



Australian Government

Department of the Prime Minister and Cabinet

# Submission to the Finance and Public Administration References Committee

## Inquiry into the current capability of the Australian Public Service (APS)

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Department of the Prime Minister and Cabinet (PM&C) submission

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## Scope of the Submission

In response to the invitation by the Senate Finance and Public Administration References Committee, the Department of the Prime and Cabinet (PM&C) provides this submission for the inquiry into the current capability of the APS. This submission also responds to correspondence received from the Chair of the Committee, Senator Tim Ayres.

The submission will address the terms of reference of the inquiry, the APS reform agenda, the digital and data capability of the APS workforce and PM&C transformation and modernisation projects initiated since the 2014 Budget.

## Roles and Functions

PM&C's mission is to improve the lives of all Australians. We coordinate and provide high-quality and timely advice that adds value and supports the Prime Minister, the Cabinet, and our Portfolio Ministers and Assistant Ministers in developing and delivering government policies. We coordinate and develop policy across the Australian Government and cover economic, domestic and international issues, Aboriginal and Torres Strait Islander affairs and APS stewardship.

## APS Reform Agenda

Australia has a world-class public service<sup>1</sup>. Our reform agenda reflects our continued focus on adapting and evolving to ensure we meet the rising expectations of Australians.

The APS has prioritised a series of reform initiatives to support Australia's response to and recovery from the COVID-19 pandemic. These reform priorities build on and embed the best of the APS during the COVID-19 pandemic, while building long-term capability. These actions also build upon initiatives set out in the Australian Government response to the 2018-19 [Independent Review of the APS, \*Delivering for Australians\*](#) (released on 13 December 2019). As outlined in the [Open Letter to the APS](#) (4 September 2020), reform initiatives include:

- continuing to support Australia's response to and recovery from the pandemic;
- accelerating APS digital transformation; and
- investing in the skills we need now and in the future.

The APS Reform Office, established in the Department of the Prime Minister and Cabinet, supports delivery and implementation of the reform agenda.

The APS reform agenda is governed by the Secretaries Board, with the Secretary of PM&C, Phil Gaetjens, and the APS Commissioner, Peter Woolcott AO as chief change leaders. Reform is supported by the APS Chief Operating Officers (COO) Committee, which includes the COOs from all departments and major agencies, and the Secretaries Digital Committee.

## Data and digital capability

### APS data and digital capability

Public sector data is a valuable national asset that is essential to realising economic and social outcomes, as demonstrated by the Australian Government's response to the COVID-19 pandemic. Better collection, management and use of data provides

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<sup>1</sup> Australia is ranked the 5<sup>th</sup> most effective public service across the OECD, International Civil Service Effectiveness Index (InCISE) Index 2019

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better outcomes for Australians through smarter citizen-centric service delivery, improved policies, increased public sector efficiency and private sector innovation. Digital infrastructure and effective leadership across the APS are required to access these benefits while maintaining trust, privacy and security.

## Accelerating APS digital transformation

Greater digital transformation through an enterprise-wide approach to investment in and development of ICT and digital systems is being prioritised through the APS reform agenda (as described above). Building on the work already underway, this reform initiative is building the workforce capability by lifting the digital skills of SES leaders and improving data literacy across the APS. Data and digital transformation is also being accelerated through strategies to improve digital governance such as the establishment of the APS Data and Digital Professional Streams and the Secretaries Digital Committee.

### APS Data and Digital Professional Streams

As part of the APS reform agenda and implementation of *Delivering for Australians*, the Australian Public Service Commission (APSC) has established the APS Professions Stream Strategies (Professions) to increase the capability of APS employees working in critical disciplines (or critical functional areas) in the APS, where there are identified workforce capability gaps.

In 2020, the APSC worked with the Digital Transformation Agency and the Australian Bureau of Statistics to establish the [APS Digital Professional Stream](#) and the [APS Data Professional Stream](#). These Professions will improve the expertise of APS staff in digital/ICT and data/analytics roles.

Each Professional Stream has a Head of Profession to lead the implementation of that Professional Stream. The [Digital Professional Stream](#) commenced in April 2020, led by Randall Brugeaud, Chief Executive Officer of the Digital Transformation Agency (DTA). The [Data Professional Stream](#) commenced in September 2020, led by Dr David Gruen, Australian Statistician and head of the Australian Bureau of Statistics (ABS).

Each of the Professional Streams has made progress to deliver on key initiatives. The Data Professional Stream has piloted a streamlined data graduate recruitment campaign, which has already placed upwards of 70 data graduates in 11 agencies for 2021 (numbers as at 11 February 2021).

### Secretaries Digital Committee

To ensure effective APS digital governance the Secretaries Digital Committee was established in 2020. The Committee is chaired by the Secretary of the Department of Social Services, Kathryn Campbell AO, and will drive delivery of APS reform digital transformation initiatives and other investments in whole-of-government digital systems. The PM&C Secretary is an active member of the Committee.

## PM&C's role in building APS data and digital capability

PM&C has an important leadership role in building the APS's data and digital capability. This includes leading whole-of-government data policy in the Commonwealth, providing policy advice to the Minister for Government Services, supporting data governance mechanisms, hosting the Office of the National Data Commissioner, shadowing the DTA, and advising the Prime Minister on data and digital issues. PM&C also supports a range of whole-of-government data governance mechanisms, including the Deputy Secretaries Data Group, the Data Champions Executive and the Data Champions Network.

