

Senate Finance and Public Administration References Committee

**DIGITAL DELIVERY OF GOVERNMENT SERVICES
ANSWER TO QUESTION ON NOTICE**

Department of Human Services

Topic: Child Support System Redesign - expenditure

Question reference number: QoN 1, from Hansard 23 March 2018 (DHS QoN 16)

Member: McAllister

Type of question: Hansard page 21

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

CHAIR: I asked you how much had been expended under the contract. You said, 'From an ICT perspective, we'd spent \$21.6 million, and \$40 million the following year.' I'm trying to understand what that means practically, whether that qualification, that it's ICT expenditure, excludes other kinds of expenditure.

Mr McHardie: Understood. That level of granular detail I would need to take on notice, because there would have been costs expended within CIO Group, administering the project overall, et cetera, and then contracts that were let to the lead systems integrator et cetera. So I would need to take that question on notice to get you that level of detail.

Answer:

ICT expenditure excludes business related expenses. ICT expenditure includes:

- project management;
- architecture and design development activities;
- blueprint development/systems analysis activities;
- development activities;
- testing (preparation and execution); and
- release management activities.

These functions are delivered by a combination of internal and external resources.

Senate Finance and Public Administration References Committee

**DIGITAL DELIVERY OF GOVERNMENT SERVICES
ANSWER TO QUESTION ON NOTICE**

Department of Human Services

Topic: Child Support System Redesign - expenditure

Question reference number: QoN 2, from Hansard 23 March 2018 (DHS QoN 17)

Member: McAllister

Type of question: Hansard page 23

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

CHAIR: I think it'd be helpful for the committee to understand what the total expenditure on this project has been. It was intended to be concluded within a budget envelope of \$102 million, as I understand it. That hasn't happened. Whether or not you consider the additional expenditure once that \$102 million had been consumed to be BAU or not, I would be interested in understanding what the number is.

Ms Bridger: Okay.

Senator PATRICK: You'll take that on notice?

Ms Bridger: We will definitely take that on notice.

Answer:

Please refer to the answer for QoN 2, sent 26 March 2018 (DHS QoN 4).

Senate Finance and Public Administration References Committee

DIGITAL DELIVERY OF GOVERNMENT SERVICES
ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Child Support - Budget

Question reference number: QoN 9, from Hansard 23 March 2018 (DHS QoN 22)

Member: Patrick

Type of question: Hansard page 26

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

Senator PATRICK: Just looking forward, you're saying you're funding this internally—which is always taxpayers' money, I point out. What's your budget moving forward annually for this sort of work? You mentioned a name before—BAU?

Mr McHardie: Business as usual, yes, so enhancing products that we already have. In some ways it depends on the program. We basically focus on a lot of our ICT systems, program by program. Our three core master programs are obviously Medicare, child support and the welfare space, which is Centrelink. Child support sits in one of those laneways.

Senator PATRICK: How much is it?

Mr McHardie: For enhancements?

Senator PATRICK: For child support.

Mr McHardie: Yearly BAU dollars?

Senator PATRICK: Yes.

Mr McHardie: I will have to get that.

Senator PATRICK: Order of magnitude, a rough quantum?

Mr McHardie: I won't have to take it on notice; I can get it in a second. We'll find out, if you can just hold for a bit on that.

Answer:

Please refer to the answer for QoN 6, sent 26 March 2018 (DHS QoN 8).

Senate Finance and Public Administration References Committee

**DIGITAL DELIVERY OF GOVERNMENT SERVICES
ANSWER TO QUESTION ON NOTICE**

Department of Human Services

Topic: Contingency Budget

Question reference number: QoN 10, from Hansard 23 March 2018 (DHS QoN 23)

Member: Patrick

Type of question: Hansard page 26

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

Senator PATRICK: Can I put it to you that on an off-the-shelf product I would put maybe five to 10 per cent. I'm quite an experienced project manager. For a developmental system I would have put a lot more. That's a hint moving forward, if you're not thinking in that space. Ten per cent is not very much for a developmental or complex—as you described it—project. Can you tell me the time in which you hit that contingency, and, when you did hit it, can you advise whether or not you informed the minister of that point in the project and/or the parliament at that point?

