

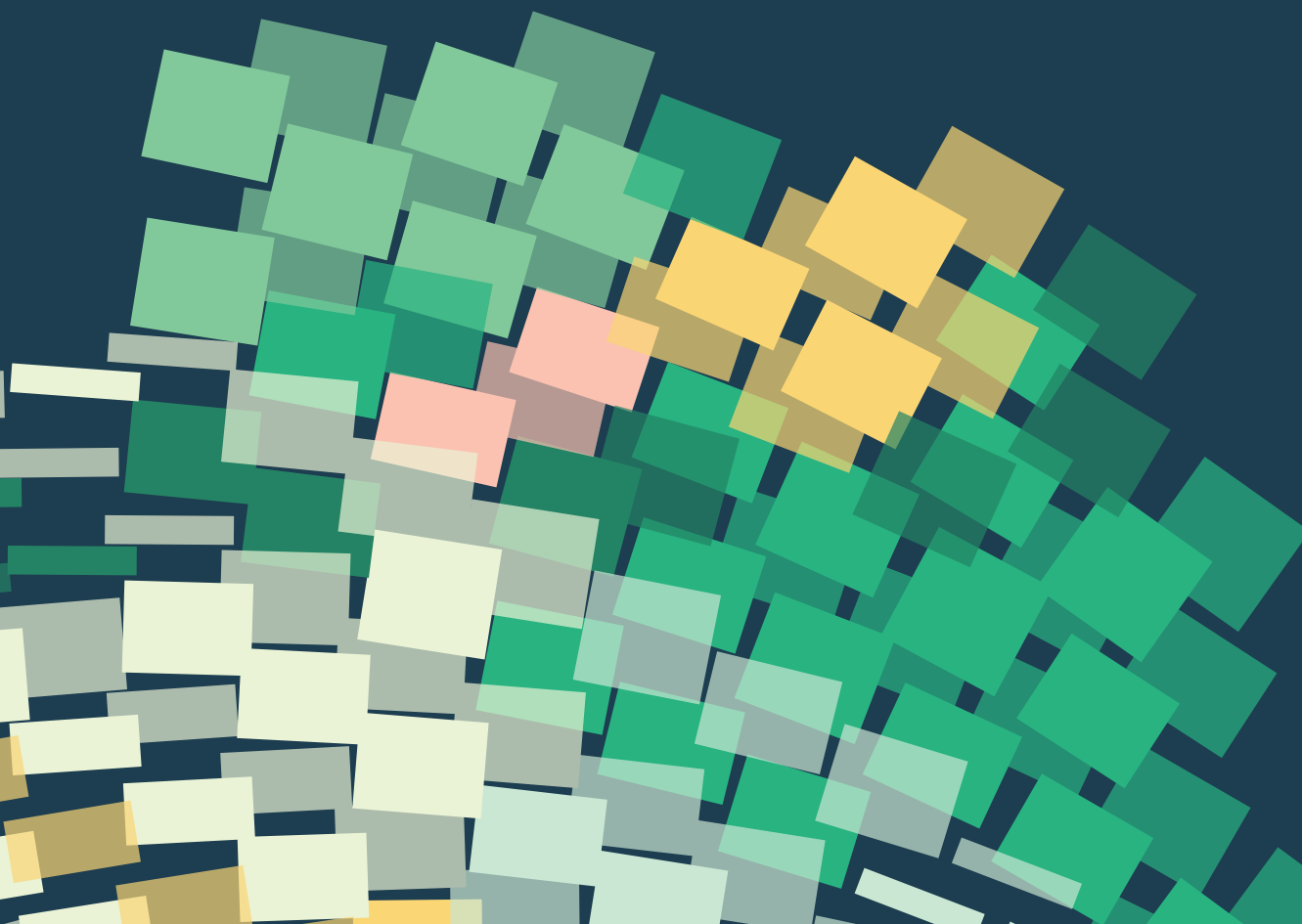


Australian Government
Digital Transformation Agency



Digital Transformation Agency

Annual Report 2023–24



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

Assistant Director, Organisational Performance

Digital Transformation Agency

PO Box 457 Canberra ACT 2601

Email: info@dtg.gov.au

Website: www.dtg.gov.au

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Letter of transmittal

Senator the Hon Katy Gallagher
Minister for Finance
Minister for Women
Minister for the Public Service
Parliament House
Canberra 2600

Dear Minister

I am pleased to present the *Digital Transformation Agency Annual Report 2023–24* for the year ended 30 June 2024.

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 section 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



Chris Fechner

Chief Executive Officer
Digital Transformation Agency
17 October 2024

“

Empowering people,
businesses, and
government agencies
through digital government,
we are the expert, trusted
advisor in a rapidly evolving
digital landscape.

About this report

This report covers the Digital Transformation Agency (DTA) and our performance from 1 July 2023 to 30 June 2024.

As required, this report summarises our progress in achieving our purpose, and reviews our performance 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, environmental performance and freedom of information.

Chapter 4 summarises our financial performance and includes our audited financial statements.

Chapter 5 provides employee statistics and executive remuneration as well as aids for readers including a list of reporting requirements, glossary and abbreviations, and an alphabetical index.

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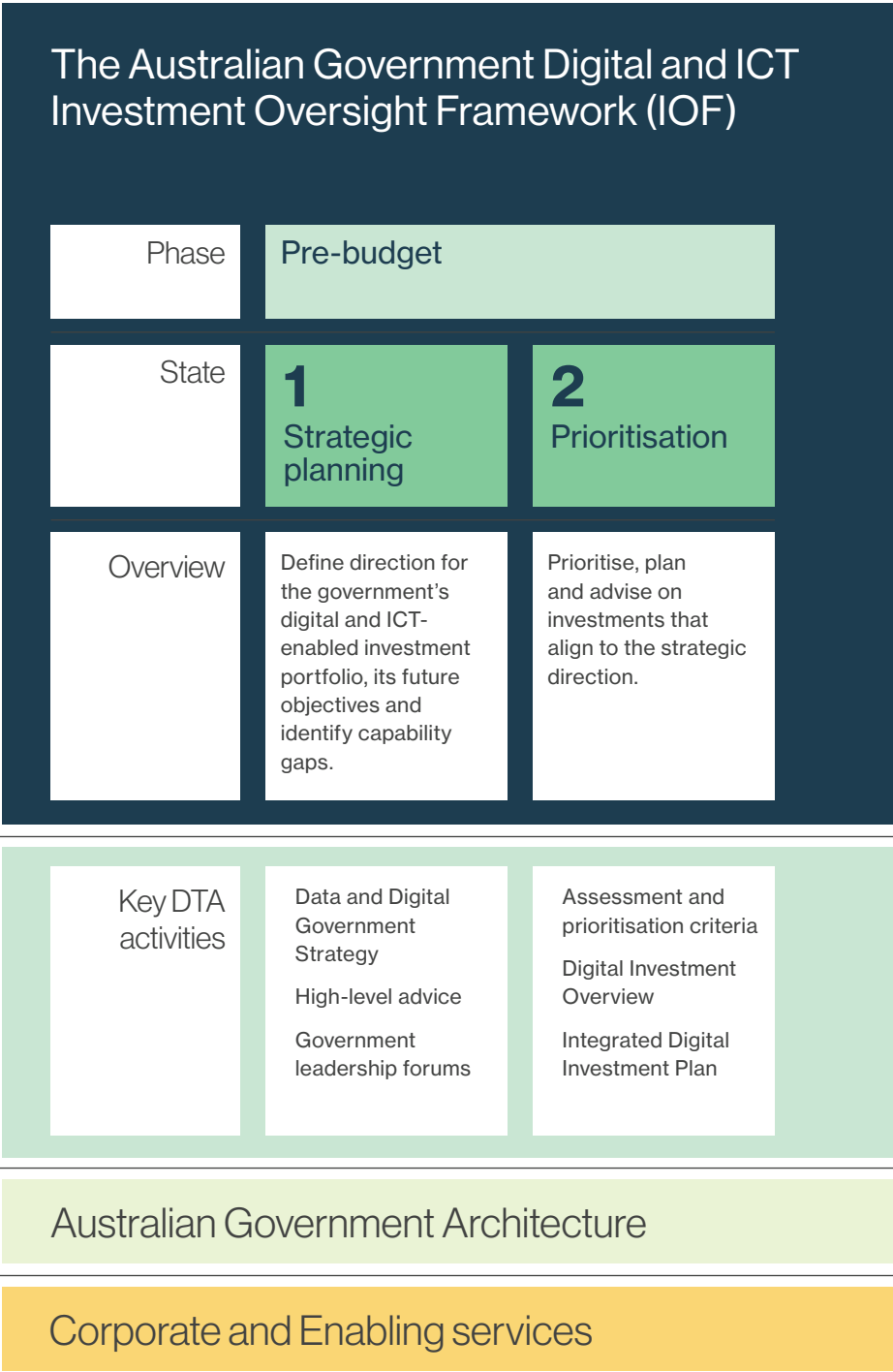
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Our work at a glance

Figure 1: Overview of the key elements of the DTA's work



A governance framework for the management of the Australian Government’s digital investments across the project lifecycle

Budget	Implementation		
3 Contestability	4 Assurance	5 Digital sourcing	6 Operations (real world use)
Ensure proposals are robust and meet whole-of-government digital standards prior to government consideration.	Provide assurance to government that projects are on-track to deliver expected benefits.	Provide strategic sourcing advice and deliver value-for-money arrangements to simplify procurement of digital goods and services.	Regular data collection on digital and ICT projects being delivered as well as digital and ICT business-as-usual arrangements.

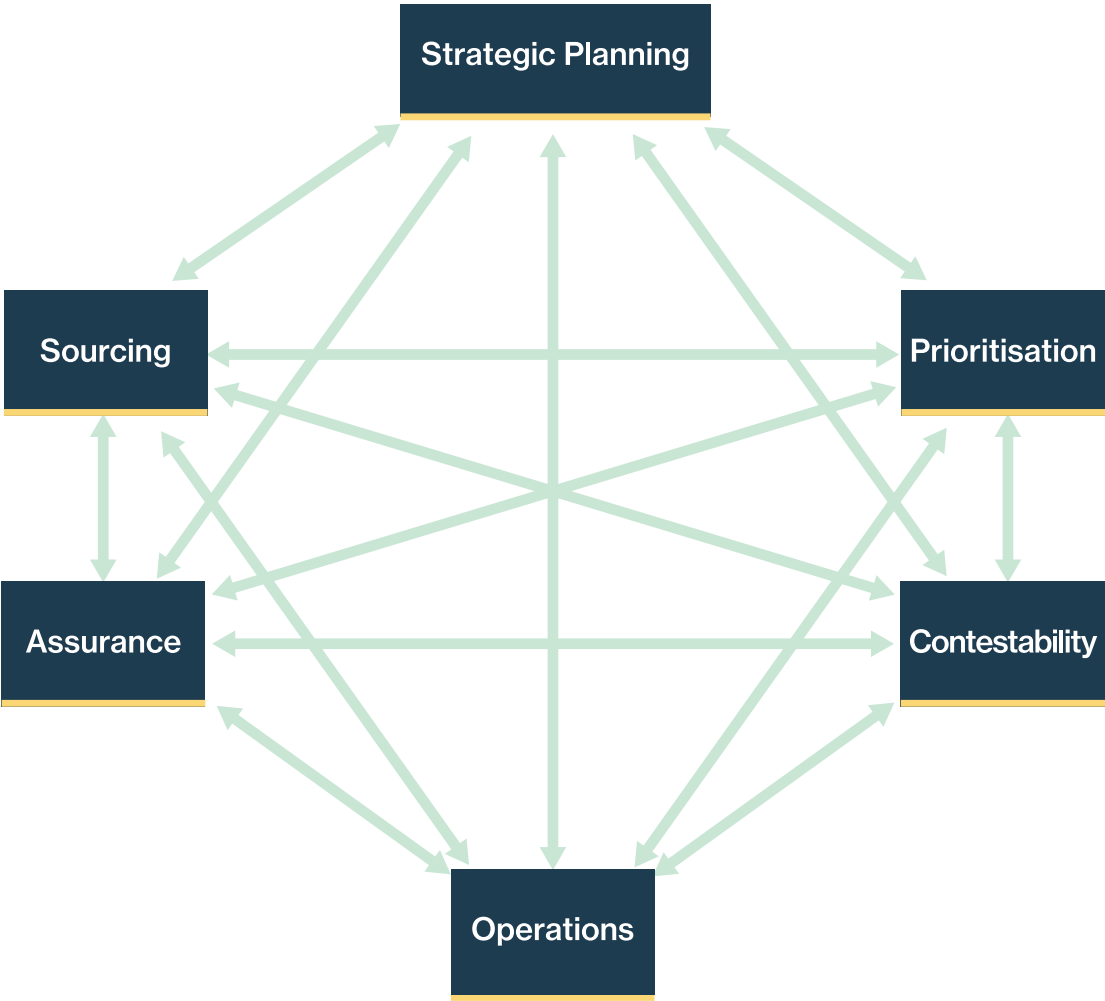
Digital Capability Assessment Process ICT Investment Approval Process	DTA-agreed Assurance Plans Assurance reporting Escalations engagement	BuyICT platform Digital sourcing policies Single-seller arrangements Panels and marketplaces	Quarterly surveys Data analysis
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A collection of whole-of-government standards, policies, designs and capabilities

The Australian Government Digital and ICT Investment Oversight Framework (IOF)

A governance framework for the management of the Australian Government’s digital investments across the project lifecycle

Figure 2: The Australian Government Digital and ICT Investment Oversight Framework (IOF).



“

The DTA is in a strong position to continue advancing the government's digital transformation efforts.



Executive Board

From left: Tom Gilmartin, Lucy Poole,
Chris Fechner, Wayne Poels

Overview

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Australian Government

Digital Transformation Agency



Chris Fechner

Chief Executive Officer
Digital Transformation Agency



Chief Executive Officer's review

Rapid advancements in digital technology present both opportunities and risks for the Australian Government. Over the past year, Artificial Intelligence (AI) has captured global attention, largely due to ChatGPT. Australians have mixed feelings about AI in government services. The DTA's role is to work with all government sectors to ensure that AI, and other digital solutions, add value, boost productivity, improve services, and remain safe, responsible, secure, and resilient.

Australia is recognised internationally as a front-runner in digital government. We excel in offering citizen-focused services, shaping digital strategies and policies, overseeing digital investments, and linking the digital industry with the government through our contracts and procurement processes. These efforts ensure that the Australian Government consistently serves its citizens and businesses while maintaining global digital engagement.

Looking back over the year leading up to 30 June 2024, the DTA significantly advanced excellence in digital government. We adopted innovative working methods, refined our governance, strategy, policy, and sourcing, and co-designed with other government sectors, industry, academia, and civil society. This continuous collaboration helped us improve the advice we gave to the government, enhanced oversight of digital investments, and built trust and confidence among Australians engaging with the government digitally.

