



Australian Government  
Digital Transformation Agency

Vision 2025

We will deliver  
world-leading  
digital services  
for the benefit of  
all Australians

Government that's easy to deal with

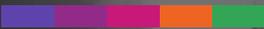
Deliver what's better

Government that's fit for the digital age

Digital Transformation Agency

# Annual Report

2018-19



**dta**

If you have questions about this annual report, please contact:

Communications Division  
Digital Transformation Agency  
PO Box 457 Canberra ACT 2601  
Email: [communications@dtg.gov.au](mailto:communications@dtg.gov.au)  
Website: [www.dta.gov.au](http://www.dta.gov.au)  
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Australian Government  
Digital Transformation Agency

Digital Transformation Agency

# Annual Report

2018-19



**dta**

# Letter of transmittal

The Hon Stuart Robert MP  
Minister for the National Disability Insurance Scheme  
Minister for Government Services  
Parliament House  
Canberra ACT 2600

Dear Minister

I am pleased to present the *Digital Transformation Agency Annual Report 2018–19*.

The report covers our agency's performance for the financial year ending 30 June 2019 and includes audited financial statements. It was prepared for the purposes of section 46 of the *Public Governance, Performance and Accountability Act 2013*, which requires me to provide you with an annual report for presentation to the Parliament.

I certify that the Digital Transformation Agency has prepared fraud risk assessments and fraud control plans, has in place appropriate fraud prevention, detection, investigation and reporting mechanisms, and has taken all reasonable measures to appropriately deal with fraud related to our agency.

Yours sincerely



Randall Brugeaud  
Chief Executive Officer, Digital Transformation Agency  
27 September 2019

# About this report

This report covers the Digital Transformation Agency (DTA) and our performance from 1 July 2018 to 30 June 2019.

As required, this report summarises our progress in achieving our purpose, and reviews our activities and outcomes against the priorities, indicators and outcomes set out in our *Portfolio Budget Statement 2018–19* and *Corporate Plan 2018–22*.

**Chapter 01** provides an overview of the DTA, describes our outcome and program structure, and includes a review of the year by our Chief Executive Officer.

**Chapter 02** is our annual performance statement, which reports on the results achieved against our planned performance criteria and success measures set out in our Corporate Plan and Portfolio Budget Statement.

**Chapter 03** provides information on our management and accountability including our corporate governance and external scrutiny, people management, technology strategy, environmental performance and freedom of information.

**Chapter 04** summarises our financial performance for the year and includes our audited financial statements.

**Chapter 05** provides aids for readers including a list of reporting requirements, executive remuneration details, glossary and alphabetical index.

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# 2018–19 at a glance

## Our role

The DTA leads whole-of-government digital and ICT strategy, policy and advice to ensure government services are well designed and user-focused.

## Our purpose

Accelerate the digital transformation of government by:

- encouraging coordinated investment in digital services
- helping to transform the experience of people and businesses dealing with government
- improving the return on ICT and digital investment.

## Our priorities

We met our performance measures to achieve our priorities for 2018–19:

1. delivery of a Digital Transformation Strategy and Roadmap, looking out to 2025
2. a program of digital capability improvement, including sourcing reform
3. delivery of whole-of-government digital platforms such as Digital Identity, Notifications, Tell Us Once and improvements to myGov
4. delivery of investment advice, an assurance policy and framework, and whole-of-government portfolio oversight on ICT and digital investments.

## Our outcome

To improve user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined up services.

# 2018–19 selected highlights

- 
- July 2018** ○ New DTA Chief Executive Officer appointed  
Whole-of-government deal with IBM signed
  - August 2018** ○ First co-Lab innovation hub launched to support collaboration on digital projects  
Women in IT Executive Mentoring program for 2018–19 started, with 75 participants from 35 agencies
  - September 2018** ○ Australian Digital Council established (now called Australian Data and Digital Council)  
New Hardware Marketplace opened for business
  - October 2018** ○ Testing of Commonwealth Identity Provider, myGovID, started  
myGov digital assistant (developed by Services Australia) launched to troubleshoot and answer user queries
  - November 2018** ○ Digital Transformation Strategy launched, setting bold vision out to 2025  
Staggered myGov SMS inbox notifications introduced, to reduce peak-period demand on call centres  
New DTA website went live
  - December 2018** ○ \$100 million in contracts awarded through Cloud Services Panel  
Commonwealth and South Australia signed MoU to collaborate on Digital Identity program  
Graduation ceremony held for 121 participants in Australian Public Sector Digital Emerging Talent programs  
Digital Service Platforms Strategy released

- 
- January 2019**
- Digital sourcing contract templates updated
  - Public consultation began on third iteration of Trusted Digital Identity Framework
  - Protected Office 365 trial commenced in DTA
- February 2019**
- Advice and guidance for government agencies on use of Blockchain technology released
  - 'Ask the market' feature added to Digital Marketplace to test interest in experimentation and trial products
- March 2019**
- Agencies invited to trial Notify, with 100 users from three levels of government participating
  - Hosting Strategy released
- April 2019**
- Digital Sourcing Network established to share knowledge on digital and ICT sourcing
  - Third iteration of Trusted Digital Identity Framework released
- May 2019**
- myGovID (Australian Taxation Office) and Digital iD (Australia Post) accredited as identity service providers under the Trusted Digital Identity Framework
  - Digital Identity 'front door', the Exchange (Services Australia), accredited under the Trusted Digital Identity Framework
  - Advice provided to 18 agencies on new digital and ICT enabled proposals for the 2019–20 Budget
- June 2019**
- Whole-of-government deal with Amazon Web Services signed
  - Relationship Authorisation Manager (Australian Taxation Office) accredited under the Trusted Digital Identity Framework
  - myGovID iOS smartphone application released



# 01

## Overview

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**Digital is  
transforming  
our world.**



# Chief Executive Officer's review

**Digital is transforming our world. The DTA helps Australia keep pace by leading the transformation of digital government services.**

Positioning government for a digital future is not without challenges. Technology is rapidly evolving, skills are scarce, and public expectations are increasing. Digital transformation requires seamless services, common platforms, and effective management of delivery risks across government. This tests traditional ways of working, including governance and collaboration models, and blurs the lines between agencies and jurisdictions.

The DTA has met these challenges head on. In 2018–19, we delivered to make digital services better and more customer-focused.

We delivered the Digital Transformation Strategy, which presents a bold vision for government digital transformation out to 2025. The priorities are government that is easy to deal with, informed by people, and fit for the digital age. We also delivered whole-of-government hosting and platforms strategies, which provide a defined approach to hosting arrangements for Australian Government agencies, and guidance on managing and developing digital platforms.

An important element of achieving digital transformation is taking a life event approach to delivering government services. We have now mapped 12 life events. We have identified 10 common pain points and related opportunities to collaborate across agencies and jurisdictions. This year we collaborated with three jurisdictions on the life events of birth of a child, looking for work, and end of life.

This type of cross-government collaboration is supported by the Australian Digital Council (now called the Australian Data and Digital Council), which was established in September 2018. This ministerial forum has enabled the DTA to build momentum across Australia on life events, digital identity and national standards.

To further support collaboration, we launched co-Lab innovation hubs in Sydney and Canberra in 2018–19. The co-Labs enable government teams to come together in an immersive environment to work on ideas, build digital skills and improve service design and delivery.

We also continued to build digital capability within the Australian Public Service (APS). More than 800 government employees took part in training and other capability building initiatives during the year. Participants ranged from senior executives and data specialists to new cadets and apprentices. We also continued to strongly support the Women in IT Executive Mentoring program and our coaching circles.

To improve government's digital and ICT sourcing arrangements, we negotiated whole-of-government deals with IBM and Amazon Web Services this year. There are now five whole-of-government agreements and eight digital and ICT panels in place. These deliver better value for money for agencies sourcing common services, such as cloud. We also made it simpler and faster for the private sector to sell to government. More than 1,000 opportunities were published on the Digital Marketplace, with small to medium enterprises (SMEs) receiving 71 per cent of the \$500 million in contracts awarded in 2018–19.

Digital Identity continued to be a high priority program in 2018–19. We worked closely with partner agencies and accredited two identity service providers—myGovID (Australian Taxation Office) and Digital iD (Australia Post)—against the Trusted Digital Identity Framework. We also accredited the Exchange (built by Services Australia), which sits between the digital service and the identity provider to protect users' privacy and guide them through the process of choosing an identity provider. In June 2019, after significant user testing, the myGovID iOS smartphone application was released into the public app store. By the end of 2018–19, there had been 11,785 downloads and 6,676 digital identities created.

Throughout the year we provided advice and oversight for major digital and ICT investments. We advised 18 agencies on new digital and ICT proposals and worked with 34 agencies on existing projects and new initiatives.

I am proud of what the DTA achieved in 2018–19. While our operating environment continued to be challenging, we matured our processes and improved the way we manage risk and performance outcomes as well as the needs of our workforce. Importantly, we demonstrated strong delivery performance.

We developed a clear set of values and behaviours that encapsulate who we are, how we work and what is important to us. I'm pleased to say our 2019 APS Employee Census results improved across almost every indicator, moving the DTA from well below to well above the APS average. I thank every member of the DTA for their contributions throughout the year.

Looking ahead, we are excited about our move to work alongside Services Australia in the Social Services Portfolio. We look forward to continuing to make digital services simple, smart and user-focused.

**Randall Brugeaud**

Chief Executive Officer  
Digital Transformation Agency

# About us

The DTA is an Executive Agency within the Social Services Portfolio. We lead whole-of-government digital and ICT strategy, policy and advice to ensure government services are well designed and user-focused.

## Purpose

Our purpose is to **accelerate the digital transformation of government** by:

- encouraging coordinated investment in digital services
- helping to transform the experience of people and businesses dealing with government
- improving the return on ICT and digital investment.

## Role and functions

To accelerate the digital transformation of government we:

- provide strategic and policy leadership on whole-of-government and shared digital and ICT service delivery, including ICT procurement policy
- design, develop, coordinate, deliver and monitor policies, standards, services and delivery platforms for whole-of-government and shared digital and ICT service delivery
- coordinate the funding of whole-of-government and shared digital and ICT service delivery platforms
- oversee significant digital and ICT investments
- provide advice to the Minister on whole-of-government and shared digital and ICT service delivery proposals.

## Priorities

Our strategic priorities for 2018–19 were:

1. delivery of a Digital Transformation Strategy and Roadmap, looking out to 2025
2. a program of digital capability improvement, including sourcing reform
3. delivery of whole-of-government digital platforms such as Digital Identity, Notifications, Tell Us Once and improvements to myGov
4. delivery of investment advice, an assurance policy and framework, and whole-of-government portfolio oversight on ICT and digital investments.

## History

The Digital Transformation Office (DTO) was originally established within the Communications portfolio in March 2015. In September 2015, the agency moved to the Prime Minister and Cabinet portfolio, and in October 2016 the DTA was formed, absorbing the former DTO and taking on extended functions including oversight of major ICT projects. The following year, we took on responsibility for whole-of-government ICT coordinated procurement.

In May 2019, the DTA moved to work alongside Services Australia in the Social Services Portfolio, following the Prime Minister's announcement that Services Australia would be established to drive greater efficiencies and integration of government service delivery and make best use of technology and digital applications.

## Portfolio and minister

From 29 May 2019 we were accountable to the Hon Stuart Robert MP, Minister for the National Disability Insurance Scheme and Minister for Government Services. For most of the reporting year, we were an Executive Agency within the Prime Minister and Cabinet Portfolio, accountable to the Hon Michael Keenan MP, the former Minister for Human Services and Digital Transformation.

## Agency structure

Figure 1: Digital Transformation Agency organisation structure, 30 June 2019



### Randall Brugeaud

Chief Executive Officer

Randall Brugeaud was appointed as Chief Executive Officer of the DTA on 1 July 2018.

Randall has spent almost 30 years working in a range of public and private sector roles, with a focus on transformation. His public sector experience has spanned large, medium and small organisations. Randall's private sector experience includes more than a decade working with the Boston Consulting Group and a private IT consulting firm, which he founded and operated.

Before joining the DTA, Randall was Deputy Australian Statistician and Chief Operating Officer at the Australian Bureau of Statistics. Before that he was Chief Information Officer at the former Department of Immigration and Border Protection.

Randall holds a Master of Business Administration, a Graduate Diploma in Applied Computing and a Bachelor of Education. He is also a Senior Executive Fellow of the Harvard Kennedy School.

As Chief Executive Officer, Randall is responsible for leading our agency to ensure we deliver digital transformation in government, in accordance with our agency's establishing order and the *Public Governance, Performance and Accountability Act 2013*.



### **Anthony Vlastic**

Chief Strategy Officer

Anthony joined the DTA in late-2017. He has more than 20 years' experience working in a range of predominantly private sector roles in financial services and consulting.

Before joining the DTA, Anthony was an executive at the Westpac Banking Corporation where he spent more than 10 years in senior roles covering strategy, transformation, program delivery, sourcing and technology. Prior to joining Westpac, he was a management consultant at the Boston Consulting Group and an academic at the Australian Graduate School of Management.

Anthony holds a PhD (Management) and a Bachelor of Engineering (Hons).

Responsibilities include digital and ICT strategy, capability uplift, and strategic sourcing such as coordinated procurements with large vendors and whole-of-government panels for digital and ICT products and services.



### **Joanne Hutchinson**

Chief Portfolio Officer

Joanne joined the DTA in late-2018. She has extensive Australian Government experience in policy development, procurement, and design and delivery of public services in areas such as employment, youth, health and disability, as well as whole-of-government policies and processes.

Before joining the DTA, Joanne was a senior executive at the former Department of Jobs and Small Business.

Joanne holds a Master of Public Policy, a Graduate Diploma in Marketing Communications, a Graduate Certificate in Project Management and a Bachelor of Applied Science (Occupational Therapy). Joanne is also a Graduate of the Australian Institute of Company Directors.

Responsibilities include agency engagement and investment advice, performance reporting and portfolio coordination and analysis.

**Peter Alexander**

## Chief Digital Officer

Peter joined the DTA in late-2016. He has extensive Australian Government experience delivering policy, services, change programs, government collaboration, financial management, security and corporate management.

Before joining the DTA, Peter was the Chief Information Officer of the Treasury and a senior executive in the Department of Finance.

Peter holds a Master of Business Informatics (IT), Graduate Diploma in Information Systems, a Bachelor of Commerce (Accounting) and is a Fellow of Certified Practising Accountants.

Responsibilities include whole-of-government digital delivery including myGov, Digital Identity, platforms, Government Experience program and digital products and services.

**George-Philip de Wet**

## Chief Operating Officer

GP joined the DTA in late-2016 after spending 10 years working across a number of Australian Government agencies in a range of corporate finance roles.

Before joining the DTA, GP acted as Chief Financial Officer for the Treasury. Prior to joining the public service, GP worked in the private sector both in Australia and abroad. He has experience in the delivery of resource prioritisation initiatives, business process improvement and budget and financial strategy.

GP is a Certified Practising Accountant and CPA Fellow. He holds a Bachelor of Commerce (Accounting) from the Australian National University.

Responsibilities include ministerial and parliamentary liaison, human resources, finance, communications and media, content and brand, and business services.

## Operating environment

Across the globe, digital is changing the way people, business and governments work and interact. It is providing growing amounts of data and smarter ways of gaining insights. It is driving investment as organisations adapt their business models and service offerings to meet the changing needs and expectations of the community.

People expect government to keep pace and meet the highest standards of service delivery and customer experience.

We must respond in an agile and effective way to deliver better services, policies and experiences that meet the community's needs and expectations for simple, clear and fast public services.

To deliver seamless, joined up digital services, government needs to connect many agencies and services behind the scenes. This is a challenging and complex environment, where the DTA's success in accelerating the digital transformation of government depends on effective collaboration with partner agencies delivering key outcomes. Success also depends on government and industry having the necessary skills to drive this transformation.

We support agencies to deliver on digital transformation by providing leadership, advice and oversight to ensure well-designed services that deliver a better experience for customers and improved return on investment for government. We also help build digital capability across the APS to reduce the growing skills gap.

## Stakeholders

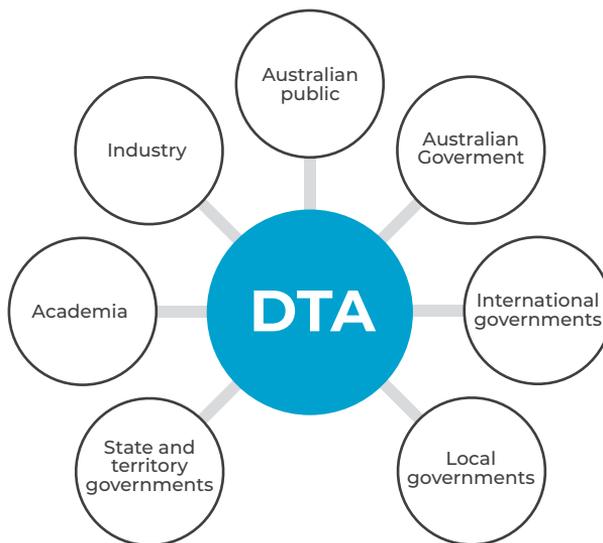
During the year we strengthened our stakeholder relationships, ensuring our role was clear and explaining how we focus our efforts in areas where we can have the greatest impact.

