey responses

Key messages from the consultation included:

- The importance of government partnerships with all sectors to drive progress on important data and digital issues
- The importance of providing the right frameworks, accountabilities, and culture in the APS to support trust, privacy and security
- The need for a strong focus on accessibility and inclusion
- Adoption of an outcomes-driven approach with the ability to measure progress and articulation on how the Strategy connects with other Government initiatives
- The need for investment to address the necessary capability uplifts and drive meaningful progress towards the Strategy's vision
- The need to expand the Strategy's narrative to include the wide range of important data uses beyond service delivery
- A What We Heard document was published in **August 2023** which details the feedback received during consultation from key cohorts.

Supporting Information

Questions on Notice

No QoNs asked.

Freedom of Information (FOI) Requests

FOI 242/2022 – request for access to ‘finalised key/hot topics briefs, and an index of backpocket/background briefs from the February 2023 Senate Estimates hearings. A copy of the previous version of this brief was released to the applicant on 14 April 2023

Recent Ministerial Comments

Minister Gallagher announced the final data and digital government strategy on **15 December 2023** and it was published on the dataanddigital.gov.au website.

Relevant Media Reporting

[Gallagher unleashes APS Data and Digital Strategy out to 2030 \(themandarin.com.au\)](https://www.themandarin.com.au/gallagher-unleashes-aps-data-and-digital-strategy-out-to-2030)

[MEDIA RELEASE - DATA AND DIGITAL GOVERNMENT STRATEGY A DO-NOTHING DOSSIER OF DULLNESS | Paul Fletcher MP, Member for Bradfield](#)

HIB03 – AI in the APS

Subject / Issue

The Artificial Intelligence (AI) in Government Taskforce (AI Taskforce) leads the Australian Government's efforts on the use and governance of AI in the APS.

Key Points

- The Australian Government is committed to embracing AI and fostering an innovative culture in the APS, acting as an exemplar in transparency, risk management and governance of emerging technology.
- The AI Taskforce was stood up on 7 August 2023 to deliver policies, standards and guidance to help government harness the opportunities of AI technologies in a safe, ethical and responsible way.
- It is jointly led by the DTA and the Department of Industry, Science and Resources (DISR), with secondees from 11 agencies.
- The AI Taskforce is overseen by a steering committee and reports to the Future of Work Subcommittee.
- As it moves into a new phase of delivery, the FoW Subcommittee has approved the extension of the Taskforce into mid-2024, with a focus on:
 - risk and governance
 - use cases and adoption
 - sourcing and infrastructure
 - capability and training.

Interim guidance on government use of public generative AI tools

- The interim guidance released in July 2023, outlines principles and considerations for APS agencies and staff before they use generative AI tools in their work. Agencies are encouraged to build on this interim guidance and implement agency-level policies.

- On 22 November 2023, interim guidance was updated to provide clearer principles and use-cases for APS staff. This included the addition of two golden rules:
 - You should be able to explain, justify and take ownership of your advice and decisions.
 - Assume any information you input into public generative AI tools could become public. Don't input anything that could reveal classified, personal or otherwise sensitive information.
- The interim guidance provides agencies with a basis for providing advice to their staff, taking a principles-based approach and directing staff to existing obligations and responsibilities, including:
 - the Privacy Act 1988,
 - the Protective Security Policy Framework
 - Australian AI Ethics Principles
 - The APS Values
 - The APS Employment Principles and
 - The APS Code of Conduct
- In relation to privacy protection and security, the interim guidance states that agencies and staff should follow the same privacy and accountability policies they do for any use of sensitive data, including alignment with relevant legislation and whole of government policies relating to information and data. This includes ensuring that they do not include or reveal classified, personal or otherwise sensitive information when using publicly available generative AI tools.

Copilot for Microsoft 365 trial

- The Australian Government is conducting a six-month trial of Copilot for Microsoft 365, making it one of the first governments in the world to deploy generative AI tools across government.

- The trial will allow the APS to explore new ways to innovate, enhance productivity and develop skills, capability and preparedness in safe and responsible ways within a controlled setting.
- The trial will be governed through a program board consisting of SESB1's from key APS agencies, and a nominated Microsoft representative.
The program board will be an established subcommittee reporting to the AI Steering Committee.
- The DTA, in partnership with the AI Taskforce, will evaluate the trial and advise government on its outcomes and potential next steps.
 - The trial will evaluate the Copilot for Microsoft 365 product as well as the use of generative AI tools in general.
 - As a requirement for participating in the trial, agencies will provide data and insights to the DTA to inform the final evaluation report.
- While the DTA and AI in Government Taskforce build an understanding of the broader market for generative AI services, the trial of Copilot for Microsoft 365 offers a unique opportunity for the Australian Government to immediately start familiarising APS staff with generative AI using a suite of products that are already familiar to them.
- Copilot for Microsoft 365 is a supplementary product that integrates with the existing applications within the Microsoft 365 suite under the Whole of Government Volume Sourcing Arrangement (VSA). The addition of Copilot under an existing VSA has the following benefits:
 - quick deployment of the technology with minimal disruption and administrative burden
 - enables meaningful APS-wide learnings from a diversity of job families and portfolios across the service
 - staff are able to experiment and learn about generative AI capabilities within applications they are already familiar with.

- The DTA will consider outcomes from the Copilot for Microsoft 365 trial when considering future solutions for Government.

Procurement of AI in the APS

- In addition to the trial of Copilot, the DTA on behalf of the AI Taskforce released a Request for Information (RFI) through AusTender in November and December to gain an understanding of generative AI services and support for government across the broader market.
 - The RFI sought information from suppliers of all sizes, including small and medium sized providers.
 - The outcome of the RFI will inform the AI Taskforce's work and build a knowledgebase to support future procurement, whether by agency or whole-of-government.
 - Submissions were received from 86 vendors, 44 of which are Australian companies.
- For general AI procurement, there are already existing opportunities for all sellers, including Australian owned companies, to sell to government in the AI space. Including:
 - Through a panel arrangement, such as the Cloud marketplace Panel.
 - If below \$80,000 inc. GST – direct engagement with any seller where it is value for money
 - Agencies can also publish requests for tender via an open approach to market on AusTender

National AI Working Group

- The National AI Working Group will report progress on a national AI assurance framework to the DDMM in February 2024.
 - A National AI Working Group, co-chaired by the Australian and NSW governments, leads work by the Australian, state and territory

governments to develop a consistent national framework based off the NSW Government's.

Timeline

Date	Event
23 Jun 2023	The Data and Digital Ministers Meeting (DDMM) agree to a 'nationally consistent approach to the safe and ethical use of AI by Australian governments.'
6 Jul 2023	interim guidance on government use of publicly available generative AI were published by the DTA and DISR.
19 Sep 2023	The AI Taskforce is publicly announced by Ministers Husic and Gallagher.
9 Nov 2023	The DTA opens a Request for Information (RFI) for generative AI services to gather information on generative AI capabilities relevant to government.
16 Nov 2023	The Prime Minister publicly announces the Australian Government trial of Copilot for Microsoft 365, to run from 1 January to June 2024, with a minimum of APS 5,000 participants.
22 Nov 2023	The AI Taskforce issues the first update to the Interim guidance, improving support to agencies and staff using generative AI tools.
1 Jan 2024	The APS Copilot for Microsoft 365 trial commences involving more than 7,400 licences for public servants across more than 50 agencies.

Background

In November 2019, the Australian Government AI Ethics Framework was published, based on OECD principles, to guide businesses and governments to responsibly design, develop and implement AI.

On 1 June 2023, the *Rapid Response Information Report: Generative AI* was commissioned by Australia's National Science and Technology Council at the request of the Minister for Industry and Science to respond to significant public conversation about the role AI should have in society.

The Department of the Prime Minister and Cabinet (PM&C) has developed a Long-Term Insights Briefing on AI and the trustworthiness of public service delivery. It examines specific policy challenges that may affect Australia and the Australian community in the medium and long term.

From June – August 2023, DISR undertook public consultation on the whole-of-economy *Safe and Responsible AI in Australia* discussion paper.

ESTIMATES BRIEF – Hot Issue

Additional Budget Estimates – February 2024

List of WofG/WofE AI initiatives

WHOLE-OF-GOVERNMENT		
AI in Government Taskforce Extended to Q2 2024.	Taskforce aitaskforce@dta.gov.au	<ul style="list-style-type: none"> Established 7 August 2023; co-led by the DTA and DISR. Delivering policies, standards and guidance to help government harness the opportunities of AI technologies in a safe, ethical and responsible way.
<i>Interim guidance for agency use of generative AI</i> First pub. July 2023 Updated Nov 2023	Taskforce aitaskforce@dta.gov.au	<ul style="list-style-type: none"> First published by the DTA in July 2023. Updated by the Taskforce in November 2023. Provides agencies and staff with guidance on whether and how to deploy generative AI tools in their work. Helps staff align to AI Ethics Principles and APS Code of Conduct. Will continue to be iterated as the technology landscape evolves.
RFI on generative AI services and support Report due in early 2024	Taskforce aitaskforce@dta.gov.au	<ul style="list-style-type: none"> Closed 6 December 2023 and received 86 responses. Conducted by Taskforce in partnership with the DTA. RFI sought information from vendors of generative AI services and support to inform future procurement practices for the technology.
Copilot for Microsoft 365 Trial Jan-June 2024	DTA copilot@dta.gov.au	<ul style="list-style-type: none"> Operating from January to June 2024. Administered by the DTA and evaluated by the Taskforce. Over 7,000 public servants from >50 agencies are trialling Copilot for Microsoft 365 to enhance productivity and develop skills, capabilities and preparedness for generative AI.
INTER-GOVERNMENT		
National AI Working Group In progress	DTA aitaskforce@dta.gov.au	<ul style="list-style-type: none"> Co-chaired by Australian and NSW Governments. Australian, state and territory governments working to align AI assurance frameworks for a nationally consistent approach to AI in government.

WHOLE-OF-ECONOMY (not exhaustive)		
<p>Safe and Responsible AI in Australia consultation</p> <p>Discussion paper pub. 1 Jun 2023 Submissions closed 4 Aug 2023 Interim response published 17 Jan 2024</p>	<p>DISR DigitalEconomy@industry.gov.au</p>	<ul style="list-style-type: none"> • Undertaken by the Department of Industry, Science and Resources (DISR). • Exploring how the Australian Government can mitigate any potential risks of AI and support safe and responsible AI practices.
<p>Australia's AI Ethics Framework and principles</p> <p>Published November 2019 Developed by CSIRO's Data61</p>	<p>DISR DigitalEconomy@industry.gov.au</p>	<ul style="list-style-type: none"> • Voluntary framework for businesses or govt who designs, develops or implements AI in Australia. • Complementary (not a substitute) to existing AI regulations and practices. • Includes 8 principles to achieve safer, more reliable and fairer outcomes for all Australians.
<p>National Artificial Intelligence Centre (NAIC)</p> <p>Launched 14 Dec 2021</p>	<p>CSIRO stela.solar@csiro.au (Ms Stela Solar, Director, NAIC)</p>	<ul style="list-style-type: none"> • Coordinates expertise and capability across government, research and industry to develop Australia's AI ecosystem. • Includes the Responsible AI Network – a world-first program bringing together experts, regulators, training organisations and practitioners.
<p>Copyright and AI Reference Group</p> <p>Announced 5 Dec 2023</p>	<p>Attorney-General's Department copyright@ag.gov.au</p>	<ul style="list-style-type: none"> • Announced by the Attorney-General Mark Dreyfus KC as an outcome of copyright roundtable series held over 2023. • Will be a standing mechanism for ongoing engagement with stakeholders, including in creative, media and technology sectors, to prepare for future copyright challenges emerging from AI.

Supporting information

Questions on Notice

No QoNs asked

In Senate question time on 17 November 2023, Section 22

Freedom of Information (FOI) Requests

Early August 2023 - DISR received a request for all briefings, reports and privacy impact assessments relating to large-language models and generative AI. The DTA was consulted on this FOI.

Recent Ministerial Comments

- [‘Australian Government collaboration with Microsoft on artificial intelligence’](#) (Copilot trial) – Prime Minister Anthony Albanese; media release, 16 Nov 2023.
- Op Ed by Ed Husic MP, [‘AI can help Australia be more productive \(afr.com\)’](#); Wed 20 September 2023
- Speech by Senator the Hon Katy Gallagher, [‘Digital ID and AI insights: How the Albanese Government is leading the digital evolution’](#); Tue 19 September 2023.
- Joint announcement by Senator Katy Gallagher, Minister for Finance, and Ed Husic MP, Minister for Industry and Science; media drop on Mon 18 September.

Relevant Media Reporting

- [Australia's public service has a big future in AI \(but it'll have an American accent\) \(the-riotact.com\)](#)
- [Government to start using GenAI tools \(ia.acs.org.au\)](#)
- [Govt to deploy Microsoft AI across the Public Service \(innovationaus.com\)](#)
- [DTA looks for a whole-of-gov approach to generative AI \(itnews.com.au\)](#)
- [Taskforce created to set public service guardrails for AI \(innovationaus.com\)](#)
- [New taskforce for government use of AI, emerging tech \(themandarin.com.au\)](#)

Senate Question Time

Friday, 17 November 2023 (14:48)

Section 22





HIB04 – Investment Oversight Framework

Subject / Issue

The Australian Government Digital and ICT Investment Oversight Framework (IOF) is an organising framework that supports the DTA to coordinate advice to Government to make the right digital and ICT-enabled investments, at the right time and in the right way.

Key Points

- The IOF is a six-state whole-of-lifecycle framework that enables the DTA to support the government in managing its digital and ICT-enabled investments.
- The States include:
 - State 1 – Strategic Planning
 - State 2 – Prioritisation
 - State 3 – Contestability
 - State 4 – Assurance
 - State 5 – Sourcing
 - State 6 – Operations
- The IOF applies where a digital and ICT-enabled investment:
 - is brought forward by a Non-Corporate Commonwealth Entity, or if requested by the Minister responsible for the DTA;
 - involves ICT costs; and
 - is being brought forward for government consideration as a new policy proposal.
- A digital and ICT-enabled investment is any investment which uses technology as the primary lever to achieve expected outcomes and benefits. This includes investments that:
 - transform the way people and businesses interact with the Australian Government, or

- improve the efficiency and effectiveness of Australian Government operations, including through automation.
- The Department of Finance remains responsible for providing guidance on budget processes and agreeing to policy costings.
 - *Any questions relating to budget process guidance or policy costing guidance are referred to the Department of Finance.*
- The DTA Annual Report for 2022-23 reported outcomes against a number of performance outcomes, including agency engagement with the DTA prior to Government consideration of digital investment proposals (State 3 – Contestability).
- The 2022-23 financial year represented the first full year of operation under the IOF, and the DTA invested considerable effort through engagement with agencies to improve visibility of the DTA’s role and the Government’s requirements to make sure investment proposals considered by Cabinet are robust and meet required standards.
- For decisions taken whereby the assessments could not be completed within Budget timelines, the DTA continued to work with agencies to finalise the requirements, including the completion of assurance plans, prior to each project commencing.

Timeline

Date	Event
MYEFO 2021-22	Piloted the Prioritisation process. Piloted the Contestability process on a subset of digital and ICT proposals.
3 December 2021	IOF announced
2022-23 March Budget	Proof of concept for Prioritisation process
Jul 2023	SDDC endorsed the voluntary application of the Benefits Management Policy for the 2023-24 MYEFO
Nov 2023	Cabinet agreed the mandatory application of the Benefits Management Policy for all investments in scope of the IOF, starting from the 2024-25 Budget process

Background

The DTA's mandate, effective from 1 July 2021, is supported by a Whole-of-Government Digital and ICT IOF. This enables DTA oversight of digital and ICT investments across the entire investment lifecycle.

Refer to [Attachment A](#) for an outline of the six IOF States

Supporting Information

Questions on Notice

No QoNs asked

Freedom of Information (FOI) Requests

FOI 242/2023 – request for access to 'finalised key/hot topics briefs, and an index of back pocket/background briefs from the February 2023 Senate Estimates hearings. A copy of the previous version of this brief was released to the applicant on 14 April 2023

Recent Ministerial Comments

Nil

Relevant Media Reporting

Nil

The Australian Government Digital and ICT Investment Oversight Framework (IOF)

A governance framework for the management of the Australian Government's digital investments across the project lifecycle.

Phase	Pre-budget		Budget	Implementation		
State	<p>1 Strategic Planning</p> <p>Defines direction for the Government's digital and ICT-enabled investment portfolio, its future objectives and identifies capability gaps.</p>	<p>2 Prioritisation</p> <p>Prioritises, plans and advises on investments that align to the strategic direction.</p>	<p>3 Contestability</p> <p>Ensures proposals are robust and meet whole-of-government digital standards prior to government consideration.</p>	<p>4 Assurance</p> <p>Provides assurance to government that projects are on-track to deliver expected benefits.</p>	<p>5 Digital Sourcing</p> <p>Provide strategic sourcing advice and deliver value-for-money arrangements to simplify procurement of digital goods and services.</p>	<p>6 Operations</p> <p>Underpins effective decision making by providing information and analysis on the operations of the Australian Government's digital and ICT landscape.</p>
Overview	<ul style="list-style-type: none"> What? Sets the vision for the direction of Public Sector digital to effectively deliver services and outcomes for the benefit of Australians including the Data and Digital Government Strategy (DDGS), the Digital Economy Strategy, the Cyber Security Strategy, and the Australian Public Service Reform program. How? Entities' align their digital transformation plans with the DDGS. The Australian Government Architecture (AGA) and the government's digital policies support the outcomes of the DDGS through clear requirements and guidance to entities. This encourages standardisation, increases the reuse of common capabilities and supports the effective design of and investment in modern digital capabilities. The AGA also feeds into the prioritisation and contestability stages of the IOF. 	<ul style="list-style-type: none"> What? The DTA maintains visibility of the short, medium and longer-term pipeline of proposed digital investments. Better visibility improves planning across Government, and helps to identify capability gaps and future risk, how potential future investments might leverage previous investment (in existing technology and patterns), and how investments align with the digital transformation. How? A pipeline of investments is determined from data collected from entities on their proposed longer-term digital and ICT requirements and investments and the application of the AGA. Six criteria are used to assess and prioritise digital and ICT investment proposals on their intended benefits and their contribution to digital and ICT strategic outcomes. 	<ul style="list-style-type: none"> What? The DTA works with entities to ensure that digitally-enabled proposals being brought forward by their respective Minister for Cabinet consideration: <ul style="list-style-type: none"> are robust and of a sufficient standard to be considered by Cabinet; and demonstrate alignment with whole-of-government digital and ICT policies and standards. How? DTA works with entities to understand their business cases and complete the Digital Capability Assessment Process (DCAP) prior to ERC consideration. Entities must provide the DTA with all necessary information at least 6 working days prior to the release of an Exposure Draft, lodgement of a short form paper, or submission to the Prime Minister. The DTA provides advice to entities on whether digitally-enabled proposals are subject to the ICT Investment Approval Process (IIAP) which is for high cost and high-risk proposals.* 	<ul style="list-style-type: none"> What? During the investment's delivery, the DTA is responsible for providing Ministers and other key stakeholders with confidence that funded digitally-enabled investments will achieve their objectives. How? Once the Government has agreed to a digitally-enabled investment, the DTA's Assurance Team engages with the delivery entity to ensure agreed assurance arrangements included in the submission (via DTA-agreed Assurance Plans) are implemented, and to monitor assurance activities and their outputs: <ul style="list-style-type: none"> For the government's flagship digital investments, the DTA is a member of the relevant investment's governance board. The DTA also feed insights and lessons learned into the planning and prioritisation of digital investments. 	<ul style="list-style-type: none"> What? The DTA provides strategic sourcing advice and delivers value-for-money arrangements to simplify the procurement of digital goods and services. How? Through www.buyict.gov.au which has been specifically designed to support the government's ICT procurement needs. Four digital sourcing policies govern the procurement of ICT goods and services to support best practice. Seven single-seller arrangements are in place with strategically identified sellers (e.g., Microsoft). These agreements deliver savings to government by aggregating Australian Public Service demand. Six panels/marketplaces exist for the procurement of a range of digital products and services. These have been assessed against relevant procurement criteria and government policy, saving buyers time and resources. 	<ul style="list-style-type: none"> What? Regular analysis of the Australian Government's digital and ICT landscape informs and enables each state of the IOF. How? The DTA routinely collects data from Australian Government entities regarding their digital and ICT arrangements, and augments this with other datasets to create rich insights. This data provides intelligence and longitudinal analysis on the size, health, and maturity of the Government's investment portfolio. This also includes collection of information relating to: <ul style="list-style-type: none"> Adoption of emerging technology and trends. Reuse and shared capabilities. Personnel allocation, skills demand, and workforce pressures. Profile balance between innovation, growth, and maintenance investment.
Advice the DTA provides	<ul style="list-style-type: none"> Who? The DTA provides advice to Government on the future direction of digital transformation in the public sector to support the government's strategic objectives. This advice includes analysis on the key areas of opportunity, risk, duplication, alignment to digital policy priorities and potential gaps in investment/capability across the public sector digital landscape. Several key forums including Secretaries' Digital and Data Committee (SDDC), the Digital Leadership Committee (DLC), and the Government Architecture Design Advisory are consulted to support and implement the development of the Government's DDGS. 	<ul style="list-style-type: none"> Who? Entities engage with the DTA prior to the beginning of the Budget process to identify proposed investments. <ul style="list-style-type: none"> Portfolio Chief Financial Officers are responsible for the coordination of pipeline data Chief Information Officers provide information relating to longer-term strategic planning within entities. The DTA compiles a Digital Investment Overview (DIO) that prioritises the digital priorities coming forward as part of the budget process. The prioritisation process also develops a multi-year Integrated Digital Investment Plan (IDIP) that provides SDDC with visibility and strategic long-term advice on future investments. 	<ul style="list-style-type: none"> Who? The rules underpinning the delivery of the annual Budget requires entities to consult with the DTA early in the development of digitally-enabled proposals to obtain the DTA's approval that it aligns with digital and ICT policies and standards before it can be brought forward for consideration. <p>* For proposals subject to the IIAP, this generally requires entities to provide the DTA with draft business cases at least 7 weeks prior to the Cabinet consideration date, and final business cases at least 1 week before circulating the Cabinet Submission for coordination comments.</p>	<ul style="list-style-type: none"> Who? The DTA supports Senior Responsible Officers of key digital projects via the project's governance board. The DTA provide regular and reliable information on the condition of major investments to the Minister for Finance, SDDC and DLC. We also feed insights and lessons learned into the entity planning and prioritisation of digital investments. Where required, the DTA will escalate instances where digital investments are at risk, including providing advice to the Minister for Finance and the relevant lead Minister to support early decisive action to recover investments at risk of not delivering the expected benefits. 	<ul style="list-style-type: none"> Who? The DTA provides digital sourcing advice and support to around 300 government organisations and over 3,900 sellers (April 2023) on a broad range of ICT procurement matters from simple to complex. The DTA provides advice on the application of the digital sourcing policies, and also manages the process for policy exemptions for contracts exceeding either the \$100M value limit or 3-year term limit of the Digital Sourcing Contract Limits and Reviews Policy. 	<ul style="list-style-type: none"> Who? The data collected gives an important evidence base for advice provided to aspects of the Australian Government's decision-making bodies and processes. This advice provides context for SDDC and DLC regarding the Australian Government's digital and ICT investment portfolio. It informs the Australian Government Architecture to validate current direction based on the effectiveness of its application and inform future guardrails for best technology implementation. It also informs all states of the IOF, from planning and policy development, through the Budget process and subsequently the DTA's assurance activities. The DTA also provides adhoc analysis for Australian Government agencies to inform their ICT investment decisions and support policy-making.

