

## New Employment Services Trial 2019-2022

### Risk Plan Details

<b>Plan ID:</b>	000842	<b>Plan Status:</b>	Retired
<b>Plan Type:</b>	Program	<b>Risk Assessment Process:</b>	Advanced
<b>Restricted Plan:</b>	No	<b>Next Review Date:</b>	31/07/2020
<b>Organisation Unit:</b>	51009254 - Trial Stakeholder & Project Management	<b>Organisational Hierarchy:</b>	> Department of Education, Skills and Employment
<b>Version:</b>	5		> Employment
<b>Retirement Reason:</b>	Covered by another risk plan		> New Employment Services Model Div
			> Enhanced Services Branch

### Activity Objectives

The New Employment Services Trial (NEST) will test elements of the New Employment Services Model (NESM) in order to identify issues and unintended consequences and refine elements before they are rolled out in July 2020.

This includes:

- elements of Digital and Enhanced Services offerings
- payment structures
- flexible, points-based activation system
- provider performance framework
- job seeker assessment framework
- IT system/Digital Platform.

### Departmental Outcomes

Foster a productive and competitive labour market through policies and programs that assist job seekers into work, meet employer needs and facilitate the growth of small and family business.

### Operating Environment

#### Activity Environment

\*\*\*\* COVID-19 IMPACT \*\*\*\*

The Government has announced restrictions due to COVID-19 which impact the employment sector, including the delivery of employment services and job seekers mutual obligation requirements. This has impacted the delivery of NEST, OEST/VOEST which form a part of the NESM Reforms. s 47E(d), s 47C

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NEST is testing some of the elements of the new model (but not all) in two Employment Regions – Mid North Coast, NSW and Adelaide South, SA.

NEST will test new ways of delivering employment services to ensure that key aspects of the new model will work as intended. It will allow for innovative approaches, and allow for elements tested to 'fail'.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Development of NEST Risk Plan:

On 28 October 2019, a risk workshop with key departmental stakeholders was held to identify the risks associated with the NEST. s 22(1)(a)(ii)

s 22(1)(a)(ii)

Key legislative, contractual and compliance environment include:

- New Employment Services Trial Deed 2019-2022
- Social Security Act 1991 and Social Security (Administration) Act 1999
- Job Seeker Compliance Framework
- Contract Management Framework
- Employment Services Assurance Strategy
- Employment Services Charter of Deed Management
- Commonwealth Fraud Control Guidelines
- Commonwealth Risk Management Policy
- Secretary's Instructions 1.2 - Fraud Risk Management and Control
- Department Employment, Skills, Small and Family Business Corporate Risk Framework and Policy
- Fraud Control Plan 2017-2019
- Freedom of Information Act 1989
- Privacy Act 1988
- Public Governance, Performance and Accountability Act 2013 and associated instruments

s 22(1)(a)(ii)

s 22(1)(a)(ii)

## Activity History

NEST previously referenced in risk plan 695 New Employment Services Model (retired).

## Stakeholders

All providers in NEST region

Community and Welfare Service Organisations

Department of Education

Department of Employment, Skills, Small and Family Business

Department of Employment, Skills, Small and Family Business Executive

Department of Health

Department of Human Services (DHS)

Department of Social Services (DSS)

Department of Veteran Affairs

Digital Transformation Office (DTO)

Employment Facilitators

Job seekers

jobactive providers

Minister for Small and Family Business, Skills and Vocational Education

Minister for Small and Family Business, Skills and Vocational Education Office

National Indigenous Agency

Recruitment and Labour Hire (key users of ES)

Reference Group Members for the New Employment Services Trial

Regional Working Group Members for the New Employment Services Trial

SEEK

State and Territory Governments

State/Territory Departments of Education

State/Territory Departments of Health

State/Territory Departments of Housing

VET Training Providers

## Plan Members

**Member**

Melissa Ryan

**Role**

Approver

Owner

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**Treatment Owners**

Erin Rule

Jodie Chamberlain

Kerryn Kovacevic

Louise O'Rance

Melissa Ryan

s 47E(d)

Nicolle Johnston

s 47E(d)

Stuart Watson

**Risk Event R011241 - Privacy breach – misuse and/or disclosure of personal or commercial information**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Non-Compliance	Possible	Major	High	Unlikely	Minor	Medium	NA	NA	NA
Financial Mismanagement or Loss	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Possible	Severe	Extreme	Unlikely	Minor	Medium	NA	NA	NA

Treatment Effectiveness	Velocity	Confidence
High	Rapid	High

**Causes**

- Personal information (for individuals and entities) does not have restricted access
- A privacy impact assessment (PIA) is not performed
- Inadequate IT security controls implemented
- Staff understand the requirements for handling and releasing personal and entity related information

Treatments	Status	Next Review Date	Owner
T053853 - IT Security certification for the digital services platform.	Ongoing	30/10/2020	Nicolle Johnston
<b>Last Monitoring Note:</b> Continuous monitoring of website occurs to ensure no privacy breach			

T053856 - Ensure that Access and Authorisation system controls are built and appropriately tested in the digital services platform. This includes the ability to conduct an audit of unauthorised access, and detection capability for suspicious activity.	Ongoing	30/09/2020	Nicolle Johnston
<b>Last Monitoring Note:</b> Currently no changes to access or authorisation has occurred. All logins are logged and available for audit proposes. Small teams also monitors website			
T053857 - Develop a strong and clear governance framework around job seeker data protection, ensuring program and providers have common understanding of what should happen if a Privacy Breach is suspected or detected.	Ongoing	27/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment Owner updated			
T053854 - Develop a process for Third party system accreditation.	Ongoing	30/09/2020	Nicolle Johnston
<b>Last Monitoring Note:</b> See note recorded on same date.			
T054372 - Conduct a Privacy Impact Statement for NEST in accordance with department requirements and the department's Privacy Officer.	Ongoing	1/10/2020	s 47E(d)
<b>Last Monitoring Note:</b> A Privacy Impact Assessment has been partially undertaken and is being finalised. The Privacy Impact Assessment is due to be in place by end of September 2020			
T054371 - Application of the NEST Privacy Guideline	Ongoing	26/02/2021	s 47E(d)
<b>Last Monitoring Note:</b> No change to treatment. Updated the next treatment review date.			

