



Australian Government
Digital Transformation Agency

dta¹

Digital Transformation Agency

Corporate Plan
2022–23

Foreword from the Chief Executive Officer

Digital technology is profoundly affecting how governments deliver services. Driven by the needs of people, businesses and communities, the Australian Public Service (APS) has made great strides in using digital to improve outcomes for service delivery to citizens and businesses, and to manage the process of government itself.

With the acceleration in digital caused by COVID-19, we are now moving at a rate of change that previously would have been considered impossible for government. This creates challenges across government – to project delivery and timetables, project costs and interoperability across the APS. To support the digital transformation and the introduction of new and effective government services, we need capability, technical and cultural change across the APS. This means considering alternatives to traditional government approaches with long lead times to develop policy and services, and long-term delivery via long-lasting technology platforms. We need to go beyond ‘e-government’ – changing manual, over the counter or phone business processes to digital at the front-end and automating middle and back-office processes in the existing agency constructs. It requires reinventing the way government is set up and how it presents to its customers.

Citizen and business expectations are high, for both the quality and pace of digital change. Government service delivery is now about personalised experiences when people want to know or do something, or when they need help or care. We must use data and insights to measure satisfaction and deliver services in ways, and within timeframes, driven by those using the service, rather than by government.

The Digital Transformation Agency (DTA) is at the forefront of supporting government in its digital transformation. We lead government’s digital transformation strategy, oversee the short, medium, and long-term whole-of-government coordinated digital and ICT investment portfolio and manage whole-of-government digital and ICT sourcing and contracts.

Due to the high cost and risks involved, digitally enabled projects benefit from long-term planning, prioritised investment, coordinated sourcing and ongoing oversight. A coordinated approach achieves better value for money through whole-of-government procurement of digital products and services, reuse of existing platforms, services and standards, and investments aligned with overarching digital strategy and government architecture.

Opportunities for and uptake of government digital services will continue to rapidly evolve. Until recently, these investments have largely been driven by individual policy or agency proposals.

The DTA is now well positioned to connect, oversee at the whole-of-government level, and provide trusted advice on, digital and ICT matters and investment decisions. More strategic and informed decisions will benefit multiple agencies, provide the best value for the Commonwealth, and effectively support Australian people and businesses – positioning Australia as a world-leading digital government.

This corporate plan builds on our first year of delivering on our current mandate as a trusted adviser to government. It has been a significant year of change, transformation and hard work. In the year ahead we will demonstrate and embed our work to guide and measure the government's ambitions in Australia's digital future.

Chris Fechner

Chief Executive Officer

Digital Transformation Agency

Statement of preparation

I, Chris Fechner, as the accountable authority of the Digital Transformation Agency (DTA), present the 2022–23 DTA corporate plan, which covers the period 2022–23 to 2025–26, as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Chris Fechner
Chief Executive Officer
24 August 2022

Purpose

To support the Minister for Finance and the Australian Government by providing digital and ICT strategy and policy leadership, investment advice, strategic sourcing, and delivery oversight to drive the government’s digital transformation and deliver benefits to all Australians.

Vision

The Australia Government is a world-leader in digital government for the benefit of citizens, businesses and communities by 2025.

Mission

To be the trusted adviser to the Australian Government and Commonwealth entities on digital and ICT matters and investment decisions.

Strategic objectives

- 1. Lead government’s digital transformation strategy.**
- 2. Oversee the short, medium and long-term whole-of-government digital and ICT investment portfolio.**
- 3. Manage whole-of-government digital and ICT strategic sourcing and contracts.**
- 4. Be a valued employer with the expertise to achieve our purpose.**

Operating context

Delivering world-leading digital government means going beyond having simple online services and investing in cutting-edge technology: the people and businesses that engage with government expect these services to be stable, secure, reliable and capable of anticipating the future needs of every user. The degree to which the APS effectively and efficiently transforms the digital landscape today will impact on the trust individuals and businesses have in government and how much public value we deliver tomorrow.