HIB05 – Whole of Government ICT Procurement

Subject / Issue

The DTA provides strategic sourcing advice and delivers value-for-money whole-of-government procurement arrangements for digital products and services.

Key Facts and Figures

- There are **6 panels** (hardware, software, cloud, telecommunications, data centres and digital services) that Commonwealth, state and territory entities can use to buy digital products and services.
- There are **7 whole of Government arrangements** (Microsoft, SAP, Concur, IBM, Amazon Web Services, Rimini Street, and Oracle) available for use by Commonwealth, state and territory entities to buy a wide range of digital products and services via agreed terms, conditions and pricing.
- There is a strong representation of small-to-medium enterprises (SMEs) across our marketplaces and panels, with SMEs representing **80%** of the over **3,900** approved sellers, as at 31 January 2024.
- In the 2022-23 financial year, DTA facilitated over **7,000** contracts worth **\$7.22b**, with:
 - **44%** of contracts (by value) awarded to SMEs.
 - **2%** of contracts (by value) awarded to Indigenous Business.
- The establishment and operation of the panels is cost-recovered based on usage.
- The DTA returned \$9.1m in savings to consolidated revenue for the 2021-22 FY and anticipate a savings return of \$5.5m for the 2022-23 FY.

Key Points

New panel for digital and ICT services and labour hire (Digital Marketplace Panel 2)

- The Digital Marketplace panel expires on 31 July 2024 and will be replaced with the new Digital Marketplace Panel 2 in June 2024.
- The current Digital Marketplace panel was closed for new seller and category applications on 1 March 2023. Closure was required to assign resources to the establishment of the new panel.
- The closure has meant sellers have been unable to apply for the marketplace.
- The DTA undertook numerous engagement and communications activities from 22 Nov 22 - 28 Feb 23 to alert industry of the closure. This resulted in an increase of over **200%** of new company applications compared to the 3 months prior to the closure notices (22 Sept 22- 21 Nov 22).
- All sellers, including small-to-medium enterprises, have options to sell to government outside of a panel arrangement. Such as:
 - Below \$80,000 inc. GST – direct engagement with any seller where it is value for money
 - From \$80,000 - \$200,000 inc. GST – Government can directly engage an SME or Indigenous Business
 - Agencies can also publish requests for tender via Austender for any value.
- To ensure that the new panel improves procurement of digital and ICT products and services, research was undertaken with over **932** buyers, **2,073** sellers, **225** labour hire candidates, **4** industry bodies, **10** domestic and international panel managers
- The DTA expects to release the tender to the market in March 2024. This was previously reported to be released in late 2023.
- The timeline extension is due to the DTA undertaking extensive research with industry, states, territories, federal and international counterparts to ensure the new panel meets its aim.

- The new panel aims to alleviate concerns found during this research including that around transparency of government procurement and access for SMEs.
- A consultation process for the new panel agreement closed on 12 January 2024 (after being extended from 22 December 2023).
- The DTA has received approximately **340** responses to the consultation.

IBM Whole of Government Agreement 2.0

- On 9 January 2023, the DTA established the second IBM Whole of Government Arrangement based on a minimum commitment of **\$725 million** over 5 years.
- Since establishment further contracts have been signed under the arrangement taking the reported value to **\$898M** as at 31 December 2023.

Risks

Cyber security and data breaches

- The DTA's procurement arrangements mitigate the threat of data breaches by including a set of legal clauses including the *Privacy Act 1988* in contracts.
- The DTA also works to align key sourcing contracts with the Hosting Certification Framework.

Seller conduct and conflicts of interest

- The DTA has protections across all its arrangements and panels for the disclosure to the Commonwealth of relevant litigation, arbitration, mediation, cover confidentiality and ethical behaviour.
- The Head Agreement can be terminated in whole or in part for a breach of that listed above or a failure to resolve a Conflict of Interest to the reasonable satisfaction of DTA or a Buyer.
- The DTA requires all parties to identify, declare, and manage improper conduct and conflicts of interest. This applies to DTA employees, contractors, or any

sellers applying for, or already approved under, our panels. Updates are made regularly to ensure transparency and proactive risk management.

- If the misconduct occurred when a seller performed a contract outside of a DTA panel, it may still be possible for the DTA to suspend or terminate a seller.
- Individual agencies are responsible for managing their own approaches to market and contracts. It is up to each agency to determine when or if a breach of their contract has occurred and to decide on the appropriate course of action to take.

Timeline

Date	Event
30 Jun 2023	Software Marketplace panel open for refresh Tender closed 28 July 2023 with new sellers expected to commence onboarding through BuyICT platform by November 2023.
29 Sep 2023	Digital Marketplace extended The current Digital Marketplace was extended for a further 5 months to 31 July 2024.
20 Oct 2023	Oracle agreement extended The current Oracle agreement was extended for a further 24 months to 25 November 2025.
1 Dec 2023	Consultation on the Digital Marketplace draft panel agreement Consultation was released seeking feedback on the proposed legal architecture, the panel agreement, and concepts of the Digital marketplace Panel 2 panel agreement pack. Closed 12/01/2024.

Background

Contracts for all the DTA's procurement arrangements are reported through Austender under the relevant Standing offer. This information is publicly available and can be found at www.tenders.gov.au.

Supporting Information

Questions on Notice

No QoNs asked

Freedom of Information (FOI) Requests

FOI 004/2023 - Request for information on all recent (12 month) Digital Sourcing Marketplaces and the Statement of Tax Record (STR) requirements and compliance for each. Provided on Dec 21st 2023

Recent Ministerial Comments

Nil

Relevant Media Reporting

Nil

HIB06 – DTA Procurement and ANAO Performance Audit Progress

Subject / Issue

On 21 September 2022, the ANAO tabled a performance audit report which focussed on the effectiveness of the DTA's internal procurement activities of ICT-related services conducted between 2019-20 to 2020-21.

Key Facts and Figures

- The DTA has fully implemented all 8 recommendations from the ANAO s19 Performance Audit on the DTA's Procurement of ICT-related services.
- Regarding the recovery of the overpayment of **\$380,600** to the supplier Delv, **\$195,000** has been recovered as of 31 December 2023 with the remaining balance of **\$185,600** that was due to be finalised by November 2023 now overdue. We are working to rectify this issue and finalise payment as soon as possible.

Key Points

- In August 2023, the DTA conducted a review of a sample of **20** Procurement activities from the 2022-23 Financial Year. These reviews focussed on probity and conflicts of interest and showed that the actions implemented in response to the ANAO Audit Recommendations have resulted in a clear improvement in how probity is maintained, and conflicts of interest are declared and managed.
- Activities targeting the DTA's management of procurement risk, procurement controls, procurement reporting and training around procurement requirements have been integrated into normal business activities and are ongoing in 2023-24.
- An internal audit on DTA's procurement activities and implementation of ANAO recommendations commenced in the last quarter of the 2023 calendar year and is expected to be tabled to the DTA Audit and Risk Committee in March 2024.

- The Joint Committee on Public Accounts and Audits (JCPAA) conducted an inquiry into Commonwealth Procurement regarding Auditor-General Reports 6, 15, 30, 42 (2021-22) and 5 (2022-23) in October 2022, which included the DTA’s performance audit. The JCPAA report was tabled on 9 August 2023 with 3 recommendations related to the DTA:
 - The DTA to provide JCPAA with an update five months from the tabling of the report on the progress of its improvements to its procurement processes;
 - The ANAO consider a follow up audit within 3 years to determine the success or otherwise of the DTA’s procurement reforms;
 - The DTA’s audit committee review the agency’s procurement risk and its internal procurement controls, and ensure that procurement is a subject of the agency’s internal audit program.
- The DTA have actioned those recommendations applicable to us and our response was provided to the JCPAA on 23 January 2024.

Background

The audit report examined 9 DTA procurements with published start dates in 2019–20 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 7 were panel procurements.

The audit report found:

- The DTA’s procurement of ICT-related services was ineffective for all 9 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.

Since the tabling of the Performance Audit report, the DTA has observed an increased awareness of relevant legislative requirements including the Commonwealth Procurement Rules (CPRs). Business area engagement with the DTA’s corporate procurement and finance teams has also increased significantly.

In addition to the Performance Audit, in 2022-23 the DTA reviewed an additional 3 selected historical procurements.

- Similar areas for improvement were identified in these procurements, relating to the areas of procurement planning, evaluation planning, procurement risk assessment and advice, and record keeping.
- The DTA has assessed these areas and reviewed its current operational guidelines, procurement checklists and templates to mitigate the risk of future non-compliance or ineffective contract management.

Further to the DTA’s fraud and probity guidelines being updated to address recommendation 2, the DTA has comprehensively reviewed and updated its operational guidelines related to procurement, duties of officials, approving spending in the DTA and receiving gifts and benefits.

Remediation activities include:

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 	Implemented Implemented
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	<ul style="list-style-type: none"> • Mandated annual fraud awareness training for all staff, training for SES delegates on internal controls and conflicts of interest, and training and education campaigns on finance and procurement processes. As at 2 February 2024, 200 (out of 238 active DTA employees [not including secondees and those on long-term unpaid leave]) have 	Implemented Implemented

Rec. No.	Recommendation	Remediation Activity	Status
	<p>probity breaches are investigated in accordance with its policies and that appropriate follow-up action is taken.</p>	<p>completed and are compliant with their Fraud Awareness training. No employees have been rated as ‘not meeting requirements’ due to not completing their mandatory training as performance agreements are finalised at the end of the financial year.</p> <ul style="list-style-type: none"> Update DTA guidelines strengthening processes around potential fraud and probity breaches 	
3	<p>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.</p>	<ul style="list-style-type: none"> Implementation of central register of declared interests for officers involved in procurements 	Implemented
4	<p>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.</p>	<ul style="list-style-type: none"> The 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 	Implemented
6	<p>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.</p>	<ul style="list-style-type: none"> Internal process review completed and tender evaluation processes in line with CPRs have been implemented in the DTA’s procurement and evaluation plan templates. 	Implemented
7	<p>The DTA improve its procurement processes to ensure decision-makers are provided complete advice, including information on</p>	<ul style="list-style-type: none"> The COO and Corporate Procurement team are monitoring risk and value for 	Implemented

Rec. No.	Recommendation	Remediation Activity	Status
	risk and how value for money would be achieved.	<p>money justifications for all internal procurement activities.</p> <ul style="list-style-type: none"> • Delivery of relevant training programs will further ensure officers involved in procurement adhere to these processes. 	Implemented
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"> • An internal audit was conducted with 3 recommendations made to further strengthen the controls in place for the accounts payable function. 	Implemented.
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"> • Requirements to consider ethical behaviours have been integrated in the DTA's procurement and evaluation plan template. An internal selection of 2022-23 procurements were checked for consistency. 	Implemented.

Supporting Information

Questions on Notice

No QoNs asked

Freedom of Information (FOI) Requests

FOI 242/2023 – request for access to ‘finalised key/hot topics briefs, and an index of backpocket/background briefs from the February 2023 Senate Estimates hearings. A copy of the previous version of this brief was released to the applicant on 14 April 2023.

Recent Ministerial Comments

Nil

Relevant Media Reporting

Nil

HIB07 – Transparency Release – Digital Projects

Subject / Issue

The Minister for Finance and the DTA have recently received and responded to a number of questions from members of Parliament regarding the DTA's oversight and assurance role.

Key Points

- The DTA necessarily gathers data and intelligence on digital project performance to fulfil its mandate.
- We have recently responded to questions from Senator the Hon Jane Hume and the Hon Paul Fletcher MP regarding the DTA's oversight and assurance role.
- While the DTA can comment in general terms on the Australian Government's digital projects, detailed questions on projects should be directed to relevant lead agency.
- Not every digital project will succeed – especially those which are high risk and innovative. The DTA received funding to strengthen the role and resourcing of the DTA to ensure expert advice is available to agencies and to Government to improve the success rate of digital projects.
 - This includes **\$2.8 million** in 2023-24 to 'strengthen assurance, monitoring and remediation advice for the Government's major digital and ICT investments' through the MYEFO 2023-24 process.
- The Government is releasing this data on its digital projects as transparency is key to driving improvement.

IF ASKED

What is the DTA doing to address Project X's delivery difficulties?

- The DTA is driving improved project performance through its central assurance role.

- This role commenced in November 2021 as part of a package of reforms designed to improve the success rate of digital investments.
- The DTA’s assurance role does not dilute agency accountability for their projects. Instead, it ensures that:
 1. Agencies plan for and use assurance effectively to direct their focus and attention where it matters most.
 2. Assurance information flows to the centre of government to capture learnings and continuously improve how digital investments are designed in the future.

Timeline

Date	Event
15 Dec 2023	Response tabled to question from Senator the Hon Jane Hume on projects subject to Gateway with an overlay showing DTA’s coverage under the Assurance Framework.
7 Feb 2024	Responses tabled to questions in writing from the Hon Paul Fletcher MP seeking information held by the DTA in its capacity providing advice and assurance on the Australian Government’s digital and ICT projects.

Background

On 6 December, the Hon Paul Fletcher MP tabled questions in writing that sought specific information on digital projects being delivered across the Australian Government which are subject to central oversight by the DTA under the Digital and ICT Investment Oversight Framework.

The DTA liaised with all agencies who had digital and ICT projects that were in scope of these questions to ensure that data held by the DTA was correct and current. Agencies were also given the opportunity to seek that data be withheld from release.

Not every digital project underway in the Australian Government is included. The new Assurance Framework for digital projects only commenced in November 2021. This means projects which commenced before this generally aren’t tracked by the DTA. Likewise, projects which are out-of-scope of the Framework such as projects led by intelligence agencies are not included.

Refer to [Attachment A](#) for full details on the questions and tabled answers.

Supporting information

Questions on Notice

F058 - Supplementary Budget Estimates - 2022-23 October Budget Savings – Gateway Proposal Projects

F059 - Supplementary Budget Estimates - 2022-23 October Budget Savings – Proposals subject to ICT Approval Process

F060 - Supplementary Budget Estimates - 2022-23 October Budget Savings – ICT Approvals Process

439 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments

441 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – Health Check

442 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – Targeted Review

443 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – Internal Review

444 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – Delivery Confidence

445 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – Remediation

446 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – Enhanced Notification Letter

448 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – In-Scope Proposals

449 – House of Representatives Parliamentary Question in Writing – Digital and ICT Investments – State 2: Investment Prioritisation

Freedom of Information (FOI) Requests

No FOIs asked

Recent Ministerial Comments

Nil

Relevant Media Reporting

[The tech projects most at risk across Canberra \(innovationaus.com\)](#)

[ICT overhaul receives low confidence score - Australian Ageing Agenda](#)

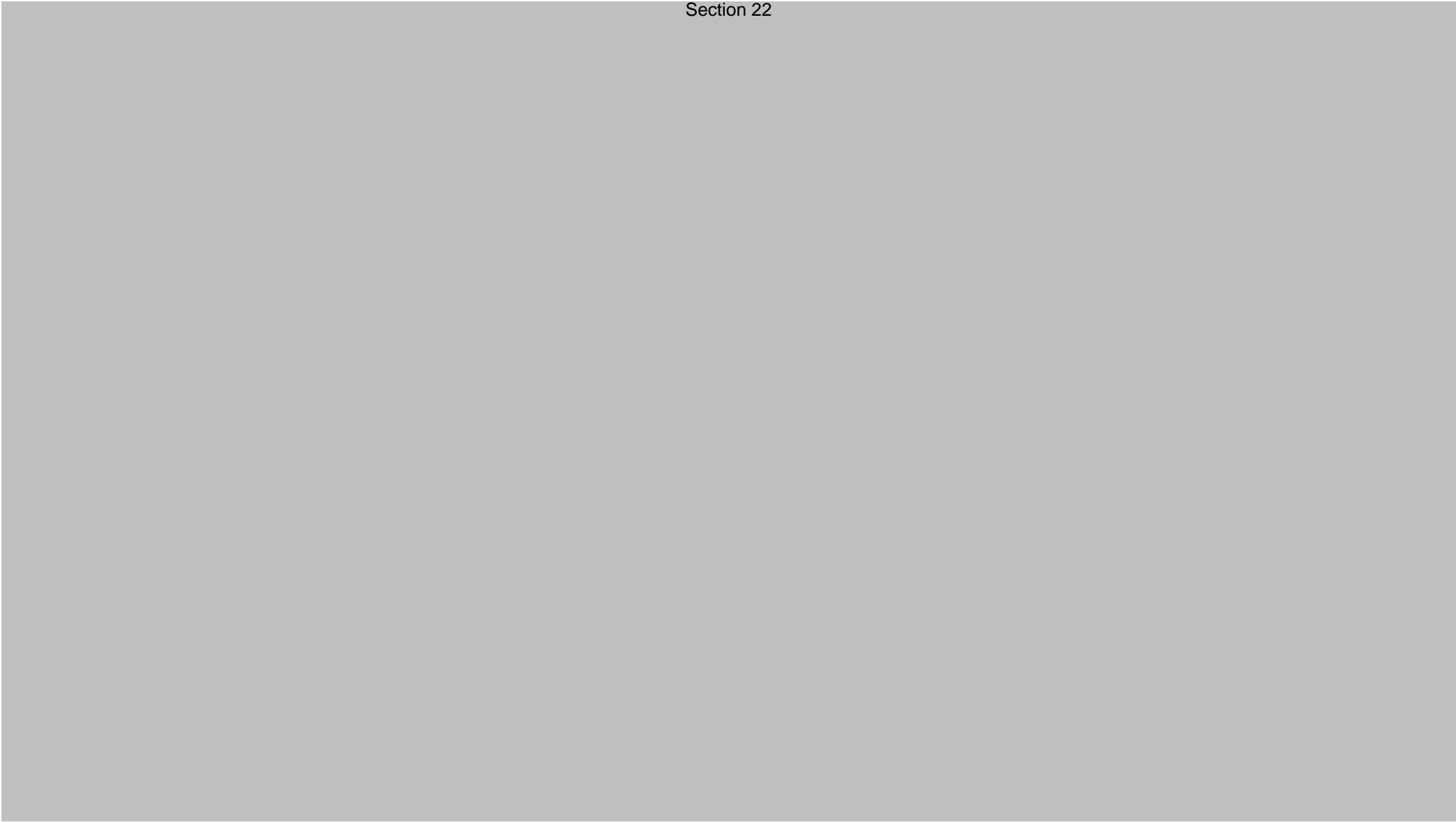
Attachment A

Type of Question: Senate Estimates Question on Notice (from Oct hearing)