Establishing a clear vision for the future

A significant event in 2023–24 was the release of the [Data and Digital Government Strategy](#). The Strategy established a clear vision for offering simple, secure, and interconnected public services to both individuals and businesses through world-class data and digital capabilities.

The Strategy's goal is to maintain the Australian Public Service (APS) at the leading edge of data and digital technologies, directions, and innovations, while ensuring that information and services remain safe, trustworthy, inclusive, and accessible. It advances the government's digital transformation and acknowledges that data and digital tools are crucial for addressing the requirements of the people and businesses it serves. Looking forward, the strategy provides a blueprint for aligning investments in data and digital, enhancing impact and efficiency, and identifying future areas of focus.

The government is already fulfilling this strategic promise by modernising legacy ICT systems, improving data-sharing practices, and positioning Australia to better tackle new opportunities, threats, and technologies.

Raising the bar for digital experience

The expansion of digital services provided by the Australian Government has enhanced service delivery and operational efficiency, yet it has also resulted in varied and often confusing user experiences. To tackle this problem, we established a new [Digital Experience Policy](#), co-creating it with stakeholders from government sectors, industry, and leading organisations.

Effective from 1 January 2025, the policy sets standards to enhance the design, delivery, and performance of government digital services. The aim is to make digital interactions more human-centered and ensure every government touchpoint is inclusive, cohesive, and seamless.

The policy's goals are backed by 3 new standards and an updated Digital Service Standard:

- The Digital Inclusion Standard guarantees that the people who most require government services are not overlooked.
- The Digital Access Standard encourages the reuse of platforms and capabilities, ensuring services are easily discoverable and used.
- The Digital Performance Standard mandates that agencies track, report, and enhance the quality of their digital services.
- The updated Digital Service Standard (version 2.0) redefines the guidelines for creating dependable and effective digital government services. From 1 July 2024, all new public and internal government services must follow Version 2.0 of the standard, while existing public-facing services need to comply by 1 July 2025.

Ensuring digital investments deliver their intended benefits

The DTA ensures that government digital investments meet their objectives. The [new Benefits Management Policy](#), authorised in the 2024-25 Budget process, requires a clear understanding of the benefits of digital projects. It integrates best practices into decisions, ensuring new digital investments meet minimum criteria before receiving funding. Future work in the DTA will better incorporate benefits management across the Australian Government's Digital and ICT Investment Oversight Framework (IOF). This integration will help decision makers address project delivery challenges with a clearer grasp of how their choices impact intended benefits.

Ensuring AI's use is safe and ethical

As generative AI becomes more prevalent, it is crucial to create a consistent national approach for the safe and ethical use of transformative AI technologies. The “[National Framework for AI Assurance in Government](#)” sets the foundation for a unified approach to AI assurance. This framework will help government agencies develop, procure, and implement AI safely and responsibly.

Developed by a collaborative working group of Commonwealth, states, and territory representatives, this framework is vital for building public trust and confidence. It also ensures that all residents and businesses in Australia have a consistent baseline, regardless of their location.

Recognising the need for guidance on AI risks for government officials, the DTA has created a taskforce with the Department of Industry, Science, and Resources. Approved by the Future of Work Secretaries Sub-committee, the AI Taskforce included members from across the APS and developed government-wide strategies for safe and responsible AI use.

Australia places fifth in digital government list

Australia's status as a global leader in digital government was confirmed when it was ranked fifth in our debut participation with the Organisation for Economic Co-operation and Development's (OECD's) [Digital Government Index](#). This index evaluates member nations based on their digital government maturity. Australia earned an overall score of 75.3%, which is significantly higher than the OECD average of 60.5%.

Pleasingly, Australia ranked first in the 'digital by design' category for government services and was recognised as one of only 5 member countries to have an integrated approach to digital investment oversight.

This outstanding achievement highlights Australia's progress in digital government maturity and underscores the role the DTA plays in advising the government on digital transformation. Nevertheless, we aim to continue enhancing Australia's digital capabilities to maintain and improve this ranking for the benefit of all citizens. Additionally, we will keep engaging with foreign governments and international bodies, such as the OECD, to exchange insights and influence the future direction of digital government globally.

Making digital procurement simple, clear and fast

In almost every scenario, digital solutions depend significantly on products, services, and expertise provided by the digital sector. Through our digital sourcing and contracting capabilities, the DTA is enabling government agencies to access these vital digital resources. We introduced a new enterprise resource planning (ERP) category on the Software Marketplace to provide efficient, straightforward, and cost-effective ERP solutions and products. This addition allows government agencies to tap into a broader range of vendors, technologies, and solutions when overhauling their ERP systems.

Plans are currently in motion to establish a new Digital Marketplace Panel 2 to ensure it continues to serve the needs of buyers and sellers across Australia. The establishment of the new panel is based on extensive consultations and an application process that invited suppliers to demonstrate their digital competencies to the Australian Government. The process saw an unprecedented response with 2,074 applications, including 7,222 category submissions and 14,444 case studies showcasing digital services. Given the exceptional quality of the applications, we expect the new panel will be a valuable resource that meets the evolving digital demands of the government. The DTA remains committed to creating new marketplaces and panels that upholds the principles of openness, value, transparency, fairness, simplicity, and consistency.

Looking forward

The government makes significant investments in digital technology and services because these are essential for nearly all its activities, including policy making, service delivery, and internal operations. Looking ahead, the DTA will keep focusing on helping the government to maximise value, mitigate risks linked to digital investments, and reuse existing resources where feasible. We will also continue evaluating how our policies support the APS in fulfilling its mission and improving outcomes for individuals and businesses.

As we transition into the 2024–25 period, the DTA is in a strong position to continue advancing the government's digital transformation efforts. I am eager to share our progress.



Chris Fechner

Chief Executive Officer

Digital Transformation Agency

About us

The DTA plays a central role in driving the Australian Government's digital transformation.

Purpose

In 2023–24, the DTA's purpose was to provide digital and information and communications technology (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.¹

Role and functions

The DTA's role and functions² are to:

- 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
- manage strategic coordination and oversight functions for digital and ICT investments 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 opportunities to reuse platforms and capabilities
- provide advice to the minister on whole-of-government and shared digital and ICT investment proposals
- undertake other relevant tasks as the minister may require.

Portfolio and minister

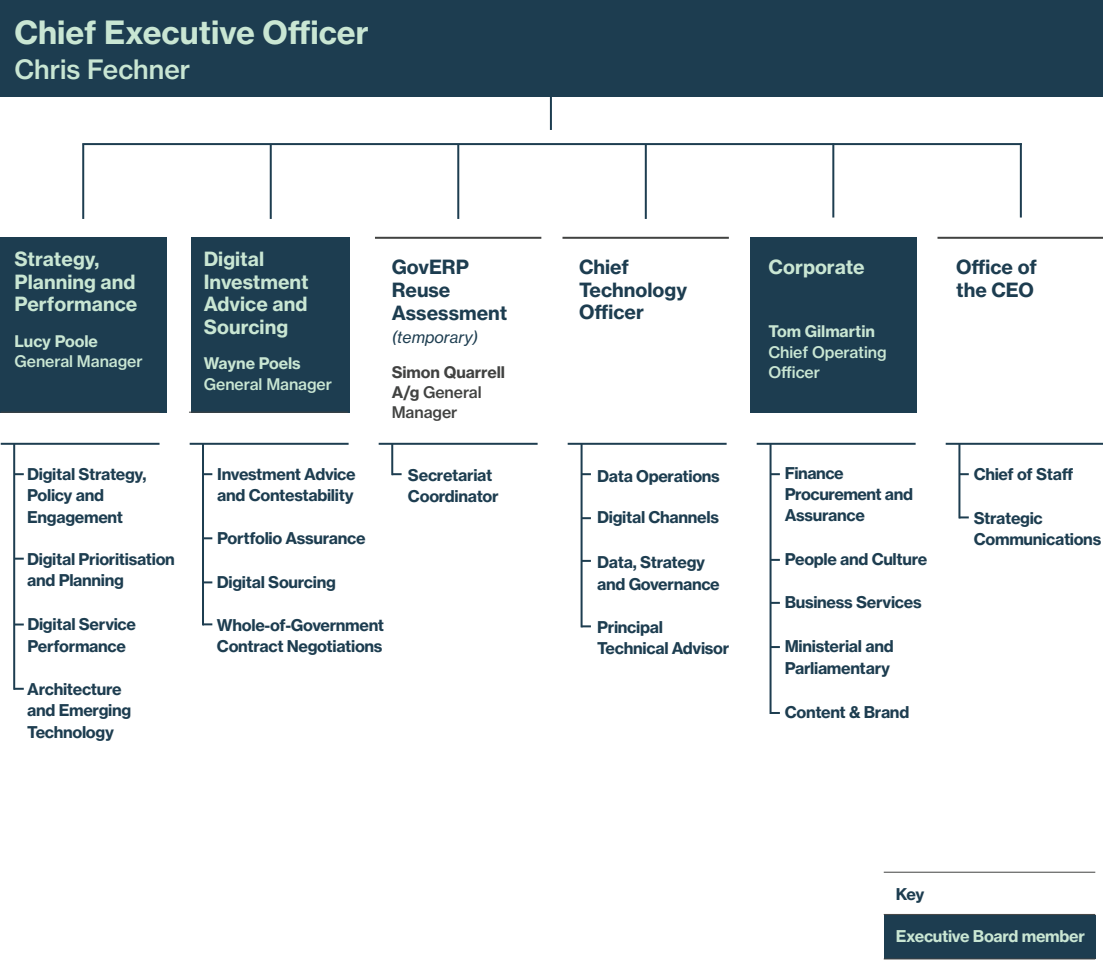
During 2023–24, the DTA was an Executive Agency in the Finance portfolio. Our minister was Senator the Hon Katy Gallagher, Minister for Finance, Minister for Women and Minister for the Public Service.

¹ Digital Transformation Agency Corporate Plan 2023–24 (www.dta.gov.au).

² [Order to identify the Minister responsible for the Digital Transformation Agency, and to Specify Functions for the Digital Transformation Agency \(www.legislation.gov.au/Details/C2021G00267\)](http://www.legislation.gov.au/Details/C2021G00267).

Agency structure

Figure 3: The DTA organisation structure as at 30 June 2024







Chris Fechner

Chief Executive Officer

Chris was appointed the Chief Executive Officer (CEO) of the DTA on 13 October 2021. As CEO, he is responsible for leading the agency to ensure we deliver on the government's digital transformation agenda, in accordance with our agency's executive order and the PGPA Act.

Chris has extensive experience in state government services, focusing on large-scale digital and ICT reform and transformation programs as well as implementing contemporary investment, contestability, and governance frameworks.

Before joining the APS, Chris held senior state government positions including Queensland Government Chief Customer and Digital Officer and Chief Digital and Product Officer at Service NSW. Chris holds an Executive Master of Business Administration and a Bachelor of Applied Science and Computing, both from the Queensland University of Technology.



Lucy Poole

Strategy Planning and Performance Division, General Manager

Lucy joined the DTA in November 2017. She leads the Strategy, Planning and Performance Division, which provides whole-of-government strategic leadership on the development and implementation of digital strategies and policies, the Australian Government Architecture, and the management of the government's digital investment pipeline to ensure an integrated and coordinated approach.

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. Lucy also has experience in state government, the private sector and the United Kingdom civil service.

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



Wayne Poels

Digital Investment Advice and Sourcing Division, General Manager

Wayne was seconded from the Department of the Prime Minister and Cabinet to the DTA in June 2021 to support the development of the IOF and joined permanently in April 2022. He leads the Digital Investment Advice and Sourcing Division, which coordinates advice on aligning all digital and ICT-enabled investment proposals with the government's Digital Capability Assessment Process and supports departments to realise the benefits of digital and ICT-enabled investments are realised. Wayne is also responsible for whole-of-government digital sourcing arrangements, panels and marketplaces.

Before moving to the DTA, Wayne held several positions in the Department of the Prime Minister and Cabinet and, prior to that, positions in The Treasury.

Wayne holds a Master of Economics from the Australian National University and a Bachelor of Economics (Hons) from La Trobe University.



Tom Gilmartin

Chief Operating Officer

Tom joined the DTA in December 2023, after serving as the Chief Operating Officer of the Department of the Prime Minister and Cabinet. His responsibilities include business services, human resources, finance, procurement, assurance, content, brand, and ministerial and parliamentary.

He has experience in risk management, business continuity, financial analysis, strategy development, project implementation and change management. He has previously worked as a chief financial officer, chief operating officer and deputy secretary at private and public sector organisations including NSW Treasury and Justice NSW.

Tom is a Fellow of the Association of Chartered Certified Accountants and a graduate of the Australian Institute of Company Directors.

Stakeholders

Achieving our purpose requires close collaboration with our many partners and stakeholders. We work most closely with Australian Government agencies, and with state, territory and international governments, advisory and oversight bodies, industry, academia and people who use government services. We cooperate with stakeholders across government and industry to understand the operating environment, identify challenges and opportunities for improvement, and provide trusted advice to government.

Outcome and program structure

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

Our Portfolio Budget Statement 2023–24 describes our outcome and program structure for the reporting year:

- **Outcome 1** – Support the government’s digital transformation, and simplify processes, increase realised value, reduce costs and generate reuse opportunities through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.
- **Program 1.1** – The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.

“

We have worked
collaboratively to
substantially achieve
our performance
measures for 2023–24.



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Statement of preparation

As the Accountable Authority of the Digital Transformation Agency, I present the Digital Transformation Agency's 2023–24 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, the annual performance statements are based on properly maintained records, accurately reflects the agency's performance in achieving our purpose for the reporting period and complies with subsection 39(2) of the PGPA Act and section 16F of the PGPA Rule.



Chris Fechner
Chief Executive Officer
2 October 2024

Purpose

As described in our *Corporate Plan 2023–24*, our purpose in 2023–24 was:

To provide 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

Strategic objectives

We focused on the following strategic objectives to achieve our purpose during the reporting year:

1. Lead government's digital transformation strategy through our co-delivery of the Data and Digital Government Strategy and Implementation Plan, as well as leadership in policy design, strategy, advice, and alignment to whole-of-government architecture.
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.