Environment

We are responsible for stewarding the government through the rapidly changing and complex digital and ICT environment. Fast-paced technological change is challenging the way we work and engage across society – creating constant opportunities to rethink how decisions about digital and ICT investment are made, and how government services are designed and delivered. Digital disruption, increased demand and the global pandemic have seen a significant shift towards digital as Australians' preferred way of accessing services. This environment has also changed the nature of the way government operates as a digitally enabled enterprise.

The national response to COVID-19 has highlighted what is possible, however, challenges remain. We need to address fragmented digital delivery and channel inconsistencies in customer services as well as lack of investment in interoperability and reuse of digital capabilities as standards across government. In addition, ongoing reforms to the public service and fiscal challenges place a premium on the government's ability to more effectively plan and prioritise digital transformation in the most cost-effective way. The path forward requires leadership and high levels of coordination and collaboration across government and industry. It requires alignment with an overarching investment framework from early planning through to initiative delivery and realisation of planned benefits, underpinned by a clear digital government architecture that links strategies, policies, standards and guidance.

We will continue to work diligently across government and industry to be the trusted advisor on digital and ICT matters and investment decisions. We will also continue to reinforce the essential building blocks of digital transformation, providing an informed picture of current digital capability and capacity, and mapping future needs.

The DTA is committed to strategic investments to make digital services simple, helpful, respectful and transparent to customers, and that increase focus on building capabilities that support those customers, whether they be people, communities, businesses or employees of the APS. In doing this, we will increase rigour of digital investment oversight to maximise value while reducing risk and waste.

Capability

We are an Executive Agency within the Finance Portfolio. Our people have expertise and skills in:

- overarching strategy, policy, standards and guidance for government digital and ICT investment and service delivery
- whole-of-government digital and ICT enterprise architecture
- whole-of-government digital and ICT investment portfolio planning, prioritisation, contestability and assurance
- whole-of-government digital and ICT sourcing and contracts
- discovering, framing, establishing and transitioning new digital and ICT initiatives for government
- enabling services to support a responsive, capable agency.

Through our workforce planning and development we are building an agency that can adapt to the challenges, risks and opportunities in our current and future operating environments through use of emerging technologies, contemporary approaches and broad collaboration to achieve our purpose.

Values and behaviour

Our values and corresponding behaviours reflect our mandate as a trusted adviser to government. They underpin and guide our day-to-day work practices across all facets of the way we work – within the DTA and across the APS:

- **Collaboration** – we work together to achieve goals.
- **Respect** – we make everyone feel safe, supported and included.
- **Transparency** – we build trust through being authentic and honest.
- **Future focused** – we use our expertise to support the government’s digital agenda.
- **Excellence** – we strive for excellence in all we do.

Diversity and inclusion

The DTA believes it is crucial to have a diverse and inclusive workplace that reflects the range of people, communities, cultures and diversity groups we serve.

We are committed to building and maintaining an inclusive working environment based on trust, mutual respect and understanding. We want everyone, regardless of who they are or what they do for the DTA, to feel equally involved in, and supported in, all areas of the workplace.

Our diversity and inclusion strategy focuses on leadership and culture, awareness and creating a sense of belonging, celebrations through recognised events, and our diversity network. Our Executive Diversity Champion plays a visible leadership role across the DTA to work with staff to create a valued, respected and diverse culture.

We ensure our offices are accessible and offer reasonable adjustments as required.

The DTA is a member of the Diversity Council Australia, the Australian Network on Disability and Pride in Diversity, and we have special access to diversity and inclusion resources.

Risk oversight and management

Our work practices and regular, open and transparent communication with stakeholders enables us to quickly identify, understand and respond to emerging risks.

We manage risk in line with the *AS/NZS 31000:2018* risk management standard and have implemented the guidance to comply with the Commonwealth Risk Management Policy (RMG 211) to support the requirement of section 16 in the PGPA Act.

To achieve the strategic objectives we have developed to support the government's mandate for the DTA, we have considered our associated strategic risks, which are summarised in the following table along with corresponding mitigation strategies.

