Australian Government
Digital Transformation Agency

Digital Transformation Agency

Annual Report

2020–21

Simple, clear and fast public services

dta

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Letter of transmittal

The Hon Stuart Robert MP
Minister for Employment, Workforce, Skills, Small and Family Business
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to present the Digital Transformation Agency Annual Report 2020–21 for the year ended 30 June 2021.

The agency's report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), which also requires that you present this report to the Parliament.

In accordance with sections 39(1)(b) and 43(4) of the PGPA Act, this report includes the agency's annual performance statements and audited financial statements.

I certify:

- in accordance with sections 17AG of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), there were no significant issues of non-compliance notified during the reporting period
- in accordance with sections 10 and 17AG of the PGPA Rule, the Digital Transformation Agency has prepared a fraud risk assessment and a fraud control plan, and 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

Peter Alexander
Acting Chief Executive Officer
Digital Transformation Agency
11 October 2021

About this report

This report covers the Digital Transformation Agency (DTA) and our performance from 1 July 2020 to 30 June 2021.

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

Chapter 1 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 2 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 3 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 4 summarises our financial performance for the year and includes our audited financial statements.

Chapter 5 provides aids for readers including a list of reporting requirements, glossary and alphabetical index.

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2020–21 at a glance

Our purpose

Simple, clear and fast public services.

Our priorities

We achieved our planned priorities for the year:

1. Lead whole-of-government digital and ICT strategies, policies and advice that enable modern, efficient and joined-up services.
2. Coordinate and drive common platforms, technologies and services that enhance user experiences by making government simple, clear and fast.
3. Build the digital profession to enhance digital and ICT skills and capabilities across the Australian Public Service (APS).
4. Collaborate and partner, both nationally and internationally, to accelerate the digital transformation of government services.

Our outcome

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.

We lead the digital transformation of government.

01

Overview

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2020–21 achievements

20M | active myGov users – up from 18.7M

2.8M | users of digital identity – up from 1.4M

77 | government services for digital identity users – up from 70

4.2M | Coronavirus Australia information app downloads – up from 4M

39.3M | visits to Australia.gov.au – up from 29M

7.4M | registered users of the COVIDSafe tracing app – up from 6.5M

Strengthened **whole-of-government cyber security** – Cyber Hubs pilot

161 | digital and ICT-enabled new policy proposals reviewed – worth $6.4B

32 | agencies engaged with on 79 digital and ICT-enabled initiatives – up from 50 initiatives

114% | increase in the volume of contracts awarded to SMEs – through Digital Marketplace

1,500 | members joined Digital Professional Stream – in the first year

622 | applications for next Digital Graduate program – record number

Repositioned DTA for new whole-of-government **strategic and policy leadership** role

Chief Executive Officer's review

I'm proud to outline the achievements of the DTA during 2020–21.

This was an eventful 12 months. The global pandemic created ongoing health and economic challenges, requiring government support that was unprecedented in speed, scale and scope. Throughout this dynamic and fast-paced year, the DTA supported government by driving more simple, clear and fast public services. At the same time, we began transitioning to a revised role with a stronger mandate to be the Government's Chief Digital advisor and focus on strategic and policy leadership, and investment advice and oversight. COVID-19 has accelerated digital transformation for many Australians, and the DTA is central to the government's ambitious plan to build on this transition.

Enhanced digital service delivery

During the year, we worked with stakeholders to improve user experiences and increase digital transformation across government. For example, we enhanced the service delivery capability of myGov, which now has more than 20 million active users. The number of digital identities created doubled this year, increasing to nearly 2.8 million, enabling individuals and businesses to access 77 Commonwealth, state and territory government services more easily and securely.

We continued to deepen understanding of the user experience to enable digital transformation. Through our GovX program, for example, we research people's experiences during life events. In 2020–21 we partnered with national and state agencies to complete the 'experiencing a natural disaster' life event (Queensland, South Australia and Victoria), scope and progress opportunities within the 'looking for work' life event (Queensland), and advise on the 'birth of a child' life event (Australian Capital Territory).

Stronger cyber security

As we moved more of our lives online due to the pandemic, cyber security became ever more important. We helped strengthen defences against threats to government IT by our role in developing a cyber hubs pilot. We also assisted agencies to adopt the Protected Utility Blueprint, which uplifts cyber security and improve collaboration through secure desktops, workspaces and mobile devices.

Improved foundations for digital transformation

We further improved foundation infrastructure for government digital transformation. This included consulting widely to advance the whole-of-government architecture program, which will improve, integrate and support re-use of the architecture of common government platforms, products and services. This not only improves user experience but also supports APS reform, generates cost savings, and provides greater agility to anticipate and respond to changes.

Our work on other whole-of-government initiatives included releasing a Hosting Certification Framework to assist agencies to identify and source appropriate providers for data centre services.

More strategic digital and ICT investment

We supported strategic, effective and efficient digital and ICT investment by engaging with agencies, collecting and analysing data and providing trusted advice to government. This included engaging with 32 agencies on 79 digital and ICT-enabled initiatives and reviewing and advising on 161 new policy proposals, with an overall value of $6.4 billion.

Informed COVID-19 response

The year was also shaped by the ongoing response to COVID-19. We provided regular updates and improvements to the COVIDSafe app, which now has more than 7.4 million registrations.

In addition, there were more than 39.3 million visits to Australia.gov.au, 4.2 million downloads of the Coronavirus Australia information app and close to 1 million unique users of the WhatsApp channel, with some 20 million messages sent and received.

Increased APS digital capability

We successfully promoted digital capability across the APS. In less than a year, the Digital Professional Stream has attracted 1,500 members. We are working closely with the other Professions and the Australian Public Service Commission on a coordinated and consistent approach to embedding the Professions across government.

We also helped grow the talent pipeline through initiatives like the Digital Emerging Talent programs, Career Pathfinder tool, Digital Summit and Australian Government Digital Awards.

At the end of the reporting year, the 2021 group of apprentices, cadets and graduates were well into their programs and there was a record number of 622 applications for the 2022 Digital Graduate program.

Revised purpose and mandate for DTA

The past year also represented a transition point in the DTA's next evolution. We moved from the Social Services portfolio to the Prime Minister and Cabinet portfolio on 15 April 2021. Together with a revised mandate, this enables us to deliver on our whole-of-government role more directly, with a strong strategic focus.

The DTA is embedding the changes necessary to deliver our revised purpose of providing strategic and policy leadership and investment advice and oversight to drive digital transformation that delivers benefits to all Australians.

Reflecting the change, several delivery functions are moving out of DTA to other departments, and some investment oversight and assurance functions are moving into DTA.

We are reorganising our resources and capability to align with our new strategic priority areas of direction setting and implementation oversight.

In the year ahead, we will concentrate on the following key activities:

- provide strategic and policy leadership on whole-of-government and shared ICT investments and digital service delivery
- develop, deliver and monitor whole of government strategies, policies and standards for digital and ICT investments, including ICT procurement
- provide advice to the Minister on whole-of-government and shared digital and ICT investment proposals
- manage strategic coordination and oversight functions for digital and ICT investment across the project life cycle, including providing advice on whole-of-government reuse opportunities
- manage whole-of-government digital procurement to simplify processes for government agencies, reduce costs and generate reuse opportunities.

I would like to thank everyone at the DTA for their dedication and commitment to digital transformation to create simple, helpful, respectful and transparent government services.

Peter Alexander
Acting Chief Executive Officer
Digital Transformation Agency

About us

The DTA aims 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.

Purpose in 2020–21

Simple, clear and fast public services.

Role and functions

To accelerate the digital transformation of government we:

- provide strategic leadership on whole-of-government and shared ICT and digital services, including sourcing and capability development
- deliver policies, standards and platforms for whole-of-government and shared ICT and digital service delivery
- provide advice to agencies and the Government on ICT and digital investment proposals
- oversee significant ICT and digital investments, assurance policy and framework, and the whole-of-government digital portfolio.

Priorities in 2020–21

1. Lead whole-of-government digital and ICT strategies, policies and advice that enable modern, efficient and joined-up services.
2. Coordinate and drive common platforms, technologies and services that enhance user experiences by making government simple, clear and fast.
3. Build the digital profession to enhance digital and ICT skills and capabilities across the APS.
4. Collaborate and partner, both nationally and internationally, to accelerate the digital transformation of government services.

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.

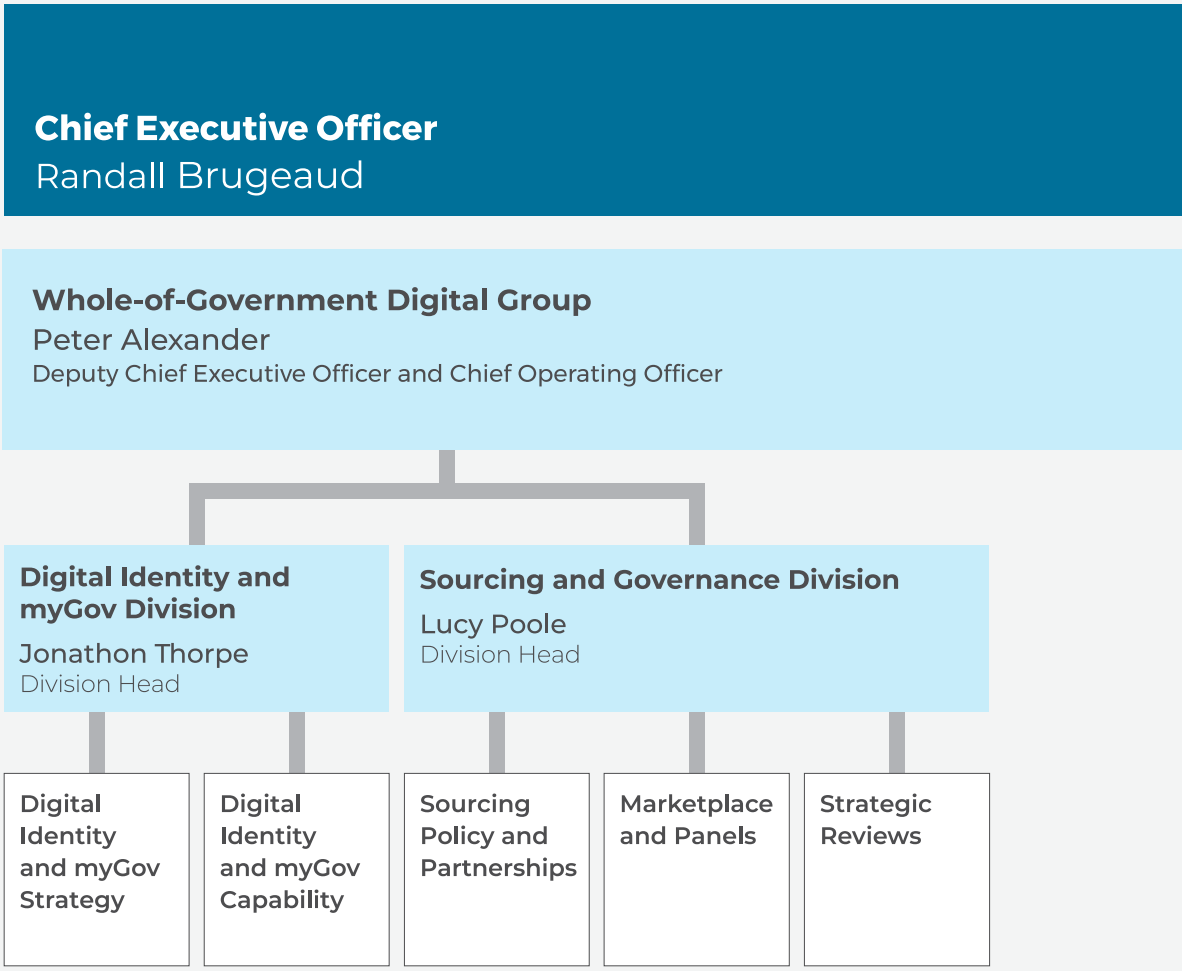
In April 2021, the DTA repositioned to take on a whole-of-government strategic and policy leadership role, and moved back to the Prime Minister and Cabinet portfolio. With our return to the centre of government and strengthened mandate, the DTA is well placed to support the government to achieve its vision for Australia to be a leading digital economy and society by 2030 and drive the government's digital transformation to deliver benefits to all Australians.