Summary of performance assessment

Performance measure	Assessment
1.1 The Australian Government Architecture is a decision-making and policy construct that helps agencies develop scalable, secure and resilient digital capabilities.	Achieved
1.2 Stakeholders and partners receive high-quality and timely advice on whole-of-government strategies, policies and standards for digital and ICT investments.	Substantially achieved
1.3 Local and international digital government maturity and performance rankings.	Achieved
2.1 Quality and timeliness of strategic planning advice to define digital and ICT investment portfolio, its future objectives and capability gaps.	Achieved
2.2 Quality and timeliness of prioritisation advice on investments to deliver on government's digital and ICT objectives.	Achieved
2.3 Quality and timeliness of contestability advice on investments to ensure digital and ICT investment proposals are robust and meet whole-of-government digital standards prior to government consideration.	Substantially achieved
2.4 Quality and timeliness of delivery assurance advice that investments are on track to deliver expected benefits.	Achieved
2.5 Alignment of whole-of-government digital platforms, technologies and services with Australian Government Architecture.	Partially achieved
3.1 Management of whole-of-government digital strategic sourcing, contracts and purchasing arrangements and systems.	Achieved
3.2 Value-for-money digital and ICT procurements.	Achieved
4.1 Ability of DTA staff to support strategic objectives	Partially achieved

Key

Where a **target** has more than one criterion, each one is equally weighted.

A status is applied to each criterion and then an average is calculated to give the overall status for the **target**.

Where a **measure** has multiple targets, each target is equally weighted. A status is applied to each target and then an average is calculated to give the overall status for the **measure**.

When considering criteria for a target, or a target within a measure:

- **achieved** applies if all elements have been met
- **substantially achieved** applies if elements have been predominantly met
- **partially achieved** applies if some elements have been met
- **not achieved** applies if no elements have been met.

Where a measure has multiple parts, the average, rounded down to the nearest whole value, is applied to determine overall status in the context.

The data values for each achievement status are *achieved* (3), *substantially achieved* (2), *partially achieved* (1) and *not achieved* (0).

Detailed performance assessment

For each strategic objective, the following detailed performance assessment includes:

- the key activities related to that strategic objective
- the performance measures, methodologies and targets set for the year (in our *Corporate Plan 2023–24* and Portfolio Budget Statement)
- a summary of our outcomes
- details of results achieved.

Strategic objective 1

Lead government's digital transformation strategy through our co-delivery of the Data and Digital Government Strategy and Implementation Plan, as well as leadership in policy design, strategy, advice, and alignment to whole-of-government architecture.

Key activities

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

Performance measures

Performance measure 1.1	
Measure	The Australian Government Architecture is a decision-making and policy framework that helps agencies develop scalable, secure and resilient digital capabilities.
Methodology	Delivery and ongoing iterative updates to the Australian Government Architecture; use of/ alignment with Australian Government Architecture; stakeholder feedback; case study examples.
Target	The DTA will review or publish 300 or more pieces of content on the Australian Government Architecture during the financial year.*
Outcome	Usage of the Australian Government Architecture continues to grow as new content becomes available. During 2023–24, the DTA developed and published 314 new pieces of content within the AGA Domain and Capability Model (DCM) hosted on www.architecture.digital.gov.au. For 2023-24 and future years, the DTA has established a baseline of 300 pieces of content being reviewed or published on the Australian Government Architecture DCM each financial year. This baseline will continue to be measured internally, with new performance measures and targets that align with the DTA's purpose and key activities developed in the DTA Corporate Plan 2024-25 for 2024–25 and forward years.
Assessment	Achieved

* The target has been updated from the target set out in the DTA Corporate Plan 2023-24 and the 2023-24 Portfolio Budget Statements which was "The DTA will establish baseline indicators in 2023–24. Measures of success will evolve with each iteration of the Australian Government Architecture."

Results achieved

Development and publication of content

During 2023–24, the DTA developed and published 314 new pieces of content within the DCM hosted on www.architecture.digital.gov.au. This content is developed in consultation with subject matter experts inside and outside government. Through the Australian Government Architecture, it is then integrated into the investment oversight process to support decision-making about digital expenditure.

Review of the Australian Government Architecture

The Australian Government Architecture supports agencies to plan and deliver the government’s digital investments. It provides a whole-of-government view of capabilities, policies, standards and designs, grouped into related domains such as individual experience, integration and government service delivery.

The DTA commissioned a review of the Australian Government Architecture, including research and interviews with users across government, to inform its evolution and ensure it can best help agencies develop scalable, secure and resilient digital capabilities. The review highlighted areas where content gaps and issues exist within the Australian Government Architecture, aiding in the creation of new processes to develop and refine content through the Australian Government Architecture Content Advisory Forum.

Performance measure 1.2	
Measure	Stakeholders and partners receive high-quality and timely advice on whole-of-government strategies, policies and standards for digital and ICT investments.
Methodology	Stakeholder feedback on whether DTA advice is accurate, complete, reliable, relevant and timely; use of/alignment with advice; case study examples.
Target	The DTA will provide advice on government strategies, policies and standards for digital and ICT investments that are considered and implemented. *
Outcome	The DTA provided advice to stakeholders on government strategies and policies through the release of the initial Data and Digital Government Strategy, the launch of the Digital Service Standard 2.0, the Benefits Management Policy and advice on government use of AI. This baseline will continue to be measured internally, with new performance measures and targets that align with the DTA’s purpose and key activities developed in the DTA Corporate Plan 2024-25 for 2024–25 and forward years
Assessment	Substantially achieved

* The target has been updated from the target set out in the DTA Corporate Plan 2023-24 and the 2023-24 Portfolio Budget Statements which was “The DTA will set targets for the forward year.”

Results achieved

Data and Digital Government Strategy and Implementation Plan

In December 2023, the Australian Government introduced the [**Data and Digital Government Strategy**](#), focusing on integrating data and digital technologies to improve public services by 2030. This strategy aims to make services simpler, more secure, and better connected by utilising advanced data and digital capabilities.

The strategy's development was a collaborative effort, led by the DTA and the Department of Finance, with guidance from an Oversight Committee composed of senior executives from various APS agencies.

The process unfolded in 3 phases. Initially, a global best practice scan and consultations within the government led to the release of the initial strategy in May 2023. This was followed by broader consultations with stakeholders, including public and community groups, industry, academia, state and territory governments, and the APS during June and July 2023. The final phase involved refining the strategy and implementation plan with input from APS agencies, culminating in its publication on 15 December, 2023, on dataanddigital.gov.au.

The strategy's release included an Implementation Plan, set to be updated annually, detailing actions to achieve the 2030 vision.

Throughout 2023 and 2024, the DTA worked to promote and embed the Strategy across the APS through targeted agency engagements and presentations at APS-specific events such as the APS State of the Service Roadshow.

Advice on Digital Service Standard 2.0

In December 2023, the [**Digital Service Standard 2.0**](#) was launched, representing an important step in improving digital experiences across government sectors. The updated standard was developed through extensive consultations with various government entities, incorporating best practices and global insights. It provides clear, quality guidance paired with straightforward criteria, simplifying understanding and implementation for agencies.

To ensure the updated standard was distributed widely, engagements were conducted with 200 staff members across 29 agencies. These sessions focused on key aspects such as trust, digital protection, and inclusion, ensuring no one is left behind in the digital transformation journey.

The launch of the Digital Service Standard 2.0 sets a foundation for building trust and inclusivity in digital services, paving the way for a more connected and secure public sector. This initiative reflects a commitment to continuous improvement and excellence in government digital services.

APS trial of Copilot

In 2023–24, the DTA coordinated a 6-month trial of Copilot for Microsoft 365, which ran from January to June 2024. More than 60 Commonwealth entities (see feature on page 29) trialled new ways to enhance productivity and develop skills, capabilities and preparedness for generative artificial intelligence (AI).

The trial allowed APS staff and agencies to innovate and explore how generative AI might support routine, day-to-day tasks such as producing meeting summaries and action items, internal correspondence and presentation outlines to free up more of the day for detailed, substantive work that people do best.

This trial continues the government's commitment to improving how the APS adopts and uses data and digital technologies, as outlined by the Digital and Data Government Strategy.

We also provided interim guidance on using generative AI to participating agencies. It included golden rules on usage, tactics and use cases. It also covered the 5 principles of accountability, transparency and explainability; privacy protection and security; fairness and human-centred value; and human, societal and environmental wellbeing.

Advice to high-level forums

Providing strategic advice to digital leadership forums within the APS is a crucial role of the DTA. The Secretaries Digital and Data Committee (SDDC) and the Digital Leadership Committee (DLC), connected by the DTA's CEO, are central to this purpose.

The SDDC, a subcommittee of the Secretaries Board, champions a unified APS approach to digital and data capabilities. Complementing this work, the DLC comprises senior business and technology leaders from across the APS, guiding the government's digital transformation. Our CEO's dual role in these committees ensures the alignment of strategic initiatives.

Throughout the year, the DTA advised the SDDC on investment priorities, assurance, and the development of the Strategy. We also proposed strategies for managing digital and ICT project benefits, provided updates on in-flight projects, and finalised plans to enhance data quality for decision-making. Additionally, we offered recommendations for whole-of-government digital and ICT sourcing arrangements.

The DTA provided guidance to the Minister by supporting and participating in the Data and Digital Ministers Meeting. The agency worked on Citizen Life Events and the application of AI in the public sector, which led to the creation of the National framework for AI assurance. Additionally the DTA co-leads the

Senior Officials Group, which focuses on preparation and project work below the ministerial level, improving collaboration with states and territories.

Our involvement in these committees underscores our commitment to shaping and advancing whole-of-government ICT and digital services, policies, and standards.

Performance measure 1.3	
Measure	Local and international digital government maturity and performance rankings.
Methodology	Digital government rankings.
Target	Maintain or improve on benchmark.
Outcome	The DTA exceeded the local digital government maturity benchmark, reaching 80% in 2024, up from 79% in 2023. The DTA ranked 5th in the 2023 Organisation for Economic Co-operation and Development (OECD) Digital Government Index and has set a benchmark of 75.3% to maintain or improve on. These benchmarks will continue to be measured internally, with new performance measures and targets that align with the DTA's purpose and key activities developed in the DTA Corporate Plan 2024-25 for 2024–25 and forward years.
Assessment	Achieved

Results achieved

Local benchmark set

Australia's digital government capabilities have improved, as shown by recent benchmarks. Australia's local benchmark has improved from 79% in 2023 to 80% in 2024, based on the Digital Government Readiness and Maturity Indicator produced by private Australian company Intermedium. This indicator uses a methodology consistent with the OECD Digital Government Policy Framework. It provides a measure of what each jurisdiction has done at a whole-of-government policy, legislative, or procedural level to ensure agencies are supported and enabled in their digital transformation activities.

The Australian Government ranked second out of all Australian jurisdictions, with the DTA contributing to 4 out of 5 digital government maturity criteria through initiatives including the IOF, the Data and Digital Government Strategy, the Australian Government Architecture, and the Digital Service Standard.

In summary, the DTA's efforts have exceeded previous benchmarks, showcasing continuous advancements in Australia's digital government maturity.

International benchmark set

Australia ranked fifth in its first engagement with the OECD Digital Government Index. Given that OECD countries generally represent mature and advanced governments, this achievement highlights Australia's approach and commitment to digital excellence. Notably, Australia secured the top position in the 'Digital by Design' category, reflecting our strategies and dedication to digital transformation. Our country has long been recognised as a leader in digital government, as shown by the number of foreign nations that engage with the DTA to learn from our digital transformation frameworks.

Australia's score was 75.3%, compared to the OECD average of 60.5%, indicating our strengths in digital project evaluation, collaborative strategy development, and service design and delivery.

FEATURE

Delivering a unifying strategy to revitalise data and digital transformation

The Australian Government is committed to creating a modern public service that puts people and businesses at the centre of its data and digital transformation.

A major step forward in 2023–24 was the release of the Data and Digital Government Strategy. It sets a clear vision to 2030 for delivering simple, secure and connected public services for all people and businesses through world-class data and digital capabilities.

The Strategy represents the maturing of the Australian Government's digital transformation and recognition of data and digital as vital to delivering better public services for people and businesses. It is accompanied by an implementation plan highlighting national initiatives that will deliver meaningful outcomes and help drive progress towards achieving the Strategy's vision.

The government is already delivering on its commitment by enhancing legacy ICT systems, developing people-focused digital services, improving data-sharing practices, growing APS data and digital expertise and positioning Australia to enhance its response to emerging opportunities, threats and technologies.

The first combined data and digital strategy for the Australian Government provides a blueprint for coordinating investments in data and digital, driving more significant impact and effectiveness and revealing where future efforts should be focused. It sets out 5 missions to accelerate data and digital transformation across the APS:

- Delivering for all people and business
- Simple and seamless services
- Government for the future
- Trusted and secure
- Data and digital foundations.

Leading the way in exploring the use and governance of AI in the APS

In an era when AI, particularly generative AI, is evolving rapidly, the government recognises the importance of engaging with this technology, balancing its potential benefits and risks for safe, ethical and effective implementation in public services.

In 2023–24, the DTA co-led the AI in Government Taskforce alongside the Department of Industry, Science and Resources.

This taskforce brought together representatives from 11 APS agencies to develop a comprehensive, whole-of-government approach to AI governance, risk management, skills development and technical preparedness.

The taskforce undertook several projects, including updating the interim guidance on the use of generative AI by agencies, and developing a draft Commonwealth AI Assurance Framework, which aims to ensure the responsible use of AI across government entities.

The taskforce also supported the government's 6-month trial of Copilot for Microsoft 365, which aimed to evaluate generative AI's potential to improve the productivity and efficiency of APS staff. More than 60 Commonwealth entities participated in this trial. Its objectives were to assess the safe and responsible implementation of generative

AI, identify benefits and challenges, and gauge staff sentiment towards these tools.

The insights gleaned from this trial, which will be published in late 2024, are expected to inform future government policies on AI. This ongoing work underscores the Government's commitment to leveraging data and digital technologies to drive innovation in public services.

The DTA continues to build on this foundational work. This includes releasing the [Policy for the responsible use of AI in government](#), which outlines mandatory agency actions, including identifying an accountable official for implementing the Policy and publishing a transparency statement about the agency's use of AI. Agencies are also strongly encouraged to provide AI fundamentals training for all staff and additional training where required.

Among other ongoing initiatives is the 8-week pilot of the draft Commonwealth AI Assurance Framework, launched in early September 2024. This pilot aims to further refine and validate the framework, ensuring it meets the diverse needs of different government bodies.

The DTA-led taskforce exemplifies the collaborative spirit and forward-thinking approach required to navigate the complexities of AI adoption in government. By fostering cross-agency cooperation and focusing on ethical and practical considerations, the taskforce has laid a solid foundation for the future of AI in the APS.

FEATURE

Digital experience policy focuses on delivering more cohesive, consistent digital services

The Australian Government is committed to enhancing its digital service delivery to meet the public's expectations of simplicity and seamlessness. As part of this commitment, the **Digital Experience Policy** has been introduced to ensure that government services are consistently user-friendly and high-quality

This policy mandates specific design and delivery requirements for agencies, strengthening the **IOF** to ensure digital investments align with strategic objectives and deliver on their promises.