**Risk Event R011242 - Consultants performance and/or capability does not meet requirement(s)**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Non-Compliance	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Financial Mismanagement or Loss	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Reputational Damage	Possible	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA

Treatment Effectiveness	Velocity	Confidence
High	Moderate	High

**Causes**

- Requirements are not clearly defined in the Contract Management Plans
- Change (where it deviates from the Contract Management Plan) is not appropriately communicated
- Poor working relationship and/or contract disputes

**Treatments**

	Status	Next Review Date	Owner
T053851 - Set clear performance criteria and regular points of review between contractors and their supervisors	Ongoing	s 47E(d)	s 47E(d)
T053850 - Ensure contractors receive an induction, and are provided with clear instruction on deliverables/outcomes expected.	Ongoing	4/08/2020	s 47E(d)

**Risk Event R011240 - Internal and external stakeholder relationships are compromised**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Non-Compliance	Likely	Major	Extreme	Unlikely	Minor	Medium	NA	NA	NA
Financial Mismanagement or Loss	Likely	Major	Extreme	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Likely	Major	Extreme	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Likely	Major	Extreme	Unlikely	Minor	Medium	NA	NA	NA
	<b>Treatment Effectiveness</b>		<b>Velocity</b>	<b>Confidence</b>					
	High		Moderate	High					

## Causes

The Reference Working Group and Trial Regional Working Groups are not used effectively
Poor coordination of stakeholder consultation, user research and qualitative evaluation research leads to respondent fatigue and disengagement
Ineffective engagement with providers both within and outside of the NEST regions
Complementary programs (i.e. CTA, EST, NEIS) in NEST regions do not receive referrals
Community organisations that rely on WfD and Volunteer Work participants no longer receive referrals in NEST regions
NEST negatively impacts employment services programs outside trial regions
Employers find administrative elements more complex (particularly in relation to Digital Participants and Internships, Wage Subsidies)
Collaborative design approach does not eventuate
Stakeholders seek to undermine NEST
NEST Communication and Stakeholder Engagement is not strategic
Stakeholder analysis is not undertaken or is ineffectual
Engagement of experts perceived as selective or preferential
Disengagement by stakeholders (particular Reference Working Group and the Trial Regional Working Groups).

Treatments	Status	Next Review Date	Owner
T053874 - Regularly review and update Stakeholder Engagement Strategy and Stakeholder Analysis	Ongoing	6/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Currently, the NESM PMO is engaging stakeholders (both internal and external) through established governance and communication forums. A formalised Engagement Strategy and accompanying analysis, inclusive of agreed objectives covering NEST stakeholders will be developed by end July 2020.			
T053878 - Perform a social licence assessment in the two key NEST areas to ascertain levels of support and any blockages to adoption of services.	Ongoing	31/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Monthly meeting have been reinstated with providers and there continues to be ongoing dialogue			
T054373 - In conjunction with a stakeholder analysis, develop and undertake actions in accordance with a Stakeholder Engagement Strategy for the NEST, including specific engagement plans with implementation activities for each key stakeholder group	Ongoing	30/07/2020	s 47E(d)

**Last Monitoring Note:** Currently, the NESM PMO is engaging stakeholders (both internal and external) through established governance and communication forums. A formalised Engagement Strategy, encompassing agreed objectives covering NEST stakeholders will be developed by end July 2020. Consultation is about to commence on the licensing framework with CEOs of providers.

T053876 - In addition to the Project Management Office, establish a Change Management plan for NEST to oversee and coordinate all external and internal change, stakeholder engagement and communication activities.	Ongoing	4/08/2020	s 47E(d)
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**Last Monitoring Note:** Treatment ownership updated.

T053875 - Establish Trial Evaluation and Performance Working Group, which ensures research activities are not duplicative or inefficient, minimise burden on key stakeholders and ensure that data, findings and feedback are communicated to key areas.	Ongoing	26/08/2020	s 47E(d)
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**Last Monitoring Note:** Working group established with ToR. Meetings continuing.

T054374 - Develop and undertake actions in accordance with User-centred Design Research Plan	Ongoing	28/04/2021	s 47E(d)
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**Last Monitoring Note:** Actions being undertaken in line with UCD Research plans

T054375 - Develop and undertake actions in accordance with Evaluation Project Plan and Strategy	Ongoing	30/12/2020	s 47E(d)
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**Last Monitoring Note:** Ongoing low possibility...

T053879 - Develop a communication strategy for duration of NEST that addresses the key stakeholder groups with targeted messaging aimed to increase understanding of, and shift attitudes towards favourable adoption of the new employment services model.	Ongoing	4/08/2020	s 47E(d)
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**Last Monitoring Note:** Communications and messaging so far have occurred in the following ways: • Direct Messages – via sms and email • Contact Centre queries • jobactive.com website announcements This is with job seekers, providers, employers and interested stakeholders groups.