### Digital Technology Taskforce

In November 2019, the Digital Technology Taskforce (the Taskforce) was established in PM&C to strengthen cross-government digital policy integration and ensure Australia is a leading digital economy and society by 2030. The Taskforce, represented by staff from 12 different agencies, demonstrates the benefits of mobility across the APS.

The Taskforce has played an important convening and coordinating function and ensured ongoing coherence of digital initiatives across government. The Taskforce is considering ways to move more businesses to the digital frontier, foster a

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digitally capable and inclusive Australia, build digital trust, and lift sectors through digital technology. The Taskforce is also exploring opportunities to embed a digital-first approach in government, including as part of the Australian Government's APS reform agenda.

Most recently, in response to Australia's accelerated uptake of digital technologies following the COVID-19 outbreak, the Taskforce coordinated delivery of the whole-of-government Digital Business Plan under the JobMaker Plan in the 2020-21 Budget.

The Taskforce is expected to deliver a strategy, which will set out Australia's pathway to become a leading digital economy and society by 2030.

## Office of the National Data Commissioner

In response to the Productivity Commission's Inquiry into Data Availability and Use (released May 2018), the Australian Government committed to develop legislation to streamline the sharing and release of public sector data, and establishing a National Data Commissioner to support the legislation and "oversee the integrity of data sharing and release activities of Commonwealth agencies".<sup>2</sup> The use of government data can help the APS and the public understand and respond to the needs of Australians.

In August 2018, the Australian Government appointed an interim National Data Commissioner to lead the development of new data sharing legislation with support from the Office of the National Data Commissioner (ONDC), a division in PM&C.

From 2018 to 2020 the ONDC developed the *Data Availability and Transparency Bill 2020* (the Bill). The Bill will create a new scheme for Australian Government agencies to share public sector data with accredited users. The Bill is designed to address the legal and cultural barriers to sharing and using this data. It will enable sharing of public sector data for three purposes:

- delivery of government services,
- informing government policy and programs, and
- research and development.

Although these purposes are broad, the Bill will not permit sharing for purposes that relate to or prejudice national security, or for enforcement-related purposes. The Bill will also not permit sharing of exceptionally sensitive data. When enacted, the Bill will also create the independent statutory role of the National Data Commissioner to oversee the integrity of the data sharing scheme, promote the uptake of the scheme and advocate for best practice data sharing and release across the public sector. The Bill was introduced to Parliament on 9 December 2020.

In addition to developing the Bill, the ONDC has also undertaken a range of activities to build data maturity and consistent data practices across the APS. These activities include the development and promotion of:

- The "Foundational Four" data management practices, which are four simple and useful steps based on international best practice that agencies can take towards working with the data they hold more productively. The ONDC published its guide on the Foundational Four in June 2019<sup>3</sup>. The Foundational Four are:
  - Leadership: A senior leader is responsible and accountable for data across the agency,
  - Strategy: An agency has a clear vision and plan for using data to achieve objectives,
  - Governance: Mechanisms exist to oversee data management, and
  - Asset Discovery: Data assets have been identified and recorded.
- The Data Sharing Principles (DSPs), a risk management framework to support the APS in conducting safe data sharing. The ONDC published its best practice guide to applying the DSPs in March 2019 and is now updating its guidance on the DSPs to align with how they are represented in the Bill<sup>4</sup>.

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<sup>2</sup> Australian Government, *The Australian Government's Response to the Productivity Commission Data Availability and Use Inquiry* (2018), Overview.

<sup>3</sup> Available at: <https://www.datacommissioner.gov.au/resources/foundational-four>.

<sup>4</sup> Available at: <https://www.datacommissioner.gov.au/resources/sharing-data-safely-package>.

- A standard data sharing agreement template, a versatile tool for efficiently drafting agreements between organisations to securely share data. The ONDC released the template in March 2020<sup>5</sup>. The data sharing agreement template is currently being updated to meet the requirements for such agreements set out in the Bill.

## The Priorities and Delivery Unit

The use of data underpins evidence-based governing. Using data to support the development, tracking of implementation and evaluation of policies is an important part of the work of the APS's role in delivering Australian Government priorities – and ultimately outcomes for Australians. This work is also a component of the APS reform agenda.

The Priorities and Delivery Unit (PDU) has been established in PM&C to monitor the delivery of Australian Government initiatives. The PDU also plays a central role in building the data capability of the APS by improving how the APS analyses data, how it might apply across the service, and how the data can be presented in the most powerful way. To do this, the PDU completes projects to foster solutions both internal to the public service and for broader public use.

As announced by the Prime Minister on 21 August 2020, the National Cabinet agreed to release a weekly set of data on the common operating picture of COVID-19 responses across states and territories. The PDU created and distilled this to ensure the Commonwealth and State and Territory governments had an agreed set of numbers (constituting a fact base), which allowed the Prime Minister, Premiers and Chief Ministers to focus on problem solving. This common operating picture focused on key issues, provided metrics for measures and targets related to those issues and ensured all governments had the same data to refer to during decision making processes.