The Digital Experience Policy is supported by 4 key standards designed to guide agencies in providing cohesive and consistent digital experiences. The **Digital Service Standard** outlines how government services should be designed and delivered, covering all stages from discovery to retirement. The **Digital Performance Standard** offers a consistent approach for monitoring and reporting on digital services and utilising user feedback and data to drive improvements. The **Digital Access Standard** encourages agencies to reuse existing whole-of-government platforms and capabilities, making services easier to discover, access, and navigate. Finally, the **Digital Inclusion Standard** ensures that

digital services are inclusive and accessible, preventing vulnerable populations from being left behind.

These standards collectively focus on meeting user needs and expectations. Over time, they will be integrated into the IOF's various states, from strategic planning through to operations, to assist agencies in their planning and design processes.

Effective from 1 January 2025, DTA will regularly evaluate the Digital Experience Policy in consultation with impacted agencies to ensure its continued effectiveness and relevance. This ongoing evaluation will include compliance mechanisms to maintain the policy's fitness for purpose and ensure that it consistently enhances the digital experience for all users.

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

Performance measure 2.1	
Measure	Quality and timeliness of strategic planning advice to define digital and ICT investment portfolio, its future objectives and capability gaps.
Methodology	Stakeholder feedback; examples of identifying direction, gaps, risk, duplication and future objectives.
Target	The DTA will provide strategic planning advice through the delivery of the Integrated Digital Investment Plan. *
Outcome	The DTA has successfully moved to a biannual Integrated Digital Investment Plan (IDIP) to provide long-term investment advice to government. The IDIP was delivered and endorsed in November 2023 and April 2024. This was the first time the DTA delivered 2 IDIPs to government. New performance measures and targets that align with the DTA's purpose and key activities have been developed in the DTA Corporate Plan 2024-25 for 2024–25 and forward years. The DTA's quality and timeliness of the IDIP will continue to be captured in performance measure 5 in future periods.
Assessment	Achieved

* The target has been updated from the target set out in the DTA Corporate Plan 2023-24 and the 2023-24 Portfolio Budget Statements which was "The DTA will set targets for the forward year."

Results achieved

Integrated Digital Investment Plan

During the 2024–25 Budget period, the DTA moved to producing biannually Integrated Digital Investment Plan. This frequency reflects the growing recognition of the value of the advice provided by the DTA and the importance of cross agency planning activities that help derisk projects and avoid overdrawing on specific capabilities from industry at any given time.

Early engagement on the IDIP enabled deeper discussions and the drawing out of strategic risks and opportunities that helps ensure project success. Stakeholder satisfaction in both products has been high, specifically on the quality and increased maturity of the IDIP.

Performance measure 2.2	
Measure	Quality and timeliness of prioritisation advice on investments to deliver on government's digital and ICT objectives.
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.
Target	100% of new digital investments identified by the DTA as in-scope for the Digital and ICT Investment Oversight Framework's investment prioritisation process are prioritised, with timely advice provided to government.
Outcome	The DTA achieved its target through the successful delivery of the Digital Investment Overview (DIO). In 2023-24, the DIO was produced earlier compared to previous iterations, supporting better planning and preparations of entities proposals prior to being considered by government. New performance measures and targets that align with the DTA's purpose and key activities have been developed in the DTA Corporate Plan 2024-25 for 2024-25 and forward years. The DTA's quality and timeliness of prioritisation advice will continue to be captured in performance measure 5 in future periods.
Assessment	Achieved

Results achieved

Digital investment prioritisation and planning

We delivered two DIOs to the Australian Government; advising on the prioritisation of investments to inform ministerial decision-making early in the 2023–24 Mid-Year Economic and Fiscal Outlook (MYEFO) in September 2023 and the 2024–25 Budget cycle in March 2024. The DIO was produced earlier than in previous years, thanks to more comprehensive consultations with senior governance committees.

Leading up to the delivery of the DIO, the DTA facilitated a cross-agency moderation group. This group consisted of people in Senior Executive Service (SES) positions who have digital roles or proposals in the pipeline, representing significant digital investments. In this cycle, the group's level of engagement increased compared to previous cycles.

The DTA looks forward to continuing to bring together senior governance representatives from other agencies. This ongoing collaboration aims to share insights into future digital initiatives and lessons learned from implementations, ultimately benefiting other Commonwealth agencies.

Performance measure 2.3	
Measure	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.
Methodology	Review of DTA data; stakeholder feedback.
Target	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. 100% of digital investment proposals identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are contested through the Digital Capability Assessment Standards. Average rating of at least 8/10 for the DTA's communication around the Digital Capability Standards and the requirements on Commonwealth agencies.
Outcome	61% of digital investment proposals identified by the DTA as in-scope of the IOF were reviewed within Budget timelines as required by Budget Process Operational Rules (BPORs), The DTA continues its engagement with agencies beyond Budget timelines and by 30 June 2024, 90% of new digital investments funded had completed the Digital Capability Assessment Process (DCAP). The results of agency surveys showed that the DTA received an average rating of 8.2 out of 10 for communication about the DCAP and the requirements of Commonwealth agencies. Each target under this measure relates to digital and ICT-enabled proposals including DCAP ahead of Cabinet consideration.
Assessment	Substantially achieved

Results achieved

Assessment of investment proposals

Digital proposals that are in-scope of the IOF are required to be assessed by the DTA, to ensure the requirements under the **DCAP** are completed by the time a digital proposal is considered by government. The completion of DCAPs – as per the BPORs – rose to 61% from 49% in the previous year.

The improvement can be attributed to the increased awareness of the DTA's role in assessing digital proposals and the understanding of entities to engage early to allow for DCAP requirements to be completed ahead of government consideration of proposals.

Despite the increase, many proposals did not fully satisfy the requirements. In some instances, the level of completion of DCAPs can be attributed to the different pathways that proposals can take prior to a final decision. For example, where multiple options are presented to government, an entity might meet the requirements for a preferred option, but not separately for each of the proposed options. On occasion, the DTA and the relevant entity might undertake further work to finalise the appropriate Assurance arrangements post government decisions to better reflect assurance required between new decisions taken

and the interdependencies with other digital projects already underway in an entity. The DTA works with all relevant entities to finalise the DCAPs and the appropriate level of Assurance to ensure new projects are set up for success before implementation commences.

The DTA's communication with agencies

The DTA's communication with Commonwealth agencies about DCAP requirements received an average rating of 8.2, surpassing the target of 8.0 and improving on last year's rating of 7.9. This rating was based on a survey of 27 agencies during the 2024-25 Budget process. Our score has steadily improved since we received an average rating of 7 in December 2021, our first rating after the IOF was established. The DTA will continue encouraging APS agencies to engage early in the DCAP assessment by promoting awareness of the IOF, its advantages, and its goal of enhancing the government's investment decisions.

Performance measure 2.4	
Measure	Quality and timeliness of delivery assurance advice that investments are on track to deliver expected benefits.
Methodology	Review of DTA data.
Target	100% of new digital investments identified by the DTA as in-scope for the Digital and ICT Investment Oversight Framework have an agreed assurance plan in place [measured by value]. 100% of in-scope digital projects (tiers 1, 2 and 3) have an agreed assurance plan in place [measured by value].
Outcome	100% of in-scope, validated digital and ICT investments had a formal assurance plan in place, in line with the Assurance Framework for Digital and ICT Investments.
Assessment	Achieved

Results achieved

Assurance advice

The DTA has implemented a comprehensive **Assurance Framework** to support agencies in the planning and execution of digital and ICT projects. This framework is designed to ensure that projects are delivered within their defined scope, budget, and schedule.

As of June 2024, the DTA had oversight of 100 investments, which are collectively valued at \$8.03 billion. Notably, all projects under the IOF now have an agreed assurance plan in place. This includes all tier 1, 2, and 3 projects, reflecting our commitment to maintaining effective management practices.

Assurance plans are important because they enable agencies to implement tailored assurance arrangements that match a project's size and complexity. This allows the DTA to provide consistent oversight and ensures a steady flow of reliable information for reporting and analysis to the Cabinet and ministers. Throughout the year, insights on the delivery confidence of existing projects have complemented other DTA advice, including the DIO and recommendations on new digital proposals.

By following these structured processes, we aim to promote transparency, efficiency, and accountability in the management of digital and ICT investments, ultimately contributing to the successful transformation of government services.

Benefits Management Policy

The DTA is committed to putting benefits management at the centre of the design and delivery of digital investments. Currently, policy decisions are primarily focused on understanding costs, schedules, and scope, rather than identifying and measuring the improvements they will deliver, for whom, and to what extent. Recognising this gap, the DTA is developing the whole-of-government **Benefits Management Policy (BMP)**, which is being progressively implemented.

The BMP is mandatory for all digital investments in the contestability stage of the IOF. This includes collaborating closely with investment advisors and agencies to ensure conditions exist that enable the proposed investment to meet the BMP requirements. The DTA provides guidance, expert support, training, and capability development to ensure the BMP is effectively implemented and continuously improved.

In the 2024-25 period, the BMP will be expanded across the remaining stages of the IOF, beginning with assurance, as agreed during the 2024-25 Budget process.

Performance measure 2.5

Measure	Alignment of whole-of-government digital platforms, technologies and services with Australian Government Architecture.
Methodology	Review and examples of alignment; reduced costs and duplication; user feedback.
Target	50 percent or more of significant investment proposals examined in the DIO align with the Australian Government Architecture.
Outcome	16 of 38 proposals (42 percent) ranked within the DIO were assessed as being aligned with the Australian Government Architecture. Integration of the Australian Government Architecture into the IOF has continued to mature over the reporting year. Initial baseline indicators have been determined through statistics obtained in 2023-24. New performance measures and targets that align with the DTA's purpose and key activities have been developed in the DTA Corporate Plan 2024-25 for 2024-25 and for forward years. The DTA will continue to measure the percentage of significant investment proposals that have implemented the DTA's recommendations to use appropriate DCM categorisation as per the Australian Government Architecture in performance measure 3 in future periods.
Assessment	Partially achieved

* The target has been updated from the target set out in the DTA Corporate Plan 2023-24 and the 2023-24 Portfolio Budget Statements which was "The DTA will establish a baseline indicator in 2023-24 year. Measures of success will be increased application of, and alignment to, the Australian Government Architecture."

Results achieved

Alignment with the Australian Government Architecture

The maturity of the Australian Government Architecture alignment progressed during 2023-24. Out of the 38 proposals ranked with in the 2024-25 Budget DIO, 16 proposals were assessed as being aligned with the Australian Government Architecture. These statistics provide initial baseline indicators of our journey toward integrating the Australian Government Architecture into the IOF. They reflect the strides made in embedding this architecture into our processes and highlight the areas where further improvements are needed.

Looking ahead, we are committed to enhancing the maturity of our alignment with the Australian Government Architecture. We will focus on creating additional content to increase the proportion of high-maturity content in proposals and ensure that a greater number of proposals align with the architecture's standards. By fostering greater integration and alignment, we aim to create a more cohesive and efficient digital landscape for the Australian Government in the coming years.

Benefits management policy raises the bar for digital investment delivery

Digital projects are inherently complex, demanding rigorous benefit management practices to ensure their intended outcomes are achieved for all Australians.

The Australian Government's Benefits Management Policy for Digital and ICT-Enabled Investments sets a new standard, requiring digital projects to identify specific, measurable benefits with clear baselines and targets.

The DTA developed this policy to embed best practices for benefits management across government projects. The policy emphasises that benefits must be aligned with strategic objectives, measurable, evidence-based, and integrated into a project's governance structure. It ensures that benefits management remains a central focus throughout project delivery, with a consistent commitment to enhancing the lives of Australian people and businesses.

The DTA's efforts to integrate benefits management across the IOF are pivotal. This integration allows for a comprehensive understanding and tracking of individual projects' contributions to the Data and Digital Government Strategy. It also provides a framework for prioritising new digital projects and tracking benefits throughout

implementation, particularly those funded in the contestability state.

Building the public service's capacity to apply this policy is a key focus. The DTA collaborates closely with the APS Academy to offer comprehensive training to all APS staff, ensuring they are well-equipped to manage and deliver benefits effectively. This initiative underscores the government's commitment to fostering a highly skilled workforce capable of driving successful digital transformation.

By maintaining a strong focus on benefits across the investment lifecycle, the Australian Government aims to ensure that its digital investments maximise returns for all Australians.

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

Performance measure 3.1	
Measure	Management of whole-of-government digital strategic sourcing, contracts and purchasing arrangements and systems.
Methodology	Stakeholder feedback; availability and use of arrangements and systems; alignment with Australian Government Architecture and Reuse Policy.
Target	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. Whole-of-government digital procurement arrangements comply, where relevant, to the Australian Government Architecture and Reuse Policy. Centrally managed DTA whole-of-government contracts are reported on AusTender. BuyICT platform, including the Reuse Catalogue, is available to buyers and sellers 99.5% of the time. The Customer Service Desk for digital procurement is available from 8.30am to 5.00pm Australian Eastern Standard Time (Australian Capital Territory business days).
Outcome	In 2023-24, the DTA achieved all targets under this performance measure. The DTA increased the use and management of digital sourcing, contracts and purchasing arrangements and systems. New performance measures and targets aligning with the DTA's purpose and key activities have been developed in the Corporate Plan 2024-25 for 2024-25 and forward years. The impact of the DTA's management of whole-of-government digital and ICT strategic sourcing and contracts will be measured in performance measure 9 in future periods.
Assessment	Achieved

Results achieved

Up-to-date procurement arrangements

The past year has been marked by significant achievements and improved performance metrics in our digital procurement processes. We continued to actively manage arrangements to ensure they remained fit for purpose and delivered value for money. We released a market approach for the new Digital Marketplace Panel 2, emphasising greater transparency, streamlined processes, and stronger governance frameworks. The new panel agreement was released with a 'module' concept to support future panel consolidation.

Initially, the agreement provides two modules: ICT labour hire and professional and consulting services, with additional modules such as hardware, software, and cloud to follow in coming years.

In addition, to ensure our other panels continue to provide new services and solutions, the DTA opened the Software Marketplace Panel in September 2023, onboarding 38 sellers.

To support the uplift of ERP programs across government, the DTA also approached the market for a new ERP category under the Software Marketplace in March 2024. This new category allows agencies access to a broader range of technologies, vendors, and innovative solutions that meet their requirements and budgets effectively.

Additionally, we have implemented a new whole-of-government agreement with SAP. This arrangement ensures that Commonwealth agencies remain able to use SAP products, services, and support. This provides agencies time to plan their ERP uplift programs, under the secure and agreed terms of the new agreement.

Compliance with Australian Government Architecture and the Digital and ICT Reuse Policy

Internal DTA collaboration and consultation between the areas responsible for our whole-of-government digital procurement arrangements and the Australian Government Architecture continued throughout the year, ensuring our approaches aligned and contributed to reuse requirements.