To challenge and change the way services are traditionally delivered, we work closely with stakeholders across all levels of government, industry and academia.

We engage with international colleagues to continue learning from and applying global best practice to digital transformation in Australia.

As we are committed to improving people’s experience of government services, we also regularly do research with the people who will use these services, and user testing through both private and public trials with customers.

**Figure 2:** DTA stakeholders



Our partnerships help us lead, guide and accelerate change across government towards a common goal, and embed digital thinking. Partnerships range from providing short-term specialist skills, support and training to long-term collaborations to deliver major new digital services.

We also lead communities of practice, manage in-house product delivery teams, and build agile delivery teams inside other agencies.

The Australian Digital Council (now called the Australian Data and Digital Council) is an important government body. It focuses on improving outcomes for customers by driving cross-jurisdictional collaboration to improve service delivery and policy outcomes. The Digital Leadership Group, which is chaired by our Chief Executive Officer, comprises senior Chief Information Officers from across the APS. This group provides strategic leadership for the government’s digital transformation and ICT programs.

# Outcome and program structure

Our *Portfolio Budget Statement 2018–19* describes our outcome and program structure for the reporting year.

During the year, we worked to achieve our outcome through one program as described below.

**Outcome 1**—To improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined up services.

**Program 1.1**—The objective of this program is to support agency delivery of high volume services, build and contribute to whole-of-government platforms and increase capability of the public service to deliver digital transformation.



WHAT HAS ALREADY BEEN DONE  
IN THIS SPACE?

# 02

## Annual performance statement

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# Statement of preparation

I, as the accountable authority of the Digital Transformation Agency, present the agency's 2018–19 annual performance statement, as required under paragraph 39(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, this annual statement is based on properly maintained records, accurately reflects the agency's performance in achieving our purpose, and complies with subsection 39(2) of the PGPA Act.



Randall Brugeaud  
Chief Executive Officer  
27 September 2019

## Purpose

We **accelerate the digital transformation of government** by encouraging coordinated investment in digital services, helping to transform the experience of people and businesses dealing with government, and improving the return on ICT and digital investment.

Source: *Corporate Plan 2018–22*

### Relevant outcome

**Outcome 1**—To improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined up services.

Source: *Portfolio Budget Statement 2018–19*

# Reporting on our performance

Our *Corporate Plan 2018–22* describes the key activities we planned for 2018–19 to work towards our purpose and achieve our intended outcome.

We report on how we performed during the year in relation to our purpose and program, and our effectiveness in achieving our intended outcome, by reviewing the success measures in our *Corporate Plan 2018–22*, which directly align with the performance criteria in our *Portfolio Budget Statement 2018–19*.

## Terminology

In our performance results we sometimes reference stages in the Australian Government's service design and delivery process. There are four stages in this process, which focuses on understanding the needs of users so that we design and deliver better solutions:

- **Discovery**—The purpose of Discovery is to get a deep understanding of the problems users are trying to solve and what they need a service to do.
- **Alpha**—This is an experimental stage of testing hypotheses reached in the Discovery stage. It is an opportunity to discover new things and find out how well prototypes meet the actual needs of users.
- **Beta**—This stage focuses on building a minimum viable product defined at the end of the Alpha stage, and continuing to iterate until it is ready to test, first with users in a private Beta and then in a public Beta.
- **Live**—This stage involves releasing and continuing to improve the new service based on user feedback. Existing services and products are also retired during this stage.

# Performance summary for 2018–19

## Priority 1: Delivery of a Digital Transformation Strategy and Roadmap, looking out to 2025

### Success measure

Influence whole-of-government investment in ICT and digital services to move more government services online and deliver a better user experience.

### Achieved

We consulted across the public service and industry to develop the Digital Transformation Strategy, which was launched in November 2018.

We provided ongoing advice to agencies on emerging technologies and digital investment proposals. This included advice ahead of government’s consideration of digital proposals.

See details from page 20.

## Priority 2: A program of digital capability improvement, including sourcing reform

### Success measure

Improve the sourcing experience for the sellers and buyers of government digital products and services.

Improve the digital capability of the APS to accelerate the government’s transformation agenda.

### Achieved

We helped ensure greater value for money when buying government digital and ICT products and services, including through whole-of-government agreements, new procurement policies and the new Hardware Marketplace co-designed with industry.

We also continued to increase APS digital capability, for example through emerging talent, leadership, networking, women in IT executive mentoring, targeted training, communities of practice and special events.

See details from page 24.

### Priority 3: Delivery of whole-of-government digital platforms such as Digital Identity, Notifications, Tell Us Once and improvements to myGov

#### Success measure

Develop whole-of-government digital platforms and services to reduce costs, reduce duplication and provide better infrastructure for government agencies.

#### Achieved

We led, developed and improved digital platforms such as Notify and Tell Us Once, and worked with agencies to develop the standard for Digital Identity.

We began several digital services pilots including for new Digital Identity services, and further improved the myGov user experience.

We also provided guidance and strategies to support use of digital platforms and services across government.

See details from page 32.

### Priority 4: Delivery of whole-of-government investment advice, an assurance policy framework, and whole-of-government portfolio oversight on ICT and digital investments

#### Success measure

Oversee the delivery of significant ICT and digital investments to ensure the best use of the government's ICT spend.

#### Achieved

We provided advice to agencies and government on new digital and ICT enabled proposals, and increased our direct engagement with APS agencies to support the delivery of current projects.

We also co-designed and brokered assurance activities for projects funded as part of the APS Modernisation Fund.

See details from page 46.

# Performance results

## Priority 1: Delivery of a Digital Transformation Strategy and Roadmap, looking out to 2025

### Performance measures and targets for Priority 1—strategy

#### Success measure/performance criteria

Influence whole-of-government investment in ICT and digital services to move more government services online and deliver a better user experience.

Source: *Corporate Plan 2018–22/Portfolio Budget Statement 2018–19*

Targets for 2018–19	Results
Provide advice to government and agencies on how to leverage emerging technologies and maximise digital investment.	<p><b>Achieved</b> ✓</p> <p>We provided ongoing advice to agencies on emerging technologies and digital investment proposals. This included advice to government on digital and ICT proposals.</p>
Deliver a Digital Transformation Strategy to 2025 that will enable government services to be easier to use and more connected across the public service for people and business.	<p><b>Achieved</b> ✓</p> <p>The Australian Government launched the Digital Transformation Strategy on 21 November 2018. The strategy sets out the vision for digital transformation and includes three strategic priorities:</p> <ul style="list-style-type: none"> <li>• government that is easy to deal with</li> <li>• government that is informed by you (the people and businesses of Australia)</li> <li>• government that is fit for the digital age.</li> </ul> <p>These priorities focus on delivering intuitive and integrated digital services, harnessing the power of data to improve services and decision making, increasing trust and transparency, and lifting the digital capability of government.</p> <p>The strategy is accompanied by a roadmap that outlines the planned initiatives to help us achieve our goals. As at 30 June 2019, more than 50 initiatives had been delivered, such as Single Touch Payroll and Medicare improvements.</p>

## Explanation and context for Priority 1—strategy

We lead whole-of-government digital and ICT policy, strategy, advice and support to ensure that government services are well designed and user-focused.

Emerging technologies, growing amounts of data and smarter ways of gaining insights are changing the way people, businesses and governments interact. Australians expect government to keep up with these changes.

Australia has already made significant advances in digital transformation, for instance, on-the-spot processing of Medicare claims, automatic identity checks at airports with SmartGate facial recognition technology, and easier business registration processes. Australia ranks second in the United Nation's e-government survey that assesses technology infrastructure, human capital and online service delivery to measure how effectively United Nations countries deliver public services.

Ongoing success depends on our ability to continue using technological advances to drive economic growth and raise productivity and living standards for all Australians.

Recognising how Australians live and work must be central to how we continue to evolve. By 2025, what people expect will be dramatically different from today. In November 2018, we published the Digital Transformation Strategy to guide the journey to 2025, and focus on delivering benefits and meeting the changing expectations of Australian people and businesses.

The strategy supports APS agencies as they collaborate to improve people's experiences with government. The associated roadmap describes a rolling two-year window of work we have planned. It also informs development of whole-of-government digital platforms (Priority 3, see page 32) and investment advice (Priority 4, see page 46).

## Case study

# Vision for digital transformation of government to 2025

The Digital Transformation Strategy sets a clear direction for our work on data and digital transformation, with the aim of Australia being among the top three digital governments in the world by 2025.

The strategy identifies key priorities that aim to create:

- government that is easy to deal with
- government that is informed by you (the people and businesses of Australia)
- government that is fit for the digital age.

We consulted widely to develop the strategy, canvassing the views of industry thought leaders, prominent advocates for people who use government services, and directly engaging with dozens of government agencies. This rich user research helped us identify common themes and issues that informed the design of the strategy.

Since the strategy was launched, we have spoken with more than 50 government agencies to better understand their opportunities and barriers to digital transformation. Our work with agencies to support their digital transformation includes bringing them together around common issues and collaborative solutions, being a central point for training, tools and support to uplift capability, and facilitating partnerships between the APS, industry and research experts to ensure best practice and continual improvement.

The strategy provides a framework for agencies to understand their digital transformation in context of the wider APS, and to maximise the impact for people and businesses.



To further support agencies, we provided a standard and common language that agencies are adopting to accelerate their own digital transformation efforts.

The strategy includes performance indicators to measure progress, while the accompanying roadmap demonstrates government initiatives to further digital transformation over a rolling two-year period.

Developed using the agile approach, the strategy is deliberately iterative. We will continue to share learnings from initiatives that improve customer services, report annually on progress, and draw on user research to inform future iterations of the strategy as well as future policy advice to government.

**Agile**  
approach

**50**  
agencies  
consulted

**37,491**  
page views

## Priority 2: A program of digital capability improvement, including sourcing reform

### Performance measures and targets for Priority 2—capability

#### Success measure/performance criteria

Improve the sourcing experience for the sellers and buyers of government digital products and services.

Improve the digital capability of the APS to accelerate the government’s transformation agenda.

Source: *Corporate Plan 2018–22/Portfolio Budget Statement 2018–19*

Targets for 2018–19	Results
Provide greater value for money when buying government digital products and services.	<p><b>Achieved</b> ✓</p> <p>We contributed to improving value for money when buying government digital and ICT products and services, including through whole-of-government agreements, new procurement-related policies, and marketplaces co-designed with industry.</p> <p>Our new contractual framework for whole-of-government panels harnesses the government’s buying power to secure competitive pricing and value for money for all departments and agencies, regardless of agency size or expenditure. This also provides agencies with other benefits such as software upgrades and access to new innovations.</p> <p>During 2018–19 we:</p> <ul style="list-style-type: none"> <li>• managed whole-of-government major sourcing agreements with Microsoft, SAP and Concur</li> <li>• established whole-of-government agreements with IBM and Amazon Web Services</li> <li>• established the Hardware Marketplace Panel in September 2018, with 112 contracts totalling \$70 million awarded by the end of June 2019 (as published on AusTender)</li> <li>• expanded the Software Licencing and Services Panel (also known as the Software Marketplace) to include commercial off-the-shelf software.</li> </ul>

Targets for 2018–19	Results
Provide greater value for money when buying government digital products and services (continued).	<p>We are implementing the 10 ICT Procurement Taskforce recommendations, and have so far:</p> <ul style="list-style-type: none"> <li>• developed and released policies that support better purchasing outcomes for government and improve fairness for suppliers—Panel Policy, Fair Criteria Policy and Consider First Policy</li> <li>• established metrics for SME participation in the Digital Marketplace, savings from whole-of-government agreements, ICT Capped Term and Value policy exemptions</li> <li>• refined regular data collection</li> <li>• supported improved digital and ICT sourcing capability across government agencies by launching the Digital Sourcing Network Community of Practice, which will deliver new initiatives to uplift digital and ICT sourcing capability, including career pathways to support professionalisation</li> <li>• started a review of the ICT Contract Capped Term and Value policy and completed the initial user research</li> <li>• further developed the Digital Sourcing Contract Template suite by releasing three specialised contract templates for hardware, software and consultancies.</li> </ul> <p>We also continued to operate the Digital Marketplace, which makes it easier for sellers, particularly SMEs to gain access to government ICT work. In 2018–19:</p> <ul style="list-style-type: none"> <li>• 539 new sellers registered</li> <li>• 31 more agencies used the marketplace</li> <li>• 1,001 opportunities were published and \$500 million in contract value was awarded by the end of June 2019, with SMEs winning 71 per cent of contracted work by value</li> <li>• we introduced an ‘Ask the market’ feature in February 2019, providing buyers with the opportunity to seek an Expression of Interest or Request for Information for small-scale experimentation and trial products.</li> </ul> <p>We updated the Cloud Services Panel following a successful tender process in August 2018. The panel accounts for more than 40 per cent of the government’s cloud spend and has a 55 per cent annual growth rate. By 30 June 2019, the panel had 220 sellers, two-thirds of which were SMEs, and more than \$130 million in contracts had been awarded.</p>

## Targets for 2018–19

## Results

Deliver programs and resources that increase the ICT and digital capability of agencies and their staff.

**Achieved** ✓

We continued to increase APS digital capability through emerging talent, leadership, and women in IT executive mentoring programs, as well as training, special events and direct work with agencies.

Examples include the:

- Building Digital Capability program (with the Australian Public Service Commission)—this program focuses on developing specialist digital skills, transforming agency culture through leadership, and attracting and retaining digital talent. The program now includes a total of 17 Learning Design Standards, published on the Australian Public Service Commission website. The Learning Design Standards help build capability by describing the skills, knowledge and attributes required in specialist digital roles.
- The Leading Digital Transformation program—this program, which started in June 2018, develops transformational leadership among senior executive and has so far attracted more than 220 participants. In response to participant feedback, we established the SES Digital Leadership Meet-ups to provide ongoing support and share information. Meet-ups to date have focused on themes such as collaboration across government, the Digital Transformation Strategy, and agile leadership.
- Digital Emerging Talent program—we attracted new talent into government including apprentices, cadets and graduates, with 106 participants recruited to roles across 15 agencies in 2018 and 135 participants in 16 agencies in 2019.
- The Data Fellowship Program—this program identified more than 15 high performing APS Data Specialists since 2018 for placements within CSIRO's Data61.
- Women in IT Executive Mentoring program and our coaching circles—this year there were 75 participants from 35 government agencies.
- The pilot of our first Digital Practice Circle in March 2019—this involved nine agencies and 13 APS 5 and 6 employees. Participants reported an increase in digital capability and an improved connection with their peers during the six-week pilot.
- Events and training—through our co-Lab initiative, we hosted and delivered 28 'meet, share and learn' events for the APS, attracting 773 attendees. We also hosted guest speakers and held pop-up events in areas such as user research, service design, international perspectives and collaboration, interaction design and content design.

## Explanation and context for Priority 2—capability

To achieve the government’s transformation goals, we need a public service that operates in digital ways, and has the skills and infrastructure needed to engage effectively with the community and respond to emerging opportunities and challenges.

We also aim to make it simpler for industry to sell to government, and for government to achieve better value for money through increased competition and innovation.

We work with government agencies to improve digital capability, including through guidance, tools and training. We support the exchange of ideas and best practice through communities of practice, directly partnering with government agencies, and hosting special events. In addition, we drive improvements in government sourcing of digital and ICT products and services.

This priority includes implementing the Australian Government’s ICT Procurement Taskforce recommendations.

## Case study

# Building digital capability

Nine out of 10 APS agencies want to improve their capability in digital transformation, according to the *State of the Service report 2016–17*.

To help them achieve this, we are delivering the Building Digital Capability program with the Australian Public Service Commission. Now in its second year, the program focuses on:

- attracting digital talent to the APS
- creating clear career pathways
- helping managers create digital teams
- inspiring leaders to take a visionary approach to creating digital services.

Throughout the year, more than 800 APS staff took part in various digital capability programs, from emerging talent to data specialists and senior executives.

There has been strong participation in the targeted Leading Digital Transformation Program, which has attracted more than 220 participants since it started last year. In response to feedback, we introduced ongoing meet-ups for program alumni. Four meet-ups were held during 2018–19, exploring topics ranging from the ‘Digital Transformation Strategy’ to ‘Agile for Leadership’.

The Building Digital Capability program also involves a coaching and mentoring program for APS 5 and 6 employees who want to increase their digital skills and connect with peers. We designed and delivered a successful private Beta trial of this program, which will move into public Beta and live stages in 2019–20.

This year we also delivered a further six learning design standards, articulating the skills, knowledge and attributes required for digital capability areas and how to learn them. The standards formed the basis for a career pathway framework. We worked with 78 people from 16 agencies to understand the skills needed for more than 60 digital roles across the APS.

Positive feedback indicates the program is improving digital knowledge and skills, as this participant explained:

‘The topics discussed such as agile, accessibility and working in a multi-disciplinary team, were of great use and interest to me. The mentoring definitely helped develop my digital skills and understanding, through being relevant to my actual work, shared learnings from experts in the field, and collaboration with peers. As someone wanting to learn more about digital and develop their digital skills, networking with others was really important’.