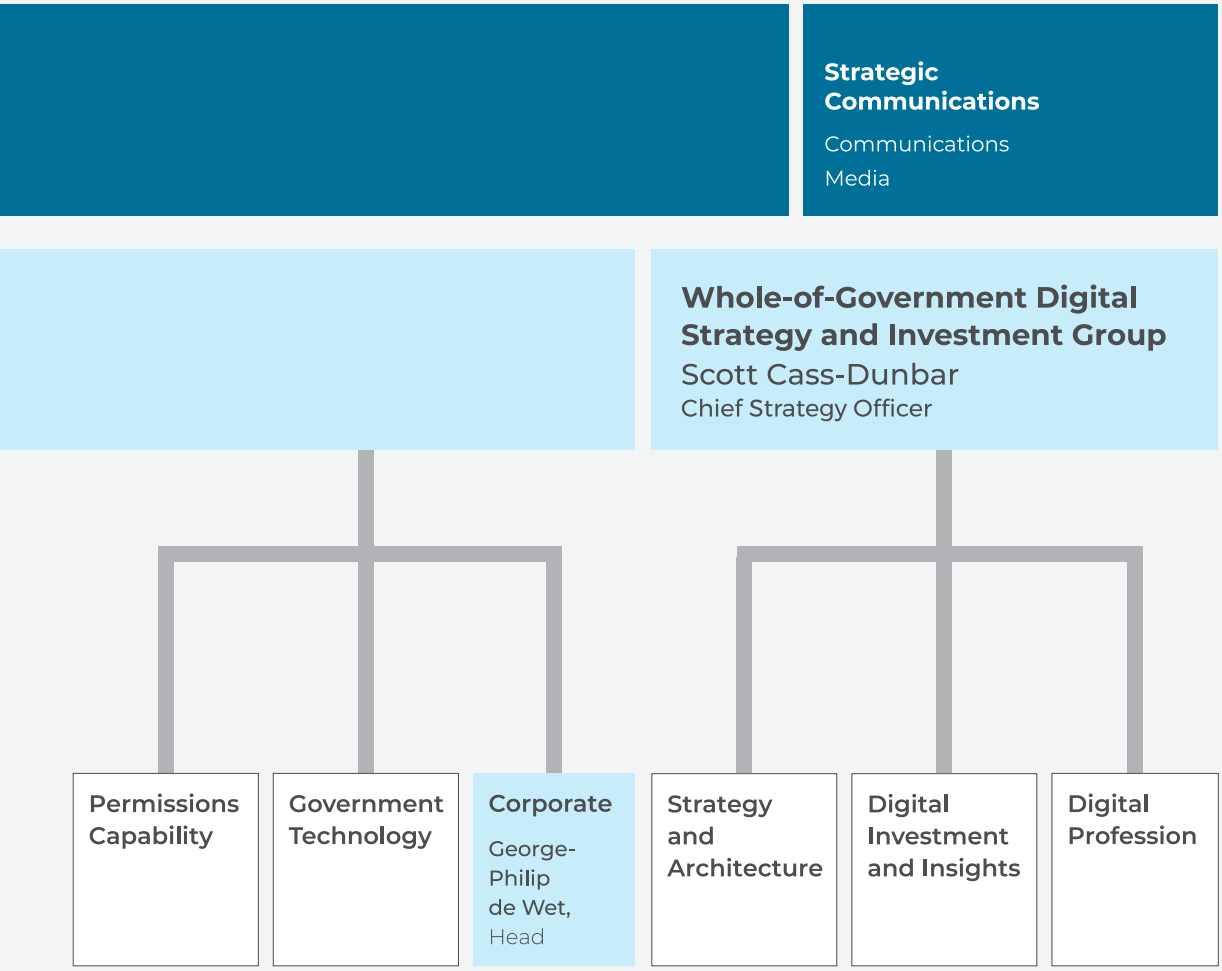
Portfolio and minister

The DTA is an Executive Agency in the Prime Minister and Cabinet portfolio. Our minister is the Hon Stuart Robert MP, Minister for Employment, Workforce, Skills, Small and Family Business.

Agency structure

Figure 1: Digital Transformation Agency organisation structure, as at 30 June 2021




Strategic Communications
Communications
Media
Whole-of-Government Digital Strategy and Investment Group
Scott Cass-Dunbar
Chief Strategy Officer
Permissions Capability
Government Technology
Corporate
George-Philip de Wet, Head
Strategy and Architecture
Digital Investment and Insights
Digital Profession

Randall Brugeaud

Chief Executive Officer

Randall Brugeaud was Chief Executive Officer of the DTA from 1 July 2018 to 30 June 2021.

Randall has spent more than 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 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 was 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*.

Peter Alexander

Deputy Chief Executive Officer and
Chief Operating Officer
Whole-of-Government Digital

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 Practicing Accountants.

Responsibilities include whole-of-government digital delivery including the Australian Government's Digital Identity program, myGov and government technology initiatives including cyber security uplift. Peter is also responsible for whole-of-government strategic ICT sourcing and procurement, re-use, architecture and corporate functions at the DTA.

Peter took on the role of Acting Chief Executive Officer from 1 July 2021.

Scott Cass-Dunbar

Chief Strategy Officer
Whole-of-Government Digital Strategy and Investment

Scott joined the DTA in June 2020. An experienced digital professional, Scott has more than 20 years' experience working as a consultant and public servant on complex technology-enabled transformation and developing and enabling digital strategy.

Before joining the DTA, Scott was a partner in a global consultancy firm. He worked in government and private sector digital consultancies on a wide variety of digital initiatives and strategy definition.

Scott holds a Bachelor of Economics (SocSci), majoring in Government and Public Administration from the University of Sydney.

Responsibilities include whole-of-government digital strategy, experience and innovation, building digital capability across government, and whole-of-government digital investment and insights.

Lucy Poole

Division Head

Sourcing and Governance

Lucy joined the DTA in November 2017. Lucy has extensive experience across a range of sectors including Australian federal and state governments, the private sector and the United Kingdom civil service.

Before joining the DTA, Lucy held senior executive roles at the Department of the Prime Minister and Cabinet and the Australian Public Service Commission, where she led several transformation programs.

In previous roles at the DTA, Lucy led teams that pioneered new design methods and service delivery reforms, including govX and the co-Lab innovation hub. She also led the DTA's COVID-19 and myGov enhancement taskforces.

Lucy holds a Bachelor of Business, majoring in Business Management and Human Resource Management from Griffith University.

Her responsibilities include providing whole-of-government strategic leadership to make digital procurement simple, clear and fast. Lucy also supports the DTA to lead the digital transformation of government through the Secretaries Digital Committee and its associated integrated system of governance.

Jonathon Thorpe

Division Head

Digital Identity and myGov

Jonathon joined the DTA in January 2018. He has extensive public sector experience working across large service delivery agencies with more than 10 years in executive roles. He has held various roles at the DTA including Australian Government Chief Digital Officer and Chief Strategy Officer before taking up his present position.

Before joining the DTA he delivered large-scale initiatives across digital marketing, social media, customer experience, staff experience, and whole-of-government transformation domains.

Responsibilities include leading Digital Identity and myGov work towards providing safer, simpler, and more convenient access to online services as part of a whole-of-economy solution for Australians and Australian businesses.

George-Philip de Wet

Head of Corporate

George-Philip joined the DTA in late-2016, after acting as Chief Financial Officer for the Treasury. He has experience in the delivery of resource prioritisation initiatives, business process improvement, as well as budget and financial strategy.

Before moving to the DTA, he worked for more than 10 years across various Australian Government agencies in a range of corporate finance roles, and previously in the private sector both in Australia and abroad.

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

Responsibilities include human resources, finance and assurance (including procurement), communications and media, content and brand, business services and ministerial and parliamentary liaison.

Operating environment

Our operating environment is complex and fluid, with technological change creating opportunities to re-think how government services are designed and delivered.

Digital disruption, increased demand and the global pandemic have accelerated digital transformation of government services. Digital has been integral to the Australia's Government's response to COVID-19, with the national response highlighting what is possible. More than ever, Australians expect government services to be simple, clear and fast. There is consistent demand for digital and ICT capabilities across government to support policy implementation and improve service delivery. To meet the demand, and improve people's experience of government services, APS agencies must constantly test new ideas, tools and practices. Continuity and scalability of government services has never been more important.

Digital transformation requires high levels of coordination and collaboration across government and the private sector. We will continue to work effectively across government and the private sector to understand our operating environment, identify opportunities for improvement, set directions, and actively manage delivery risks.

Stakeholders

Digital transformation is a shared responsibility. Achieving our purpose requires close collaboration with our many partners and stakeholders.

We work most closely with Australian Government agencies and the people who access government digital services. We also work with state, territory and international governments, advisory and oversight bodies as well as industry and academia to innovate and drive digital transformation across government.

We cooperate with a broad range of stakeholders, nationally and internationally, to explore and share leading digital practices. We lead communities of practice and support research, user testing and trials to deliver better government services.

In 2020–21 we supported the Secretaries Digital Committee, which focuses on providing strategic leadership to promote an APS-enterprise approach to the planning, coordination and delivery of trusted and secure digital and ICT capabilities across government. 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.

Building the digital capability of the APS is a priority, and we work with academia, industry and government agencies, such as the Australian Public Service Commission, to achieve this.

Outcome and program structure

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements.

Our Portfolio Budget Statement 2020–21 describes our outcome and program structure for the reporting year:

- **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.

We improve the user experience for Australians accessing government information and services.

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 2020–21 annual performance statement, as required under paragraph 39(1)(a) 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.

Peter Alexander
Acting Chief Executive Officer
29 September 2021

Purpose in 2020–21

Simple, clear and fast public services.

Source: *Corporate Plan 2020–21*

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 2020–21*

Reporting on our performance

Our *Corporate Plan 2020–21* describes the key activities we planned for the year 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 performance measures in our *Corporate Plan 2020–21*, which align with the performance criteria in our *Portfolio Budget Statement 2020–21*.

Terminology

In our performance results we sometimes reference stages in the Australian Government's service design and delivery process. There are 4 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 phase. 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 2020–21

Priority 1: Lead whole-of-government digital and ICT strategies, policies and advice that enable modern, efficient and joined-up services.

Success measure

1.1 Stakeholders and partners receive high quality and timely advice on strategies and policies to facilitate modern, efficient and joined-up government services.

Achieved ✔

We updated on progress of the Digital Transformation Strategy, advised on digital and ICT-enabled proposals and projects, supported collaboration between agencies, reported to the government leadership forums, collaborated with multiple agencies to support whole-of-government architecture, supported use of ICT and digital marketplaces and panels, progressed the whole-of-government Hosting Strategy, coordinated a cyber hubs pilot, and worked across the APS to improve the government's COVID-19 digital response.

See details from page 30.

Priority 2: Coordinate and drive common platforms, technologies and services that enhance user experiences by making government simple, clear and fast

Success measure	Achieved ✔
2.1 Whole-of-government digital platforms, technologies and services reduce costs and duplication, provide better infrastructure for Commonwealth entities, and enhance the user experience.	Use of whole-of-government digital platforms such as Digital Identify and myGov increased during the year. We progressed the Digital Identity program, including integration with myGov, consulting and producing a position paper on proposed legislation. We released Enhanced myGov, established and updated digital and ICT panels, delivered the Protected Utility program blueprint, and worked with agencies in the cyber hubs pilot.
2.2 Sourcing improvements enhance the experience for buyers and sellers of government digital products and services.	We worked with agencies to identify reuse opportunities, released supporting material such as contract clauses and templates to support use of digital and ICT marketplaces and panels, released the Hosting Strategy Certification Framework and established a whole-of-government volume sourcing arrangement with Oracle. See details from page 35.

Priority 3: Build the digital profession to enhance digital and ICT skills and capabilities across the APS.

Success measure

3.1 Advice, programs, training and resources delivered improve the digital capability of the APS.

Achieved ✔

The Digital Professional Stream membership grew this year, and we continued to provide forums and information for members. We increased digital capability in the APS through coaching and mentoring programs for women, and for emerging talent. We developed a career pathfinder tool, established a pilot to trial short-term talent mobility options, and held the first fully virtual Digital Summit and Awards. We released the digital edition of the updated Style Manual, refreshed the Digital Transformation Strategy, delivered training and advice on the Digital Service Standard, maintained and enhance Gov.au Observatory, and provided training for use of Protected Utility.

See details from page 43.

Priority 4: Collaborate and partner, both nationally and internationally, to accelerate the digital transformation of government services.

Success measure	Achieved ✔
4.1 Collaboration and partnerships nationally and internationally promote digital transformation to improve government services.	We worked with agencies on Enhanced myGov, adding member services. We formed strong relationships across government and the private sector to drive support for Digital Identity and exchange information. We participated in relevant international forums. We worked across jurisdictions to support COVID-19 contact tracing. We continued to collaborate with digital leaders from across Australia to improve people's experience accessing government information and services for various life events. We collaborated on numerous other initiatives during the year including Gov.au Observatory, the Digital Professional Stream and Protected Utility. See details from page 48.

Performance results for 2020–21

Priority 1: Lead whole-of-government digital and ICT strategies, policies and advice that enable modern, efficient and joined-up services.

'Throughout this dynamic and fast-paced year, the DTA supported government by driving more simple, clear and fast public services.'

Performance measure/criteria: Stakeholders and partners receive high quality and timely advice on strategies and policies to facilitate modern, efficient and joined-up government services.

Source: *Corporate Plan 2020–21* and *Portfolio Budget Statement 2020–21*

Targets for 2020–21	Results
1.1 Our leadership drives digital transformation in government and increased user focus in digital government service delivery.	**Achieved ✔** **Strategy** • Our Minister, the Hon Stuart Robert MP, released the second annual update on progress of the Digital Transformation Strategy in November 2020. • The Year 2 update demonstrated our progress to deliver better digital government services with an increased user-focus and continue to build towards our vision to deliver world-leading digital services for the benefit of all Australians by 2025. A total of 98 of the 119 roadmap initiatives were completed in Year 2. This built on the 44 new initiatives that were identified and completed across government in 2019–20.

