



Australian Government

Major Digital Projects Report

V01 | 12.03.25

A large, dark blue circle containing the year '2025' in white, bold, sans-serif font. The background is filled with various abstract geometric shapes in shades of blue, grey, and white, including rectangles, circles, and dotted lines, creating a modern, digital aesthetic.

2025

Digital projects matter for Australians. This report provides a window into how these projects are performing – the systems they are improving, the data they are protecting, and the wider benefits they are delivering across all sectors of the economy. It also outlines how reforms being led from the centre of government are ensuring every project has the best chance of success. While worthwhile, digital projects won't always go smoothly, and these reforms are ensuring the public service is ready to meet the challenges they present.

Version: 1.0

Certain numbers in this report have been rounded to one decimal place. Due to rounding, some totals may not correspond with the sum of the separate figures.

The data contained in this report will be published on www.data.gov.au for ease of analysis and review.

Please note that there is the potential for minor revisions of data in this report. Updated versions of the report will be published if required via digital.gov.au.

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CEO foreword

- ● ● ● Digital technologies underpin essential Australian Government services for people, businesses and communities. Ensuring the Australian Public Service (APS) successfully harnesses these technologies for public benefit sits at the heart of recent efforts to strengthen how major digital projects are designed and delivered.

Major digital projects provide enormous benefits – changing, improving and even saving the lives of Australians. Successful delivery can be challenging, with many of the projects in this report among the largest and most complex projects being delivered in our region. The case studies in this report highlight the transformative impact of several projects but, with 110 active projects, it's just scratching the surface. Investment in digital transformation is intensifying as agencies work to meet the expectations of Australians for simple, secure and connected services. These services require digital projects that build and sustain world-class data and digital capabilities.

Continuously improving how the Australian Government designs and delivers its digital projects is at the core of the Digital Transformation Agency's (DTA) role. This work matters – it is ensuring robust investment planning and oversight is in place to meet the challenges of delivering major digital projects successfully. Central to this work is an ongoing focus on creating the conditions projects need to succeed.

Transparency is one such condition and is a cornerstone of good governance which, in turn, fosters trust and accountability. For the public, transparency means having access to information that allows them to understand and engage with government decisions and initiatives.

This is the second public report on the delivery confidence of the Australian Government's major digital projects. It outlines significant investments to enhance government services and how these projects aim to make the government fit for the digital age.

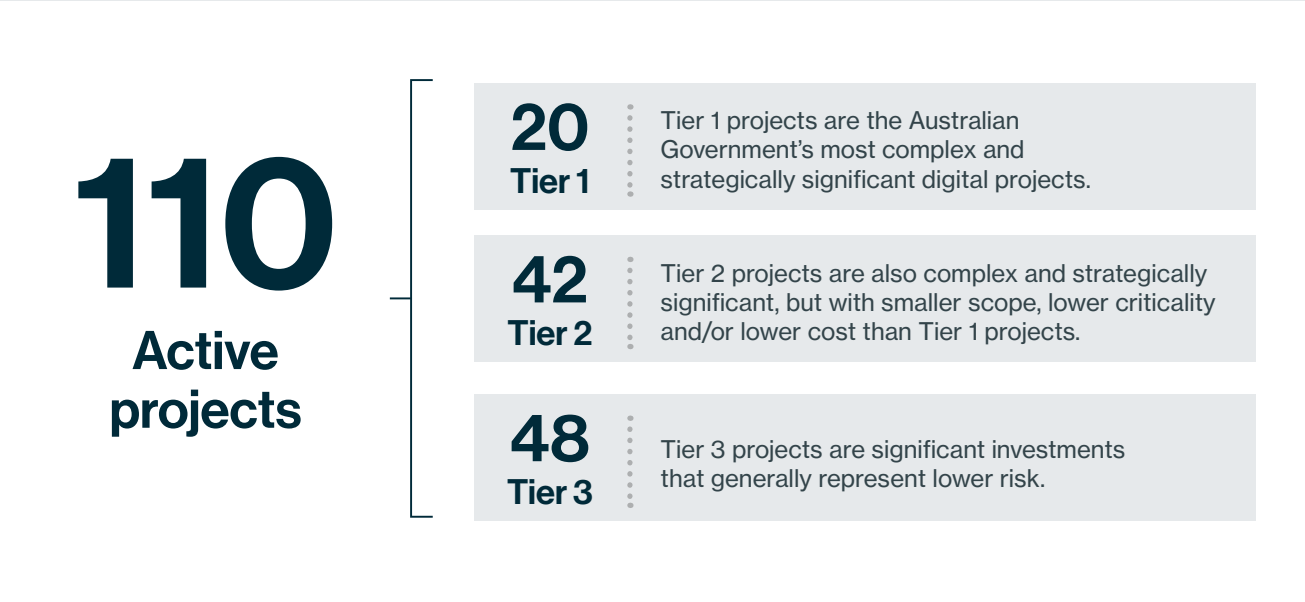


Chris Fechner

Chief Executive Officer
Digital Transformation Agency

Key figures

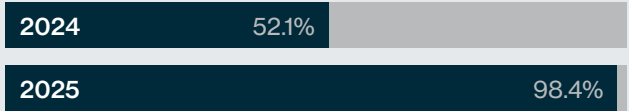
Government investment in digital projects to benefit Australians



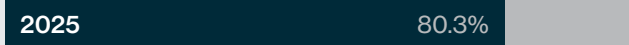
Australians now have unprecedented transparency into the performance of the government's digital projects

Work to improve assurance of digital projects is ensuring reliable assessments of delivery confidence are regularly undertaken. These assessments show most projects are on track to deliver expected outcomes on budget and on schedule.

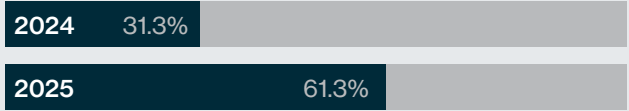
Tier 1 and 2 projects with an assessment of delivery confidence



Independent delivery confidence ratings



Tier 1 and Tier 2 projects reporting Medium-High or above delivery confidence





The Australian Government's digital projects

This section introduces the 110 projects underway across the Australian Government. While these projects vary dramatically in scale, complexity and duration, they are all harnessing digital technologies to deliver world-class digital capabilities and services for Australians.

Report overview

This report features 110 of the Australian Government's most complex and strategically significant digital projects, involving a total investment of \$12.9 billion.¹

To be included in this report, a project must:

- primarily rely on digital technologies to achieve its aims
- have been assigned a 'tier' rating, reflecting that it is a 'major' project sufficiently complex and strategically significant to require central oversight by the DTA.

While this report includes most high-profile projects, it does not cover all projects. For example, some projects are not sufficiently complex or strategically significant to receive a tier rating. Others have only recently been funded and will feature in future reports.

There are 3 possible tier ratings for digital projects, with higher tiered projects subject to increased levels of central monitoring and oversight:

- **Tier 1** projects are the Australian Government's most complex and strategically significant digital projects
- **Tier 2** projects are also complex and strategically significant, but with smaller scope, lower criticality and/or lower cost than Tier 1 projects
- **Tier 3** projects are significant investments that generally represent lower risk.

¹ This number and value of projects excludes projects that entered central oversight following the 2024–25 Mid-Year Economic and Fiscal Outlook (MYEFO) process, as well as any project data which has been withheld in the public interest (see Appendix for details).

Investment by sector

Digital projects under the DTA's assurance oversight have been grouped into the following 9 sectors for the purposes of this report:



Healthcare and aged care



Industry, infrastructure and business



Safety of Australians



Agriculture and trade



Resources and the environment



Social services



Education and employment

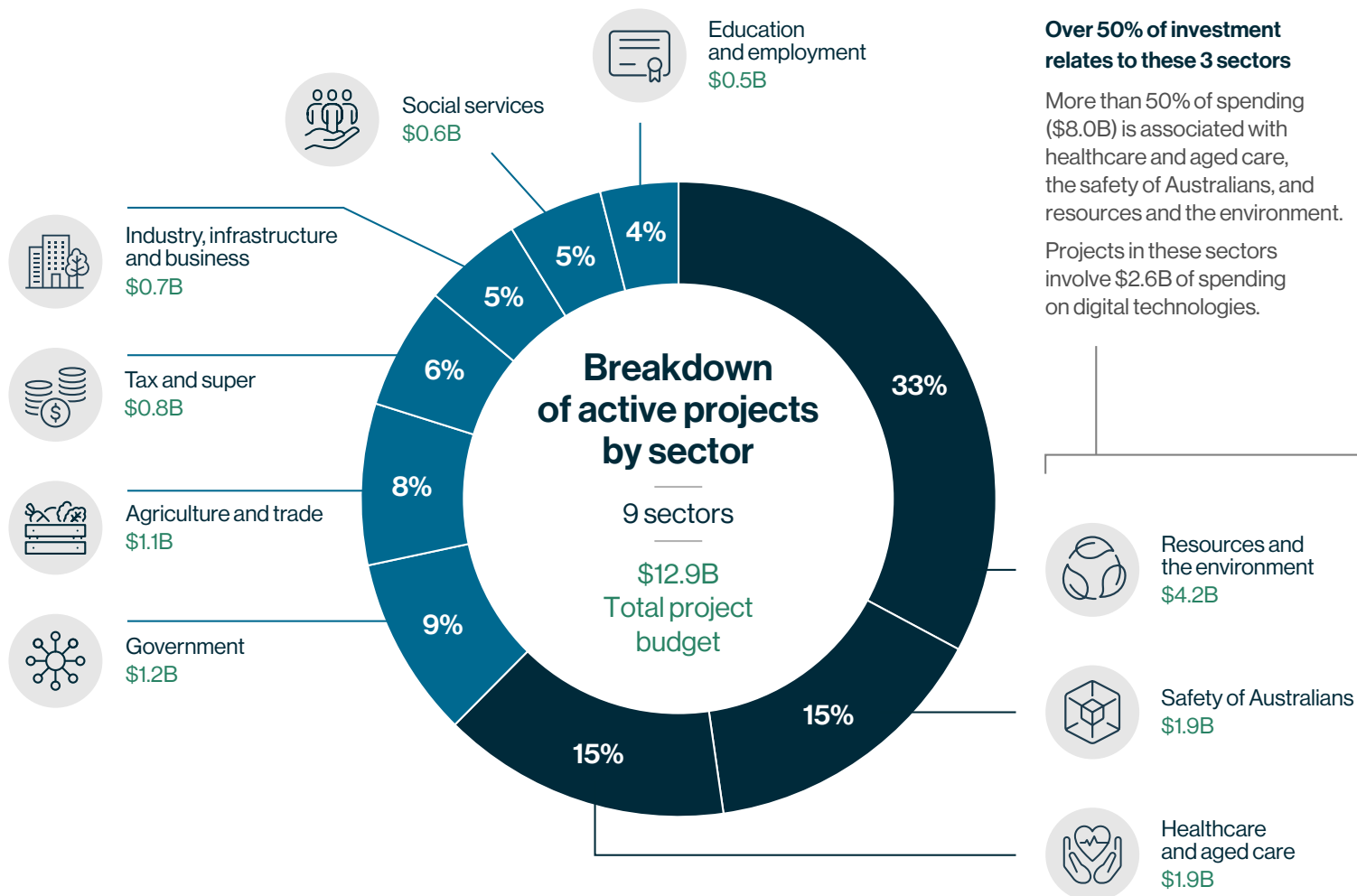


Government



Tax and super

Projects are delivering benefits for Australians across 9 sectors



Over 50% of investment relates to these 3 sectors

More than 50% of spending (\$8.0B) is associated with healthcare and aged care, the safety of Australians, and resources and the environment.

Projects in these sectors involve \$2.6B of spending on digital technologies.



Across these sectors, digital projects deliver outcomes by leveraging technologies, with many also involving non-digital spending. Projects replacing legacy systems and boosting cyber security can spend 100% of their budgets on technology, while other projects that enable organisational transformation and service improvement often involve a significant non-digital component.

For the projects included in this report, on average about two-thirds of the total project budget relates directly to digital technologies with one-third going to non-digital spending.

\$1M – \$3B Project Budgets

1 – 35 Years Project duration

Projects range in total budget from less than \$1 million to more than \$3 billion, and in duration from one year to 35 years. What each of these projects has in common is that they are harnessing technology to deliver benefits for Australians.

Project budgets



For the projects included in this report, on average about two-thirds of the total project budget relates directly to digital technologies with one-third going to non-digital spending.



Case study
Safety of
Australians

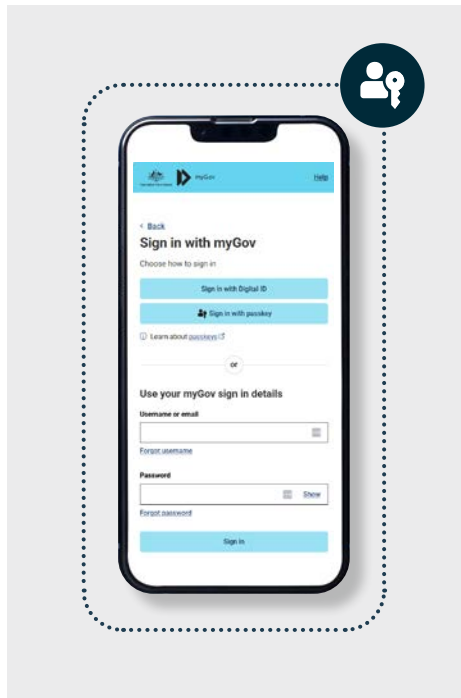
Services Australia

Passkey technology strengthens myGov security

Tier 3

\$5.6 million investment
(Digital \$3.3 million)

Over 500,000 users



my.gov.au/passkeys

The Phishing Resistant Credentials in myGov Project has delivered passkey technology to prevent phishing-related attacks on myGov accounts.

Phishing attacks deceive individuals by posing as trusted organisations to obtain their login details. Recently, myGov has seen a significant rise in such impersonation scams.

In June 2024, Services Australia delivered a phishing-resistant sign in credential known as a 'passkey' to myGov. Individuals can now disable their myGov password and use a digital ID (Digital Identification) or passkey instead. This helps prevent scammers from accessing myGov accounts with stolen credentials or phishing scams.

Passkeys use the latest in cryptographic keypair technology and are simple to set up and use with a myGov account. Using a passkey and disabling a password makes myGov accounts resistant to phishing attacks because the passkey only works with the website or app it is created on, which means it will not work on a phishing website.

Keys to success

To successfully deliver this project, Services Australia:

- conducted social market research to understand user, community and stakeholder attitudes towards security and sign in options, awareness of passkeys and potential drivers and barriers to adoption
- based the technical build on use and adoption of open, industry leading authentication standards
- implemented user centred design based on myGov user experience
- employed iterative testing, integrating testing with all myGov member services, using a 3-month private beta with hundreds of users, releasing via a soft launch in June 2024.

In the first week, more than 20,000 myGov users set up a passkey. By the end of December 2024, over 500,000 users had a passkey connected to their myGov account and over 200,000 had turned off their myGov password.

This is one of the first digital government services in the world to implement passkeys.

It's so simple and easy to use and I feel all of my myGov information is safe from hackers.

myGov user



How the Australian Government manages its digital projects to support success

This section explains how digital projects are supported from the centre of government including through a world-leading investment management framework specifically designed to create the conditions digital projects need to succeed.

Reforms supporting success

Ensuring digital projects deliver expected benefits for Australians on time and on budget sits at the heart of each of the reforms highlighted throughout this report.

How digital projects are monitored and supported from the centre of government

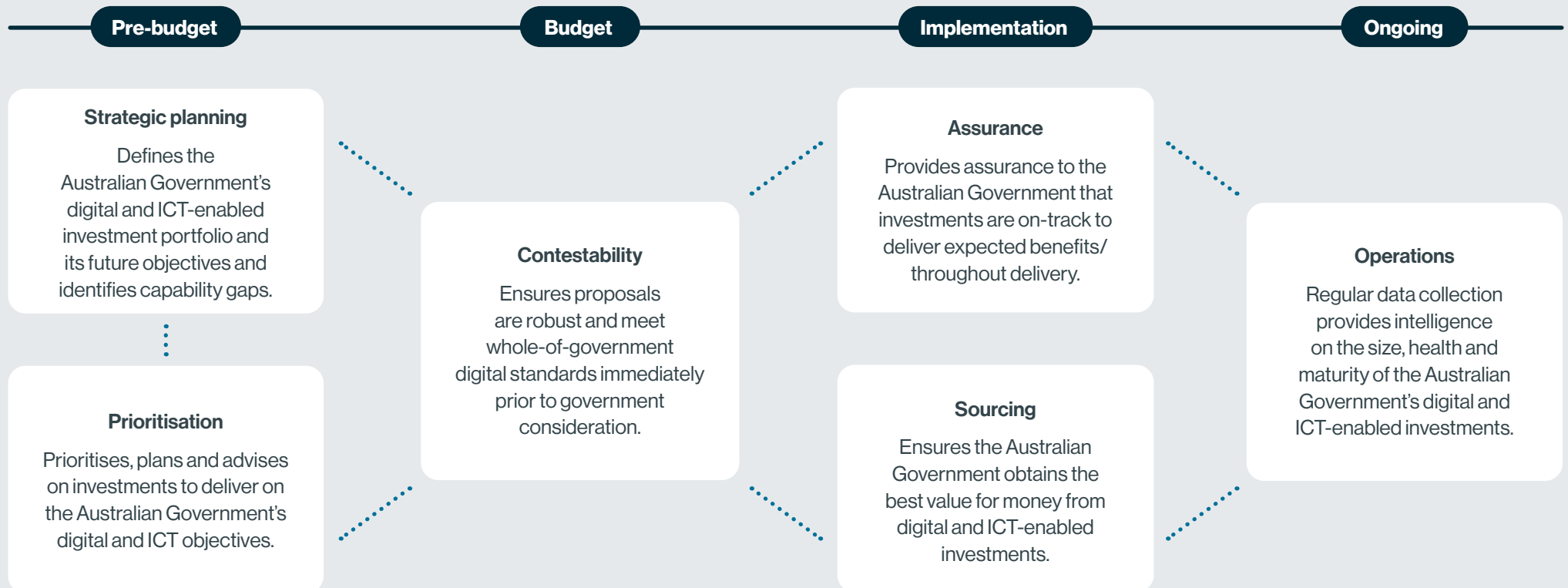
In the past year, more projects have come under central monitoring and oversight as part of the Australian Government's Digital and ICT Investment Oversight Framework (IOF).

This world-class framework is designed to ensure digital projects are strategically aligned, carefully prioritised, meet digital policies and standards, and realise expected benefits for Australians.

The IOF starts with setting a clear strategic direction, which is then reinforced throughout the lifecycle of project design, funding and implementation. Throughout this lifecycle, best-practice digital policies and standards set clear requirements with agencies supported to meet these requirements by the DTA.

IOF Digital and ICT Investment Oversight Framework

Six interconnected states delivering coordinated advice and action for government in ensuring projects deliver to expected benefits and outcomes.