  
**800****people trained****6****more learning  
standards  
developed****60****digital roles’  
skills identified**

## Case study

# Transforming digital panels

Government always needs up-to-date digital capability and the products and services to support it. Various independent reviews have identified the need to improve government sourcing pathways, including panels. Whole-of-government panels can save agencies time and money in the procurement process. Over the past year, we have expanded and improved our whole-of-government panels to become a one-stop-shop for government buyers seeking digital products and services. We have added new categories, and focused on user experience and incremental improvement of the sourcing process.

Engaging with stakeholders early allows us to incorporate industry and buyer feedback before approaching the market for new panels. This enables fast onboarding of large sellers, SMEs and Indigenous suppliers. It ensures the panels meet user needs and reduces the time required for contract negotiations. This significantly reduces the time and cost of sourcing for buyers and sellers, and makes dealing with government fairer and easier for sellers regardless of size.

Enhancements to our digital panels have included:

- standardised contract terms across panels and categories, resulting in lower legal fees and easier administration
- significantly more companies, including SMEs, selling through the panels—this provides buyers with greater choice and prevents sellers from being ‘locked out’ of selling to government

- an ‘often open’ approach, enabling new companies to apply to join the panel—this provides government agencies with access to the latest technologies
- upgraded online platforms, enabling procurement officers to focus on more strategic activities rather than repetitive operational tasks
- improved discoverability of sellers, helping buyers find smaller sellers, including SMEs and Indigenous enterprises.

Such enhancements to our online sourcing platform, including whole-of-government panels, are driving faster, easier and more transparent transactions.

## Meeting

user needs

## Improving

choice

## Reducing

costs

## Priority 3: Delivery of whole-of-government digital platforms such as Digital Identity, Notifications, Tell Us Once and improvements to myGov

### Performance measures and targets for Priority 3—platforms

#### Success measure/performance criteria

Develop whole-of-government digital platforms and services to reduce costs, reduce duplication and provide better infrastructure for government agencies.

Source: *Corporate Plan 2018–22/Portfolio Budget Statement 2018–19*

Targets for 2018–19	Results
Lead and partner on the development and enhancement of digital platforms and services.	<p><b>Achieved</b> ✓</p> <p>We led or partnered on developing and improving several whole-of-government platforms during the year including:</p> <ul style="list-style-type: none"> <li>• Notifications—as we explored the needs of the Notifications platform, we identified two sets of user needs that could be addressed with separate products. There is the need for government to send information and the need for people to receive information. We prioritised work on the meeting the first need. <ul style="list-style-type: none"> <li>– Notify.gov.au provides government agencies with a platform to more easily send messages and reminders by SMS and email. We adapted an open source version of the United Kingdom’s Government Digital Service GOV.UK Notify product, which enabled us to quickly develop this platform and begin private Beta stage trialling in March 2019. More than 100 users from 47 agencies across all three levels of government are trialling the service.</li> </ul> </li> <li>• Tell Us Once—this platform will enable people to easily update all government agencies at the same time about changes in their personal circumstances. The private Beta stage is now complete and we are looking at next steps.</li> <li>• Payments In—this will enable users to pay government using their preferred payment method and for agencies to receive paid invoices without having to manage differing and multiple payment types. The Discovery stage ended in September 2018 and we are progressing to the Alpha stage.</li> <li>• gov.au Observatory—the Observatory aims to visualise and quantify when and how people use gov.au websites, what people are looking for, where they look, where else in government they go, whether they are successful, and if their journeys are difficult. The Discovery stage is complete and we are now in the Alpha stage.</li> </ul>

## Targets for 2018–19

## Results

Lead and partner on the development and enhancement of digital platforms and services (continued).

- We are developing new Observatory prototypes to quantify user intent, behaviour and outcomes from their interactions with government services. While the prototypes are modelled on the carer’s life event journey that we are currently investigating, we expect them to be generally reusable across any life event journey.
- Our Google Analytics 360 contract is delivering estimated gross savings to government of \$2.16 million each year through centralised purchasing. This contract also underpins the gov.au Observatory work, providing us with the required service interaction data from across government.
- In addition, our ongoing Google Analytics capability uplift continues, with training for 300 APS staff from 81 agencies during the year. The number of subscribed agencies nearly doubled to 26, with the platform offering visibility of more than 800 million interactions with over 400 government services and more than 9.5 million webpages.
- Open data—we improved access to open data through data.gov.au and NationalMap:
  - Data.gov.au—this is an easy way to find, explore and reuse Australia’s public data. In January 2019 we released the new version of data.gov.au, built on the Making Australian Government Data Accessible (MAGDA) platform. The updated data.gov.au provides users with modern search and discovery functions for Australian government open data.
  - Data.gov.au has around 84,000 discoverable datasets from approximately 800 agencies from all levels of government. This delivers estimated savings of \$130,000 a year for each publisher in infrastructure, licensing and staffing costs. Ready access to government data or other public information in Australia has an average wider net economic benefit of up to \$14 billion per year (calculated based on the findings of the Productivity Commission Inquiry into Data Availability and Use).
  - The NationalMap platform provides easy access to map-based spatial data from 10,000 datasets. We assisted CSIRO’s Data61 with new platforms for an open data proposal to improve user experience, ease of use, and agency access to this platform.
- Data exchange—in a separate project, funded by the National Innovation and Science Agenda’s Platforms for Open Data, the MAGDA platform is being trialled for use as a data exchange tool within government agencies. The goal of this project, Agency-MAGDA, is to assist agencies to realise the value of shared data by enabling them to safely, securely and reliably discover, manage and share unclassified data, while maintaining appropriate access controls and ability to audit their data.
  - The data exchange trial between the DTA, CSIRO’s Data61, the Department of Agriculture and the Department of the Environment and Energy concluded an Alpha stage on 30 June 2019, with a Beta stage starting in July 2019 and the project is due to conclude by 30 June 2020.

## Targets for 2018–19

## Results

Lead and partner on the development and enhancement of digital platforms and services (continued).

- Cloud.gov.au—this secure platform for hosting government websites and applications focuses on developer productivity and enables government agencies to rapidly prototype new ideas and run reliable services for their customers.
  - Six agencies are actively using this platform, which has more than 400 applications running. This year there were more than 150 applications deployments daily, up from around 50 last year.
- DomainName.gov.au—we manage ‘gov.au’ domain names on behalf of registrants and provide related guidance and services. As at 30 June 2019, there were 5,135 gov.au domains (1,095 federal and 4,040 state).
  - We plan to build a new domain name administration service that is easy to use, secure and efficient. During the reporting year we completed the first steps with our Discovery and Alpha stages on replacing the self-service portal for gov.au domain registrants. We went to market for a Beta stage in February 2019.
- PROTECTED Utility—with support from the APS Secretaries Board and Secretary’s Cyber Security Board, we are building a PROTECTED Utility Services Platform, using Microsoft Office 365 cloud suite to deliver a secure desktop as well as APS collaboration and productivity tools.
  - We were the first agency to go live with Protected Office 365 in January 2019 and intend to make the design available for reuse by other agencies.

Under our Government Experience (GovX) initiative:

- We worked with agencies to pilot two experiments. The first was with Seek.com and the Department of Employment, Skills, Small and Family Business (formerly Department of Jobs and Small Business), looking at use of third party data to get better outcomes for job seekers. The second was with the Australian Taxation Office, looking at website personalisation to deliver more targeted information to users.
- We launched the GovX life event community groups in November 2018 to help break down silos across agencies and tiers of government. This community is made up of more than 280 people from federal, state and territory, and local government organisations involved in delivering services to people during different life events such as having a baby and caring for a child with disability.
- We established a ‘living library’ of government experience and insights, including 12 life event maps to use as a starting point for service transformation.

We partnered with two agencies this year to apply the Digital Service Standard to specific initiatives. In May 2019 we began an Alpha stage considering better ways to support agencies applying the Digital Service Standard to their products and services.

## Targets for 2018–19

## Results

Lead and partner on the development and enhancement of digital platforms and services (continued).

We also provided tools, guidance and templates to assist agencies to apply the Digital Service Standard to their services.

- Design System—more than 41 live projects are using the Design System framework of tools to improve government websites. A total of 487,936 user interface components were downloaded this year, up from 186,000 in 2017–18.
- Secure cloud—we are developing digital sourcing templates for cloud to help agencies that have contractual engagements with cloud providers to adhere to government requirements.
  - Cloud Assessment Tool—we released this tool in December 2018 to help agencies understand their compliance obligations when adopting cloud services. The Secure Cloud Strategy identified this as one of the top obstacles.
  - Cloud community—we continued to run this community with more than 300 members from approximately 40 agencies.

Deliver the new Digital Identity platform to provide people a secure way to show government who they are, minimising the need for face-to-face and paper-based interactions.

**Achieved** ✓

The Digital Identity program is delivering a single, secure way for people to verify their identity online once and use it multiple times to access different government services.

We continued to work with agencies and the community to develop the standard for Digital Identity, to deliver a faster, simpler and more secure way to access online government services.

Throughout 2018–19 this program has delivered key foundational elements, of the Digital Identity ecosystem:

- The Trusted Digital Identity Framework—these are the rules and requirements that support the security and privacy of the Digital Identity system. During the development of the framework we consulted with privacy advocates, industry experts and the public and received almost 2,000 comments.
- The Exchange—delivered by Services Australia, this is the front door for Digital Identity, guiding users through the process of choosing an identity provider and managing their consent and sharing preferences.
- myGovID—delivered by the Australian Taxation Office, this is the Commonwealth Identity Provider. myGovID validates a user's identity, interacting with the Face Verification Service and the Document Verification Service, providing them with a reusable Digital Identity credential. As at 30 June 2019, there had been 11,785 downloads of myGovID from the Apple iOS store, and 6,676 digital identities created.
- Digital iD—delivered by Australia Post, this was accredited as an identity service provider during the year and will be available to a small number of users through a pilot in 2019–20.
- Face Verification Service—jointly delivered by the Department of Home Affairs and the Department of Foreign Affairs and Trade, this service uses 'liveness' detection software to compare and validate photographs of users' faces with their passport photos.

## Targets for 2018–19

## Results

Deliver the new Digital Identity platform to provide people a secure way to show government who they are, minimising the need for face-to-face and paper-based interactions (continued).

- Document Verification Service—an established platform to confirm the validity of users' identity documents, including passport, driver licence and Medicare card. This service is delivered by the Department of Home Affairs.
- Relationship Authorisation Manager—this whole-of-government authorisation solution enables individuals to act on behalf of a business by creating and managing authorised relationships across a range of government services for business.

During the year we further progressed the Digital Identity program by working on a small number of pilot services, which are helping us learn from real users to make sure Digital Identity meets their needs.

We also worked on policy, legal, and governance frameworks required to support the future state of Digital Identity in Australia. This included:

- releasing the third iteration of policy governance through the Trusted Digital Identity Framework
- accrediting two Identity Providers, one Attribute Provider and the Exchange, under the Trusted Digital Identity Framework
- releasing interim governance arrangements and customer support models through the interim Oversight Authority while ongoing governance arrangements and supporting legislation are developed
- partnering with the private sector, including the financial sector, to align our policy and trust frameworks for optimum future interoperability
- identifying opportunities to better align Digital Identity outcomes with states and territories, including work through the Australian Data and Digital Council, which was established in September 2018
- committing to collaborate with South Australia through a Commonwealth/South Australia Memorandum of Understanding (MoU) on Australia's digital identity program
- uplifting the Face Verification Software, managed by the Department of Home Affairs, to handle the expected volume of transactions moving from offline to digital.

Improve myGov to make it a simpler and more secure way for people to access government services online.

**Achieved** ✓

myGov provides people with a simple and secure way to access 12 high volume government services with one login. The most frequently used services include those provided by the Australian Taxation Office, Centrelink, Medicare, the National Disability Insurance Agency and the Department of Veterans' Affairs. myGov is a joint responsibility between the DTA and Services Australia. We are responsible for policy, strategy, governance, user experience, as well as changes and additions to services while Services Australia is responsible for operating myGov, including technical development and issues.

In 2018–19 we improved the myGov user experience by:

- working with Services Australia to deliver a digital assistant in October 2018, to help users troubleshoot issues and answer queries
- staggering SMS inbox notifications from November 2018 during peak periods to spread demand and avoid spikes on call centres and other channels.

Targets for 2018–19	Results
Improve myGov to make it a simpler and more secure way for people to access government services online (continued).	<p>The number of active myGov accounts increased from 13 million at the end of 2017–18 to 15.6 million at the end of 2018–19. The number of daily logins increased from around 335,000 in 2017–18 to more than 500,000 in 2018–19 (up 41 per cent). More than 145 million items of mail were sent via the myGov Inbox in 2018–19 (up 11.5 per cent on the previous year). During the year, myGov maintained 99.94 per cent availability.</p> <p>This year we also:</p> <ul style="list-style-type: none"> <li>• undertook research to better understand myGov’s brand position, with results showing that 90 per cent of Australians recognise myGov and view it positively but feel government could do better to meet their needs</li> <li>• began a private Beta pilot to integrate myGovID (Digital Identity, see above) into myGov</li> <li>• worked with the Services Australia to develop a vision and roadmap for the future of myGov, including transitioning it to a series of whole-of-government platforms from 2021–22</li> <li>• chaired the myGov Member Service Forum and myGov Governance Board.</li> </ul>
Deliver the Digital Platforms Strategy.	<p><b>Achieved</b> ✓</p> <p>We developed the whole-of-government Digital Service Platforms Strategy to guide agencies who manage or develop digital platforms. The principles in this strategy support implementation of the broader Digital Transformation Strategy (Priority 1). Launched on 13 December 2018, the strategy guides Australian Government departments and agencies in the design, build and operation of digital service platforms. It is the result of a series of workshops and engagements with stakeholders, with contributors including the Australian Taxation Office, the Department of Home Affairs, the Department of Health and the Australian Digital Health Agency.</p>
Deliver the Hosting Strategy.	<p><b>Achieved</b> ✓</p> <p>We developed a whole-of-government Hosting Strategy, through interviews, workshops and a survey involving a wide cross-section of Australian Government agencies and ICT industry stakeholders. In addition, research into hosting arrangements used by various governments around the world identified advantages and disadvantages of various models. Released on 29 March 2019, the strategy provides a defined approach to hosting arrangements for Australian Government agencies. The scope of hosting covers data centre facilities, infrastructure, data storage and data transmission, where they support the delivery of government services.</p>

## Targets for 2018–19

## Results

Establish co-Lab sites in Sydney and Canberra.

**Achieved** ✓

The co-Lab program aligns with one of the three strategic priorities in the Digital Transformation Strategy (Priority 1), which is to make government fit for the digital age. co-Lab consists of dedicated physical spaces in Sydney and Canberra for teams across government to work on products in partnership with our agency and private sector specialists.

The Sydney co-Lab space was launched on 29 August 2018 with guests from 41 Australian and state government agencies.

The Canberra co-Lab has been operational since December 2018.

Develop proof of concept for Blockchain to evaluate its potential to support government services.

**Achieved** ✓

Following a Discovery stage, we published guidance for the APS on evaluating Blockchain on our website in February 2019. This guidance includes introductory concepts, specific context for the APS, a decision tree to better understand the suitability of Blockchain to particular use cases, and case studies from Blockchain trials within the APS.

As a result of findings uncovered in the Discovery stage, we decided not to undertake proof of concept work. While Blockchain is worthy of ongoing observation, it requires standardisation and further work for use in government services, while other mature technologies are already available for immediate use.

Commonwealth Bank and CSIRO's Data61 completed a proof of concept trial concurrently on Blockchain for smart payments. We worked with this 'Making Money Smarter Trial' and incorporated lessons learnt in our Blockchain guidance for agencies.

### Explanation and context for Priority 3—platforms

We lead the delivery of several whole-of-government digital and ICT platforms and services, which provide digital capabilities that can be reused across government. This is an important element of the 2025 roadmap for digital transformation (Priority 1, see page 20).

Whole-of-government platforms and services reduce the need for each agency to build their own capabilities, freeing agencies up to focus on how to best meet their customers' needs. They also support more consistent and improved customer experiences that enable people and businesses to interact with government in an integrated way, regardless of the number of agencies involved.

Australia is a leading digital government. However, we continue to lag behind private sector organisations that not only invest in improving digital and ICT services but also radically reinvent them to meet or exceed customer expectations.

We are driving a new way of government service delivery that is user-focused, end-to-end and collaborative. This is supported by whole-of-government platforms that provide consistent customer experiences and enable agencies to focus on meeting their customers' needs.

## Case study

# Organising services around the needs of people and business

Australians want government services that are simple, seamless and easy to use when they need them most. Instead people usually have to navigate a raft of different agencies and services when they experience a life event. For example, someone having a baby needs to know that states and territories manage public hospitals and birth registration, while the Australian Government delivers social service payments.

Through GovX we are leading work on service improvements based on life events. Success will depend on a shared commitment to cross-agency service improvement, rather than the traditional siloed, service-by-service approach. We are using a secure online collaborative tool to bring together 55 federal, state and territory government agencies. They are exploring and sharing lessons learnt about events such as having a baby, becoming a carer, putting a child into childcare, the death of a loved one, and finding a job.

Participants are enthusiastic about the possibilities, as illustrated by this feedback:

‘I didn’t know about the life events approach, I think it’s fantastic and needed. People tend to create services in their own silos.’

‘I think the life events approach was really useful and it was great in bringing people together and showing us what we can improve and change by taking a whole-of-government approach.’