STRATEGIC OBJECTIVE	STRATEGIC RISKS	MITIGATING STRATEGIES
<p>1. Lead government’s digital transformation strategy.</p>	<p>No overarching vision, clarity and direction for digital government agreed across Commonwealth ministries and agencies.</p>	<p>Adequately resourced team, informed by relevant evidence base, to support government with the development of an ambitious, inclusive and deliverable whole-of-government digital strategy, implementation program, and performance measures.</p>
<p>2. Oversee the short, medium and long-term whole-of-government digital and ICT investment portfolio.</p>	<p>Agencies do not engage with the DTA or implement our advice, which means we fail to effectively support the government to manage its digital and ICT investments, from early planning through to project delivery and realisation of planned benefits.</p>	<p>Formal and informal stakeholder engagement including forums such as the Secretaries Digital Committee.</p> <p>Continual engagement with and education of agencies on the 6 stages of the Digital and ICT Investment Oversight Framework: strategic planning; prioritisation; contestability; delivery assurance; sourcing; and operational performance.</p> <p>Identification and implementation of improved DTA operating model and ways of working.</p> <p>Clear advice through the policy development process on the readiness of digital proposals to deliver the intended outcomes for government.</p>
<p>3. Manage whole-of-government digital and ICT strategic sourcing and contracts.</p>	<p>Digital and ICT sourcing is not seen as an essential component of the Digital and ICT Investment Oversight Framework or offering value for money to agencies.</p>	<p>Improved accessibility and functionality of Digital Marketplace for buyers and sellers through transitioning to BuyICT.</p> <p>Integration of the Digital and ICT Investment Oversight Framework into BuyICT platform.</p> <p>Continual engagement with users to refine functionality and enhance the user experience.</p>
<p>4. Be a valued employer with the expertise to achieve our purpose.</p>	<p>Inability to attract, develop and retain expert talent or maintain fit-for-purpose, secure information systems.</p>	<p>Implementation of Workforce Plan, Attraction and Retention Strategy, Flexible and remote working policy, Change program, agency digital and ICT planning, and Ways of Working initiative.</p>

Cooperation

We work most closely with Australian Government agencies.

We also work with state, territory and international governments, advisory and oversight bodies as well as industry and academia, and people who provide or use government services.

We cooperate effectively with our stakeholders across government and industry to understand the operating environment, identify challenges and opportunities for improvement, and provide trusted advice to government.

We are improving our ways of working by developing an agency service map of the models, tools, processes and data used across the DTA. Through this, we are identifying opportunities to improve connectedness and transparency to embed into an improved operating model to work more effectively across our organisation and across government.

The aim is to ensure better awareness and management of priorities, actively manage our peak periods and surge activities, manage consistent workflow and methods, improve reuse of data and intelligence, and implement value and benefits management across the DTA.

Performance

The DTA is responsible for leading and linking the overarching direction for digital strategy, policy and services, while being independent of its delivery. This means the benefits (impact) are often delivered by other agencies.

The following performance measures are therefore intended to assess the DTA's contribution to the impact, rather than assess the impact itself. We will continue to refine and mature our performance measures as we mature as an agency and update our corporate plan accordingly.

Strategic objective 1

Lead government’s digital transformation strategy.

Key activities

- Provide strategic and policy leadership on digital government through whole-of-government and shared ICT planning, investments and digital service delivery.
- Develop, deliver and monitor whole-of-government architecture strategies, policies and standards for digital and ICT investments and sourcing.