Key principles for good assurance



Plan for assurance



Drive good decisions



Expert-led and independent



Culture and tone at the top



Focus on risks and outcomes



Reforms supporting success

Enabling project success through good assurance

Since 2021, the Australian Government has invested in strengthening central oversight of digital projects. This central oversight works to ensure best practice is systematically applied as digital projects are designed and delivered across agencies. By driving the adoption of best practice, central oversight plays a key role in giving each digital project the best chance of success.

The Assurance Framework for Digital and ICT Investments mandates global best practice in the use of assurance for digital projects. While assurance doesn't in itself deliver outcomes, effective assurance is critical to good governance and decision-making. All projects in this report are subject to the Assurance Framework and must apply its 'key principles for good assurance'. These principles draw on global best practice and, when applied effectively, provide confidence that digital projects will achieve their objectives, without leading to excessive levels of assurance.

The Assurance Framework also includes escalation protocols to support agencies to resolve delivery challenges digital projects might encounter. Central oversight of assurance also ensures that lessons learned from across digital projects are systematically incorporated into the design and delivery of future projects to reduce the risk of delivery issues arising in future.



Reforms supporting success

Ensuring digital projects are well designed

The DTA works with agencies to ensure robust and defensible proposals for spending on all new digital projects. Each proposal must align with the government's strategies, policies and best practice digital standards as part of the Digital Capability Assessment Process (DCAP).

For complex, high-risk and high-cost digital projects, the DTA offers additional support through the ICT Investment Approval Process (IIAP). This involves working with agencies to develop and mature implementation planning to support success. A comprehensive business case must clearly demonstrate the need for funding, based on thorough policy development, a well-planned approach to delivery and mechanisms for reviewing project progress. This process aids government decision-making on whether to fund large and complex digital project proposals.

The DTA's digital policies and standards codify best practice and ensure digital projects are positioned to succeed

The policies that apply to digital projects in the Australian Government are constantly being reviewed and updated. This is necessary to ensure they best support agencies in delivering the world-class data and digital capabilities needed to support the missions set out in the Data and Digital Government Strategy.





Reforms supporting success

Improving benefits management capability

The Australian Government's Benefits Management Policy for Digital and ICT-Enabled Investments requires agencies to use best practice benefits management for their digital projects. Projects must identify measurable benefits with clear baselines and targets before funding decisions are taken. The minimum policy requirements are adjusted based on project tier, but all projects must focus on securing benefits in addition to preventing cost and schedule overruns.

The DTA oversees the realisation of benefits and identifies emerging risks across digital projects. We also focus on providing advice, support and training to improve public service capabilities. Investment in this area aims to ensure that digital projects deliver anticipated benefits to the government and Australians.



Projects under central oversight

The processes described in the last section ensure the Australian Government can closely monitor and report on the performance of all its major digital projects. This section sets out the projects now under central assurance oversight and changes since the last digital project data release in February 2024.

Central oversight now covers 110 active projects, up by 22, with an additional \$6.7 billion in investment²

Since the last report in 2024, 54 projects entered central oversight as part of the IOF, and 32 left. A further 56 projects that reported in 2024 continued under oversight this year.

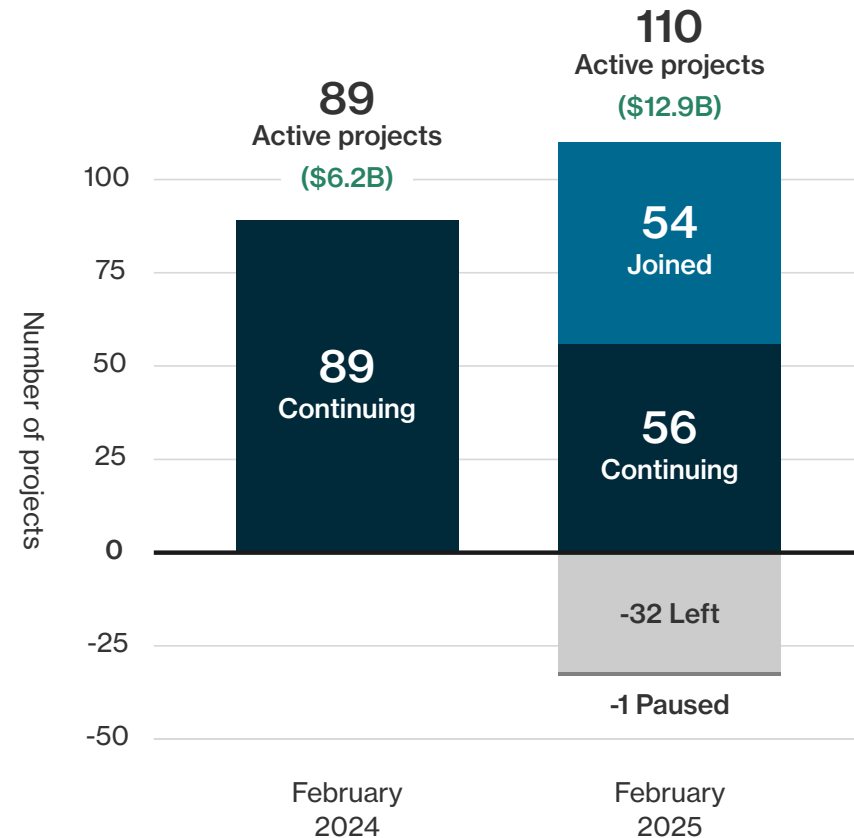
The number of projects under assurance oversight will continue to change over time as new projects start, projects previously out of scope meet the criteria for inclusion following changes such as additional investment, and other projects close.

Since February 2024, of the 54 projects that have come under assurance oversight:

- 21 projects were previously funded, either during the 2023–24 Mid-Year Economic and Fiscal Outlook (MYEFO) or earlier, but only came under central oversight after the last report in February 2024
- 33 projects were newly funded in the 2024–25 Budget and are being delivered across 25 agencies.

² Since February 2024, 32 projects have left central oversight. Of these, 20 have closed, 10 now fall outside the scope for assurance oversight and one has been absorbed by an existing project. One project that was included as active in February 2024 closed prior to this report, however, continued to receive advice and assurance on closure activities, and was reported as active for this purpose.

Active projects by tier, budget and average duration



Most projects coming under central assurance oversight in the past year have been Tier 2 and Tier 3 level investments

New projects entering central oversight

Investment tier	Projects	Total budget	Median total budget	Average duration
1 Flagship digital investments	9	\$1.3 billion	\$154.7 million	3.2 years
2 Strategically significant digital investments	20	\$5.7 billion	\$58.8 million	3.6 years ³
3 Significant digital investments	25	\$1.4 billion	\$24.0 million	2.2 years

Tier 3 projects made up the largest number of additional projects. These projects are usually lower risk and have smaller budgets, with most investing in ‘sustainment’ and ‘product/service enhancement’ rather than establishing wholly new digital capabilities. The increase in Tier 3 investments reflects ongoing efforts to move away from higher-risk large and complex projects to smaller, ‘bite-size’ projects where possible. Evidence suggests these smaller projects generally have a higher rate of success.

Large investments will still be necessary in some cases, and several have been commissioned since the last report. Strong planning and oversight are crucial to ensure new higher-risk investments do not exceed available delivery capacity. Strengthening central oversight, including digital investment planning and prioritisation, is key to balance project loads within capacity and coordinate efforts to expand capabilities of agencies and delivery partners to handle expected growth in digital investment.

³ Tier 2 average project duration is affected by 2 outlier projects, each with a duration of 35.0 years. Average duration including these 2 projects is 6.9 years.



Reforms supporting success

Planning for the future

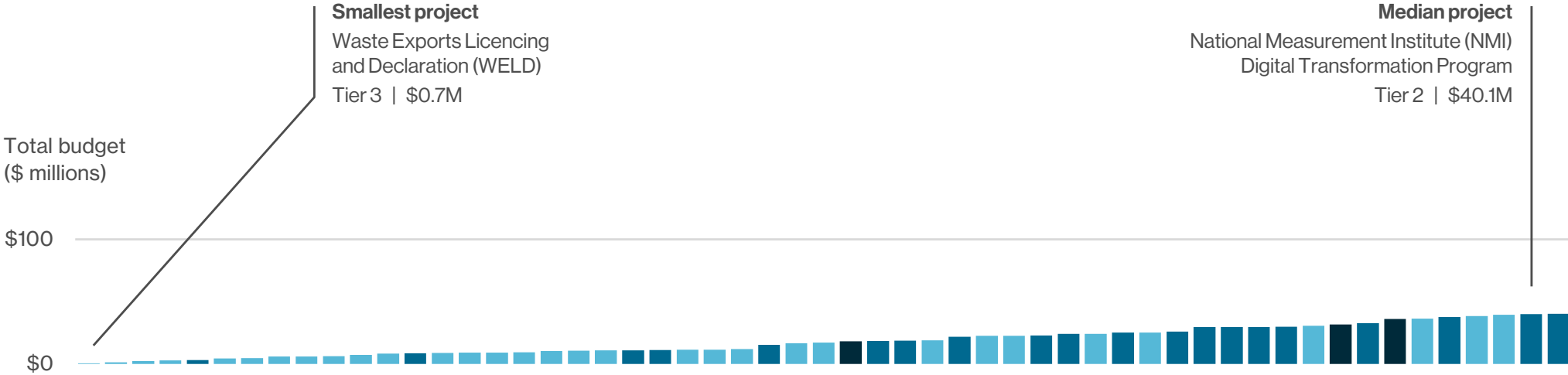
From the 2026–27 Budget, Commonwealth agencies will be required to develop digital and ICT investment plans. This will provide a future-focused understanding of the complexities across the government’s digital and ICT landscape and identify future need for investment in digital services.

Digital and ICT investment plans will provide short, medium and long-term views of projects. This will help to balance capacity, instil a culture of strategic digital investment planning focused on the future, improve understanding of criticality and risk, and support long-term ambitions to achieve better digital outcomes for Australians as part of the Data and Digital Government Strategy. The investment plans will also increase visibility of digital investments across agencies, enabling the trial and adoption of new technologies, greater coordination of digital enhancements, and more integrated service delivery across agencies.

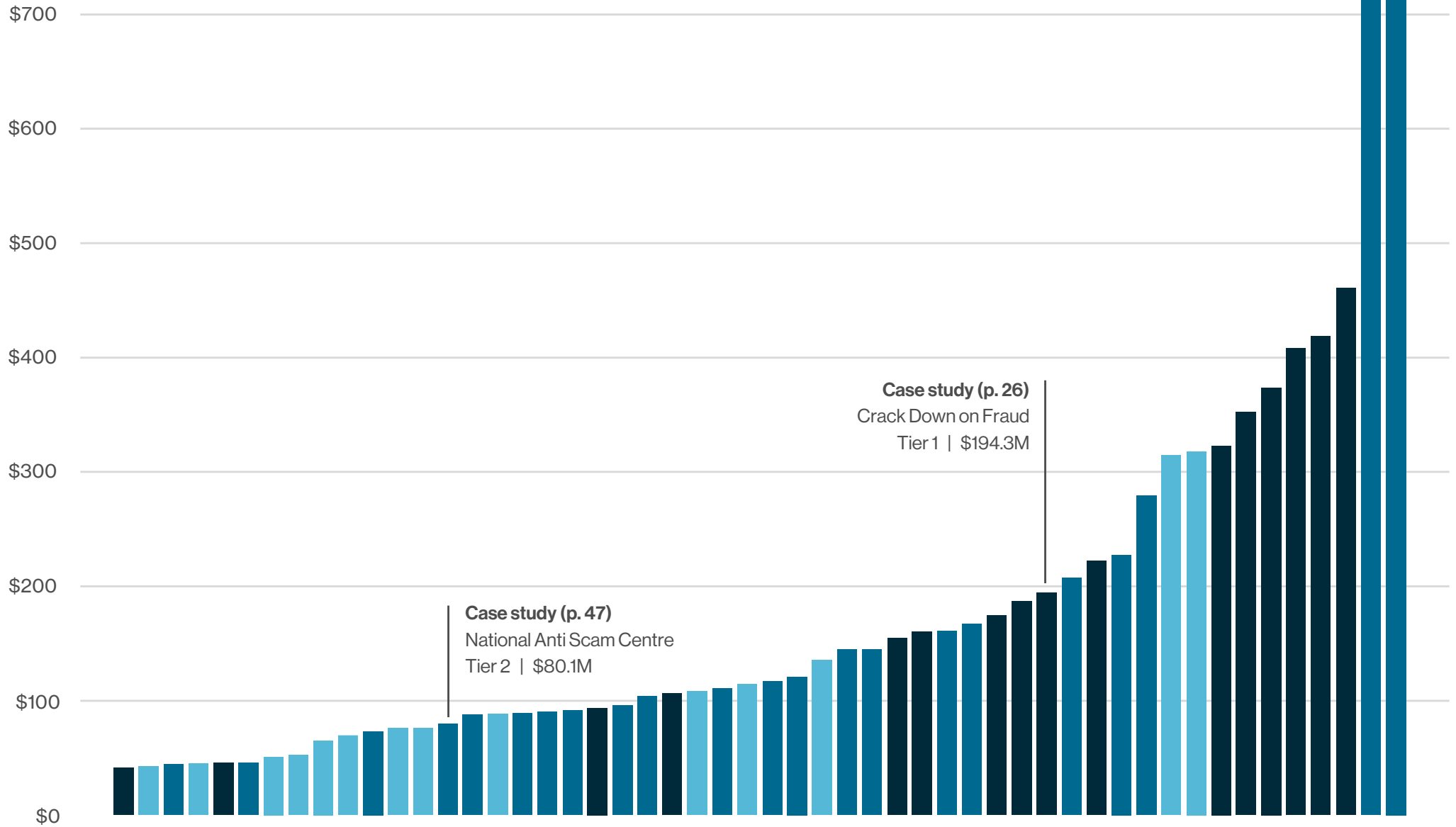
The distribution of project by total budget highlights the diversity of projects underway across the Australian Government

(Projects in order of smallest to largest budget)

■ Tier 1 ■ Tier 2 ■ Tier 3 Continued next page →



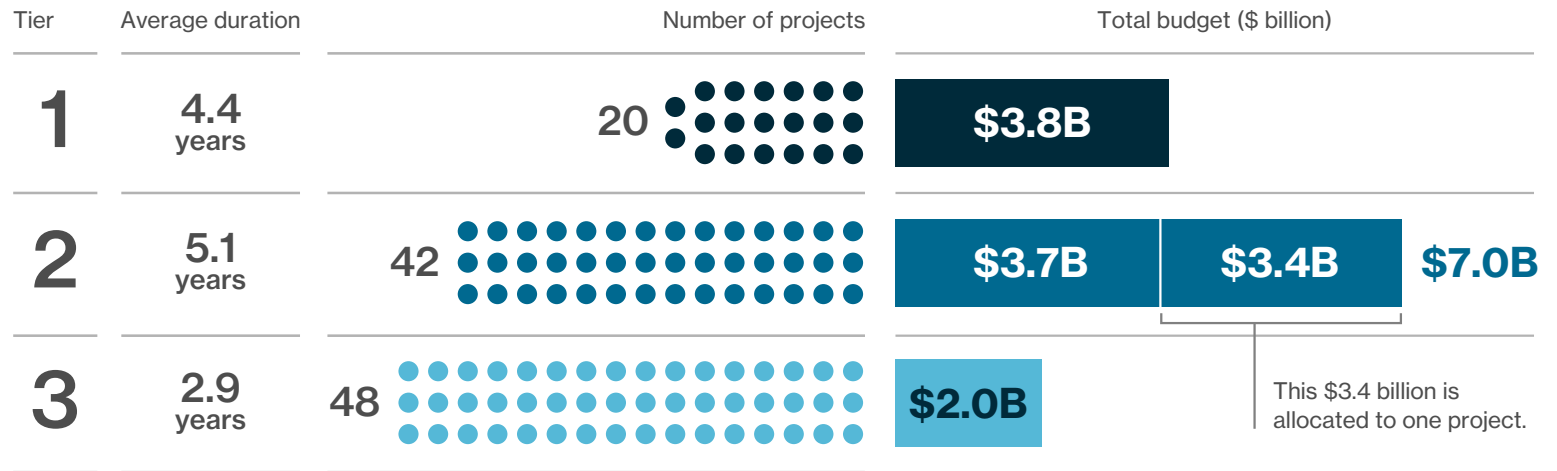
Total budget
(\$ millions)



← Continued from previous page

Tier 2 and Tier 3 projects make up the bulk of all active projects under central assurance oversight

Active projects by tier, budget and average duration



Of note, almost half of the total budget of all Tier 2 projects relates to a single, multi-decade investment, valued at \$3.4 billion. This outlier project skews the average budget of Tier 2 projects (\$167.8 million) and means the median budget of \$45.0 million better reflects their typical size.

Flagship digital investments (Tier 1) represent 18.2% of active projects and approximately 29.6% of the total budget. Just over half of all Tier 1 projects are reporting a planned completion date between June 2025 to June 2026. Strong ongoing investment planning and prioritisation within each of these projects will be essential for Senior Responsible Officials to smoothly deliver these projects over the next 12 months.

For all tiers, experience shows that the projects most likely to deliver expected benefits on time and on budget have robust approaches to key project management disciplines including governance, risk, benefits and assurance. Strengthening approaches in these areas is a priority for the DTA in our work overseeing all the digital projects included in this report.



Case study

Social services

National Disability Insurance Agency (NDIA)

Preventing disability insurance fraud

The Crack Down on Fraud (CDoF) Program is enhancing the NDIA's capabilities by streamlining processes and improving ICT systems to detect and prevent fraud and non-compliance.

On 18 February 2024, the government announced initial Tranche 1 funding of \$83.9 million to strengthen the National Disability Insurance Scheme (NDIS) and make sure every dollar is going to participants who need it.

The CDoF Program has immediately addressed emerging and high-risk issues identified by the Fraud Fusion Taskforce (FFT) – a partnership between 19 Commonwealth agencies, co-led by the NDIA and Services Australia.

It is improving:

- systems that assess, process and pay over 400,000 NDIS claims per day
- systems that check identities to increase participant safety and privacy
- the my NDIS app and NDIS portals.

In addition, the program is building:

- new ICT systems to connect with other agencies, providers and banks so claims and payments can be done faster with less errors
- a new fraud investigation system that will connect with other enforcement agencies.

Saving millions and enhancing security

The program has quickly improved validating and substantiating payments and enhanced pre-payment integrity, ahead of introducing long-term technical solutions. By 30 June 2024, these improvements had enabled over \$200 million in savings from non-compliant claims with a further \$400 million forecast to be diverted from dishonest providers to genuine disability supports and services.

The CDoF Program has also enhanced identity integrity and provided a consistent, secure experience for accessing NDIS digital platforms via myGov. In its first year, the program delivered a data lake for fraud detection, an integrity management system for investigations, the first phase of a new API Gateway for easier provider interaction with NDIA and stronger cyber event detection. Where appropriate, strategies included leveraging whole-of-government arrangements and reusing existing solutions.

Helping to transform lives

The NDIS is absolutely transforming the lives of people with disability. It represents the inclusive spirit of our Australian community. The system uplifts being delivered by the talented teams in the CDoF Program will 'make it easier to get it right and harder to get it wrong', thus protecting NDIS participants and ensuring the sustainability of the scheme.