In a test case for national life event collaboration and governance we are working with relevant agencies at the federal, and state and territory level to improve the experience of new parents across Australia—starting with a proof of concept trial in the Australian Capital Territory. Following the Discovery stage, we have moved on to designing and testing solutions for using proof of birth data to streamline birth registration, and Medicare and Centrelink service enrolment for parents. This could significantly reduce the number of forms and different agencies that parents need to deal with.

GovX is deepening understanding of people’s experiences with government services, identifying common pain points and opportunities for whole-of-government improvement, and revealing opportunities for transforming legacy systems.

## Solutions

based on  
life events

All  
jurisdictions  
participating

55  
agencies involved  
in GovX

## Case study

# More agencies go digital with Notify

Millions of people each year need to know about their government applications, payments and obligations. Such notifications are part of most people's interactions with government but the way they are delivered varies across agencies, and people often feel under-informed.

Our research shows people want to receive immediate text or email updates on non-sensitive information, with small snippets of useful information. For example, appointment reminders, application updates and advice that documents or cards are about to expire.

Since 28 March 2019, we have been trialling [Notify.gov.au](https://notify.gov.au), a new whole-of-government platform that provides an easy, low cost way to send messages and reminders. Because it enables simple, fast transactional services, Notify is attracting significant interest from all levels of government.

More than 100 users from 47 agencies were trialling the service within three months of its launch. For smaller organisations in particular, it represents a major saving as they do not need to invest in establishing their own platform. During the trial, it is free to send emails and up to 25,000 text messages in a year.

In the Discovery stage of this project last year, we decided that rather than starting from scratch we would shortcut the development process by adapting an open source version of the United Kingdom's Government Digital Services GOV.UK Notify product, which is used by more than 300 agencies.

We made changes to the product to suit the Australian context. For example, changes to the time zones, currencies and phone number formats, and ironing out related bugs in the code. Notify is aligned to the Digital Service Standard and runs in cloud.gov.au.

Leveraging the success and years of learnings from GOV.UK Notify significantly reduced the time and effort required to set up the product. We were able to bring it to Australian users within months and quickly demonstrate its value.

With all three levels of government using Notify, our next step is to finalise guidance on consistent branding and templates. Feedback collected during the trial will also help to shape and improve the product.

Notify is part of our commitment to build platforms that support better services, as identified in the Digital Transformation Strategy.

**100**

users

**47**

agencies

**25,000**free text  
messages

## Case study

# User research behind Digital Identity

The number one criteria of the Digital Service Standard is ‘Understand user needs’. To build services that work for people, it is essential to understand who uses the service and what they want to do.

User research has been part of our Digital Identity work from the start. Digital Identity will enable people to prove their identity online at any time to access government services. To help us understand the people who will use this service, we have been getting feedback from more than 1,975 people through interviews, usability testing sessions, focus groups, card sorting exercises and market research surveys.

We have focused on different edge cases because we believe that if we design for the 20 per cent of exceptions, the other 80 per cent will also be able to use the product. Our research has targeted groups including vulnerable young people, older Australians, people living in remote areas, transgender people, carers, people from culturally and linguistically diverse backgrounds, and Aboriginal communities.

We have gained insights from these groups about the benefits of being able to verify their identity online, including saving them time, money and making it easier and more private to confirm their identity.



# Australian Government Digital Transformation Agency

We are now working with people and businesses, testing Digital Identity through private Beta trials in both controlled environments and real-world scenarios. This helps us understand how people will use it without assistance and in their own homes.

We continue to observe and learn from these trials and seek user feedback to keep improving the Digital Identity experience.

## 1,975

people involved  
in research

## Digital Identity

pilot services tested

## Insights

improve user experience

## Priority 4: Delivery of whole-of-government investment advice, an assurance policy framework, and whole-of-government portfolio oversight on ICT and digital investments

### Performance measures and targets for Priority 4—investment

#### Success measure/performance criteria

Oversee the delivery of significant ICT and digital investments to ensure the best use of the government’s ICT spend.

Source: *Corporate Plan 2018–22/Portfolio Budget Statement 2018–19*

Targets for 2018–19	Results
<p>Provide oversight and assurance to government that the design and delivery of ICT projects is on track to deliver the intended outcomes.</p>	<p><b>Achieved</b> ✓</p> <p>We provided advice to agencies and government on new digital and ICT enabled proposals and increased our direct engagement with APS agencies to support the delivery of current projects. We also co-designed and brokered assurance activities for projects funded as part of the APS Modernisation Fund.</p> <p>During 2018–19, we adopted a new account management model to increase and streamline engagement with APS agencies, and thereby improve our oversight of digital and ICT investments across government.</p> <p>For the 2019–20 Budget, we engaged with 18 agencies on their new digital and ICT enabled proposals. We provided advice to assist agencies to develop proposals that aligned with whole-of-government digital and ICT priorities.</p> <p>We also worked closely with the Department of Finance to provide advice to Government on all new digital and ICT proposals, in keeping with the ICT Investment Approval Process.</p> <p>In addition, we collected performance information quarterly from 27 agencies to understand the status, risks and trajectory of 85 existing projects.</p> <p>We supplemented this data collection with face-to-face engagement with the majority of agencies:</p> <ul style="list-style-type: none"> <li>• From February to June 2019, we met with 34 agencies to discuss 53 existing projects and 17 new initiatives.</li> <li>• We also worked closely with four agencies on the design and delivery of nine targeted assurance activities, covering areas such as project health checks and governance and risk management reviews.</li> </ul>

## Explanation and context for Priority 4—investment

We oversee and advise on government digital and ICT investment. This ensures initiatives are being set up in the best way for successful delivery by government agencies.

Investment advice supports the Digital Transformation Strategy (Priority 1, see page 20) and procurement reform (Priority 2, see page 24) and encourages adoption of whole-of-government digital platforms (Priority 3, see page 32). This helps to ensure that digital and ICT investments are delivering against government priorities and continuing to provide better services to people and businesses.

We work with key stakeholders on more strategic approaches to government ICT and digital investments to improve the experience of people and businesses.

There is also the opportunity to improve the investment oversight process to deliver more consistent decision making across the full lifecycle of investments. This spans development, through proposal review, initial approval to proceed, approval to continue, and requests for future funding.

To help drive these improvements, we are increasing our level of engagement across the APS, both at an individual agency level and more broadly where there are shared interests among agencies. For example, we established a Community of Practice to share knowledge about portfolio, program and project management and we piloted an approach to working with agencies on assurance reviews for digital and ICT projects.

This work supports our delivery of investment advice, an assurance policy and framework, and whole-of-government portfolio oversight on digital and ICT investments.

## Case study

# Supporting agencies to improve delivery performance

The Australian Government builds and runs some of the largest and most complex digital and ICT systems and projects in the country, and APS agencies face common challenges in designing and delivering these projects. To help accelerate the digital transformation of government, we work with agencies to identify and overcome these challenges.

One example is our Portfolio, Program and Project Management Community of Practice. This Community of Practice shares information, ideas and lessons learnt across the APS and promotes contemporary knowledge in areas such as agile practice.

In 2018–19 we identified three areas of common interest across agencies:

- key success factors and lessons learnt
- articulating and measuring user experience benefits
- real case examples of agile practice.

During the year we ran workshops with community members on these themes and provided advice on topics such as the characteristics of an effective project owner, common project issues in delivering digital and ICT change, and guidance in defining and measuring user experience benefits for government services.

We also convened a round table event with an international expert on agile service delivery to discuss best practices in this field.

Another way we support digital transformation is by connecting agencies working on similar projects to discuss opportunities for project collaboration, sharing capabilities and the potential for whole-of-government arrangements.

For example, in 2018–19 we identified two major transformation initiatives by different agencies that would affect the same set of users. We recommended the agencies work together to understand their users across the relevant supply chains and how they worked within the broader economy. We facilitated a co-Lab discovery session where the agencies identified their common issues and users. The agencies agreed to continue working together to align their initiatives and consider the options for developing shared capability.

**400**  
people at  
workshops

**Advice**  
provided on  
common issues

**Best  
practice**  
discussed

## Case study

# Working with agencies on targeted assurance reviews

As part of our role advising and overseeing whole-of-government digital and ICT investment, we are strengthening assurance practices.

During 2018–19, we piloted an approach to working with agencies to support the effective design and delivery of assurance reviews for digital and ICT projects.

Independent assurance reviews provide project owners with an objective assessment of the status, risks and trajectory of their projects. This guides future action and maximises the chances of success.

We are funded to work with a small number of agencies to co-design and manage the delivery of assurance reviews for certain projects. These agencies include the Department of the Prime Minister and Cabinet, the Department of Finance, the Federal Court of Australia and the Bureau of Meteorology.

The intent of these assurance reviews is to provide the relevant Senior Responsible Officer with independent advice on one or more aspects of their project's performance to support good governance and effective decision making.

During the year, we co-designed and managed the delivery of nine independent assurance reviews with agencies. These reviews ranged from independent strategic risk assessments through to health checks to validate project status and trajectory.

Feedback from the agencies involved demonstrates the value of timely and targeted assurance activities to support project governance and delivery. As one agency commented:

‘The assurance has provided essential valued input at the Board level to assist senior officials in understanding the status of the program and taking decisive action to safeguard benefits realisation and ensure the whole-of-government ambition for the program is effectively supported.’

**4****agencies involved  
in pilot****9****independent  
assurance reviews****Good****governance  
supported**

# Analysis of performance against purpose

Our assessment is that we met our performance measures to achieve our purpose of accelerating digital transformation of government in 2018–19.

Specifically, in relation to the three key elements of our purpose:

- **We encouraged coordinated investment in digital services** by providing ongoing advice to agencies on emerging technologies and digital and ICT investment proposals, and by consulting widely to develop the Digital Transformation Strategy. We also increased our direct engagement with APS agencies to support development of quality digital and ICT-enabled projects.
- **We helped to transform the experience of people and businesses dealing with government** by leading or partnering on development and improvement of digital platforms such as Notify and Tell Us Once, and working with agencies to develop the standard for Digital Identity. We began several digital services pilots including for new Digital Identity services, and we further improved the myGov user experience. In addition, we prepared guidance and strategies to support use of digital platforms and services, and continued to increase APS digital capability through emerging talent, leadership, and women in IT executive mentoring programs, as well as training, special events and direct work with agencies
- **We improved the return on ICT and digital investment** by providing oversight of the overall performance of digital and ICT projects. We also helped ensure greater value for money when buying government digital and ICT products and services, including through whole-of-government agreements, the new procurement-related policies, and new marketplaces co-designed with industry.

A blue-tinted photograph of a woman writing on a whiteboard while a man looks on in a meeting room. The text is overlaid on the left side of the image.

**Digital  
transformation  
requires seamless  
services, common  
platforms,  
and effective  
management  
of delivery risks  
across government.**



**dta**

# 03

## Management and accountability

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# Corporate governance

## Agile, collaborative and accountable

To achieve our purpose of accelerating digital transformation of government we collaborate with multiple partners across government and industry to encourage investment in digital services, improve the customer experience and improve return on digital and ICT investment.

The pace of digital change requires us to have the right-sized governance, appropriate for our agency and our fast-paced operating environment.

Our approach ensures that we are adequately governed to meet our public accountabilities, and enables us to work in an agile way—forming multi-disciplinary teams with partners, responding quickly to change, making small, fast improvements and delivering continuously as we learn through testing with users.

## Senior leadership team

In 2018–19 our senior leadership team comprised our:

- Chief Executive Officer, Randall Brugeaud
- Chief Strategy Officer, Anthony Vlastic
- Chief Portfolio Officer, Joanne Hutchinson
- Chief Digital Officer, Peter Alexander
- Chief Operating Officer, George-Philip de Wet.

Details are in *01 Overview* from page 8.

## Internal governance

Our corporate governance framework includes:

- committees
- business planning
- risk and fraud management
- audit and assurance activities
- Accountable Authority Instructions (issued by the Chief Executive Officer)
- policies and guidelines.

Our system of governance and accountability for public resources is shaped by the PGPA Act, and associated legislative instruments.

## Governance committees

During 2018–19 we had two formal governance committees:

- **Executive Board**—this is our agency’s key governance body, responsible for determining our strategic direction and monitoring and managing the overall performance of the organisation. Our Executive Board comprises our senior leadership team and is supported by several informal committees that meet regularly to resolve operational issues and provide advice on strategic issues.
- **Audit Committee**—the Audit Committee reviews and gives independent advice and assurance to the Chief Executive Officer about the appropriateness of our agency’s financial and performance reporting and systems of risk oversight, risk management and internal control. The committee comprises an independent chair, two independent members and a Senior Executive Service (SES) officer from our agency as an internal member. The Audit Committee is directly accountable to our Chief Executive Officer.

## Internal audit

Our agency has an internal audit function, established by charter to provide independent and objective assurance and strategic advice to the Chief Executive Officer. During the year we produced a risk-based Internal Audit Work Program, which was endorsed by the Audit Committee. Also, during the year, a new Internal Audit Provider, McGrathNicol, was appointed.

In 2018–19 our agency's Internal Audit function completed reviews of:

- Financial Processes
- Stakeholder Engagement
- Insights Team
- Protective Security
- Procurement.

We also started reviews of:

- Contractor Management
- Cross-Agency Project Governance
- ICT Procurement Reform.

## Corporate planning and reporting

We have a formal Organisational Performance Framework of policies supported by Accountable Authority Instructions that assure we comply with legislative requirements, and expectations of probity, accountability and transparency. Our corporate plan is our overarching planning document. We identify organisational priorities in our corporate plan and report on our agency performance in our annual report's annual performance statement (see *02 Annual Performance Statement* from page 15). Our Executive Board oversees our corporate planning and monitoring of organisational risks.

## Risk management

Risk management is a key enabler to manage the effect of uncertainty on our business objectives.

Many of our delivery approaches, such as agile and iterative development, help to contain risk and respond quickly to changes in the surrounding environment or to feedback.

We take a risk-based approach to treating sources of risk that may negatively impact our ability to deliver DTA priorities, while remaining open to positive risks and opportunities that support our objectives.

During 2018–19 we completed a refresh of our Risk Management Framework and processes. The revised framework provides a flexible approach to managing risk to address both strategic and enterprise level risk as well as managing risk for product teams. The framework also articulates our risk appetite and behaviours, and covers the systems, structures, policies, processes, people, and practices that have a risk oversight or management role. The framework is supported by an Enterprise Risk Management Plan. The framework and plan are informed and supported by project and program risk assessments and other assurance activities that identify and treat risks across our agency. Throughout 2019–20 we will continue to develop, implement and improve risk systems and processes and integrate them into business processes and performance monitoring. Risk management underpins our corporate planning, and is also supported by our Fraud and Corruption Control Plan and internal and external assurance processes.

## Fraud prevention and control

In accordance with the PGPA Act, we have conducted fraud risk assessments and prepared a fraud control plan, to minimise the incidence of fraud through appropriate fraud prevention, detection, investigation and reporting mechanisms. Our fraud control plan provides the basis for managing fraud for the Executive Group, management and individuals. It includes: potential internal and external fraud risks; fraud prevention and detection mechanisms; and investigation, recording and response strategies for fraudulent activities.

No instances of fraud were identified during the year.

## Ethical standards

Our employees are obliged to adhere to standards of integrity and behaviour governed by the APS legislative, regulatory and ethical framework. Our accountability for performance, financial probity and ethical behaviour is aligned with the APS Values and Code of Conduct, set out in the *Public Service Act 1999*.

# External scrutiny

We are accountable to the Parliament through the Minister for Government Services. Other external scrutiny of our agency is provided through Parliamentary Committees, the Commonwealth Ombudsman, the Australian Information Commissioner and the Australian National Audit Office.

Our agency was not the subject of any judicial decisions or decisions of administrative tribunals or the Australian Information Commissioner in 2018–19. We were not the subject of any reports by the Commonwealth Ombudsman or capability reviews by the Australian Public Service Commission.

## Australian National Audit Office

In June 2019 the Australian National Audit Office commenced a Performance Audit of the *Establishment and use of IT related procurement panels*, which includes panels managed by the DTA. The audit report is planned for tabling in Parliament in March 2020. During 2018–19 the DTA was not the subject of any other performance audits. We have implemented all recommendations from previous performance audits.

## Senate inquiries

On 17 August 2018 the DTA appeared before the Joint Committee of Public Accounts and Audit (JCPAA) for the inquiry into the ANAO Performance Audit, *Mitigating Insider Threats through Personnel Security*.

This year we also contributed to the Australian Government response to the Senate Finance and Public Administration References Committee inquiry into digital delivery of government services.

## Senate Estimates

During the reporting year, we appeared before the Senate Finance and Public Administration Legislation Committee on 23 October 2018 for Supplementary Budget Estimates, 18 February 2019 for Additional Budget Estimates and 8 April 2019 for Budget Estimates.

# Our people

To successfully lead the government's digital transformation efforts, our workforce has unique and wide-ranging capabilities.

Our people have skills that many service delivery agencies need in a digital future, including:

- expertise in customer-centred research and design
- agile delivery methodologies
- technology design and build
- systems architecture
- stakeholder engagement
- sophisticated procurement approaches.

As at 30 June 2019, our agency had 232 APS employees, including part-time and non-ongoing employees (based on headcount). Most of our employees are in our Canberra office (94.83 per cent) with our remaining staff working in our Sydney office.