An example of a common operating picture with repeatable analysis and charts developed by the PDU is provide at **Attachment A**. This is published on the Department of Health's website on a weekly basis and provides a traffic light report on the COVID-19 situation across Australia.

During the peak of the COVID-19 pandemic, the PDU also developed repeatable analysis and charts for the Prime Minister, which provided up-to-the minute information about the domestic impact of COVID and how Australia compared to the rest of the world. The significant series scenario analysis also undertaken by the PDU allowed governments to consider different COVID scenarios. This supported efficient decision making, which was critical during the pandemic. An example of a repeatable chart is provided at **Attachment B**.

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<sup>5</sup> Available at: <https://www.datacommissioner.gov.au/resources/draft-data-sharing-agreement-template>.

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## Transformation and modernisation projects

To meet the needs of the government and the Australian public, PM&C has led the implementation of a number of enterprise-wide transformation, modernisation and capability improvement projects across:

- Behavioural Economics Team of the Australian Government (BETA)
- CabNet+
- Digital First
- Data Integration Partnership for Australian (DIPA)

### Behavioural Economics Team of the Australian Government (BETA)

BETA seeks to advance the wellbeing of Australians through the application and rigorous evaluation of behavioural insights to public policy and administration, in partnership with APS agencies.

Further detail on BETA is included at **Attachment C**.

### CabNet+

CabNet+ has transformed the way the APS supports the flow of Cabinet information and the running of Cabinet and committee meetings. CabNet+ replaced the the outdated CabNet system, which focussed on the distribution of physical documents, with a digital approach underpinned by modern technology that enhances accessibility, convenience and collaboration while ensuring reliability and security at the Protected and Secret classification. In PM&C's view, the volume of Cabinet and Cabinet committee meetings in 2020, mainly as a result of consideration of COVID-19 related matters, would not have been possible had CabNet+ not existed.

Further detail on CabNet+ is included at **Attachment C**.

### Digital First

Digital First briefing system enables real time collaboration on briefing between the Prime Minister's Office and PM&C. This system has streamlined the briefing process between the Department and the Prime Minister's Office. Specifically, the system has facilitated rapid responses and improved feedback and has reduced administrative burden. The various modules are now utilised by over 16 departments, including the Commitments Modules, Incoming Government Brief, Event Tracking applications and the Live Briefing System.

Further detail on Digital First is included at **Attachment C**.

### Data Integration Partnership for Australia (DIPA)

The Data Integration Partnership for Australia (DIPA) was a three-year (1 July 2017 to 30 June 2020) \$130.8 million investment under the Public Service Modernisation Fund. Its purpose was to maximise the use and value of the Australian Government's data assets through data integration and analysis. More than 20 Commonwealth agencies collaborated to improve technical data infrastructure and integration capabilities across the APS, including the formation of five analytics units. In addition to improving important health, education and social welfare data assets, DIPA has enabled real-time reporting of daily COVID-19 statistics and mapping of bushfire affected areas to inform recovery plans.

DIPA's core technical infrastructure was provided by the Australian Bureau of Statistics and the Australian Institute of Health and Welfare. This included expansion of the [Multi-agency Data Integration Project \(MADIP\)](#) for population data integration and the [Business Longitudinal Analytical Data Environment \(BLADE\)](#) for business data integration, and development of the [Location Index](#) for location-based data integration. DIPA also developed a

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[Longitudinal Linked Employer and Employee Dataset \(L-LEED\)](#) and technical infrastructure and tools to ensure interoperability with state and territory data integration resources.

DIPA only provided access to controlled, de-identified, and confidentialised data for policy analysis and research purposes. DIPA was governed by agencies' processes and legislation, including the [Privacy Act 1988](#).

DIPA benefits will continue to be realised as findings from analytical projects are used to improve or reduce costs of future policy programs, processes or service delivery.

Further detail on DIPA is included at **Attachment C**.

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Maintain.  
Monitor and  
Report