Targets for 2020–21	Results
1.1 Our leadership drives digital transformation in government and increased user focus in digital government service delivery (continued).	• The Year 2 update also featured case studies as examples of progress such as: the COVIDSafe App, which provides secure contact tracing capability; Fast-track electronic prescriptions, which put the user at the centre by improving patient safety by reducing the risk of transcription errors; and Digital Identity, which makes it easier and safer for Australians to do business online. **Digital investments and proposals** • In 2020–21, the DTA engaged with 32 agencies on 79 digital and ICT-enabled initiatives. We provided advice to assist agencies to develop proposals that aligned with whole-of-government digital and ICT priorities. Our advice supported improvements in efficiency and productivity delivered through digital and ICT-enabled initiatives across the public service. This included collaborating across government agencies to identify, and support joint proposals to address, common requirements. • We reviewed and advised on 20 digital-enabled and ICT-enabled New Policy Proposals in the July Economic and Fiscal Update, 63 in the 2020–21 Budget released in October 2020, 3 in the Mid-Year Economic and Fiscal outlook (MYEFO) released in December 2020, and 75 in the 2021–22 Budget in May 2021. • We also coordinated targeted assurance for one of the Australian Government's largest digital projects to assist the lead agency in managing key risks to successful delivery. • We provided tailored reports, including the Interim Digital Review, to support deliberations by Secretaries Digital Committee and Digital Leaders Committee. These provided insight into digital and ICT reuse and investment patterns across government.

Targets for 2020–21	Results
1.1 Our leadership drives digital transformation in government and increased user focus in digital government service delivery (continued).	**Whole-of-government architecture** • The whole-of-government architecture promotes reuse of government capability and supports agility in government as well as cost savings through informed investment and design decisions. DTA developed a series of products, including the Government Business Model, Business Capability Model, Platform Operating Model and Integration Framework, in collaboration with 34 agencies. These products help agencies design and deliver government services that improve the experience for people, business and the APS. **Marketplace and panels** • We launched the Reuse Catalogue on 1 April 2021. This catalogue of government products, services and solutions that are ready for reuse promotes greater collaboration between government agencies. Government agencies can explore a range of reuse opportunities, creating a more collaborative and efficient government. We took a user-centred design approach in developing the catalogue, seeking feedback from users across government and industry. **Hosting Strategy – Hosting Certification Framework** • We released the Hosting Certification Framework on 5 March 2021 to operationalise the principles outlined in the Whole-of-government Hosting Strategy. • We are ahead of schedule, with the first 3 data centre providers certified within 2 months of the framework being released. The implementation of the framework has increased whole-of-government focus and adherence to a consistent standard and approach to the securing and oversight of government hosted data.

Targets for 2020–21	Results
1.1 Our leadership drives digital transformation in government and increased user focus in digital government service delivery (continued).	**Hardening Government IT (HGIT) Initiative – Cyber Hub Pilot** • The DTA is the whole-of-government coordination lead for the HGIT initiative, which will increase the resilience of government ICT and networks to uplift the government's cyber security posture. This will initially be achieved through the establishment of a series of Cyber Hubs creating a secure perimeter for government services and data. • Through our leadership in coordinating this program, the DTA brought together key agencies to focus on increasing the capacity for government to deliver secure services across the whole of government. We worked closely with Services Australia, the Australian Cyber Security Centre, Department of Home Affairs, and Department of Defence to establish a 12-month Cyber Hub pilot. The pilot will test a range of cyber services and a Cyber Hub operational model. • Following our successful coordination of the development of a centralised cyber security model, 3 entities successfully commenced their pilot Cyber Hubs on 30 June 2021 as scheduled and the first pass business case was approved by government. **COVID-19 response** • In response to the developing COVID-19 pandemic, we worked across the APS to deliver continual improvements to the government's COVID-19 digital response, including the COVIDSafe contact tracing app – focusing on ensuring the functionality of a national contact tracing app met the needs of users and health officials to improve service delivery.

Targets for 2020–21	Results
1.1 Our leadership drives digital transformation in government and increased user focus in digital government service delivery (continued).	**Secretaries Digital Committee/Digital Leadership Committee/Chief Information Officers' Forum** • We established an integrated system of governance consisting of the Secretaries Digital Committee, Digital Leadership Committee and Chief Information Officers' Forum in response to a decision by Secretaries at the July 2020 Secretaries Board Retreat. • The committees and the forum enabled the provision of high-quality advice, influencing and shaping whole-of-government ICT and digital services, policies and standards and strengthening advice and oversight arrangements for digital and ICT projects. Projects included Permissions Capability, Hardening Government IT, prioritisation of digital and ICT proposals, whole-of-government architecture, myGov enhancements, Digital Economy Strategy, Simplified Trade System, National Identity Initiatives, Digital Identity, Whole-of-government Reuse Policy, and Hosting Certification Framework. More details on our contribution are in Priority 4.

Priority 2: Coordinate and drive common platforms, technologies and services that enhance user experiences by making government simple, clear and fast.

'We further improved foundation infrastructure for government digital transformation.'

Performance measure/criteria: Whole-of-government digital platforms, technologies and services reduce costs and duplication, provide better infrastructure for Commonwealth entities, and enhance the user experience. Sourcing improvements enhance the experience for buyers and sellers of government digital products and services.

Source: Corporate *Plan 2020–21* and *Portfolio Budget Statement 2020–21*

Targets for 2020–21	Results
2.1 Increase in, or enhancement of, digital platforms, technologies and services that make government simple, clear and fast.	**Achieved** ✔ **Digital Identity** • Digital Identity makes it faster and easier for people to verify their identity online. It is safe, simple and secure and makes it easier for Australians and Australian businesses to access services online. • The benefits of offering a safe, simple and secure way to access services have never been more evident than throughout the COVID-19 pandemic. In 2020–21, the Digital Identity system supported Australians and Australian businesses to access critical government services more easily at a time and place that suited them.

Targets for 2020–21	Results
2.1 Increase in, or enhancement of, digital platforms, technologies and services that make government simple, clear and fast (continued).	• As at 30 June 2021, more than 2.73 million digital identities have been created – up from 1.44 million last year. This enabled 1.46 million individuals and 1.27 million businesses to access 77 government services – up from 70 government services last year. • Following pilot services established last year, a total of 10,268 digital identities have been used to create a Unique Student Identifier, and 6,108 digital identities have been used to access 20 provider services through PRODA (Services Australia Provider Digital Access). • The Australian Government myGovID app, which is available in both the Apple App Store and Google Play Store, has had more than 3.5 million downloads, up from 1.88 million last year. • In 2020–21, key achievements for the Digital Identity program included: – the integration of Digital Identity with myGov supporting more than 300,000 people to access their myGov accounts using their myGovID – the release of digitalidentity.gov.au to support broader communication of the benefits of Digital Identity to users – 2 public consultation rounds to support the development of the Digital Identity Legislation – the technical onboarding of 4 Australian Government services, 3 state government connections and 1 attribute provider. • The government is building on this solid foundation to enable Australian people and businesses to use Digital Identity with more services so they can access services easily online and get on with starting businesses, obtaining and creating jobs, and helping return to economic growth.

Targets for 2020–21	Results
2.1 Increase in, or enhancement of, digital platforms, technologies and services that make government simple, clear and fast (continued).	*Digital Identity legislation and charging* • Digital Identity is designed to be a whole-of-economy solution and has the potential to deliver $11 billion in economic value each year. • Digital Identity Legislation will enable the system to be used by states and territories and across the private sector, at the same high standards required of the Commonwealth, and support long-term sustainability of the system. • The DTA released a legislation consultation paper on 16 November 2020, which closed on 18 December 2020. We received 44 submissions, and published a summary report of responses on 12 February 2021. • A legislation position paper was subsequently released on 10 June 2021 for public consultation and closed on Wednesday 14 July 2021. A total of 66 submissions were received.

Targets for 2020–21	Results
2.1 Increase in, or enhancement of, digital platforms, technologies and services that make government simple, clear and fast (continued).	*Digital Identity and myGov integration* • myGov customers now have the choice to connect their myGovID to their myGov account, providing a new and more secure way to sign in. This feature is available on the existing myGov and the myGov Beta site. Once a myGovID is created, it can be used and reused to access myGov and its existing 15 member services. To date, almost 300,000 Australians have linked their digital identity to their myGov account. • The integration of myGov with Digital Identity is a major achievement for the program and a significant step in making government services easier, quicker, and more secure for customers. Digital Identity integration with myGov makes the system even more secure and provides government with confidence that customers are who they say they are. • Creating and using a digital identity is entirely by choice, and adoption to date demonstrates the trust that the Australian public has in both Digital Identity and myGov. • During the COVID-19 pandemic, the integration of Digital Identity and myGov also made it easier for Australians to apply for essential government support payments, such as JobSeeker and JobKeeper, and access COVID-19 immunisation certificates. The ability for Australians to prove who they are and transact entirely end-to-end digitally significantly reduced the demand on telephony and service centres, including for password resets and providing identification documents, during a critical time in Australia's history.

Targets for 2020–21	Results
2.1 Increase in, or enhancement of, digital platforms, technologies and services that make government simple, clear and fast (continued).	*myGov and Enhanced myGov* • myGov, launched in 2013, as a simple and secure way to access online government services. • As at 30 June 2021, there were more than 20.3 million linked and active myGov accounts providing access to 15 government services. This is an increase of nearly 5 million compared with 2019–20. • During 2020–21 there was an average of 741,000 daily logins to myGov. During the year, myGov maintained 99.83% availability, ahead of its 99.5% target. • On 14 June 2020, we released the myGov Beta website, demonstrating the potential future of the platform. Visitors to the site are continuing to give feedback, providing insights and informing new features. As at 30 June 2021, there had been 385,152 visitors and 5,152 feedback survey responses. The public response to the myGov Beta reinforces the strong demand for a central place that provides helpful information and seamless, integrated online services. • The site is being iteratively improved with quarterly updates. Over the last year these have included guided content for customers, a payments page that displays Centrelink customers' past and future payments all in one place, site search capability, a task dashboard, the onboarding of the Department of Education, Skills and Employment, allowing job seekers to immediately click through to the JobActive website, and increased accessibility to Immunisation History Statements and COVID-19 immunisation records. • The time savings associated with Enhanced myGov are anticipated to deliver benefits across the economy totalling $3.6 billion over 10 years.

Targets for 2020–21	Results
2.1 Increase in, or enhancement of, digital platforms, technologies and services that make government simple, clear and fast (continued).	**Marketplace and panels** • During 2020–21 we established the Telecommunications and Cloud Marketplace panels and opened the Hardware and Software Marketplace panels for new sellers to join. We have appointed 36 sellers to the Telecommunications Marketplace and 356 sellers to the Cloud Marketplace. • We also appointed an additional 47 sellers to the Hardware Marketplace and 89 additional sellers to the Software Marketplace. **Protected Utility** • The Protected Utility program delivered the first blueprint design for a secure, modern desktop based on Microsoft 365, with 4 iterations published publicly. The program provided consolidated learnings to further enhance design and delivery, and drive more efficient digital transformation of government. • In addition to the agencies that adopted the design blueprints, the program also provided direct support to 10 agencies as they transformed their operating environments and uplifted their cyber security posture. • Use of Protected Utility will reduce time, cost and duplication of efforts for agencies to adopt modern workplace technologies. **Hardening Government IT Initiative** • We have been working with Department of Home Affairs, Services Australia, Department of Defence and the Australian Cyber Security Centre to establish a series of Cyber Hubs. The Cyber Hubs will align to government's reuse objectives by delivering centralised and robust cyber capabilities for all agencies to use, reducing the likelihood of agencies building and operating their own complex services.

Targets for 2020–21	Results
2.2 Improvements to sourcing of digital products and services drive greater value for money for the APS and more opportunities for Australian businesses, including SMEs.	**Achieved ✔**

Digital investments and insights

- We worked with agencies to identify 'quick wins' and reuse opportunities regarding their projects. A total of 15 agencies reported 32 quick win opportunities relating to 25 projects. Further, 21 agencies reported 165 reuse opportunities across 65 projects.

Marketplace and panels

Reuse Clause-Bank

- We launched the Reuse Clause-Bank on 1 April 2021. The Reuse Clause-Bank is a set of contract clauses that agencies can use to ensure any digital products they create can easily be used by other agencies.

Cloud Sourcing Contract templates

- We launched the Cloud Sourcing Contract templates on 22 December 2020. These templates help government agencies set up commercial agreements with suppliers of cloud products and services where an existing DTA marketplace may not cover individual requirements. The templates are also suitable for simple procurements for commercial off-the-shelf products, services or solutions that may include minor variations and basic support services to assist in transition and implementation.

Targets for 2020–21	Results
2.2 Improvements to sourcing of digital products and services drive greater value for money for the APS and more opportunities for Australian businesses, including SMEs (continued).	*Digital Marketplace* • The total value of contracts awarded to Small and Medium Enterprises (SMEs) via the Digital Marketplace grew by more than 97% this financial year. This significant growth was also reflected in a 114% increase in the volume of contracts being awarded to SMEs. Both these numbers are linked with significant growth in overall usage of the Digital Marketplace as more agencies turn to the marketplace as their preferred sourcing method. In terms of the total number of contracts over the last year, the Digital Marketplace awarded 60% of opportunities to SMEs as per AusTender reported figures. **Hosting Strategy – Hosting Certification Framework** • We released the Hosting Certification Framework on 5 March 2021 to operationalise the principles outlined in the Whole-of-government Hosting Strategy. The framework assists agencies to source trusted services, ensuring government data is hosted with the appropriate privacy, sovereignty and security controls. **Sourcing policy and partnership** • We established a whole-of-government volume sourcing arrangement with Oracle on 25 November 2020. This contractual framework means Commonwealth agencies can transact with Oracle with a pre-negotiated, common set of terms, conditions and pricing that represent best practice in terms of risk management, and this leverages our collective demand to attain the best possible commercial outcomes. The arrangement does not prevent Oracle resellers engaging with agencies.

Priority 3: Build the digital profession to enhance digital and ICT skills and capabilities across the APS.

‘We successful promoted digital capability across the APS and helped grow the talent pipeline.’