We had an average staffing level of 214.3 during 2018–19.

**Table 1:** Workforce profile (APS employees based on substantive headcount), 30 June 2019

Classification	Type			Status		Location		Gender		
	Total	Ongoing	Non-Ongoing	Full-time	Part-time	Canberra	Sydney	Female	Male	Other
CEO	1		1	1		1			1	
SES B2	3	3		3		2	1	1	2	
SES B1	11	9	2	10	1	10	1	4	7	
EL2	49	48	1	43	6	45	4	21	28	
EL1	68	64	4	58	10	64	4	32	36	
APS	100	98	2	88	12	97	3	68	32	
<b>Total</b>	<b>232</b>	<b>222</b>	<b>10</b>	<b>203</b>	<b>29</b>	<b>219</b>	<b>13</b>	<b>126</b>	<b>106</b>	

## Team DTA

Over the past three years our agency has evolved and matured with regard to identity, role and mission across government. This has involved bringing people together from a diverse range of backgrounds with a broad mix of skills and experiences to form one unified 'Team DTA'.

Our results from the 2019 APS Employee Census demonstrated improvements in almost every indicator, lifting our agency to above APS average in most areas. For example:

- Diversity and inclusion—94 per cent of our staff agreed we are accepting of people from diverse backgrounds, 83 per cent agreed we support an inclusive workplace culture, and 80 per cent agreed we are committed to creating a diverse workplace.
- Wellbeing—our wellbeing score rose to 74 per cent (up from 56 per cent last year), and 80 per cent of staff agreed we are more effectively promoting health and wellbeing.
- Engagement—95 per cent of our staff were happy to go the 'extra mile' at work, and 87 per cent believed in our agency's purpose and objectives.
- Innovation—we now rank fourth in the APS, and 93 per cent of staff felt confident in suggesting ideas to improve the way we work.

We will continue to review and learn from the census results to further improve the way we work.

## Workforce planning and people management

We now have a comprehensive set of policies and programs in place to support our people, including our Strategic Workforce Plan, People Strategy, DTA values and behaviours, Diversity and Inclusion Strategy, Reconciliation Action Plan, Disability Action Plan and health and wellbeing.

### Strategic Workforce Plan

Our Strategic Workforce Plan is helping us to build a responsive and agile future agency workforce. It includes five areas of focus that we aim to deliver between 2018 and 2023: align the operating environment and workforce; attract and retain talent; strengthen partnerships; improve resource management; and implement strategic workforce planning.

During 2018–19 we concentrated on attracting and retaining talent. We established the DTA Talent Council to consider the performance and potential of our employees and assist in the management of our temporary workforce. The DTA Talent Council has a strong focus on succession to ensure the development planned for everyone meets specific business needs.

### People Strategy

Our People Strategy explains how we will ensure effective delivery of our goals through staff performance. It covers: our values and behaviours; our environment; recruiting; onboarding; pay and conditions; diversity and wellbeing; performance, conduct and culture; capability development; and leaving DTA.

To attract and retain the right people, we use a variety of strategies including flexible working arrangements, development opportunities to enhance skills and capabilities, a wellbeing program, and competitive remuneration and employment conditions (see page 64).

In 2018–19, we had an ongoing employee turnover rate of 26.8 per cent.

# DTA People Strategy

## Recruiting

Attract the right people  
with targeted recruitment

- Recruitment policy
- Entry level strategy
- Internal mobility program
- Employee value proposition

## Pay and conditions

Provide competitive  
pay and conditions

- Enterprise agreement
- Employment policies
- Employee support guide



## Environment

Understand and plan  
for our environment

- Environment scan
- Workforce plan



## Onboarding

Welcome new staff with  
onboarding process

- Entry survey
- Welcome program
- Induction



## Values and behaviours

We strive to make a difference | We work well together

We focus on meeting user needs | We are innovative and practical

**Performance, conduct and culture**

**Manage performance, conduct and culture**

- Retention guide
- Culture strategy
- Performance management framework
- Reward and recognition
- Values in action
- Conduct policies

**Leaving DTA**

- DTA alumni
- Exit interviews



**Diversity and wellbeing**  
**Support diversity and wellbeing**

- Diversity and inclusion strategy
- Reconciliation action plan
- Disability action plan
- Workplace health and safety policies
- Wellbeing program
- Diversity events



**Capability development**  
**Bring out our best with capability development**

- Learning programs
- Coaching and mentoring
- Capability and development framework
- Studies assistance
- Talent management guide



## Values and behaviours

As we continue to drive the digital transformation of public services across government, it is important that we have a unifying set of values to guide our day-to-day work practices and behaviours.

We consulted extensively with staff over several months through workshops and feedback sessions and launched our resulting DTA values and behaviours in February 2019.

Our values and behaviours reflect our strengths and help shape our workplace culture into the future. They are:

- We strive to make a difference.
- We work well together.
- We focus on meeting user needs.
- We are innovative and practical.

These values and behaviours complement the APS Values and Code of Conduct, which set out the standards of behaviour expected of all employees in the APS.

## Diversity and inclusion

During 2018–19 we published our Diversity and Inclusion Strategy that identifies our approaches to attracting and retaining employees from diverse backgrounds, and establishing an enduring culture of inclusivity.

We are committed to creating an environment where everyone feels welcome, valued and respected and can participate fully at work. To do this, we need to focus on:

- leadership and culture
- awareness and creating a sense of belonging
- celebrations through recognised events
- employee diversity networks.

We have a diverse workforce, with 17 (7.3 per cent) of our employees born overseas. In 2018–19, we also had one employee (0.4 per cent) who identified as Aboriginal or Torres Strait Islander and seven employees (3.0 per cent) who identified as having a disability.

Our employees have access to update their own records. Disclosure is not mandatory, but we encourage everyone to provide this information by communicating the benefits of disclosing diversity status. This information informs our policies, programs and adjustments we can implement to ensure inclusiveness for all our employees.

Other significant developments include:

- releasing our first Reconciliation Action Plan on 28 May 2019, to coincide with National Reconciliation Week. This plan prepares us for reconciliation initiatives in subsequent plans including defining our vision and committing to specific actions and measures
- releasing our first Disability Action Plan on 5 April 2019, that sets out how we will improve our business practices for better engagement with people with disability from all unique circumstances
- engaging our first trainee through our partnership with the Australian Public Service Commission's NextStep Program—the government entry-level program for people with disability.

We have a diversity champion to lead, inspire and promote a culture of inclusion and collaboration. We ensure our offices are accessible and host an Accessibility Team through our co-Lab function. We also have an Accessibility and Inclusivity Lead to assist staff to ensure services and products being created provide an inclusive user experience.

## Case study

# Going digital to improve our employee lifecycle process

We identified the need to improve employee lifecycle processes to enhance end user experience and align to our own Digital Service Standard and practices.

This project involves employee onboarding and a welcome program (online induction and journey program), 'crossboarding' (internal movement of contractors, contract extensions and secondees) and exits (to be delivered in the first half of 2019–20).

In mid-2018, we launched digital onboarding. The new process delivered improved end user experience by:

- digitising 11 forms
- introducing auto population of data fields
- using a cloud-based system providing flexibility and choice of when, where and how end users fill in their information with options of using their mobiles, tablets or computers
- seamlessly integrating with other corporate systems
- allowing corporate teams to monitor end users progress in completing the onboarding process
- ensuring new employees have everything they need, ready to start on their first day.

In early 2019 we launched the digital induction welcome program. This provides mobile friendly induction for our new starters and a tailored journey for current employees. The welcome program has enhanced user experience and corporate processes and practice incorporating:

- messages from our Chief Executive Officer and senior executives
- facts, information and fun tips and tricks about our agency
- mandatory compliance training
- important time-based information such as performance cycle due dates.

We are working to deliver the final elements that will round out employee lifecycle events.

## Enhanced

user experience

## Digital onboarding

launched

11

forms digitised

## Supporting employees with carer responsibilities

We fully support employees with carer responsibilities. Carer support, which complies with the requirements of the *Carer Recognition Act 2010*, includes:

- family-friendly work arrangements such as access to flexible working arrangements and various forms of leave to meet caring responsibilities
- the Employee Assistance Program, which provides employees and their immediate family with free access to professional counselling and support
- non-discriminatory definition of immediate family that recognises family members by blood, marriage, traditional kinship, current or former partner or de facto partner, and those in a genuine domestic or household relationship.

## Employment arrangements

Our first Enterprise Agreement for all non-SES employees was signed on 20 December 2018, with the first pay rise backdated to 25 October 2018.

During bargaining we also developed and revised supporting policies and procedures to be fully transparent about entitlements that apply to our employees once our Enterprise Agreement commenced. This Enterprise Agreement brought everyone together under one agreement and made sure our entitlements and remuneration remain competitive.

All our SES officers are employed under the terms of individual determinations made under section 24(1) of the *Public Service Act 1999*, supplemented by a common law contract detailing remuneration. The amount of remuneration our SES officers receive is determined on an individual basis by the Chief Executive Officer in accordance with the SES Remuneration Policy.

## Salary range

In 2018–19 salaries for our employees ranged from \$46,553 to \$429,594.

**Table 2:** Salary range by classification, 30 June 2019

Classification	Minimum	Maximum
APS1	\$46,553	\$51,122
APS2	\$52,374	\$58,052
APS3	\$59,565	\$64,353
APS4	\$66,764	\$72,156
APS5	\$74,433	\$81,107
APS6	\$82,077	\$96,395
EL1	\$106,256	\$117,777
EL2	\$123,255	\$146,104
SES (all Bands)*	\$198,388	\$429,594

\* The SES salary range is based on actual salaries of SES employees as at 30 June 2019.

## Performance pay and other benefits

We did not pay performance bonuses to any employees in 2018–19. Our agency provides employees with a range of non-salary benefits including additional superannuation and salary packaging options.

## Capability development

We are committed to continued learning and the ongoing development of our employees. Building capability is about having connected, confident, capable and committed learners who interact effectively and grow individually and together.

To build capability is to grow our organisation through our people—we want to help our people develop the skills they need to succeed in the workplace.

During 2018–19 we provided a range of programs internally to build core skills capability, including rolling out crucial conversation workshops. We also released APS eLearning modules to build data literacy foundation skills and provided access to study assistance, coaching and mentoring programs.

Introducing our DTA Talent Council enabled us to integrate our processes for talent acquisition, performance management, competency management, remuneration, leadership development and succession management. This has assisted with the management and movement of our workforce to meet specific business needs.

## Workplace health and safety

The health and safety of our workforce is of the utmost importance. Initiatives in 2018–19 to support and manage the health, safety and welfare of our workers included:

- A Health, Wellbeing and Diversity Calendar for 2019—this promotes and raises awareness of national and international health and wellbeing events, with some raising funds for charities.
- Influenza vaccinations—we offered free onsite influenza vaccinations to our entire workforce, including contractors and secondees, before the start of the flu season. The uptake increased by more than 50 per cent from 2017–18.

- Events and guest speakers—throughout the year we participated in activities to raise awareness and support several events. For example:
  - we hosted Rachael Robertson on International Women’s Day to share her inspiring journey leading the 58th Australian National Antarctic Research Expedition to Davis Station
  - we held events for Mental Health Week, R U OK Day and International Day for the Elimination of Violence Against Women.
- Health week activities—we scheduled a week of activities to coincide with World Health Day on 7 April. This included health checks, fitness classes and information sessions. We also had a Beyond Blue representative talk about their experience with mental health.
- Employee Assistance Program—our people and their family members have access to free, confidential counselling and support services through our Employee Assistance Program provider and various other support organisations.
- Domestic Violence Policy—we are committed to providing support to those who are experiencing family or domestic violence. Our policy ensures the flexibility and support people need to continue to engage at work while managing their personal circumstances.
- Early Intervention Policy—providing injured employees with early support and assistance helps accelerate their recovery and reduce the impact on their work and personal lives. Early intervention is also intended to reduce the probability of Comcare claims.

In addition, we continued to review, develop and expand our existing workplace health and safety (WHS) activities to meet our agency’s changing needs. This included the work of our WHS Committee, appointing and training of fire wardens and first aid officers, conducting workstation assessments and providing reasonable adjustments where needed.

During 2018–19 we identified three minor hazards and reported 14 incident notifications (none were ‘notifiable incidents’), No Comcare claims were lodged, no investigations were conducted, and no notices were given under Part 10 of the *Work Health and Safety Act 2011*.

# Technology strategy

We set an example for other agencies in how we deliver our internal ICT services and products. Standing firm by a ‘cloud first’ approach for corporate systems, we do not own any ICT infrastructure. We use multiple solutions to meet our ICT needs.

Following a pilot and testing last year, we were the first agency to go live with Protected Office 365 in January 2019 and intend to make the design available for reuse by other agencies. Our staff can access the network anywhere and across multiple locations.

Over the past year we also redeveloped our website to better meet our users’ needs. We followed our own advice, policies and guides, conducted user research and tested ways to make the content easier to find. Our new website went live in November 2018 after passing its Digital Service Standard in-flight assessment and is hosted on our internal cloud solution cloud.gov.au.

# Environmental performance

We aim to minimise the impact of our day-to-day operations on the environment and support the principles of the sustainable development in the *Environment Protection and Biodiversity Conservation Act 1999*. We employ a range of practical strategies to manage waste and be energy efficient, including:

- sustainable purchasing strategy when procuring high-use office supplies as well as exclusive use of 100 per cent carbon-neutral and recyclable print paper
- signage around our offices to direct employees to recycling points and waste services, with one recycling bin for every 20 staff members

- participation in initiatives such as printer toner cartridge, battery and felt pen recycling programs
- reduced power consumption strategies, including using waterless toilet facilities where appropriate and motion sensor lighting arrangements to reduce lighting after prolonged periods of inactivity.

Our Canberra office recognises the Commonwealth's Green Lease Schedule guidelines and is in one of Canberra's top-rated energy efficient buildings, according to the National Australian Built Environment Rating System (NABERS).

## Freedom of information

We publish a range of information in accordance with the Information Publication Scheme, including requests under the *Freedom of Information Act 1982*. Details are at: [www.dta.gov.au](http://www.dta.gov.au).



simple  
clear  
fast  
public  
services

# 04

## Financial performance

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# Financial performance overview

The DTA recorded an operating surplus of \$6.5 million in 2018–19, driven by savings achieved from whole-of-Australian-Government ICT Procurement of \$6.3 million. A total of \$6.0 million of these savings was returned to Consolidated Revenue in 2018–19, with the remainder to be returned in 2019–20. This compares with a surplus of \$10.1 million in 2017–18, driven by underspends associated with the APS Modernisation Fund measures for platforms and building digital capability. During 2018–19, the DTA agreed to return \$8.9 million of unspent 2017–18 APS Modernisation Funds to support the government in reprioritising unspent money associated with this initiative.

The DTA's management of the ICT Coordinated Procurement Special Account continues to have a substantial impact on our agency's balance sheet, with \$261.0 million of the DTA's \$295.2 million of assets and \$233.6 million of the DTA's \$256.3 million in liabilities associated with the special account.

**Table 3: Resource statement**

		Actual available appropriation for 2018–19 \$'000 (a)	Payments made for 2018–19 \$'000 (b)	Remaining balance 2018–19 \$'000 (a) – (b)
<b>Ordinary annual services</b>				
Prior year departmental appropriation		35,030	35,030	–
Departmental appropriation <sup>1</sup>		115,356	82,066	33,290
s. 74 retained revenue receipts <sup>2</sup>		4,329	4,329	–
s. 75 transfers		–	–	–
Total		<b>154,715</b>	<b>121,425</b>	<b>33,290</b>
<b>Total ordinary annual services</b>	<b>A</b>	<b>154,715</b>	<b>121,425</b>	
<b>Special Accounts<sup>3</sup></b>				
Opening balance		59,264		
Balance transfer from Department of Finance		–		
Non-appropriation receipts to Special Account		282,407		
Payments made			245,933	
Closing balance				<b>95,738</b>
<b>Total Special Accounts</b>	<b>B</b>	<b>341,671</b>	<b>245,933</b>	
<b>Total resourcing and payments for DTA</b>	<b>A+B</b>	<b>496,386</b>	<b>367,358</b>	

<sup>1</sup> Appropriation Act (No.1) 2018–19.<sup>2</sup> Retained revenue receipts under section 74 of the PGPA Act.<sup>3</sup> Does not include 'special public money' held in accounts like 'services for other entities and trust moneys' special accounts.

**Table 4:** Expenses for Outcome 1

<b>Outcome 1: To improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.</b>	<b>Budget<sup>1</sup></b>	<b>Actual expenses</b>	<b>Variation</b>
	<b>2018–19</b>	<b>2018–19</b>	<b>2018–19</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
	<b>(a)</b>	<b>(a)</b>	<b>(a) – (b)</b>
<b>Program 1.1: The Digital Transformation Agency</b>			
Departmental expenses			
Departmental appropriation <sup>2</sup>	117,527	117,133	394
Special Accounts	173,492	226,373	(52,881)
Expenses not requiring appropriation in the budget year	1,839	2,352	(513)
<b>Total for Program 1.1</b>	<b>292,858</b>	<b>345,858</b>	<b>(53,000)</b>
<b>Total expenses for Outcome 1</b>	<b>292,858</b>	<b>345,858</b>	<b>(53,000)</b>
	<b>2017–18</b>	<b>2018–19</b>	
<b>Average staffing level (number)</b>	<b>202</b>	<b>214</b>	

<sup>1</sup> Full-year budget, including any subsequent adjustment made to the 2018–19 Budget at Additional Estimates.