Targeted  
Adjustments  
Needed

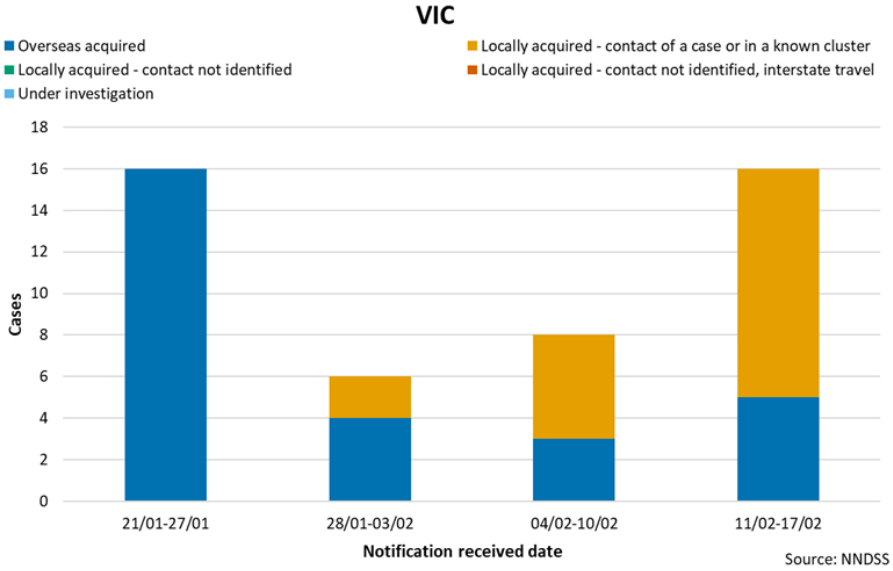
Harder, Wider,  
Different  
Response

No Associated  
Threshold

Common Operating Picture

Metric		National	ACT	NSW	NT	Qld	SA	Tas	Vic	WA
Cases	New locally acquired cases within state and under investigation in the past 7 days compared to the week prior	11   5	0   0	0   0	0   0	0   0	0   0	0   0	11   5	0   0
	New interstate acquired cases in the past 7 days compared to the week prior	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0
	New overseas acquired cases in the past 7 days compared to the week prior	20   36	0   0	11   15	1   3	2   6	1   5	0   0	5   3	0   4
	Regional and remote cases in the past 7 days compared to the week prior	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0
	R <sub>eff</sub> – Effective reproductive number – where there are more than 20 local cases in the past 7 days *	Not applicable	< 20 cases	< 20 cases	< 20 cases	< 20 cases	< 20 cases	< 20 cases	<20 cases	< 20 cases
Testing	Tests (sum) in the past 7 days compared to the weekly mean of previous month	436K   301K	4.7K   3.0K	116K   80K	6.3K   4.5K	53K   44K	42K   26K	4.7K   2.8K	184K   104K	24K   35K
	% positive in the past 7 days	0.01%	0.00%	0.01%	0.02%	0.01%	0.00%	0.00%	0.01%	0.00%
	Mean tests per 1,000 population per day in the past 7 days	2.5	1.6	2.0	3.7	1.5	3.5	1.3	4.0	1.3
Aged Care	Number of cases reported in residents in RACF in the past 7 days compared to the week prior	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0
	Number of cases reported in staff in RACF past 7 days compared to the week prior	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0	0   0
Capacity	Number and proportion of outstanding case notifications (>24 hours since health department notified of positive result)	0 (0%)	No cases	0 (0%)	No cases	No cases	0 (0%)	No cases	No cases	No cases
	Number and proportion of outstanding case interviews (>24 hours since health department notified of positive result)	0 (0%)	No cases	0 (0%)	No cases	No cases	0 (0%)	No cases	No cases	No cases
	Number and proportion of identified close contacts awaiting notification (>48 hours since health department notified of positive result)	Uncertain exposure risk	No cases	0 (0%)	No cases	No cases	No cases	No cases	2 (0.3%)	No cases
	Public health workforce status including own surge capacity (Qualitative measure, within capacity, under strain, saturated)	Within capacity	Within capacity	Within capacity	Within capacity	Within capacity	Within capacity	Within capacity	Within capacity	Within capacity
	% of occasions that test to notification is within 2 days	93.5%	No cases	90.9%	100.0%	100.0%	100.0%	No cases	100.0%	No cases
	ICU due to COVID-19	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	ICU capacity* – open, staffed and equipped beds (pre-surge)	1970	40	793	24	346	141	44	453	129
Transmission Potential	Modelled state-wide transmission potential of non-variant SARS-CoV-2 – based on current settings and behaviours *	Not applicable	1.67	1.31	1.85	1.46	1.54	1.47	1.18	1.03
	Modelled state-wide transmission potential of SARS-CoV-2 variants of concern – based on current settings and behaviours and accounting for estimated transmissibility of VOC B.1.1.7. *	Not applicable	2.46	1.92	2.73	2.16	2.27	2.16	1.73	1.50