*Martin Mane
General Manager Integrity Transformation, NDIA*

The program is being delivered in parallel to the most significant legislative reforms since the NDIS started. Participants remain at the heart of this transformation, and the program is working with the disability community to deliver valuable changes.

Tier 1

Investment

Tranche 1 (2024)

\$83.9 million

Tranche 2 (2025)

\$110.4 million

Benefits

Improved integrity and security

\$200 million in savings

\$400 million redirected from dishonest providers

Making it easier to get it right and harder to get it wrong

[ndis.gov.au](https://www.ndis.gov.au)



Improving transparency for Australians on the performance of digital projects

In recent years, the Australian Government has actively invested not just in new digital projects but in understanding what projects are underway and how they can best be supported to succeed. Transparency is an essential ingredient for good governance and this section sets out the improvements which have been made to ensure Australians know how their digital projects are performing.

Almost all Tier 1 and 2 projects now have delivery confidence assessments

Tier 1 and 2 digital projects must undertake regular delivery confidence assessments (DCAs) under the Assurance Framework for Digital and ICT Investments. DCAs indicate how likely a project is to meet its objectives at a given point in time. DCA ratings range from High to Low (see Appendix for details).

A lower DCA rating signals issues or risks that need to be addressed. However, a low rating does **not** necessarily mean a project will fail. Instead, it's an early warning system that allows for timely interventions to support project teams in mitigating risks and overcoming challenges. By taking the right steps, projects can recover from lower delivery confidence ratings and go on to deliver expected outcomes for Australians on budget and on schedule.

The DTA plays a crucial role in this process. When delivery confidence decreases, we work closely with agencies to make sure they take the right measures. This involves:

- providing guidance, resources and support to project teams
- facilitating the best use of assurance processes
- promoting strategies to address issues as early as possible, when course corrections are more likely to succeed.

Ultimately, this collaborative effort aims to enhance the likelihood of successful project delivery, ensuring that investments provide expected benefits to Australians and businesses.

Since the introduction of the Australian Government's Digital and ICT Investment Oversight Framework in November 2021, there has been a concerted focus on increasing understanding of how digital projects are performing, as well as the conditions that need to exist to best support their success.

In the last report in February 2024, 52.1% of Tier 1 and Tier 2 projects included a delivery confidence assessment. In February 2025, this has increased to 98.4%.

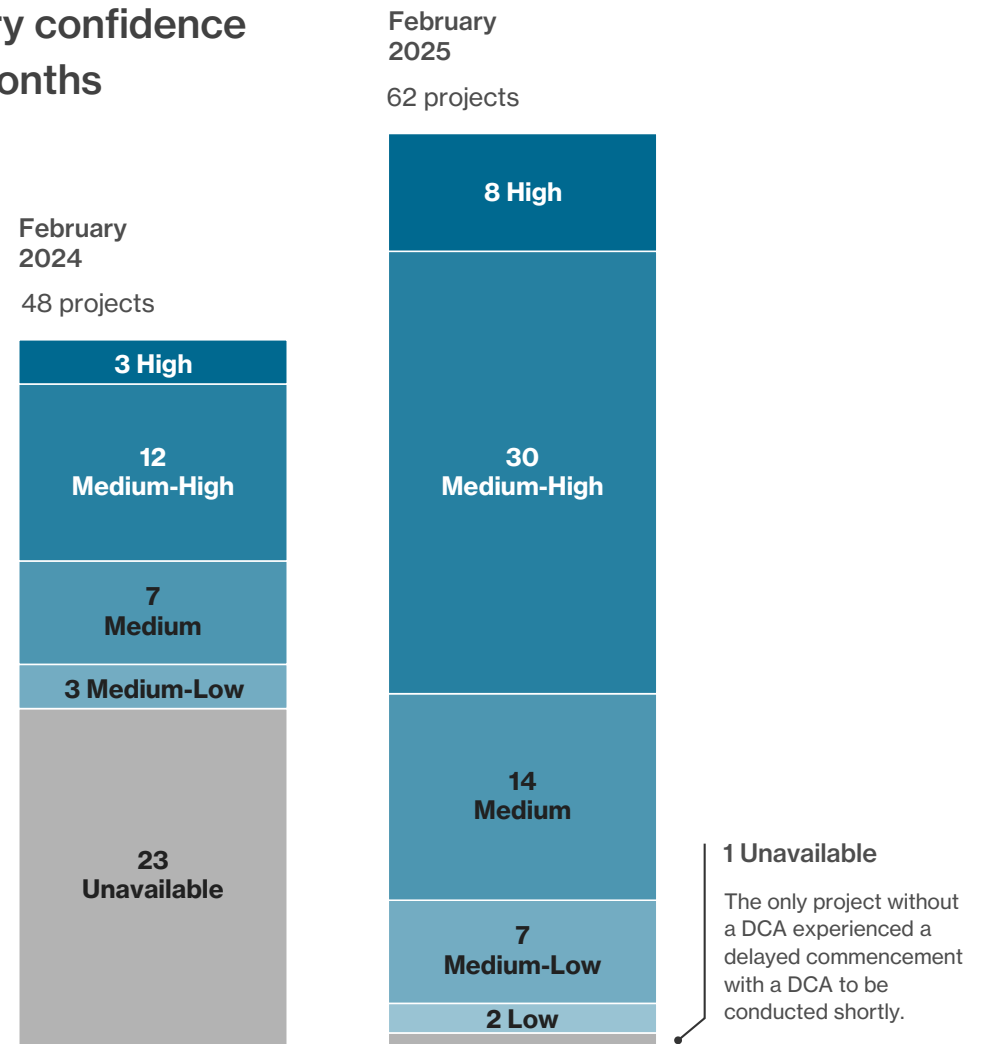
52.1% → **98.4%** 2024 – 2025
increase in DCA's

In the last report in February 2024, 52.1% of Tier 1 and 2 projects included a delivery confidence assessment. In February 2025, this has increased to 98.4%. Through concerted focus on strengthening how digital projects are overseen, Australians now know how their major digital projects are performing.

Transparency and understanding of project performance is increasing

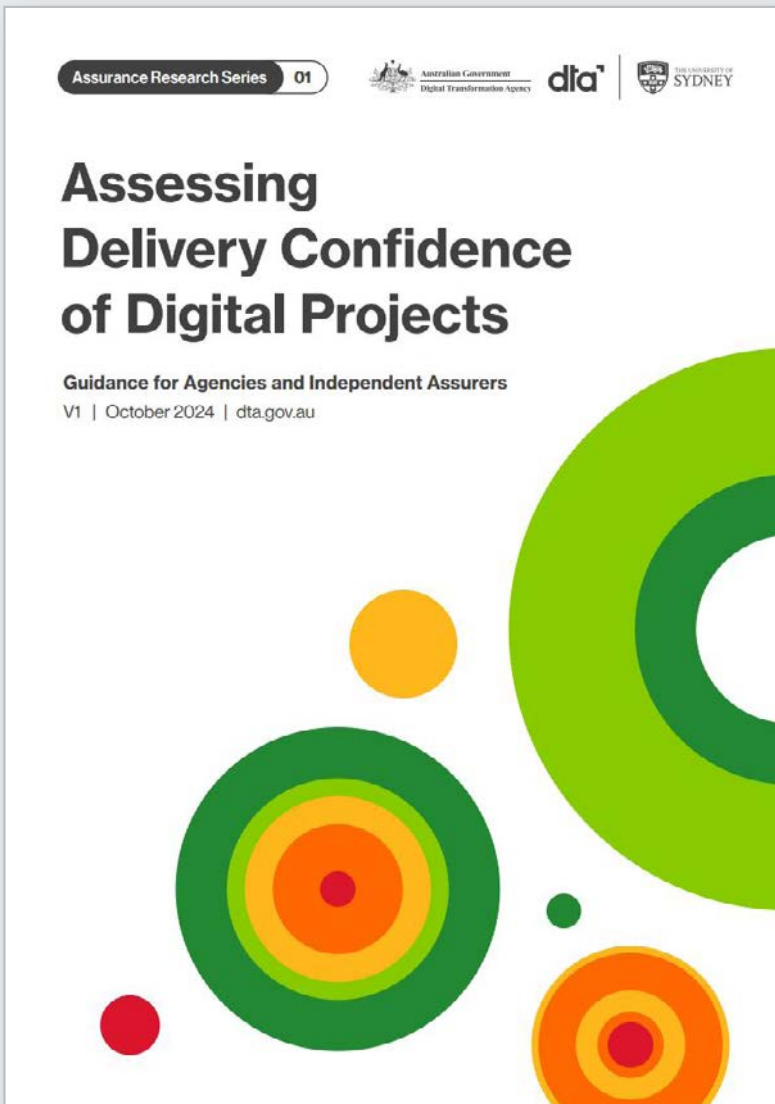
Efforts have focused on improving the availability and quality of DCAs. These are conducted by skilled independent assurers whenever possible to ensure an objective perspective. In this report, 80.3% of assessments were completed by independent assurers under the Assurance Framework, with 90.0% of Tier 1 projects meeting this standard. The remaining delivery confidence ratings reflect self-assessments by the relevant agency.

Change in delivery confidence ratings over 12 months



80.3% Independent assessments

In this report, 80.3% of assessments were completed by independent assurers under the Assurance Framework, with 90.0% for Tier 1 projects meeting this standard. This independence is key to ensuring often complex and challenging digital projects receive the expert, objective advice they need to succeed.



Reforms supporting success

Bringing objectivity and rigour to assessing delivery confidence

Delivery confidence assessments are vital for directing effort and support to where it is most needed to ensure the success of all the Australian Government's digital projects. Therefore, these assessments must be objective and rigorous.


In 2024, the University of Sydney's John Grill Institute of Project Leadership worked in collaboration with the DTA to prepare best practice guidance on assessing the delivery confidence of digital projects. This guidance identifies the factors that are most significant in the success and failure of digital projects, and sets out how they should be considered when forming an assessment.

This guidance is part of a new research series designed to engage leading researchers on factors influencing digital project success.



How the Australian Government's digital projects are performing

This section sets out how digital projects are performing. Digital projects present unique challenges and the reforms set out in previous sections are playing a key role in ensuring the conditions exist for each and every project included in this report to succeed.

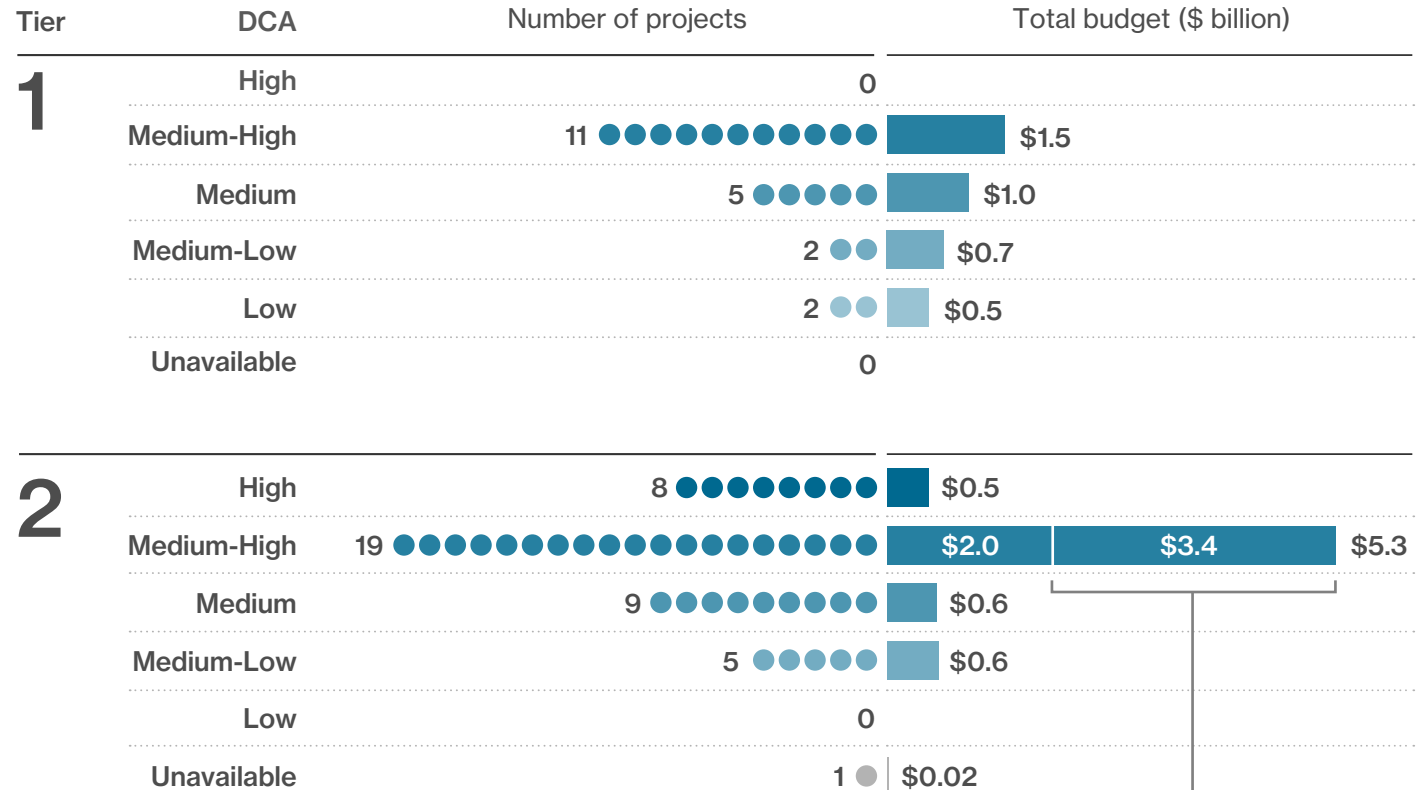


Projects worth \$7.3 billion of total budget are on-track

Consistent DCAs for major digital projects provide an overview of each project's performance, spotlighting where support is needed most. This transparency also aids in reforms aimed at creating optimal conditions for digital projects to succeed and enhance public services and people's lives.

Across the 2 years of reporting, the DCAs show many projects in the portfolio are on track to deliver agreed outcomes. This reflects the easing of technology supply disruptions related to the COVID-19 pandemic and the ongoing investment in strengthening how the Australian Government designs and delivers its digital projects.

Total number and budget of projects in each delivery confidence rating category (Tier 1 and Tier 2)



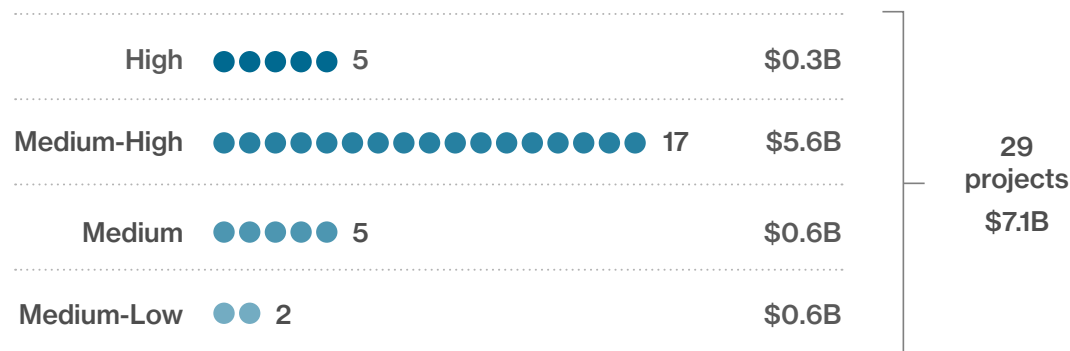
Resourcing Australia's Prosperity (RAP) Initiative

Changes in delivery confidence

New major digital projects are generally starting off well with more than three-quarters reporting High or Medium-High delivery confidence

The government's digital projects are being delivered against a backdrop of rapid and continuous technological change. This dynamic environment is reflected in the changes in delivery confidence ratings over the past year as projects move through different stages in their development.

Delivery confidence of projects which have newly entered central oversight



Understanding overall changes in delivery confidence to target engagement and reforms

Most (75.9%) of the 29 Tier 1 and 2 projects entering oversight since February 2024 report a High or Medium-High delivery confidence. These projects commonly report factors contributing to their delivery confidence rating at the start as: establishing effective governance early; having well-prepared documentation and artefacts; and ensuring experienced and capable personnel were ready.

This is an early sign that investment to strengthen digital project design processes is increasing overall delivery confidence. Projects often start with lower levels of delivery confidence, but the recent emphasis on ensuring mature planning is in place before projects start appears to be paying dividends, with more than three-quarters of these new projects entering oversight reporting High or Medium-High confidence. This contrasts with the United Kingdom where 'it is not unusual for projects to be rated as Red earlier in their lifecycle, when scope, benefits, costs and delivery methods are still being explored'.⁴

⁴ United Kingdom Infrastructure and Projects Authority, [IPA Annual Report 2023-24](#), p. 13.




Reforms supporting success

Partnering with industry to deliver digital projects

Recognising the crucial role of technology vendors in delivering the Australian Government's ambitions for digital transformation, the Digital and ICT Investment Oversight Framework includes 'sourcing' as an area of focus. As part of this, the DTA coordinates marketplaces and agreements designed to enable agencies to easily access technology goods and services to support their digital projects. In 2023–24, the Australian Government sourced more than \$6.4 billion of digital products and services from industry via these marketplaces and agreements. By accessing these arrangements through the BuyICT platform, agencies benefited from the Australian Government's collective buying power and strengthened terms and conditions.

The DTA's latest ICT labour hire and professional services panel, the Digital Marketplace Panel 2, adopts the APS Career Pathfinder dataset and Skills Framework for the Information Age (SFIA) to classify ICT labour hire opportunities. The classification of roles and greater panel pricing transparency provides clearer signals for in-demand skills, their costs and potential shortages that will inform delivery capacity and confidence in digital projects. The top in-demand digital and ICT skills sourced by the APS include software engineer, solution architect and business analyst.





Case study
Tax and super

Australian Taxation Office (ATO)

Creating secure data centres

\$369.7 million investment



ato.gov.au

The ATO Data Centre Transformation delivered modern, resilient and secure data centres that keep pace with technology, demand and community expectations, while keeping data secure.

The ATO undertook this once-in-a-generation infrastructure and data centre modernisation program to align with government directives and ensure the ongoing security and integrity of critical data stores.

The importance and complexity of the ATO's role in the Australian economy means it must provide digital experiences and services that make it easy for the community to engage while also safeguarding taxpayer data.

This complex project overcame many challenges. Many data centre migrations of this size and complexity fail, leaving the organisation in a hybrid state with significant technical debt. The success of the ATO data centre program was largely due to the collective drive and commitment to overcome technical issues.

The outcome was to deliver the most significant technology transformation for the ATO in 30 years.

As the Australian Government's principal revenue collection agency, data underpins everything we do. Our data stores are growing every year, so keeping our systems safe and protecting the personal information entrusted to us by taxpayers is paramount.