T053877 - Conduct a comprehensive stakeholder analysis for the duration of NEST which includes Primary, Secondary and Key Stakeholders.	Ongoing	29/07/2020	s 47E(d)
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**Last Monitoring Note:** Resourcing constraints have impacted the development of the Stakeholder Engagement Strategy which includes a stakeholder analysis. Currently, the NESM PMO is engaging stakeholders (both internal and external) through established governance and communication forums. A formalised Engagement Strategy and accompanying analysis, inclusive of agreed ob...

#### Risk Event R011234 - Innovative and agile nature of NEST unable to be achieved

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Likely	Major	Extreme	Possible	Moderate	High	Possible	Moderate	High
Non-Compliance	Likely	Major	Extreme	Possible	Moderate	High	Possible	Moderate	High
Financial Mismanagement or Loss	Likely	Major	Extreme	Possible	Moderate	High	Possible	Moderate	High
Underperformance	Likely	Major	Extreme	Possible	Moderate	High	Possible	Moderate	High
Reputational Damage	Likely	Major	Extreme	Possible	Moderate	High	Possible	Moderate	High

Treatment Effectiveness	Velocity	Confidence
Moderate	Moderate	Low

## Causes

Department's culture does not support flexible, innovative practices/services

Evaluation/monitoring reviews are not undertaken early or regularly enough

User-centred research during the trial does not achieve its objectives

Program data in unavailable or unreliable

Confusion for service providers and departmental staff running both NEST and jobactive

The department does not provide clear and understandable Deed, Guidelines and supporting materials that allow providers to reduce red-tape or innovate with their servicing strategies

There is limited scope to change policy settings for complimentary programs (e.g. EST, EF, Wage Subsidies), including the need to risk assessments

## Treatments

	Status	Next Review Date	Owner
T053809 - Project, issue and risk management arrangements allow for swift escalation	Ongoing	29/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> For the Project Status Report, Issues and Risks Guides, there is a process for escalation of areas that are red or at risk of being red. The escalation process has been designed incorporating the department's Project Management and Risk Management Frameworks. Additionally, the Project Status Reporting Guide details a 'Go-to-Green' Plan which deta...			
T053813 - Involve DHS in IT build to understand the platform integration points.	Completed		s 47E(d)
<b>Last Monitoring Note:</b> Discussion with Services Australia on the build for NEST have now been completed. Further discussions will occur as part of NESM and Fast Track.			
T053817 - Interim/early insights from Evaluation shared on a regular basis	Proposed	30/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing - insights shared as they become available - still appropriate.			
T053811 - Guideline and Deed reviewed to reduce red tape	Ongoing	26/02/2021	s 47E(d)
<b>Last Monitoring Note:</b> In progress - delayed to COVID. Project being resumed.			
T053810 - Governance structure allows for rapid responses and policy solutions	Ongoing	2/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T054376 - Feedback from stakeholders through UCD workshops, roudtables, Reference Working Group, Trial Region Working Groups is recorded and adressed.	Ongoing	5/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Monitoring note attached to treatment 54378 captures feedback from Providers and employers through the Trial Region Working groups. Feedback from UCD micro-policy fieldwork is captured in an interim report produced by the Trial Performance, Reporting and Licensing Team. Additionally, the UCD research project to develop functionality for Digital...			
T053808 - Establish Agile monitoring by the Digital Transformation Agency and allocate Agile coaches for NEST.	Proposed	30/09/2020	s 47E(d)
<b>Last Monitoring Note:</b> We will review after SI is onboarded and we have had established the governance structures that will control and monitor our agile development			
T053814 - Engage with ICT industry to inform IT build of the new model to increase contact and representation from technology specialists (Microsoft, IBM, etc.) as well as job aggregators such as SEEK, LinkedIn and Adzuna.	Ongoing	2/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T053815 - Digital Foundations project to prepare ICT areas to be more flexible and responsive	Completed		s 47E(d)
<b>Last Monitoring Note:</b> The digital foundations project was completed with our Major release starting 26/6.			
T053818 - Desired behaviours included in FAS, AS and Project Lead (EL2) performance agreements in all Divisions/Branches/Sections undertaking NEST related work.	Ongoing	10/12/2020	Melissa Ryan
<b>Last Monitoring Note:</b> Ongoing engagement with leadership team on need to demonstrate appropriate behaviours.			

T053816 - Communicate with Providers, and grant flexibility within Guidelines and Assurance processes, so that they can innovate in the delivery of the NEST

Ongoing

8/05/2021

s 47E(d)

**Last Monitoring Note:** Payment guideline consulted on and based on feedback added guidance but retained flexibility, seeking option for flexibility in EF guideline for NEST to support innovation, work with legals and procurement to kick off Deed and guideline principles for NESM. Review set after Budget as limited new guidelines.

**Justification Note**

The New Employment Services Division will continue to work on and refine its approach to risk management for the NEST. This includes creating new ways of treating risk, and increasing treatment effectiveness.

NEST is a new way of delivering employment services which Government has not undertaken before, and as such, there are a lot of 'unknowns'.