Weekly cases by source of acquisition



Data presented are as at 18 February 2021

\* as at 18 February 2021

Please refer to page 2 for further details and resources

Traffic light classification for cases

Metric	Green	Amber	Red	Rationale
New locally acquired within state and under investigation in the past 7 days compared to the week prior	<ul style="list-style-type: none"><li>&lt;50 cases per day nationally, limited geographic spread</li><li>Rate of &lt;0.2/100,000 population per week calculated into number for each state</li></ul>	<ul style="list-style-type: none"><li>50 – 100 cases per day nationally</li><li>Rate 0.2 – 0.4/100,000 population per week calculated into number for each state</li></ul>	<ul style="list-style-type: none"><li>&gt;100 cases per day nationally</li><li>Rate &gt;0.4/100,000 population per week calculated into number for each state</li></ul>	Managing a very small number of new COVID-19 infections is possible, however as numbers increase, intervention is required to ensure new cases do not outstrip testing, tracing and health system capacity. Any new locally acquired or under investigation case is concerning
New locally acquired – interstate travel in the past 7 days compared to the week prior	<ul style="list-style-type: none"><li>&lt;50 cases per day nationally, limited geo spread</li><li>Rate of &lt;0.2/100,000 population per week calculated into number for each state</li></ul>	<ul style="list-style-type: none"><li>50 – 100 cases per day nationally</li><li>Rate 0.2 – 0.4/100,000 population per week calculated into number for each state</li></ul>	<ul style="list-style-type: none"><li>&gt;100 cases per day nationally</li><li>Rate &gt;0.4/100,000 population per week calculated into number for each state</li></ul>	Managing a very small number of new COVID-19 infections is possible, however as numbers increase, intervention is required to ensure new cases do not outstrip testing, tracing and health system capacity.
New overseas acquired cases in the past 7 days compared to the week prior	<ul style="list-style-type: none"><li>Rate &lt;0.04/100,000 population per week calculated into number for each state</li></ul>	<ul style="list-style-type: none"><li>Rate 0.04 - 0.06/100,000 population per week calculated into number for each state</li></ul>	<ul style="list-style-type: none"><li>Rate &gt;0.06/100,000 population per week calculated into number for each state</li></ul>	Seeding of cases is more likely with a higher rate of importation. The rate is lower than above because arrivals are in supervised quarantine.
Regional and remote cases in the past 7 days compared to the week prior (Based on ABS area classification mechanism. Includes very remote, remote, and outer regional postcodes)	<ul style="list-style-type: none"><li>&lt;0.04/100,000 population per week (Represents &lt;10 cases nationally)</li></ul>	<ul style="list-style-type: none"><li>0.04-0.06/100,000 population per week (Represents &lt;10 cases nationally)</li></ul>	<ul style="list-style-type: none"><li>&gt;0.06/100,000 population per week (Represents &gt;=10 cases nationally)</li></ul>	Threat of outbreak – outbreak is extending and covering a greater geographical area.  Health system capacity – regional communities have a large proportion of elderly and vulnerable people and less health care resources.
Reff – Effective reproductive number – where there are more than 20 cases in the past 7 days	<20% probability that Reff is >1	20% - 49% probability that Reff is > 1	50% probability that Reff is >1	In areas with active cases, an Reff greater than one indicates unlikely to control/decrease new case numbers. This means the outbreak is expected to continue to grow.

Reference numbers by state and territory by rate

Application		Australia	ACT	NSW	NT	Qld	SA	Tas	Vic	WA
Outer regional and remote cases and overseas acquired	rate 100,000	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
	Week	71	1	23	1	14	5	1	19	7
	rate 100,000	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
	Week	107	2	34	1	21	7	2	28	11
Locally acquired (all)	rate 100,000	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
	Week	356	6	114	3	72	25	7	93	37
	rate 100,000	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
	Week	713	12	227	7	143	49	15	186	74
Population		25,464,116	428,100	8,118,000	245,600	5,115,500	1,756,500	535,500	6,629,900	2,630,600

Traffic light classification for testing

Metric	Green	Amber	Red	Rationale
Tests (sum) in the past 7 days compared to the week prior	Modelling is underway to determine optimal testing rates for populations with community transmission and populations with no community transmission. Declines in testing rates (*), especially where there is no community transmission, should be interpreted with caution. Testing recommendations currently advise and prioritise testing of anyone with acute respiratory illness (ARI) symptoms; if community rates of ARI are low this will affect the number of people presenting for testing.			
% positive in the past 7 days	% positive below 0.25%.	% positive 0.25% to 0.5%	% positive >0.5%	Assuming testing rates remain high and well distributed, amber or red indicate that the incidence of COVID-19 in the community is increasing and intervention could be required.
Mean tests per 1,000 population per day in the past 7 days	Modelling is underway to determine optimal testing rates for populations with community transmission and populations with no community transmission.			

Traffic light classification for cases in aged care facilities

Metric	Green	Amber	Red	Rationale
Number of cases reported in residents in RACF in the past 7 days compared to the week prior	No facilities with resident cases	The number of cases in residents is not zero. Compared to the week prior, case numbers have: <ul style="list-style-type: none"><li>increased by less than or equal to ten; or</li><li>decreased by greater than or equal to ten.</li></ul>	Compared to the week prior, the number of cases in residents has: <ul style="list-style-type: none"><li>increased by greater than ten; or</li><li>decreased by less than ten</li></ul>	Residents within aged care facilities are particularly vulnerable to COVID-19. Any number of facilities with active resident cases should require concern (amber).
Number of cases reported in staff in RACF in the past 7 days compared to the week prior	No facilities with staff cases	The number of cases in staff is not zero. Compared to the week prior, case numbers have: <ul style="list-style-type: none"><li>increased by less than or equal to ten; or</li><li>decreased by greater than or equal to ten.</li></ul>	Compared to the week prior, the number of cases in staff has: <ul style="list-style-type: none"><li>increased by greater than ten; or</li><li>decreased by less than ten</li></ul>	Aged care staff are in close contact with many aged care residents. An infectious staff member has the potential to transmit COVID-19 to a large number of vulnerable residents (who in turn have a higher mortality rate).