Performance measure/criteria: Advice, programs, training and resources delivered improve the digital capability of the APS.

Source: *Corporate Plan 2020–21* and *Portfolio Budget Statement 2020–21*

Targets for 2020–21	Results
3.1 Quality of advice, programs, training and resources supports and builds digital leadership, attracts emerging talent, and increases capability of staff across the APS.	**Achieved** ✔ **Digital Profession** • The Digital Professional Stream Strategy was launched on 30 April 2020 and since then the DTA has been working with foundation members to co-design the Digital Profession. In June 2021 we launched: – The Digital Profession membership offering, with 2 options: digital practitioner; and associate member. We now have more than 1,700 members of the Digital Profession. – A members’ community platform, enabling members to create a profile, join communities and have access to a range of member benefits. – The Digital Profession website to provide members, potential members and agencies with a single point of access to Digital Profession information. – Our communications campaign and brand for the Digital Profession to increase awareness, demonstrate value to members, and encourage new members to sign up.

Targets for 2020–21	Results
3.1 Quality of advice, programs, training and resources supports and builds digital leadership, attracts emerging talent, and increases capability of staff across the APS (continued).	• We established a dataset of approximately 200 digital leaders from across the APS to help champion and promote the Digital Profession and participate in recruitment processes for digital SES roles. • We continued to deliver quality programs and services to build digital capability by: – Introducing a new Coaching for Women in Digital Program in September 2020, with 72 people registering for the inaugural program and a launch event held in December 2020. Plans are underway for the launch of the next program. – Continuing the Women in IT Mentoring Program with 28 mentees paired with a mentor in 2020–21 and all participants completing the program with a final wrap-up event in March 2021. The 2021–22 program was launched in June 2021, with 27 mentees paired with a mentor. – Further developing the Career Pathfinder tool to help people identify digital career pathways and undertake a digital skills self-assessment function. – Establishing a oneAPS Opportunities pilot to trial a new approach to building capability through short term talent mobility opportunities. We have released 8 opportunities so far. • We delivered the DTA's first fully virtual Digital Summit and Awards over 4 days between 10 and 19 November 2020. The event attracted 1,013 participants, 32 virtual exhibitors, 58 presenters from government, academia and industry, with 89 award nominations and 8 awards presented. • Feedback across all Digital Profession activities has been positive.

Targets for 2020–21	Results
3.1 Quality of advice, programs, training and resources supports and builds digital leadership, attracts emerging talent, and increases capability of staff across the APS (continued).	**Emerging Talent program** • We continued to increase APS digital capability through the Emerging Talent program that attracts new talent into government including apprentices, cadets and graduates. • We saw a 62% increase in the number of applications for the 2021 program, with a total of 148 participants recruited to roles across 13 agencies. • Recruitment for 2022 is underway, with a significant increase in agency interest in the program, including a record number of 622 applications for the next Digital Graduate program. **Style Manual** • We released the digital edition of the Style Manual on 24 September 2020. • The updated Style Manual helps Australian Government agencies provide clear and consistent content that meets user needs. • Monthly users of the Style Manual grew to 26,710 in June 2021, a 59% increase on users in October 2020. **Strategy** • In November 2020 our Minister, the Hon Stuart Robert MP, announced a refresh of the Digital Transformation Strategy. A Discussion Paper was released publicly to advance the conversation about how government would continue to accelerate digital transformation. • The refresh will ensure the strategy remains relevant and continues to provide strategic direction to the Australia Government, including the development of people capability, including data and digital capability within government, industry and the wider community. • The refresh is due to be launched in late 2021.

Targets for 2020–21	Results
3.1 Quality of advice, programs, training and resources supports and builds digital leadership, attracts emerging talent, and increases capability of staff across the APS (continued).	**Digital Service Standard** • In the past year, we have delivered assessor training for the Australian Taxation Office and worked with agencies who sought help and advice on the Digital Service Standard including the Treasury, Department of Industry, Science, Energy and Resources, and the Bureau of Meteorology. We also assessed the Australian Bureau of Statistics (ABS) 2021 Census against the Digital Service Standard, as part of the ABS' strategy to make sure the 2021 Census meets user needs and runs smoothly. The 2021 Census met the Digital Service Standard. **Gov.au Observatory** • The Observatory empowers data practitioners to improve government services by identifying potential and actual problems people experience when using government services online. • A new Analytics drop-in session service was developed to provide additional training for advanced analytics personnel. This included: – 8 Accelerated Google Analytics for Government training sessions with 108 registered attendees – 4 Google Analytics Drop-in sessions with 172 registrations. • We generated a 56% increase on 2019–20 training attendance through the creation of an online training program, noting that 2019–20 attendance figures were lower than average due to COVID-19 and bushfires. Feedback was positive: – 90% of survey respondents would recommend the training to a colleague (20% strongly agree and 70% agree).

Targets for 2020–21	Results
3.1 Quality of advice, programs, training and resources supports and builds digital leadership, attracts emerging talent, and increases capability of staff across the APS (continued).	• The Observatory attracted an average of 13.5 billion hits per month, which is an increase of 150 million per month compared with last year. In addition, there were: – 37 subscriber agencies (up by 8 from last year) – 551 digital services (up by 43 from last year). • The estimated savings to the Commonwealth in contract costs is $3.82 million per annum. **Protected Utility** • The Protected Utility Program offered Microsoft 365 IT admin and end user training for the APS. More than 4,000 government employees were trained in M365 and Azure from November 2020 to June 2021. This has contributed to the increase in M365 capability across the APS.

Priority 4: Collaborate and partner, both nationally and internationally, to accelerate the digital transformation of government services.

‘During the year, we worked with stakeholders to improve user experiences and increase digital transformation across government.’

Performance measure/criteria: Collaboration and partnerships nationally and internationally promote digital transformation to improve government services.

Source: *Corporate Plan 2020–21* and *Portfolio Budget Statement 2020–21*

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups.	**Achieved** ✔ **myGov** • Enhanced myGov, being delivered in partnership with Services Australia, will become the front door to government and provide a seamless and improved customer experience, making it easy for people to discover, access and manage the government services and information they need. This includes adding to the existing 15 member services, including 2 state services. For more information refer to Priority 2.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	• Through the enhanced myGov, customers can now access their COVID-19 vaccination certificates, which supports Australia's recovery from the COVID-19 pandemic and may become essential for reopening international borders. The integration of myGov with Digital Identity provides a strong authentication and verification system guard that protects against fraud and ensures the person applying for the certificate is who they say they are. In the future, this could feasibly enable a strong, internationally recognised and interoperable COVID-19 vaccination certificate to support international travel.

Digital Identity

- The Australian Government's Digital Identity system is transforming the way Australians and Australian businesses engage with the government services they use every day.
- Digital Identity is supported by the Trusted Digital Identity Framework (TDIF), which details the rules and requirements for governance, accreditation, and operation of the system. The TDIF has been developed to be interoperable domestically and internationally and is based on international and industry best practice and standards. It forms the foundations of the Digital Identity legislation, which will further embed privacy, security, and other consumer safeguards to ensure a safe and secure digital identity system for the Australian economy.
- As Australia's digital economy expands, an interoperable digital identity system will provide Australians with the ability to choose their identity provider and use their digital identity to access more services across government and the private sector. In 2021, the Western Australian, Queensland and South Australian state government portals were technically onboarded to Digital Identity. They will be piloted later in the year with users.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	• Legislation is being developed to deliver on the vision for Digital Identity as a true whole-of-economy solution and further strengthen provisions to keep the system safe and secure. • The DTA has formed strong relationships across the Commonwealth, with states and territories, industry and private sector with a number of agreements also in place internationally to drive digital transformation and support for the Digital Identity program. *Cross-jurisdictional collaboration* • The Data and Digital Ministers' Meeting (DDMM) is designed to provide better cross-government collaboration on data and digital transformation to drive smarter service delivery and improved policy outcomes. The DDMM comprises representation from all Australian states and territories and New Zealand, and is responsible for overseeing the development of Australia's public digital capability by identifying best practice across jurisdictions and pursuing areas for collaboration to achieve its purpose, including Digital Identity and myGov. • The South Australian Government and the Commonwealth of Australia have signed a Digital Identity Memorandum of Understanding (MOU) to support collaboration towards a nationally consistent, user-centred approach to identity for individuals and business across tiers of government. The MOU commits the South Australian Government and Australian Government to investigating whether it is feasible to connect the relevant technology systems of each party for the purposes of verifying digital identity.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	• The DTA and the Smart Nation and Digital Government Office under the Australia-Singapore Digital Economy Agreement have agreed to cooperate to develop policy frameworks to support mutual recognition of digital identity systems, which can support more efficient government interactions by businesses operating across borders. *Industry collaboration* • In March 2021, the Australian Information Industry Association (AIIA) signed a new MOU with the DTA to continue the strong collaboration between the Australian Government and ICT Industry. Under the ongoing agreement, the DTA and AIIA will continue to exchange information, experiences and expertise to achieve better outcomes for people and businesses using government digital services. • We also continued to participate in international forums, such as the Organisation for Economic Co-operation and Development (OECD) E-Leaders meetings and thematic groups, Digital Government Exchange event, World Bank and World Economic Forum. • In July 2021, OCR Labs will be the first organisation to complete the TDIF Accreditation Process for its identity service. Eftpos, PharmacyID, and Yoti Australia are currently undergoing accreditation, and several organisations are preparing to undergo accreditation. **COVID-19 digital response** • We worked with the Australian, state and territory governments to assist state and territory health officials with contact tracing. The COVIDSafe app supports the government's nationwide response to the COVID-19 pandemic.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	**Protected Utility** • The Blueprint leverages the Microsoft 365 productivity suite and provides the technical guidance needed to enable interagency collaboration up to the PROTECTED level. • The Protected Utility Program assisted agencies in uplifting their ICT environments to the standard of the Blueprint, strengthening cyber security postures while consolidating and redistributing APS learnings to better support digital transformation. **OECD engagement** • We continued to participate in international forums, such as the Organisation for Economic Co-operation and Development (OECD) ELeaders meetings. Additionally, in 2021 the DTA was a member of the OECD Digital Government Index Working Group providing key advice on behalf of the Australian Government on proposed improvements to the next Digital Government Index Survey. **Life Events Working Group** • DTA leads and coordinates the Life Events Working Group (LEWG) to: – support implementation and evaluation of the life events approach and the national principles for service improvement – assist the Senior Officials Group and the Data and Digital Ministers Meeting to prioritise and support life event journey initiatives. • The LEWG is a collective of Digital Leaders from the states and territories, working on Life Events based initiatives in their jurisdictions.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	• The LEWG meets quarterly to discuss: – current and future initiatives – processes and methodologies – opportunities for collaboration between jurisdictions and the Commonwealth. • We continued to collaborate across the Australian, state and territory governments on life event journeys and initiatives, including: – Completing a Discovery for the Experiencing a Natural Disaster life event. We led Discovery on the Experiencing a Natural Disaster life event in partnership with Queensland, Victoria and South Australia. The Discovery aimed to provide a strong evidence base of people's experience when accessing government information and services before, during and after a natural disaster, and identify national opportunities to improve that experience. Findings and opportunities have been shared with key agencies across all levels of government and non-government organisations to inform ongoing and future work. – After the Discovery was completed, we partnered with the National Recovery and Resilience Agency (previously the National Bushfire Recovery Agency) to deliver the Recovery and Resilience Futures Project 2025. The project took a human-centred design approach to provide government with a whole-of-system future vision of improved recovery and resilience pathways for communities experiencing a natural hazard in the year 2025. This will provide decision-makers with awareness of how current and planned future reforms may work together to change the recovery and resilience ecosystem, and support identification of new initiatives that drive potential future systemic reform.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	**Gov.au Observatory** • The Observatory continues to measure how people interact with government services and empowers and supports teams to provide better services and outcomes for all Australians. Through cooperation and collaboration nationally and internationally, we learn and lead in advanced analysis techniques to understand, measure and resolve challenges for service delivery teams. To support increased collaboration and consistent approaches: – The Observatory is an active participant in the International Data Analytics Forum (IDAF) The IDAF comprises web analytics specialist from the United Kingdom, United States, Canada, Ireland and Australia. Meetings occur quarterly to share best practice techniques and discuss international developments. The Observatory also represents Australia on the OECD E-Leaders Thematic working groups on emerging technology and public sector data. – Domestically, the Observatory's Google Analytics training programs are open to public officials from the Australian, state, territory and local governments. Team members are active participants in the Cross-Jurisdictional Digital Transformation Forum. – The Observatory has established a 13-terabyte dataset quantifying how the community engages with the government's digital environment. This dataset supports government policy and service improvement. For example, the Observatory uses this dataset to inform government decision-makers about how the community accesses the government's coronavirus information services as part of the DTA's weekly Coronavirus channel report.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	**APS Digital Professional Stream** • We have continued to work closely with the Skills for the Information Age (SFIA) Foundation and our CEO participated as the Australian Government representative on the SFIA Board. • We have secured a whole-of-economy SFIA licence. This licence will enable all levels of the public and private sectors, including academia and the not-for-profit sector, to use SFIA, encouraging a level of consistency across the economy and enabling service providers to better understand and support the uplift of digital capability. • We have been working closely with the Digital Skills Organisation to establish a consistent approach to defining digital literacy and fluency for Australian businesses and government.