*Michael Rowell
ATO Deputy Commissioner and
Senior Responsible Official*

The outcomes delivered directly contributed to or created business benefits for the ATO and the broader community. These include fewer service interruptions so clients can access ATO services when they need to with greater confidence, as well as reduced national security risk for sensitive data.

Note: This project is not featured in this report as it closed before the start of public reporting in 2024. This project is, however, enabling delivery of current ATO projects and is included as an example for this reason.

Nearly two thirds of the Tier 1 and 2 projects are on track

Projects reporting High or Medium-High delivery confidence

Total projects (Tier 1 and 2)	62
Number with High or Medium-High delivery confidence ⁵	38
Percentage with High or Medium-High delivery confidence	61.3%
Total budget with High or Medium-High delivery confidence	\$7.3 billion

Common success factors among projects rated High or Medium-High are:

- experienced staff on the project team
- effective governance models keeping pace with the needs of the project
- mature approaches to risk and issue management
- effective partnering and collaboration between agencies and delivery partners.

⁵ High or Medium-High delivery confidence indicates projects are on track to deliver agreed outcomes.

Reforms supporting success

Preparing senior leaders to lead digital projects successfully

Senior Responsible Officials for digital projects have a key role in ensuring these projects succeed in delivering expected benefits on schedule and on budget. To support these officials, a mandatory program is starting early this year to ensure they are equipped to confidently lead digital projects successfully. This program includes a simulation of a digital project across its life with a focus on building capability in assurance, benefits management, governance, project remediation, and commercial acumen. Following final trials, the program will be available through the Australian Public Service Academy and mandated for all leaders of the major digital projects included in this report.

While most projects are on-track, some projects are reporting lower levels of delivery confidence

Projects reporting Medium or lower delivery confidence

Total projects (Tier 1 and 2)	62
Number with Medium or lower delivery confidence	23
Percentage of total projects with Medium or lower delivery confidence	37.1%
Total budget of projects with Medium or lower delivery confidence	\$3.5 billion
Tier 1 projects with Medium or lower delivery confidence	45.0%
Tier 2 projects with Medium or lower delivery confidence	33.3%

As this table shows, a higher proportion of Tier 1 projects (45.0%) are reporting a delivery confidence of Medium or lower compared with Tier 2 projects (33.3%), likely reflecting the added risks and complexities inherent to these projects.

Common themes among projects rated Medium or lower are:

- dependencies on changes to, or introduction of, new legislation
- the complex nature of the technological solutions being implemented – including where integration of systems across organisations and even jurisdictions is required to achieve outcomes
- where digital transformation is occurring alongside major organisational changes, or at a pace the organisation is struggling to sustain (for example, due to multiple concurrent digital projects putting pressure on an agency's enterprise capability)
- challenges attracting and retaining staff with the required skills including in digital disciplines such as cyber security, as well as in project/program management disciplines such as benefits, change, risk, budget management and integrated scheduling.

Projects reporting lower levels of delivery confidence are generally challenged by more than one of these themes. As noted in the July 2023 Review of the Modernising Business Registers Program, 'the difficulty of effectively implementing a digital and ICT transformation project increases exponentially with each additional layer of complexity'.⁶

⁶ The Australian Government the Treasury, [Independent Review into Modernising Business Registers](#), p. 338.

Reforms supporting success

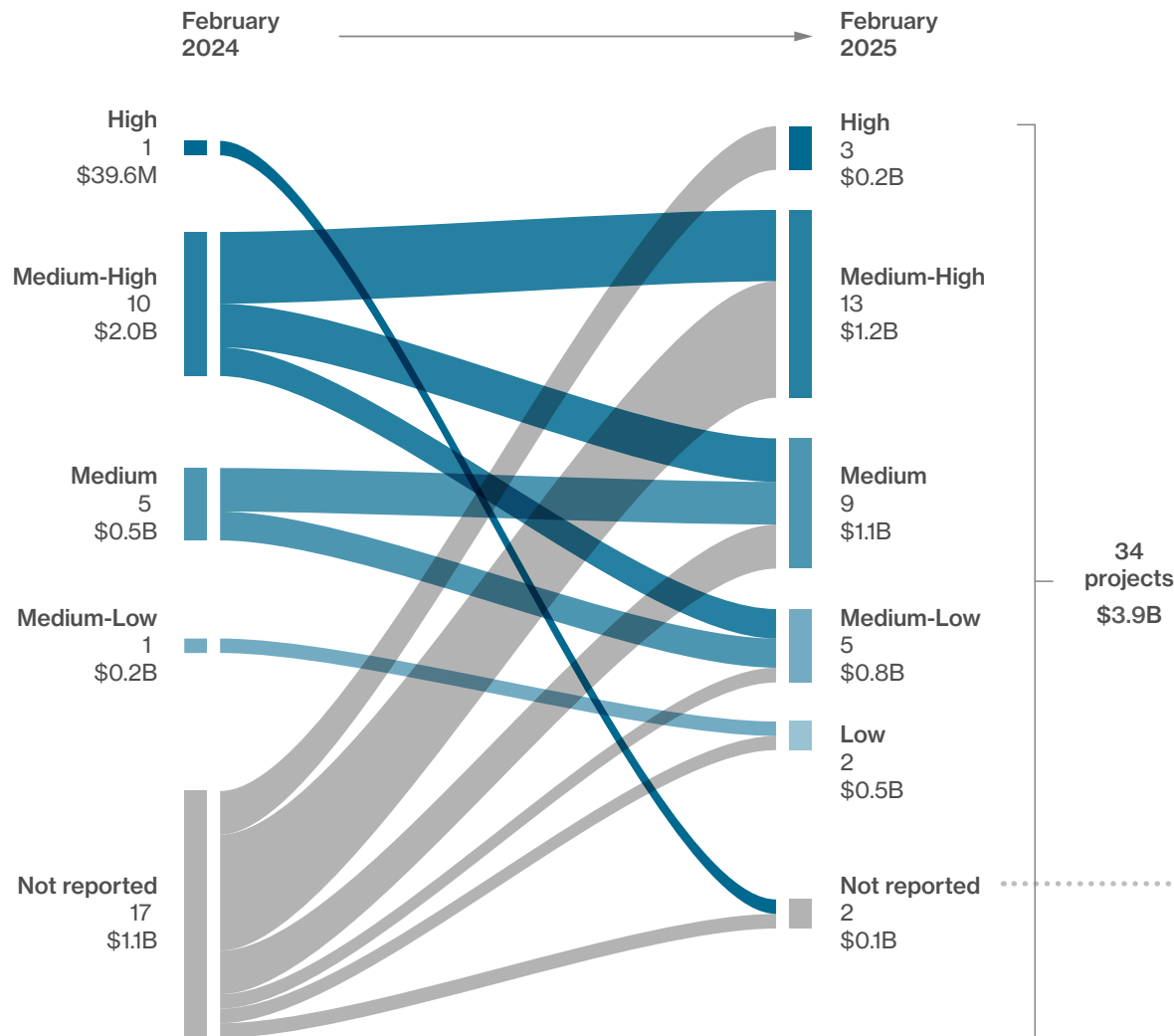
Reducing risk through robust assurance and governance

Parallel development of legislation and digital capabilities can lead to significant delivery risks, including budget overruns, delays and, in extreme cases, project failures. Sometimes urgent factors make this concurrent work necessary, but where this occurs the associated risk must be managed carefully.

For high-risk digital projects, robust assurance and governance are crucial. The DTA seeks to mitigate risk by adding central funding and governance controls. An example is recommending the government quarantine part or all project funding, releasing it upon successful early discovery work and other proof points that indicate likely successful delivery.

Some continuing projects are reporting delivery difficulties

Change in delivery confidence of projects which were included in the February 2024 report



Of the 17 continuing Tier 1 and 2 projects that reported delivery confidence in February 2024, 11 projects either maintained or dropped in delivery confidence to Medium or lower in February 2025. These projects are routinely managing 3 or more delivery challenges that affected their assessments. Common trends include: financial pressures; scope complexities; resourcing constraints; tight schedules; technical issues; and a need to improve project management maturity.

While the goal is to see DCAs improving over time, it is common for delivery issues to worsen before they improve, especially when complex technical issues are involved. Some projects reporting lower DCAs are depending on the successful delivery of other projects as part of a wider reform program. While they have been closely monitoring delivery, setbacks in other projects can result in these projects being delayed, as key components required to stay on track become unavailable when needed.

Note: One project reporting a high delivery confidence in February 2024 is no longer reported since being reclassified from a Tier 2 to a Tier 3. This project now falls outside the scope for inclusion of delivery confidence information.

Nine Elements of Best Practice Reporting

V1 | 08.11.2024

Draft 01

Note: Tinted elements in progress.

1 Project Status and Overview PSO	2 Project Financials PF	3 Project Risks and Issues PRI
4 Project Resourcing PR	5 Exception Reporting ER	6 Change Requests CR
7 Benefits Management BM	8 Key Lessons Learned KLL	9 Project Closure PC

Reforms supporting success

Using new ways of collecting data to enable timely support and course corrections

In July 2024, the DTA began a Project Data Reporting Standard (PDRS) trial. The trial is testing a new approach to enable more seamless and timely central tracking of project performance across the Australian Government, using ‘natural systems’.

Using ‘natural systems’ means project data is collected from internal reporting projects are preparing for their governance boards, rather than requiring agencies to prepare specific reporting for central tracking purposes.

This approach is:

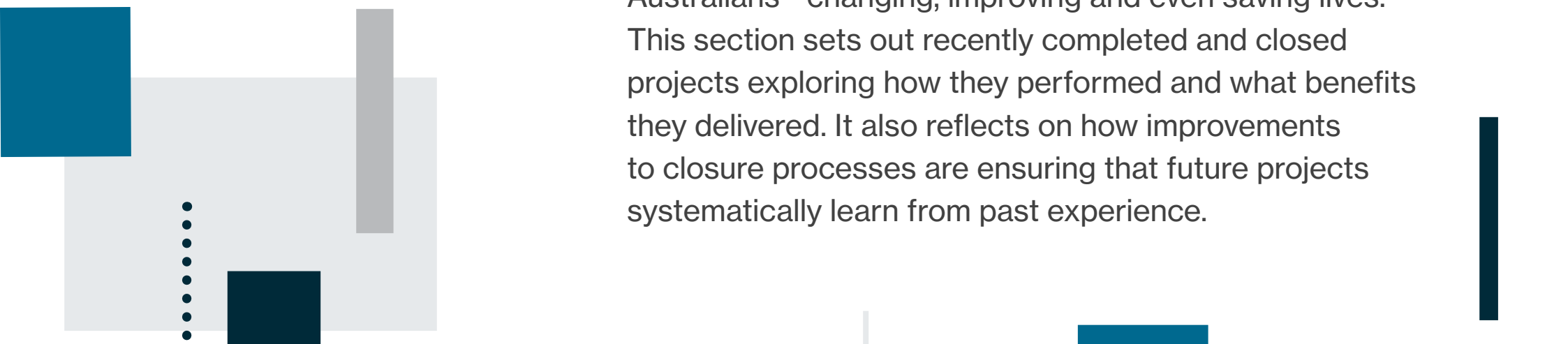
1. improving the quality of reporting and advice the DTA can provide to stakeholders across the Australian Government – including by enabling data to be collected more frequently
2. supporting decision-making by ensuring digital governance boards consistently have the minimum necessary information required to enable good decisions (a condition of the trial is that a minimum set of information must be provided to the board)
3. improving the experience of agencies providing data to the DTA in our oversight role.

The trial is enabling more timely and effective central oversight of digital projects, helping ensure support can be provided where it needed most and at the earliest stage when the chance of charting a course back to green is greatest.



Projects that left the portfolio

Digital projects are delivering enormous benefits for Australians - changing, improving and even saving lives. This section sets out recently completed and closed projects exploring how they performed and what benefits they delivered. It also reflects on how improvements to closure processes are ensuring that future projects systematically learn from past experience.



A range of projects across all investment tiers left the portfolio

Since February 2024, 25 projects have formally closed. These projects were delivered across 13 different agencies and had a combined value of \$1.9 billion.

Projects that have closed

Investment tier	Projects	Total budget	Median total budget	Average duration
1 Flagship digital investments	3	\$1.1 billion	\$150.9 million	3.8 years
2 Strategically significant digital investments	10	\$631.4 million	\$40.3 million	3.2 years
3 Significant digital investments	12	\$219.7 million	\$17.6 million	1.6 years

The average duration of closed projects was 2.5 years. Closed Tier 1 projects had a longer average duration than Tier 2 and Tier 3 projects. This longer average duration is mainly due to the inclusion of a closed 7-year Tier 1 project to improve weather and climate data.

Delivering benefits for Australians

The projects that closed since February 2024 have delivered significant benefits in areas as diverse as aged care, weather and climate data, and protection from scams. For example, Australians are now benefiting from closed projects that focused on:

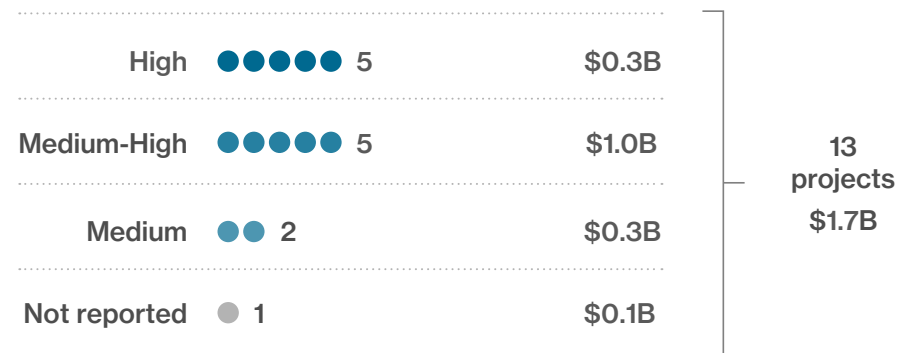
- **Bill relief** – enabling the government to deliver targeted and temporary relief on power bills to eligible Australian households and small businesses
- **Scam protection** – protecting Australian consumers from online scams by taking down investment scam and phishing websites through enhanced data sharing and analytics capabilities
- **Aged care** – improving the quality of aged care by:
 - providing more efficient and high-quality data exchange between aged care providers and government
 - providing aged care providers with a more streamlined, secure and user-friendly financial reporting experience
- **Weather and climate data** – improving public access to Australia's weather and climate data to enable better hazard preparedness and responses for the Australian community and industry
- **Waste and resource recovery** – improving national waste and resource recovery data to enable Australian consumers to make more informed choices
- **Digital trade** – developing better digital trade services to enable the trade industry to interact with relevant government agencies.

Finishing up – how projects leaving the portfolio performed

Of the 13 Tier 1 and Tier 2 projects that closed, 10 (76.9%) reported a High or Medium-High delivery confidence. Just 2 projects had a rating of Medium or lower, while one project did not report a delivery confidence rating.

Between February 2024 and February 2025, and before closing, 4 of these projects improved their delivery confidence, and 3 projects stayed the same. Comparisons for the remaining projects are not possible as they did not report a delivery confidence in February 2024.

Delivery confidence of closed projects





Case study
Safety of
Australians

Australian Competition and Consumer Commission (ACCC)

National Anti-Scam Centre safeguards consumers from scams

Tier 2

\$80 million investment

Benefits (to date)

Stronger anti-scam collaboration

5,000 scam websites taken down

\$31 million in losses likely prevented



**National
Anti-Scam
Centre**

nasc.gov.au

The National Anti-Scam Centre (NASC) is uniting industry and government to make Australia a harder target for scammers.

Australians have lost billions of dollars to scams. In 2022, over 500,000 reported scams caused losses of \$3.1 billion. In 2023, reported losses decreased to \$2.74 billion but this amount, along with the emotional and psychological harms caused by scams, remains too high. The Australian Government established the National Anti-Scam Centre in mid-2023 to make Australia a harder target for scammers. The Centre combines global insights and domestic collaboration across government, law enforcement, consumer organisations and industry to promote stronger awareness and prevention of scams, and directly disrupt scam activity.

The Australian Government invested \$80 million to set up the NASC to:

- facilitate sharing of actionable scam intelligence with government and industry partners
- directly disrupt scammers and scam attempts
- coordinate fusion cells (time-limited public-private taskforces) and scam disruption across government, law enforcement and industry
- alert, educate, and inform the public on scam trends and protection measures
- collate, identify and publish trends in scam data.

Data sharing partnership takes down scam websites

The NASC and Australian Securities and Investments Commission (ASIC) are partnering on automated data sharing through an Application Programming Interface (API). Consumers report scams to the NASC, which collates and identifies scam data to be shared directly with ASIC. Scam websites verified as malicious through this process are referred to a takedown service.

This partnership has already taken down more than 5,000 malicious scam websites. Based on the average financial loss per scam website, this prevented Australians potentially losing \$31 million to scammers.

The NASC is building on this work by developing similar API-based and other data sharing partnerships with financial institutions, digital platforms, law enforcement agencies and telecommunications providers.

Partnership between and across government and industry is at the heart of the NASC's mission. We can only succeed in making Australia a harder target for scammers through effective collaboration. ASIC also recognised this, and together we have built a partnership that has already stopped Australians losing potentially millions of dollars to investment scams. It is precisely this kind of impactful work the NASC is progressing, to deliver the positive community outcomes Australians expect – and need – from us.

Sarah Proudfoot, Senior Responsible Official

First fusion cell targets investment scams

In a complementary and important aspect of this partnership, the first NASC fusion cell focused on the profiles and practices of investment scams, and how best to disrupt them. This led to positive support and evidence for several measures, including pursuing website takedowns for investment scams.

Work to improve reporting and disruption

The NASC is also developing new tools and connecting reporting systems to make it easier for people to report scams. This will allow the NASC to quickly disrupt criminals and deter other scammers from using similar methods, so no other Australians fall victim to their practices.

Challenges and lessons learned

Projects that closed since February 2024 generally reported underspends. Those that went over budget reported issues including initial scoping not accounting for the full complexity of required work.

Some projects faced challenges in their ability to deliver against their original schedule due to delays getting bills introduced to Parliament, delays with equipment supply related to the COVID-19 pandemic, post-release issues that needed to be addressed, and additional enhancements that needed to be delivered to achieve expected outcomes.

Common lessons learned include:

- allocating sufficient time to early planning pre-implementation (preparation) stages, including ensuring a deep understanding of current state processes
- developing collaborative working relationships between stakeholders during scoping, delivery planning and decision-making – including efficient knowledge transfer and upskilling as needed
- defining project scope in as much detail as possible, to avoid confusion in deliverables and align project outcomes with stakeholder expectations
- enhancing financial management and budget control – including to enable tracking of earned value during implementation.

'Lessons learned' are often thought of as emerging from failures – but lessons from successful projects can be just as valuable. The DTA is systematically working to ensure project closure processes capture these lessons to ensure future projects have the best chance of success.

The importance of closure reports

Formal closure of a project is more than just the project finishing. Driving improved project performance over time requires careful consideration of how active projects have performed, and how what has been learned should change the way projects are designed and delivered in future. Strengthened central oversight has this 'system learning' at its centre with the DTA ensuring lessons aren't just identified but rather systematically learned across all major digital projects through real change which makes the difference.