Traffic light classification for capacity

Metric	Green	Amber	Red	Rationale
Number and proportion of outstanding case notifications (>24 hours since health department notified of positive result)	Zero	Proportion: >0-5%	Proportion: >5%	Rapid contact of cases enables disease control by early isolation and quarantine
Number and proportion of outstanding case interviews (>24 hours since health department notified of a positive result)	Zero	Proportion: >0-5%	Proportion: >5%	Rapid contact of cases enables disease control by early isolation and quarantine
Number and proportion of known contacts awaiting notification (>48 hours since health department notified of a positive result)	Zero	Proportion: >0-5%	Proportion: >5%	Rapid contact of contacts enables disease control by early quarantine
Public Health Workforce Status including own surge capacity	Within capacity	Under strain	Saturated	Qualitative measure for this encompasses many aspects of the response, each of which can be a critical point
Timeliness of test notification for positive results	>90 % reported within 2 days	75-90% reported within 2 days	<75% reported within 2 days	This is the turn around time from the time the test is taken, transported to a suitable laboratory, test conducted and results reported to the health department. Results within 2 days enables early identification of contacts from cases, and ensures that cases are in isolation.
ICU due to COVID-19 (pre-surge)	<15% of available ICU beds are COVID patients	15 – 29% of available ICU beds are COVID patients	> 30% ICU beds are COVID patients >30% ICU beds go to surge	An indicator of when surge capacity is going to be needed to support patients with COVID-19 in ICU.

Data sources and additional resources

The Communicable Diseases Network Australia (CDNA) and the Australian Health Protection Principal Committee (AHPPC) have informed the traffic light thresholds in the operating picture. Data are sourced from:

- the National Notifiable Diseases Surveillance System (NNDSS);
- the Critical Health Resource Information System;
- aged care facility report;
- modelling; and
- daily reports from state and territory health departments.

Most metrics use a rate or proportion rather than a raw number, to account for variability between state and territory populations.

Due to the dynamic nature of jurisdictional daily reports and thus NNDSS data, data in this report are subject to retrospective revision and may vary from data reported in published NNDSS reports and reports of notification data by states and territories.

Additional resources

Daily updates: <https://www.health.gov.au/news/health-alerts/novel-coronavirus-2019-ncov-health-alert/coronavirus-covid-19-current-situation-and-case-numbers>  
Fortnightly epidemiology report: [https://www1.health.gov.au/internet/main/publishing.nsf/Content/novel\\_coronavirus\\_2019\\_ncov\\_weekly\\_epidemiology\\_reports\\_australia\\_2020.htm](https://www1.health.gov.au/internet/main/publishing.nsf/Content/novel_coronavirus_2019_ncov_weekly_epidemiology_reports_australia_2020.htm)