We continued to enhance the efficiency of digital sourcing through our whole-of-government agreements by regularly engaging with agencies on upcoming procurement policies, including cyber security and significant event clauses.

Reporting on AusTender

We made sure our centrally administered whole-of-government procurement arrangements were reported on AusTender and updated as necessary.

BuyICT and Customer Service Desk availability

We are pleased to report that BuyICT.gov.au achieved 100% availability³ during the past year. The platform consistently maintained a usability score of above 80%, ensuring that users had a seamless experience navigating the digital sourcing process. Additionally, the Customer Service Desk was available Monday to Friday (excluding public holidays) from 8:30 am to 5:00 pm via phone, email, and an online form on BuyICT.gov.au. It maintained a satisfaction rating of above 80%. Notably, the number of users of BuyICT.gov.au increased by 23.41% from the 2022-23 levels, underscoring the platform's growing impact and reach.

Performance measure 3.2	
Measure	Value-for-money digital and ICT procurements.
Methodology	Examples of value-for-money procurement savings and efficiencies; use of arrangements.
Target	Savings and efficiencies for whole-of-government procurement arrangements are considered when they are created or refreshed. Consistent or better usage of arrangements annually. Where possible, whole-of-government and panel arrangements demonstrate value for money.
Outcome	In 2023-24, the DTA achieved all targets under this performance measure. The DTA continues to ensure that our whole-of-government procurement arrangements deliver savings and efficiencies. New performance measures and targets aligning with the DTA's purpose and key activities have been developed in the Corporate Plan 2024-25 for 2024-25 and forward years. The impact of the DTA's management of whole-of-government digital and ICT strategic sourcing and contracts will be measured in performance measure 9 in future periods.
Assessment	Achieved

³ Platform availability refers to the amount of time a system is operational and available for us.

Results achieved

Savings and efficiencies

This year, we delivered substantial savings and efficiencies through our panels and arrangements, in addition to an estimated return of \$6.4 million to the consolidated revenue fund. These efforts continued to ensure that our procurement arrangements provided value for money to the government by reducing costs and enhancing operational efficiencies.

Consistent or better use of arrangements

This year, the combined value of contracts under marketplaces and panels remained at more than \$5 billion. We observed an increase in the usage of whole-of-government arrangements this financial year by 7%, demonstrating the significant value and operational efficiencies the DTA's arrangements deliver.

We have continued to improve our panel arrangements in 2023-24, with an additional 38 sellers onboarded when we opened the Software marketplace panel in September 2023, and conducting a benchmarking exercise in August and September 2023 on the Hardware and Telecommunications Marketplace panels to be confident that the panels continue to offer value for money.

FEATURE

Enterprise resource planning changes introduce greater flexibility

The Australian Government is committed to modernising its enterprise resource planning (ERP) systems to enhance efficiency and flexibility across its agencies. As part of this effort, the Digital Transformation Agency (DTA) conducted an independent assessment of the GovERP platform to identify reusable capabilities and streamline back-office functions.

The new APS approach to ERP replaces the previous shared services model and emphasises principles of choice, market competition, and affordability.

Under this model, individual agencies have the autonomy to select ERP systems that best meet their unique needs. This strategic shift aims to modernise core functions such as finance, human resources, procurement, and payroll.

The GovERP Reuse Assessment, carried out by a panel of independent experts with support from the DTA, evaluated Services Australia's use of the developed platform and the assessment of opportunities for other Commonwealth agencies to implement cost-effective ERP upgrades by leveraging existing capabilities. The panel concluded that GovERP program did not perform as intended

but certain elements of Services Australia's ERP could be reused. Additionally, making business process maps, designs, patterns, and related documentation available through the DTA's Australian Government Architecture could accelerate ERP upgrades for other agencies.

In recognition of the government's decision and the evolving ERP market, the DTA introduced a new ERP category to its Software Marketplace in 2023–24. This category provides pre-approved sellers across ERP products and services such as, business analysis, process optimisation, and training.

This important initiative supports the APS's new ERP approach by offering agencies greater flexibility to choose technology and vendors that align with their objectives while creating opportunities for Australian businesses, particularly small to medium enterprises, to supply ERP solutions to the government.

Strategic objective 4

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

Key activities

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

Performance measure

Performance measure 4.1	
Measure	Ability of DTA staff to support strategic objectives.
Methodology	Review of DTA human resources data; results of APS employee census; examples of supporting strategic objectives
Target	Maintenance of, or increase in, staff satisfaction and wellbeing annually. Reductions in harassment, bullying and discrimination scores. 80% APS engagement score. 100% of development plans agreed.
Outcome	The 2024 APS Employee Census demonstrates that staff satisfaction and wellbeing have increased. ▪ The Employee Engagement Index score increased 4 percentage points compared to 2023 (from 70% to 74%). ▪ The Wellbeing Policies and Support Index score increased by 2 percentage points compared to 2023 (from 73% to 75%). The 2024 APS Employee Census demonstrated that discrimination decreased compared to the previous period, but feelings of bullying and harassment within the DTA increased. ▪ Discrimination responses (in the course of employment) decreased by 1 percentage point compared to 2023 (from 11% 'Yes' to 10% 'Yes'). ▪ Bullying and harassment (in the current workplace) increased by 3 percentage points compared to 2023 (from 8% 'Yes' to 11% 'Yes'). The DTA did not meet the APS engagement score target of 80%. All DTA employees had a performance agreement in place during the 2023-24 financial year. This equates 310 performance agreements.
Assessment	Partially achieved

Results achieved

Staff satisfaction and wellbeing

Staff satisfaction and wellbeing are crucial to our organisation. These are measured through the [APS Employee Census results for 2023-24](#). This year we achieved a response rate of 98%, significantly higher than the APS average of 81%. Our results indicated an increase in staff satisfaction, with our Engagement Index score rising to 74%, from 70% the previous year. This score highlights our commitment to fostering an environment where employees are motivated and empowered to enhance organisational outcomes.

Our Wellbeing Policies and Support Index score increased to 75%, up from 73% in 2023. This underscored our continuous efforts to support staff wellbeing but also revealing we have more to do.

We promoted staff wellbeing through a series of dedicated activities, including National Safe Work Month, DTA Health Week 2024 activities, and an R U Ok? Day event, which contributed to creating a supportive work environment. We also ensured that our remote workers were equipped with the necessary tools and resources to maintain high productivity levels.

In summary, the improvements in our engagement and wellbeing scores, along with our comprehensive development plan and targeted wellbeing initiatives, demonstrate our commitment to fostering an environment in which staff satisfaction and wellbeing are pivotal. These efforts enhance the individual experiences of our employees and collectively drive our organisation toward sustained success.

Supporting staff development journeys

Development plans implemented throughout 2023-24 were central to our engagement and development improvement. We consistently integrated activities in staff development plans that are essential to achieving our strategic objectives. This included identifying and facilitating training and development activities that build capabilities and ensure that our workforce possesses the skills needed.

During this period, we provided our staff with various internal and external training opportunities, such as cultural awareness training, data analytics and visualisation training, “The Open Group Architecture Framework” (TOGAF) training, and leadership and management training. These initiatives have significantly enhanced staff skills, satisfaction and overall wellbeing.

Employee value proposition encapsulates benefits for staff

The **Employee Value Proposition (EVP)** is a management strategy that seeks to build a high-performing, stable, and satisfied workforce by retaining existing employees while presenting an attractive proposition to potential new employees. We unveiled our EVP in June 2024, as a comprehensive way of attracting and retaining top talent while nurturing a cohesive and motivated team.

Our EVP centres around 4 key pillars that encapsulate the unique advantages of working with the DTA: Purpose and Meaning, Balance and Flexibility, Inclusion and Belonging, and Growth and Opportunity. These pillars were co-designed with our staff, ensuring their voices and needs were at the forefront of our strategy.

Under the first pillar, Purpose and Meaning, we emphasise the impact of our work on the broader community. Employees are driven by the knowledge that their efforts contribute to the Australian Government's digital and ICT transformation, making a tangible difference in people's lives. This sense of purpose fosters a deep-seated commitment and enthusiasm within our team.

Balance and Flexibility form the second pillar, addressing the need for a harmonious work-life balance. We recognise that flexibility is crucial in today's dynamic work environment, and we offer arrangements that accommodate diverse lifestyles and responsibilities. This approach not only enhances employee satisfaction but also boosts productivity and morale.

The third pillar, Inclusion and Belonging, reflects our dedication to creating an inclusive workplace where every individual feels valued and respected. By promoting diversity and fostering a culture of collaboration, we ensure that innovative ideas flourish and that all voices are heard. This sense of belonging strengthens our collective resolve and unity.

Growth and Opportunity, the final pillar, highlights our commitment to professional development. We provide many opportunities for career advancement, from training programs to mentorship initiatives. By investing in our employees' growth, we empower them to excel in their roles and contribute significantly to our collective success.

Through our EVP, we hope to build a cohesive and motivated workforce, driven by a shared sense of purpose, and equipped with the flexibility to balance their personal and professional lives. The inclusive culture we cultivate will ensure that every team member feels like they are a part of our journey, while our focus on growth and opportunity fosters continuous improvement and excellence.

Analysis of performance

Overall, it is our assessment that we substantially achieved our performance measures for 2023–24.

We have laboured effectively to substantially achieve our performance measures for the reporting year. As with every year, the DTA reviews our performance to look for opportunities to improve our performance and value to the government and our Minister. Several factors influenced our performance in 2023–24. We continued to improve our capability to deliver our mandate and further improved the framework we use to support the government in managing its digital and ICT-enabled investments.

The improvements we made to the IOF and the Australian Government Architecture supported our work in providing trusted advice and oversight of government digital and ICT investments through all phases, from strategic planning to real-world operations. We continued to enhance underlying standards, guidance, and digital sourcing arrangements. We are maturing aspects of the IOF that better support ongoing assessment of how well proposals and projects align with government standards and whether they are on track to deliver expected benefits.

Our employee satisfaction and wellbeing increased, and we have focused on attracting, developing, and retaining our people to support the DTA's strategic objectives. We have continued to grow our relationships with stakeholders to ensure better outcomes and to hone our advice on digital investments and assurance.

Finally, we have identified the need to revisit our performance measures to ensure they reflect our purpose, strategic objectives, and key activities. As part of our maturity, we developed an internal performance reporting framework in 2023–24 and collaborated to develop new performance measures for 2024–25 and future years, as reflected in our 2024–25 Corporate Plan. A summary of changes made to performance measures contained in the 2023-24 Annual Performance Statements compared to the new performance measures for 2024-25 and forward years, is contained in Appendix A of the [**DTA Corporate Plan 2024-25**](#).



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Corporate governance

Our corporate governance approach ensures the DTA has the appropriate structure to meet our public accountabilities and enables us to work in an agile way, working collaboratively and responding quickly to change, to mature the government's digital and ICT capability.

We have:

- an Executive Board that sets out our strategic direction, provides strategic leadership and monitors the overall performance of the DTA.
- an extended Executive Leadership Team and several informal leadership committees that meet regularly to resolve operational issues and provide advice on strategic issues.
- an Audit and Risk Committee, established pursuant to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) which provides independent advice to the CEO on the appropriateness of the DTA's accountability and control framework.

Governance approach

Our formal Management Framework, consisting of policies and guidelines supported by Accountable Authority Instructions issued by the CEO, ensures compliance with all legislative requirements, including the PGPA Act, as well as adherence to government policy directions and best practices. This structure assures probity, accountability and transparency in our operations.

Our corporate governance approach further includes strategies, policies, standards, and guidelines, governance committees, business planning, risk and fraud management, and audit and assurance activities. These elements collectively form a robust system of governance and accountability for public resources, shaped by the PGPA Act and associated legislative instruments.

Employees are required to adhere to standards of integrity and behaviour governed by the APS legislative, regulatory and ethical frameworks.

Our accountability for performance, financial probity and ethical behaviour is aligned with the APS Values and Code of Conduct, as set out in the *Public Service Act 1999*.

This structured approach to corporate governance ensures that the DTA has the appropriate mechanisms in place to meet its public accountabilities and enables us to work in an agile and responsive manner, maturing the government's digital and ICT capability.

Executive Board

The Executive Board is chaired by the CEO and comprises the General Manager of Strategy Planning and Performance, the General Manager of Digital Investment Advice and Sourcing, and the Chief Operating Officer. It plays a crucial role in supporting the CEO in fulfilling statutory responsibilities under the PGPA Act.

This Executive Board provides leadership and strategic direction across various facets of the DTA's operations and administration. One of its primary functions is risk management, wherein it oversees the development and implementation of systems, processes and internal controls to manage the DTA's risks in line with established tolerances.

Additionally, the Executive Board is tasked with performance and delivery oversight. This involves monitoring and managing the DTA's overall performance to ensure alignment with its purpose and that key priorities are delivered according to schedule and in adherence to the corporate plan.

The board also plays a decision-making role in resourcing by prioritising and allocating resources to the highest priority deliverables. Furthermore, it holds change authority, allowing it to make decisions regarding changes to scope, schedule, budget, and resourcing for internal mandates.

Lastly, it is responsible for external engagement, approving and coordinating communication efforts and interactions with external stakeholders. Through these comprehensive functions, the Executive Board ensures that the DTA operates with efficiency, accountability and transparency.

Audit and Risk Committee

The DTA Audit and Risk Committee reviews and provides an independent source of advice to the CEO about the appropriateness of the DTA's financial and performance reporting, system of risk oversight and management, and system of internal control.

Our Audit and Risk 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 and 2 independent members. All members are listed in the table below. During 2023–24, the committee met 5 times, on 23 August 2023, 27 September 2023, 14 December 2023, 27 March 2024 and 26 June 2024. In addition to the members, DTA senior executives attend as observers and advisors to the committee.

Member	Qualifications, knowledge, skills, experience
Independent Chair Allan Gaukroger Remuneration \$25,000 (GST inc.) Meetings Attended 5 of 5 meetings	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's 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 the DTA's Audit and Risk Committee in 2017.
Independent Deputy Chair Karen Michelle Remuneration \$16,500 (GST inc.) Meetings Attended 5 of 5 meetings	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 the DTA's Audit and Risk Committee since 2015.
Independent Member Peter McKeon Remuneration \$9,750 (GST N/A) Meetings Attended 5 of 5 meetings	Peter is an experienced ICT professional who retired from the APS in 2021. During his APS career he held senior positions with several agencies, including as the Chief Information Officer for the Department of Agriculture immediately prior to his retirement. He also serves as an independent member on the Audit and Risk Committee for another Australian Government entity. Peter joined the DTA Audit and Risk Committee as an independent member in June 2023.
Independent Member (non-DTA Commonwealth Official) Christopher Atkinson Remuneration N/A Meetings Attended 3 of 5 meetings	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 Employment and Workplace Relations, where he has advised on ministerial and parliamentary matters, business processes, performance measurement and risk management. He has a Bachelor's degree in Economics and Laws and a postgraduate degree in Legal Practice with the Australian National University. He is a member of the Institute of Internal Auditors Australia and has been an independent member of the DTA Audit and Risk Committee since 2017.