**Risk Event R011235 - Elements of NEST are not implemented to schedule and/or budget**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Non-Compliance	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Financial Mismanagement or Loss	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Reputational Damage	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
	<b>Treatment Effectiveness</b>		<b>Velocity</b>	<b>Confidence</b>					
	High		Moderate	High					

**Causes**

Significant variances identified between forecast expenditure for each program and actual expenditure

Significantly lower or higher than expected uptake of the NEST

Lack of clarity about operational matters

Iterative elements of NEST are not implemented to schedule

Policy and implementation decisions are not finalised in a timely manner

Project delivery dependencies within the department are not be understood or effectively managed

s 47E(d), s is not able to respond within required timeframes or allocated budget

Inadequate or ineffective governance and project management processes

Poor internal/external collaboration

Providers do not meet deed and guideline requirements

Multiple competing priorities for implementation resources

Treatments	Status	Next Review Date	Owner
T053827 - Regular monitoring and reporting of economy and labour market conditions to identify project vulnerabilities	Ongoing	28/10/2020	Louise O'Rance
<b>Last Monitoring Note:</b> Rapidly declining labour market situation, and primary of policy response to recession, has triggered reprioritisation of delivery of NEST elements			
T053824 - Governance arrangements with DHS are agreed and documented	Ongoing	25/11/2021	s 47E(d)
<b>Last Monitoring Note:</b> NEST updates continue to be a feature of the quarterly governance committee meetings with Services Australia. The governance arrangements are currently under review by DESE/SA Corporate Groups.			
T053821 - Governance and Reporting Arrangements track project spent – Departmental Funds (including for IT) - to identify budgetary concerns.	Ongoing	4/12/2020	Melissa Ryan
<b>Last Monitoring Note:</b> 11 November 202 met with Finance Division to set up reports to track key expenditure. Regular reports are being developed.			
T053820 - Governance and Reporting Arrangements track Administered Funds - actual and forecasted expenditure - to identify budgetary concerns.	Ongoing	30/06/2021	s 47E(d)
<b>Last Monitoring Note:</b> NEST expenditure reports are provided to ESC on a monthly basis.			
T053819 - Governance and Reporting Arrangements for the NEST track the implementation schedule.	Ongoing	2/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
s 22(1)(a)(ii)	Completed		s 47E(d)
s 22(1)(a)(ii)	Proposed	29/07/2020	s 47E(d)

**Risk Event R011236 - Data/information about the NEST is not sufficient for operational and evaluation purposes**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Possible	Minimal	Low	Unlikely	Minimal	Low	NA	NA	NA
Non-Compliance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Financial Mismanagement or Loss	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Underperformance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
	<b>Treatment Effectiveness</b>		<b>Velocity</b>	<b>Confidence</b>					
	Moderate		Slow	High					

**Causes**

Stakeholders (particularly NEST providers, Reference Group and Working Groups) do not share information and insights

Inability to retain cohesion between NEST regions
User-centred research during the trial does not achieve its objectives
Evaluation of NEST does not achieve its objectives
Stakeholder engagement does not achieve its objectives
Competing priorities for monitoring and evaluation resources
Data availability is limited by ICT implementation priorities and decisions
Metadata is lacking or of limited quality
Budget decision timelines restrict the type and scope of data that can be considered
Demand for monitoring data lacks strategic focus and takes precedence over insightful reporting
Providers attempt to game performance assessments

Treatments	Status	Next Review Date	Owner
T053839 - User-centred Design Research Plan sets out clear parameters for the information required for successful and timely evaluation of elements of the NEST, whilst also being agile and flexible.	Completed		s 47E(d)
<b>Last Monitoring Note:</b> UCD methodology include ongoing use of Research Plans. Mitigation can be closed due to NEST being completed.			
T053836 - Trial, Performance and Evaluation Working Group is used to test understanding of requirements and provide feedback	Ongoing	30/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing			
T053843 - Monitoring and performance measures are developed and rolled out iteratively to allow testing and feedback	Ongoing	28/09/2020	Louise O'Rance
<b>Last Monitoring Note:</b> A range of performance and monitoring measures have been circulated internally for feedback; detailed development and testing has commenced.			
T053840 - Liaise with relevant areas of the department to capture key policy questions to be addressed through data analysis and reporting.	Ongoing	27/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> policy and data analysis questions have been identified and re being pursued			
T053831 - Internal Working Groups established to share information on operational aspects of NEST, with appropriate record keeping	Ongoing	20/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Ref Group: was established in August 2019 with the first meeting held in September 2019. Members represent Business, Industry, the community and welfare sectors and employment services providers. Mid-North Coast: was established in September 2019 with the first meeting held in October 2019. Members represent local business and industry, the commu...			
T053833 - Flexible Work Order [further edits suggested]	Ongoing	30/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing...			
T053832 - Document and share lessons learned on an ongoing basis, including: • lessons derived from stakeholder engagement and change management, • after each project Phase.	Ongoing	1/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
s 22(1)(a)(ii)	Ongoing	9/09/2020	Louise O'Rance
s 22(1)(a)(ii)			
T053838 - Current Employment Service Reports are reviewed and enhanced to support data for NEST Providers and Contact Centre.	Proposed	20/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Employment Service Reports have been reviewed and updated to be relevant for NEST Providers. Reports now include a NEST column indicating service level ('Tier 1' or 'Tier 2'), JSCI level ('medium' or 'high') and a Very Long Term Unemployment Indicator.			

T053837 - Consultation with Reference Group, Trial Region Working Groups [further edits suggested]	Ongoing	30/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing			
T053829 - Clearly articulated and agreed objectives set for User-Centred Design Research	Completed		s 47E(d)
<b>Last Monitoring Note:</b> UCD method include processes to capture and maintain agreed objectives. Due to NEST being completed this mitigation can be retired.			
s 22(1)(a)(ii)	Ongoing	31/07/2020	s 47E(d)
s 22(1)(a)(ii)			
T053828 - Clearly articulated and agreed objectives set for Evaluation	Ongoing	30/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing...			
T053841 - All areas of the department that intend to conduct surveys/research on NEST participants coordinate through the Performance and Evaluation WG	Ongoing	28/09/2020	Louise O'Rance
<b>Last Monitoring Note:</b> Performance and Evaluation WG remains on hold. Post-Program Monitoring surveys of NEST participants to commence late June.			