<sup>2</sup> Departmental appropriation combines ordinary annual services (Appropriation Act Nos 1) and retained revenue receipts under section 74 of the PGPA Act.

## Purchasing and procurement

Our purchasing activities were undertaken in accordance with the PGPA Act, Commonwealth Procurement Rules and the Indigenous Procurement Policy.

The Chief Executive Officer's Accountable Authority Instructions (AAIs) support these principles by providing further direction to DTA officials when conducting procurements on behalf of our agency. The AAIs are based on the principles of competitive, non-discriminatory procurement processes, proper use of government resources, and making decisions in an accountable and transparent manner.

Our centralised procurement team provides guidance and advice for DTA officials undertaking procurement activities. In 2018–19, we published the following on the AusTender website:

- details of publicly available business opportunities with a value of \$80,000 or more
- details of all contracts awarded with a value of \$10,000 or more.

By publishing on AusTender, we ensure that information is available to industry, including small to medium enterprises (SMEs) while simplifying the way business interacts with government online.

## **Procurement initiatives to support small business**

We support small business participation in the Commonwealth Government Procurement market. SMEs and small enterprise participation statistics are available on the Department of Finance's website at [www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts/](http://www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts/).

In addition, the DTA operates the Digital Marketplace. The Digital Marketplace is an initiative under the National Innovation and Science Agenda, with the purpose of making it easier for smaller businesses to compete for the government's ICT products and services.

Our procurement practices support SMEs by adopting whole-of-government solutions to simplify interactions with SMEs. This includes using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000. This reduces process costs for SMEs by creating contracting consistency and simplifying liability, insurance and indemnity requirements.

We recognise the importance of ensuring that small businesses are paid on time. We apply the government's Supplier Pay on Time or Pay Interest Policy to pay invoices no later than 20 days following the receipt of a correctly rendered tax invoice valued at \$1 million or less.

## Australian National Audit Office Access Clauses

There were no instances of contracts that precluded the Auditor-General from accessing the contractor's premises (17AG(8)).

### Exempt contracts

No contracts in 2018–19 were exempt from AusTender reporting.

### Consultancies

The DTA engages consultants where specialist or technical expertise is required. Consultants are typically engaged to:

- investigate or diagnose a defined issue or problem
- carry out independent reviews or evaluations
- provide professional, independent, expert and objective advice
- provide recommendations to assist in decision making.

We assess the engagement of consultants to ensure value for money and compliance with the PGPA Act, the Commonwealth Procurement Rules (CPRs) and AAIIs.

During 2018–19, no new consultancy contracts were entered into. There were no ongoing consultancy contracts active during the period.

Annual reports contain information about actual expenditure on consultancy contracts. Information on the value of the contracts is available on the AusTender website: [www.tenders.gov.au](http://www.tenders.gov.au).

# Advertising and market research

During 2018–19, the DTA did not conduct any advertising campaigns. We did make payments for market research services are shown below.

**Table 5:** Market research payments, 2018–19

Firm	Service provided	Payments made (inc GST)
Askable	User research and testing sessions	\$4,500.00
Ava Research	User research and testing sessions	\$11,830.00
Chitchat Research	User research and incentives	\$41,714.36
CityGroup	User research facilities	\$5,833.90
Farron	User research and testing sessions	\$20,375.03
JB Market Research	User research facilities	\$900.00
Liquid	User research and testing sessions	\$9,000.00
Meld	User research and testing sessions	\$8,500.00
Objective Experience	User research and incentives	\$35,725.00
Q&A Market Research	User research and testing sessions	\$9,540.00
Stable Research	User research and testing sessions	\$4,160.00
Tobias & Tobias	User research and testing sessions	\$6,379.52
Vogl and Blake	User research and testing sessions	\$26,370.00
<b>Total</b>		<b>\$184,827.81</b>

# Digital Transformation Agency

## Financial Statements

for the period ended 30 June 2019



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Government Services

#### Opinion

In my opinion, the financial statements of the Digital Transformation Agency ('the Entity') for the year ended 30 June 2019:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2019 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following statements as at 30 June 2019 and for the year then ended:

- Statement by the Chief Executive Officer and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a Summary of Significant Accounting Policies and other explanatory information.

#### Basis for Opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under that Act. The Chief Executive Officer is also responsible for such internal control as they determine is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the Entity's ability to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing matters related to going concern as applicable and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

**Auditor's Responsibilities for the Audit of the Financial Statements**

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Scott Sharp  
Executive Director

Delegate of the Auditor-General

Canberra

23 September 2019

## Digital Transformation Agency Statement by the A/g Chief Executive Officer and Chief Finance Officer

In our opinion, the attached financial statements for the year ended 30 June 2019 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Digital Transformation Agency will be able to pay its debts as and when they fall due.



**Peter Alexander FCPA**  
A/g Chief Executive Officer

20 September 2019



**David Donovan CPA**  
Chief Finance Officer

20 September 2019

## Digital Transformation Agency Statement of Comprehensive Income

for the period ending 30 June 2019

	Notes	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	31,811	31,816	30,548
Suppliers	1.1B	312,002	209,284	260,656
Depreciation and amortisation	2.2A	1,492	1,085	1,654
Impairment loss allowance on financial instruments		508	-	-
Write-down and impairment of other assets	2.2A	41	12	-
Finance costs	2.4A	4	10	-
<b>Total expenses</b>		<b>345,858</b>	<b>242,207</b>	<b>292,858</b>
<b>Own-source income</b>				
<b>Own-source revenue</b>				
Rendering of services		236,621	179,803	172,848
Other revenue	1.2A	307	358	-
<b>Total own-source revenue</b>		<b>236,928</b>	<b>180,161</b>	<b>172,848</b>
<b>Gains</b>				
Gain on derecognition of make good		40	-	185
<b>Total gains</b>		<b>40</b>	<b>-</b>	<b>185</b>
<b>Total own-source income</b>		<b>236,968</b>	<b>180,161</b>	<b>173,033</b>
<b>Net cost of services</b>		<b>108,890</b>	<b>62,046</b>	<b>119,825</b>
Revenue from Government		115,356	72,145	115,356
<b>Surplus/(deficit) attributable to the Australian Government</b>		<b>6,466</b>	<b>10,099</b>	<b>(4,469)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation surplus		128	-	-
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>		<b>6,594</b>	<b>10,099</b>	<b>(4,469)</b>

The above statement should be read in conjunction with the accompanying notes.

## Digital Transformation Agency Statement of Financial Position

for the period ending 30 June 2019

	Notes	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial Assets</b>				
Cash and cash equivalents	2.1A	96,526	60,058	557
Trade and other receivables	2.1B	169,947	156,292	47,186
<b>Total financial assets</b>		<b>266,473</b>	216,350	47,743
<b>Non-financial Assets</b>				
Leasehold improvements	2.2A	6,174	1,953	1,437
Plant and equipment	2.2A	1,392	1,779	215
Prepayments		21,162	7,511	540
<b>Total non-financial assets</b>		<b>28,728</b>	11,243	2,192
<b>Total assets</b>		<b>295,201</b>	227,593	49,935
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	61,860	43,727	5,630
Other payables	2.3B	183,690	127,874	417
<b>Total payables</b>		<b>245,550</b>	171,601	6,047
<b>Provisions</b>				
Employee provisions	4.1A	9,571	8,129	6,351
Make good provisions	2.4A	1,200	559	549
<b>Total provisions</b>		<b>10,771</b>	8,688	6,900
<b>Total liabilities</b>		<b>256,321</b>	180,289	12,947
<b>Net assets</b>		<b>38,880</b>	47,304	36,988
<b>EQUITY</b>				
Contributed equity		13,671	28,660	33,553
Asset revaluation reserve		367	239	239
Retained surplus		24,842	18,405	3,196
<b>Total equity</b>		<b>38,880</b>	47,304	36,988

The above statement should be read in conjunction with the accompanying notes.

## Digital Transformation Agency Statement of Changes in Equity

for the period ending 30 June 2019

	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>TOTAL EQUITY – OPENING BALANCE</b>			
<b>Balance carried forward from previous period</b>			
Contributed equity	28,660	3,492	33,553
Asset revaluation reserve	239	239	239
Retained earnings	18,405	8,306	7,665
Adjustments to retained earnings under AASB 9	(29)	-	-
<b>Adjusted opening balance</b>	<b>47,275</b>	<b>12,037</b>	<b>41,457</b>
<b>COMPREHENSIVE INCOME</b>			
<b>Retained earnings</b>			
Surplus/(deficit) for the period	6,466	10,099	(4,469)
<b>Asset revaluation reserve</b>			
Other comprehensive income	128	-	-
<b>Total comprehensive income</b>	<b>6,594</b>	<b>10,099</b>	<b>(4,469)</b>
<b>CONTRIBUTED EQUITY</b>			
<b>Transactions with owners – contributed equity</b>			
<b>Distributions to owners</b>			
Returns of capital:			
Return of equity – WoAG ICT savings <sup>1</sup>	(6,042)	-	-
Appropriation (equity reduction) <sup>2</sup>	(8,930)	-	-
Restructuring <sup>3</sup>	(17)	-	-
<b>Contributions by owners</b>			
Restructuring	-	25,168	-
<b>Total transactions with owners</b>	<b>(14,989)</b>	<b>25,168</b>	<b>-</b>
<b>TOTAL EQUITY</b>			
Contributed equity	13,671	28,660	33,553
Asset revaluation reserve	367	239	239
Retained earnings	24,842	18,405	3,196
<b>Closing balance as at 30 June</b>	<b>38,880</b>	<b>47,304</b>	<b>36,988</b>

The above statement should be read in conjunction with the accompanying notes.

<sup>1</sup> In managing Whole of Australian Government (WoAG) ICT procurement arrangements the DTA returned \$6.042 million in savings to the Consolidated Revenue Fund.

<sup>2</sup> A PGPA Act Section 51 determination reduced Appropriation Act 1 2017–18 by \$8.930 million. This has been re-appropriated in the 2019–20 year to complete APS Modernisation Fund activities.

<sup>3</sup> In 2019, the Cyber Security Office transferred from the Digital Transformation Agency (DTA) to the Australian Signals Directorate. See note 6.2.

### Accounting Policy

#### Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

## Digital Transformation Agency Cash Flow Statement

for the period ending 30 June 2019

	Notes	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Appropriations <sup>1</sup>		126,566	62,309	118,171
Net GST received		27,485	9,785	-
Rendering of services		288,101	140,009	172,806
<b>Total cash received</b>		<b>442,152</b>	<b>212,103</b>	290,977
<b>Cash used</b>				
Employees		32,131	35,482	30,528
Suppliers		353,629	201,831	260,449
Transfers to the OPA <sup>1</sup>		9,476	9,233	-
<b>Total cash used</b>		<b>395,236</b>	246,546	290,977
<b>Net cash from / used by operating activities</b>		<b>46,916</b>	(34,443)	-
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of leasehold improvements	2.2A	4,258	714	-
Purchase of plant and equipment	2.2A	148	1,405	-
<b>Total cash used</b>		<b>4,406</b>	2,119	-
<b>Net cash used by investing activities</b>		<b>(4,406)</b>	(2,119)	-
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Contributed equity				
Restructuring – transfer of special account cash		-	96,063	-
<b>Total cash received</b>		-	96,063	-
<b>Cash used</b>				
Distributions of equity				
Return of equity – WoAG ICT savings		6,042	-	-
<b>Total cash used</b>		<b>6,042</b>	-	-
<b>Net cash from / used by financing activities</b>		<b>(6,042)</b>	96,063	-
<b>Net increase in cash held</b>		<b>36,468</b>	59,501	-
Cash and cash equivalents at the beginning of the reporting period	2.1A	60,058	557	557
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>96,526</b>	60,058	557

The above statement should be read in conjunction with the accompanying notes.

<sup>1</sup> s74 amount swept to the OPA was disclosed as a net appropriation in 2018. The comparative disclosure has been adjusted to show gross transfers to the OPA separately from the appropriations.

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2019

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# Digital Transformation Agency

## Notes to and forming part of the financial statements

for the period ending 30 June 2019

### Overview

#### Basis of preparation of the financial statements

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b. Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except where certain assets and liabilities are recorded at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

#### New Australian accounting standards

All new, revised or amended standards and interpretations that were issued prior to the sign-off date and are applicable to the current reporting period, specifically AASB 9 *Financial Instruments*, did not have a material financial impact on the DTA's financial statements.

#### Future accounting standard requirements

AASB 15 *Revenue from contracts with customers* and AASB 1058 *Income for Not-for-profit Entities* – the DTA has assessed current revenue transactions in accordance with the requirements of these standards with the implementation expected to have a material impact on the DTA's financial statements from 2019–20. The majority of the DTA's revenue currently recognised relates to ICT WoAG Procurement contracts. On assessment, the DTA is considered to be an Agent with both revenue and expense transactions to be treated as pass-throughs under the new standard. The estimated impact for 2020 is a decrease in revenue of \$122.6 million.

AASB 16 *Leases* will require lessees to recognise a right of use asset and a lease liability on the balance sheet for all leases rather than the current treatment as an operating expense. This estimated impact in implementing this standard in 2020 is an increase in assets of \$15.6 million and liabilities of \$15.8 million.

#### Taxation

The DTA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

#### Events after the reporting period

There are no known events occurring after the reporting period that could impact on the financial statements.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2019

#### 1. Financial Performance

This section analyses the financial performance of the Digital Transformation Agency for the year ended 30 June 2019.

#### 1.1 Expenses

	2019 \$'000	2018 \$'000
<b>Note 1.1A: Employee benefits</b>		
Wages and salaries	22,005	22,074
Superannuation		
Defined contribution plans	2,253	2,221
Defined benefit plans	1,999	1,945
Leave and other entitlements	4,947	3,735
Separation and redundancies	26	1,134
Other <sup>1</sup>	581	707
<b>Total employee benefits</b>	<b>31,811</b>	<b>31,816</b>

<sup>1</sup> Other relates to employee allowances including higher duties, individual flexible arrangements, emergency warden, departmental liaison and first aid officer.

#### Accounting Policy

Accounting policies for employee related expenses are contained in Note 4 People and Relationships.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 1.1 Expenses (continued)

	2019 \$'000	2018 \$'000
<b>Note 1.1B: Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Consultants	2,705	9,352
Contractors	30,688	15,929
Legal	2,033	1,311
Information technology and communication <sup>1</sup>	220,604	170,746
Payments to other government agencies <sup>2</sup>	41,957	175
Secondments	1,701	1,978
Training, recruitment and other staff costs	2,654	3,053
Travel	1,181	942
Property, equipment, repairs and maintenance	1,315	465
Shared services charges	2,555	2,095
Other <sup>3</sup>	819	337
<b>Total goods and services supplied or rendered<sup>4</sup></b>	<b>308,212</b>	<b>206,383</b>
Goods supplied	231	364
Services rendered	307,981	206,019
<b>Total goods and services supplied or rendered</b>	<b>308,212</b>	<b>206,383</b>
<b>Other suppliers</b>		
Operating lease rentals	3,572	2,716
Workers compensation expenses	218	185
<b>Total other supplier expenses</b>	<b>3,790</b>	<b>2,901</b>
<b>Total suppliers</b>	<b>312,002</b>	<b>209,284</b>

<sup>1</sup> The increase in Information technology and communications expense relates to WoAG ICT procurement arrangements in 2018–19.

<sup>2</sup> Relates to collaboration with other government agencies on digital identity capability.

<sup>3</sup> Other relates to Comcover premiums, conference fees, user research costs and office supplies.

<sup>4</sup> Additional categories of suppliers expense have been included in 2019 to provide clarity on these expenses.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 1.1 Expenses (continued)

	2019 \$'000	2018 \$'000
<b>Leasing commitments</b>		
<b>Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:</b>		
Within 1 year	3,206	2,629
Between 1 to 5 years	11,461	8,458
More than 5 years	1,854	4,462
<b>Total operating lease commitments</b>	<b>16,521</b>	<b>15,549</b>

Note: Commitments are GST inclusive where relevant.

#### Operating lease commitment – leases for office accommodation

Office accommodation lease payments are subject to periodic increases in accordance with the rent review provisions in the lease agreements. The two leases entered into by the DTA have no renewal options. The DTA has entered into a new lease arrangement for its Sydney Office with an effective date of 1 March 2019 and a revised lease arrangement extending the floor space and term for head office accommodation effective from 1 July 2018.

#### Accounting Policy

Operating lease payments are expensed on a straight-line basis (where impact is material) which is representative of the pattern of benefits derived from the leased assets.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 1.2 Own-Source Revenue and Gains

	2019 \$'000	2018 \$'000
<b>Note 1.2A: Other Revenue</b>		
Resources received free of charge – secondments	169	260
Resources received free of charge – audit services	84	84
Other <sup>1</sup>	54	14
<b>Total resources received free of charge</b>	<b>307</b>	<b>358</b>

<sup>1</sup> Other relates to royalties received and a refund of Comcover premiums.

#### Accounting Policy

##### Resources received free of charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

##### Rendering of services

Revenue from the rendering of services recognised at the reporting date is determined by the proportion of costs incurred under the contract arrangements (on a cost-recovered basis).