Corporate planning and reporting

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 broadly 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

The DTA adheres to ISO31000:2018 *Risk Management* and the Commonwealth Risk Management Policy, integrating risk management into our strategic objectives. This approach is supported by a Fraud and Corruption Control Plan and comprehensive internal and external assurance processes.

The Risk Management Framework, including the Risk Management Policy and Risk Appetite Statement, is regularly reviewed and updated to meet the agency's needs.

In compliance with the PGPA Act and the Commonwealth Fraud Control Framework, detailed fraud risk assessments were conducted, resulting in the development of a Fraud and Corruption Control Plan for 2023-25. This plan aims to minimise fraud through effective prevention, detection, investigation and reporting mechanisms. It includes potential internal and external fraud risks and strategies for addressing fraudulent activities.

No instances of fraud or potential fraud were identified during the 2023–24 period.

Significant non-compliance issues with finance law

In 2023–24, the DTA did not identify any significant non-compliance with the finance law and therefore made no reports to the Minister for Finance, Minister for Women and Minister for the Public Service regarding significant non-compliance under paragraph 19(1)(e) of the PGPA Act.

Internal audit

Internal audit plays a key role in our corporate governance arrangements. Our internal audit function is established by a charter to provide independent, objective assurance and strategic advice to the CEO, the Audit and Risk

Committee and DTA management. During 2023–24 we engaged Synergy as our contracted internal audit provider to support the delivery of our annual Strategic Internal Audit Program, which included the development of an assurance map to strengthen our organisational performance.

Synergy attended all 5 Audit and Risk Committee meetings during 2023-24 as observers.

External scrutiny

During 2023–24, we were accountable to the Parliament through the Minister for Finance, Minister for Women and Minister for the Public Service.

Other external scrutiny of our agency is provided through Parliamentary committees, the Commonwealth Ombudsman, the Australian Information Commissioner and the Australian National Audit Office (ANAO).

The DTA was not subject to any judicial decisions or decisions of administrative tribunals in 2023–24 that had, or may have had, a significant effect on our operations.

We were subject to one notification from the Office of the Australian Information Commissioner (OAIC) in 2023-24 related to a freedom of information (FOI) complaint investigation under s86 of the *Freedom of Information Act 1982*.

The Information Commissioner made recommendations regarding the DTA's FOI procedures at the time of the initial FOI application in 2020. We accepted and implemented all recommendations and significantly strengthened our FOI procedures since 2020. The DTA continues to review and maintain its procedures against guidance from the OAIC and best practice.

Details of OAIC investigations are available at [oaic.gov.au](https://www.oaic.gov.au).

The DTA was not the subject of any reports by the Commonwealth Ombudsman or capability reviews by the Australian Public Service Commission.

Performance audit

During 2023–24, the DTA was not directly involved in any performance audits conducted by the [ANAO](https://www.anao.gov.au).

ANAO performance audit reports, recommendations and key learnings are monitored and disseminated to relevant business areas across the DTA for awareness, review and consideration of actions, to ensure the DTA adheres to best practice.

Parliamentary committee inquiries

During 2023-24 we provided submissions to 3 inquiries and appeared as a witness to provide evidence at 4 public hearings for inquiries including:

- Senate Economics References Committee Inquiry into the Influence of International Digital Platforms:
 - submission made on 27 February 2023 (2022-23)
 - public hearing on 22 August 2023
 - inquiry questions on notice tabled 6 September 2023
- Senate Finance and Public Administration Reference Committee Inquiry into Supporting the development of sovereign capability in the Australian tech sector:
 - submission made on 23 February 2024
 - public hearing on 6 May 2024
 - 11 inquiry questions on notice tabled 24 May 2024 and 1 on 4 June 2024
- Joint Committee of Public Accounts and Audit Inquiry into the failed visa privatisation process and the implementation of other public sector IT procurements and projects:
 - submission made to original scope of inquiry (Inquiry into the Procurement of Permissions Capability) on 31 January 2024
 - supplementary submission made to address the revised scope on 12 April 2024
 - public hearing on 24 April 2024
 - 1 inquiry question on notice tabled on 24 May 2024 and 1 on 5 June 2024
- Senate Select Committee on Adopting Artificial Intelligences' inquiry into the opportunities and impacts arising out of the uptake of AI technologies in Australia:
 - submission made on 10 May 2024
- Joint Committee of Public Accounts and Audit Inquiry into Commonwealth Financial Statements 2022-23:
 - public hearing 19 April 2024
 - one inquiry question on notice tabled on 24 May 2024 and one on 7 June 2024.

In August 2023, the Joint Parliamentary Committee of Public Accounts and Audit released its final report into Commonwealth Procurement: Inquiry into Auditor-General Reports 6, 15, 30, 42 (2021-22) and 5 (2022-23). The report had 2 recommendations directly related to the DTA to provide an update on progress

against the ANAO audit recommendations to the Committee within 5 months of the report being published and that our Audit Committee review the agency's procurement risk and internal procurement controls. The ANAO received a recommendation to conduct a follow up audit of the DTA's procurement.

- We provided a response to the Committee on 22 January 2024 supporting both recommendations and providing the supporting information.
- The ANAO responded to recommendation 12 on 5 December 2023, confirming the inclusion of a follow-up audit on the DTA's procurement processes in the ANAO's 2024–25 Annual Audit Work Program.

Senate estimates

We appeared before the Senate Finance and Public Administration Legislation Committee on 3 occasions during 2023-24:

- 24 October 2023 for 2023–24 Supplementary Budget Estimates
- 13 February 2024 for 2023–24 Additional Estimates
- 31 May 2024 for 2024-25 Budget Estimates.

FEATURE

DTA Day initiative drives continuous improvement organisation-wide

The DTA takes pride in creating an inclusive, collaborative and high-performing culture. A key initiative that embodies these values is our biannual DTA Days, which serve as a foundation for fostering a sense of unity and purpose among our workforce.

DTA Days are designed to break down the barriers that physical distance can create. With many of our staff working remotely, these events offer a unique opportunity for employees to connect, collaborate and build stronger working relationships.

By bringing together colleagues who might otherwise never meet in person, DTA Days foster a sense of camaraderie and collective purpose, ensuring that we work as a cohesive team despite geographical diversity.

The agenda for each DTA Day is meticulously crafted to ensure that it aligns with our organisational purpose and vision. The latest DTA Day, held in June 2024, featured a distinguished lineup of both internal and external speakers. Highlights included an insightful Q&A session with Senator the Hon Katy Gallagher, the Minister for Finance, Minister for Women and Minister for the Public Service. Senator Gallagher's participation provided valuable governmental insights that

directly impact our work. Another standout session focused on AI as the next frontier for continuous improvement, exploring how the government can leverage AI to transform service delivery. The day also featured an inspiring presentation by three-time Olympic champion Kerri Pottharst OAM, whose story of perseverance and excellence resonated deeply with our commitment to high performance.

Our commitment to flexibility extends beyond geographic diversity. The DTA champions a work environment that is inclusive and free of organisational silos. By encouraging collaboration across different teams, we ensure that innovative ideas flow freely and that everyone is aligned with the DTA's purpose and vision. DTA Days are not just about celebrating achievements. They are also about aligning our efforts towards a common goal: being the Australian Government's trusted advisor on digital and ICT transformation.

Management of human resources

Our team leads the government’s digital transformation efforts by leveraging unique and wide-ranging skills, including digital strategy and architecture, digital investment advice and sourcing, data analysis and data engineering, and enabling corporate services.

Managing and developing employees

Workforce planning

In 2023-24, we continued to analyse critical skill gaps within the agency and assessed the current and desired state of our workforce to support the development of our Workforce Plan in 2024-25. We reviewed our Performance and Development Framework resources in consultation with our employees. We subsequently updated our intranet pages and simplified the suite of resources to enable managers and employees to access information easily.

Values and behaviours

The DTA values and behaviours complement the APS Values and Code of Conduct, the latter of which set out the standards of behaviour expected of all APS employees. Along with information readily available to all DTA employees outlining the values and behaviours, we have additional policies and procedures that further demonstrate these expectations. These include our Drugs and Alcohol Policy, Handling Misconduct Policy, Procedures for determining breaches of the APS Code of Conduct and the imposition of sanctions, and Conflict of Interest procedures.

Collaboration
We work together to achieve our goals

Respect
We make everyone feel safe, supported and included

Transparency
We build trust by 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

Training and development

We encourage continued learning and the ongoing development of our employees. In 2023–24, we supported opportunities for our employees to strengthen skills in qualitative research methods, leadership, communication, cultural awareness, wellbeing, procurement, security and privacy awareness. Some of the tailored training opportunities provided to employees included:

- Future Leaders Program
- The Open Group Architecture Framework Certification
- Working Effectively at the EL1 classification and EL2 classification
- Producing Quality Cabinet Submissions
- Essentials of Engagement.

In April 2024, the DTA offered educational health and wellbeing sessions to our employees as part of DTA Health Week 2024. The offerings included sessions on managing stress and burnout, resilience in the workplace and how to eat healthily when busy. The sessions were offered in person and online to all DTA employees to promote the importance of health and wellbeing in the workplace.

Our study assistance program supported 9 staff to undertake formal study to improve their professional skills and knowledge relevant to their position and the work of the DTA.

Entry Level Programs

Entry-level programs are an important talent pipeline for the DTA. In 2023–24, we recruited talented candidates through whole-of-government entry-level programs, including the:

- Australian Public Service Commission's Digital Traineeship
- Australian Public Service Commission's Data Cadet Program
- Australian Government Graduate Program (AGGP) – Generalist, Digital and Data streams.

In December 2023, 4 graduates completed the AGGP and 8 graduates began a 10-month graduate development program with the DTA in February 2024. The program is comprised of business area placements, on-the-job training and the Australian Public Service Commission Graduate Development Program.

In 2023–24, we also employed 5 digital trainees and one data cadet.

Work health and safety

The health, safety and wellbeing of our workforce is important to us and remains a top priority. In 2023–24, we undertook a range of initiatives to support our staff, including:

- conducting hazard inspections and addressing the findings
- providing employees and their immediate family members access to free and confidential counselling services through our Employee Assistance Program, anywhere in Australia
- providing access to trained mental health first aid officers for all employees
- conducting workstation assessments and providing workplace adjustments
- providing financial support for remote workers to set up ergonomic home workstations
- investing in early intervention support for employees experiencing an illness or injury
- being an accredited breastfeeding-friendly workplace with paid infant feeding breaks
- providing access to dedicated wellbeing rooms for reflection, prayer and meditation
- continuing to promote a healthy lifestyle by providing access to free influenza vaccinations (including a voucher program for remote employees), and health checks, promoting National Safe Work Month and having a dedicated week promoting and supporting employee health and wellbeing
- providing communication and support to employees during peak flu season to help minimise the spread of viruses.

During 2023–24, there were 9 incidents reported, with no notifiable incidents reported to Comcare under section 38 of the *Work Health and Safety Act 2011*.

Diversity and inclusion

We are committed to building and maintaining an inclusive working environment based on trust, mutual respect and understanding. We continue to value the contributions of people with different backgrounds, experiences, and perspectives. Our commitment is reinforced in our Diversity and Inclusion Strategy 2022 to 2024.

Our Diversity and Inclusion Strategy was developed and launched in consultation with our Diversity and Inclusion Network and the Executive Diversity Champion. The strategy celebrates our progress so far, outlines how we will prioritise diversity and inclusion, aligns with APS-wide strategies, and acknowledges diversity and inclusion as critical in creating a positive workplace. The strategy has 3 priorities, which are integral to building and promoting workplace diversity and inclusion within the DTA: leadership and capability; environment and culture; and engagement and retention.

The priorities include high-level initiatives that will set the DTA up for success. By making the agency an employer of choice, we aim to achieve employment targets, and build the diversity confidence and capability of our employees.

Our employees can update their own records. While sharing diversity information is not mandatory, we encourage everyone to provide this information by communicating the benefits and de-identifying all published data. This information informs our policies, programs, and adjustments we can implement to ensure inclusiveness for all our employees.

In 2023–24, the DTA had 75 (26%) employees who were born overseas, 2 (0.7%) employees who identified as Aboriginal and/or Torres Strait Islander, and 18 employees (6%) who identified as having a disability.

As at 30 June 2024, more than half of the DTA's workforce identified as female:

- 156 employees or 53.8% identified as female
- 77 employees were at the Executive Level (EL) or 49.7% of EL employees
- 4 employees were Senior Executive Service (SES), or 40% of all SES.

DTA Days

The DTA holds bi-annual all staff events called DTA Days, which occur over 2 days. The first day is to set direction for the agency and connect employees to its purpose, provide professional development to all employees with externally and internally presented sessions and have a positive impact on our organisational culture by bringing a geographically dispersed workforce together. The second day is used either side of the official DTA Day for team planning and development sessions.

The first DTA Day for the financial year was held in December 2023. It focused on leadership while the second DTA Day was held in June 2024 and focused on driving continuous transformation.

APS employee statistics

As at 30 June 2024, the DTA had 291 APS employees. This included ongoing and non-ongoing employment arrangements and excluded contractors. Of the 291 APS employees, 96% were employed on an ongoing basis, and 4% were non-ongoing. Of our employees, 93% worked full time and 7% had part-time working arrangements.

64% of our APS workforce were based in our Canberra office, 10% were based in our Sydney office and 26% were dispersed across the country (including regional New South Wales).

Our average staffing level (ASL) for 2023-24 was 236.1. This compares to 216.7 in 2022-23.

See *Appendix B: Employee statistics* for details.

Staff movements

The DTA's separation rate for 2023–24 was 17.6%. This compares to 33% last year. This figure excludes employee movements associated with the machinery of government changes in July 2023, when 20 employees moved to other APS agencies. Of the employees who separated from the DTA in 2023–24, 83% remained in the APS, which means the skills and capabilities they developed within the DTA were leveraged by other APS agencies.

Workplace agreements

The DTA Enterprise Agreement 2024–2027 applies to all non-SES employees. The agreement commenced on 2 April 2024 and operates for 3 years.