Project closure reports play a vital role in this 'system learning' and, as closure reports have varied in quality, a closure reporting standard has been developed to ensure consistency and maximise the value of these reports.

Reforms supporting success

Improving project closure reports

To formally close a project, agencies must provide a project closure report to all key stakeholders. However, some reports have included extensive information, requiring more resources than necessary, while others have not included enough information to accurately assess the project's performance.

As a result, the DTA developed the Closure Reporting Standard for Digital and ICT-enabled projects. The standard provides a minimum and consistent set of information for reports based on 7 criteria – scope, schedule, budget, assurance, benefits realisation, transition arrangements, and lessons learned. By standardising closure reporting, the DTA is promoting best practice and providing the necessary information to evaluate completed projects and inform future investments.

The DTA is drawing on expertise from across the APS and working with the Australian Taxation Office to develop templates to support implementation of the standard.



Improving data management for apprenticeships

Tier 2

\$39 million investment



adms.australianapprenticeships.gov.au

The Apprenticeships Data Management System (ADMS) project streamlined apprenticeship programs, reduced the administrative burden for employers and apprentices, and improved data for decision-making.

The ADMS project was funded as part of the Skills Package in the October 2020 Budget. It aimed to replace an outdated system developed over 20 years ago that was no longer suitable for its intended purpose.

The old system created administrative burdens and operational inefficiencies that affected apprenticeship programs. Replacing it was necessary to make the program more efficient, provide better data for government decision-making, and reduce administrative tasks for employers and apprentices when claiming federal incentives.

This was achieved by implementing a modern ICT system that enhanced engagement with apprentices and employers and streamlined processes for providers to focus more on advisory services.

The project also improved cyber security, introduced consistent governance processes, and strengthened stakeholder relationships. These changes enable future projects to be set up faster and with lower delivery risk.

Overcoming challenges to delivery outcomes

The ADMS project encountered challenges due to pandemic-related adjustments, new subsidy schemes, policy changes, fragmented service delivery and integrating with 8 different state ICT systems. Nevertheless, ADMS was completed in 2024 on schedule and under budget, while exceeding the anticipated benefits.

ADMS enables governments to use better data to create sector-specific policies, improves experiences for apprentices and employers, and optimises services from support providers. This leads to more apprenticeship completions and greater visibility of the apprenticeship journey through data. In turn this benefits all Australians through financial savings, faster policy decisions and implementation, and flow-on benefits to areas like housing policy.

'The way that the system has been designed, I think it's fantastic, it's modern and it's very easy to use. The way that's been built is great.'

'The speed of the system is really good. Lodging claims is just very quick and efficient, which is really nice.'

'Moving forward, it will make our system, our processes a lot quicker.'

ADMS providers



Investment by sector

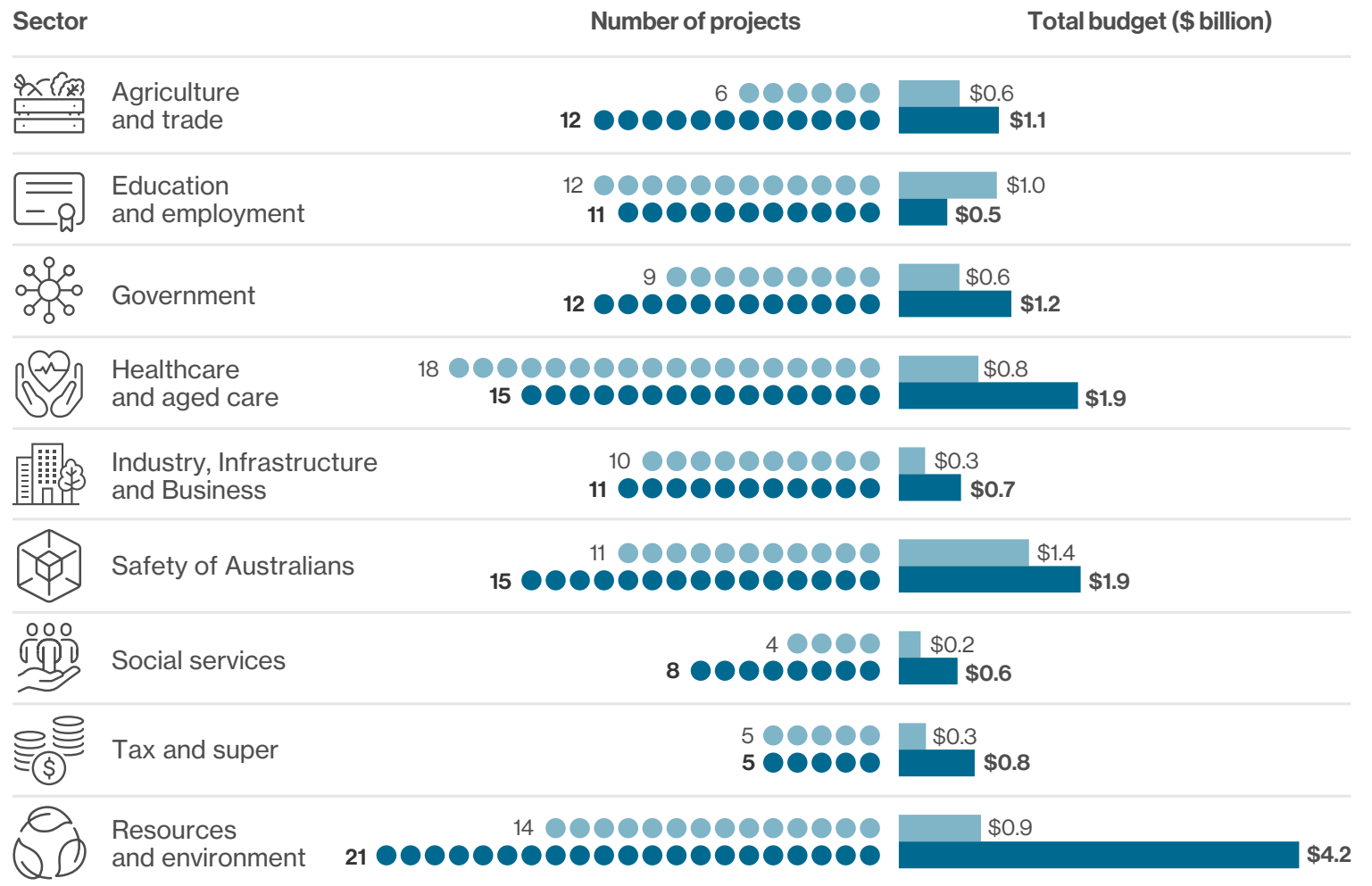
This section explores the projects underway across the Australian Government through a 'sector' lens.

Number of projects and total budget by sector

Digital projects under the DTA's assurance oversight are improving systems and services across 9 sectors. A common thread across all sectors is investment to improve agency systems to meet digital standards and enable them to provide simple, secure and seamless services to Australians.

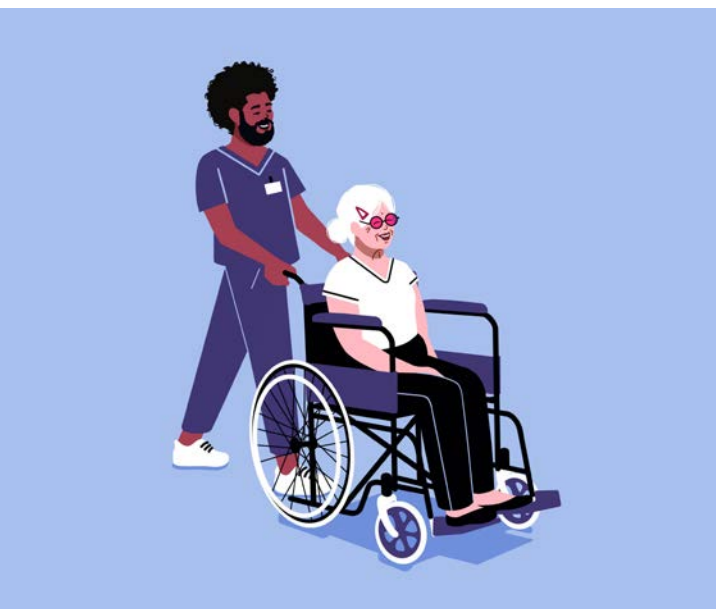
Project numbers and budgets have increased in most sectors.

● February 2024
● February 2025





Healthcare and aged care



Digital services are improving the health of Australians, including the care of older people. The 15 active projects in this sector, with a combined value of \$1.9 billion, reflect the recent increase in government investment in this area.

Most of the funding (\$1.2 billion) is for 9 projects to improve the aged care sector by implementing recommendations following the Royal Commission into Aged Care Quality and Safety in 2021. This includes:

- improving ICT capabilities of federal agencies to enable more effective regulation of the aged care industry
- delivering a modernised system that supports aged care service providers to provide the high quality, safe care that older people deserve
- ensuring nurses are available at all residential care facilities and all aged care workers are registered on a national register
- supporting the different levels of independence and care required by older Australians.

The remaining 6 projects (\$0.6 billion) are delivering new and improved health services, completing digital transformation of internal systems, and producing better online portals for Australians to access services.

15
Active
projects

.....
\$1.9B
Investment



Safety of Australians



The government is protecting vulnerable Australians by investing in law enforcement and online safety through 15 active projects with a combined value of \$1.9 billion, being delivered across 11 Commonwealth agencies.

These projects are safeguarding Australia by:

- improving access to cross-border information and real-time risk data on dangerous individuals and organisations
- enhancing data matching capability to reduce investigation time and improve the ability to combat organised crime
- contributing to a national view of policing information and criminal intelligence
- using machine learning and artificial intelligence to significantly improve Australia's efforts to combat illicit activities such as money laundering and unauthorised imports
- developing comprehensive registries and data lakes to store historical information to allow authorities to identify suspicious activity faster
- automating border clearance and cargo processes to simplify government services while also improving security alerts and risk information.

Relevant case studies

Improving the use of data to combat the growing threat of scams targeting Australians (page 47).

Protecting myGov users by strengthened measures to prevent phishing attacks (page 12).

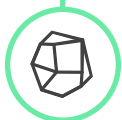
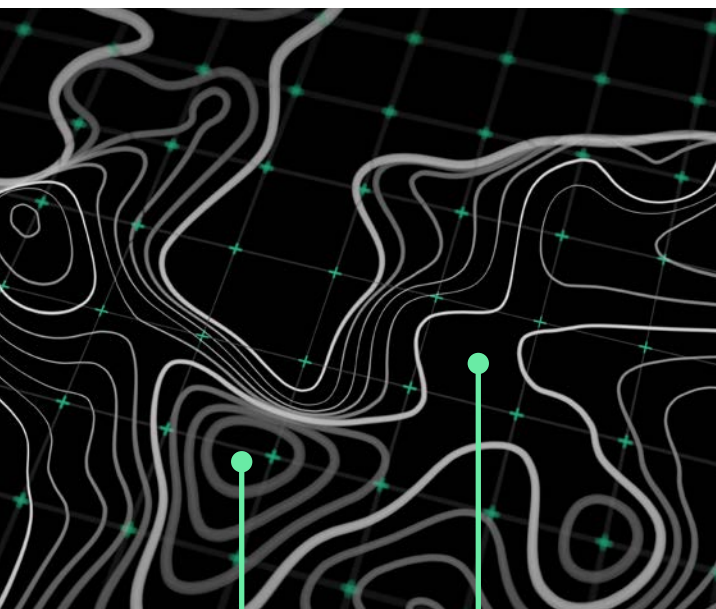
Targeting disability insurance fraud (page 26).

15
Active
projects

.....
\$1.9B
Investment



Resources and the environment



The government is investing \$4.2 billion in 21 projects to help protect and restore Australia's vast and varied environment and manage the country's natural resources.

This includes a long-term project (\$3.4 billion) to comprehensively map Australia's natural resources, including critical minerals and groundwater, to support the transition to net zero and enable responsible management of all resources. Another project (over \$103 million) is helping to improve the management of water resources and responses to climate change impacts in the Murray-Darling Basin.

Another 9 projects (over \$560 million) are leveraging data and technology to enable rapid action to address environmental changes. Data, information and analytics are being used to better manage and protect Australia's natural heritage and streamline work on environmental and climate risk assessment projects. Significant investment is also supporting emissions reduction and renewable energy mechanisms.

A further 5 projects (over \$85 million) are building the skills and data infrastructure needed to manage and monitor energy, water and diesel exhaust fluid markets and plan for future supply and demand.

Relevant case study

A previous investment in this sector, which concluded in June 2024, modernised and secured critical climate and weather data services (page 56).

21
Active
projects

\$4.2B
Investment



Case study

Resources and
the environment

Bureau of Meteorology (Bureau)

Securing weather and climate data services

Tier 1

\$866 million investment

A vital investment in the Bureau's nationally critical capabilities



bom.gov.au

The ROBUST Program has secured and strengthened the Bureau's ICT operating environment, so it can continue to deliver critical services for all Australians.

The 7-year ROBUST Program improved system and network security, stability and resilience, following a cyber security breach and major outages in 2015 and early 2016. The program, which formally closed in June 2024, redesigned the Bureau's legacy technology systems, related processes and software applications. This was essential to securely capture, manage and store Australian weather and climate data and provide it to governments, industry and the community.

Meeting challenges during implementation

The digital transformation involved multiple projects and technologies. It was a substantial effort that adapted to evolving circumstances. For example, national and state restrictions during the COVID-19 pandemic delayed observing equipment from international suppliers, limited staff mobility for site installations and acceptance testing, and restricted access to the technology workforce expertise and depth required.

The Bureau's role as the system integrator was also complicated by the pandemic. The previously co-located workforce, which included integrated vendor and Bureau teams, became distributed and remote. This made it harder to identify risks early and lengthened the time needed to design, communicate and integrate solutions. Although new ways of working were developed to address each challenge, the adjustment period led to schedule delays, which increased costs.

Transforming a national asset

Despite the challenges, the Bureau was able to deliver the intended outcomes.

The ROBUST Program has delivered secure, stable and resilient information and observing technologies for the Australian community, ensuring the Bureau can continue in its core mission of providing trusted, reliable and responsive weather, water, climate and ocean services for Australia – all day, every day.

*Dr Andrew Johnson
Bureau of Meteorology CEO*

The ROBUST implementation has strengthened the Bureau's defence against cyber attacks and improved staff security practices.

ICT infrastructure upgrades and new observation equipment have enhanced resilience and service continuity.

The program also stabilised ICT operations, increased automation, and launched a secure, resilient beta website with integrated data platforms – establishing the core technology platforms needed to meet current and future community service demands.

The 2024 mid-stage Gateway Review found that 'the ROBUST Program performance was considerably better than the performance of other comparable technology programs across government'.

ROBUST Program

Benefits for all Australians



Security

- Security hardware
- Software and tools
- Monitoring capabilities
- Business roles and processes
- Physical security at 742 sites



beta.bom.gov.au

- New data platform
- New geospatial platform
- New integrations
- Upgraded observations network
- New user experience, navigation and design



Observation networks

Upgrades to:

- 41 radars
- 6 space weather ionosondes
- 4 wind profilers
- 14 automatic balloon launching systems
- 16 flood warning site upgrades



Disaster recovery

New disaster recovery high performance computer



IT infrastructure and data management

- 2 data centres
- Network redesigns
- Data and integration platforms
- Asset management system
- Infrastructure and end-user security
- Redesigned data stores and data management practices



Applications

- 20+ legacy software applications decommissioned
- Critical application upgrades



Education and employment



Education and employment underpin achievement and prosperity in Australia. The government is investing \$512.5 million across 11 projects to reform this sector by removing barriers, enhancing outcomes and creating more efficient processes.

Projects in this sector are using digital tools to enhance childcare subsidy administration, automate workflows, back up records, and connect service providers – improving quality and capacity.

Student loans enable further education in Australia. Initiatives are enhancing data quality and insights through organised information storage and automated processes, and supporting more effective distribution of resources and a more efficient student loans system through integration of data.

Projects related to employment services are simplifying the user experience and reducing system strain. Centralised data management is enabling effective tracking of employment trends, advancing data-driven improvements. Consolidating services onto a single platform will enhance outcomes and reduce operational costs.

The modernisation of Australia's vocational education management system aims to expand the workforce. Initiatives are overhauling the administration of VET Student Loans and replacing outdated systems, which is essential to upscale apprenticeship programs and services.

Relevant case study

[Improving data management for apprenticeships \(page 50\).](#)

11
Active
projects

\$512.5M
Investment



Tax and super

An efficient tax and superannuation system aims to reduce unnecessary costs on the economy, while raising revenue to fund critical government services. The government is investing in 5 major projects in this sector, with a combined value of \$803.4 million.

One project in this sector is helping to safeguard workers' entitlements and address the systemic issue of employers not paying or underpaying Superannuation Guarantee entitlements. Another project is improving data availability and access to tools to improve the efficiency and effectiveness of Australian Taxation Office (ATO) staff. This will enable enhanced data matching to minimise the need for staff to manually identify unpaid Superannuation Guarantee entitlements, while also reducing the reporting burden for employers.

Investment in new ATO systems has streamlined the process of managing tax requirements. Reforms to enhance the robustness, equity and sustainability of the retirement savings system are also being supported through digital projects, benefiting a broader range of Australians and supporting retirees. Other initiatives are enhancing the ATO's capability to defend against cyber attacks, ensuring the confidentiality, integrity and availability of internal systems and data.

Another project is making sure the ATO can meet the ICT and data requirements to support a global initiative to tackle multinational tax avoidance.

Relevant case study

Some of the technological foundations for such projects within the tax and super sector were laid through a previous ATO data centre project (page 37).

5
Active projects

\$803.4M
Investment



Industry, infrastructure and business

A primary role of government is improving quality of life for Australians through investing in domestic productivity. To this end, the government is investing \$657.9 million across 11 projects in the industry, infrastructure and business sector. Projects are:

- enhancing business interactions with government by automating and simplifying processes to reduce time and complexity
- improving reporting processes to meet community standards of transparency and fairness, which benefits business tenders
- enhancing cyber security, functionality and operational sustainability to enable the Australian Government to regulate, support and oversee domestic businesses – promoting economic growth and transparency
- addressing gaps in existing processes, ensuring timely payments to small businesses and grants to states and territories, and simplifying engagements between government and small to medium enterprises.

Further, geospatial digital projects are improving diverse areas like climate reporting, water, geography and demographics. Collaboration with overseas partners is boosting Australian research in climate change, clean energy and agricultural productivity. A partnership with the United States is leveraging expertise in the crucial area of satellite data. Enhancing ICT capabilities to support Australian science and foreign affairs management is paving the way for future business and employment opportunities.

11
Active
projects

.....
\$657.9M
Investment



Agriculture and trade



Agriculture and trade are essential to the Australian economy. To create the right support for the sector, the government is investing in 12 projects with a value of \$1.1 billion to transform import and export processes.

Various agencies are making digital improvements, integrating machine learning into existing processes and developing platforms to support digital verification of trade documents.

A digitisation initiative is modernising Australia's agricultural export systems. Streamlining existing processes will alleviate administrative and operational burdens for businesses and reduce the costs associated with exporting goods.