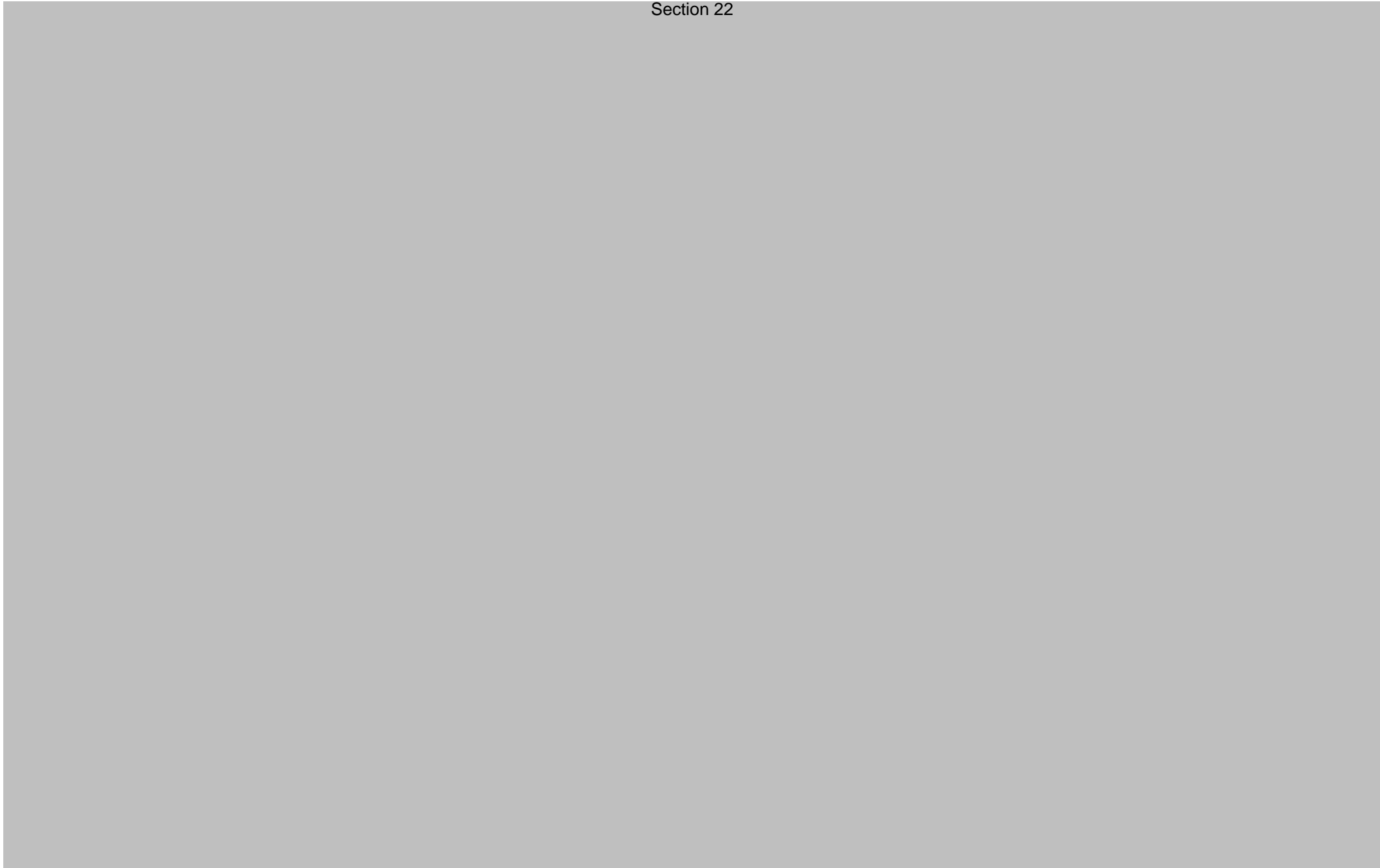
Section 22



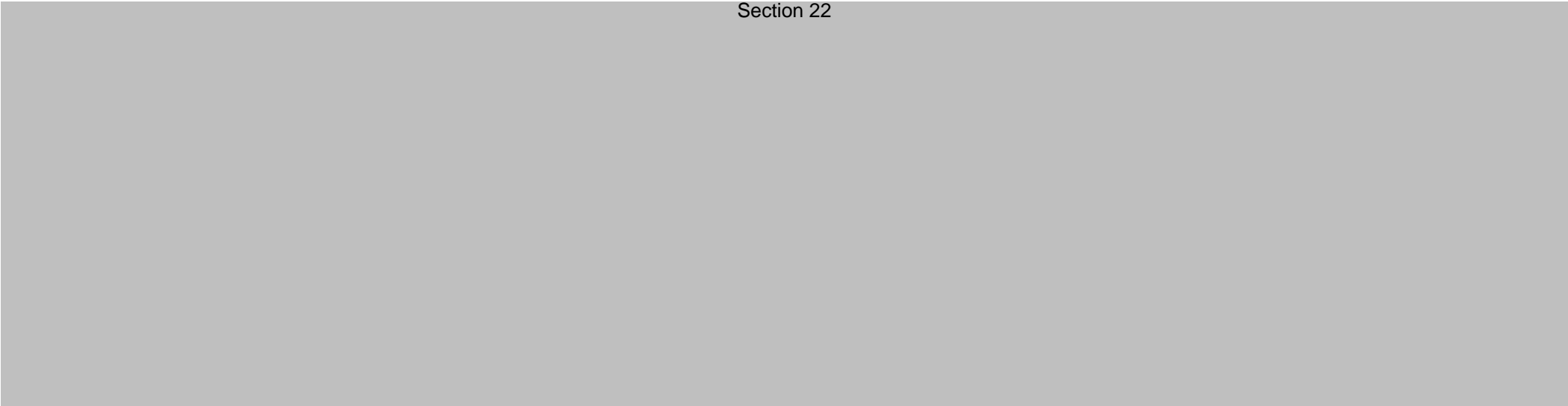
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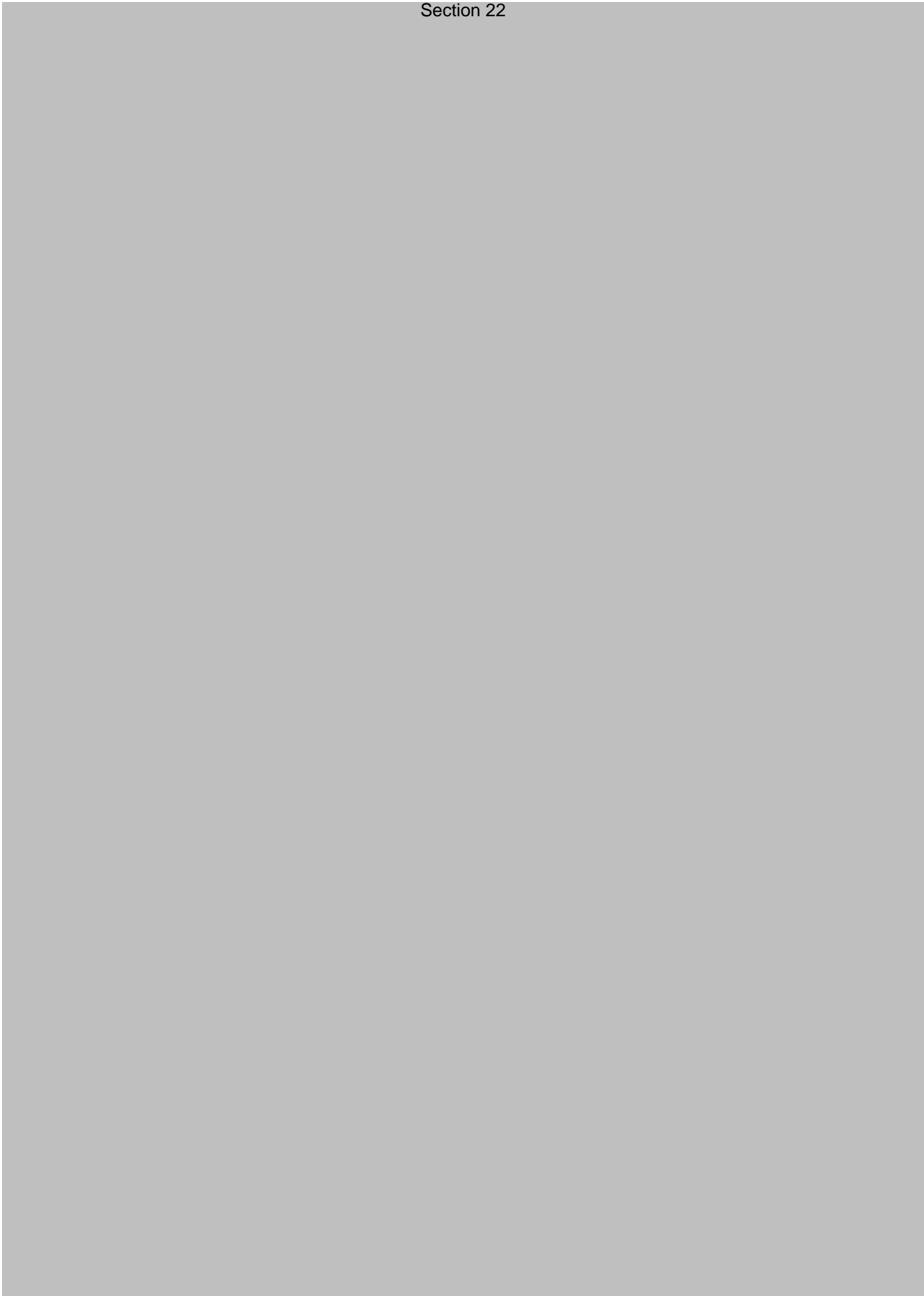
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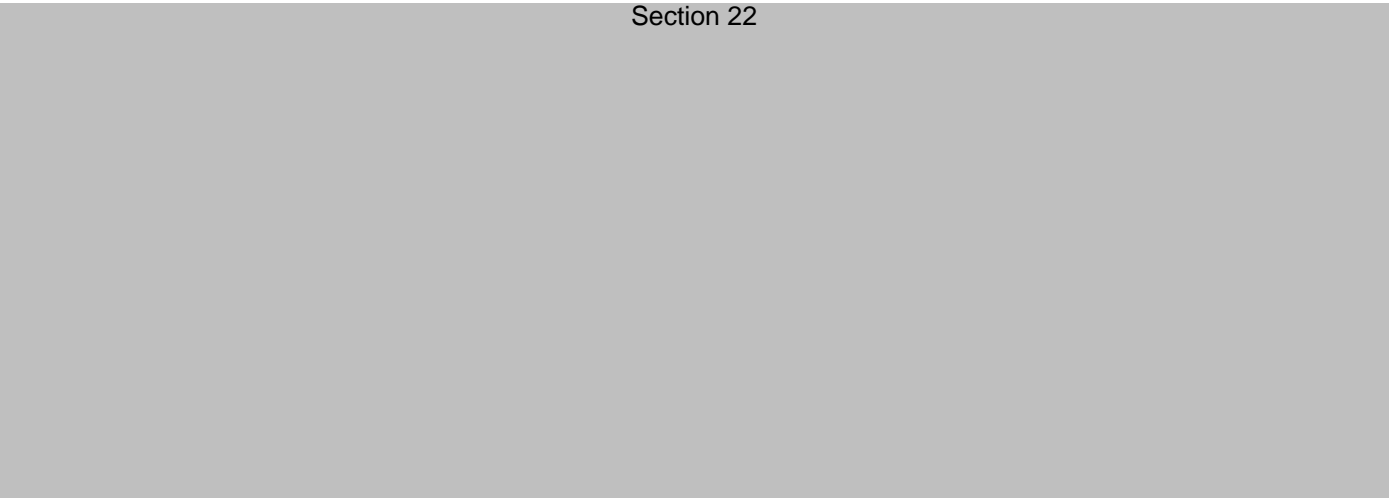
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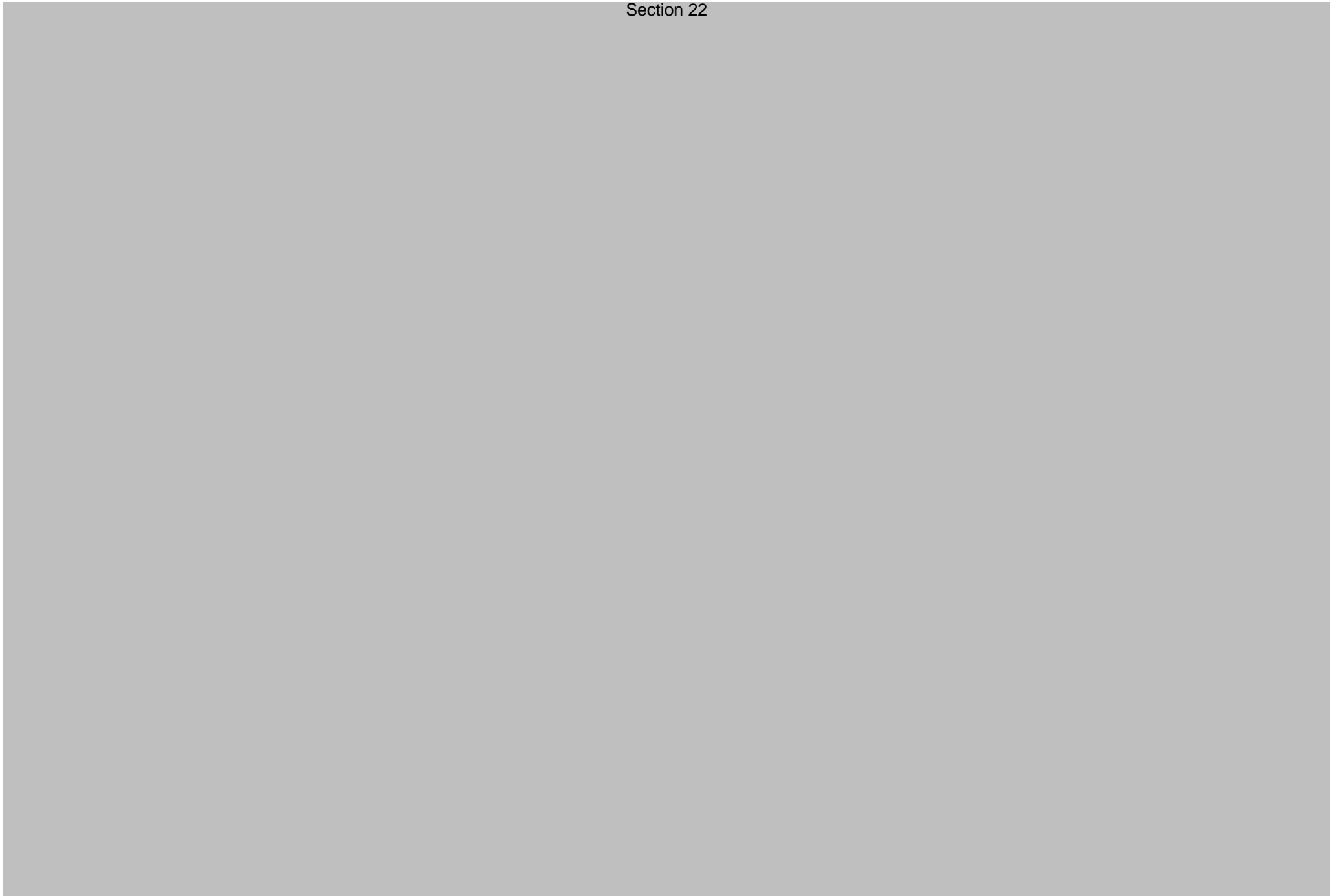
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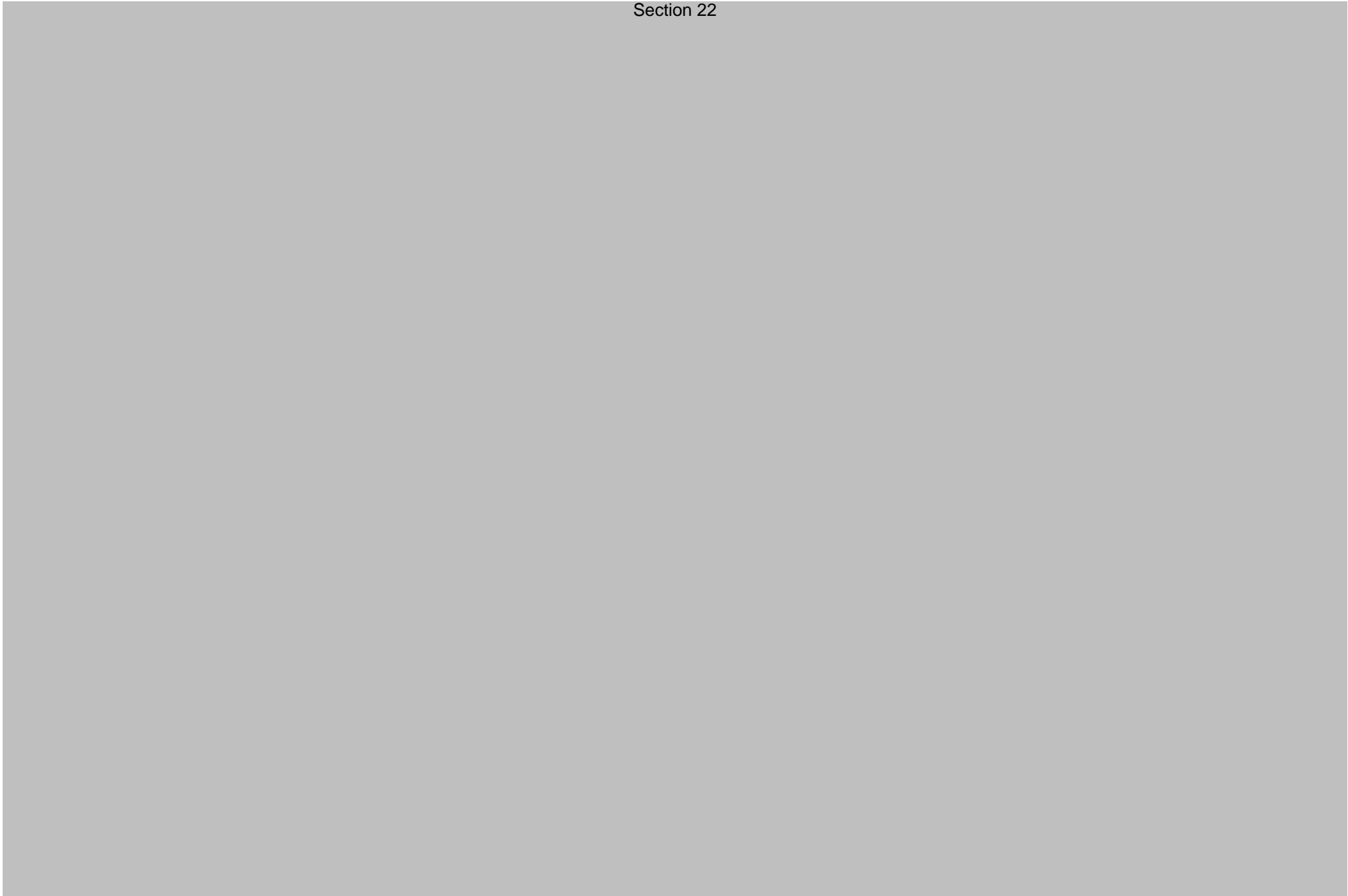


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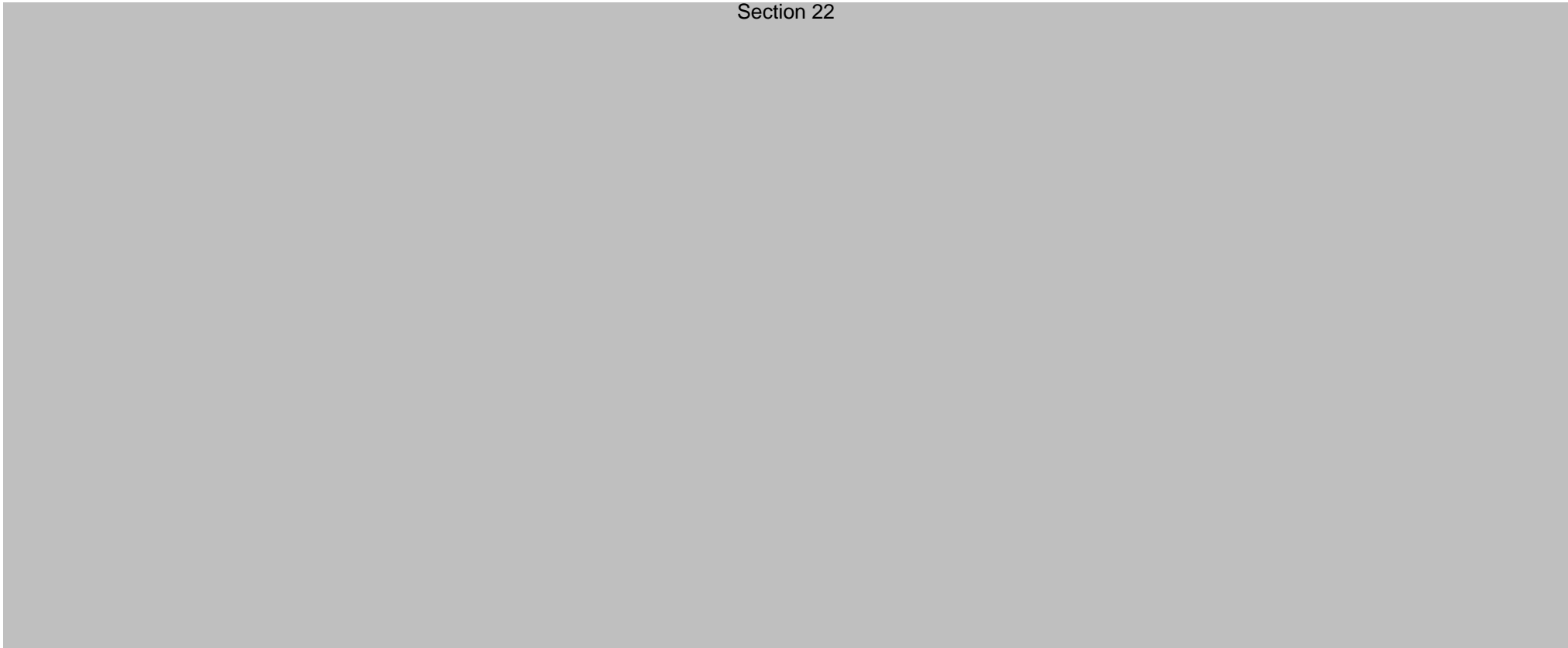


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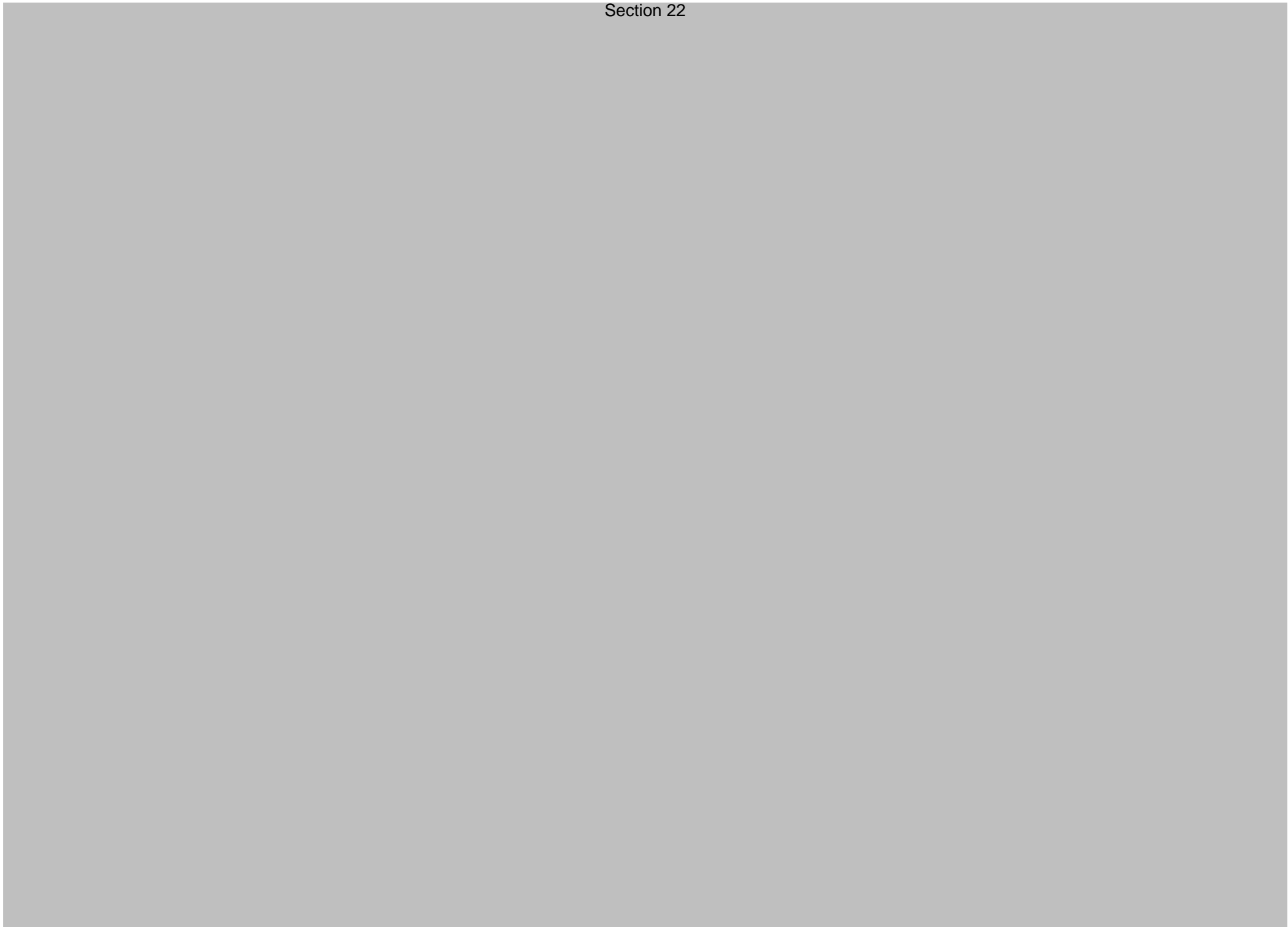