Non-salary benefits

DTA employees are provided with a range of non-salary benefits including:

- wellbeing and life balance:
 - access to flexible and remote working arrangements
 - access to an Employee Assistance Program
 - access to free health and wellbeing initiatives and discounted gym memberships

- access to dedicated wellbeing rooms for reflection, prayer and meditation
- access to financial support for remote workers to set up ergonomic home workstations
- professional development:
 - access up to \$5,000 per year for study assistance and up to 6 hours per week in study leave
 - access up to \$1,500 per year for short courses, conference and events
 - access a comprehensive graduate development program
- leave:
 - up to 20 days annual leave per year plus the option to purchase more or cash out excess annual leave
 - closedown between Christmas and New Year's Day
 - up to 18 days personal/carer's leave per year
 - 18 weeks paid parental leave for both primary and secondary carers, including adoption and permanent foster care
 - leave for community and emergency work, blood donation and cultural purposes
 - broad miscellaneous leave for workplace flexibility
- allowances and salary packaging:
 - higher duties allowance for performing work at a higher classification for 2 or more working weeks
 - flexible remuneration and salary packaging
 - access to broadbanding to move between APS1 to APS3 or APS4 to APS6 based on performance and work availability
 - flextime and overtime for APS level employees and time off in lieu for Executive Level employees
 - fortnightly workplace responsibility allowance for mental health first aid officers, first aid officers, harassment contact officers, emergency wardens and health and safety representatives
 - overtime meal allowance
 - travel allowance and motor vehicle allowance
 - relocation assistance where applicable
 - restriction allowance.

Performance pay

The DTA did not pay performance bonuses to any employees in 2023–24.

Salary range

In 2023–24, salaries for our employees ranged from \$58,895 (APS2) to \$315,604 (SES Band 2).

Table 1: Salary range by classification, as at 30 June 2024

Classification*	Minimum (\$)	Maximum (\$)
APS1	52,349	57,488
APS2	58,895	65,280
APS3	66,982	72,367
APS4	75,078	81,140
APS5	83,701	91,207
APS6	92,297	108,398
EL1	119,475	132,442
EL2	138,603	164,297
SES (all bands)	220,448	315,604

* There were no employees at the APS1 level, and the SES salary range is based on actual salaries of SES employees, as at 30 June 2024.

Executive remuneration

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

The CEO’s remuneration is determined by the 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 DTA’s SES Remuneration and Performance Policy. This policy is designed to promote and foster a culture of high performance, collaboration, innovation and respect through actions and behaviours, and provide a competitive salary for SES employees.

We monitor and evaluate the competitiveness of SES remuneration annually through the results of the APS Remuneration Report.

Governance arrangements for SES remuneration and salary movements are 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 C: Executive remuneration* for details.

Environmental sustainability and performance

We aim to minimising the impact of our day-to-day operations on the environment and support the principles of 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:

- minimise the use of non-renewable resources
- adhering to a sustainable purchasing strategy when procuring high-use office supplies, as well as exclusively using 100% carbon-neutral and recyclable print paper
- recycling bins – 1 for every 20 staff members
- recycling programs for printer toner cartridges, batteries and felt pens
- reduced power consumption strategies, and motion sensor lighting arrangements to reduce lighting after prolonged periods of inactivity.

Our Canberra office recognises the Australian Government's Green Lease Schedule guidelines, and both our Canberra and Sydney offices hold a 5-star rating according to the National Australian Built Environment Rating System (NABERS).

APS Net Zero emissions by 2030

APS Net Zero 2030 is the government's policy for the APS to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2023–24 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO₂-e) emissions. Greenhouse gas emissions have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy. Not all data sources were available at the time of this report and amendments to data may be required in future reports.

Reporting on refrigerants is optional for 2023-24 and will be phased in over time as emissions reporting matures.

Table 2: 2023-24 DTA greenhouse gas emissions inventory – location-based method

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location-Based Approach)	N/A	155.152	12.379	167.531
Natural Gas	-	N/A	-	-
Solid Waste*	N/A	N/A	33.440	33.440
Refrigerants*†	-	N/A	N/A	-
Fleet and Other Vehicles	-	N/A	-	-
Domestic Commercial Flights	N/A	N/A	93.919	93.919
Domestic Car Hire	N/A	N/A	0.012	0.012
Domestic Travel Accommodation*	N/A	N/A	66.003	66.003
Other Energy	-	N/A	-	-
Total t CO ₂ -e	-	155.152	205.753	360.905

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.
* indicates emission sources collected for the first time in 2023-24. The quality of data is expected to improve as emissions reporting matures.
† indicates optional emissions source for 2023-24 emissions reporting.

Table 3: 2023-24 DTA electricity greenhouse gas emissions

	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Percentage of electricity use
Location-based electricity emissions	155.152	12.379	167.531	100%
Market-based electricity emissions	13.277	1.639	14.916	7.15%
Total renewable electricity	-	-	-	92.85%
Mandatory renewables ¹	-	-	-	18.72%
Voluntary renewables ²	-	-	-	74.13%

Note: the table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent.
¹ Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.
² Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

During 2023–24, the DTA was responsible for recorded carbon emissions amounting to 360.905 tonnes of CO₂ equivalent using the location-based method. Scope 2 emissions represented approximately 43% of recorded emissions across our operations. Scope 3 emissions made a higher contribution, representing 57% of the total emissions.

Emissions from hire cars for 2023–24 have been sourced from a third party and may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

Our Scope 2 emissions fully relate to our electricity consumption. To address this, the DTA is actively seeking to implement further eco-friendly and low power consumption strategies and find sustainable pathways to reduce our carbon emissions originating from electricity consumption.

Our Scope 3 emissions relate mostly to travel and accommodation. We will continue to adopt alternative modes of travel and embed virtual meeting facilities to ensure the DTA's Scope 3 emissions contribute to the APS Net Zero 2030 policy. Further, with offset purchasing now available as an option when booking flights, it could serve as an effective strategy to offset any residual emissions related to air travel.

Freedom of information

Entities subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS) under Part II of the FOI Act.

During 2023–24, we received 17 requests for access to documents pursuant to the FOI Act. Information released in response to FOI Act requests is published in accordance with IPS requirements and accessible on the Freedom of Information Disclosure Log page at: www.dta.gov.au.

Other information we publish on our website in accordance with IPS requirements includes:

- who we are, including key people and our Enterprise Agreement
- what we do, including what we are aiming to achieve
- our reports to parliament, including our annual reports
- contact details for FOI requests
- information we have given to members of the public when they've made an FOI request
- a plan for how we intend to publish the required information.



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Financial performance overview

The DTA's primary source of operating revenue is departmental appropriation from the Australian Government. In addition, the DTA receives revenue through the ICT Coordinated Procurement Special Account, which operates the centralised ICT procurement for the Australian Government.

In 2023–24, the DTA recorded an operating surplus of \$21.7 million, driven mainly by savings achieved from whole-of-government ICT procurement, revenue received from other Commonwealth agencies and a minor budget underspend. This compares with a surplus of \$28.2 million in 2022–23. This was mainly driven by similar factors, but with a larger budget underspend due to the lower ASL figure in 2022–23.

Our management of the ICT Coordinated Procurement Special Account continues to have a substantial impact on the DTA's balance sheet, with \$339.6 million of the DTA's \$416.4 million in assets and \$268.3 million of the DTA's \$300.2 million in liabilities associated with this account.

Table 4: DTA resource statement, 2023–24

	Current available appropriation for 2023–24 \$'000 (a)	Payments made for 2023–24 \$'000 (b)	Remaining balance 2023–24 \$'000 (a) – (b)
Departmental			
Annual appropriations – ordinary annual services ¹	52,529	6,149	46,380
Prior year appropriations available – ordinary annual services	48,329	43,829	4,500
Total departmental annual appropriations (c)	100,858	49,978	50,880
Opening balance - special accounts	191,241	191,241	-
Special account receipts	632,809	297,229	335,580
Total special accounts (d)	824,050	488,470	335,580
Total departmental resourcing (c+d)	924,908	538,448	386,460
Total resourcing and payments for DTA	924,908	538,448	386,460

¹ Includes *Appropriation Act (No.1) 2023–24*, *Appropriation Act (No.3) 2023–24* and *Supply Act (No.3) 2022–23* prior-year departmental appropriation, and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

Table 5: DTA expenses for Outcome 1, 2023–24

OUTCOME 1: Support the government's digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.	Budget ¹	Actual expenses	Variation
	2023–24	2023–24	2023–24
	\$'000	\$'000	\$'000
	(a)	(b)	(a) – (b)

Program 1.1 - Digital Transformation Agency: The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.

Departmental expenses			
Departmental appropriation	49,717	43,089	6,628
S74 External Revenue ²	3,836	2,812	1,024
Special Accounts	10,891	14,705	(3,814)
Expenses not requiring appropriation in the budget year ³	720	5,383	(4,663)
Departmental total	65,164	65,989	(825)
Total for Program 1.1	65,164	65,989	(825)
Total expenses for Outcome 1	65,164	65,989	(825)
	Budget 2023–24	Actual 2023–24	Actual 2022–23
Average staffing level (number)	251	236	217

¹ Full-year budget, including any subsequent adjustment made to the 2023–24 Budget at Additional Estimates.

² Estimated expenses incurred in relation to receipts retained under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

³ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, audit fees, impairment losses on financial instruments and write-down of assets.

Purchasing and procurement

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

The CEO's Accountable Authority Instructions and supporting fiscal management procedures and operating guidelines support these principles by providing further direction to DTA officials when conducting procurements on behalf of our agency. The Accountable Authority Instructions are based on the principles of competitive, non-discriminatory procurement processes, proper use of government resources, and making decisions in an accountable and transparent manner.

Our centralised procurement team provides guidance and advice for DTA officials undertaking procurement activities.

In 2023–24, 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.

In 2023–24, we published 200 contracts and amendments above \$10,000 (inclusive of GST) on the AusTender website, with 86% of these reported within 42 calendar days or less, compared to 81% in 2022–23. Of the 29 contracts and amendments not reported within 42 calendar days or less, the majority was reported within 91 calendar days, with only 5 instances outside of 91 calendar days.

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

The DTA did not administer any grant programs in 2023–24.

Consultancy contracts

The DTA engages consultants where specialist or technical expertise or when independent research, review or assessment is required. We assess the engagement of consultants to ensure value for money and compliance with the PGPA Act and related regulations, the Commonwealth Procurement Rules, the DTA's Accountable Authority Instructions and relevant internal procedures and operational guidelines.

During 2023–24, 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 reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Non-consultancy contracts

The DTA uses non-consultancy contracts for a wide range of goods, services, and skills to support the delivery of our agency’s outcome. This includes software licences, change management advice and delivery, and contracted labour hire staff.

In 2023–24, 96 new non-consultancy contracts were entered into, with a total actual expenditure of \$7,652,561.90 (inclusive of GST). The number of ongoing reportable non-consultancy contracts entered into during the previous reporting period was 91, and the total actual expenditure in the reporting period on those ongoing contracts was \$11,268,733.81 (inclusive of GST). The following table shows the top 5 non-consultancy contracts (by value of expenditure) with the DTA during 2023–24.

Table 6: Top 5 non-consultancy contracts (by value of expenditure) in 2023–24

Organisation	Actual 2023–24 spend (\$, inclusive of GST)	Proportion of 2023–24 total non-consultancy spend (%)
11 Moore Street Pty Ltd	\$2,438,400.00	13%
The Trustee for Century Peak Trust	\$902,636.26	5%
EY Digital	\$806,314.70	4%
Maddocks	\$787,803.94	4%
Hays Specialist Recruitment (Australia) Pty Limited	\$756,801.51	4%
Total	\$5,691,956.41	30%

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.

Australian National Audit Office access clauses

There were no instances of contracts that precluded the Auditor-General from accessing the contractor's premises.

Exempt contracts

No contracts in 2023–24 were exempted by the CEO from being published on AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*.

Procurement initiatives to support small business

The DTA supports small business participation in the Australian Government procurement market. SMEs and small enterprise participation statistics are available on the Department of Finance's website.

In addition, the DTA operates the BuyICT platform, including the Digital Marketplace. This initiative under the National Innovation and Science Agenda aims to make 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 standardised 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
- implementing the Indigenous Procurement Policy, noting that many Indigenous businesses are also SMEs
- complying with the Australian Government's Supplier Pay On-Time or Pay Interest Policy.

The DTA 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.

Advertising and market research

During 2023–24, the DTA did not conduct any advertising campaigns or market research.

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 7: Legal services expenditure, 2023–24

Item	Value (\$ GST exclusive)
Total (external + internal) expenditure	2,245,632.28
Total internal legal services expenditure	-
Total external legal services expenditure	2,245,632.28
External legal services expenditure	
Total value of briefs to counsel	-
Total value of disbursements (excluding counsel)	-
Total value of professional fees paid	2,245,632.28
Total external legal services expenditure	2,245,632.28

Financial statements

Digital Transformation Agency

Financial statements
for the period ended 30 June 2024



INDEPENDENT AUDITOR'S REPORT

To the Minister for Finance

Opinion

In my opinion, the financial statements of the Digital Transformation Agency (the Entity) for the year ended 30 June 2024:

- (a) comply with Australian Accounting Standards – Simplified Disclosures 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 2024 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 2024 and for the year then ended:

- Statement by the Chief Executive Officer and Chief Financial 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 an Overview and a summary of material accounting policy information 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.

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 – Simplified Disclosures 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

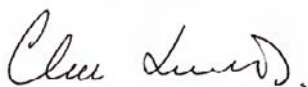
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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



Clea Lewis
Executive Director

Delegate of the Auditor-General

Canberra
14 October 2024

Digital Transformation Agency

Statement by the Chief Executive Officer and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2024 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.