Mr McHardie: There's some detail in there that we won't have to hand.

Senator PATRICK: I don't mind if you take it on notice.

Answer:

Please refer to the answer for QoN 1, sent 26 March 2018, part (d) (DHS QoN 3(d)).

Senate Finance and Public Administration References Committee

DIGITAL DELIVERY OF GOVERNMENT SERVICES ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Online Compliance Intervention - Origin

Question reference number: QoN 23, from Hansard 23 March 2018 (DHS QoN 33)

Member: Patrick

Type of question: Hansard page 37

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

Senator PATRICK: Yes, they bring proposals from somewhere. The minister normally doesn't think it up and draft a cabinet submission. Someone does that. In this instance, I think where we're trying to get to is: where did the idea come from within government—so not government; that's too broad, because it must have come from somewhere—and what pathway did it go to get to a cabinet submission?

Mr McNamara: I'd have to take that on notice in terms of the origins of that. I wouldn't have any knowledge of the origins, if you're asking in that way.

Answer:

The Department provides advice to government to inform the development and consideration of new proposals as part of the normal Budget process.

Senate Finance and Public Administration References Committee

DIGITAL DELIVERY OF GOVERNMENT SERVICES ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Online Compliance Intervention – Staff Involvement – Inquiry Questions

Question reference number: QoN 24, from Hansard 23 March 2018 (DHS QoNs 34 & 35)

Member: McAllister

Type of question: Hansard pages 40-41

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

CHAIR: Were they? Stop there, because that's what I'm trying to ask you about. How were staff involved in assisting ICT to design the system?

Ms Bundy: It is actually compliance staff. There's a team up in Brisbane within the compliance division that wrote the requirements and worked with some of the operational staff up in Brisbane, and then worked with ICT to design the system. Then during the pilot—

CHAIR: Can we just stop there. So, there are a group of staff—how many are there? There is a whole team? There are three? There's one person?

Ms Bundy: I'd have to take that on notice in terms of the actual numbers of staff. We've got some answers from the Senate inquiry, where we were asked about this, so I can also provide those.

...

CHAIR: And then there were other staff from the compliance area who were involved, Ms Bundy, but you don't know how many?

Ms Bundy: No, not specifically. I think the compliance division has currently got around 2,000 staff; at that time, I'm not sure how many staff it had.

Mr McHardie: We'd have to take that on notice.

Answer:

Please refer to the answer to QoN 173 from the Senate Community Affairs References Committee Inquiry into the Design, Scope, Cost-Benefit Analysis, Contracts Awarded and Implementation Associated with the Better Management of the Social Welfare System Initiative.

Senate Finance and Public Administration References Committee

DIGITAL DELIVERY OF GOVERNMENT SERVICES ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Online Compliance Intervention – Staff Involvement

Question reference number: QoN 25, from Hansard 23 March 2018 (DHS QoN 36)

Member: McAllister

Type of question: Hansard page 41

Date set by the committee for the return of answer: 17 April 2018

Number of pages: 1

Question:

Mr McNamara: The digital service standard didn't exist at the time, but, yes, staff were part of the process—operational staff were part of the design process. They're part of enhancements we make to the process now. The compliance division is a very large division. It's unlikely that the 900-odd people who would have been in the division at the time were each individually consulted. It's not an efficient way to design something.

CHAIR: Sure.

Mr McNamara: But I don't think it's true to say that operational staff weren't involved in the design. I think we would counter that and say operational staff were involved in the design of the system.

CHAIR: On notice, can you please provide a more detailed description for the committee than you've been able to today about how they were involved, what the nature of that involvement was, how many personnel were involved, what kinds of roles they were drawn from and that kind of information.

Answer:

Please refer to the answer to QoN 173 from the Senate Community Affairs References Committee Inquiry into the Design, Scope, Cost-Benefit Analysis, Contracts Awarded and Implementation Associated with the Better Management of the Social Welfare System Initiative.