Target for 2020–21	Results
4.1 Our work increases cooperation and consistent approaches across all levels of government, and increases collaboration nationally and internationally, as well as with industry and other stakeholder groups (continued).	**Secretaries Digital Committee/Digital Leadership Committee/Chief Information Officers' Forum** • Our CEO Chaired the Digital Leadership Committee, comprising senior technical and business leaders (SES Band 2/SES Band 3) across 20 government agencies, and attended as a member of the Secretaries Digital Committee, consisting of secretaries and agency heads from the Department of the Prime Minister and Cabinet, Department of Social Services, the Treasury, Department of Finance, Department of Foreign Affairs and Trade, Department of Defence, Department of Home Affairs, Australian Signals Directorate, Australian Taxation Office, Services Australia and DTA. • Our Deputy CEO Chaired the Chief Information Officers' Forum, comprising chief information officers from state departments and key Australian Government agencies responsible for digital and ICT delivery. • Our Minister, the Hon Stuart Robert MP, actively engaged in the Secretaries Digital Committee and attended 2 meetings, speaking about the government's digital priorities. • We effectively managed the secretariat for the integrated system of governance ensuring the objectives and expectations of the committees were met.

Analysis of performance against purpose

‘We met our targets for 2020–21 and it is our assessment that we achieved our purpose of simple, clear and fast public services.’

In analysing the factors that contributed to our performance, it is clear COVID-19 and machinery of government changes had a major impact.

Throughout the reporting year, the DTA had to balance business-as-usual with additional work to provide continued support to the pandemic response and recovery efforts.

In addition, we needed to make significant organisational changes and build capability to deliver our revised mandate and coordinate our move into the Prime Minister and Cabinet portfolio.

Despite this, we met our targets for 2020–21 and it is our assessment that we achieved our purpose of simple, clear and fast public services.

We are agile, collaborative and accountable.

03

Management and accountability

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Corporate governance

Agile, collaborative and accountable

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 the DTA is adequately governed to meet our public accountabilities, and enables us to work in an agile way – forming multidisciplinary teams with partners, responding quickly to change, making small, fast improvements and delivering continuously as we learn through testing with users.

Senior leadership team

As at 30 June 2021 our senior leadership team comprised our CEO, Randall Brugeaud, Deputy CEO and Chief Operating Officer, Peter Alexander, Chief Strategy Officer, Scott Cass-Dunbar, Division Head, Sourcing and Governance, Lucy Poole, Division Head, Digital Identity and myGov, Jonathon Thorpe and George-Philip de Wet, Head of Corporate. Details are in *Chapter 1: Overview*.

Governance framework

Our corporate governance framework includes:

- instructions, policies and guidelines
- governance committees
- business planning
- risk and fraud management
- audit and assurance activities.

Our system of governance and accountability for public resources is shaped by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and associated legislative instruments.

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*.

Instructions, policies and guidelines

We have a formal Organisational Performance Framework of policies and guidelines supported by Accountable Authority Instructions issued by the CEO that assure we comply with legislative requirements, and expectations of probity, accountability and transparency.

Governance committees

In 2020–21 we had 2 formal governance committees, our Executive Board and our Audit Committee.

Executive Board

This is our agency's key governance body, determining 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 CEO about the appropriateness of our agency's financial and performance reporting and systems of risk oversight, risk management and internal control.

Our Audit Committee Charter is at: www.dta.gov.au/audit-committee-charter.

The committee is directly accountable to our CEO. It comprises an independent chair, independent deputy chair, an independent member and a Senior Executive Service (SES) officer from our agency as an internal member.

Allan Gaukroger – Independent Chair

Allan has more than 40 years' private and public sector experience in senior financial, audit and general management positions, including 11 years as Chief Financial Officer and 4 years as Chief Audit Executive within the APS. Allan has a Bachelor of Arts (Major in Accounting) and is a Fellow of CPA Australia. He has served as Independent Deputy Chair and Independent Chair of other government agency audit committees, and joined DTA's Audit Committee in 2017.

Karen Toole – Independent Deputy Chair

Karen is a Chartered Accountant Fellow with more 20 years' experience in finance and risk management, program management, stakeholder management, and strategic planning and ICT management. She has worked in both private sector and government roles, and is the owner of CJZ Consulting. She has also held volunteer Board and Treasurer positions for non-profit and professional organisations. Karen has Bachelor degrees in Commerce and Science and is a member of several government agency audit committees, including DTA's Audit Committee since 2015.

Christopher Atkinson – Independent Member (non-DTA Commonwealth Official)

Chris is a lawyer with 20 years' experience in private enterprise and public sector agencies, advising on legal, governance and accountability matters. Chris is a full-time employee of the Department of the Prime Minister and Cabinet where he has advised on ministerial and parliamentary matters, business process, performance measurement and risk management. He has a Bachelor degree in Economics and Laws and a Post Graduate degree in Legal Practice with the Australian National University. He has been an Independent member of the DTA Audit Committee since 2017 and is a member of the Institute of Internal Auditors Australia. Chris is engaged in volunteer positions in community and sporting organisations.

Janine McMinn – Independent Member

Janine is an experienced ICT professional with more than 30 years' experience in ICT project management, security and development. She has worked as a consulting Partner with Acumen Alliance and Oakton, as well as with several APS agencies. Janine has served on various Audit Committees. She has a Bachelor degree in Computer Science from the Australian National University, is a Fellow of the Australian Institute of Company Directors, and is a Certified Information Systems Auditor and Certified Information Security Manager. Janine joined the DTA Audit Committee in June 2021.

Scott Cass-Dunbar – DTA SES Officer

Scott is DTA's Chief Strategy Officer. Details about his experience and qualifications are on page 16 in *Chapter 1: Overview.*

Meeting attendance and remuneration

There were 5 Audit Committee meetings held in the reporting year, on 19 August 2020, 16 September 2020, 18 November 2020, 10 March 2021 and 16 June 2021. Four members were eligible to, and attended all 5 meetings. One member was eligible to, and attended one meeting.

Due to changes in the PGPA Rule 2014 requiring greater independence from agency Audit Committee members, the Internal Member Mr Cass-Dunbar's appointment finished on 30 June 2021. He was replaced by a new Independent Member, Janine McMinn. Ms McMinn joined as an additional member at the June meeting to allow for a seamless transition.

In 2020–21, the Independent Chair's remuneration was $19,500 including GST, the Independent Deputy Chair's remuneration was $9,000 including GST, and the Independent Members' remuneration was $2,468 including GST. The other 2 committee members did not receive remuneration for their committee roles.

Corporate planning and reporting

Our formal Organisational Performance Framework of policies, supported by Accountable Authority Instructions, assure we comply with legislative requirements, and expectations of probity, accountability and transparency. Our Portfolio Budget Statement sets out our intended outcome for the financial year, along with resource allocation, performance criteria and targets. Our Corporate Plan is our primary planning document. It articulates our purpose, environment, priorities, capabilities and risk management over a 4-year period. By aligning these documents, we ensure our day-to-day operations contribute to our longer-term strategic direction.

Our Executive Board oversees our corporate planning and monitoring of organisational risks.

Risk and fraud management

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

Risk management underpins our corporate planning and is also supported by our Fraud and Corruption Control Plan and internal and external assurance processes.

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, reporting, recording and response strategies for fraudulent activities.

No instances of fraud were identified during the year.

Internal audit and assurance

Our agency has an internal audit function, established by charter to provide independent and objective assurance and strategic advice to the CEO.

External scrutiny

We are accountable to the Parliament through the Minister for Employment, Workforce, Skills, Small and Family Business. Other external scrutiny of our agency is provided through Parliamentary Committees, the Commonwealth Ombudsman, Australian Information Commissioner and Australian National Audit Office.

DTA was not subject to any judicial decisions or decisions of administrative tribunals or the Information Commissioner in 2020–21 that had, or may have had, a significant effect on DTA's operations.

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

As at 30 June 2020, the Australian National Audit Office Performance Audit of the Establishment and use of IT related procurement panels, which includes panels managed by the DTA, was yet to be tabled in Parliament.

During 2020–21 the DTA was not the subject of any other performance audits. We have implemented all recommendations from previous performance audits.

Senate inquiries

We appeared before 3 inquiries during the reporting year:

- 14 August 2020 – Senate Select Committee on COVID-19
- 5 March 2021 – Senate Select Committee on Financial Technology and Regulatory Technology
- 5 March 2021 – Senate Finance and Public Administration References Committee.

Senate Estimates

We appeared before the Senate Community Affairs Legislation Committee on 29 October 2020 for 2020–21 Budget Estimates, and on 25 March 2021 for 2020–21 Additional Estimates. As a result of the DTA moving from the Social Services portfolio to the Prime Minister and Cabinet portfolio on 15 April 2021, we appeared before the Senate Finance and Public Administration Legislation Committee on 24 May 2021 for 2021–22 Budget Estimates.

Our people

To successfully lead the Government's digital transformation efforts, our workforce has unique and wide-ranging capabilities, including:

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

As at 30 June 2021, our agency had 275 APS employees, including part-time and non-ongoing employees (based on headcount).[1] Most of our employees are in our Canberra office (93.1%) with our remaining staff working in our Sydney office.

During 2020–21 our average staffing level was 266.1.

1 Note, in last year's annual report, we reported 244 APS employees as at 30 June 2020. The correct figure was 243, as the CEO position should not have been included in this headcount.

Table 1: Workforce profile (APS employees based on substantive headcount), 30 June 2021

Classification		Type		Status		Location		Gender		
	Total	**Ongoing**	**Non-ongoing**	**Full-time**	**Part-time**	**Canberra**	**Sydney**	**Female**	**Male**	**Other**
SES B2	4	4	-	4	-	4	-	1	3	-
SES B1	8	8	-	7	1	8	-	5	3	-
EL2	56	55	1	50	6	53	3	23	33	-
EL1	95	95	-	89	6	85	10	60	35	-
APS	112	108	4	96	16	101	11	70	41	1
Total	**275**	**270**	**5**	**246**	**29**	**251**	**24**	**159**	**115**	**1**

Team DTA

Our agency brings people together from a diverse range of backgrounds with a broad mix of skills and experiences to form one unified ‘Team DTA’.

As Team DTA continues 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.

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

- We strive to make a difference.
- We work well together.
- We focus on meeting 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.

In addition, a comprehensive set of policies and programs are in place to support our people. These include our People Strategy, Diversity and Inclusion Strategy, Reconciliation Action Plan, Disability Action Plan, health and wellbeing initiatives and workforce planning.

Workforce planning

Our workforce planning helps us to build a responsive and agile future agency workforce, which is more relevant than ever. Across 2020–21, we continued to focus on aligning our workforce structure and operating environment to achieve our remit effectively. To do so, we used a variety of strategies including internal mobility initiatives and enhancing capability across the DTA.

During 2020–21, we had an ongoing employee turnover rate of 24.7%, which we seek to reduce through appropriate attraction and retention activities, including promoting our competitive remuneration and employment conditions.

Diversity and inclusion

We are committed to creating an environment where everyone feels welcome, valued and respected, and can bring their full self to work. To do this, we focus on leadership and culture, awareness and creating a sense of belonging, celebrations through recognised events, and our diversity network.

In 2020–21 we had a diverse workforce, with 49 (18%) of our employees being born overseas, 3 employees (1%) identifying as Aboriginal and/or Torres Strait Islander, and 17 employees (6%) identifying as having a disability.

Our Diversity and Inclusion Strategy 2019–2021 continues to promote the ongoing growth of diversity and inclusion in our workforce and is embedded in everything we do.

We maintained focus and remained committed to:

- building a workforce that reflects the diverse communities and groups we serve
- ensuring we model behaviour that demonstrates acceptance and respect, without prejudice, to allow our people to feel safe and included
- bringing our people along for the journey, empowering them to actively contribute to changing and growing our workplace
- facilitating flexible working arrangements and access to reasonable adjustments, enabling our people to find a balance between their work and family or other responsibilities
- allowing zero tolerance towards bias, discrimination and disrespectful behaviour.

Our diversity champion continues to inspire and promote a culture of inclusion and collaboration. We ensure our offices are accessible and offer reasonable adjustments where required. Our employees have access to update their own records. While sharing diversity information is not mandatory, we encourage everyone to provide this information by communicating the benefits. This information informs our policies, programs and adjustments we can implement to ensure inclusiveness for all our employees.

During the reporting period, the National Disability Strategy 2010–2020 remained Australia's overarching framework for disability reform. Progress reports can be found at dss.gov.au. Disability reporting is also included the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

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; and 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 Enterprise Agreement for all non-SES employees has been in place since 20 December 2018. 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 CEO in accordance with the SES Remuneration Policy.

Salary range

In 2020–21 salaries for our employees ranged from $47,956 to $366,200 (SES 2).

Table 2: Salary range by classification, 30 June 2010

Classification	Minimum $	Maximum $
APS1	47,959	52,666
APS2	53,956	59,805
APS3	61,364	66,297
APS4	68,780	74,335
APS5	76,681	83,557
APS6	84,555	99,306
EL1	109,454	121,334
EL2	126,977	150,517
SES (all Bands)*	202,356	366,200

* The SES salary range is based on actual salaries of SES employees, as at 30 June 2021.

Performance pay and other benefits

We did not pay performance bonuses outside of our DTA Enterprise Agreement 2018–2021 to any employees in 2020–21. We provide employees with a range of non-salary benefits including additional superannuation and salary packaging options.

Remuneration

The categories of officials covered by the disclosures include key management personnel and senior executives, and other highly paid staff.

Remuneration policies, practices and governance arrangements

The CEO's remuneration is determined by Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination.