**Risk Event R011237 - Digital Platform infrastructure and software does not adequately support the NEST**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Possible	Major	High	Unlikely	Minor	Medium	NA	NA	NA
Non-Compliance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Financial Mismanagement or Loss	Possible	Major	High	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA

<b>Treatment Effectiveness</b>	<b>Velocity</b>	<b>Confidence</b>
Moderate	Rapid	Moderate

**Causes**

- Digital eco system does not support policy intent
- Policy and implementation decisions are not finalised in a timely manner
- ICT transformation are too complex to deliver on time, particularly as they relate to referrals, assessment, activities, transfer processes and payment model
- ICT development requires too many updates, which are too complex to deliver on time
- IT tools/systems/programs required to build a well performing infrastructure are unavailable
- Digital platform performance requirements are not considered in enough detail
- Inadequate governance and project management processes

Complexities of transition to new systems, including data migration are not considered.

System failures result in the department being unable to deliver core business priorities

Treatments	Status	Next Review Date	Owner
T053909 - Robust increment planning for NEST and DSD project deliverables/outcomes. <b>Last Monitoring Note:</b> PMO has been working with NEST Team and the PI Planning session for PI 1 2020 - 2021	Ongoing	30/09/2020	s 47E(d)
T053908 - Perform in depth user testing for each system iteration, i.e. BAU testing. <b>Last Monitoring Note:</b> All releases have been tested by system testers.	Ongoing	30/09/2020	Nicolle Johnston
T053910 - NESM Project Leads to work in close collaboration with DSD Project Manager. <b>Last Monitoring Note:</b> close working arrangements are in place to reflect the agree governance arrangements.	Ongoing	4/12/2020	Melissa Ryan
T053913 - IT risks and mitigations are managed in accordance with Branch Risk Plans within the Digital Services Division <b>Last Monitoring Note:</b> Reviewed and set next review date	Ongoing	29/11/2020	Kerryn Kovacevic
T053912 - Establish digital platform performance monitoring and reporting (data daily reports). <b>Last Monitoring Note:</b> To review ongoing need in context of branch planning.	Ongoing	17/08/2020	s 47E(d)
T053911 - Develop clear Business Requirements and Business rules for digital platform/solution. <b>Last Monitoring Note:</b> Si will seek to look at issue in first phase of their engagement which is due to be completed in early Jan	Ongoing	11/01/2021	s 47E(d)
s 22(1)(a)(ii)	Ongoing	6/07/2020	s 47E(d)
s 22(1)(a)(ii)			
T053915 - Contingency Plans developed and reviewed on a regular basis. <b>Last Monitoring Note:</b> Updated Treatment Owner	Ongoing	27/08/2020	s 47E(d)

**Risk Event R011238 - Providers are unable to adapt to the new servicing approach under the NEST**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Non-Compliance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Financial Mismanagement or Loss	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Underperformance	Possible	Major	High	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Possible	Severe	Extreme	Unlikely	Moderate	Medium	NA	NA	NA
	<b>Treatment Effectiveness</b>		<b>Velocity</b>	<b>Confidence</b>					
	Moderate		Moderate	Moderate					

### Causes

Providers are not financially viable to participate in the Trial
Provider business models do not maximise job seeker outcomes
The incentive structure for providers is not effective
Demographics of regions are not adequately considered in policy design
Guidelines, Deed and elements of the NEST are not fit for purpose
Providers do not deliver a service that allows job seekers to have more personal agency and greater choice
Poor or inadequate communication with stakeholders does not support cultural change during the NEST
The new design for enhanced services being tested does not meet the needs of job seekers
Employer engagement in NEST regions is poor and compromises the achievement of employment outcomes for NEST participants (both digital and enhanced services)
Providers cannot meet employer recruitment needs
Employers have access to competing job boards and do not increase their usage of jobactive.gov.au
Providers do not refer job seekers to complementary programs
Preferential treatment is given to Contact Centre
Providers fail to invest in long-term strategies for job seekers with complex needs
Providers are unable to retain, recruit or utilise sufficiently skilled people to service disadvantaged job seekers
Insufficient re-investment in the enhanced services model

Treatments	Status	Next Review Date	Owner
T053899 - Stakeholder engagement strategy includes specific engagement plans with implementation activities for various providers	Ongoing	30/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			

s 22(1)(a)(ii)	Ongoing	30/11/2020	Stuart Watson
s 22(1)(a)(ii)			
s 22(1)(a)(ii)	Completed		s 47E(d)
s 22(1)(a)(ii)			
T053904 - Perform social media intelligence gathering nationally and in the two NEST locations, including social media opinion leader mapping and monitoring to be able to respond in an agile manner and feed the engagement and communication strategies and targeted content.	Ongoing	6/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
s 47C, s 47E(d)	Ongoing	21/12/2020	s 47E(d)
s 47C, s 47E(d)			
T053905 - Monitoring of complaints received (via NCSL, Ministerials or tip offs) from employers and job seekers about provider or Contact Centre servicing.	Ongoing	14/07/2021	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing monitoring and reporting through PISCES to identify trends in all program feedback data. Ongoing information sharing and reporting capability for the contact centre on NCSL data captured for Digital Jobseekers.			
T053901 - Monitor implementation of online compliance/mutual obligation requirements and its impact on provider behaviour.	Ongoing	18/11/2020	s 47E(d)
<b>Last Monitoring Note:</b> PBAS is yet to commence. Stakeholders have been provided with a presentation and training material for PBAS. It is due to commence on 26 October 2020			
s 22(1)(a)(ii)	Ongoing	21/12/2020	s 47E(d)
s 22(1)(a)(ii)			
T053906 - Establish and maintain communications and guidance channels about transition and experience interacting with Digital services.	Completed		s 47E(d)
<b>Last Monitoring Note:</b> NEST Transition now completed.			
s 22(1)(a)(ii)	Ongoing	6/08/2020	s 47E(d)
s 22(1)(a)(ii)			
T053900 - Engage service providers to validate the new employment services performance framework	Ongoing	20/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> The Division is actively engaging service providers to validate the new Performance Framework. UCD Research feeding into the Performance Framework has been completed with service providers (amongst others) participating in research sessions. Findings from Sprints 5 and 6 will be included in the draft report that is due in mid-July. The Employme...			
T053898 - During the NEST, engage with service providers to share data and assumptions on key model parameters so they can undertake financial viability modelling.	Completed		s 47E(d)
s 22(1)(a)(ii)			
T053903 - During the NEST monitor performance of service providers through evaluation, program assurance and user-centred design mechanisms	Ongoing	20/08/2020	s 47E(d)
s 22(1)(a)(ii)			