PERFORMANCE MEASURES	TARGETS	
	Year	Target
<p>1.1 The Australian Government Architecture is a decision-making and policy construct that helps agencies develop scalable, secure and resilient digital capabilities.</p> <p><i>Methodology: Delivery and ongoing iterative updates to the Australian Government Architecture; use of/alignment with Australian Government Architecture; stakeholder feedback; case study examples.</i></p>	2022–23	Set benchmark for use of/alignment with Australian Government Architecture
	2023–24	Maintain or improve on benchmark
	2024–25	Maintain or improve on benchmark
	2025–26	Maintain or improve on benchmark
<p>1.2 Stakeholders and partners receive high quality and timely advice on whole-of-government strategies, policies and standards for digital and ICT investments.</p> <p><i>Methodology: Stakeholder feedback on whether DTA advice is accurate, complete, reliable, relevant and timely; use of/alignment with advice; case study examples.</i></p>	2022–23	Set benchmark for stakeholder feedback on DTA advice Set benchmark for use of/alignment with DTA advice
	2023–24	Maintain or improve on benchmarks
	2024–25	Maintain or improve on benchmarks
	2025–26	Maintain or improve on benchmarks
<p>1.3 Local and international digital government maturity and performance rankings.</p> <p><i>Methodology: Digital government rankings.</i></p>	2022–23	Set benchmark for Australian Government rankings
	2023–24	Maintain or improve on benchmarks
	2024–25	Maintain or improve on benchmarks
	2025–26	Maintain or improve on benchmarks

Strategic objective 2

Oversee the short, medium and long-term whole-of-government digital and ICT investment portfolio.

Key activities

- Manage strategic coordination and oversight functions for digital and ICT investments across the project lifecycle, including providing advice on whole-of-government reuse opportunities.
- Provide advice to the Minister on digital and ICT investment proposals and lead new digital proposals as directed by the Minister.

PERFORMANCE MEASURES	TARGETS	
	Year	Target
2.1 Quality and timeliness of strategic planning advice to define digital and ICT investment portfolio, its future objectives and capability gaps. <i>Methodology: Stakeholder feedback; examples of identifying direction, gaps, risk, duplication and future objectives.</i>	2022–23	Set stakeholder satisfaction benchmark %
	2023–24	70%
	2024–25	75%
	2025–26	80%
2.2 Quality and timeliness of prioritisation advice on investments to deliver on government’s digital and ICT objectives. <i>Methodology: Stakeholder feedback; examples of advice and analysis provided on investment pipeline; development of multi-year integrated digital investment plan and investment overview on outcomes.</i>	2022–23	Set stakeholder satisfaction benchmark %
	2023–24	70%
	2024–25	75%
	2025–26	80%

PERFORMANCE MEASURES	TARGETS	
	Year	Target
<p>2.3 Quality and timeliness of contestability advice to ensure digital and ICT investment proposals are robust and meet whole-of-government digital standards prior to government consideration.</p> <p><i>Methodology: Review of DTA data; stakeholder feedback.</i></p>	2022–23	<p>70% of digital investment proposals identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are reviewed within Budget timelines.</p> <p>70% of digital investment proposals identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are assessed with strong alignment to the Digital Capability Standards.</p> <p>Average rating of at least 7/10 for the DTA's communication around the Digital Capability Standards and the requirements on Commonwealth agencies.</p>
	2023 to 2026	<p>100% of digital investment proposals identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are reviewed within Budget timelines.</p> <p>100% of digital investment proposals identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are assessed with strong alignment to the Digital Capability Standards.</p> <p>Average rating of at least 8/10 for the DTA's communication around the Digital Capability Standards and the requirements on Commonwealth agencies.</p>