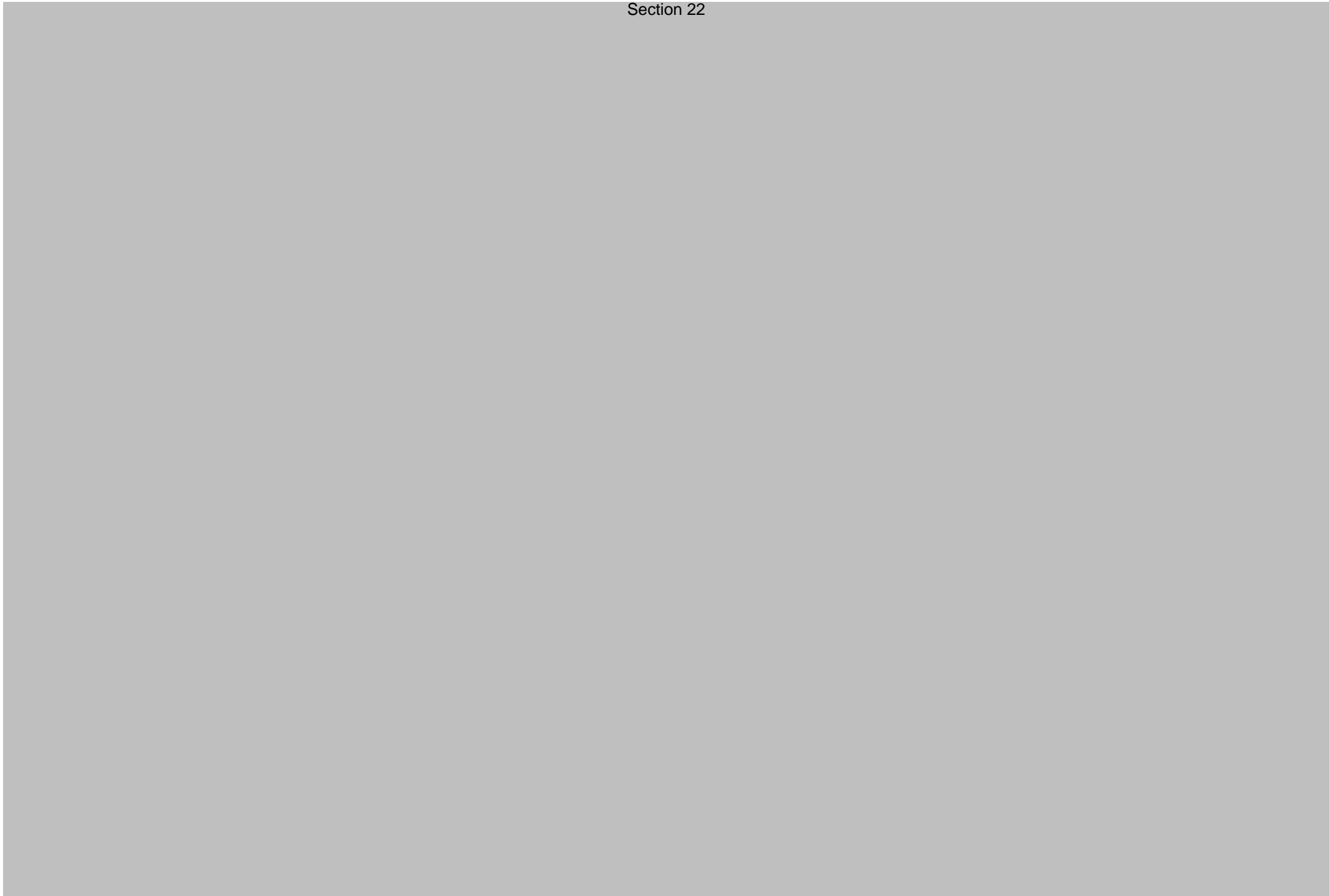
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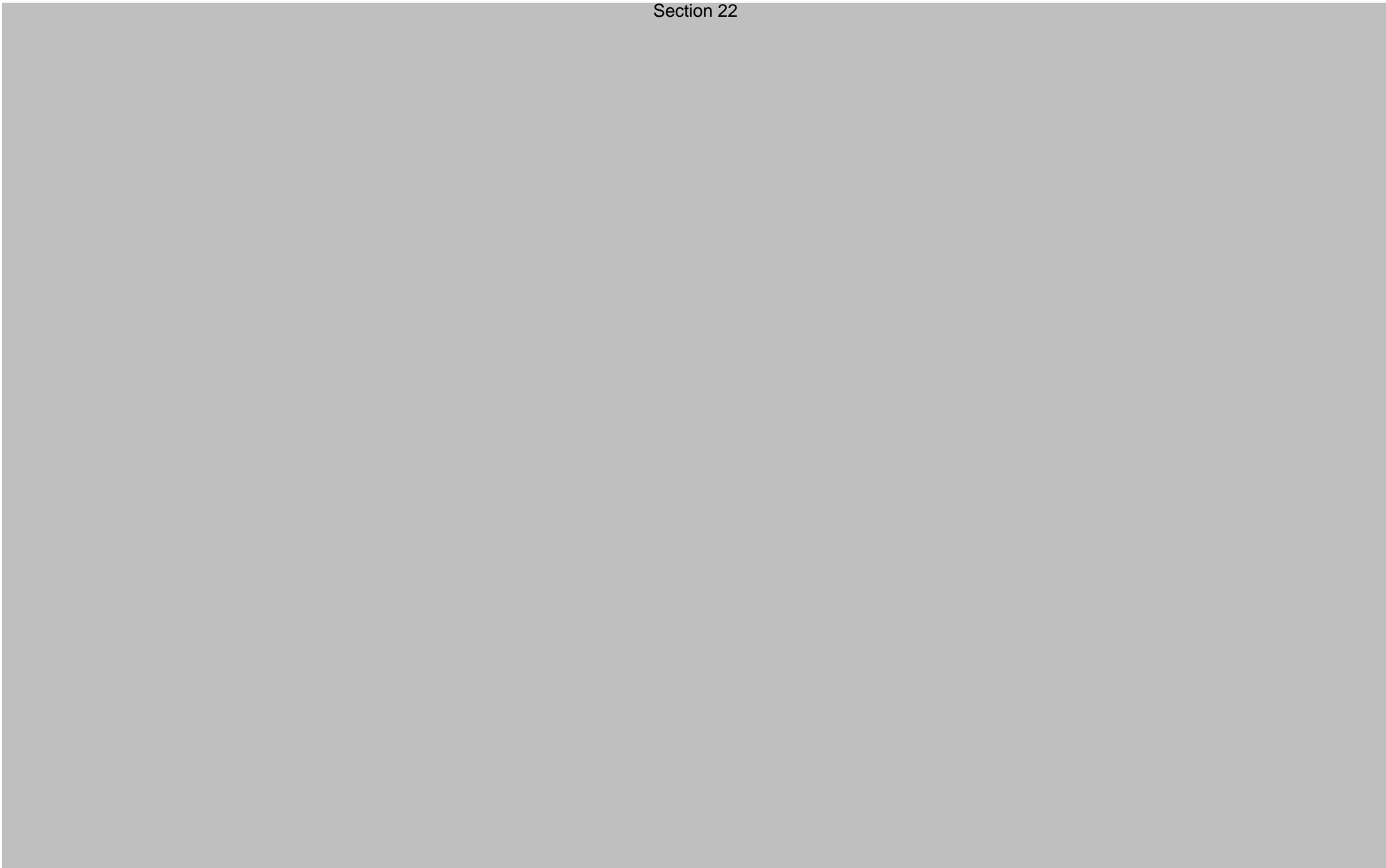
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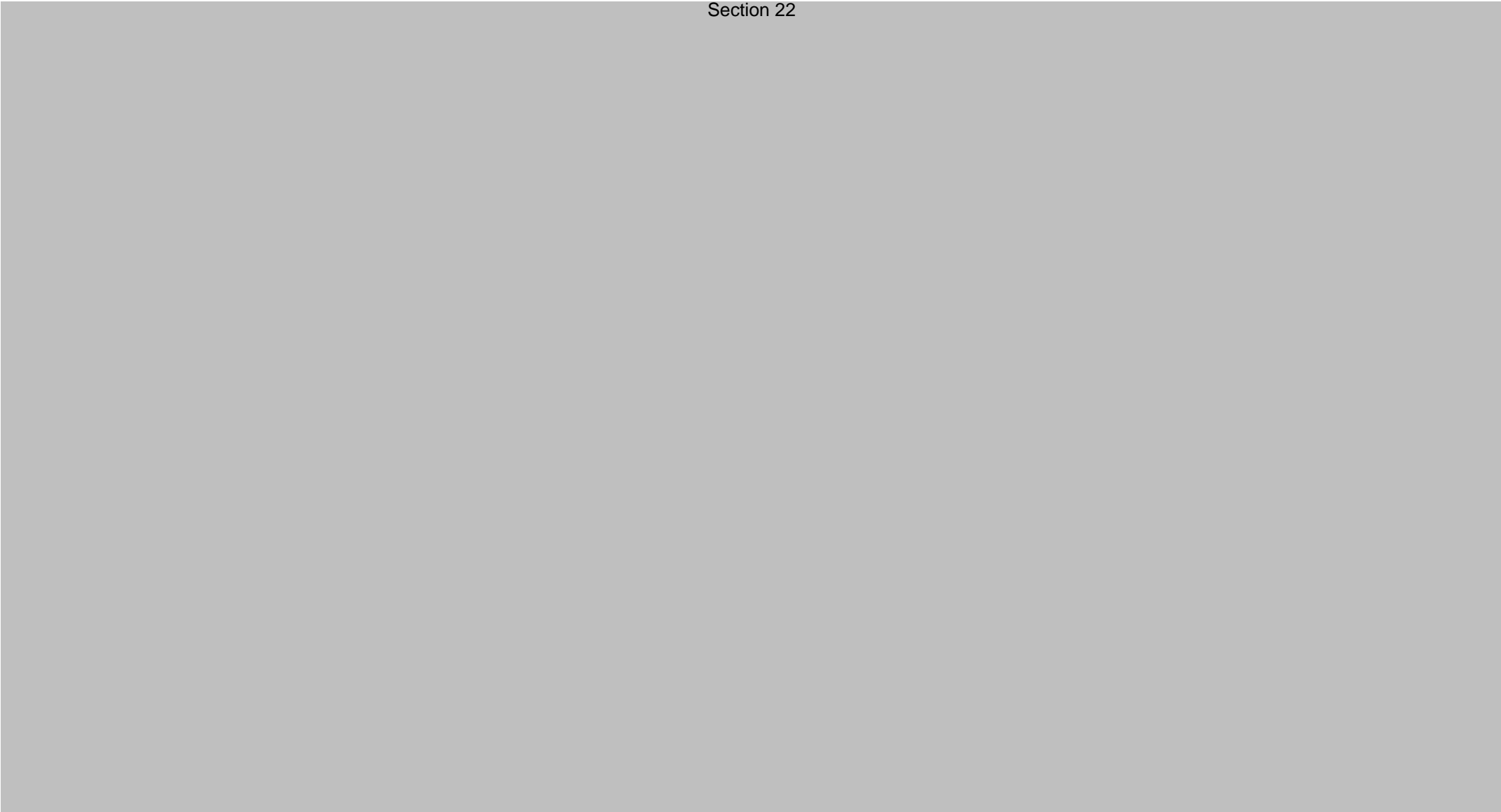


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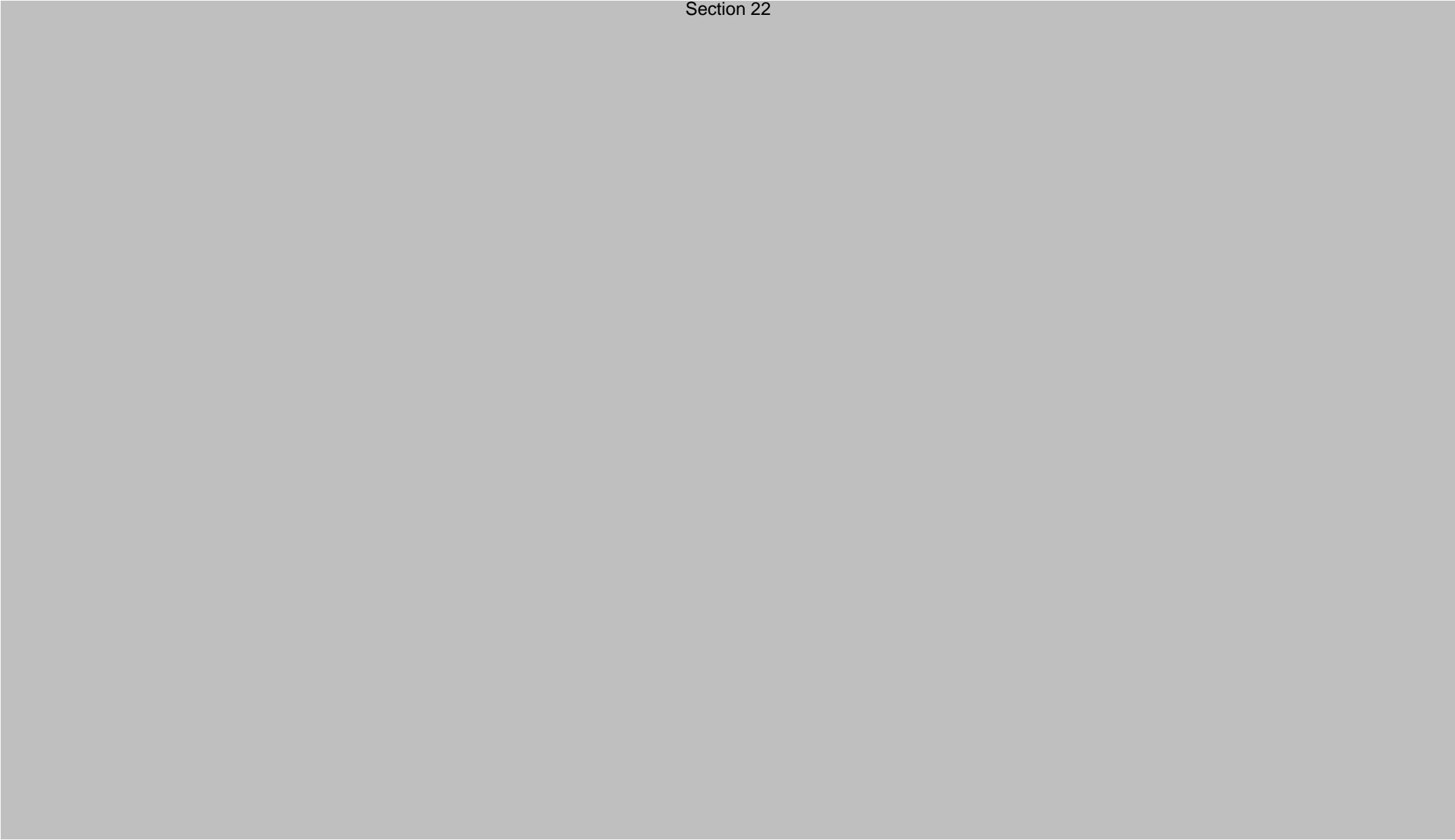