##### Revenue from Government

Amounts appropriated for departmental ordinary annual services for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when DTA gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts.

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2019

### 2. Financial Position

This section analyses the Digital Transformation Agency assets used to generate financial performance and the operating liabilities incurred as a result.

Leasehold improvements and plant and equipment are carried at fair value in accordance with AASB 13 *Fair Value Measurement*. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

Employee related information is disclosed in the People and Relationships section.

#### 2.1 Financial Assets

	2019 \$'000	2018 \$'000
<b>Note 2.1A: Cash and Cash Equivalents</b>		
Cash on hand or on deposit	788	794
Special account – cash at bank	3,810	2,124
Special account – held in the OPA	91,928	57,140
<b>Total cash and cash equivalents</b>	<b>96,526</b>	<b>60,058</b>
<b>Note 2.1B: Trade and Other Receivables</b>		
<b>Goods and services receivables</b>		
Goods and services	146,436	121,518
<b>Total goods and services receivables</b>	<b>146,436</b>	<b>121,518</b>
<b>Appropriations receivables</b>		
Existing programs	23,572	34,236
<b>Total appropriations receivable</b>	<b>23,572</b>	<b>34,236</b>
<b>Other receivables</b>		
Statutory receivables	-	526
Other receivables	474	12
<b>Total other receivables</b>	<b>474</b>	<b>538</b>
<b>Total trade and other receivables (gross)</b>	<b>170,482</b>	<b>156,292</b>
Less impairment loss allowance	(535)	-
<b>Total trade and other receivables (net)</b>	<b>169,947</b>	<b>156,292</b>

Credit terms for goods and services were within 30 days (2018: 30 days).

Receivables have been assessed for impairment at the end of each reporting period under the simplified approach for expected credit loss (ECL) model. Currently there is an allowance for impairment at 30 June 2019 of \$0.535 million. No impairment was shown in the 2017–18 statements under the accounting standards prevailing at that time. Application of the current accounting standards determined that an appropriate opening impairment loss would have been \$0.029 million. The assessed \$0.029 million opening impairment loss as at 1 July 2019 has been offset against the 2019 opening retained earnings balance with an expense of \$0.508 million recognised in 2019.

# Digital Transformation Agency

## Notes to and forming part of the financial statements

*for the period ending 30 June 2019*

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### Accounting Policy

#### Financial Assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, which are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance. Contractual receivables arising from the sale of goods and rendering of services have 30 day trading terms and are initially recognised at the nominal amounts due. Receivables that are statutory in nature are amounts determined under legislation or by court order.

### Key accounting judgements and estimates

#### Impairment of financial assets

For information on impairment loss allowances see Note 5.2 Financial Instruments.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 2.2 Non-Financial Assets

#### Note 2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

	Leasehold improvements	Plant and equipment	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2018</b>				
Gross book value	2,904	2,052	841	5,797
Accumulated depreciation/amortisation and impairment	(951)	(273)	(841)	(2,065)
<b>Total as at 1 July 2018</b>	<b>1,953</b>	<b>1,779</b>	<b>-</b>	<b>3,732</b>
Additions				
Purchase	4,258	148	-	4,406
Make good	733	-	-	733
Revaluations recognised in other comprehensive income	328	(74)	-	254
Depreciation and amortisation	(1,098)	(394)	-	(1,492)
Write-down and impairments recognised in net cost of services	-	(41)	-	(41)
Disposals – restructuring	-	(26)	-	(26)
<b>Total as at 30 June 2019</b>	<b>6,174</b>	<b>1,392</b>	<b>-</b>	<b>7,566</b>
<b>Total as at 30 June 2019 represented by</b>				
Gross book value				
Fair value	6,174	1,387	841	8,402
Assets under construction	-	5	-	5
Accumulated depreciation/ amortisation and impairment	-	-	(841)	(841)
<b>Total as at 30 June 2019</b>	<b>6,174</b>	<b>1,392</b>	<b>-</b>	<b>7,566</b>

No significant items of property, plant and equipment are expected to be sold or disposed of within the next 12 months.

As at 30 June 2019, the value of contractual commitments for the acquisition of leasehold improvements and plant and equipment is nil (2018: \$2.500 million).

#### Accounting policy

##### Asset recognition threshold

Property, plant and equipment is the generic term that covers leasehold improvements and plant and equipment. Purchases of property, plant and equipment and intangibles are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the DTA where there is an obligation to restore the asset to its original condition. These costs are included in the value of the DTA's leasehold improvements with a corresponding provision for the 'make good' recognised.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2019

#### Intangibles

The DTA's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight-line basis over an anticipated useful life of 2 to 3 years.

#### Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date, generally this will be on a three year cycle unless a significant event occurs that would impact the fair value of assets.

Fair values for each class of asset are determined as shown below:

<b>Asset Class</b>	<b>Fair value measurement</b>	<b>2019 \$'000</b>	<b>2018 \$'000</b>
Leasehold improvements	Current replacement cost – Level 3	6,174	1,953
Plant and equipment	Market selling price – Level 2	845	653
Plant and equipment	Market selling price – Level 3	434	-
Plant and equipment	Current replacement cost – Level 3	113	1,126

In 2019 a valuation of property, plant and equipment assets was undertaken by Jones Lang Lasalle (JLL).

#### Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the DTA using, in all cases, the straight-line method of depreciation. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	<b>2019</b>	<b>2018</b>
Leasehold improvements	<b>Lease term</b>	<b>Lease term</b>
Plant and equipment	<b>3 to 10 years</b>	<b>3 to 10 years</b>

#### Impairment

All assets were assessed for impairment during 2019. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

A write-down of \$41,000 was recognised in 2019 (2018: \$12,000) for plant and equipment assets which were disposed on transition to new leased premises.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 2.3 Payables

	2019 \$'000	2018 \$'000
<b>Note 2.3A: Suppliers</b>		
Trade creditors and accruals	61,860	43,727
<b>Total suppliers</b>	<b>61,860</b>	<b>43,727</b>

Settlement is usually made within 30 days.

	2019 \$'000	2018 \$'000
<b>Note 2.3B: Other payables</b>		
Unearned revenue	182,098	126,627
Salaries and wages	204	204
Superannuation	34	34
Lease straight – line	227	-
Statutory payable	407	22
Other payables	720	987
<b>Total other payables</b>	<b>183,690</b>	<b>127,874</b>

### 2.4 Other Provisions

	2019 \$'000
<b>Note 2.4A: Provision for Make Good Obligations</b>	
<b>As at 1 July 2018</b>	<b>559</b>
Additional provisions made	733
Amounts used	(147)
Amounts reversed	(75)
Revaluation	126
Unwinding of discount or change in discount rate	4
<b>Total as at 30 June 2019</b>	<b>1,200</b>

The DTA has entered into two lease arrangements (one under a Memorandum of Understanding agreement) for the leasing of premises. These arrangements have provisions requiring the DTA to restore the premises to the original condition at the conclusion of the lease.

#### Accounting Policy

Provisions for the restoration of leased premises (make good) are based on future obligations relating to the underlying assets. The provision is disclosed at the present value of the obligation utilising the appropriate Government bond rate.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 3. Funding

This section identifies the DTA's funding structure.

#### 3.1 Appropriations

Note 3.1A: Annual Appropriations ('Recoverable GST exclusive')

Annual appropriations for 2019

	<i>Appropriation Act</i>		<i>PGPA Act</i>		Appropriation applied in 2019 (current and prior years) <sup>1</sup>	Variance <sup>2</sup>
	Annual Appropriation	Section 74 receipts	Section 75 Transfers	Total appropriation		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Departmental</b>						
Ordinary annual services	115,356	4,329		119,685	(121,425)	(1,740)
<b>Total departmental</b>	115,356	4,329	-	119,685	(121,425)	(1,740)

Annual appropriations for 2018

	<i>Appropriation Act</i>		<i>PGPA Act</i>		Appropriation applied in 2018 (current and prior years) <sup>1</sup>	Variance <sup>2</sup>
	Annual Appropriation	Section 74 receipts	Section 75 Transfers	Total appropriation		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Departmental</b>						
Ordinary annual services	71,431	12,249	714	84,394	(65,088)	19,306
<b>Total departmental</b>	71,431	12,249	714	84,394	(65,088)	19,306

<sup>1</sup> The Department of Employment (until 31 August 2017) spent money from the Consolidated Revenue Fund (CRF) on behalf of DTA.

<sup>2</sup> The variance in departmental ordinary annual services is mainly attributable to expenditure on leasehold improvements funded from prior year surpluses in 2019 and an underspend on the APS Modernisation Fund in 2018.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 3.1 Appropriations

	2019 \$'000	2018 \$'000
<b>Note 3.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')</b>		
<b>Departmental</b>		
<i>Appropriation Act (No. 1) 2017–18<sup>1</sup></i>	8,930	34,236
<i>Appropriation Act (No. 1) 2017–18 – cash held by the department</i>	-	794
<i>Appropriation Act (No. 1) 2018–19</i>	23,572	-
<i>Appropriation Act (No. 1) 2018–19 – cash held by the department</i>	788	-
<b>Total departmental</b>	<b>33,290</b>	<b>35,030</b>

<sup>1</sup> Appropriation Act 1 2017–18 includes \$8.93 million withheld under section 51 of the PGPA Act as these have not been formally reduced by law prior to 30 June 2019. s51 constitutes a permanent loss of control resulting in this amount being reduced in Note 2.1B.

### 3.2 Special account

	ICT Coordinated Procurement Special Account <sup>1</sup>	
	2019 \$'000	2018 \$'000
<b>Note 3.2A: Special Accounts</b>		
<b>Balance brought forward from previous period</b>	<b>59,264</b>	-
<b>Balance transfer from Department of Finance</b>	-	96,063
Increases	<b>282,407</b>	127,188
<b>Total increases</b>	<b>282,407</b>	223,251
<b>Available for payments</b>	<b>341,671</b>	223,251
<b>Departmental decreases</b>		
<b>Total departmental</b>	<b>(245,933)</b>	(163,987)
<b>Total decreases</b>	<b>(245,933)</b>	(163,987)
<b>Total balance carried to the next period</b>	<b>95,738</b>	59,264
<b>Balance represented by:</b>		
Cash at bank	<b>3,810</b>	2,124
Cash held in the Official Public Account	<b>91,928</b>	57,140
<b>Total balance carried to the next period</b>	<b>95,738</b>	59,264

<sup>1</sup> Appropriation: *Public Governance, Performance and Accountability Act 2013* (PGPA Act) section 78.  
Establishing Instrument: PGPA Act Determination (Establishment of ICT Coordinated Procurement Special Account 2017).  
Purpose: The ICT Coordinated Procurement Special Account has been established for the purpose of administering the operations of centralised ICT procurement for the Australian Government.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 4. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

#### 4.1 Employee Provisions

	2019 \$'000	2018 \$'000
<b>Note 4.1A: Employee Provisions</b>		
Leave	9,571	8,129
<b>Total employee provisions</b>	<b>9,571</b>	<b>8,129</b>

#### Accounting Policy

Liabilities for 'short-term employee benefits' and termination benefits due within twelve months of the end of reporting period are measured at their nominal amounts.

##### Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the DTA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. The provision is disclosed at the present value of the obligation using the shorthand method that utilises the appropriate Government bond rate.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the DTA is estimated to be less than the annual entitlement for sick leave.

##### Superannuation

The DTA's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or another fund of their choice.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The DTA makes employer contributions to the employees' superannuation scheme. For Commonwealth defined benefits schemes, these rates are determined by an actuary to be sufficient to meet the current cost to the Government. The DTA accounts for the contributions as if they were contributions to defined contribution plans.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 4.2 Key Management Personnel Remuneration

#### Note 4.2A: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the DTA, directly or indirectly, including any director (whether executive or otherwise). KMP remuneration is reported in the table below:

	2019 \$'000	2018 \$'000
Short-term employee benefits	1,680	2,254
Post-employment benefits	205	268
Other long-term employee benefits	40	256
Termination benefits	-	186
<b>Total key management personnel remuneration expenses<sup>1,2,3</sup></b>	<b>1,925</b>	<b>2,964</b>

<sup>1</sup> The DTA has determined the KMP to be the Chief Executive Officer (CEO), three executive officers and the Chief Operations Officer as at 30 June 2019. The KMP in 2017–18 included the CEO and 6 executive officers. Following a restructure, 2 of these positions ceased to be on the Executive Board.

<sup>2</sup> The total number of KMP that are included in the above table is 5 (2018: 10) representing the people who individually occupied the KMP positions during the year.

<sup>3</sup> The above KMP remuneration excludes the remuneration and other benefits of Portfolio Ministers. The Portfolio Ministers' remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

### 4.3 Related Party Disclosures

#### Related party relationships:

The DTA is an Australian Government controlled entity. Related parties to the DTA are Key Management Personnel, including the Portfolio Ministers and other Australian Government entities, as well as certain close family members and controlled entities of KMP.

#### Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the DTA, it has been determined that there are no related party transactions to be separately disclosed.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 5. Managing Uncertainties

This section analyses how the DTA manages financial risks within its operating environment.

#### 5.1 Contingent Asset and Liabilities

##### Note 5.1A: Contingent Assets and Liabilities

The DTA is not aware of any material departmental quantifiable or unquantifiable contingent assets or liabilities as at the signing date that would require disclosure in the financial statements.

##### Accounting Policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

#### 5.2 Financial Instruments

	2019 \$'000	2018 \$'000
<b>Note 5.2A: Categories of Financial Instruments</b>		
<b>Financial assets under AASB 139</b>		
<b>Held-to-maturity investments</b>		
Cash and cash equivalents		60,058
<b>Total held-to-maturity investments</b>		<b>60,058</b>
<b>Loans and receivables</b>		
Goods and services receivable		121,518
<b>Total loans and receivables</b>		<b>121,518</b>
<b>Financial assets under AASB 9</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	96,526	
Goods and services receivable	145,901	
<b>Total financial assets at amortised cost</b>	<b>242,427</b>	
<b>Total financial assets</b>	<b>242,427</b>	181,576
<b>Financial liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors and accruals	61,860	43,727
<b>Total financial liabilities measured at amortised cost</b>	<b>61,860</b>	<b>43,727</b>
<b>Total financial liabilities</b>	<b>61,860</b>	<b>43,727</b>

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2019

### Classification of financial assets and reconciliation of carrying amounts on the date of initial application of AASB 9

The Agency first adopted AASB 9 *Financial Instruments* on 1 July 2018. Upon initial application, financial assets previously classified as loans and receivables under AASB 139 *Financial Instruments: Recognition and Measurement* were reclassified to financial assets measured at amortised cost. Adjustments to the carrying amounts upon initial application were recognised as adjustments for changes in accounting policies within the opening balance of retained earnings in the statement of changes in equity.

### Classification of financial assets on the date of initial application of AASB 9

Financial assets class	Notes	AASB 139 original classification	AASB 9 new classification	AASB 139 carrying amount at 1 July 2018 \$'000	AASB 9 carrying amount at 1 July 2018 \$'000
Cash and cash equivalents	2.1A	Held-to-maturity investments	Amortised Cost	60,058	60,058
Goods and services receivable	2.1B	Loans and receivables	Amortised Cost	121,518	121,489
<b>Total financial assets</b>				<b>181,576</b>	<b>181,547</b>

### Reconciliation of carrying amounts of financial assets on the date of initial application of AASB 9

	AASB 139 carrying amount at 1 July 2018 \$'000	Re-classification \$'000	Re-measurement \$'000	AASB 9 carrying amount at 1 July 2018 \$'000
<b>Financial assets at amortised cost</b>				
Held-to-maturity investments				
Cash and cash equivalents	60,058	-	-	60,058
Loans and receivable				
Goods and services receivable	121,518	-	(29)	121,489
<b>Total amortised cost</b>	<b>181,576</b>	<b>-</b>	<b>(29)</b>	<b>181,547</b>

### Note 5.2B: Net Gains or Losses on Financial Assets and Liabilities

The DTA has no gains or losses on financial instruments.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2019

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#### Accounting Policy

##### Financial assets

With the implementation of AASB 9 *Financial Instruments* for the first time in 2019, the entity classifies its financial assets in the following categories;

- a. Financial assets at fair value through profit or loss;
- b. Financial assets at fair value through other comprehensive income; and
- c. Financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has the legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. All the DTA's financial assets are held at amortised a cost.

Comparatives have not been restated on initial application.

##### Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

- a. The financial asset is held in order to collect the contractual cash flows; and
- b. The cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest rate method.

##### Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

##### Financial liabilities

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities. Financial liabilities are recognised and derecognised upon trade date.

##### Financial liabilities at amortised cost

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

#### Key accounting judgements and estimates

##### Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses (ECL), using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12 month expected credit losses if risk has not increased. Impairment loss allowances are recognised for contractual and statutory receivables. The allowance for contractual receivables is determined based on historical credit loss experience which is used to estimate future ECLs. The allowance based on historical credit loss experience is adjusted for forward-looking factors specific to individual debtors. The recoverable amount for statutory receivables is assessed either for individual debtors when a loss event is identified or based on historical loss experience when debtors are assessed collectively. Impairment losses are recognised in the statement of comprehensive income.