PERFORMANCE MEASURES	TARGETS	
	Year	Target
<p>2.4 Quality and timeliness of delivery assurance advice that investments are on-track to deliver expected benefits.</p> <p><i>Methodology: Review of DTA data.</i></p>	2022–23	<p>100% of new digital investments identified by the DTA as in-scope for the Digital and ICT Investment Oversight Framework have a formal assurance plan in place [measured by value].</p> <p>70% of in-flight digital projects in-scope for retrospective application of the assurance framework have a formal assurance plan in place [measured by value].</p>
	2023–24	<p>100% of new digital investments identified by the DTA as in-scope for the Digital and ICT Investment Oversight Framework have a formal assurance plan in place [measured by value].</p> <p>100% of in-flight digital projects in scope for retrospective application of the assurance framework have a formal assurance plan in place [measured by value].</p>
	2024 to 2026	<p>100% of new digital investments identified by the DTA as in-scope for the Digital and ICT Investment Oversight Framework have a formal assurance plan in place [measured by value].</p> <p>100% of digital projects (tier 1, 2 and 3) have a formal assurance plan in place [measured by value].</p>
<p>2.5 Alignment of whole-of-government digital platforms, technologies and services with Australian Government Architecture.</p> <p><i>Methodology: Review and examples of alignment; reduced costs and duplication; user feedback</i></p>	2022 to 2026	<p>Increase in, and enhancement of, digital platforms, technologies and services that are aligned to the Australian Government Architecture and make government services easy to use, accessible and connected.</p> <p>70% of government users report a customer satisfaction measure of neutral or above.</p>

Strategic objective 3

Manage whole-of-government digital and ICT strategic sourcing and contracts.

Key activities

- Manage whole-of-government digital sourcing and purchasing to simplify processes for government agencies and industry, reduce costs, increase speed, and generate reuse opportunities.

PERFORMANCE MEASURES	TARGETS	
	Year	Target
<p>3.1 Management of whole-of-government digital strategic sourcing, contracts and purchasing arrangements and systems.</p> <p><i>Methodology: Stakeholder feedback; availability and use of arrangements and systems, alignment with Australian Government Architecture and Reuse Policy.</i></p>	2022 to 2026	<p>Up-to-date digital procurement arrangements that meet government agencies needs with at least one new or renewed whole-of-government arrangement put in place that delivers improved value.</p> <p>Whole-of-government digital procurement arrangements comply, where relevant, to the Australian Government Architecture and Reuse Policy.</p> <p>Centrally managed DTA whole-of-government contracts are reported on AusTender.</p> <p>BuyICT platform including the Reuse Catalogue is available to buyers and sellers 99.5% of the time.</p> <p>The Customer Service Desk for digital procurement is available from 8.30am to 5.00pm Australian Eastern Standard Time (Australian Capital Territory business days).</p>
<p>3.2 Value for money digital and ICT procurements.</p> <p><i>Methodology: Examples of value for money procurement savings and efficiencies; use of arrangements.</i></p>	2022 to 2026	<p>Savings and efficiencies for whole-of-government procurement arrangements are considered when they are created or refreshed.</p> <p>Consistent or better usage of arrangements annually.</p> <p>Comparative benchmarks, where possible, on whole-of-government and panel arrangements demonstrating value for money.</p>

Strategic objective 4

Be a valued employer with the expertise to achieve our purpose.

Key activities

- Forecast and manage required workforce, capabilities and resources.
- Support the DTA to pursue our strategic objectives.

PERFORMANCE MEASURES	TARGETS	
	Year	Target
4.1 Ability of DTA staff to support strategic objectives. <i>Methodology: Review of DTA human resources data; results of APS employee census; examples of supporting strategic objectives (e.g. website updates/refresh to improve the DTA's communication with agencies and public; improved processes to support assurance function; automation of processes to free up staff for more critical analysis of digital and ICT capability and planning).</i>	2022–23	Increase in vacancies filled. Reduction in lack of satisfaction/career opportunities as reason for leaving the DTA. Increase in staff satisfaction and wellbeing.
	2023 to 2026	Maintenance of, or increase in, staff satisfaction and wellbeing annually. Reduction in harassment, bullying and discrimination scores. 80% APS engagement score. 100% of development plans agreed.

Table of requirements

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E(2) of the PGPA Rule 2014

The table details the requirements met by the DTA's corporate plan and the page reference(s) for each requirement.

REQUIREMENTS	PAGE(S)
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Operating context <ul style="list-style-type: none"> • Environment • Capability • Risk oversight and management, including key risks and its management • Cooperation • Subsidiaries (where applicable) 	5–9
Performance <ul style="list-style-type: none"> • Performance measures • Targets for each performance measures (if reasonably practicable to set a target) 	10–15