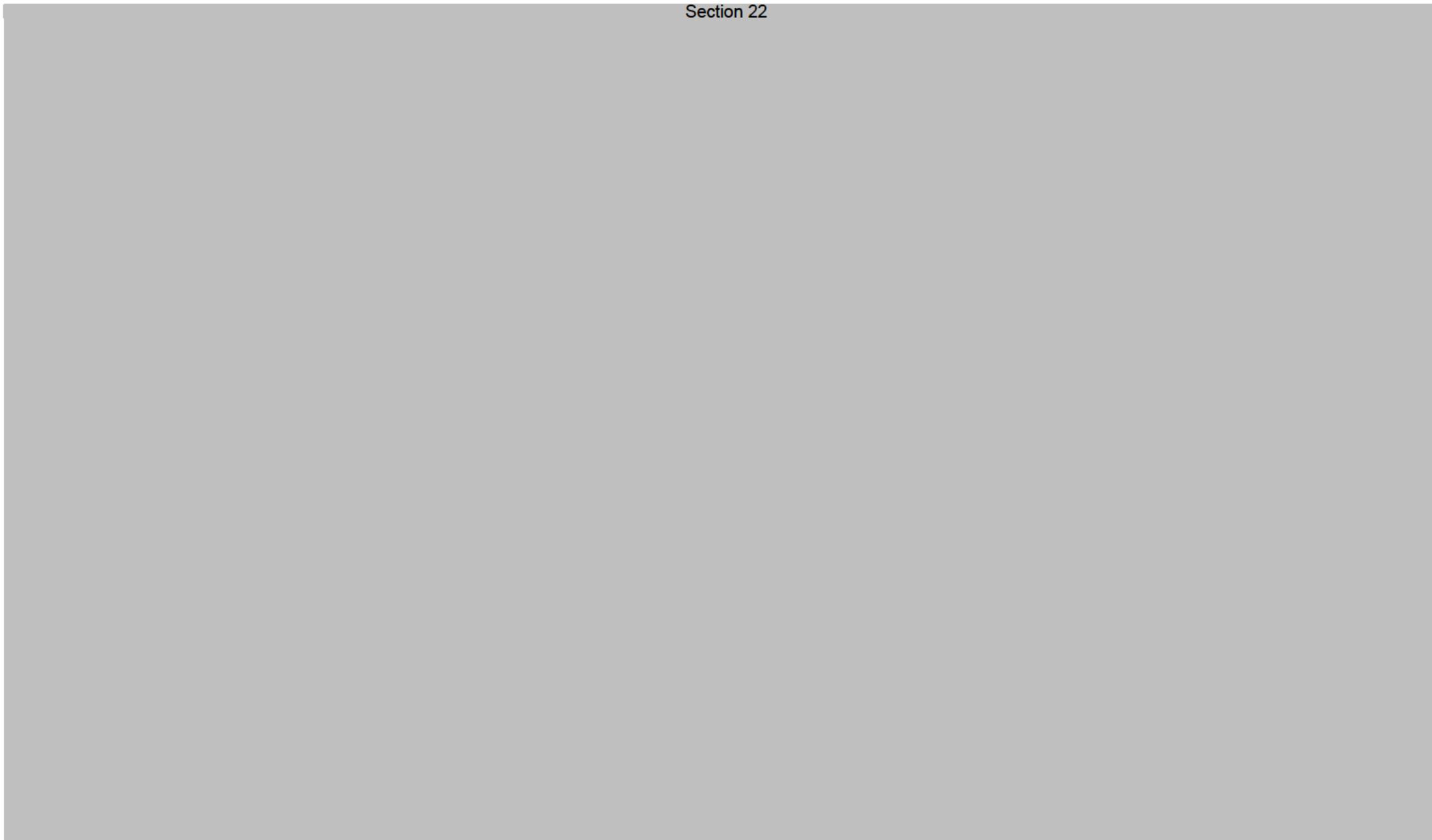
Project Listing

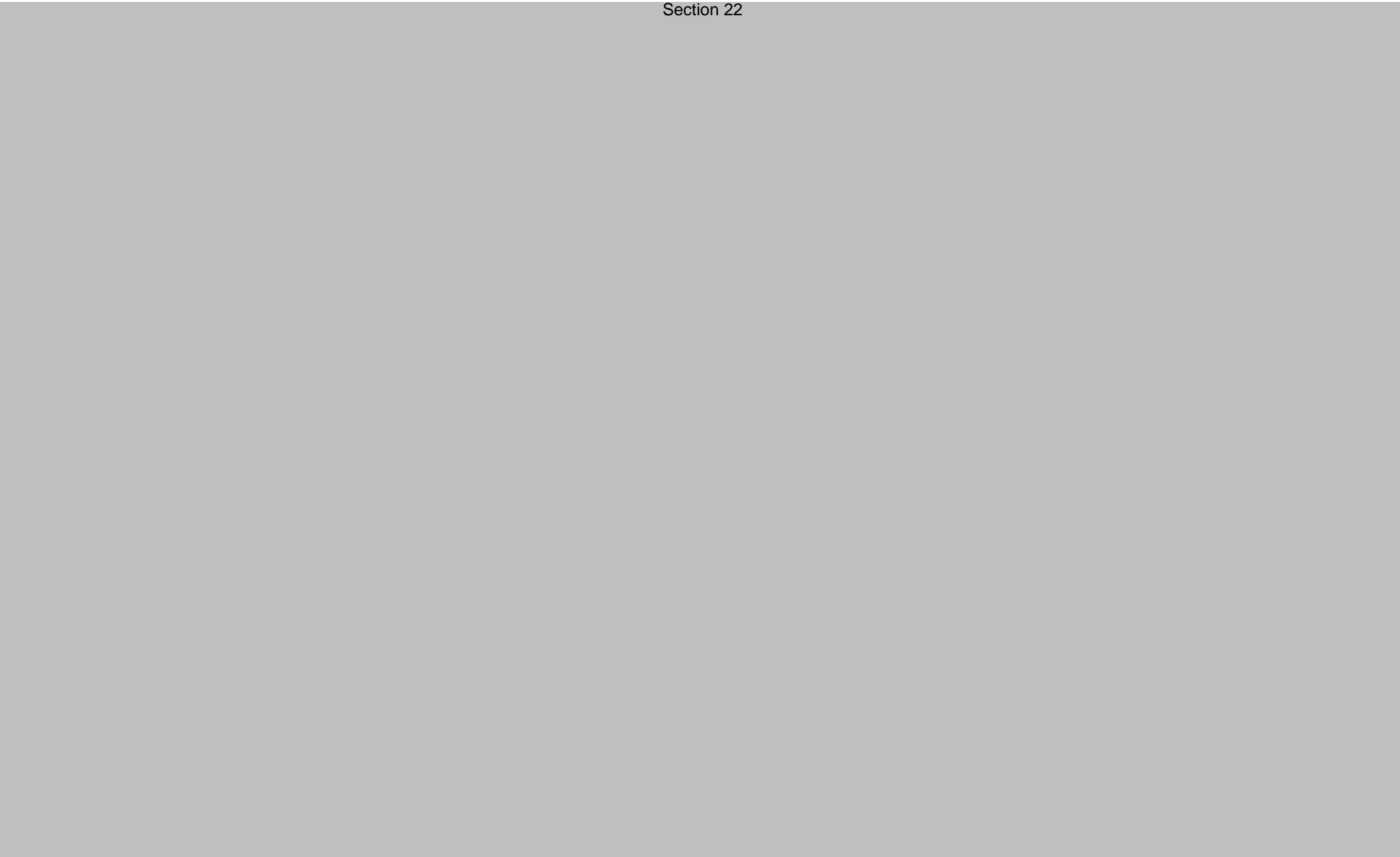
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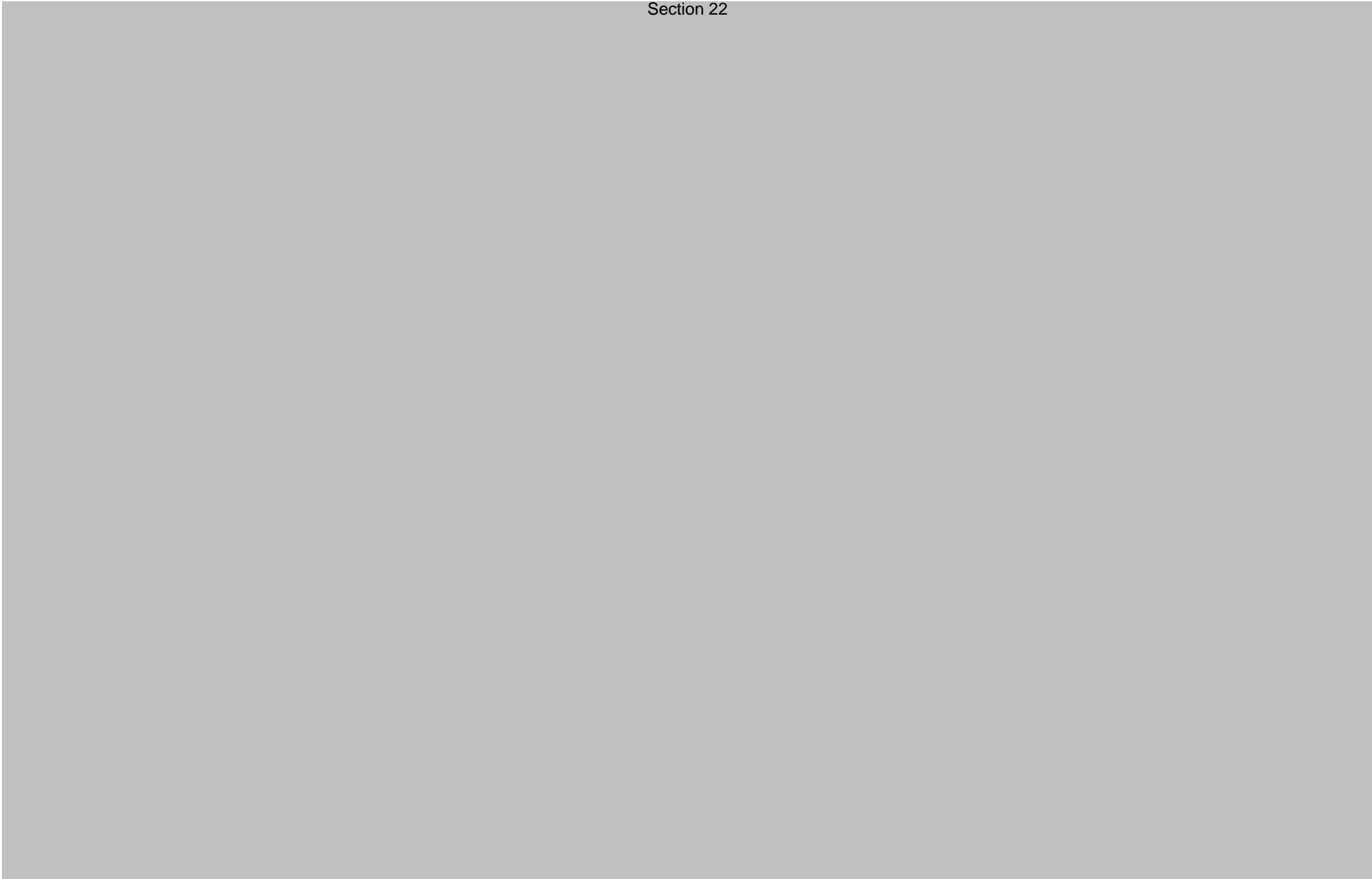
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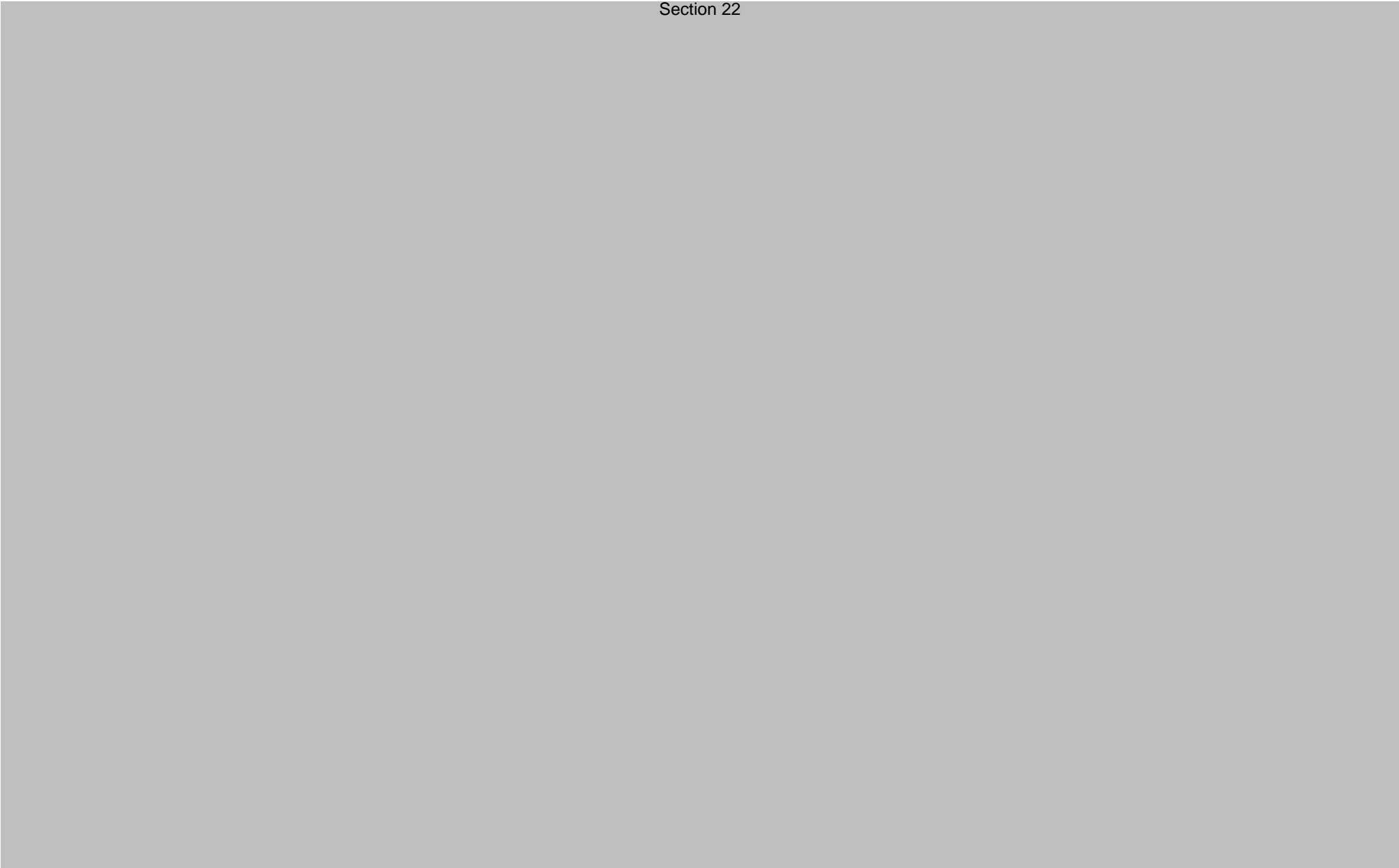




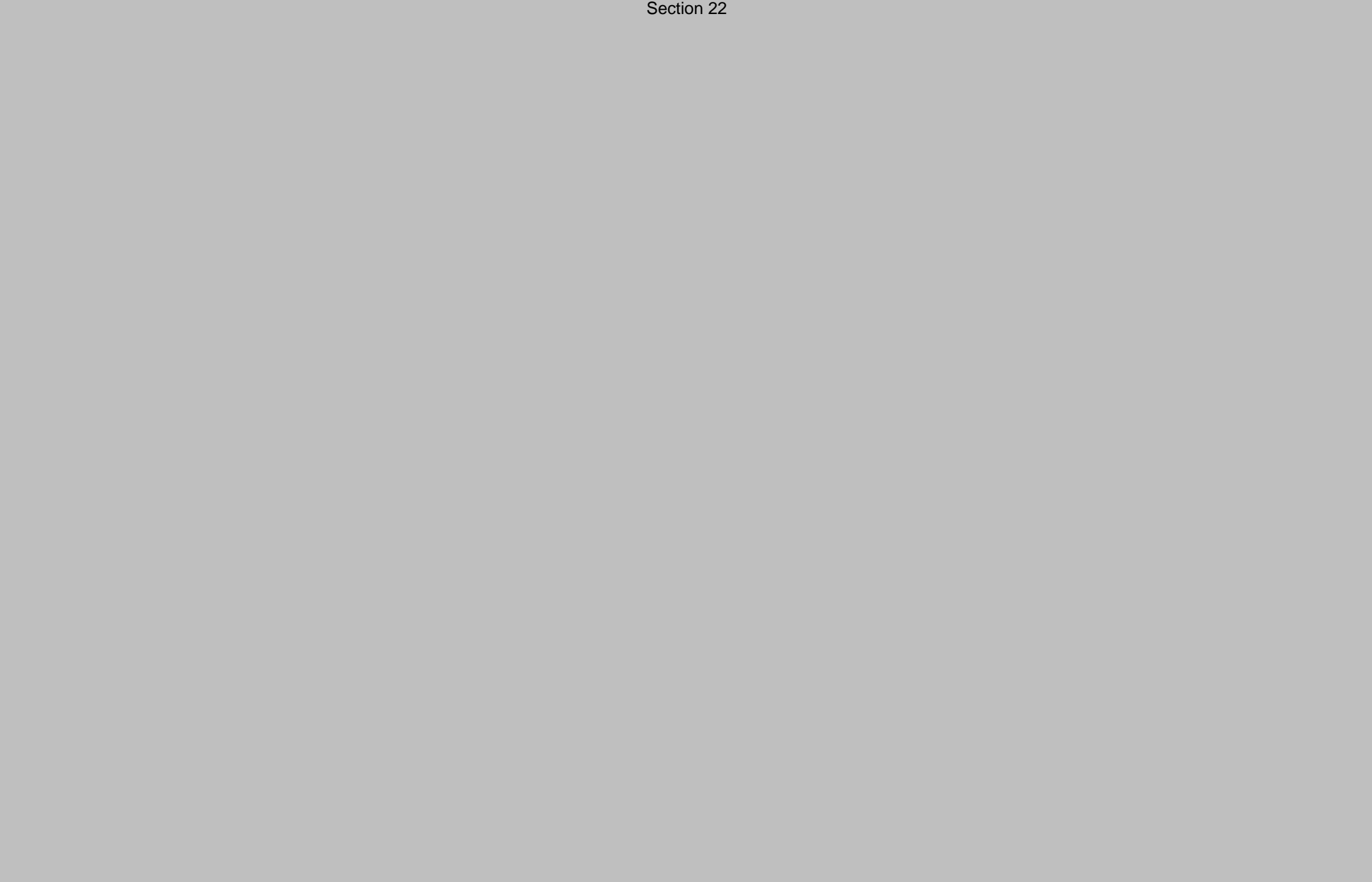
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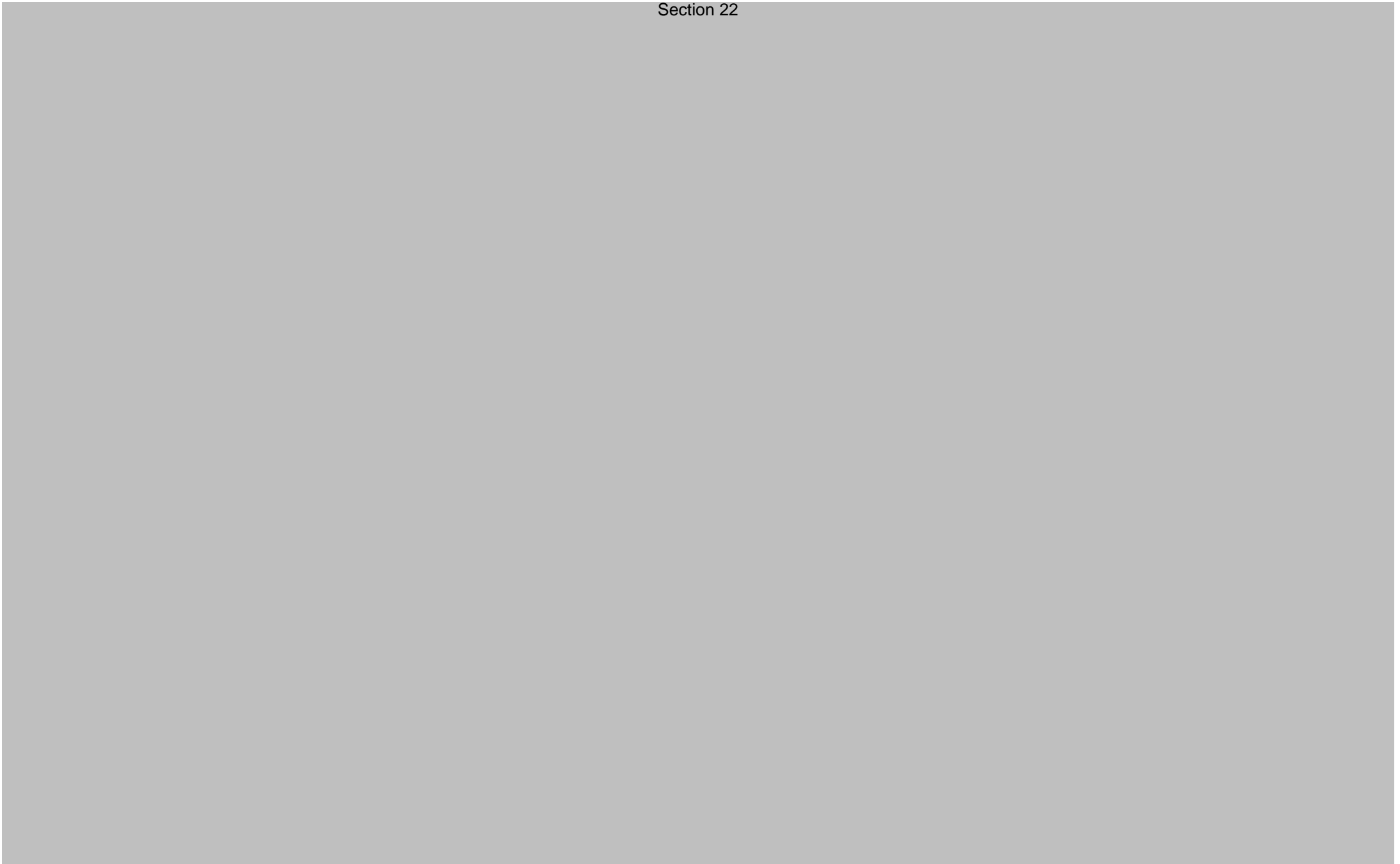