Other projects are ensuring compliance with a complex network of international obligations through enhanced information sharing and simplified system interactions. Initiatives are supporting Australia's international trade, cooperation and regulatory missions by enhancing security and functionality to enable secure, flexible and scalable business operations. This will improve interconnectivity across agencies and create flexibility to implement new programs, while maintaining the security advantages of an enclosed system.

12
Active
projects

.....
\$1.1B
Investment



Social services



The social services sector plays a crucial role in supporting the wellbeing of Australians. The government is investing \$621.3 million across 8 projects in this sector to modernise the delivery of social services, ensuring they are more efficient, accessible and better aligned to the needs of Australians.

Important initiatives to improve outcomes for people with disability include:

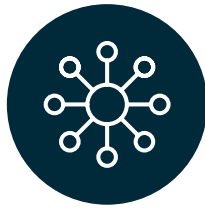
- bringing together de-identified data from the Australian, state and territory governments to enable a better understanding of the life experiences and outcomes of people with a disability across Australia
- better supporting people with disabilities in securing employment
- improving capability to protect people with disabilities from abuse, violence, neglect and fraud.

Another project is transforming how Australians access government services by providing a secure and efficient way for individuals to verify their identity online.

Further significant investments are modernising digital services to support veterans, streamlining the claims administration process and ensuring timely delivery of payments to assist veterans and their families.

8
Active
projects

.....
\$621.3M
Investment



Government



For the Australian Government to fulfill its commitment to delivering value through its digital and ICT-enabled projects, it needs to have robust internal processes and systems to support its operations. To support this, a total of \$1.2 billion has been invested in the government sector across 12 projects.

Modernised systems are crucial for the APS to effectively and efficiently manage its responsibilities. They are needed to ensure Commonwealth agencies comply with cyber security policies, minimise vulnerabilities and can protect sensitive information from potential attacks.

Current digital architecture and ageing technology cannot support increased demand or maintain compliance.

ICT capability projects range from work to support election services to national data collection, and are:

- enhancing cyber security and reliability across several Commonwealth agencies, reducing shared cyber risks and aligning with government policies
- upgrading systems to meet digital standards, enhance service delivery, reduce errors and increase efficiency
- ensuring the integrity of collected data to lead to more comprehensive insights supporting the development of policy and distribution of funds and services.

12
Active
projects

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\$1.2B
Investment



Appendix: Major digital projects list

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Scope

This appendix contains information on digital projects the DTA is providing advice or assurance on, including in our role administering the [Assurance Framework for Digital and ICT Investments](#) (Assurance Framework).

It includes details on active projects as well as projects that have concluded assurance oversight since the [first public report](#) in February 2024.

This appendix does not include:

- projects not subject to the Assurance Framework, or projects subject to the Assurance Framework that closed before February 2024
- projects that involve sustaining existing digital capability that are not in-scope of the Assurance Framework
- recently funded projects yet to formally commence or enter assurance oversight
- projects led by agencies in the Australian Intelligence Community as well as the Department of Defence – these projects are subject to other assurance and oversight processes overseen by the Office of National Intelligence and Defence respectively.

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 and/or commercial negotiations. 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. These are denoted as ‘NFP’ in the table in *Overview by portfolio* below.

Data collection and further enquiries

The DTA works closely with each Senior Responsible Official to validate data and monitor progress for every project. The DTA coordinates reporting across government to promote transparency to ministers and the Australian community. However, given the potential for commercial sensitivities to arise, especially when project challenges are being remediated, all project-specific enquiries should be directed to the relevant agency.

Explanation of table column headers

The table in *Overview by portfolio* below includes the following column headers.

Column header	Description
Project name	The name of the project as advised by the lead agency.
DCA 2024	The delivery confidence assessment for the project as reported in February 2024 (digital project data release).
DCA 2025	The delivery confidence assessment for the project for the purposes of this (February 2025) report.
Delivery status	The delivery status of the project for the purposes of this February 2025 report.
Total budget (\$ million)	The total budget (including both digital and non-digital budget components). Numbers are rounded to one decimal place.
Digital budget (\$ million)	The portion of total budget devoted to the design, development, implementation, deployment, sustainment and testing of digital and ICT capability. Numbers are rounded to one decimal place.
Project end date	For active projects, this is the expected end date of the project as advised by the lead agency. For projects that have concluded assurance oversight, this is the actual end date of the project as advised by the lead agency.
Project description	A high-level description of the project, including: <ul style="list-style-type: none">• what it intends to deliver• whether the project has been subject to the Assurance Framework’s escalation protocols.

Key for delivery confidence

Delivery confidence is an assessment of a project's overall trajectory to deliver on intended outcomes and benefits. A lower delivery confidence rating signals there are issues or risks that need to be addressed. However, a low rating does not necessarily mean a project will fail. Instead, it is an early warning, allowing for timely interventions to support the project team in mitigating risks and overcoming challenges.

The DTA plays a crucial role in this process. By working closely with agencies, we help to ensure that the right measures are taken when delivery confidence decreases. This involves providing guidance, resources and support to project teams, helping them make the best use of assurance processes, and promoting strategies to address emerging issues. This collaborative effort aims to improve the likelihood of successful project delivery, so that investments provide expected benefits to Australians and businesses.

Delivery confidence assessments are based on independent assurance assessments since the release of February 2024 report. Where an independent assessment is not available, the delivery confidence assessment is provided by the lead agency.

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.
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.
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.
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.
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 do not appear to be manageable or resolvable without such changes being made.
Not reported	Delivery confidence was not reported by the lead agency.
Blank	Where a delivery confidence field is blank, this means a project was not required to report for the purposes of the February 2024 report e.g. because the project had not commenced.

Key for project tiers

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 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 focused on meeting the needs of one agency or, sometimes, a small group of agencies. They generally represent lower risk.

Overview by portfolio

The following table reflects the distribution of projects under the DTA's assurance oversight across the government's digital project portfolio as at February 2025.

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Agriculture, Fisheries and Forestry

Department of Agriculture, Fisheries and Forestry

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Busting Congestion for Agricultural Exporters: Digital Services to Take Farmers to Markets	Medium-High	Medium-Low	Active	323.0	323.0	30 Jun 2025	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.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Capital Security, Technology and Asset Refresh (CapSTAR)		Medium-High	Active	279.0	189.8	30 Jun 2028	The CapSTAR program aims to refresh and maintain essential property and ICT assets, reduce risk in service delivery and ensure critical business systems are supported, patched and resilient. The program outcome will be a sustainable and efficient technology and physical infrastructure portfolios, through reduction of technical debt and an increased level of physical and cyber maturity.
Simplified Targeting and Enhanced Processing Systems (STEPS)	Medium	Medium-Low	Active	144.9	144.9	30 Jun 2026	The Simplified Trade and Enhanced Processing System (STEPS) program will transform the border process for cargo importers who depend on the department to mitigate and regulate biosecurity risk in a challenging global marketplace. At the time of preparing this report, this project is subject to the escalation protocols set out in the Assurance Framework for Digital and ICT-enabled Projects. These protocols are designed to support agencies in the timely resolution of delivery challenges.
Supporting a Stronger and More Sustainable Agriculture Sector	Not reported	Medium-High	Active	8.8	8.8	30 Jun 2025	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.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Climate Services for Agriculture	Active	17.2	4.4	30 Jun 2028	The Climate Services for Agriculture (CSA) program aims to build drought resilience by enabling users to anticipate future climate conditions, compare those conditions with historical climate records, and consider potential impacts on the food and fibre products they produce. CSA provides climate projections for specific commodities at a local scale via a free online platform 'My Climate View'.
Future Drought Fund Knowledge Sharing	Active	11.4	7.3	30 Jun 2028	This proposal seeks to make the knowledge generated by the Future Drought Fund (FDF) more accessible, and to promote wider adoption through a systematic and strategic approach. In particular, the development of a knowledge management system (Dorper2) to collect and store FDF knowledge such as program outputs and outcomes, project data and information, and contract management information.

Attorney-General's Administrative Review Tribunal

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Case Management Solution Program	Not reported	Medium- High	Active	29.6	29.6	30 Jun 2027	This project will establish a new single case management system for the Administrative Review Tribunal (ART), replacing multiple outdated legacy systems that the ART currently relies on. The new, whole-of-agency case management system will improve ART users digital experience and staff productivity to support the ART's statutory objectives.

Australian Criminal Intelligence Commission

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
National Criminal Intelligence System (NCIS)	Medium-High	Medium	Active	373.7	373.7	30 Jun 2027	The NCIS will provide secure access to a national view of criminal information and intelligence.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
National Automated Fingerprint Identification System (NAFIS) NextGen	Medium-High	Medium-High	Active	40.2	40.2	30 Jun 2025	The NAFIS NextGen will provide improved system serviceability by implementing a modern, future-proof software platform and cloud infrastructure hosting for the matching of national fingerprint data.
National Firearms Register (NFR)		Medium	Active	166.7	48.8	30 Jun 2028	The NFR will provide an end-to-end firearm, licence and permit information sharing and management ecosystem. The Register will deliver timely, consistent, and accurate information on firearms and owners across all jurisdictions to improve police and community safety and law enforcement capability.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Secure Internet Gateway transition	Active	6.4	6.4	30 Jun 2025	Transition of the Secure Internet Gateway (SIG) to provide the agency with secure entry and exit points for services consumed and provided via the internet. This project relates to operations and funding arrangements for the ACIC.

Australian Federal Police

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Investigation Management Solution (IMS) Program	Active	45.0	45.0	30 Jun 2025	The IMS is providing the Australian Federal Police (AFP) with the ability to manage investigative processes and related investigative information in a single system, enabling a consistent approach to the management of investigative information across the AFP.

Attorney-General's Department

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Secure Court Information Management System (SCIMS)	Active	30.7	9.5	30 Jun 2028	The Australian Government requires the development and delivery of a digital, secure, accredited and high availability remote access court information management system to support the electronic presentation and protection of classified material (up to and including SECRET) for legal matters which will deal with National Security Information (NSI) materials in the lead up to, and during court proceedings.

Australian Transaction Reports and Analysis Centre (AUSTRAC)

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Anti Money Laundering and Counter Terrorism Financing Reforms Program		Medium-Low	Active	160.8	65.7	30 Jun 2026	The Australian Government is reforming Australia's Anti Money Laundering and Counter Terrorism Financing (AML/CTF) regime to combat illicit financing and meet international standards, extending regulation to Tranche 2 entities. AUSTRAC will implement these changes, increasing the regulated population from 17,000 to over 100,000. This expansion will profoundly impact AUSTRAC's regulatory activities, requiring a redesign of its approach.

Commonwealth Director of Public Prosecutions

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Evidence Management Modernisation Program (EMMP) formerly Digital Litigation Solutions (DLS)	Active	22.7	2.9	30 Apr 2025	This investment is modernising how digital evidentiary material is managed by the Office of the Director of Public Prosecutions (Commonwealth) by introducing a digital solution and establishing an internal digital evidence capability to more effectively manage large volumes of digital evidence. This investment involves transitioning from legacy systems and establishing optimum support arrangements in support of an efficient prosecution service.

National Anti-Corruption Commission

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Establishment of the National Anti-Corruption Commission (NACC)	High	High	Closed	201.0	12.2	30 Jun 2024	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'.

Climate Change, Energy, the Environment and Water

Australian Energy Regulator

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Contract Market Monitoring		Medium	Active	26.0	6.0	30 Jun 2027	The project aims to collect, store and analyse highly sensitive energy contracts data and provide insights into the performance of the wholesale electricity and gas markets, greater scrutiny of the conduct of the energy market participants and broader understanding in the operation and impact of contract markets and overall resilience of the electricity and gas sectors.
Retail Performance Reporting	Not reported	Medium	Active	3.2	3.2	30 Jun 2025	The project will allow the Australian Energy Regulator (AER) to collect data from energy retail businesses efficiently, quickly and effectively conduct critical analysis to deliver stronger outcomes to energy consumers. Using improved data and digital systems, the AER will be able to provide richer and more timely insights into energy consumer outcomes including levels of debt and the assistance retailers are providing in this time of significant cost-of-living pressures.

Bureau of Meteorology

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
ROBUST	Medium	Medium-High	Closed	865.7	682.0	30 Jun 2024	The ROBUST Program is securing and strengthening all elements of the Bureau of Meteorology (the Bureau) operating environment to provide continuous availability of critical services and mitigate risks arising from the fragility of the existing technology environment.
ROBUST Transition Program		Medium-High	Active	36.2	36.2	30 Jun 2025	The ROBUST Transition Program is the successor of the ROBUST Program that closed on 30 June 2024. The primary objective is to deliver the residual scope from the ROBUST Program to enable the Bureau to realise the full outcomes and benefits from the ROBUST Program. A second DCA assessment is currently in progress and expected to be available in early 2025.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Water Market Reform	Not reported	High	Active	32.7	18.2	30 Jun 2027	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.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
National Climate Risk Assessment – Technical Delivery Stream	Active	19.1	0.2	30 Jun 2025	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.

Clean Energy Regulator

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
CER's Integrated Transformation and Sustainment Investment (ITSI) – Program Tranche 1: Core technological modernisation, streamlined digital services and transparency		Medium-High	Active	145.0	63.4	30 Jun 2028	<p>The ITSi includes a broad range of individual initiatives that will deliver new business and technological capability to accelerate carbon abatement and improved biodiversity outcomes for Australia.</p> <p>Program Tranche 1 establishes new business systems and core technological capability to streamline and improve digital services and transparency across the schemes that the Clean Energy Regulator (CER) administers. This includes initiatives started between 2020 and 2022 that are now well advanced, and at or near build completion.</p>
CER's Integrated Transformation and Sustainment Investment (ITSI) – Program Tranche 2: Leverage modernised capabilities and investment value extension	Medium	Medium-Low	Active	96.1	43.5	30 Jun 2034	<p>The ITSi includes a range of individual initiatives that will deliver new business and technological capability to accelerate carbon abatement and improved biodiversity outcomes for Australia. From 2023, Program Tranche 2 extends core technological capability, delivering new schemes and continuing to modernise existing scheme administration and transparency.</p>

Department of Climate Change, Energy, the Environment and Water

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Capturing Australia's Emissions Reduction Data		Medium-High	Active	21.8	13.8	30 Jun 2026	The aim of this project is to support and enhance core IT systems for the ongoing delivery of Australia's National Greenhouse Accounts (historical and projected greenhouse gas emissions estimates) to fulfil legislative and international treaty reporting obligations, track progress against national emissions reduction targets, inform national and sectoral decarbonisation plans and 2035 target setting, and enable continued delivery of tools required for the Australian Carbon Credit Unit (ACCU) scheme.
Establishing Environment Protection Australia (EPA)	Not reported	Medium-Low	Active	121.0	NFP	30 Jun 2027	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.
Improve Energy Planning	Not reported	Not reported	Active	18.9	8.3	01 Jun 2026	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.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Commonwealth Climate Risk and Opportunity Management Program	Active	9.3	3.0	01 Jun 2026	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, the climate risk management digital tool currently being developed 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.
Digital Environmental Assessment Program	Active	52.5	42.0	30 Jun 2026	The Sustaining Environmental Assessments measure provided funds to extend this workflow system to include a searchable public register of <i>Environment Protection and Biodiversity Conservation Act 1999</i> 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.
Environment Information Australia	Active	51.0	6.0	30 Jun 2027	Environment Information Australia (EIA) has been established to provide accessible, interoperable and high-quality environmental data and information. The investment will support EIA to deliver environmental information, analytics and tools to support the operation of nature repair market, state of the environment reporting, and for environmental economic accounting.
Housing Energy Upgrades Fund (previously Empowering and Enabling Energy Performance)	Closed	36.7	1.8	30 Jun 2024	This project 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.
Initial Preparations to Host a UNFCCC COP (COP31)	Active	76.2	2.7	31 Dec 2025	Operational planning and initial procurements to deliver on the Australian Government's commitment to host the 31st conference of the parties (COP31) for the United Nations Framework Convention on Climate Change (UNFCCC) in 2026 in close partnership with the Pacific.

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Online Data Collection and Reporting Mechanism for the DEF Market	Active	4.6	4.6	30 Jun 2025	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.
Waste and Resource Recovery Data Program	Closed	20.6	20.6	30 Jun 2024	The program aims to present publicly available national data on waste and resource recovery online, and in visual form to support understanding. Work with state and territory governments will seek to standardise definitions and waste reporting.
Waste Exports Licencing and Declaration – WELD	Active	0.7	0.7	30 Jun 2025	The Waste Export Licensing and Declaration (WELD) database contains data relating to applications for waste export licences including licence variations, renewals and exemptions. The Department of Climate Change, Energy, the Environment and Water uses the database to assess licence/exemption applications and manage issued licences/exemptions. Licence applicants and holders use the database to submit information to the department, communicate with the department and declare exports.

Inspector-General of Water Compliance

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
IGWC ICT Enabling Systems	Active	1.3	1.3	30 Jun 2025	The Inspector-General of Water Compliance is a statutory authority with oversight and regulatory functions for managing water use in the Murray-Darling Basin, established by the Australian Government. To help manage these legislative objectives, this project will assess and design future state solutions for technology that will support establishing secure and integrated data and information management systems that align with whole-of-Australian Government security standards.

Murray-Darling Basin Authority

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Basin Plan Review ICT and Data Project	Not reported	Medium-High	Active	103.7	14.5	31 Dec 2026	This project is implementing the Australian Government's commitment to safeguard and future-proof the Murray-Darling Basin by preparing for, and undertaking in full, the statutory Basin Plan 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 managing delivery of the work program.

Education

Department of Education

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Tertiary Collection of Student Information (TCSI) Renewal Project	Not reported	Medium-High	Active	31.6	27.8	30 Jun 2026	The TCSI Renewal project is an ICT project delivering improved decision-making, service provision, access, and security. It will reduce administrative overheads, improve productivity and increase satisfaction of higher education providers and, students. The benefits will be delivered through enhancements to analytic capacity, monitoring and service delivery tools to drive more accurate and timely data collection processes and ensure the security and privacy of data holdings.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Education Funding System (formerly known as Transforming Program for Schools and Universities)	Medium-High	Medium-Low	Active	91.7	71.1	30 Jun 2026	The Education Funding System (EFS) project is a significant initiative undertaken by the Australian Government Department of Education. The primary goal of the EFS project is to modernise and streamline the management of education funding across Australia; to improve the administration of \$46 billion in annual funding allocated to Australian schools and higher education institutions.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Child Care Subsidy (CCS) Reform – Streamline and Automation of Gap Fee Compliance	Active	88.2	7.5	30 Jun 2025	The Child Care Subsidy (CCS) Reform aims to enhance CCS program integrity and efficiency by automating and streamlining gap fee compliance activities. This project is part of broader efforts from 2022–23 to 2024–25 to prevent fraud and ensure compliance, delivering significant savings over 6 years. The project enhances the financial support through the CCS, benefiting Australian families and children.
Plan for Cheaper Child Care	Closed	3.1	3.1	30 Jun 2024	New data infrastructure replaced the existing child care data warehouse, analytics and reporting processes with a robust end-to-end solution that will also deliver benefits for the department’s data analytics, compliance monitoring, integrity and fraud detection activities.
Schools Unique Student Identifier (USI)	Active	NFP	NFP	31 Dec 2027	The schools USI is a joint initiative between the Commonwealth and the states and territories under the Better and Fairer Schools Agreement 2025–2034 which has superseded the National School Reform Agreement 2019–2024. This initiative is extending the national USI system to the school sector. Implementation will continue in 2025, with all school students to have a USI by the end of 2027.