**Risk Event R011239 - Job seekers are unable to adapt to the new servicing approach under NEST**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Likely	Major	Extreme	Possible	Moderate	High	Unlikely	Minor	Medium
Non-Compliance	Likely	Major	Extreme	Possible	Moderate	High	Unlikely	Minor	Medium
Financial Mismanagement or Loss	Likely	Major	Extreme	Possible	Moderate	High	Unlikely	Minor	Medium
Underperformance	Likely	Major	Extreme	Possible	Moderate	High	Unlikely	Minor	Medium
Reputational Damage	Likely	Severe	Extreme	Possible	Moderate	High	Unlikely	Minor	Medium

Treatment Effectiveness	Velocity	Confidence
Moderate	Moderate	Low

**Causes**

Job seekers find increased flexibility too complex
There is no change in job seekers ownership and interest in their pathway to employment
Referral of job seekers is unsophisticated and fails to identify the correct level of service
4 mth Intensive Activity, 6 mth Diversification process and 12 mth Intensive Activity is inappropriate or ineffective
Advice provided to job seekers via Digital Platform is not relevant, practical or related to the job opportunities available
Points-based activation prototype results in unnecessary compliance actions
The new design does not meet the needs of job seekers
The department does not get the balance right between personal agency, individual pathways and strong activation
Contact Centre capability and capacity is compromised, particularly due to a lack of investment in staff training and development
Contact Centre guidelines and procedures are not adequate to address job seeker concerns

**Treatments**

	Status	Next Review Date	Owner
T053882 - Test learning module content and assess job seekers for tangible outcomes flowing from participation in online learning	Ongoing	17/08/2020	s 47E(d)
s 22(1)(a)(ii)			
T053893 - Report on and monitor digital caseload and propose interventions to address problems and policy or process changes to improve efficiency or effectiveness of services.	Ongoing	17/08/2020	s 47E(d)
s 22(1)(a)(ii)			
T053880 - Provide training and communications to job seekers for the Point-based Activation System, whilst ensuring the Points-based Activation System is simple in design and use, and informed by a user-centred design approach.	Ongoing	15/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> PBAS is still delayed. All products have been drafted and cleared. s 47C, s 47E(d)			
T053889 - Perform regular evaluations of user experience of digital services including Contact Centre.	Ongoing	29/01/2021	Erin Rule

**Last Monitoring Note:** NEST Insights report has been developed and disseminated to the key program and policy teams. The report synthesises evidence from NEST research as well as other evaluation sources and UCD research to assist understanding of key evidence for the trial.

T053894 - Monitor uptake, delivery and effectiveness of digital literacy training for job seekers transitioning to Digital services.	Ongoing	17/08/2020	s 47E(d)
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**Last Monitoring Note:** Item impacted due to COVID. Looking at Digital Literacy needs ongoing.

T054379 - Monitor the progress of job seekers using digital services through responses to the messages being sent, completing their job search and reporting as expected.	Ongoing	4/08/2020	s 47E(d)
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**Last Monitoring Note:** Treatment ownership updated.

T053891 - Establish Virtual job fairs and run job fairs in NEST regions.	Completed		s 47E(d)
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**Last Monitoring Note:** NEST region virtual job fair was held in May 2020. No plans for future NEST virtual job fairs. This series has concluded.

T053887 - Establish triggers for re-assessment by the Contact Centre, including a re-assessment at a minimum 6 months.	Ongoing	30/04/2021	s 47E(d)
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**Last Monitoring Note:** Successive contingencies (bushfire and Covid -19) impacted the standard BAU performance of the 6 month assessment across the digital caseload. Assessments are likely to recommence in October 2020.

T053890 - Establish regular monitoring, data analysis and reporting, including tracking the number of opt outs from digital services.	Ongoing	20/08/2020	s 47E(d)
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s 22(1)(a)(ii)

T053892 - Establish processes to review and update the systems override protocol.	Ongoing	17/08/2020	s 47E(d)
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**Last Monitoring Note:** To review ongoing need in context of 2020-21 systems enhancements.

T054380 - Develop digital literacy training for job seekers across Digital First, Digital Plus and Digital Enhanced service offerings.	Ongoing	31/12/2020	s 47E(d)
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**Last Monitoring Note:** Assessment of service offering is ongoing and latest assessment indicates positive feedback

T053884 - Develop and test a mechanism to opt out of specific digital service tier to enable the job seekers to move between the service tiers, i.e. from Digital Plus to Enhanced Services.	Ongoing	17/08/2020	s 47E(d)
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**Last Monitoring Note:** Further review in the context of 2020-21 systems enhancements.

T053885 - Develop and test a comprehensive online job seeker assessment, including digital capability, motivation and soft skills.	Ongoing	1/12/2020	s 47E(d)
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**Last Monitoring Note:** DLA has been a 'success' and will now be built into formal operating procedures from October 2020 in both the OES and NEST.