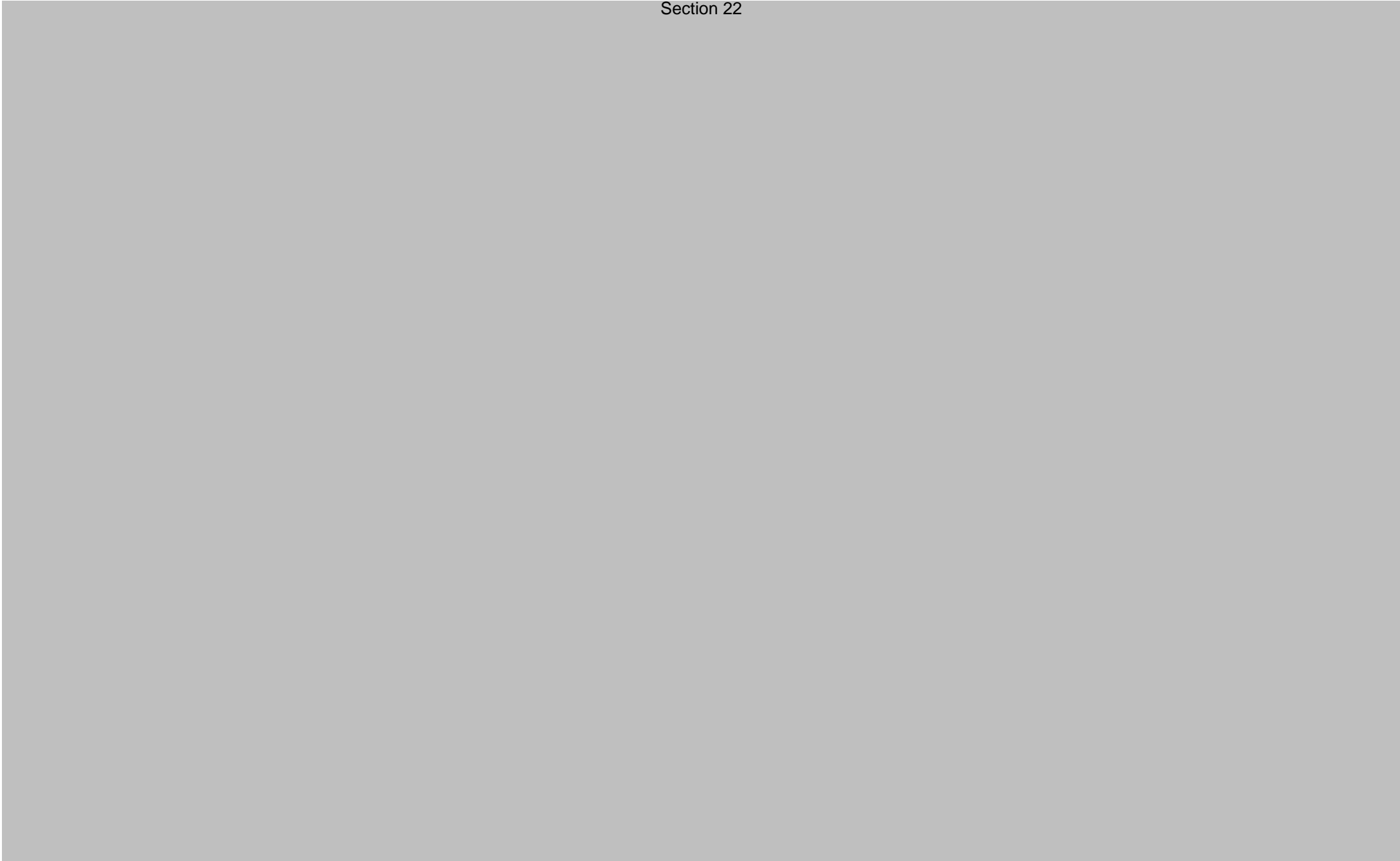
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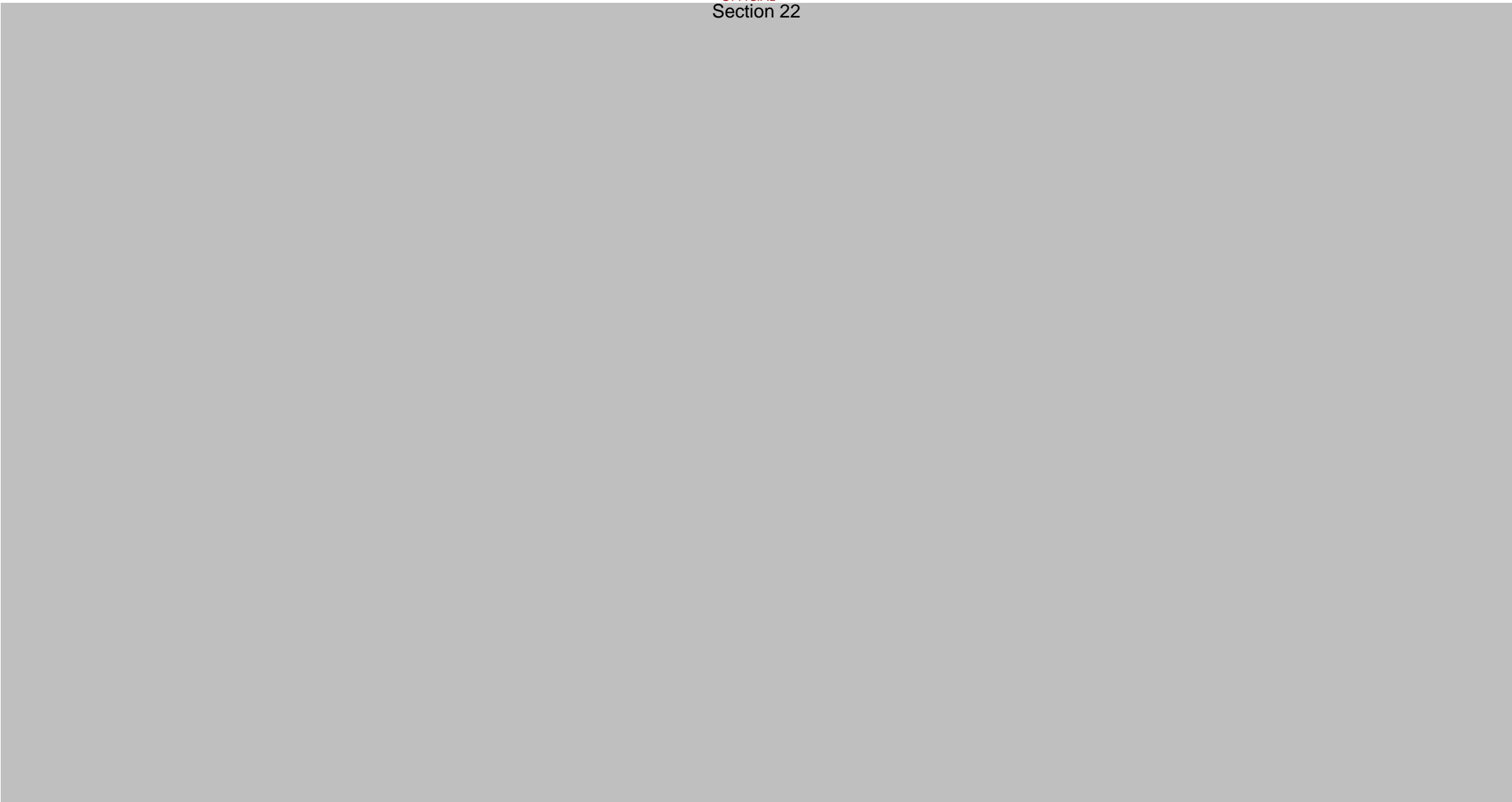
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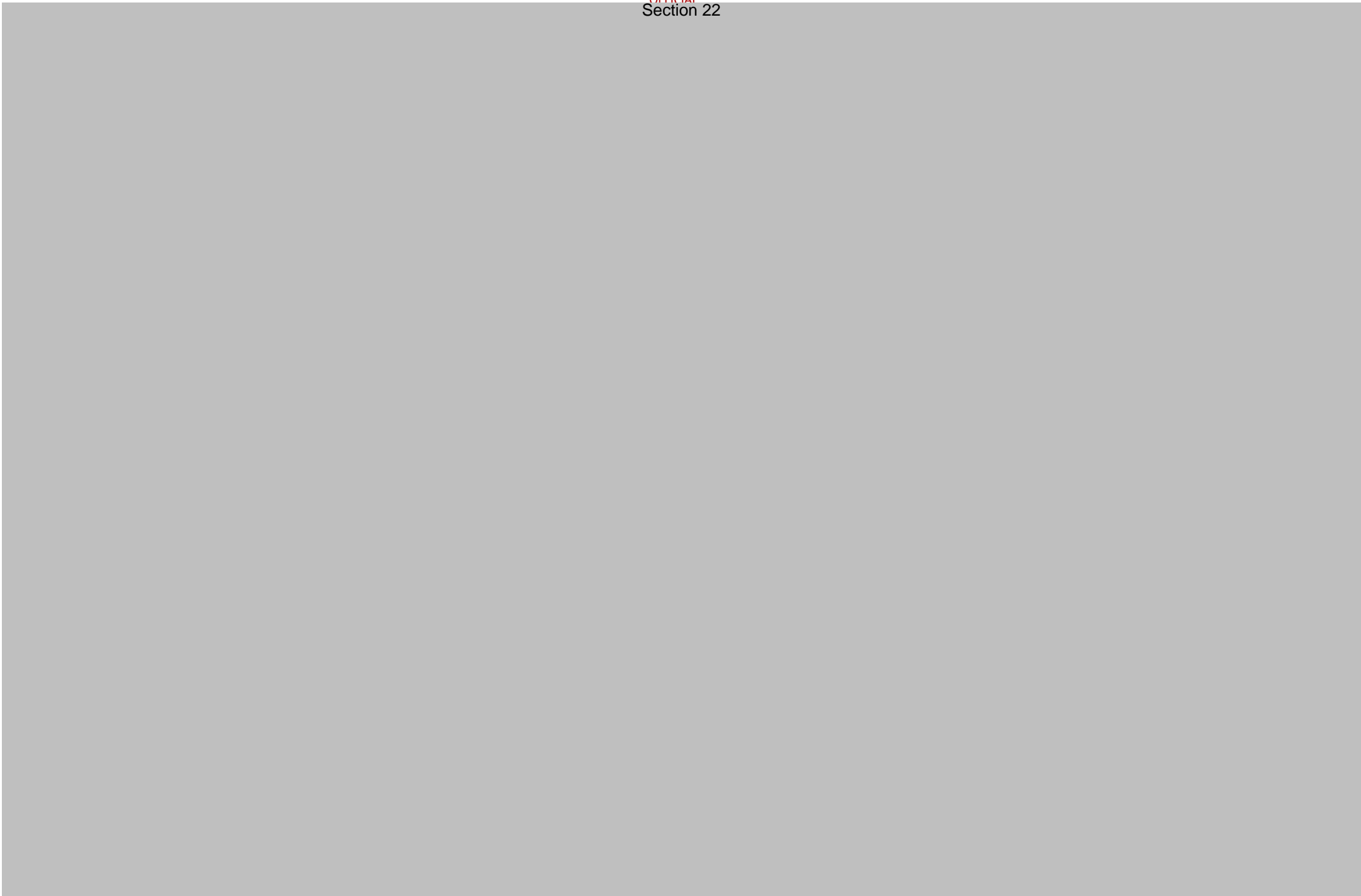


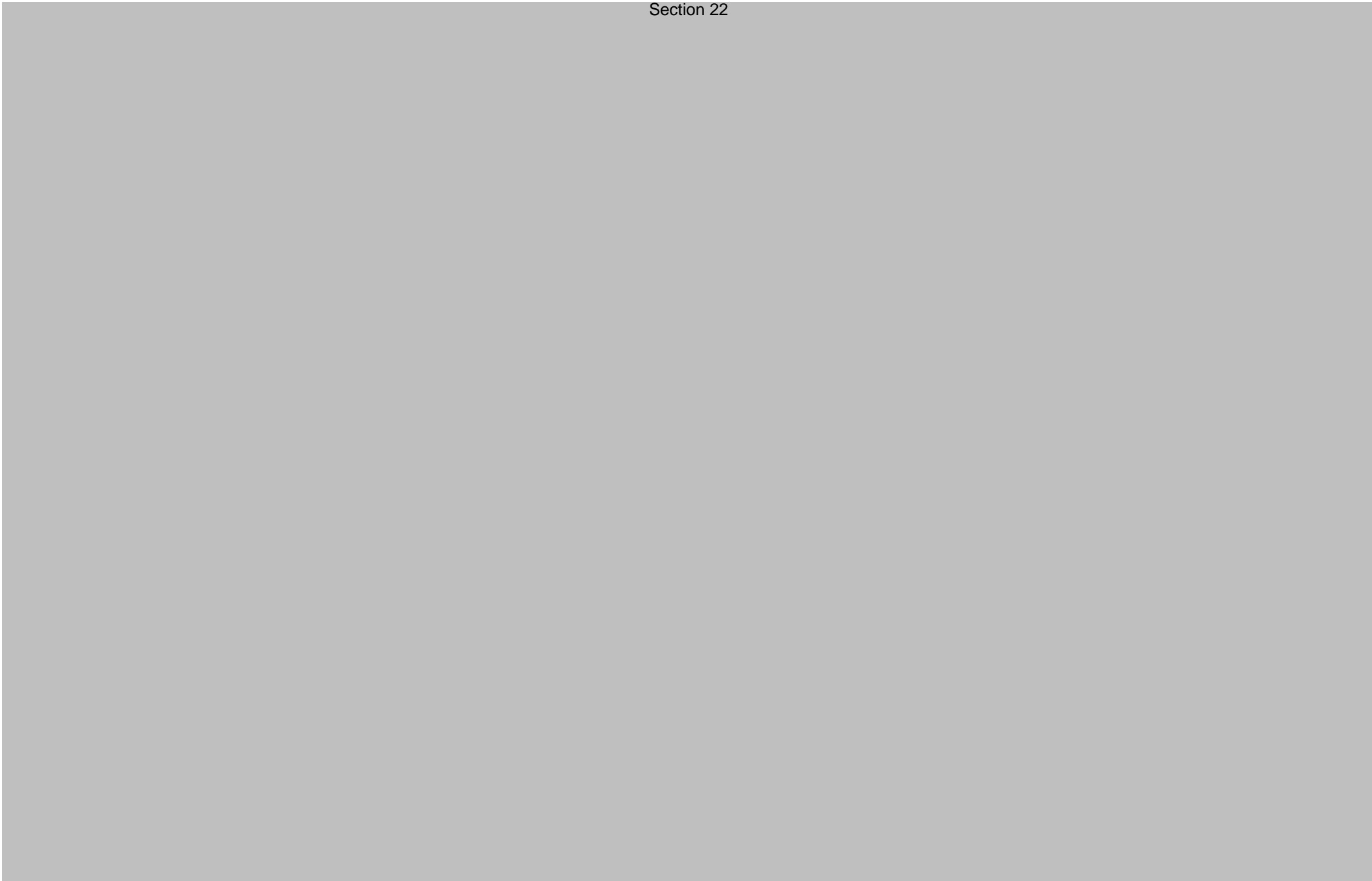


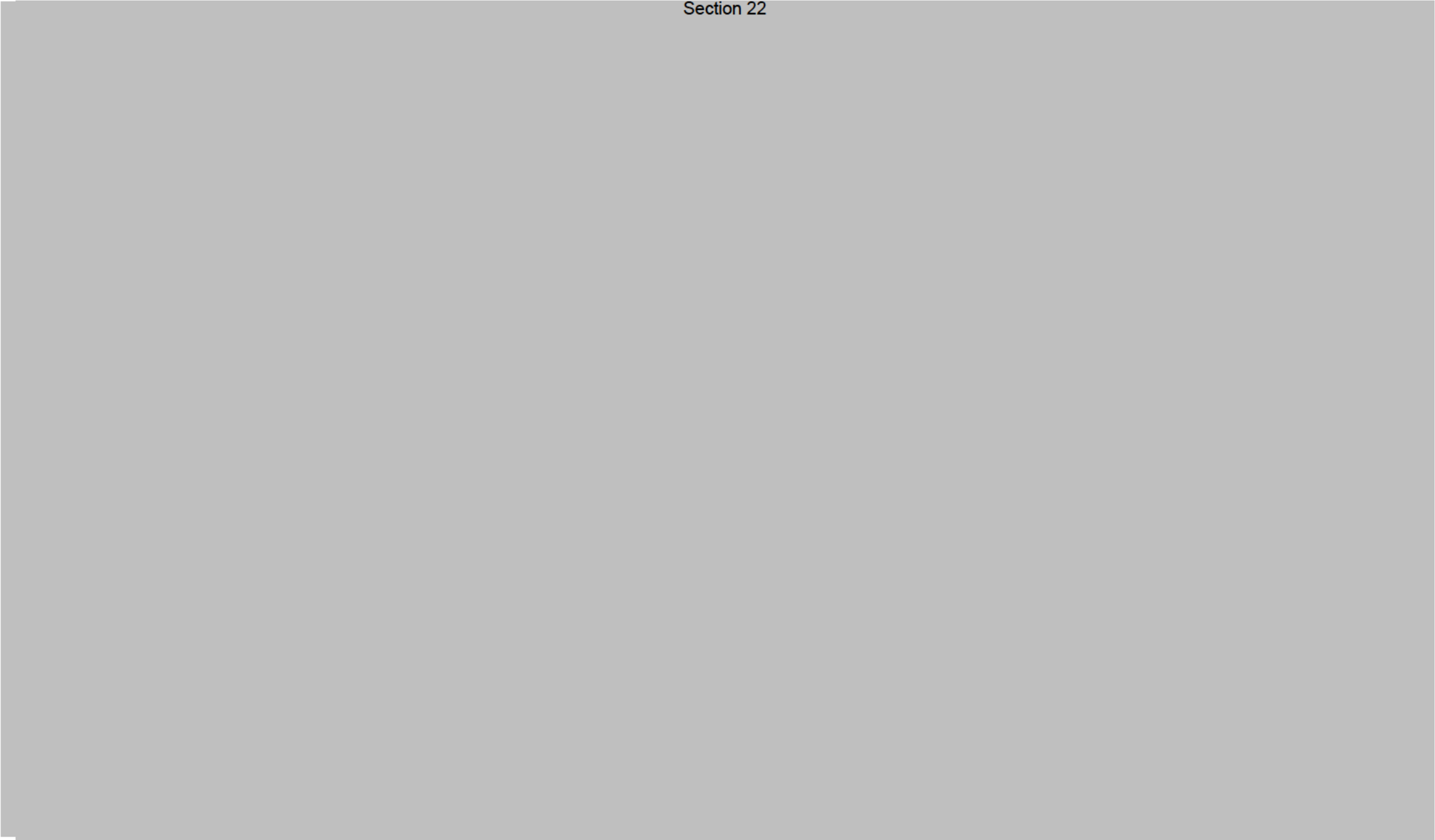


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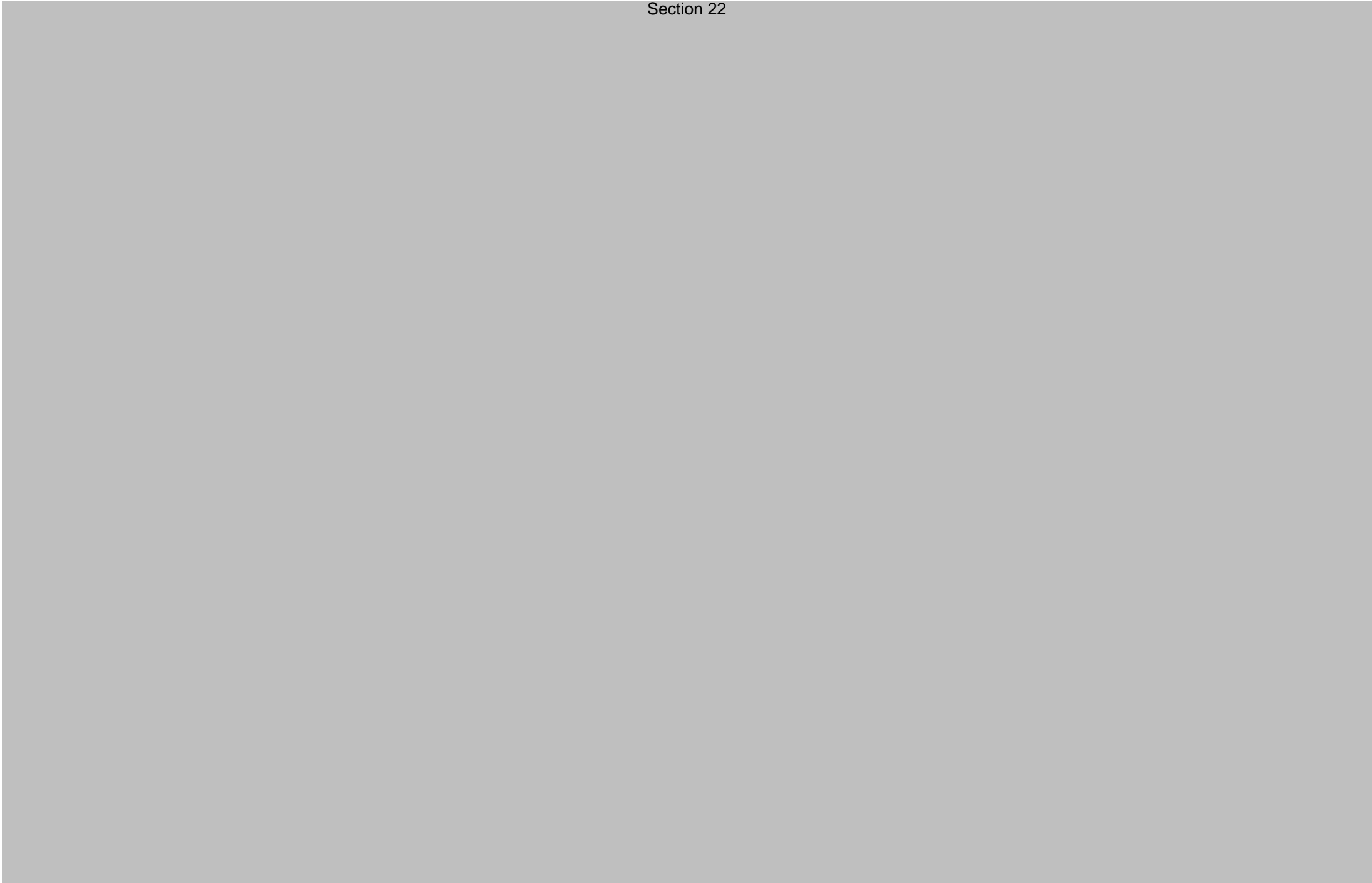




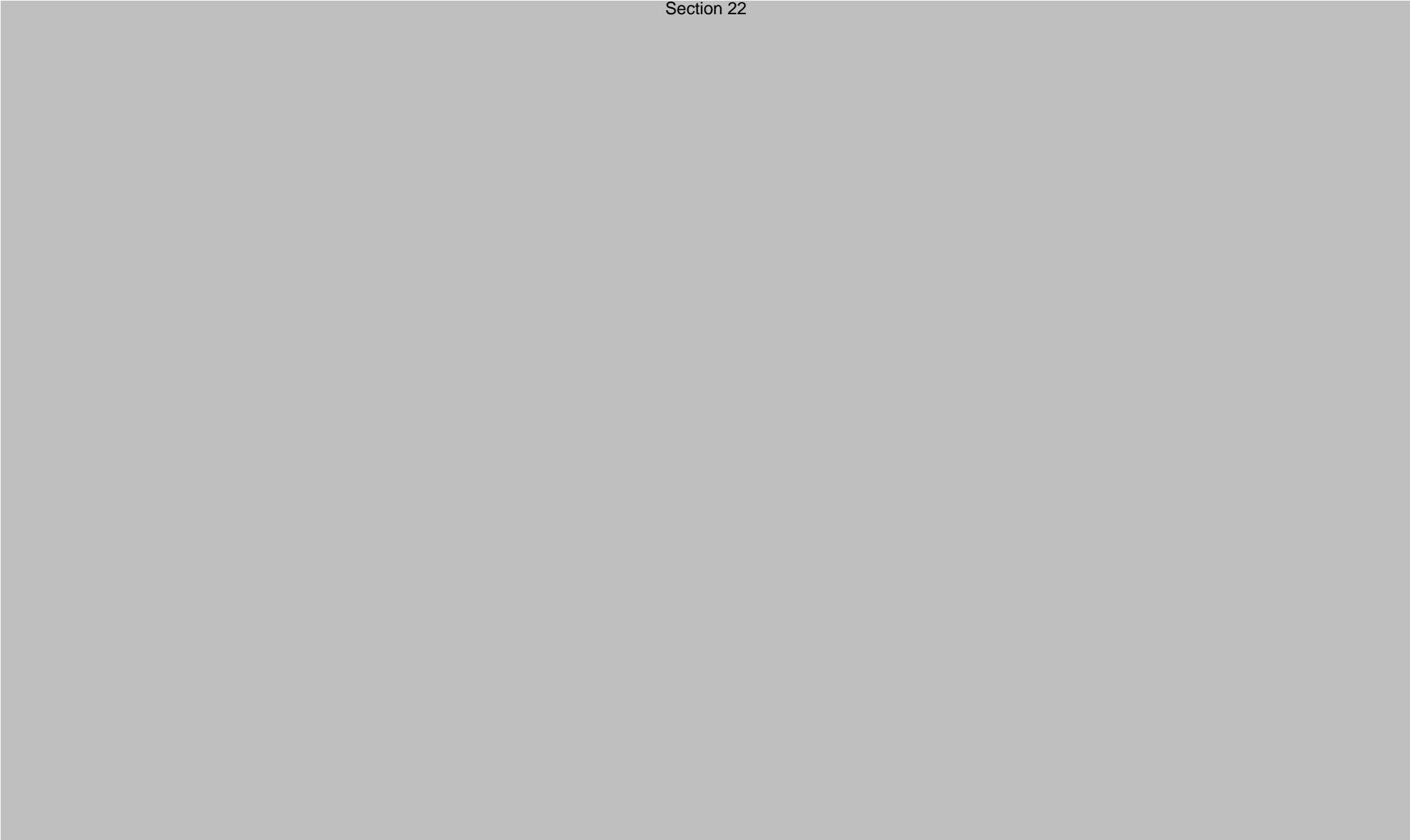




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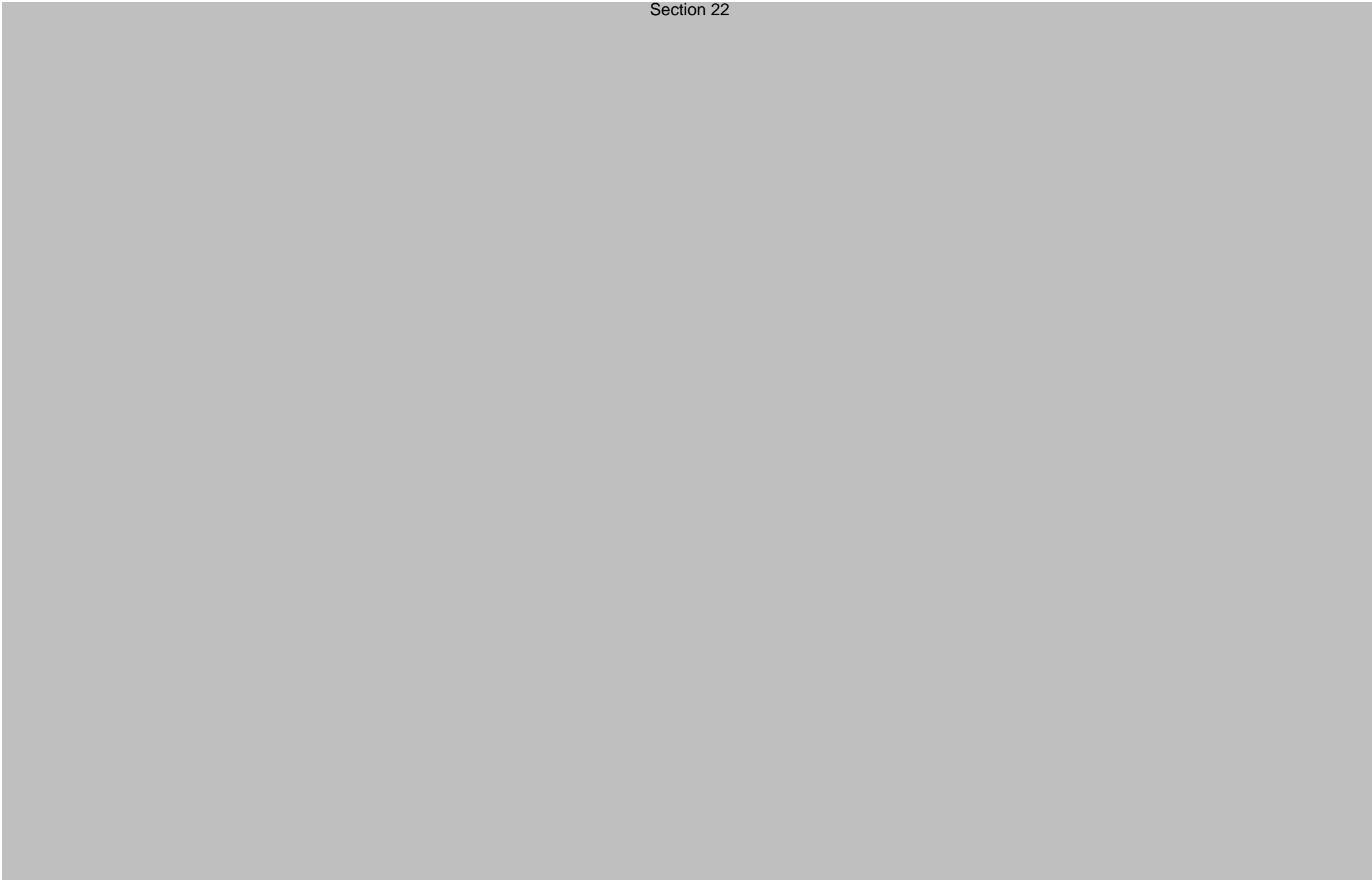