Employment and Workplace Relations

Australian Skills Quality Authority

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Digital Transformation Program (Strengthening Integrity of the VET sectors)		High	Active	37.8	21.1	30 Jun 2027	The Australian Skills Quality Authority (ASQA) is the national regulator of the Vocational Education and Training (VET) sector. In February 2024, it commenced its 3.5 year Digital Transformation Program to address issues with current ICT systems and data capabilities. The objective of the Program is to ensure that ASQA is a modern, best practice regulator, through the implementation and integration of contemporary systems and applications that will ensure ASQA can efficiently and effectively deliver its regulatory and organisational priorities.

Department of Employment and Workplace Relations

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
VSLConnect	Not reported	Medium-High	Active	41.7	24.7	30 Jun 2025	This project is enabling the Australian Government to better realise the benefits of the VET Student Loans (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.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Apprenticeship Modernisation Program (AMP)	Medium-High	High	Closed	39.2	31.9	30 Jun 2024	The Apprenticeships Data Management System (ADMS) streamlined the delivery of apprenticeship programs and services, reduced the administrative burden of employers and apprentices, and provided better data to support evidence-based policy decision-making. An innovative and modernised IT system will enhance direct engagement with apprentices and employers, and streamline processes for providers, enabling them to concentrate on providing advisory services.
New Energy Apprenticeships	Not reported	High	Closed	17.2	17.2	30 Jun 2024	The New Energy Apprenticeships Program is contributing to Australia's transition to a cleaner future. It is designed to encourage apprentices to choose clean energy careers, improve retention rates and deliver more successful completions by providing direct financial support to Australian apprentices commencing an Australian apprenticeship in a clean energy occupation.
Onboarding complementary programs onto the Workforce Australia Digital Platform	Medium-High	Medium-High	Closed	34.9	14.2	30 Jun 2024	This project seeks to onboard 3 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.

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Parents Next Replacement Solution / Voluntary Pre employment Service for Parents		Medium-High	Active	116.9	42.4	30 Jun 2026	The project is supporting the implementation of Parent Pathways, a voluntary service that provides personalised assistance and financial support to eligible parents and carers of children up to the age of 6 years. This included extending ParentsNext to 31 October 2024 and introducing Parent Pathways from 1 November 2024, which included releasing the IT system on the Workforce Australia Digital Platform and the APS Pilot. As part of the project, enhancements will be made to Parent Pathways.
Targeted Support for Apprenticeships (Option 1)	Not reported	High	Closed	9.3	9.3	30 Jun 2024	This project introduced a new non-financial support model for Australian apprenticeships from 1 July 2024. The model redesigned and refocused key support services delivered by the Australian Apprenticeship Support Network to increase apprenticeship completion rates and the diversity of the apprentice workforce.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Enhancements to the Workforce Australia Digital Platform to administer the redesigned foundation skills program	Active	10.9	10.9	30 Jun 2025	This project is to deliver enhancements to the Workforce Australia Digital Platform to administer the redesigned Skills for Education and Employment program.
Pacific Australia Labour Mobility (PALM) scheme insourcing	Active	6.1	6.1	30 Jun 2025	The project transferred the Pacific Australia Labour Mobility Information System (PALMIS) to the department's infrastructure from July to December 2023. Work is now focused on expanding and enhancement to align PALMIS with the department's operating model. PALMIS will provide strong oversight and reporting which will support the Australian Government's plan to Build a Stronger Pacific Family, uphold worker protections, and address unmet labour needs in regional and rural Australia.

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Reconnection, Employment and Learning Program	Active	76.2	8.6	31 Dec 2026	This project supports the implementation of Reconnection, Employment and Learning (REAL) Program that is replacing the Time to Work Employment Service (TWES). The REAL Program is a voluntary program that will support First Nations prisoners aged 15 years and over to transition from the justice system into employment. 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 REAL providers to fulfil the department's requirements for accreditation in the department's ICT cyber security protection arrangements, so that they can access the Workforce Australia Digital Platform (WADP).
Time to Work Employment Service – Extension	Closed	5.7	0.4	30 Jun 2024	This project supported the extension of the Time to Work Employment Service (TWES) in non-remote areas for 12 months to 30 June 2024, with a new program being introduced from 1 July 2025. The TWES supported First Nations prisoners to connect with employment services and to help more First Nations prisoners move from prison to paid work. The TWES in non-remote areas ceased on 30 June 2024.

Finance

Australian Electoral Commission

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Election Systems Modernisation Program (Indigo)	Medium-High	Medium-High	Active	NFP	NFP	30 Jun 2030	The Indigo Program aims to modernise the AEC's core ICT infrastructure and systems to deliver integrated, secure, and modern electoral services that meet community needs and expectations into the future. The replacement of legacy systems with modern technology and infrastructure will enhance and bolster the AEC's ability to manage security risks and strengthen Australia's ongoing democratic resilience. Tranche 1 has been delivered, and Tranche 2A is scheduled to be completed in 2027. The final tranche of the Program (Tranche 2B) will be subject to government consideration as part of the 2027-28 Budget context. Tranche 2B is projected to be completed in 2030.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Polling Place Technology	Medium-High	Medium	Active	15.5	15.5	30 Jun 2025	Enhanced technology to enable expansion of voter and 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.

Department of Finance

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Digital ID Program	Medium-High	Medium-High	Active	460.5	187.8	30 Jun 2026	The Digital ID program aims to provide Australians with a secure, convenient, voluntary and inclusive way to prove their identity online. Key components include a legislative framework, an Accreditation Scheme, and the Australian Government Digital Identity System (AGDIS). The program will also focus on increasing public awareness and adoption across government and private sectors.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Parliamentary Expenses Management System (PEMS) Enhancement Project		Medium	Active	11.2	10.6	30 Jun 2026	The Parliamentary Expenses Management System (PEMS) is a digital solution for the management and reporting of HR and payroll, as well as office and travel expenses for Parliamentarians, their staff, and the administering agencies. The Enhancement Project is a 2-year initiative that will deliver improvements and efficiencies to PEMS functionality.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Improving transparency of procurement data to support the Buy Australian Plan	Active	10.6	6.0	30 Jun 2027	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.
SDO Security and Reliability	Active	12.0	12.0	30 Jun 2025	The Security and Reliability program will deliver necessary ICT upgrades to maintain the security and reliability of the Service Delivery Office (SDO) systems which provide corporate shared services to 15 client entities across the Australian Public Service.

Foreign Affairs and Trade

Australian Trade and Investment Commission (Austrade)

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Go Global Toolkit Enhancement		Medium- High	Active	10.9	9.0	30 Jun 2026	The Go Global Toolkit (GGT) is a single, simple and trusted source of practical export support for all Australian business. Enhancing the features and tools on the GGT will provide online export support for Australian businesses that is personalised and tailored to their activities and capabilities, as well as emerging global market opportunities. It will improve export readiness of Australian businesses and aims to grow Australian exports through capability uplift. The product supports the government's trade diversification and priorities, including delivering information on how to utilise new free trade agreements and will allow for trade services to be delivered digitally, at scale – a key expectation of modern Australian businesses.

Department of Foreign Affairs and Trade

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
DFAT Digital Uplift Program		Medium-High	Active	106.2	106.2	30 Jun 2028	This program consists of a high number of discrete projects improving collaboration across Government and addressing cyber security vulnerabilities across the Department's global network, which supports all Agencies with a presence overseas, ensuring compliance with Federal Government cyber-security strategy and policy.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Foreign Arrangements Scheme (FAS): Ensuring Australian foreign engagement in the national interest	Not reported	High	Active	29.8	13.0	28 May 2025	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 <i>Australia's Foreign Relations (State and Territory Arrangements) Act 2020</i> and be responsive to stakeholder feedback.
ICN Stabilisation Program	Not reported	High	Active	90.2	90.2	30 Jun 2026	This program is stabilising the Department's current global network through replacement of core ICT infrastructure hardware components (servers/network) at all Australian offices and international missions and where critical, fibre cabling remediation, replacement UPS and Multi-functional devices. Stabilisation of the network is critical to improving the Department's cyber security resilience, network reliability, and functionality in the short- and medium-term.

Health and Aged Care

Aged Care Quality and Safety Commission

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Response to the Final Report of the Capability Review of the Aged Care Quality and Safety Commission (ACQSC)	Active	69.4	69.4	30 Jun 2026	Cyber security remediation activities will increase the Commission's cyber resilience, increase the capacity of ICT delivery and support services to address critical operational constraints and provide enabling skills and capabilities required to support and operate the new <i>Aged Care Act 2024</i> services. This increase will address critical constraints in providing the enabling capabilities to support best practice, evidence-based, contemporary regulatory program delivery.

Australian Digital Health Agency

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
My Health Record on FHIR (Fast Health Interoperability Resources)	Active	38.4	38.4	30 Jun 2025	The project will establish a new national repository service to improve the My Health Record system aligned with the contemporary health industry data standard Health Level 7 (HL7) FHIR. This supports mobile app enablement in alignment with the National Digital Health Strategy 2023–2028. Its vision is to enable a contemporary capability for My Health Record, as a foundation for the healthcare modernisation journey, which will increase value to customers and healthcare providers accessing data.

Australian Radiation Protection and Nuclear Safety Agency

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Ensuring Radiation Protection and Nuclear Safety for All Australians	Active	2.5	2.5	01 Jun 2026	The agency 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.

Department of Health and Aged Care

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Aged Care ICT to Enable Reform & Regulatory Model		Medium-Low	Active	407.6	407.6	30 Jun 2026	This project involves the design and delivery of the business and digital projects requirements to support the implementation and operationalisation of the <i>Aged Care Act 2024</i> .
Improving Aged Care Data and Tracking Quality (IACDTQ) Program	Medium-Low	Medium	Closed	150.9	90.5	04 Dec 2024	<p>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 system, and reduce ongoing ICT costs across Health and Aged Care as systems are standardised and consolidated on a modern ICT platform.</p> <p>At the time of preparing this report, this project is subject to the escalation protocols set out in the Assurance Framework for Digital and ICT-enabled Projects. These protocols are designed to support agencies in the timely resolution of delivery challenges.</p>
Support at Home ICT Enablement	Medium-Low	Low	Active	174.7	115.8	01 Sep 2025	<p>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 support them to remain independent at home.</p> <p>At the time of preparing this report, this project is subject to the escalation protocols set out in the Assurance Framework for Digital and ICT-enabled Projects. These protocols are designed to support agencies in the timely resolution of delivery challenges.</p>

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Transition of the National COVID-19 Vaccine Program – Vaccine Data and Digital	Not reported	Not reported	Closed	67.4	55.4	30 Jun 2024	The National COVID-19 Vaccine Program has been transitioning to sustainable ongoing operations as emergency response settings are no longer required. This project facilitated platforms that were critical to ensuring Australians could access COVID-19 vaccines throughout the pandemic, supporting over 72 million vaccinations with over 50 million searches for appointments through the Vaccine Clinic Finder and almost 5 million calls to the National Coronavirus Helpline to help people with information.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Alternative Clinical Arrangements for Facilities Unable to Meet RN Onsite Requirement	Active	65.1	9.9	30 Jun 2027	This refinement to 24/7 Registered nurse policy will ensure effective regulation through reporting refinements, and establish the Virtual Nursing Pilot Program and communications to promote aged care sector work.
Continued COVID-19 support for aged care	Active	318.0	5.6	31 Dec 2024	The primary goal of this project is to continue a range of COVID-19 outbreak management supports. The digital/ICT component funding was secured for implementation of a new Emergency Management Portal to replace the existing COVID-19 Support Portal.
Enhanced Regulatory Model for Vaping Products	Active	135.4	7.1	30 Jun 2025	The primary goal of this project is to uplift digital processes to support the new vaping reform legislation. The project will support sponsors to supply vapes that meet the new standards and enhance systems to enable staff to conduct post market reviews and manage compliance. These changes will help provide patients and health practitioners with increased confidence in the quality and safety of vapes used for the purpose of smoking cessation.

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Essential aged care information and communication technologies system maintenance and enhancements (ACFR/QFR)	Closed	30.3	29.4	30 Jun 2024	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.
Establish a registration scheme for personal care workers	Active	114.8	20.1	30 Jun 2028	This project is enabling the Australian Government's commitment to establish a national worker registration scheme. The project includes delivery of an ICT solution that expands the existing National Disability Insurance Scheme (NDIS) worker screening system to include aged care worker screening. The expanded ICT system will create a national approach to worker screening for aged care providers, with ongoing monitoring of exclusion to better protect older people.
Funding for the Regulation of Medicinal Cannabis – Cost Recovery Model Update and Office of Drug Control Business Transformation	Active	3.0	2.3	20 Dec 2025	The Office of Drug Business Transformation project supports the transformation of the Office of Drug Control business processes and digital/ICT systems. Prior reliance on outdated and inefficient manual 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.
HPRG Transformation Program	Closed	49.4	39.7	23 Jul 2024	Health Products Regulation Group (HPRG, known externally as the Therapeutic Goods Administration, the TGA) is modernising its business systems and processes to reduce administrative burden on Australian medicines and medical devices businesses in their interactions with the TGA.
Implementation of New Legislation to Modernise Nationally Harmonised Gene Technology Scheme: More Effective Delivery of Regulation	Closed	3.7	1.6	25 Jul 2024	This project involved 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.

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Integrated Aged Care Information and Intelligence (RBTIS)	Active	42.7	20.3	30 Jun 2027	The department has developed a Risk Based Targeting and Information Sharing (RBTIS) Program of work to enable the Aged Care Quality and Safety Commission to better target its regulation of aged care providers (both residential aged care and home care) that are at risk of failing to provide quality care. The system achieves this by extracting different data elements from over a dozen major sources into information sharing dashboards.
Registered nurses on site 24/7 and More carers with more time to care (Australian National Aged Care Classification (AN-ACC)) Care Minutes	Closed	20.9	13.3	31 Dec 2024	This project supported 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.
Residential Aged Care Funding Reform (RACFR) Enhancements and Hotelling Supplement	Active	24.3	16.3	30 Jun 2025	This investment will support implementation arrangements for the Australian 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 (AN ACC) funding to account for changes in aged care costs such as inflation. Necessary adjustments to the AN ACC referral, assessment and reporting functions in addition to a new hotelling supplement are also included. Progress is monitored by the RACFR Program Board.

Inspector-General of Aged Care

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Establish the Inspector-General of Aged Care and the Office of the Inspector-General of Aged Case as a Statutory Agency	Active	25.2	25.2	30 Jun 2027	<p>This project has established the Office of the Inspector-General of Aged Care (OIGAC), following a recommendation from the Royal Commission into Aged Care Quality and Safety. The scope of the project includes delivery of ICT platforms and processes to ensure the OIGAC has the foundational infrastructure to support its function, with work split across 4 key workstreams:</p> <ul style="list-style-type: none">• Stream 1 Case Management (CRM)• Stream 2 Shared Services• Stream 3 Website• Stream 4 Data and Analytics.

Home Affairs

Department of Home Affairs

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Digital Trade Accelerator Projects (DTAP) (Simplified Trade System)		Medium-High	Active	29.9	20.5	30 Jun 2026	The project will deliver a Digital Trade Accelerator program to improve cross-border trade by enhancing border and biosecurity risk assessments and government-to-business trade data sharing.
Foundations to enable the Single Trade Environment (STE)		Medium-High	Closed	19.0	19.0	31 Oct 2024	This project delivered foundational capabilities for a Single Trade Environment to pilot an industry portal utilising a secure cloud environment and integration to modern identity services.
Seamless Traveller (IDEMIA Life Extension project)	Not reported	Medium	Closed	114.8	114.8	30 Jun 2024	The IDEMIA Life Extension project will deliver a supported automated border clearance capability that underpins critical business operations for the Australian Border Force (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.
Streamlining Cargo Intervention Model Trial		High	Active	25.2	25.2	30 Jun 2027	This project will design, test and evaluate new cargo intervention models for cross-border trade. A trial will be conducted at a selected high-volume seaport.
Sustaining visa processing capability	Not reported	Medium-High	Active	24.2	24.2	30 Jun 2025	This investment will improve existing visa systems in Home Affairs. Enhancements will be designed for future reuse and deliver broad operational benefits. This investment is an interim solution to sustain and 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.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
ABF NEXUS	Active	6.1	6.1	31 Dec 2026	This project will develop and trial the Australian Border Force (ABF) Nexus application in the air cargo domain and the development of the business case for full roll out of application across all operational domains Australia wide. Once rolled out, the application will be used nationally to record cargo examination information.
Paperless Trading – Digital Verification Platform (DVP)	Active	9.1	9.1	31 Mar 2025	This project will implement a Digital Verification Platform for priority trade documentation that will simplify trade for Australian exporters with trusted digital trade documents.
Risk Assessment and Profiling for Vaping and Illicit Tobacco	Active	9.3	9.3	31 Dec 2026	This project will uplift vaping and illicit tobacco risk targeting and threat detection in line with new compliance activities associated with Australian Government's Vaping and Illicit Tobacco initiative.

National Emergency Management Agency

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Disaster Program Management System (DPMS)	Active	7.4	7.4	01 Nov 2025	The DPMS will accurately track Disaster Recovery Funding Arrangements programs at the community level and generate improved insights into program management. It will improve the stability, automation and end-to-end processes, and create a robust foundation for improvements that will provide appropriate oversight of delivery of Commonwealth funded programs.

Industry, Science and Resources

Geoscience Australia

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Australian U.S. Partnership on Landsat Next		High	Active	207.4	26.7	30 Jun 2059	The US-Australia partnership in Landsat Next builds on a nearly 50-year partnership, enabling the partners to scale up their collaboration over the decades to come. The project will provide Australia with assured access to data from the Landsat Next satellites, an enhanced Alice Springs Ground Station capability, next-generation data processing, quality assurance, integrity monitoring and distribution capabilities, and provide satellite based enhanced earth imaging products to users.
Resourcing Australia's Prosperity (RAP) Initiative		Medium-High	Active	3361.5	325.5	30 Jun 2059	Resourcing Australia's Prosperity will secure Australia's future as a global supplier of the resources necessary for the net-zero transition. This \$3.4 billion, 35-year (2024–2059) initiative will play a key role in unlocking new opportunities to support a thriving and resilient national economy and a Future Made in Australia. It focuses on mapping Australia's potential for critical minerals and strategic materials, groundwater, hydrogen and carbon storage, and offshore renewable energy.

Department of Industry, Science and Resources

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
NMI Digital Transformation Program		High	Active	40.1	40.1	30 Jun 2026	The NMI Digital Transformation Program will address the National Measurement Institute's (NMI) most urgent ICT needs, such as cyber security risks as well as critical service delivery and operational issues. The program comprises 4 key ICT work streams, which aim to remediate known vulnerabilities that pose risks to operations, uplift systems to streamline processes, enhance service delivery and improve data security.