All other SES staff are covered by Agency Determinations, which are determined by the CEO under subsection 24(1) of the *Public Service Act 1999*, in accordance with

the Remuneration Tribunal Determination, APS Executive Remuneration Management Policy and DTA's SES Remuneration Policy. The DTA's SES Remuneration Policy is designed to promote and foster a culture of high performance, collaboration, innovation and respect through both actions and behaviours and provide a competitive salary for SES employees.

The DTA monitors and evaluates the competitiveness of SES remuneration annually through the results of the APS Remuneration Report.

Governance arrangements for SES remuneration and movements in salary is determined by the CEO during the employee's annual review process and at the end of the performance cycle each year, as appropriate.

See *Appendix B: Executive remuneration* for more information.

Capability development

We encourage continued learning and the ongoing development of our employees. At the DTA, 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 2020–21 we held formal development opportunities for staff to strengthen their capability in:

- change management
- cultural awareness
- wellbeing
- mental health first aid
- leadership
- security and privacy awareness
- procurement.

Additionally, our study assistance program supported 17 staff to undertake study and contribute to the improvement of their professional skills and knowledge relevant to their current position and work of the DTA.

Workplace health and safety

The health and safety of our workforce is of the utmost importance. Initiatives in 2020–21 to support and manage the health, safety and welfare of our workers included:

- training mental health first aid officers
- hosting a guest speaker on mental health – a lived experience
- conducting hazard inspections and addressing findings
- providing a confidential counselling service to employees and their immediate family members through the Employee Assistance Program
- conducting workstation assessments with a strengthened approach to reasonable adjustment
- investing in early intervention support for employees experiencing an illness or injury
- continuing to promote a healthy lifestyle including influenza vaccinations, Steptember and Red Cross Lifeblood challenge
- providing extensive communication and support for employees during COVID-19.

During 2020–21 there were 10 incidents reported with 1 notifiable incident reported to Comcare under section 38 of the *Work Health and Safety Act 2011* (WHS Act). One worker's compensation claim was lodged and accepted. Comcare conducted an inspection on the WHS Incident Management System which resulted in 1 non-conformance and 3 observations. No investigations were conducted and no notices were given under Part 10 of the WHS Act.

Technology

We use multiple solutions to meet our ICT needs including a cloud-first approach for corporate systems.

A part of this is a migration to the use of Microsoft Teams for Video conferencing (VC) solutions as well as providing multiple other VC solutions for use at the DTA to engage with other APS departments/agencies and the public.

Over the past year we have rolled out a cloud-native Secure Internet Gateway and Security Information and Event Management (SIEM) monitoring solution, securing our offices, devices, information and people.

The use of Microsoft 365 has allowed the DTA to scale up and down throughout the year to match the changing numbers of our workforce.

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% carbon-neutral and recyclable print paper
- recycling bins – 1 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.

We manage our finances responsibly to effectively perform our work.

04

Financial performance

In this chapter:

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Financial performance overview

The DTA recorded an operating surplus of $50.7 million in 2020–21, driven by savings and administration fees achieved from whole-of-government ICT procurement of $23.9 million and revenue received from other Commonwealth agencies. This compares with a surplus of $9.4 million in 2019–20, again driven by savings achieved from whole-of-government ICT procurement.

Our management of the ICT Coordinated Procurement Special Account continues to have a substantial impact on the DTA's balance sheet, with $101.1 million of DTA's $174.0 million of assets and $46.2 million of DTA's $83.5 million in liabilities associated with the special account.

The Australian National Audit Office issued an unmodified audit report on 5 October 2021.

Table 3: Resource statement

		Actual available appropriation for 2020–21 $'000 (a)	Payments made for 2020–21 $'000 (b)	Remaining balance 2020–21 $'000 (a) – (b)
Ordinary annual services[1]				
Prior year departmental appropriation		51,601	51,601	
Departmental appropriation[2]		86,722	26,617	60,105
s. 74 retained revenue receipts		48,472	48,472	
s. 75 transfers				
Total		186,795	126,690	
Total ordinary annual services	A	186,795	126,690	
Special Accounts[3]				
Opening balance		91,237		
Balance transfer from Department of Finance				
Non-appropriation receipts to Special Account		376,133		
Payments made			384,886	
Closing balance				82,484
Total Special Accounts	B	467,370	384,886	
Total resourcing and payments for DTA	A+B	654,165	511,576	

1 *Appropriation Act (No.1) 2020–21*.

2 Departmental appropriation combines ordinary annual services (Appropriation Act No 1) and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

3 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

Outcome 1: 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.	**Budget[1] 2020–21 $'000 (a)**	**Actual expenses 2020–21 $'000 (a)**	**Variation 2020–21 $'000 (a) – (b)**
Program 1.1: The Digital Transformation Agency			
Departmental expenses			
Departmental appropriation[2]	88,843	102,516	-13,673
Special Accounts	24,185	15,069	9,116
Expenses not requiring appropriation in the budget year	816	2,292	-1,476
Total for Program 1.1	**113,844**	**119,877**	**-6,033**
Total expenses for Outcome 1	**113,844**	**119,877**	**-6,033**

	2019–20	**2020–21**
Average staffing level (number)	**217**	**266**

1 Full-year budget, including any subsequent adjustment made to the 2020–21 Budget at Additional Estimates.

2 Departmental appropriation combines ordinary annual services (Appropriation Act Nos 1) and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

Purchasing and procurement

Our purchasing activities were undertaken in accordance with the *Public Governance Performance and Accountability Act 2013* (PGPA Act), Commonwealth Procurement Rules and all Procurement Connected Policies including the Indigenous Procurement Policy.

The CEO'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 a 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 2020–21, we published the following on the AusTender website:

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

By publishing on AusTender, we ensure that information is available to industry, including 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.

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 2020–21 were exempt from AusTender reporting.

Consultancy contracts

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 AAIs.

During 2020–21, 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.

Non-consultancy contracts

The DTA uses non-consultancy contracts for the engagement of a wide range of goods, services and skills to support the delivery of the DTA's outcome, including software licences, prototype development, change management advice and delivery, implementation of systems in other agencies, contracted labour hire staff, and maintenance and updates to the COVIDSafe contact tracing app.

During 2020–21, 373 new non-consultancy contracts were entered into, with a total actual expenditure on these contracts of $40,660,622.10 (inclusive of GST). The number of ongoing reportable non-consultancy contracts entered into during the previous reporting period was 155, and the total actual expenditure in the reporting period on those ongoing contracts was $41,549,837.91 (inclusive of GST).

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website: www.tenders.gov.au.

Advertising and market research

During 2020–21, the DTA did not conduct any advertising campaigns. We did make payments for market research services, which are shown below.

Table 5: Market research payments, 2020–21

Firm	Service provided	Payments made (GST inclusive) $
Askable Pty Ltd	User research and incentives	676
Centre for Inclusive Design	User research and testing sessions	23,136
Chitchat Research	User Research and testing sessions	20,803
Farron Research	User Research and testing sessions	140,152
Focus People Pty Ltd	User Research and testing sessions	1,797
Total		**186,564**

Legal services expenditure

Under the Legal Services Directions 2017, the DTA is required to report on legal services expenditure each financial year. All figures in the following table are exclusive of GST.

Table 6: Legal services expenditure, 2020–21

Item	Value (GST inclusive) $
Total (external + internal) expenditure	4,594,485
Total internal legal services expenditure	785,427
Total external legal services expenditure	3,809,058
External legal services expenditure	
Total value of briefs to counsel	0
Total value of disbursements (excluding counsel)	0
Total value of professional fees paid	3,809,058
Total external legal services expenditure	3,809,058

Digital Transformation Agency

Financial statements

for the period ended 30 June 2021

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Employment, Workforce, Skills, Small and Family Business

Opinion

In my opinion, the financial statements of the Digital Transformation Agency (the Entity) for the year ended 30 June 2021:

(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 2021 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 as at 30 June 2021 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 (including Independence Standards)* (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.

Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2021 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

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* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation 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 ability of the Entity 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, as applicable, matters related to going concern 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

Peter Kerr
Executive Director
Delegate of the Auditor-General
Canberra
5 October 2021

Digital Transformation Agency
Statement by the Chief Executive Officer and Chief Finance Officer

In our opinion, the attached financial statements for the year ended 30 June 2021 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
Acting Chief Executive Officer
5 October 2021

George-Philip de Wet FCPA
Head of Corporate
5 October 2021

Digital Transformation Agency Statement of Comprehensive Income

for the period ending 30 June 2021

	Notes	2021 $'000	2020 $'000	Original Budget $'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	**36,645**	32,262	23,583
Suppliers	1.1B	**77,613**	45,158	86,340
Depreciation and amortisation	2.2A	**5,481**	4,771	3,705
Impairment loss on financial instruments		**20**	-	-
Write-down and impairment of other assets		**-**	2	-
Finance costs	1.1C	**121**	168	216
Total expenses		**119,880**	82,361	113,844
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	**83,724**	24,462	31,640
Rental Income	1.2 B	**99**	-	-
Other revenue	1.2C	**93**	162	-
Total own-source revenue		**83,916**	24,624	31,640
Gains				
Reversals of impairment on financial instruments	5.2	**-**	420	-
Other gains	1.2D	**75**	119	185
Total gains		**75**	539	185
Total own-source income		**83,991**	25,163	31,825
Net cost of services		**35,889**	57,198	82,019
Revenue from Government		**86,722**	66,629	86,722
Surplus attributable to the Australian Government		**50,833**	9,431	4,703
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus		**(89)**	(42)	-
Total comprehensive income attributable to the Australian Government		**50,744**	9,389	4,703

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 2021

	Notes	2021 $'000	2020 $'000	Original Budget $'000
ASSETS				
Financial Assets				
Cash and cash equivalents	2.1A	**83,479**	91,703	89,974
Trade and other receivables	2.1B	**72,013**	52,626	51,580
Total financial assets		**155,492**	144,329	141,554
Non-financial Assets				
Leasehold improvements[1]	2.2A	**16,334**	17,932	14,481
Plant and equipment	2.2A	**1,317**	1,646	1,392
Prepayments		**880**	588	588
Total non-financial assets		**18,531**	20,166	16,461
Total assets		**174,023**	164,495	158,015
LIABILITIES				
Payables				
Suppliers	2.3A	**59,016**	90,700	22,333
Other payables	2.3B	**1,195**	886	68,337
Total payables		**60,211**	91,586	90,670
Provisions				
Employee provisions	4.1A	**11,225**	10,055	10,099
Make good provisions	2.5A	**1,359**	1,265	1,265
Total provisions		**12,584**	11,320	11,364
Interest Bearing Liabilities				
Leases	2.4A	**10,740**	13,093	10,109
Total interest bearing liabilities		**10,740**	13,093	10,109
Total liabilities		**83,535**	115,999	112,143
Net assets		**90,488**	48,496	45,872
EQUITY				
Contributed equity		**4,919**	13,671	13,671
Asset revaluation reserve		**236**	325	325
Retained surplus		**85,333**	34,500	31,876
Total equity		**90,488**	48,496	45,872

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

1 Right-of-use assets are included in Leasehold improvements.

Digital Transformation Agency Statement of Changes in Equity

for the period ending 30 June 2021

	2021 $'000	2020 $'000	Original Budget $'000
TOTAL EQUITY – OPENING BALANCE			
Balance carried forward from previous period			
Contributed equity	**13,671**	13,671	13,671
Asset revaluation reserve	**325**	367	325
Retained earnings	**34,500**	24,842	34,500
Adjustment on initial application of AASB 16	**-**	227	-
Adjusted opening balance	**48,496**	39,107	48,496
COMPREHENSIVE INCOME			
Retained earnings			
Surplus for the period	**50,833**	9,431	4,703
Asset revaluation reserve			
Other comprehensive income	**(89)**	(42)	-
Total comprehensive income	**50,744**	9,389	4,703
CONTRIBUTED EQUITY			
Transactions with owners – contributed equity			
Distributions to owners			
Returns of capital:			
Return of equity – WoAG ICT savings[1]	**(8,752)**	-	(7,327)
Total transactions with owners	**(8,752)**	-	(7,327)
TOTAL EQUITY			
Contributed equity	**4,919**	13,671	13,671
Asset revaluation reserve	**236**	325	325
Retained earnings	**85,333**	34,500	31,876
Closing balance as at 30 June	**90,488**	48,496	45,872

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

1 In 2021, as part of managing whole of Australian Government (WoAG) ICT procurement arrangements the DTA returned $8.752 million in savings to the Consolidated Revenue Fund (2020: $nil)

Digital Transformation Agency
Cash Flow Statement
for the period ending 30 June 2021

	Notes	2021 $'000	2020 $'000	Original Budget $'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		**135,015**	86,654	86,896
Net GST received		**29,247**	27,123	15,000
Rendering of services		**419,783**	348,898	163,403
Total cash received		**584,045**	462,675	265,299
Cash used				
Employees		**39,872**	33,404	23,583
Suppliers		**481,355**	391,841	232,918
Interest payments on lease liabilities[1]		**116**	145	216
Transfers to the OPA		**56,267**	38,658	7,327
Total cash used		**577,610**	464,048	264,044
Net cash from / used by operating activities		**6,435**	(1,373)	1,255
INVESTING ACTIVITIES				
Cash used				
Purchase of plant and equipment	2.2A	**2,756**	653	-
Total cash used		**2,756**	653	-
Net cash used by investing activities		**(2,756)**	(653)	-
FINANCING ACTIVITIES				
Cash used				
Distributions of equity:				
Return of equity – WoAG ICT savings		**8,754**	-	-
Principal payments of lease liabilities[1]		**3,149**	2,797	2,984
Total cash used		**11,903**	2,797	2,984
Net cash used by financing activities		**(11,903)**	(2,797)	(2,984)
Net decrease in cash held		**(8,224)**	(4,823)	(1,729)
Cash and cash equivalents at the beginning of the reporting period	2.1A	**91,703**	96,526	91,703
Cash and cash equivalents at the end of the reporting period	2.1A	**83,479**	91,703	89,974

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

1 Total cash outflow for leases for the year ended 30 June 2021 was $3.265 million (2020: $2.942m) including $0.116 million in interest expense and $3.149 million in principal repayments.