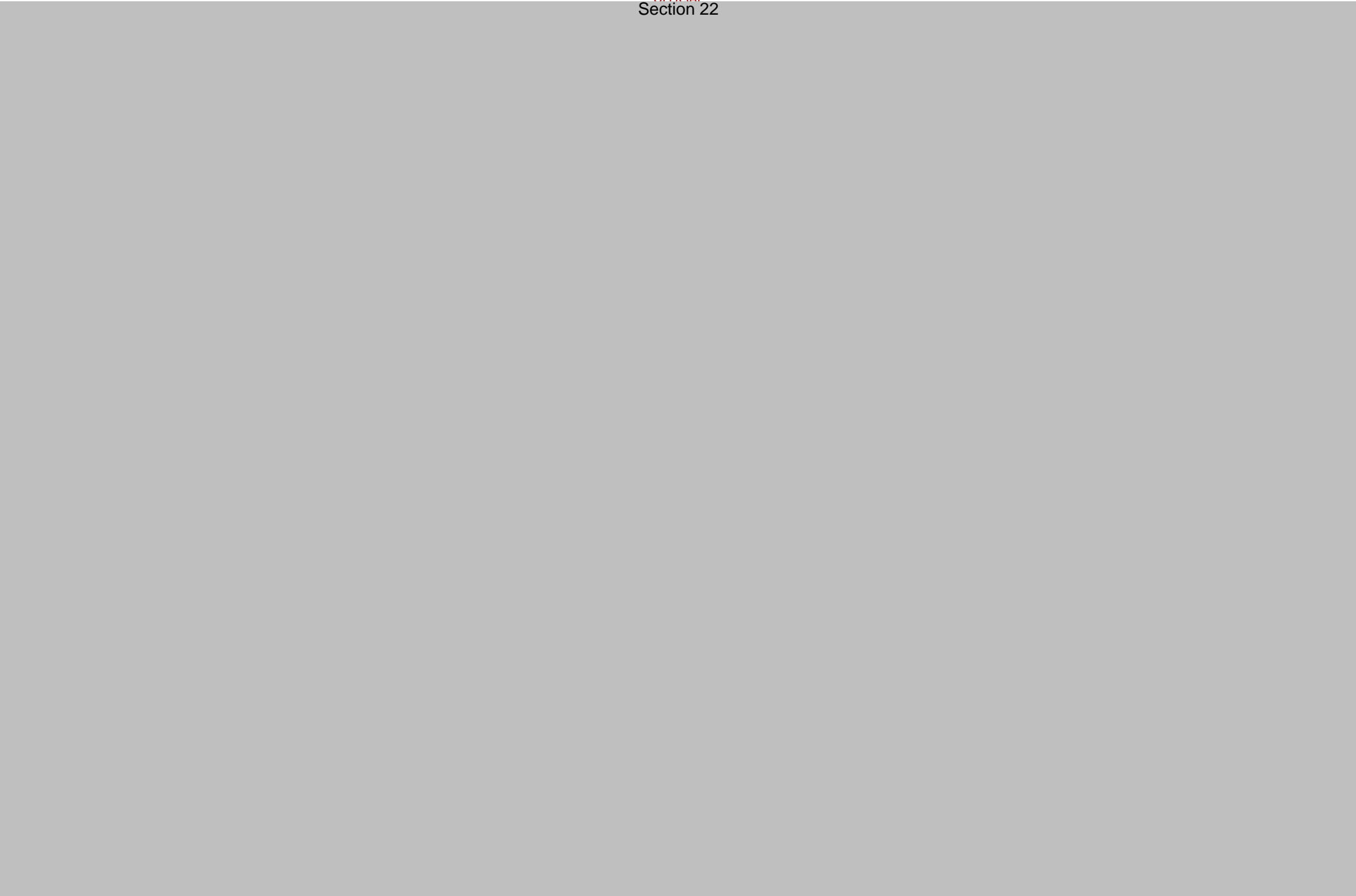
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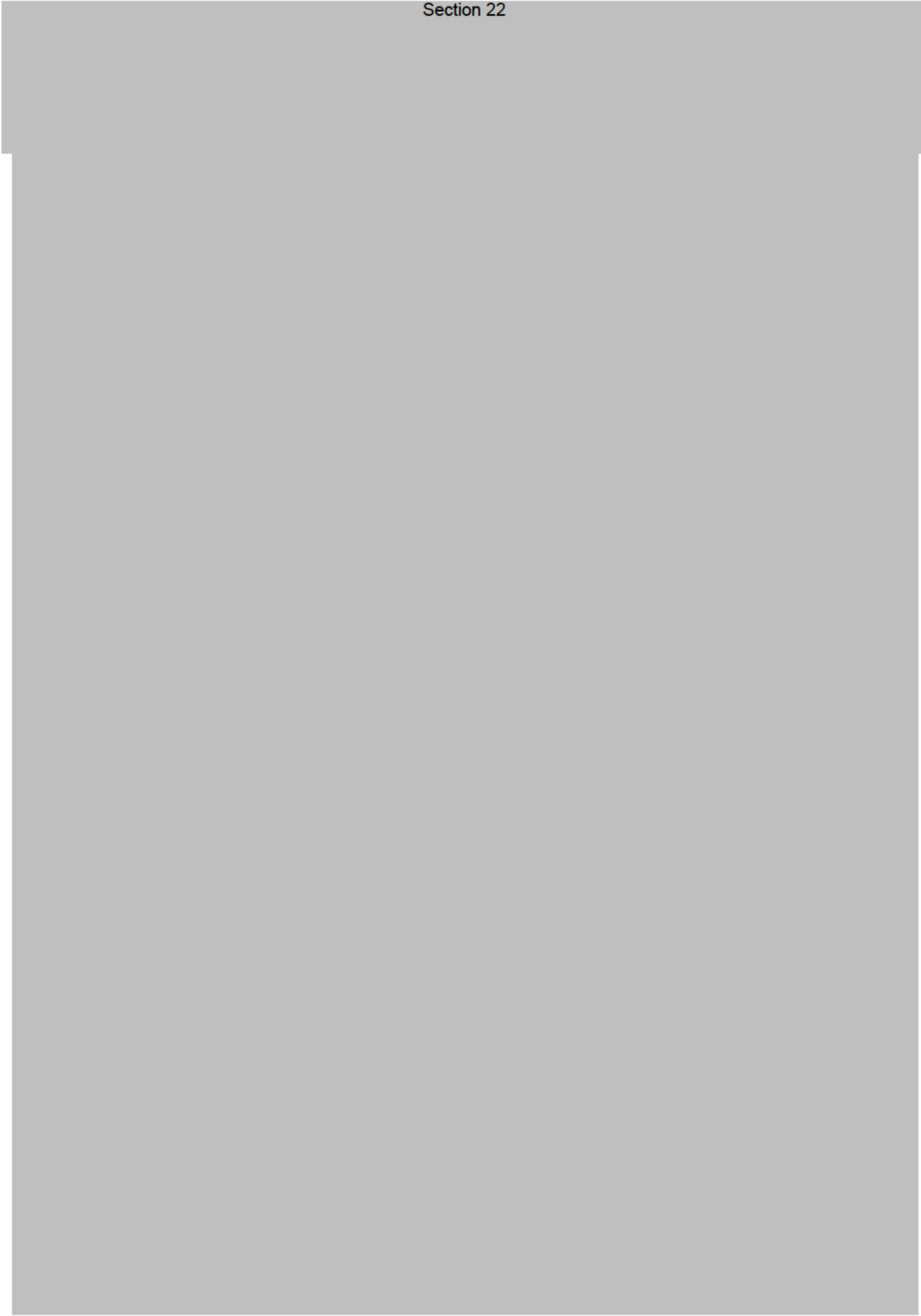
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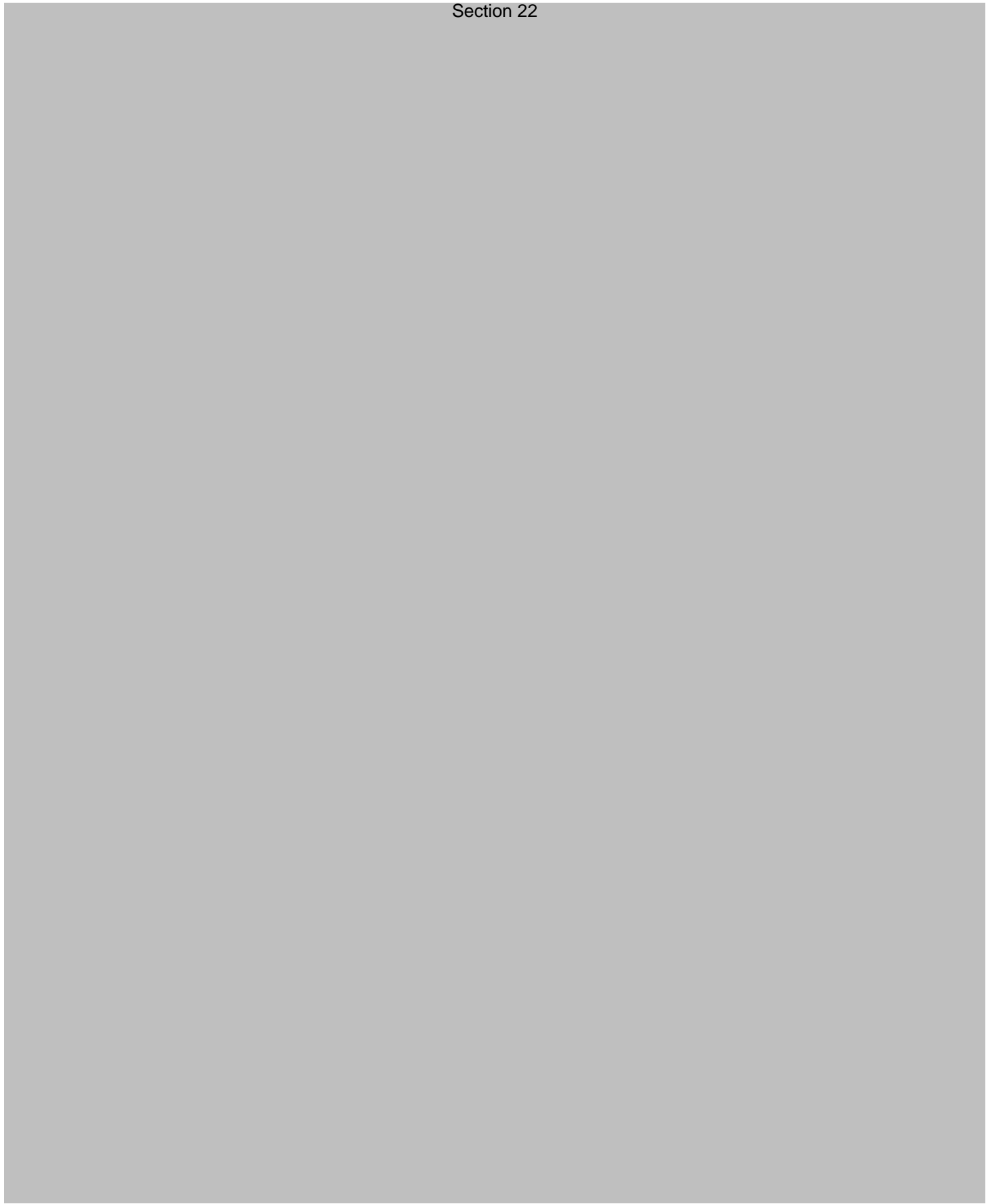












HIB08 – Cyber

Subject / Issue

Current state of Cyber, including the Commonwealth Cyber Security Uplift Plan MYEFO measure.

Key Points

- The 2023-2030 Australian Cyber Security Strategy: Commonwealth Cyber Security Uplift Plan was released by Government on 22 November 2023 and commits to a series of short, medium, and long-term actions to drive uplift of Commonwealth Government cyber maturity.
- The DTA received funding from the 2023-24 MYEFO of **\$2.6 million** over 2023-24 to 2026-27 (**\$0.5 million** for 2023-24) for the DTA’s coordination of the Commonwealth agency cyber security uplift in collaboration with the Department of Home Affairs and the Australian Public Service Commission.
 - This funding covers additional resources in various policy functions related to the Cyber Security Strategy.
 - The Strategy is intended to harmonise with the existing Australian Government Digital and ICT Investment Oversight Framework managed by the DTA (Actions 8 and 15 of the Strategy).
 - This ranges from
 - using the Australian Government Architecture so agencies understand the policy requirements prior to undertaking cyber investments,
 - staff from the DTA and Home Affairs working closely to assess the readiness of digital investments intended to strengthen the cyber maturity of entities before consideration by Cabinet, as well as delivery of maturity uplifts during project delivery,

- setting stronger IT security conditions and clauses in vendor contracts under government ICT procurement panels.
- In line with the Cyber Security Strategy, the DTA will embed Cyber Security considerations into the whole-of-government digital and ICT investment assessment approach. This will require agencies to proactively think about, design for, and manage delivery of cyber security at the very outset of the investment process.
- The DTA's functions relating to cyber security policy were moved to the Department of Home Affairs (Home Affairs) on 1 July 2023 as the central coordinating body for whole-of-government cyber security uplift.

These functions include:

- responsibility for the hardening government IT (HGIT) initiative, which includes the Cyber Hubs pilot and Gateway Policy (previously referred to as Secure Internet Gateway Policy)
- other cyber policy related functions, which includes the Hosting Certification Framework and the Secure Cloud Strategy.

Cyber Hubs

- In January 2023 the DTA conducted an Independent Evaluation of Cyber Hubs and Cyber Uplift along with significant costing analysis.
- The report noted that the services to be offered within expected Tranche 1 of the Cyber Hubs rollout would not be substantial enough to contribute to an immediate of significant Whole of Government cyber security uplift.
- The report also noted that client entities did not have a clear understanding of the roles and responsibilities of the Cyber Hubs program.
- The report recommended further exploration of either: an enhanced Cyber Hubs model; or Cyber uplift without Cyber Hubs, within a business case context to support government identify a preferred option.

- Considering this advice, Government decided to discontinue the Cyber Hubs pilot and instead progress interim steps to address immediate risks to ensure no degradation of cyber resilience due to ending the pilot.
- The final report was subsequently released publicly by Home Affairs in response to an FOI request. The DTA was not consulted as part of the FOI process. All questions relating to this FOI should be directed to Home Affairs.

Microsoft cyber breach

- On 19 January 2024, Microsoft admitted that numerous internal corporate email accounts were broken into but advised that attack was not the result of a vulnerability in Microsoft products or services.
- As the responsible agency for the whole-of-government arrangement for Microsoft products and services, the DTA is leading engagement with Microsoft to obtain more information regarding the breach.

Timeline

Date	Event
31 Jan 2023	Final report of the Independent Evaluation of Cyber Hubs and Cyber Uplift
27 Feb 2023	Government announced plans to appoint a National Coordinator for Cyber Security supported by a National Office of Cyber Security.
1 May 2023	Functional responsibility for cyber security policy related functions were transferred to Home Affairs.
24 Oct 2023	Microsoft committed \$5 billion for increased cyber defence for Australia against global online threats, including collaborating with the Australian Signals Directorate to improve joint capability to identify, prevent and respond to cyber threats, through the Cyber-Shield.
23 Nov 2023	Government publicly released the 2023–2030 Australian Cyber Security Strategy, which incorporates the Commonwealth Cyber Security Uplift Plan.
14 Dec 2023	Home Affairs released the Independent Evaluation of Cyber Hubs and Cyber Uplift final report as their response to an FOI request that was lodged with the Department of Finance on 9 October 2023.
19 Jan 2024	Microsoft admitted a cybercriminal group broke into a number of Microsoft corporate email accounts between November 2023 and January 2024.

Date	Event
23 Jan 2024	The DTA sent a letter to Microsoft seeking confirmation that no Australian Government account we impacted by the data breach. A response was due 30 January 2024.

Background

Microsoft Cyber Breach:

Microsoft admitted on 19 January 2024, that a Moscow-backed cybercriminal group broke into "a very small percentage of Microsoft corporate email accounts" and stole internal messages and files. The email accounts included those belonging to the leadership team, cybersecurity and legal employees, and others. Microsoft said the "attack was not the result of a vulnerability in Microsoft products or services" but advised that it is acting immediately to apply their current security standards to Microsoft-owned legacy systems and internal business processes. The Russian group is reported to have been snooping through email accounts looking for information about themselves. Microsoft notes, "there is no evidence that the threat actor had any access to customer environments, production systems, source code, or AI systems."

Cyber Hubs:

The Hardening Government IT (HGIT) initiative was established under Australia's Cyber Security Strategy 2020 to strengthen the defence of government networks. The initiative focused on cyber resilience and ensuring confidence in the safety of government data. The initiative included the Cyber Hubs pilot, which established Cyber Hubs in the Department of Defence, Home Affairs, Services Australia, and the Australian Taxation Office and provided oversight of cross-government governance arrangements. A Cyber Hub is a centralised provider of cyber security services to other government entities. The DTA led the Cyber Hubs pilot from 1 July 2021 to 1 May 2023, informed by advice from ASD. Oversight moved to Home Affairs and was subsequently ended that month as part of the Home Affairs *Cyber Security – additional funding* measure in Budget 2023-2024.

Supporting Information

Questions on Notice

No QoNs asked

Freedom of Information (FOI) Requests

An FOI request was lodged with the Department of Finance on 9 October 2023 seeking access to “documents relating to any kind of review that the Department of Finance led, conducted or requested into the ‘Cyber Hubs’ project”, and any documents associated with the decision to end the Cyber Hubs project.

The Department of Finance referred the FOI request to Home Affairs on 13 October 2023. Home Affairs released on 14 December 2023 the Independent Evaluation of Cyber Hubs and Cyber Uplift final report as their FOI response. The DTA was not consulted as a part of this FOI request or subsequent release.

Recent Ministerial Comments

Nil

Relevant Media Reporting

- Various outlets covered the release of the Australian Cyber Security Strategy at the end of November 2023 (for example <https://www.themandarin.com.au/235128-strategy-to-set-australia-up-as-most-cyber-secure-nation-by-2030/>).
- There was some reporting on the closure of the Cyber Hubs program in May 2023 (for example <https://www.innovationaus.com/80m-government-cyber-hubs-pilot-axed/>).
- The cyber attack on Microsoft’s internal email servers has been covered by various outlets in the last few days (for example <https://www.abc.net.au/news/2024-01-20/microsoft-russian-hackers-state-backed-emails-senior-employees/103371552>).

HIB09 – SAP and ERP

Subject / Issue

Details regarding arrangements with SAP and Enterprise Resource Planning (ERP) category establishment.

Key Facts and Figures

- There are **26** agencies across Government that use the current SAP arrangement.
- As of 31 December, the total spend under the SAP arrangement is **\$985.78m**
- The SAP arrangement which originally expired on 28 September 2021 has exhausted all extension options. However, the Head Agreement allows for a negotiated variance for further extension should they be required.