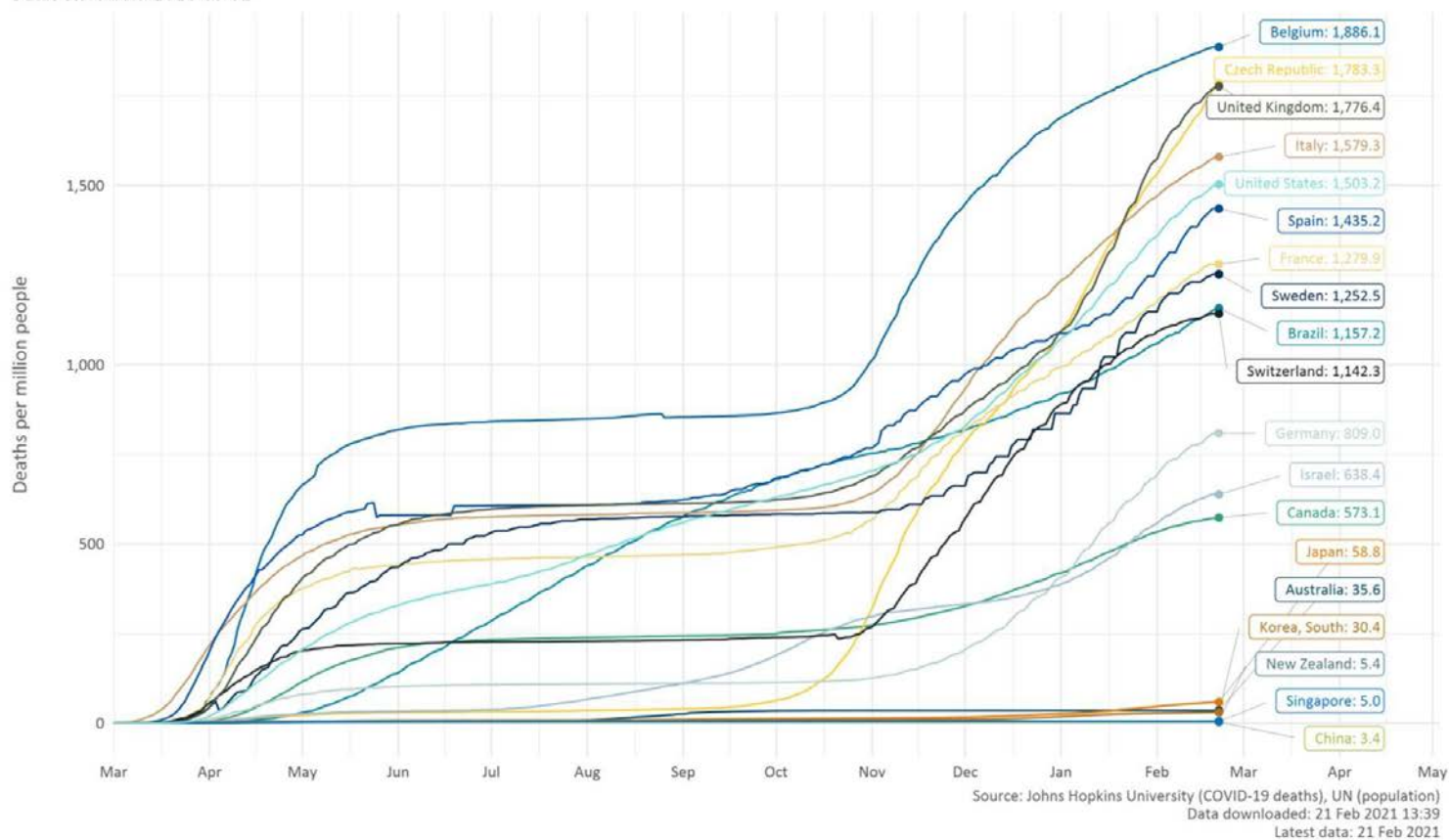
ATTACHMENT B

### COVID-19 confirmed deaths per million people by country (linear scale)

As at 1300hrs 21 February 2021

Confirmed COVID-19 deaths per million people, by country

Dates start from 2020-03-01



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ATTACHMENT C

Table 1. PM&C transformation and modernisation projects

	BETA	CabNet+	Digital First	DIPA
<b>Which agency is responsible? If multiple agencies, indicate how responsibility is shared.</b>	PM&C	PM&C	PM&C	DIPA was a collaboration between more than 20 agencies. Key roles include: <ul style="list-style-type: none"><li>• PM&amp;C – program management</li><li>• Australian Bureau of Statistics and Australian Institute of Health and Welfare – Accredited Integrating Authorities</li><li>• Data61 and Digital Transformation Agency – technical advice</li><li>• Other agencies contributed to analytics hubs and data assets.</li></ul>
<b>What is PM&amp;C's involvement in the project?</b>	BETA is a branch within PM&C.	PM&C is responsible for the implementation, maintenance and management of the CabNet+ system delivered by the CabNet Improvement Program (CIP).	PM&C own and manage the project.	PM&C role was program management.

**What are the stated objectives and KPIs of the project?**

BETA's objectives are:

- Building APS capability to apply behavioural insights to public policy and administration.
- Providing advice to government on applications of behavioural insights.
- Working collaboratively with partner agencies to design and deliver behavioural insights interventions.
- Conducting rigorous evaluation and contribute to a culture of evidence based policy advice.

BETA aimed to deliver up to 20 projects a year during the Modernisation Funding period (60 in total).

The objective of this project is to replace the outdated CabNet system with modern technology that enhances accessibility, convenience and collaboration while ensuring reliability and security at the Protected and Secret classification.

The project objectives are:

- Streamlining the briefing process between the PM&C and the Prime Minister's Office. Specifically the facilitation of rapid responses and improved feedback.
- Reducing administrative burden.
- Creating a line-of-sight for the Australian Government on all major commitments and their implementation.

**Strategic Objective 1:** Use data better to improve productivity, social outcomes, government efficiency and policy advice effectiveness.

**Strategic Objective 2:** Develop data integration and analysis capability.

**Strategic Objective 3:** Improve Australian Government's data assets and access arrangements.

**Strategic Objective 4:** Build trust and confidence in the Australian Government's use of data.

**Post June 2020 reporting:**

**Strategic Objective 1 – Insights:**  
Use data better to improve productivity, efficiency and policy advice.

**Strategic Objective 2 – Capability:**  
Develop data integration and analysis capability.

**Strategic Objective 3 – Infrastructure:** Improve Australian Government's data assets and access arrangements.

**Strategic Objective 4 – Confidence:** Build trust and confidence in the Australian Government's use of data.

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	BETA	CabNet+	Digital First	DIPA
<b>What was the original timeline for completion of the project? Had this changed? If yes, provide reasons why.</b>	<p>PM&amp;C received funding for BETA functions from 1 July 2017 to 30 June 2020 under the Modernisation Fund.</p> <p>BETA met all Modernisation Fund milestones during this period. Since the closure of the Modernisation Fund, BETA continues to operate as a branch within PM&amp;C.</p>	<p>The CabNet+ system was successfully delivered to users across government on 16 December 2019 in line with the revised schedule.</p> <p>The original delivery schedule of September 2018 was delayed due to resource availability, complex and unknown requirements, and broader technical complexities associated with replacing a 20 year system.</p>	<p>The original timeline for completion was quarter 4 2019/2020. The project was delivered on time.</p>	<p>DIPA was a three-year initiative of the Public Service Modernisation Fund. Funding for DIPA ended on 30 June 2020, as per the original timeline.</p>

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	BETA	CabNet+	Digital First	DIPA
<b>Is this project intended for reuse in other programs/agencies? If yes, has this occurred?</b>	This project sought to build APS capability to apply behavioural insights to public policy and administration. This has been achieved. In addition to BETA, there are 12 behavioural insights teams across the APS.	The project was intended to replace the outdated CabNet system with more modern technologies while providing significant benefits to government. CabNet+ is now being used by more than 40 government organisations and available to Ministers' offices.	While not originally intended for reuse the system is now in use by a number of Australian Government Agencies. The project was initially intended to bridge the gap in communication between PM&C and the Prime Minister's Office. As the project progressed and the benefits materialised, word spread to other Ministerial Offices and departments to take use of the whole-of-government application hosted by PM&C. This lead to more than 16 departments utilising the various Digital First modules including the Commitments Modules, Incoming Government Brief, Event Tracking applications and the Live Briefing System. These modules are still available and used by whole-of-government.	Yes, DIPA improved technical data infrastructure and data integration capabilities; improved data assets in important areas such as health, education and social welfare; developed analytical units; improved communication and engagement between agencies concerning integrated data; and uplifted data capability of the APS.