T053881 - Develop an agreed editorial policy for developing, clearing and testing job search advice on NEST	Ongoing	30/06/2021	s 47E(d)
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**Last Monitoring Note:** Ongoing

s 47C, s 47E(d)

	Ongoing	30/06/2020	s 47E(d)
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T053888 - Contact Centre staff undergo training on NEST Guidelines, FAQs and Procedure manuals.	Ongoing	1/03/2021	s 47E(d)
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**Last Monitoring Note:** changing treatment owner 25/11/20

## Justification Note

The New Employment Services Division will continue to work on and refine its approach to risk management for the NEST. This includes creating new ways of treating risk, and increasing treatment effectiveness.

NEST is a new way of delivering employment services which Government has not undertaken before, and as such, there are a lot of 'unknowns'.

**Risk Event R011233 - NEST program does not meet its objectives**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Likely	Severe	Extreme	Possible	Moderate	High	Possible	Moderate	High
Non-Compliance	Likely	Severe	Extreme	Possible	Moderate	High	Possible	Moderate	High
Financial Mismanagement or Loss	Likely	Severe	Extreme	Possible	Moderate	High	Possible	Moderate	High
Underperformance	Likely	Severe	Extreme	Possible	Moderate	High	Possible	Moderate	High
Reputational Damage	Likely	Severe	Extreme	Possible	Moderate	High	Possible	Moderate	High
	<b>Treatment Effectiveness</b>		<b>Velocity</b>	<b>Confidence</b>					
	Moderate		Slow	High					

**Causes**

- Trial is not easily scalable, particularly due to cultural change required
- The selected regions and number of providers for the NEST are not be representative of regions/providers with very large caseloads or very weak labour market conditions
- Timeframes are too tight to accurately test and evaluate the NEST before rollout of the new model
- Sufficient information is not available in a timely manner to inform the SPBC and/or the final employment services model
- System functionality gaps and servicing gaps are not identified through the NEST
- Changes in policy environment jeopardises integrity of the NEST
- Employer and job seeker perspectives are not adequately addressed in content design
- Required project scope is not delivered

Treatments	Status	Next Review Date	Owner
T053806 - The digital and data ecosystem will consider regional dimensions, considering learnings from the OEST and regional considerations for mutual obligations.	Ongoing	29/01/2021	s 47E(d)
<b>Last Monitoring Note:</b> Regional considerations will be part of the development of the new model. Evidence from the OEST and NEST will feed into this.			
T053799 - Review and assess how fit for purpose current systems and tools used to track data related to NEST, particularly Digital Services	Ongoing	17/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Further review in the context of 2020-21 systems enhancements.			
T053807 - Regular reporting to ESC, EBMC, PISCES, and Audit Committee.	Ongoing	30/10/2020	s 47E(d)
<b>Last Monitoring Note:</b> An update on the New Employment Services Model occurs at ESC and EBMC weekly and project status reports are provided monthly.			

T053795 - Monitor and conduct review of transition in order propose to policy or process changes that address problems to improve efficiency or effectiveness of services for national rollout	Ongoing	17/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Continuing review of transition data.			
T053805 - Establish rigorous project management processes	Ongoing	1/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T053801 - Establish Change Control processes to review impact of any changes to NEST scope	Proposed	1/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T053800 - Document and share lessons learnt during NEST, and incorporate lessons learnt from other employment services programs	Ongoing	27/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Evaluation and program monitoring underway.			
T053804 - Develop performance measures for Enhanced Services	Ongoing	20/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> The Employment Services Reporting and Analysis Branch has developed a draft suite of Performance Measures for testing, including for Enhanced Services. They include, but are not limited to, measures on the following topics: • Job placements and Employment Outcomes • Exits from program • Changes in earnings of participants • Changes in disadvantage ...			
T053802 - Develop performance measures for Digital Services	Ongoing	1/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T053803 - Develop performance measures for Contact Centre	Ongoing	1/03/2021	s 47E(d)
<b>Last Monitoring Note:</b> changing owner			
T053796 - Conduct user-centred design research	Ongoing	28/04/2021	s 47E(d)
<b>Last Monitoring Note:</b> UCD being used to support NESM program			
T053798 - Conduct stakeholder consultation within and outside of the NEST regions	Ongoing	2/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T053797 - Conduct a comprehensive evaluation of the NEST, including NEST design scalability	Ongoing	30/12/2020	s 47E(d)
<b>Last Monitoring Note:</b> Delays due to Covid-19. Changes to timetables			

**Justification Note**

The New Employment Services Division will continue to work on and refine its approach to risk management for the NEST. This includes creating new ways of treating risk, and increasing treatment effectiveness.

**Risk Event R011127 - Failure to protect or mistreatment of children and vulnerable program participants.**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Possible	Severe	Extreme	Unlikely	Moderate	Medium	NA	NA	NA
Non-Compliance	Possible	Severe	Extreme	Unlikely	Moderate	Medium	NA	NA	NA
Financial Mismanagement or Loss	Possible	Severe	Extreme	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Possible	Severe	Extreme	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Possible	Severe	Extreme	Unlikely	Minor	Medium	NA	NA	NA
	<b>Treatment Effectiveness</b>		<b>Velocity</b>	<b>Confidence</b>					
	Moderate		Rapid	Moderate					

### Causes

NEST Providers, Contact Centre and DHS staff do not apply the policy and operational guidelines correctly, including imposing demerits or financial penalties on genuine job seekers/participants where they shouldn't
Contact Centre capability and capacity is compromised
Incorrect application of the compliance framework by the digital platform or contact centre
NEST providers' WHS processes are inadequate or not clearly understood by staff
Failure of NEST providers to meet their contractual obligations with regard to WHS provisions in the Deed and relevant Guidelines