Digital Transformation Agency Budget Variance Commentary

for the period ending 30 June 2021

Budgetary Reporting

The DTA's financial statements report the original budget as published in the Department of Social Services 2020–21 Portfolio Budget Statements.

Explanations of major variances between the actual and original budgeted amounts for 2021 (that are greater than +/- 10 per cent of the original budget for a line item and greater than +/- $1 million) are provided below.

Cause of major variances	Affected line items
The DTA received greater revenue from work performed for Home Affairs and Services Australia which wasn't expected in the budget.	***Statement of Comprehensive Income*** – Employee benefits ↑ – Revenue from contracts with customers ↑ ***Statement of Financial Position*** Employee provisions ↑ **Cash Flow Statement** – Employees ↑ – Rendering of services ↑
The DTA leased and fitted out additional property for additional employees, which was not anticipated at the time the budget was prepared.	**Statement of Comprehensive Income** – Depreciation and amortisation ↑ **Statement of Financial Position** – Leasehold improvements ↑ **Cash Flow Statement** – Purchase of plant and equipment ↑
In 2021 financial year, WoAG contracts grew faster than expected when budget was prepared. The DTA received greater than expected revenue from special account operations and made greater than expected payments to WoAG suppliers.	**Statement of Comprehensive Income** – Revenue from contracts with customers ↑ **Statement of Financial Position** – Trade and other receivables ↑ **Cash Flow Statement** – Rendering of services ↑ – Suppliers ↑
Because of the unexpected fast growth of WoAG contract, the DTA returned additional WoAG procurement savings to the official public account.	**Statement of Financial Position** – Contributed equity ↓ **Statement of Changes in Equity** – Contributed equity ↓ **Cash Flow Statement** – Return of equity – WoAG ICT savings ↑
The late 2020–21 Budget process resulted in delays in supplier engagement and delivery as well as appropriation drawdowns and payments to suppliers.	**Statement of Comprehensive Income** – Suppliers ↓ **Statement of Financial Position** – Cash and cash equivalents ↑ – Supplier liabilities ↑ **Cash Flow Statement** – Appropriations ↓ – suppliers ↓

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

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Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

Overview

Objectives of the Digital Transformation Agency

The Digital Transformation Agency (DTA) is an Australian Government controlled entity. It is a not-for-profit entity. The DTA's outcome is 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.

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:

(e) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and

(f) 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.

No impact on the financial statements as a result of the COVID–19 pandemic has been identified

New Australian accounting standards

No new accounting standards applying to the DTA took effect during the 2020–21 financial year.

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

On 5 July 2021, Machinery of Government (MoG) changes affecting the DTA were ordered by the Prime Minister. The APS Digital Profession function was moved from the Digital Transformation Agency (DTA) to the Australian Public Service Commission. There are no known events occurring after the reporting period that could impact on the DTA's 2020–21 financial statements.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

1. Financial Performance

This section analyses the financial performance of the DTA for the year ended 30 June 2021.

1.1 Expenses

	2021 $'000	2020 $'000
Note 1.1A: Employee benefits		
Wages and salaries	**26,045**	22,835
Superannuation:		
Defined contribution plans	**3,650**	2,403
Defined benefit plans	**1,738**	2,165
Leave and other entitlements	**4,055**	3,973
Separation and redundancies	**390**	43
Other[1]	**767**	843
Total employee benefits	**36,645**	32,262

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

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

Accounting Policy

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

	2021 $'000	2020 $'000
Note 1.1B: Suppliers		
Goods and services supplied or rendered		
Consultants	**770**	546
Contractors[1]	**56,325**	26,767
Legal	**1,757**	2,238
Information technology and communication	**11,440**	8,922
Payments to other government agencies	**55**	1,941
Secondments	**213**	168
Training, recruitment and other staff costs	**2,798**	1,661
Travel	**85**	533
Property, equipment, repairs and maintenance	**1,706**	727
Shared services charges	**1,456**	913
Other[2]	**910**	653
Total goods and services supplied or rendered	**77,515**	45,069
Goods supplied	**413**	314
Services rendered	**77,102**	44,755
Total goods and services supplied or rendered	**77,515**	45,069
Other suppliers		
Workers compensation expenses	**98**	89
Total other supplier expenses	**98**	89
Total suppliers	**77,613**	45,158

1 During the 2020–21 financial year, contractors has increased due to increased support with MyGov enhancement.

2 Other relates to Comcover premiums, conference fees, user research costs, graphic design, public relations and office supplies

	2021 $'000	2020 $'000
Note 1.1C: Finance costs – unwinding of discount		
Interest on lease liabilities	**116**	145
Unwinding of discount	**5**	23
Total finance costs	**121**	168

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 2.2A and 2.4A.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

1.2 Own-Source Revenue and Gains

	2021 **$'000**	2020 $'000
Note 1.2A: Revenue from contracts with customers		
Rendering of services	**83,724**	24,462
Total revenue from contracts with customers	**83,724**	24,462
Revenue from contracts in connection with:		
WoAG ICT Procurement fees	**36,440**	22,406
Services on behalf of Service Australia	**32,575**	-
Services on behalf of Home Affairs	**12,514**	-
ICT Skills Program	**1,482**	1,494
Defence Cyber GAP Program	**135**	500
Other	**578**	62
Total revenue from contracts with customers	**83,724**	24,462
Timing of transfer of services:		
Over time	**68,612**	16,785
Point in time	**15,112**	7,677
Total revenue from contracts with customers	**83,724**	24,462

Disaggregation of revenue from contracts with customers

The majority of the DTA's revenue relates to services performed for other Commonwealth entities, primarily the provision of staffing, contractors and other providers to deliver other entities new policy measures.

Most of the contracts entered into by the DTA with customers are for goods and services that are recognised over time, **that is, longer term contracts that are recognised over a period rather than at a particular point in time.**

There was a change of revenue recognition in Services Australia revenue. DTA acted as agent in 2020 financial year and principal in 2021 financial year.

DTA received $12.6m revenue form Home Affairs Permission. $11.6m was appropriated to DTA via Home Affairs. The remaining revenue from Home Affairs permission is to engage suppliers via DTA current contract.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

	2021 $'000	2020 $'000
Note 1.2B: Rental Income		
Sublease of Right of Use Asset	**99**	-
Total rental income	**99**	-

Operating rental income commitments

DTA in its capacity as lessor leased part of 280 Elizabeth Street, Surry Hills to the Asbestos Safety and Eradication Agency (ASEA) in the 2020–21 financial year. The MOU was signed in November 2020. The initial lease term commenced on 18 November 2020 ending 28 February 2021. The term may be extended by two further periods of 12 months with the ability to terminate without penalty by either party.

	2021 $'000	2020 $'000
Commitments for sublease rental income receivables are as follows:		
Within 1 year	**108**	-
Total sublease rental income commitments	**108**	-

Note 1.2C: Other Revenue		
Resources received free of charge – secondments[1]	**-**	36
Resources received free of charge – audit services[1]	**84**	84
Other[2]	**9**	42
Total of Other revenue	**93**	162

1 Volunteer services are represented by resources received free of charge.

2 Other relates to royalties received and, in the 2020 year only, 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.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

Rendering of services

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

	2021 $'000	2020 $'000
Note 1.2D: Other Gains		
Foreign exchange gains	**75**	30
Other[1]	**-**	89
Total other gains	**75**	**119**

1. Other relates to the reversal of a prior year accrual for Comcare.

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 receivables are recognised at their nominal amounts.

2. Financial Position

This section analyses the DTA's 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.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

2.1 Financial Assets

	2021 $'000	2020 $'000
Note 2.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	**995**	466
Special account – cash at bank	**468**	1,321
Special account – held in the OPA	**82,016**	89,916
Total cash and cash equivalents	**83,479**	91,703
Note 2.1B: Trade and Other Receivables		
Goods and services receivables		
Goods and services[1]	**20,711**	9,625
Total goods and services receivables	**20,711**	9,625
Appropriations receivables		
Existing programs	**50,179**	42,205
Total appropriations receivable	**50,179**	42,205
Other receivables		
Statutory receivables	**1,175**	297
Other receivables	**31**	602
Total other receivables	**1,206**	899
Total trade and other receivables (gross)	**72,096**	52,729
Less impairment loss allowance	**(83)**	(103)
Total trade and other receivables (net)	**72,013**	52,626

Credit terms for goods and services were within 30 days (2020: 30 days).

1 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 2021 of $0.083 million (2020: $0.103 million).

Refer Note 2.3A for information relating to contract liabilities.

Accounting Policy

Financial Assets

Trade receivables 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.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

2.2 Non-Financial Assets

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

	Leasehold improvements $'000	Plant and equipment $'000	Intangibles $'000	Total $'000
As at 1 July 2020				
Gross book value	**22,306**	**2,041**	**-**	**24,347**
Accumulated depreciation/amortisation and impairment	**(4,374)**	**(395)**	**-**	**(4,769)**
Total as at 1 July 2020	**17,932**	**1,646**	**-**	**19,578**
Additions				
Purchase	2,541	**215**	-	**2,756**
Right-of-Use Assets	796	-	-	**796**
Depreciation and amortisation expense	**(1,663)**	**(545)**	**-**	**(2,208)**
Depreciation on right-of-use assets	**(3,273)**	**-**	**-**	**(3,273)**
Total as at 30 June 2021	**16,334**	**1,317**	**-**	**17,651**
Total as at 30 June 2021 represented by				
Gross book value				
Fair value	**25,643**	**2,256**	**-**	**27,899**
Accumulated depreciation/ amortisation and impairment	**(9,309)**	**(939)**	**-**	**(10,248)**
Total as at 30 June 2021	**16,334**	**1,317**	**-**	**17,651**
Carrying amount of right-of-use assets	**10,581**	**-**	**-**	**10,581**

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 2021, the value of contractual commitments for the acquisition of leasehold improvements and plant and equipment is $237,504.96 (2020: nil).

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 2021

Leased Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright but included in the same column as the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right of use lease asset to determine if indicators of impairment exist, and an impairment loss recognised against any right of use lease asset that is impaired.

Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value (or an amount not materially different from fair value).

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

Asset Class	*Fair value measurement*	*2021 $'000*	2020 $'000
Leasehold improvements	Current replacement cost – Level 3	**6,404**	**4,874**
Plant and equipment	Market selling price – Level 2	**950**	**1,242**
Plant and equipment	Market selling price – Level 3	**234**	**324**
Plant and equipment	Current replacement cost – Level 3	**58**	**80**

In 2019 a valuation of property, plant and equipment assets was undertaken by Jones Lang Lasalle (JLL). A desktop review of asset values by JLL in June 2021 confirmed that there was no material variation between carrying amount and fair value.

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:

Leasehold improvements[1]	**Lease term**	**Lease term**
Plant and equipment	**3 to 10 years**	3 to 10 years

[1.] The depreciation rates for ROU assets are based on the commencement date to the end of the lease term.

Impairment

All assets were assessed for impairment during 2021. 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.

No write-down was recognised in 2021 (2020: $2,000) for plant and equipment assets which were disposed on completion of the DTA's annual stocktake.

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

2.3 Payables

	2021 $'000	2020 $'000
Note 2.3A: Suppliers		
Contract liabilities[1]	**38,321**	68,367
Trade creditors and accruals	**20,695**	22,333
Total suppliers	**59,016**	90,700

Settlement is usually made within 7 days.

1. The contract liabilities are associated with WoAG ICT Procurement contracts and rental income received in advance.

	2021 $'000	2020 $'000
Note 2.3B: Other payables		
Salaries and wages	**620**	423
Superannuation	**105**	70
Statutory payable	**42**	44
Other payables	**428**	349
Total other payables	**1,195**	886

2.4 Leases

	2021 $'000	2020 $'000
Note 2.4A: Leases		
Lease Liabilities – Buildings	**10,740**	13,093
Total leases	**10,740**	13,093

Total cash outflow for leases for the year ended 30 June 2021 was $3.265m (2020: $2.942m)

Digital Transformation Agency
Notes to and forming part of the financial statements
for the period ending 30 June 2021

	2021 $'000	2020 $'000
Maturity analysis – contractual undiscounted cash flows		
Within 1 year	**3,750**	3,052
Between 1 to 5 years	**7,169**	8,373
More than 5 years	**-**	1,962
Total leases	**10,919**	13,387

The DTA has previously entered two lease arrangements (one under a Memorandum of understanding agreements) for the leasing of premises. In the 2021 financial year the DTA entered into another lease for one year and three months.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1C, 1.2C and 2.2.

2.5 Other Provisions

	2021 $'000
Note 2.5A: Provision for Make Good Obligations	
As at 1 July 2020	**1,265**
Revaluation or change in discount rate	**89**
Unwinding of discount	**5**
Total as at 30 June 2021	**1,359**

The DTA has three 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 2021

3. Funding

This section identifies the DTA's funding structure.