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	BETA	CabNet+	Digital First	DIPA
<b>What reports or documentation on the progress/completion of the project can be made available to the committee? Provide copies.</b>	Details on BETA's projects are available at <a href="https://behaviouraleconomics.pmc.gov.au">https://behaviouraleconomics.pmc.gov.au</a> PM&C annual reports throughout the modernisation fund period also include a summary of BETA's achievements.	PM&C completed a Modernisation Fund report for this project. This document is not available for public release due to its classification.	PM&C completed a Modernisation Fund report for this project. This document is not available for public release due to its classification.	PM&C completed a DIPA Closure Report. This document is not available for public release due to its classification.
<b>Has PM&amp;C or any other central agency (including the DTA) conducted a risk assessment for the project? If yes, provide a copy</b>	BETA conducted regular risk assessments (including risk identification, risk status and mitigation strategies) consistent with internal Modernisation Fund reporting requirements. In addition, BETA completes risk assessments for individual evaluation projects as part of standard project management practices.	PM&C completed numerous security assessments and accreditations throughout the life of the project. These have been assessed against the Information Security Manual (ISM) produced by the Australian Signals Directed (ASD) using a Security Risk Management Plan (SRMP) at both the Protected and Secret level. This document is not available for public release due to its classification.	PM&C completed a project Risk assessment as part of the development of the Digital First application. This document is not available for public release due to its classification.	Yes, risk was managed through the DIPA Program Board. PM&C completed a risk report. This document is not available for public release due to its classification.

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	BETA	CabNet+	Digital First	DIPA
<b>Have any internal evaluations been undertaken? If yes, provide copies.</b>	No	PM& completed numerous security assessments and accreditations throughout the life of the project. These have been assessed against the Information Security Manual (ISM) produced by the Australian Signals Directed (ASD) using a Security Risk Management Plan (SRMP) at both the Protected and Secret level.	No	An internal evaluation was completed as part of the DIPA Closure Report. This document is not available for public release due to its classification.
<b>Have any external projects been undertaken? If yes, provide copies.</b>	BETA projects are primarily conducted in partnership with other APS agencies. Throughout the modernisation fund period BETA collaborated on projects with 21 APS partner agencies. Further details on BETA's projects is available at <a href="https://behaviouraleconomics.pmc.gov.au">https://behaviouraleconomics.pmc.gov.au</a>	No	No	DIPA was a collaboration of more than 20 APS agencies.

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	BETA	CabNet+	Digital First	DIPA
<b>If external providers have been engaged on the project, or elements of the project, provide details of this engagement, including the reasons for it and the cost.</b>	BETA has engaged several external providers throughout the Modernisation Fund period to assist with the delivery of projects in areas such as graphic design, panel recruitment for surveys and ethics assessment. Details of all external providers in excess of \$10,000 are available on AusTender.	Yes – refer to Table 2.	N/A	<p>Yes – refer to Table 3.</p> <p>The Digital Transformation Agency engaged external providers for independent assurance of DIPA, including strategic risk assessment.</p> <p>Project lead agencies may have engaged additional external providers to support some aspects of delivery.</p>

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Table 2. External providers engaged on CabNet+

Supplier	2016-17	2017-18	2018-19	2019-20
Oakton	Independent assurance review			
Microsoft	Technical design and development	Technical development		
Voodoo/GrowthOps	System user experience and design services	System user experience and design services	System user experience and design services	System user experience and design services
Ionize	Security review and assurance	Security review and assurance	Security review and assurance	
Jackson Management Consulting		Independent assurance review		
KPMG			Independent project management framework review	
Deloitte			Operational readiness review	
Synergy				Independent assurance review
<b>Total supplier costs</b>	<b>\$2,281,277</b>	<b>\$305,000</b>	<b>\$647,500</b>	<b>\$300,000</b>

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Table 3. External providers engaged on DIPA

Supplier	2016-17	2017-18	2018-19	2019-20
Arc Public	Market research			
Randstad		Contract staff		
The Nous Group Pty Limited		Contract staff	Trust Framework	Trust Framework
Hays Personnel Services (Aust) Pty Ltd		Contract staff		
The Social Deck			Case study development	
Ernst & Young			User research	Data linking survey development
Clear Horizons Consulting				Monitoring and evaluation advice
<b>Total supplier costs</b>	<b>\$130,070.00</b>	<b>\$381,436.75</b>	<b>\$364,480.40</b>	<b>\$105,351.52</b>

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