Key Points

SAP arrangement

- The DTA and SAP Australia are currently in pre-negotiations for a new whole-of-government arrangement (SAP arrangement) to allow for continuity of services, including maintenance and support.
 - *Due to ongoing pre-negotiations the DTA cannot provide any update on the progress of the new agreement.*
- The current SAP arrangement expires on 28 June 2024. It was established in 2017 following a Cabinet decision to expand the use of ICT coordinated procurements.
- There have been 4 extensions to the agreement since its inception:
 - Extension 1 (executed 10 June 2021) for 12 months to 28 Sept 2022
 - Extension 2 (executed 28 Sept 2022) for 9 months to 28 June 2023
 - Extension 3 (executed 28 June 2023) for 6 months to 31 Dec 2023
 - Extension 4 (executed 21 Dec 2023) for 6 months to 28 June 2024

SAP bribery charges

- On 10 January 2024, the United States Securities and Exchange Commission (SEC) and the United States Department of Justice (DOJ) announced charges against wholly owned subsidiaries of SAP (SAP South Africa, SAP Africa, SAP Indonesia and SAP Azerbaijan). On the same day SAP resolved negotiations by agreeing to settle. The charges were:
 - conspiracy to violate the anti-bribery and books and records provisions of the Foreign Corrupt Practices Act-US (FCPA) relating to its scheme to pay bribes to South African officials, and
 - conspiracy to violate the anti-bribery provision of the FCPA for its scheme to pay bribes to Indonesian officials.
- SAP agreed to pay:
 - monetary sanctions of nearly **US \$100 million** in disgorgement and prejudgment interest to settle the SEC's charges
 - **US \$118.8 million** criminal fine to the DOJ and to a forfeiture of approximately **US \$103 million**, of which **US \$85 million** will be satisfied by the company's payment of disgorgement pursuant to the SEC's order
- On 12 January 2024, SAP subsidiaries (South Africa, Africa, Indonesia and Azerbaijan) received media attention for bribery charges (outside of Australia).
- On 12 January 2024, immediately following media reports of global bribery investigations, the DTA CEO wrote to SAP President and Managing Director (Australia and NZ) to seek assurance and advice on controls in place to prevent incidents involving SAP Australia.
- The DTA is currently reviewing the information provided by SAP in the response of 25 January 2024.
- The DTA has protections across all whole-of-government arrangements, including the SAP Head Agreement, for the disclosure to the Commonwealth of

relevant litigation, arbitration, mediation, cover confidentiality and ethical behaviour.

- While there are provisions in the arrangement to terminate for this kind of breach, any termination of the SAP arrangement would require careful consideration. This is due to key administrative arrangements in Commonwealth Agencies. Careful and thorough analysis of risks would need to be conducted, including but not limited to, transition costs and gaps in mission critical systems.

ERP Category establishment

- The DTA is responsible for standing up a new ERP category under the Software Marketplace. The project is currently underway and is supported by two Requests for Information (RFI) and an upcoming Request for Tender (RFT).
- As part of the project the DTA has released two Request for Information (RFI) for the purposes of engaging ERP suppliers to test the market and to establish an ERP category.
- The first RFI was released on 29 November 2023 and aims to establish a Market Research Directory (directory) to support agencies in their early research on ERP products and service solutions. The RFI closed on 24 December 2024 receiving a total of 42 responses.
 - The DTA re-released this RFI (Market Research Directory) on 31 January 2024 to allow for any ERP providers who may have missed responding during the initial release dates.
- A second RFI was released on 6 December 2023 to engage with industry seeking feedback on the draft Approach to Market tender documentation (draft Head Agreement, Statement of Requirement, Category Terms, and application process information pack).
 - This RFI closed at 3.00pm on 24 January 2024.

- Once feedback has been incorporated into the tender documents, the DTA will conduct an open tender (RFT). This is scheduled to be published in late February/early March 2024, and will establish the ERP category on the DTA’s Software Marketplace.
- Once established, the new category is expected to be released through BuyICT.gov.au in early July 2024.
- The ERP category will be mandatory for use by Non-corporate Commonwealth Entities.

Timeline

Date	Event
6 Nov 2023	SAP whole-of-government contract extended The current SAP arrangement was extended for a further 6 months to 28 June 2024.
29 Nov 2023	Request for Information 1– ERP Market Research RFI released through AusTender inviting companies to register for a market research contact directory for Enterprise Resource Planning providers. This RFI closed on 24/12/2023.
06 Dec 2023	Request for Information 2 – RFT document pack RFI released through AusTender on draft document pack for establishment of ERP Category 3 on Software Marketplace, closing 24/01/2024
10 Jan 2024	Bribery charges brought against wholly owned subsidiaries of SAP. Negotiations resolved the same day, with SAP agreeing to settle.
12 Jan 2024	The DTA CEO wrote to SAP Australia Seeking assurance and advice on controls in place to prevent incidents involving SAP Australia

Supporting Information

Questions on Notice

No QoNs asked.

Freedom of Information (FOI) Requests

Nil

Recent Ministerial Comments

Nil

Relevant Media Reporting

Multiple media outlets have reported on the SAP bribery charges including:

- Department of Justice Office of Public Affairs – ‘SAP to pay over \$220m to resolve foreign bribery investigations - [Office of Public Affairs | SAP to Pay Over \\$220M to Resolve Foreign Bribery Investigations | United States Department of Justice](#)
- US Securities and Exchange Commission – ‘SEC charges global software company SAP for FCPA violations’ - <https://www.sec.gov/news/press-release/2024-4>
- BBC – ‘Software firm SAP to pay \$220m over bribery charges’ - [Software firm SAP to pay \\$220m over bribery charges - BBC News](#)
- The Wall Street Journal – ‘SAP to pay more than \$220 Million to end bribery probes – <https://www.wsj.com/articles/sap-to-pay-98-million-to-sec-to-settle-bribery-charges-f1f7cc82>
- Reuters – ‘SAP to pay \$222 million to settle US bribery charges’ - <https://www.reuters.com/technology/sap-pay-more-than-220-mln-settle-us-bribery-charges-2024-01-10/>
- Smaller outlets have been excluded from this list

Media reporting on the ERP panel has focussed on the end of GovERP:

- CRN Australia – ‘Digital Transformation Agency tests market for ERP solutions’ - <https://www.crn.com.au/news/digital-transformation-agency-tests-market-for-erp-solutions-603223>
- InnovationAus – ‘Gallagher pulls back ‘naïve’ \$344m GovERP project’ - <https://www.innovationaus.com/gallagher-pulls-back-naive-344m-goverp-project/>
- The Mandarin – ‘Finance looks to ERP-as-a-service as part of shared services reboot’ - <https://www.themandarin.com.au/80614-finance-outlines-shared-services-strategy-shops-around-for-erp-as-a-service/>

Key Statistics

Index	Title
1	Human Resources
1.1	Staffing
1.2	Labour Hire
1.3	Recruitment
1.4	Employee Movements
1.5	Attrition (employee turnover)
1.6	Gender Balance
1.7	Diversity and Inclusion <ul style="list-style-type: none">• Affirmative measures• First Nations• Reconciliation Action Plan
2	Finance
2.1	Portfolio Additional Estimates Statement (PAES)
	Contracts <ul style="list-style-type: none">• DTA Internal• Total Active Contracts• Top 10 new DTA Contracts• WOAG Contracts• Single Seller arrangements• Spending on Office Locations• Consultancy Contracts• Recent contracts with Big 6 firms
2.2	Sponsorships

Human Resources

Data as at 31 December 2023 unless otherwise specified.

Staffing

	2023-24 YTD	2022-23	Change	%
ASL	226.08	216.7	9.4	4.3%
FTE	233.56	236.45	-2.9	-1.2%
Headcount	241	240	1.0	0.4%
<i>Full Time</i>	221	222	-1	0.5%
<i>Part Time</i>	20	18	2	11.1%
SES	10	12	-2	-16.7%
EL	136	132	4	3%
APS	95	96	-1	-1.0%
Ongoing	237	230	3	1.3%
Non-ongoing	4	10	-5	-50%
Labour Hire	37	39	-2	-5.12%
Secondees	7	3	4	133.3%
Total				
Canberra	175	189	-14	-7.4%
Sydney	21	21	0	0.0%
Remote	45	30	15	50%

Labour Hire

- The DTA employs labour hire (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.
- The DTA has significantly reduced the number of contractors engaged and is looking to engage more APS employees in future to increase Digital and Technical capabilities across the APS.

Year	Active Contractors	% change from previous year
2019-20	88	-
2020-21	219	148.9%
2021-22	152	-30.6%
2022-23	39	-74.3%
2023-24 ¹	37 (YTD)	5.1%

¹Number of contractors for 2023-24 does not include contractors for Digital Identity moved to Department of Finance (5).

Recruitment

- We increased our headcount by 26 employees in the current financial year.
- This takes into consideration 25 staff moving to other agencies as part of Machinery of Government processes in July last year.
- Most of the increase relates to recruitment in our Portfolio Assurance Branch and Digital Service Standards Branch. Both of which have increased funding associated with budget measures.

Employee Movements

	Commencements	Exits
Jul-23	10	6
Aug-23	7	7
Sep-23	5	3
Oct-23	13	3
Nov-23	4	3
Dec-23	7	3
TOTAL	46	25

*All movements including non-ongoing contract ended

**Excluding MOG's

Attrition (employee turnover)

- As of 31 December 2023, the DTA's turnover rate is **11.7%** for the 2023-24 financial year. This is well below the APS average of
- This is down from **33%** in 2022-23 and **48.2%** in 2021-22 (excluding Machinery of Government changes).

- This reduction reflects the settling of our workforce following our mandate change in July 2021, as well delivering strategies that focus on our organisational culture, employee development and working in partnership with our employees on a new employee value proposition.

Gender Balance

	Total	Male	%	Female	%
APS	95	40	42%	55	58%
EL	136	66	49%	70	51%
SES	10	6	60%	4	40%

Diversity and Inclusion

	2023-24 YTD	2022-23
People that identify as having disability	6.6%	4.3%
ATSI	0.9%	0.9%
Carers	12.9%	13.4%
LGBTI+	6.6%	8.2%
Born in a country other than Aus	22.8%	24.7%

Affirmative Measures

- The DTA does not actively use affirmative measure recruitment.
- That said, we actively promote applications from all diversity groups in every recruitment process, including making RecruitAbility apply to all positions.
- We have recently reviewed our recruitment guidelines which will provide further detail about how line areas may consider affirmative measures when advertising positions.
- While we haven't used the Affirmative Measures, we still attract and retain people with disability and meet the government's 7% employment target.

First Nations

- As a small policy agency with a large Canberra presence, the DTA has trouble in attracting and recruiting first nations employees.

- We receive a very small number of applications from first nations individuals in our recruitment process.
- We also regularly miss out through whole of government graduate processes as larger agencies tend to be more attractive to regional candidates.
- For example, larger agencies with more geographical dispersed presence can attract candidates in regional areas, allowing candidates to stay close to community.
- We have adopted a stronger remote working arrangement position in the last 2 years, and we hope to see this assist with changing our attractiveness.

Reconciliation Action Plan

- The DTA launched its inaugural Reconciliation Action Plan in 2021.
- This was in line with Reconciliation Australia's first stage – "Reflect".
- Given the progress we have made over the last 2 years, we are now moving to the Reconciliation Australia's second stage – "Innovate".
- Reconciliation Australia has reviewed and cleared our first draft of our next plan and we expect to finalise it in the current financial year.

Finance

Data as at 31 Dec 2023 unless otherwise specified.

Portfolio Additional Estimate Statement - PAES

	2023-24 Budget Estimates	2023-24 Revised Budget (2023-24 PAES)	2024-25 FE1 (2023-24 PAES)	2025-26 FE2 (2023-24 PAES)	2026-27 FE3 (2023-24 PAES)
Departmental Appropriation	\$61.99m	\$49.72m	\$48.40m	\$48.45m	\$49.56m
S74 Receipts	\$3.84m	\$3.84m	\$4.37m	\$6.44m	Nil
ICT Coordination Procurement Special Account - Expense	\$9.72m	\$10.89m	\$11.47m	\$8.74m	\$18.17m
ASL	250	251	N/A	N/A	N/A
Budgeted Expenditure by program	\$76.89m	\$65.16m	\$64.97m	\$63.79m	\$67.89m
Total Departmental appropriation	\$61.99m	\$49.72m	\$48.40m	\$48.45m	\$49.56m
Total special account receipts (\$m)	\$414.44m	\$414.44m	N/A	N/A	N/A
Total agency resourcing (\$m)	\$678.27m	\$703.04m	N/A	N/A	N/A

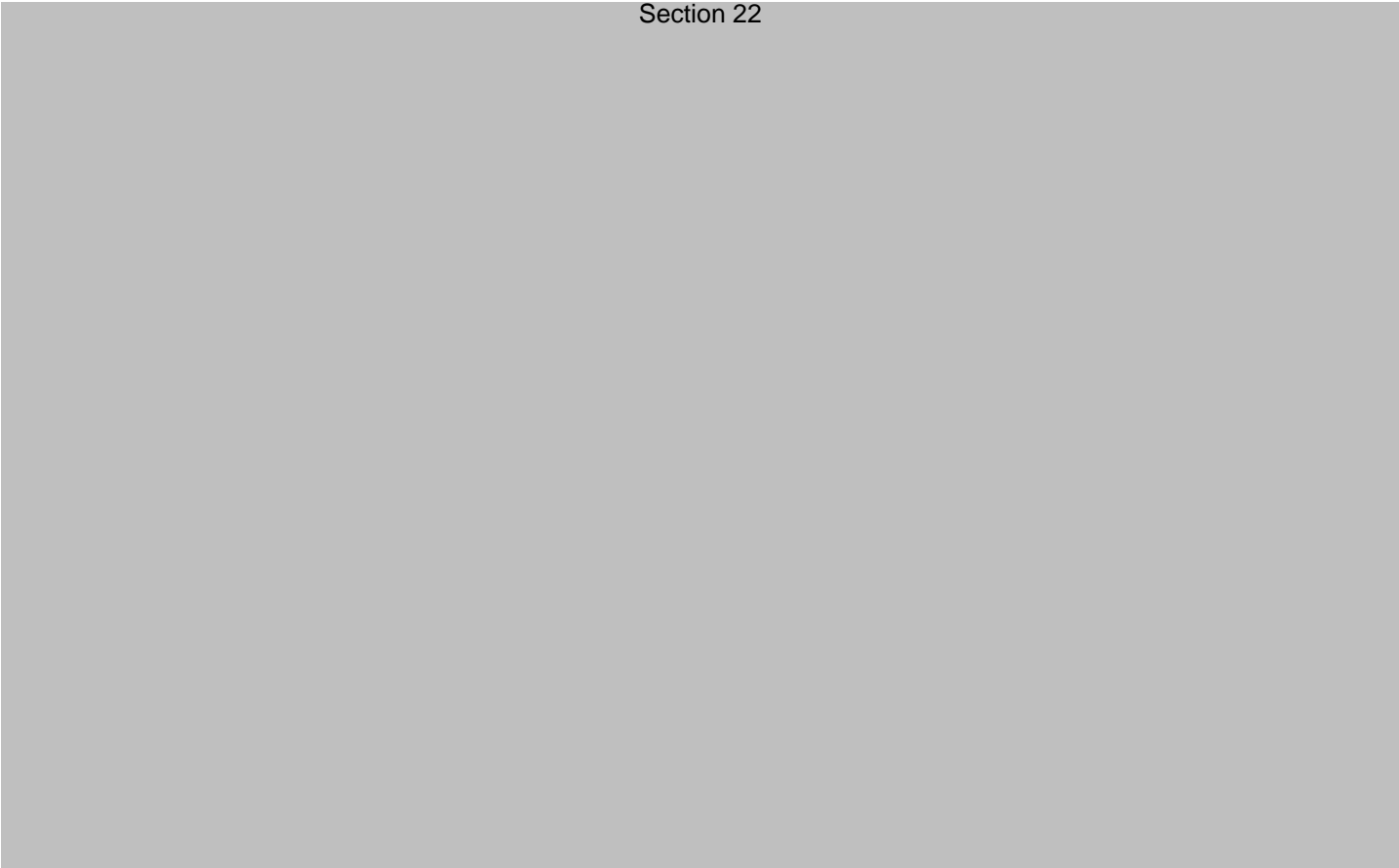
Contracts

DTA Internal contracts

Period	Total number of active contracts	Total Value of contracts (ex GST)
Active Departmental Contracts	110	\$88.64m
New departmental contracts	29	\$4.8m
<i>Open Tender</i>	21	\$4.6m
<i>Limited Tender below \$80k</i>	6	\$0.12m
<i>Limited Tender above \$80k</i>	1	\$0.16m
Contracts exempt from Division 2 of CPRs	1	\$0.16m
Active departmental contracts - labour for hire	37	\$7.6m
Active departmental consultancies	Nil	Nil

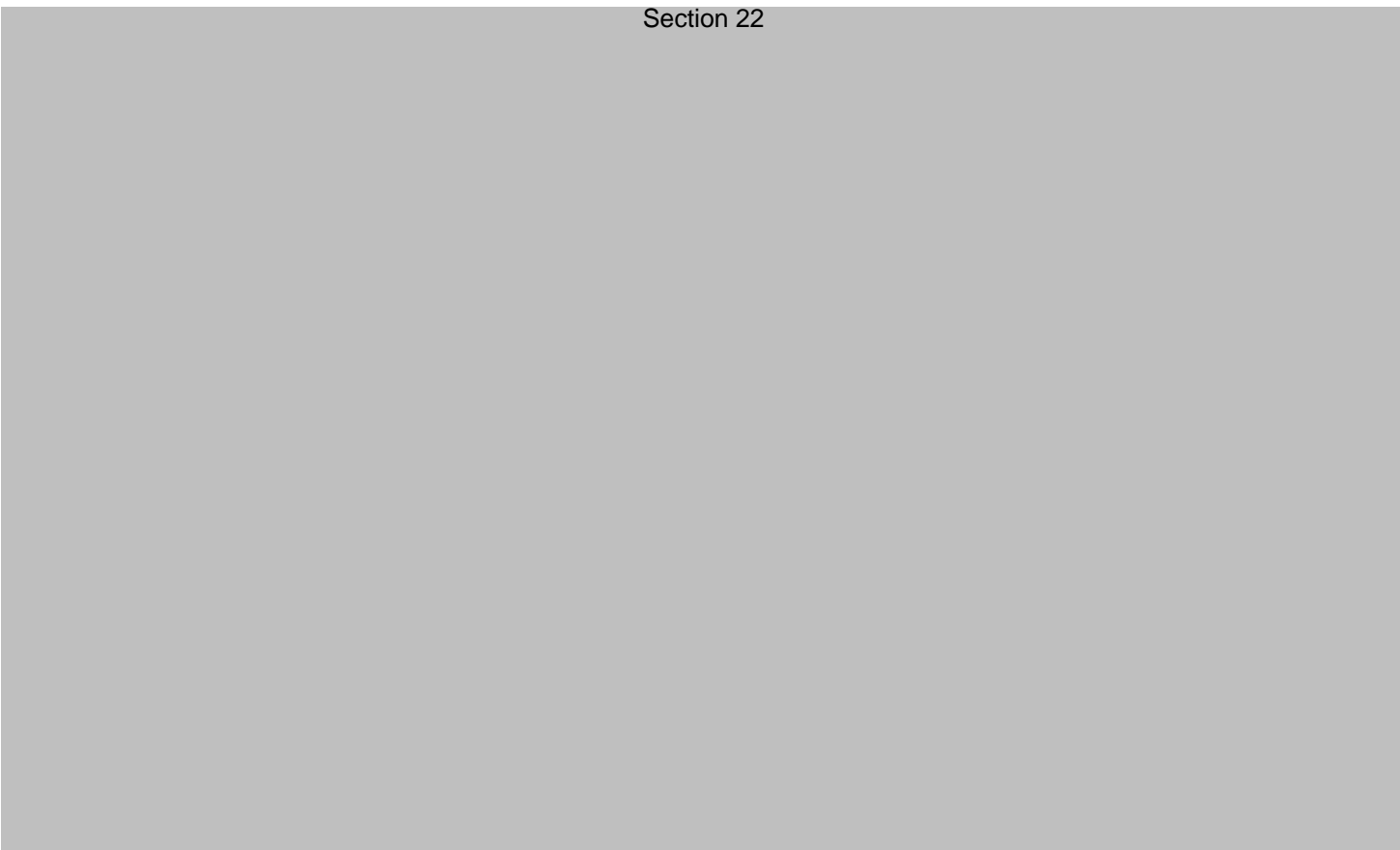
Top 10 active DTA internal contracts at 31 December 2023

Section 22



Top 10 new DTA contracts entered in 1 July 2023 – 31 December 2023

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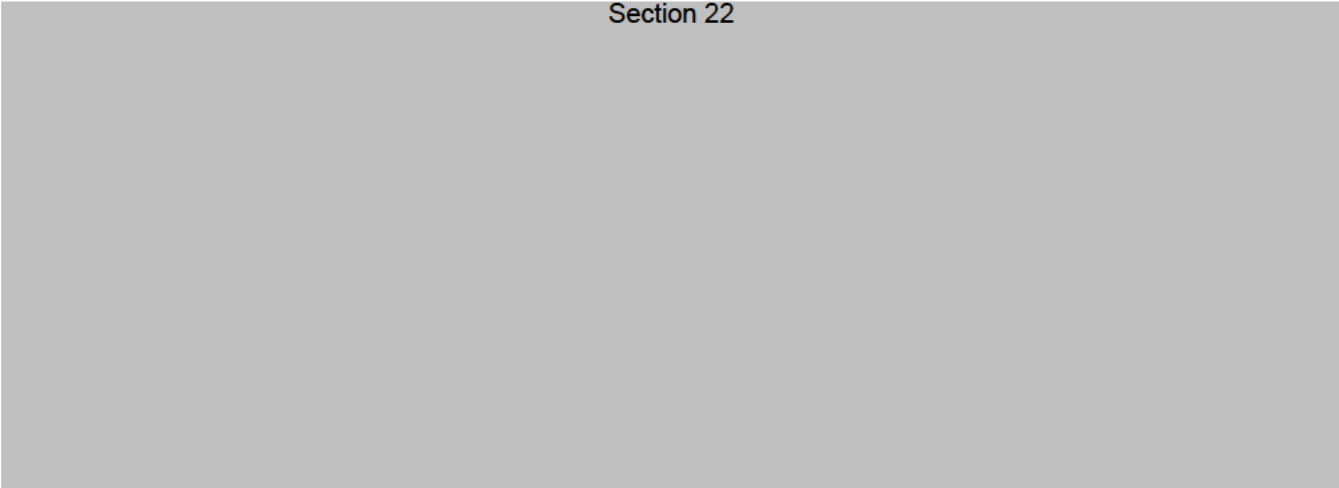




Spending on Office Locations

2023-24 YTD (July 23 – Jan 24)	Canberra	Sydney	Total
Rent	\$1.179m	\$0.313m	\$1.492m
Outgoings	\$0.168m	\$0.114m	\$0.282m
Total	\$1.347m	\$0.427m	\$1.774m
2022-23			
Rent	\$1.984m	\$0.242m	\$2.226m
Outgoings	\$0.238m	\$0.077m	\$0.315m
Total	\$2.222m	\$0.319m	\$2.541m

Consultancy Contracts



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