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 6. Other Information

#### 6.1 Aggregate Assets and Liabilities

	2019 \$'000	2018 \$'000
<b>Note 6.1A: Aggregate Assets and Liabilities</b>		
<b>Assets expected to be recovered in:</b>		
No more than 12 months	<b>280,198</b>	223,861
More than 12 months	<b>15,003</b>	3,732
<b>Total assets</b>	<b>295,201</b>	227,593
<b>Liabilities expected to be settled in:</b>		
No more than 12 months	<b>249,001</b>	175,039
More than 12 months	<b>7,320</b>	5,250
<b>Total liabilities</b>	<b>256,321</b>	180,289

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 6.2 Restructuring

#### Note 6.2A: Restructuring

Net assets received from or relinquished to another Australian Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

The Cyber Security Office was transferred from DTA to the Australian Signals Directorate in 2019.

On 28 May 2019, as part of an Administrative Arrangements Order, Portfolio responsibility for the DTA was transferred from the Department of Prime Minister and Cabinet to Services Australia. No financial impacts have been identified as a result of this restructure.

As part of the Administrative Arrangement Orders issued by the Government on 27 October 2016, responsibility for whole of government ICT and ICT procurement policy and services transferred from the Department of Finance to the DTA. The DTA's ICT Procurement Special Account was established on 6 June 2017 to facilitate the final transfer of assets and liabilities from Finance's Coordinated Procurement Contracting Special Account which occurred during 2018.

#### Current year restructuring transactions

	2019
	Transfer to Australian Signals Directorate \$'000
<b>Functions relinquished</b>	
<b>Assets relinquished</b>	
Cash – special account	-
Appropriation receivable	(213)
Accounts receivable	-
Accrued revenue	-
Plant and equipment	(26)
<b>Total asset relinquished</b>	<b>(239)</b>
<b>Liabilities relinquished</b>	
Employee provisions	(213)
Unearned revenue	-
Trade creditors and accruals	-
Other payables	(9)
<b>Total liabilities relinquished</b>	<b>(222)</b>
<b>Net assets relinquished</b>	<b>(17)</b>

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2019

### Comparative year restructuring transactions

	2018
	Transfer from Department of Finance \$'000
<b>Functions assumed</b>	
<b>Assets recognised</b>	
Cash – special account	96,063
Appropriation receivable	-
Accounts receivable	68,937
Accrued revenue	174
Plant and equipment	-
<b>Total asset recognised / (derecognised)</b>	<b>165,174</b>
<b>Liabilities recognised</b>	
Employee provisions	-
Unearned revenue	130,416
Trade creditors and accruals	9,590
Other payables	-
<b>Total liabilities recognised / (derecognised)</b>	<b>140,006</b>
<b>Net assets recognised / (derecognised)</b>	<b>25,168</b>
<b>Income Assumed</b>	
Recognised by DTA	175,805
Recognised by Department of Finance	-
<b>Total income assumed</b>	<b>175,805</b>
<b>Expenses assumed</b>	
Recognised by DTA	174,957
Recognised by Department of Finance	-
<b>Total expenses assumed</b>	<b>174,957</b>

## Digital Transformation Agency Notes to and forming part of the financial statements

for the period ending 30 June 2019

### 6.3 Budgetary Explanation of Major Variances

#### Note 6.4A: Budgetary Reporting

The DTA's financial statements report the original budget as published in the Department of the Prime Minister and Cabinet 2018–19 Portfolio Budget Statements.

Where required, the original budget has been adjusted to align with the presentation and classification adopted in the final outcome.

Explanations of major variances between the actual and original budgeted amounts for 2019 (that are greater than +/- 10 per cent of the original budget for a line item and greater than +/- \$1 million) are provided below.

Explanations of major variances	Affected line items
<b>Statement of Comprehensive Income</b>	
Total expenses for 2018–19 were higher than original budget by \$51.3 million due to higher than anticipated expenditure relating to the WoAG ICT procurement special account activities.	Suppliers
Total own-source income for 2018–19 was higher than original budget by \$63.8 million. \$51.3 million of this is related to higher than anticipated expenditure for the WoAG ICT procurement special account, the remainder relates to WoAG ICT savings revenue and higher than anticipated contract administration fees for the ICT hardware panel arrangement.	Rendering of services
The surplus of \$6.5 million in 2018–19 is due to savings recognised from WoAG ICT procurement contracts.	Surplus/(deficit) attributable to the Australian Government
<b>Statement of Financial Position</b>	
Cash and cash equivalents were higher than original budget by \$95.9 million. This is due to the balance of the ICT Coordinated Procurement Special Account which was included in the Trade and other receivables budget. An increase in the balance of the special account was also reported in 2019 due to increased WoAG ICT procurement activities.	Cash
Trade and other receivables were higher than original budget by \$122.8 million, due to the timing of invoices issued to agencies under WoAG ICT procurement arrangements for SAP, IBM and VSA.	Trade and other receivables
Leasehold improvements were higher than original budget by \$4.7 million due to the fit-out of the Canberra and Sydney offices and an increase in assessed fair value.	Leasehold improvements
Plant and Equipment was higher than original budget by \$1.2 million due to the purchases of furniture for the Sydney and Canberra offices and an increase in assessed fair value.	Plant and equipment
Prepayments were higher than original budget by \$20.6 million due to SAP software licenses and IBM contracts as part of the WoAG ICT Coordinated procurement arrangements. In addition suppliers (\$56.2 million) and other payables (\$183.3 million) were also higher due to these arrangements.	Prepayments Suppliers Other payables
Employee provisions were higher than original budget by \$3.2 million partly due to a revaluation increase and partly due to a higher than anticipated opening employee provision being carried forward.	Employee provisions

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2019

Explanations of major variances	Affected line items
<b>Statement of Equity</b>	
Return of equity relates to:	Returns of capital
<ul style="list-style-type: none"> <li>• \$6.0 million relates to WoAG savings generated from SAP, IBM and AWS arrangements which were returned to the consolidated revenue fund; and</li> <li>• A PGPA Act Section 51 determination reduced <i>Appropriation Act 1 2017–18</i> by \$8.9 million.</li> </ul>	
<b>Statement of Cash Flows</b>	
Cash received from GST was higher than original budget by \$27.5 million as this amount was not previously estimated.	Net GST received
Cash received from rendering of services was \$113.5 million and cash used for suppliers was \$92.5 million higher than original budget due to an increase WoAG ICT procurement activities.	Rendering of services Suppliers
Cash payments for purchase of leasehold improvements was \$4.3 million higher than original budget due to expenditure on fit out of the Canberra and Sydney offices.	Purchase of property, plant and equipment
Cash returns of equity of \$6 million relate to WoAG savings generated from SAP, IBM and AWS arrangements which were returned to the consolidated revenue fund.	Return of equity – WoAG ICT savings

The image shows two women in a professional setting, likely a meeting or presentation. They are standing in front of a large wall display filled with various diagrams, charts, and text. The woman on the left is wearing a patterned top and has her hand raised as if pointing at the display. The woman on the right is wearing a black and white patterned top and is looking towards the right side of the frame. The entire image has a blue tint. The text is overlaid on the left side of the image.

**We lead  
whole-of-government  
digital and ICT  
strategy, policy  
and advice.**



# 05

## Appendices

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# Appendix A: List of requirements

PGPA Rule reference	Part of report	Description	Requirement
<b>17AD(g) Letter of transmittal</b>			
17AI	Preliminary	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
<b>17AD(h) Aids to access</b>			
17AJ(a)	Preliminary	Table of contents.	Mandatory
17AJ(b)	Part 05	Alphabetical index.	Mandatory
17AJ(c)	Part 05	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Part 05	List of requirements.	Mandatory
17AJ(e)	Inside front cover	Details of contact officer.	Mandatory
17AJ(f)	Inside front cover	Entity's website address.	Mandatory
17AJ(g)	Inside front cover	Electronic address of report.	Mandatory
<b>17AD(a) Review by accountable authority</b>			
17AD(a)		A review by the accountable authority of the entity.	Mandatory
<b>17AD(b) Overview of the entity</b>			
17AE(1)(a)(i)	Part 01	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Part 01	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Part 01	A description of the outcomes and programs administered by the entity.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AE(1)(a)(iv)	Part 01	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	Part 01	Name of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(ii)	Part 01	Position title of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)	Part 01	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)	Part 01	An outline of the structure of the portfolio of the entity.	Portfolio departments—mandatory
17AE(2)	Part 01	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
<b>17AD(c)</b>	<b>Report on the performance of the entity</b>		
	<b>Annual performance statements</b>		
17AD(c)(i); 16F	Part 02	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
<b>17AD(c)(ii)</b>	<b>Report on financial performance</b>		
17AF(1)(a)	Part 04	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	Part 04	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.

PGPA Rule reference	Part of report	Description	Requirement
<b>17AD(d)</b>	<b>Management and accountability</b>		
<i>Corporate governance</i>			
17AG(2)(a)	Part 03	Information on compliance with section 10 (fraud systems).	Mandatory
17AG(2)(b)(i)	Letter of transmittal	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	Letter of transmittal	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	Letter of transmittal	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)	Part 03	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	Part 03	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory
<i>External scrutiny</i>			
17AG(3)	Part 03	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	Part 03	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)	Part 03	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)	Part 03	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory

PGPA Rule reference	Part of report	Description	Requirement
<b>Management of human resources</b>			
17AG(4)(a)	Part 03	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	Part 03	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees (b) statistics on part-time employees (c) statistics on gender (d) statistics on staff location.	Mandatory
17AG(4)(b)	Part 03	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: • statistics on staffing classification level • statistics on full-time employees • statistics on part-time employees • statistics on gender • statistics on staff location • statistics on employees who identify as Indigenous.	Mandatory
17AG(4)(c)	Part 03	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)	Part 03	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	Part 03	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	Part 03	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	Part 03	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	Part 03	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	Part 03	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	Part 03	Information on aggregate amount of performance payments.	If applicable, Mandatory

PGPA Rule reference	Part of report	Description	Requirement
<b>Assets management</b>			
17AG(5)	Part 04	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
<b>Purchasing</b>			
17AG(6)	Part 04	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory
<b>Consultants</b>			
17AG(7)(a)	Part 04	A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	Mandatory
17AG(7)(b)	Part 04	A statement that ' <i>During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]</i> '.	Mandatory
17AG(7)(c)	Part 04	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	Part 04	A statement that ' <i>Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website</i> '.	Mandatory
<b>Australian National Audit Office Access Clauses</b>			
17AG(8)	Part 04	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory

PGPA Rule reference	Part of report	Description	Requirement
<b>Exempt contracts</b>			
17AG(9)	Part 04	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
<b>Small business</b>			
17AG(10)(a)	Part 04	A statement that ' <i>[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.</i>	Mandatory
17AG(10)(b)	Part 04	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	Part 04	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that ' <i>[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.</i>	If applicable, Mandatory
<b>Financial statements</b>			
17AD(e)	Part 04	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
<b>Executive remuneration</b>			
17AD(da)	Appendix B	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
<b>17AD(f)</b>	<b>Other mandatory information</b>		
17AH(1)(a)(i)	Part 04	If the entity conducted advertising campaigns, a statement that <i>'During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website.'</i>	If applicable, Mandatory
17AH(1)(a)(ii)	Part 04	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	Part 04	A statement that <i>'Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]'</i> .	If applicable, Mandatory
17AH(1)(c)	Part 04	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	Part 03	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of the FOI Act can be found.	Mandatory
17AH(1)(e)	N/A	Correction of material errors in previous annual report.	If applicable, mandatory
17AH(2)	Part 03	Information required by other legislation.	Mandatory

# Appendix B: Executive remuneration

During the reporting period ended 30 June 2019, five DTA executives met the definition of key management personnel (KMP). Names and the length of term as KMP are provided below.

**Table 6:** Executive remuneration total, 2018–19

Name	Position	Term as KMP
Randall Brugeaud	Chief Executive Officer	Full year
Anthony Vlastic	Chief Strategy Officer	Full year
Peter Alexander	Chief Digital Officer	Full year
Joanne Hutchinson	Chief Portfolio Officer	Part year, appointed 29/10/2018
George-Philip De Wet	Chief Operating Officer	Full year

In the notes to the financial statements for the period ending 30 June 2019, the DTA disclosed the following KMP expenses:

Note DTA: Key management personnel for the reporting period	2019
Base salary	\$1,644,104
Bonus	-
*Other benefits and allowances	\$35,585
<b>Total short-term benefits</b>	<b>\$1,679,689</b>
Superannuation	\$205,369
<b>Total post-employments benefits</b>	<b>\$205,369</b>
Other long-term benefits	-
Long service leave	\$39,683
<b>Total other long-term benefits</b>	<b>\$39,683</b>
Termination benefits	-
<b>Total key management personnel remuneration</b>	<b>\$1,924,741</b>

\* Includes car parking and Fringe Benefits Tax.

**Table 7:** Executive remuneration, individual 2018–19

Schedule 3: Information about executive remuneration  
1. Information about remuneration for key management personnel

Name	Position title	Short-term benefits			Post-employment benefits			Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits				
Randall Brugeaud	Chief Executive Officer	\$489,294	-	\$6,783	\$65,690	\$11,786	-	-	-	\$573,553	
Anthony Viasic	Chief Strategy Officer	\$444,567	-	\$10,149	\$27,099	\$10,593	-	-	-	\$492,408	
Peter Alexander	Chief Digital Officer	\$306,249	-	\$6,783	\$56,496	\$7,644	-	-	-	\$377,172	
Joanne Hutchinson	Chief Portfolio Officer	\$176,477*	-	\$5,087	\$25,511	\$4,249	-	-	-	\$211,324	
George-Philip de Wet	Chief Operating Officer	\$227,517	-	\$6,783	\$30,573	\$5,411	-	-	-	\$270,284	
<b>Total</b>		<b>\$1,644,104</b>	<b>-</b>	<b>\$35,585</b>	<b>\$205,369</b>	<b>\$39,683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,924,741</b>	

\* The Chief Portfolio Officer's annual base salary on commencement at 29 October 2018 and through to 30 June 2019 was \$259,920.

**Table 8: Senior Executives Remuneration**

During the reporting period the DTA had 17 senior executives. Table 8 provides information about the remuneration for those senior executives.

Remuneration Band	Number of Senior Executives	Short-term benefits			Post-employment benefits			Other long-term benefits			Termination benefits	Total remuneration
		Average Base salary (\$)	Average Bonuses (\$)	Average Other benefits and allowances (\$)	Average Superannuation contributions (\$)	Average Long service leave (\$)	Average Other long-term benefits (\$)	Average Termination Benefits (\$)	Average total remuneration (\$)			
0–220,000	7	\$42,522	-	\$3,718	\$6,138	\$1,257	-	-	-	\$53,634		
220,001–245,000	3	\$189,880	-	\$6,595	\$31,372	\$5,153	-	-	-	\$232,999		
245,001–270,000	4	\$202,898	-	\$7,625	\$35,508	\$9,063	-	-	-	\$255,094		
270,001–295,000	2	\$225,942	-	\$6,783	\$39,526	\$5,176	-	-	-	\$277,476		
345,001–370,000	1	\$299,434	-	\$10,149	\$33,288	\$7,070	-	-	-	\$349,940		

**Table 9: Other Highly Paid Staff Remuneration**

During the reporting period the DTA had 1 other highly paid staff. Table 9 provides information about that individual’s remuneration.

Remuneration Band	Number of Other Highly Paid Staff	Short-term benefits			Average Other benefits and allowances (\$)	Average Superannuation contributions (\$)	Average Long service leave (\$)	Average Other long-term benefits (\$)	Termination benefits	Total remuneration
		Average Base salary (\$)	Average Bonuses (\$)	Average Other benefits and allowances (\$)						
220,001–245,000	1	\$190,366	-	\$6,783	\$29,756	\$12,402	-	-	\$239,307	

# Appendix C: Glossary

Term	Meaning
Accessibility	Making digital services easy to use for people with disability. Criterion 9 of the Digital Service Standard specifies that services must be accessible to all users regardless of their ability and environment.
Agile	Approach to our digital service design and delivery.
Alpha	Second stage of our digital service design and delivery process.
APS	Australian Public Service
APSC	Australian Public Service Commission
APS Act	<i>Public Service Act 1999</i>
Beta	Third stage of our digital service design and delivery process.
Blockchain	A growing list of records, called blocks, linked using cryptography.
CEO	Chief Executive Officer
Cloud	Internet storage and access to data and programs.
Communities of practice	Groups in which people from similar fields across government can exchange ideas, collaborate on best practice, showcase ongoing work and solve common problems together.
Discovery	First stage of our digital service design and delivery process.
Digital Identity	Created after a person's identity is verified online, without the need to visit a government office. A digital identity can be used over and over again to securely and consistently access a range of government services.
ICT	Information and communications technology.
Life event journey	A set of activities a person or business does to achieve something, triggered by an event. It is described from their point of view and includes all activities, not just interactions with government services. Life event journeys usually have a clear beginning triggered by some event, and a clear outcome.
Live	Fourth and final stage of the Digital Service Standard.
Open source	Software whose original source code is made freely available and may be redistributed and modified by anyone. Criterion 8 in the Digital Service Standard requires teams to make all new source code open by default.
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
SES	Senior Executive Service
SMEs	Small to medium enterprises
User needs	Discovered by researching why users need a product or service and how they need to access it.

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