Treatments	Status	Next Review Date	Owner
T053859 - Risks and mitigations are managed in accordance with Assurance Coordination Branch risk plan(s) and Strategies.	Ongoing	26/02/2021	Jodie Chamberlain
<b>Last Monitoring Note:</b> Assurance plan has been reviewed and updated to reflect priorities			
T053858 - Relevant checks conducted and recorded, including criminal records and Working with Children and Working with Vulnerable People, for Contact Centre staff.	Ongoing	1/03/2021	s 47E(d)
<b>Last Monitoring Note:</b> changing treatment owner 25/11/20			
T054381 - Providers for NEST are engaged in accordance with the Commonwealth Childsafe Framework and the departments Child Safety and Wellbeing Risk Plan.	Ongoing	1/07/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment review date delayed due to the impact of COVID-19			
T053861 - NEST Providers and Contact Centre staff must successfully complete a quiz, demonstrating their understanding of TCF.	Ongoing	31/03/2021	s 47E(d)
<b>Last Monitoring Note:</b> Ongoing mandatory training for TCF			
T054382 - NEST Deed contains clauses that ensures all Provider staff in roles recognised as child related work meet regulatory requirements including working with vulnerable people/children	Ongoing	26/02/2021	s 47E(d)
<b>Last Monitoring Note:</b> Child safety clauses rolled out across employment services deeds, including the NEST Deed. The changes come into effect from 1 July 2020.			
T053860 - Ensure guidance material is regularly reviewed and updated where appropriate, to provide clear advice and guidance.	Ongoing	5/08/2020	s 47E(d)
<b>Last Monitoring Note:</b> Guidance material for jobseekers, providers and employers regarding NEST and NESM is regularly published on the Department's website. The NEST Deed and Guidelines clearly articulate the department's position on protecting vulnerable participants and children from mistreatment.			

**Risk Event R011133 - Fraudulent manipulation or misuse of employment services programs**

Category	Inherent Risk Likelihood	Inherent Risk Consequence	Inherent Risk Rating	Residual Risk Likelihood	Residual Risk Consequence	Residual Risk Rating	Target Risk Likelihood	Target Risk Consequence	Target Risk Rating
Harm to People	Likely	Moderate	High	Unlikely	Minor	Medium	NA	NA	NA
Non-Compliance	Likely	Major	Extreme	Unlikely	Minor	Medium	NA	NA	NA
Financial Mismanagement or Loss	Likely	Major	Extreme	Unlikely	Minor	Medium	NA	NA	NA
Underperformance	Likely	Major	Extreme	Unlikely	Moderate	Medium	NA	NA	NA
Reputational Damage	Likely	Severe	Extreme	Unlikely	Minor	Medium	NA	NA	NA

Treatment Effectiveness	Velocity	Confidence
Moderate	Moderate	High

**Causes**

- Assurance monitoring fails to identify indications of sharp practice
- Changes to IT systems (either departmental or provider) have unintended consequences that affect IT controls
- Due to iterative nature of IT build, and manual workarounds, payments are claimed inappropriately
- Provider or Contact Centre staff has a conflict of interest with a job seeker, employer or supplier
- Payments to job seekers and providers do not abide by the relevant guidelines
- NEST Provider governance and management processes are ineffective
- The department does not provide clear and understandable Guidelines and supporting materials to Providers and Contact Centre staff
- Providers or Contact Centre staff engage in fraudulent behaviour/sharp practices to obtain financial or material gain

**Treatments**

	Status	Next Review Date	Owner
T053868 - Utilise the Remedial Action Framework Breach Management Framework where appropriate for instances of misuse, non-compliance or fraud.	Ongoing	26/02/2021	s 47E(d)
<b>Last Monitoring Note:</b> No change to treatment. Updated the next treatment review date.			
T053865 - Risks and mitigations are managed in accordance with Assurance Coordination Branch risk plan(s) and Strategies.	Ongoing	30/11/2020	Jodie Chamberlain
<b>Last Monitoring Note:</b> Assurance plan has been reviewed and updated			
T053864 - NEST Deed clearly outline providers' obligation and rules regarding fraud.	Ongoing	26/02/2021	s 47E(d)
<b>Last Monitoring Note:</b> No change to treatment. Updated the next treatment review date.			
T053869 - Key policy parameters are built into the IT System (ESS Web) in order to enforce compliance within Contact Centre.	Ongoing	30/09/2020	s 47E(d)
<b>Last Monitoring Note:</b> Treatment delayed due to impact of COVID and subsequent impact of availability of IT resources to make system changes.			

T053866 - Establish Governance and program assurance arrangements (including the program assurance plan) for the Contact Centre.	Ongoing	1/03/2021	s 47E(d)
<b>Last Monitoring Note:</b> changing treatment owner 25/11/20			
T053867 - Ensure NEST providers and Contact Centre staff are aware of the Tip off hotline and complaints process for the department.	Ongoing	5/02/2021	s 47E(d)
<b>Last Monitoring Note:</b> A tip-off line fact sheet has been developed and provided to Contact Centre management that has been tailored for Contact Centre staff. Information sessions have been scheduled (6 August) with Contact Centre staff regarding the tip-off line, its purpose and how to engage. Bulletins on the tip-off line are regularly rotated on the Provider Portal ad...			
T053870 - Contact Centre implements internal policies, processes and training around the proper use of administered funds, managing conflict of interests and complaints.	Ongoing	1/03/2021	s 47E(d)
<b>Last Monitoring Note:</b> changing treatment owner 25/11/20			