3.1 Appropriations

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

Annual appropriations for 2021

	***Appropriation Act* Annual Appropriation $'000**	***PGPA Act* Section 74 receipts $'000**	**Total appropriation $'000**	**Appropriation applied in 2021 (current and prior years) $'000**	**Variance[1] $'000**
Departmental					
Ordinary annual services	**86,722**	**48,472**	**135,194**	**(126,690)**	**8,504**
Total departmental	**86,722**	**48,472**	**135,194**	**(126,690)**	**8,504**

Annual appropriations for 2020

	Appropriation Act Annual Appropriation $'000	*PGPA Act* Section 74 receipts $'000	Total appropriation $'000	Appropriation applied in 2020 (current and prior years) $'000	Variance[1] $'000
Departmental					
Ordinary annual services	66,629	34,478	101,107	(82,796)	18,311
Total departmental	66,629	34,478	101,107	(82,796)	18,311

1 The variance in departmental ordinary annual services is mainly attributable to unspent amounts received from Services Australia to complete upgrade work on MyGov and MyGovID software applications.

Digital Transformation Agency
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	2021 $'000	2020 $'000
Note 3.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')		
Departmental		
Appropriation Act (No. 1) 2017–18[1]	**-**	8,930
Appropriation Act (No. 1) 2019–20	**-**	32,630
Appropriation Act (No. 3) 2019–20	**-**	9,575
Appropriation Act (No. 1) 2019–20 – cash held by the department	**-**	466
Appropriation Act (No. 1) 2020–21	**50,179**	-
Appropriation Act (No. 1) 2020–21 – cash held by the department	**996**	-
Total departmental	**51,175**	51,601

1 Appropriation Act 1 2017–18 includes $8.93 million withheld under section 51 of the PGPA Act as the Appropriation Act had not been formally reduced by law prior to 30 June 2020. 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[1]	
	2021 $'000	2020 $'000
Note 3.2A: Special Accounts		
Balance brought forward from previous period	**91,237**	95,738
Increases	**376,133**	310,185
Total increases	**376,133**	310,185
Available for payments	**467,370**	405,923
Departmental decreases	**(384,886)**	(314,686)
Total decreases	**(384,886)**	(314,686)
Total balance carried to the next period	**82,484**	91,237
Balance represented by:		
Cash at bank	**468**	1,321
Cash held in the Official Public Account	**82,016**	89,916
Total balance carried to the next period	**82,484**	91,237

1 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.

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3.3 Net Cash Appropriation Arrangement

	2021 $'000	2020 $'000
Total comprehensive income/(loss) – as per the Statement of Comprehensive Income	**50,744**	9,389
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	**2,208**	1,697
Plus: depreciation of right-of-use assets	**3,273**	3,074
Less: lease principle repayments	**(3,149)**	(2,797)
Net Cash Operating Surplus/ (Deficit)	**53,076**	11,363

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact on implementation of AASB 16 Leases, it does not directly reflect a change in appropriation arrangements.

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

Note 4.1A: Employee Provisions

	2021 $'000	2020 $'000
Leave	**11,225**	10,055
Total employee provisions	**11,225**	10,055

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.

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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.

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:

	2021 **$'000**	2020 $'000
Short-term employee benefits	**1,795**	1,619
Post-employment benefits	**307**	236
Other long-term employee benefits	**45**	39
Termination benefits	**125**	-
Total key management personnel remuneration expenses1,2,3	**2,272**	1,894

1 The DTA has determined the KMP to be the Chief Executive Officer (CEO) and all Senior Executive Service band 2 officers, and, from 1 January 2021, the Head of Corporate. KMP in 2019–20 included the CEO and 3 executive officers and, for the period 1 July 2019 to 10 February 2020, the Chief Operations Officer.

2 The total number of KMP that are included in the above table is 7 (2021: 5) representing the people who individually occupied the KMP positions during the year.

3 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.

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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.

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 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.

Digital Transformation Agency
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5.2 Financial Instruments

	2021 $'000	2020 $'000
Note 5.2A: Categories of Financial Instruments		
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	**83,479**	91,703
Goods and services receivable	**20,628**	9,522
Total financial assets at amortised cost	**104,107**	101,225
Total financial assets	**104,107**	101,225
Financial liabilities		
Financial liabilities measured at amortised cost		
Trade creditors and accruals	**20,695**	22,333
Total financial liabilities measured at amortised cost	**20,695**	22,333
Total financial liabilities	**20,695**	22,333

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

The DTA has no gains or losses on financial instruments.

Accounting Policy

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.

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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
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6. Other Information

6.1 Current/non-current distinction for assets and liabilities

	2021 $'000	2020 $'000
Note 6.1A: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**83,479**	91,703
Leasehold improvements	**2,776**	-
Plant and equipment	**24**	-
Trade and other receivables	**72,013**	52,626
Prepayments	**880**	588
Total no more than 12 months	**159,172**	144,917
More than 12 months		
Leasehold improvements	**13,558**	17,932
Plant and equipment	**1,293**	1,646
Total more than 12 months	**14,851**	19,578
Total assets	**174,023**	164,495
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**59,016**	90,700
Other payables	**1,195**	886
Employee provisions	**4,131**	3,854
Leases	**3,664**	2,936
Total no more than 12 months	**68,006**	98,376
More than 12 months		
Employee provisions	**7,094**	6,201
Make good provisions	**1,359**	1,265
Leases	**7,076**	10,157
Total more than 12 months	**15,529**	17,623
Total liabilities	**83,535**	115,999

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05

Appendices

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Appendix A: List of requirements

Below is the table set out in Schedule 2 of the PGPA Rule. Section 17AJ(d) requires this table be included in entities' annual reports as an aid of access.

PGPA Rule Reference	Part of Report	Description	Requirement
17AD(g)	**Letter of transmittal**		
17AI	Preliminary pages	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
17AD(h)	**Aids to access**		
17AJ(a)	Preliminary pages	Table of contents.	Mandatory
17AJ(b)	Appendix D	Alphabetical index.	Mandatory
17AJ(c)	Appendix C	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Appendix A	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
17AD(a)	**Review by accountable authority**		
17AD(a)	Chapter 1	A review by the accountable authority of the entity.	Mandatory
17AD(b)	**Overview of the entity**		
17AE(1)(a)(i)	Chapter 1	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Chapter 1	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Chapter 1	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)	Chapter 1	A description of the purposes of the entity as included in corporate plan.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AE(1)(aa)(i)	Chapter 2	Name of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(ii)	Chapter 2	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(iii)	Chapter 1	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory
17AE(2)	N/A	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
17AD(c)	**Report on the Performance of the entity**		
	Annual Performance Statements		
17AD(c)(i); 16F	Chapter 2	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	**Report on Financial Performance**		
17AF(1)(a)	Chapter 4	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	Chapter 4	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
17AD(d)	**Management and Accountability**		
	Corporate Governance		
17AG(2)(a)	Chapter 3	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

PGPA Rule Reference	Part of Report	Description	Requirement
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)	Chapter 3	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory
	Audit Committee		
17AG(2A)(a)	Chapter 3	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	Chapter 3	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	Chapter 3	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)	Chapter 3	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	Chapter 3	The remuneration of each member of the entity's audit committee.	Mandatory
	External Scrutiny		
17AG(3)	Chapter 3	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	Chapter 3	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)	Chapter 3	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)	Chapter 3	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
	Management of Human Resources		
17AG(4)(a)	Chapter 3	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	Chapter 3	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)	Chapter 3	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)	Chapter 3	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the *Public Service Act 1999*.	Mandatory
17AG(4)(c)(i)	Chapter 3	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)	Chapter 3	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	Chapter 3	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
	Assets Management		
17AG(5)	Chapter 4	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory
	Purchasing		
17AG(6)	Chapter 4	An assessment of entity performance against the *Commonwealth Procurement Rules*.	Mandatory
	Reportable consultancy contracts		
17AG(7)(a)	Chapter 4	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	Chapter 4	A statement that "*During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of $[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $[specified million]*".	Mandatory
17AG(7)(c)	Chapter 4	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)	Chapter 4	A statement that "*Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.*"	Mandatory
	Reportable non-consultancy contracts		
17AG(7A)(a)	Chapter 4	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(7A)(b)	Chapter 4	A statement that "*Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.*"	Mandatory
17AD(daa)	**Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts**		
17AGA	Chapter 4	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
	Australian National Audit Office Access Clauses		
17AG(8)	Chapter 4	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
	Exempt contracts		
17AG(9)	Chapter 4	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
	Small business		
17AG(10)(a)	Chapter 4	A statement that "*[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.*"	Mandatory
17AG(10)(b)	Chapter 4	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	Chapter 4	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that "*[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.*"	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
	Financial Statements		
17AD(e)	Chapter 4	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
	Executive Remuneration		
17AD(da)	Appendix B	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory
17AD(f)	**Other Mandatory Information**		
17AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that "*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.*"	If applicable, Mandatory
17AH(1)(a)(ii)	Chapter 4	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	N/A	A statement that "*Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website].*"	If applicable, Mandatory
17AH(1)(c)	Chapter 3	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	Chapter 3	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	N/A	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	N/A	Information required by other legislation	Mandatory

Appendix B: Executive remuneration

During the reporting period ended 30 June 2021, 7 DTA executive met the definition of key management personnel. Names and length of term as key management personnel are provided below.

Table 7: Names and length of term of key management personnel, 30 June 2021

Name	Position	Term as key management personnel
Randall Brugeaud	Chief Executive Officer	Full year
Peter Alexander	Deputy Chief Executive Officer and Chief Operating Officer	Full year
Joanne Hutchinson	Chief Investment Officer	Part year – until 14 August 2020
Scott Cass-Dunbar	Chief Strategy Officer	Full year
Jonathan Thorpe	Digital Identity and myGov Division Head	Full year
Lucy Poole	Sourcing and Governance Division Head	Full year
George-Philip de Wet	Head of Corporate	Part year – from 1 January 2021 This position joined the Executive Board on 1 January 2021

In the notes to the financial statements for the period ending 30 June 2021, the DTA disclosed the following key management personnel expenses.

Table 8: Total key management personnel remuneration for the reporting period

Type of benefit	Amount $
Short-term benefits	
Base salary	1,773,554
Bonus	0
Other benefits and allowances	21,296
Total short-term benefits	*1,794,850*
Post-employment benefits	
Superannuation	307,246
Total post-employment benefits	*307,246*
Other long-term benefits	
Long service leave	44,757
Other long-term benefits	
Total other long-term benefits	*44,757*
Termination benefits	
Termination benefits	124,758
Total key management personnel remuneration	*2,271,611*

In accordance with the PGPA Rule, the information is further disaggregated as follows:

Table 9: Information about remuneration for key management personnel

		Short-term benefits $			Post-employment benefits $	Other long-term benefits $		Termination benefits $	Total remuneration $
Name	**Position title**	**Base salary**	**Bonuses**	**Other benefits and allowances**	**Superannuation contributions**	**Long service leave**	**Other long-term benefits**		
Randall Brugeaud	Chief Executive Officer	478,751	0	3,772	72,939	12,022	0	0	567,484
Peter Alexander	Deputy Chief Executive Officer and Chief Operating Officer	357,462	0	3,674	68,629	9,030	0	0	438,795
Joanne Hutchinson	Chief Investment Officer	42,333	0	1,138	4,193	959	0	124,758	173,381
Scott Cass-Dunbar	Chief Strategy Officer	283,916	0	3,089	43,149	6,935	0	0	337,088
Jonathan Thorpe	Digital Identity and myGov Division Head	252,887	0	3,674	43,481	6,537	0	0	306,579
Lucy Poole	Sourcing and Governance Division Head	252,713	0	3,381	57,853	6,537	0	0	320,484
George-Philip de Wet	Head of Corporate	105,492	0	2,568	17,002	2,737	0	0	127,799
Total		**1,773,554**	**0**	**21,296**	**307,246**	**44,757**	**0**	**124,758**	**2,271,611**

Information about remuneration for senior executives

During the reporting period the DTA had 31 senior executives that met the threshold for the reporting requirement.

Table 10: Information about remuneration for senior executives

Range $		Short-term benefits $			Post-employment benefits $	Other long-term benefits $			Termination benefits $	Total remuneration $
Total remuneration bands	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average annual leave	Average other long-term benefits	Average termination benefits	Average total remuneration
0 – 220,000	18	39,230		474	7,050	1,056	0	0	6,931	54,759
220,001 – 245,000	4	192,198		2,207	34,208	5,105	0	0	0	233,722
245,001 – 270,000	3	203,873		3,658	37,123	5,220	0	0	0	249,877
270,001 – 295,000	1	220,371		3,837	41,440	5,452	0	0	0	271,101
295,001 – 320,000	1	252,887		3,674	43,481	6,537	0	0	0	306,579
320,001 – 345,000	2	268,314		3,235	50,501	6,736	0	0	0	328,788
345,001 – 370,000	0									
370,001 – 395,000	0									
395,001 – 420,000	0									
420,001 – 445,000	1	357,462		3,674	68,629	9,030	0	0	0	438,795
445,001 – 470,000	0									
470,001 – 495,000	0									
495,001 – 520,000	0									
520,001 – 545,000	0									
545,001 – 570,000	1	478,751		3,772	72,939	12,022	0	0	0	567,484

Information about remuneration for other highly paid staff

The DTA had no other highly paid staff that met the threshold for the reporting requirement.

Appendix C: Glossary

Term	Meaning
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	*Public Service Act 1999*
Beta	Third stage of our digital service design and delivery process.
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
KMP	Key management personnel
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.
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
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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