Tier 3 projects

Project name			Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
An Enduring Commonwealth Function for Radioactive Waste Management			Paused	275.2	25.0	30 Jun 2028	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 to deliver an enduring function for radioactive waste management in Australia.
Single Business Service			Active	39.6	16.4	Ongoing – no end date	This project will maintain the existing Single Business Service (business.gov.au and contact centre) to simplify small to medium businesses' engagement with government. Funding will support the ongoing delivery of the business contact centre and business.gov.au including security, infrastructure and data insights capability, and ensuring information and tools are up to date so the service remains useful and usable for the Australian business community.

Questacon

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Questacon Digital Futures Project	Active	11.4	11.4	30 Jun 2027	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.

Infrastructure, Transport, Regional Development, Communications and the Arts

Australian Communications and Media Authority

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Fighting SMS Scams	Active	10.9	3.2	30 Jun 2026	This project is enabling the Australian Communications and Media Authority to develop, operate and maintain an SMS ID registry to help prevent scammers from impersonating brands and entities in SMS using message headers (such as myGov) and to create a trusted communications channel.
Spectrum Management Solution Project	Active	22.7	20.9	18 Dec 2026	The new digital spectrum management system will include a range of new and enhanced digital and ICT capabilities to support improved management of spectrum.

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
New Vehicle Efficiency Standard Program		Medium-High	Active	44.4	28.1	30 Jun 2026	The establishment of a New Vehicle Efficiency Standard (NVES) for light vehicles will deliver more fuel-efficient cars for Australians and support the Australian Government's commitment to achieve net zero by 2050. This investment is for the development of an effective ICT environment in which to manage the regulatory obligations around the NVES, such as data capture from vehicle suppliers/importers, reporting, facilitation of compliance and audit functions, and the establishment and maintenance of a NVES credit trading scheme.
Reporting and Program Management (RPM) System Program	Medium-High	Medium-High	Active	18.6	18.5	30 Jun 2026	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; and (4) Migrate data from the existing data sources into a consolidated source of truth for infrastructure investment.

National Archives of Australia

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Digital First (DF) Program	Active	36.5	29.5	30 Jun 2027	<p>In April 2023, the Australian Government announced an additional \$36.5 million to support a digital uplift and address legacy technology issues. The Digital First Program aims to deliver new/enhanced capabilities in the following areas:</p> <ul style="list-style-type: none">• Infrastructure: Modernise data storage solutions and technology standards.• Content: Uplift capability to digitise at-risk and high priority records.• Access: Upgrade access and engagement technology platforms.• Management: Ensure effective management of the Program.

Prime Minister and Cabinet

Australian Public Service Commission

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Workforce Metrics Modernisation Program	Active	4.8	4.8	19 Dec 2025	The program seeks to stabilise the APS employment database improving its security, usability and functionality. It will integrate APS employment data with existing Australian Bureau of Statistics (ABS) data assets to enable authorised users to drive greater insights about the APS workforce.

Department of the Prime Minister and Cabinet

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Cyber Upgrades to Reduce Exposure (CURE) Phase 2	Not reported	Medium-High	Active	22.9	22.9	30 Jun 2025	The Cyber Upgrades to Reduce Exposure (CURE) program is designed to deliver a broad range of cyber security and ICT uplift initiatives for the Department. The CURE program was first reported in the 2024 digital project data release. At the time, the program was focussed on uplifting the security posture of the Department's environment for less classified information. Phase 2 has expanded the focus to also uplift the security posture of the Department's environment for more sensitive information as well as deliver improved cyber monitoring capabilities.

Social Services

Department of Social Services

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
New Specialist Disability Employment Program		Medium-High	Active	227.6	166.3	31 Aug 2027	This project is to support/enable the reform of Employment Services for people with disability. The New Specialist Disability Employment Program will be underpinned by an uplift and modernisation of the ICT system, to streamline and digitise administrative processes to support an improved user experience. The technology solution will ensure future services and policy settings are supported by a fit-for-purpose, tailored digital platform that meets the needs of all job seekers, providers, and employers. This includes providing more intuitive, accessible, and secure interfaces for service providers who enable individualised and flexible support for job seekers.
Next Phase of the National Disability Data Asset (NDDA)	Medium	Medium	Active	87.7	53.6	30 Jun 2027	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.

National Disability Insurance Agency

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Crack Down on Fraud Program		Medium	Active	194.3	145.7	31 Dec 2025	The Crack Down on Fraud program will boost fraud-detecting IT systems to better protect monies allocated to Australians living with disability who are on the NDIS. The investment will complement the work of the Fraud Fusion Taskforce to respond to areas of vulnerability in NDIS systems. The program includes a number of ICT improvements that will be implemented progressively and are designed to make it easier to get it right, and harder to get it wrong for everyone engaging with the NDIS.

NDIS Quality and Safeguards Commission

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Data and Regulatory Transformation (DART) Program		Medium	Active	160.3	85.9	30 Jun 2028	The DART Program will transform the NDIS Quality and Safeguards Commission data and technology systems to support new ways of working that will sustainably address issues experienced by NDIS participants, providers and workers. The DART Program aims to establish essential, risk-based regulatory capabilities that meet the Commission's current and future legislative obligations, safeguard participants, ensure market quality, and proactively manage compliance.

Services Australia

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Health Delivery Modernisation	Medium-High	Medium-High	Active	418.7	176.4	30 Jun 2025	The Health Delivery Modernisation Program continues to stabilise, modernise and transform the health payments system that underpins Medicare, the Pharmaceutical Benefits Scheme (PBS) and other health related programs. The Program is delivering new digital health services and is establishing new health transformation capabilities to strengthen and modernise digital health across Australia's healthcare settings, platforms and systems.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Safely Connecting Australians with Support		High	Active	29.8	18.7	30 Jun 2025	Enhancements to the myGov platform to continue to respond to the findings of the Critical National Infrastructure myGov User Audit and advice from the independent advisory board, including enhancements to the myGov support tool, strengthening myGov fraud detection capabilities, improving the myGov inbox and other communication tools and supporting users to better secure their myGov accounts.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Energy Bill Relief Fund (EBRF) – ICT Build for Services Australia	Closed	8.7	3.8	01 Jun 2024	The Australian Government has partnered with states and territories through the Energy Price Relief Plan to deliver temporary relief on power bills to eligible Australian households and small businesses. Treasury is the policy owner and project lead. Services Australia was engaged to provide a temporary Centrelink Confirmation eServices (CCeS) – a secure online service for businesses to confirm a customer’s entitlement to a concession, rebate or service. The CCeS was delivered and then decommissioned on 30 June 2024, with the project delivered successfully and on schedule.
Phishing Resistant myGov Login Credentials	Closed	5.6	3.3	30 Jun 2024	This project introduced phishing resistant sign in credentials (Passkeys) into the myGov Platform.
Response to Services Australia Budget and Efficiency Review – CUSP	Active	NFP	NFP	30 Jun 2025	The Cyber Security Uplift Projects (CSUP) was established to address immediate agency cyber security risk and improve its cyber security maturity.
Services Australia Improved Safety for Staff and Customers Phase 2	Active	314.5	103.8	30 Jun 2026	The Security Risk Management Review Program will implement all 44 Security Risk Management Review recommendations in full with funding committed through the 2023–24 Mid-Year Economic and Fiscal Outlook and 2024–25 Budget and internally committed agency resources. The Program, comprising 7 projects for government funded initiatives, will strengthen security and safety measures for Services Australia staff and customers.
Strengthening Medicare – Chronic Wound Consumables Scheme for Patients with Diabetes	Active	16.7	10.4	30 Jun 2025	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.

Treasury

Australian Bureau of Statistics

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Big Data Timely Insights (BDTI) Phase 2	Medium-High	Medium	Active	224.3	132.4	30 Jun 2030	BDTI Phase 2 provides a pathway off legacy ICT systems, ensuring the Australian Bureau of Statistics (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, delivering a complete monthly measure of the CPI, building the business statistics production process in the cloud, replacing the legacy Business Register with an expanded Business Characteristics Asset in the cloud, and industrialising the ABS cloud environment.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
2026 Census of Population and Housing		Medium-High	Active	726.5	164.4	30 Dec 2027	The 2026 Census of Population and Housing will be Australia's 19th national Census. The <i>Census and Statistics Act 1905</i> (Part II, S8) requires the ABS to conduct a Census every 5 years. The Census provides the base for official counts of Australians and the dwellings in which they live. It is a snapshot of the economic, social and cultural make-up of the nation, and tells the story of how Australia is changing over time.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Modernising ABS Operations: Essential Investments – Data Acquisition Reform	Closed	17.5	11.0	31 Dec 2024	<p>The ABS's Data Acquisition Modernisation program:</p> <ul style="list-style-type: none"> • improves the digital experience for key surveys and allow for modern, accessible and secure data collection processes • transforms and modernise the ABS contact centre to improve the experience for our customers and staff • continues to modernise and replace legacy IT systems by transitioning key products and processes to a secure and scalable cloud environment.

Australian Competition and Consumer Commission

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
National Anti Scam Centre	Not reported	Medium	Active	80.1	43.2	31 Jul 2026	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.
Working Smarter Program (WSP)	Medium-High	Medium-High	Closed	41.4	41.4	30 Jun 2024	The investment will stabilise the Australian Competition and Consumer Commission's ICT infrastructure to support the installation of fit-for-purpose business and corporate enabling applications and systems and introduce data analytics capabilities.

Australian Prudential Regulation Authority

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
GUIDE Program		Medium- High	Active	73.2	73.2	30 Jun 2028	The Governance Uplift and Investment in Data Enablement (GUIDE) program is a multi-year strategic investment in Australian Prudential Regulation Authority (APRA) data capabilities and security position, including APRA's supervision management system. By investing in data governance, security and infrastructure, the program aims to ensure that APRA can continue to effectively fulfil its mandate, mitigate risks and support the stability and resilience of the Australian financial system.

Australian Securities and Investments Commission

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Digital Transformation X (DTx) – under Stabilisation of ASIC Business Registers and Regulatory Systems		Medium-High	Active	45.5	45.5	30 Jun 2028	The DTx Cyber Security Initiative will enhance existing cyber capabilities to secure the Australian Securities and Investments Commission (ASIC) existing and future networks, systems and data. The program will deliver a range of capabilities that secure ASIC regulatory systems and uplift maturity against the Essential 8.
RegistryConnect Program		Medium-High	Active	154.7	106.1	31 Dec 2029	ASIC's RegistryConnect Program will deliver reliable, secure, trusted, and efficient registry services to support the economy for the benefit of all Australians. The program's objectives include: stabilising Registry technology to increase the security, reliability, and performance of its registers; modernising and uplifting the registers, user channels and interfaces; improving the quality and integrity of registry data; achieve policy and law reform; and developing enduring capabilities.

Tier 3 projects

Project name			Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Fighting Investment Scams			Closed	17.6	1.5	30 Sep 2024	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 website takedown service to remove a variety of investment scams.

Australian Taxation Office

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Counter Fraud Program		Medium-High	Active	187.0	68.4	30 Jun 2028	The Counter Fraud Program will strengthen Australian Taxation Office (ATO) ability to prevent, detect, contain, and bring consequence to fraud and financial crime against the tax and superannuation systems.
Modernising ATO IT Systems (MATOS) Program	Medium	High	Closed	42.1	30.8	30 Jun 2024	The Modernising ATO IT Systems (MATOS) Program first tranche, Insights and Intelligence 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.
Payday Super – Superannuation Guarantee Reform (Unpaid Super)	Not reported	Low	Active	352.3	262.2	30 Jun 2028	<p>The Payday Super project will address the systemic issue of unpaid and underpaid super guarantee by employers by moving the obligation to pay from a quarterly to payday cycle.</p> <p>The ATO will be funded to build and improve data matching capabilities to match employers' payroll data with super contribution data, providing the ATO with near real-time visibility as to whether employers have met their obligations. The government will also redesign the super guarantee legislation in line with the move to payday super. Penalties and charges will reflect the serious nature of unpaid or underpaid super guarantee and will be recalibrated to encourage prompt rectification of non-payment with scalable consequences to deter severe or repeated non-compliance.</p>

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Better Targeted Superannuation Concessions	Not reported	Medium-High	Active	45.5	16.9	30 Jun 2027	The Better Targeted Superannuation Concessions measure was announced by the Australian 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.
Implementation Of A Global Minimum Tax And A Domestic Minimum Tax (Pillar 2)	Medium	Medium	Active	110.5	33.6	30 Jun 2027	<p>On 8 October 2021, Australia, as a member of the Inclusive Framework, agreed along with more than 130 other jurisdictions, to a Statement that set out the framework for Pillar 2 (the Global Anti-Base Erosion [GloBE] Model Rules). Australia is an OECD member, and as a member of the OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting, and active member of the Forum on Tax Administration and implementing the Pillar 2 will further strengthen Australia's ability to address multinational tax avoidance.</p> <p>The government investment provides the ATO with the means to ensure resources are available for the ICT and data requirements to implement and administer this measure, as well as ensuring a strong ongoing compliance, advice and education focus to support the in-scope population.</p> <p>At the time of preparing this report, this project is subject to the escalation protocols set out in the Assurance Framework for Digital and ICT-enabled Projects. These protocols are designed to support agencies in the timely resolution of delivery challenges.</p>

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Cyber Security Program (previously known as Building Cyber Resilience)	Active	108.1	108.1	31 Dec 2026	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.

Department of the Treasury

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Foreign Investment Digital Transformation (FIDT)	Medium	Medium	Active	93.6	66.1	30 Jun 2025	<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>At the time of preparing this report, this project is subject to the escalation protocols set out in the Assurance Framework for Digital and ICT-enabled Projects. These protocols are designed to support agencies in the timely resolution of delivery challenges.</p>

Tier 3 projects

Project name			Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Payment Times Reporting Scheme (PTRS) – ICT Infrastructure rebuild			Active	8.9	8.9	31 Dec 2025	<p>This system rebuild supports improved reporting following reforms to the Payment Times Reporting Scheme. A modern portal will streamline and reduce the regulatory burden of reporting and the public can search and interrogate payment times information, including the best and worst paying large businesses using new dashboards. Increasing the transparency of large businesses' payment performance towards their small business suppliers can incentivise fairer and faster payments to small business.</p>

Veterans' Affairs (part of the Defence Portfolio)

Department of Veterans' Affairs

Tier 1 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
ObjectStar database migration to DB2		Medium-High	Active	18.2	18.2	30 Jun 2025	This project de-risks the legacy application development environment (ObjectStar) to migrate data onto a secure and modern solution. The legacy development environment contains highly complex infrastructure and rules database, underpinning 56 applications that enable critical functions to veteran service delivery. This measure is consistent with Department of Veterans' Affairs (DVA) priorities to address the claims backlog and improve the claims administration system.

Tier 2 projects

Project name	DCA 2024	2025	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Modernisation to reduce wait times to access support and services	Not reported	Medium-High	Closed	87.2	87.2	30 Nov 2024	This proposal seeks to ensure the 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.
Replacement of the Departmental On Line Accounting and Reporting System (DOLARS)	Not reported	Medium	Active	89.3	89.3	15 Dec 2025	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.

Tier 3 projects

Project name	Delivery status	Total budget (\$ million)	Digital budget (\$ million)	Project end date	Project description
Digital Resilience Roadmap – Piloting and Modernising DVA's Case Management and Workflow Capability	Active	8.4	8.4	31 Dec 2025	This project seeks to pilot a modern Enterprise Case Management Solution (ECMS) for DVA. It will trial a new clinical case management solution to support veterans and their families through counselling services. This proposal enables DVA to continue to contribute and deliver on the Australian Government's response to Recommendation 3 of the Interim Report to the Royal Commission by improving the administration of the claims system.

Glossary of acronyms, abbreviations and terms

Term/acronym	Definition
ACCC	Australian Competition and Consumer Commission
API	Application Programming Interface
API Gateway	A tool that manages and optimizes API traffic.
APS	Australian Public Service
Artificial intelligence	A machine-based system that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments. Different AI systems vary in their levels of autonomy and adaptiveness after deployment.
ASD	Australian Signals Directorate
ASIC	Australian Securities and Investments Commission
Assurance Framework	Assurance Framework for Digital and ICT Investments
ATO	Australian Taxation Office
Business case	A document outlining the justifications for funding and commencement of a government project.
CDoF	Crack Down on Fraud
CEO	Chief Executive Officer
Corporate Commonwealth Entities	A body corporate that is legally distinct from the Commonwealth and can exercise legal rights including entering contracts and owning property.

Term/acronym	Definition
Cryptographic keypair technology	A security technology using a public encryption key and a private decryption key pair.
Data lakes	A centralised storage system for large amounts of raw or unprocessed data.
DCA	Delivery Confidence Assessment
DCAP	Digital Capability Assessment Process
De-identified	Data that has been removed of any identifying information, making it impossible to identify the person it was originally associated with.
Delivery confidence	A snapshot assessment based on available governance, resource management, delivery management, solution design, business case and other evidence to approximate the overall likelihood of a digital project to deliver expected benefits for Australians on time and on budget.
Diesel exhaust fluid	A liquid used to reduce the amount of air pollution created by a diesel engine.
Digital ID	Digital Identification
Digital projects	An investment of government funds into the purchasing or development of digital or ICT technologies as part of a larger project or on its own.
Digital transformation	Integration of modern digital and ICT technologies into government processes and services.
Discovery work	Activities undertaken to explore, validate and define what needs to be built before committing to development.

Term/acronym	Definition
DTA	Digital Transformation Agency
Enclosed system	A security and data system that is isolated from the internet and external environment which prevents data entering and leaving.
FFT	Fraud Fusion Taskforce
Gateway review	An additional assurance practice to assist non-corporate Commonwealth entities to successfully deliver high risk projects and programs.
Geospatial digital projects	Use geospatial data to create digital models of the physical world.
ICT	Information and Communication Technology
IIAP	ICT Investment Approval Process
Integrated data platforms	A system that collects, integrates, and analyses data from multiple sources.
Machine learning	A type of artificial intelligence (AI) that allows software applications to become more accurate in predicting outcomes without being explicitly programmed.
MYEFO	Mid-Year Economic and Fiscal Outlook
NASC	National Anti-Scam Centre
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme

Term/acronym	Definition
NMI	National Measurement Institute
PDRS	Project Data Reporting Standard
Product/service enhancement investments	Improve the operations of an existing product or service.
RAP	Resourcing Australia's Prosperity Initiative
SFIA	Skills Framework for the Information Age
SRO	Senior Responsible Official
Superannuation guarantee	The minimum amount of superannuation paid to employees by their employer.
Sustainment investments	Sustainment involves the provision of in-service support, including repair and maintenance, engineering, supply and replacement parts, configuration management and disposal action.
Technical debt	The cost of future work that results from choosing a quick solution over a more efficient one.
Tranche	A group of smaller related objectives or actions that are delivered as part of a larger project. Often Tranche 1 establishes processes and supports required for further Tranches to be delivered.
VET	Vocational Education and Training
WELD	Waste Exports Licencing and Declaration



Contacts and further information

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