Signed



Chris Fechner
Chief Executive Officer
14 October 2024

Signed



Chris Huang CA
Chief Financial Officer
14 October 2024

Digital Transformation Agency

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Digital Transformation Agency

Statement of Comprehensive Income

for the period ended 30 June 2024

		2024	2023	Original Budget
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	36,985	33,424	37,207
Suppliers	1.1B	23,409	32,020	36,083
Depreciation	2.2A	3,966	3,679	3,457
Impairment loss on financial instruments	2.1B	1,210	867	–
Write-down and impairment of other assets		109	8	–
Finance costs	1.1C	310	252	139
Total expenses		65,989	70,250	76,886
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	37,586	26,187	27,263
Rental income	1.2B	229	–	–
Other revenue	1.2C	103	98	–
Total own-source revenue		37,918	26,285	27,263
Gains				
Other gains	1.2D	68	421	557
Total gains		68	421	557
Total own-source income		37,986	26,706	27,820
Net cost of services		(28,003)	(43,544)	(49,066)
Revenue from Government	3.1A	49,717	71,740	61,994
Surplus attributable to the Australian Government		21,714	28,196	12,928
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		–	–	–
Total comprehensive income		21,714	28,196	12,928

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

Digital Transformation Agency

Statement of Financial Position

as at 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	336,575	192,081	178,978
Trade and other receivables	2.1B	51,628	84,004	54,040
Total financial assets		388,203	276,085	233,018
Non-financial assets				
Buildings ¹	2.2A	16,876	17,184	17,921
Leasehold improvements	2.2A	10,056	10,965	11,679
Plant and equipment	2.2A	554	599	638
Prepayments		708	413	776
Total non-financial assets		28,194	29,161	31,014
Total assets		416,397	305,246	264,032
LIABILITIES				
Payables				
Suppliers	2.3A	270,907	176,016	120,718
Other payables	2.3B	2,007	1,171	2,270
Total payables		272,914	177,187	122,988
Interest bearing liabilities				
Leases	2.4A	17,881	17,644	18,230
Total interest bearing liabilities		17,881	17,644	18,230
Provisions				
Employee provisions	4.1A	9,372	9,536	9,721
Other provisions	2.5A	57	–	770
Total provisions		9,429	9,536	10,491
Total liabilities		300,224	204,367	151,709
Net assets		116,173	100,879	112,323
EQUITY				
Contributed equity		(22,164)	(15,744)	(14,381)
Asset revaluation reserve		618	618	618
Retained surplus		137,719	116,005	126,086
Total equity		116,173	100,879	112,323

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

1. Right-of-use (RoU) assets are included in Buildings.

Digital Transformation Agency

Statement of Changes in Equity

for the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY				
Opening balance		(15,744)	(6,588)	(6,588)
Transactions with owners				
Distributions to owners				
Return of equity - WoAG ICT savings ¹		(6,420)	(9,156)	(7,793)
Total transactions with owners		(6,420)	(9,156)	(7,793)
Closing balance		(22,164)	(15,744)	(14,381)
RETAINED EARNINGS				
Opening balance		116,005	87,809	113,158
Comprehensive income				
Surplus/(Deficit) for the period		21,714	28,196	12,928
Total comprehensive income		21,714	28,196	12,928
Closing balance		137,719	116,005	126,086
ASSET REVALUATION RESERVE				
Opening balance		618	618	618
Closing balance		618	618	618
Total Equity as at 30 June		116,173	100,879	112,323

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

1. In 2024, as part of managing whole of Australian Government (WoAG) ICT procurement arrangements the Digital Transformation Agency (DTA) returned \$6.420 million in savings to the Consolidated Revenue Fund (2023: \$9.156 million).

Accounting Policy

Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Government entity under a restructuring of administrative arrangements are adjusted at their net book value directly against contributed equity. Refer to note 6.2A Restructuring.

Other Distributions to Owners

The Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR) require that distributions to owners be debited to contributed equity unless it is in the nature of a dividend.

Digital Transformation Agency

Cash Flow Statement

for the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		53,954	55,285	65,144
Rendering of services		638,952	526,624	322,677
Net GST received		56,972	35,394	3,000
Total cash received		749,878	617,303	390,821
Cash used				
Employees		36,522	35,237	37,207
Suppliers		553,790	516,411	331,819
Interest payments on lease liabilities		310	252	139
Section 74 receipts transferred to OPA		5,822	2,618	9,914
Total cash used		596,444	554,518	379,079
Net cash from operating activities		153,434	62,785	11,742
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		474	33	–
Payments of makegood		–	349	–
Total cash used		474	382	–
Net cash used by investing activities		(474)	(382)	–
FINANCING ACTIVITIES				
Cash used				
Return of equity - WoAG ICT savings		6,420	9,156	–
Principal payments of lease liabilities ¹		2,046	1,548	3,011
Total cash used		8,466	10,704	3,011
Net cash used by financing activities		(8,466)	(10,704)	(3,011)
Net increase in cash held		144,494	51,699	8,731
Cash and cash equivalents at the beginning of the reporting period		192,081	140,382	170,247
Cash and cash equivalents at the end of the reporting period	2.1A	336,575	192,081	178,978

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

1. Total cash outflow for leases for the year ended 30 June 2024 was \$2.396 million (2023: \$1.953 million) including \$2.045 million in principal repayments, \$0.310 million in interest expense and \$0.041 million in short-term leases.

Digital Transformation Agency

Budget Variance Commentary

for the period ended 30 June 2024

The following provides an explanation of major variances between the Original Budget as presented in the Portfolio Budget Statements 2023-24 and actual expenditure, net asset position and cash flows for 2023-24.

Explanations of major variances between the actual and original budgeted amounts for 2024 (that are greater than +/- 10 per cent of the original budget for a line item and greater than +/- \$1 million) are provided below.

Major Variances and Explanations	Affected Line Items
Whole of Australian Government (WoAG) ICT Procurement arrangements DTA manage several WoAG ICT arrangements. In 2024 agencies increased their usage in Microsoft and Amazon Web Services (AWS) arrangements in particular and resulted in increased administration and savings amounts recognised as revenue compared to budget. All other associated contract costs relating to payments to suppliers are recognised as pass-through arrangements and can only be seen in the Cash Flow Statement. Collections of contract amounts from agencies (pass-through amounts) are recognised in June for payment early in the new financial year resulting in higher cash and cash equivalents and supplier payables than estimated.	<u>Statement of Comprehensive Income</u> Impairment loss on financial instruments Revenue from contracts with customers <u>Statement of Financial Position</u> Cash and cash equivalents Suppliers payable Retained surplus <u>Cash Flow Statement</u> Rendering of services Suppliers Return of equity - WoAG ICT savings
Machinery of Government Change Supplier costs and associated revenue from Government were lower than anticipated due to the transfer of the Digital Identity function to Department of Finance and the transfer of the Hardening Government IT function to the Department of Home Affairs.	<u>Statement of Comprehensive Income</u> Suppliers Revenue from Government <u>Statement of Changes in Equity</u> Retained surplus <u>Cash Flow Statement</u> Appropriations Suppliers
Leases The DTA's building RoU assets and lease liabilities were lower than anticipated because of the quality of the existing fit-out also resulting in lower than anticipated leasehold improvement assets.	<u>Statement of Financial Position</u> Buildings Leasehold improvements Leases <u>Cash Flow Statement</u> Principal payments of lease liabilities

Digital Transformation Agency

Notes to and forming part of the financial statements

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 support the Government's digital transformation, and simplify processes, increase realised value, reduce costs and generate and reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital ICT investment, and management of whole-of-government digital and ICT procurement.

The continued existence of the entity in its present form and with its present program is dependent on government policy and on continuing funding by Parliament for the entity's administration and programs.

The Basis of Preparation

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

The financial statements have been prepared in accordance with:

- a) Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 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 for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

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

New Accounting Standards

Two amending standards (AASB 2021-2 and AASB 2021-6) were issued prior to the signing of the financial statements and were adopted in 2022-23 earlier than the application date as stated in the standard, and did not have a material impact on the DTA's disclosures.

No further amendments or new standards were applicable to the current reporting period.

Agent Arrangements

The DTA enters into WoAG ICT coordinated procurement contracts for the benefit of all non-corporate Commonwealth entities (NCCes) and the National Disability Insurance Agency (NDIA) and manages these arrangements in the ICT Procurement special account (refer to note 3.2).

The DTA has assessed that it is acting as an Agent under these contracts in accordance with AASB 15 paragraph B35 as these arrangements significantly pass the risks and rewards of the goods and services to the receiving agency. Due to this, amounts relating to contracted services are treated as pass-through transactions and are not recorded as revenue or expense in the DTA's Statement of Comprehensive Income. Agreed service fees payable to the DTA by NCCes are reported as revenue from contracts with customers.

Taxation

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

Events After the Reporting Period

There are no known events occurring after the reporting period that could impact on the DTA's 2023-24 financial statements.

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

1. Financial Performance

This section analyses the financial performance of the DTA for the year ending 30 June 2024.

1.1 Expenses

	2024	2023
	\$'000	\$'000
1.1A: Employee benefits		
Wages and salaries	26,378	23,478
Superannuation		
Defined contribution plans	3,769	3,329
Defined benefit plans	1,625	1,127
Leave and other entitlements	4,324	4,800
Separation and redundancies	–	164
Other ¹	889	526
Total employee benefits	36,985	33,424

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

Accounting Policy

Accounting policies for employee related expenses are contained in the People and relationships section.

Digital Transformation Agency

Notes to and forming part of the financial statements

	2024	2023
	\$'000	\$'000
1.1B: Suppliers		
Goods and services supplied or rendered		
Consultants	24	624
Contractors ¹	13,421	22,183
Legal	2,254	1,068
Information technology and communication	3,270	3,299
Payments to other government agencies	–	159
Property, equipment, repairs and maintenance	613	671
Secondments	–	352
Shared services charges	1,056	894
Training, recruitment and other staff costs	1,432	1,751
Travel	880	503
Other ²	303	223
Total goods and services supplied or rendered	23,253	31,727
Goods supplied	94	55
Services rendered	23,159	31,672
Total goods and services supplied or rendered	23,253	31,727
Other suppliers		
Short-term leases ³	41	169
Workers compensation expenses	115	124
Total other suppliers	156	293
Total suppliers	23,409	32,020

- During the 2023-24 financial year, contractors reduced along with other supplier costs due to the transfer of the Digital Identity function to the Department of Finance and the Hardening Government IT function to the Department of Home Affairs in addition to the continued effort to reduce reliance on suppliers and generally bring work in-house.
 - Other relates to Comcover premiums, conference fees, user research costs, graphic design, public relations and office supplies.
 - Short-term lease expense relates to the interim arrangements for the Sydney office until the lease was executed in August 2023. The DTA has no short-term lease commitments in 2024 (2023: nil).
- The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, 1.2B, 2.2A and 2.4A.

Accounting Policy

Short-term leases and leases of low-value assets

The DTA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). The DTA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Digital Transformation Agency

Notes to and forming part of the financial statements

	2024	2023
	\$'000	\$'000
1.1C: Finance Costs		
Interest on lease liabilities	310	252
Total finance costs	310	252

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.2B, 2.2A and 2.4A.

Accounting Policy

All borrowing costs are expensed as incurred.

1.2 Own-Source Revenue and Gains

1.2A: Revenue from contracts with customers

Rendering of services	37,586	26,187
Total revenue from contracts with customers	37,586	26,187

Revenue from contracts in connection with:

WoAG ICT procurement fees	35,467	25,838
GovERP	981	–
Observatory	593	313
Other	545	36
Total revenue from contracts with customers	37,586	26,187

Timing of transfer of goods and services:

Over time	26,927	19,701
Point in time	10,659	6,486
Total revenue from contracts with customers	37,586	26,187

Accounting Policy

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

Disaggregation of revenue from contracts with customers

The majority of the DTA's revenue relates to services performed for other Commonwealth entities, primarily in fees relating to the management of WoAG ICT procurement arrangements.

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 more than one period rather than at a particular point in time.

The transaction price is the total amount of consideration to which the DTA expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Digital Transformation Agency

Notes to and forming part of the financial statements

	2024	2023
	\$'000	\$'000
1.2B: Rental income		
Subleasing right-of-use assets	229	–
Total rental income	229	–
Maturity analysis of operating lease income receivables:		
Within 1 year	114	–
One to two years	118	–
Two to three years	123	–
Three to four years	84	–
Total undiscounted lease payments receivable	439	–

Operating leases

The DTA entered into a Memorandum of Understanding (MoU) with the Asbestos Safety and Eradication Agency (a Commonwealth Government agency) to sub-lease 12 workstations in the Elizabeth Street Sydney office space for the duration of the lease with the same annual increases included in the head lease agreement. The MoU includes agreement to all the same terms and conditions the DTA is subject to under the lease.

In addition, short term lease agreements were entered with Department of Finance to support Digital Identity staff transferred as part of restructuring arrangements.

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

1.2C: Other revenue

Resources received free of charge - audit services

Remuneration of auditors	98	98
Other ¹	5	–
Total other revenue	103	98

1. Other in 2024 relates to sales of low value assets

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.

1.2D: Other gains

Gain on derecognition of make good

Other ¹	68	–
Total other gains	68	421

1. Other relates to fringe benefits tax payables accrued in the prior financial year that did not eventuate.

Digital Transformation Agency

Notes to and forming part of the financial statements

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.

2.1 Financial Assets

	2024 \$'000	2023 \$'000
2.1A: Cash and cash equivalents		
Cash on hand or on deposit	995	840
Special account - cash at bank	1,831	67,309
Special account - held in the OPA	333,749	123,932
Total cash and cash equivalents	336,575	192,081

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand;
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- c) cash in special accounts.

	2024 \$'000	2023 \$'000
2.1B: Trade and other receivables		
Goods and services receivables		
Goods and services ¹	7,832	29,231
Total goods and services receivables	7,832	29,231
Appropriation receivables		
Existing programs	45,385	43,800
Total appropriation receivables	45,385	43,800
Other receivables		
Statutory receivables	–	10,959
Other ²	716	1,109
Total other receivables	716	12,068
Total trade and other receivables (gross)	53,933	85,099
Less expected credit loss allowance ³	(2,305)	(1,095)
Total trade and other receivables (net)	51,628	84,004

Credit terms for goods and services were within 30 days (2023: 30 days).

Digital Transformation Agency

Notes to and forming part of the financial statements

1. Goods and services receivables comprise amounts receivable from Commonwealth agencies of \$5.365 million relating to WoAG ICT arrangements and comprise administration fees and savings recognised in DTA's Statement of Comprehensive Income as revenue. Debts relating to pass-through arrangements are netted off against contract liabilities, refer to note 2.3A. The remainder of the balance of \$2.467 million relates to Departmental debtors primarily from other government agencies for services performed by the DTA.
2. Other receivables include employee related debts including leave balance transfers to other government agencies.
3. 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 2024 of \$1.210 million (2023: \$1.095 million).

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.

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 months of 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.

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Notes to and forming part of the financial statements

2.2 Non-Financial Assets

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

	Buildings	Leasehold improvements	Plant and equipment	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2023				
Gross book value	20,216	12,144	2,018	34,378
Accumulated depreciation, amortisation and impairment	(3,032)	(1,179)	(1,419)	(5,630)
Total as at 1 July 2023	17,184	10,965	599	28,748
Additions				
Purchase or internally developed	–	277	254	531
Right-of-use assets	2,345	–	–	2,345
Depreciation and amortisation	–	(1,186)	(299)	(1,485)
Depreciation on right-of-use assets	(2,481)	–	–	(2,481)
Other movements of right-of-use assets	(172)	–	–	(172)
Total as at 30 June 2024	16,876	10,056	554	27,486
Total represented by:				
Gross book value	22,357	12,421	2,272	37,050
Accumulated depreciation, amortisation and impairment	(5,481)	(2,365)	(1,718)	(9,564)
Total as at 30 June 2024	16,876	10,056	554	27,486
Carrying amount of right-of-use assets	16,876	–	–	16,876

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 2024, the value of contractual commitments for the acquisition of leasehold improvements and plant and equipment is \$0.011 million (2023: Nil).

Accounting policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Digital Transformation Agency

Notes to and forming part of the financial statements

Accounting policy

Asset recognition threshold

Property, plant and equipment is the generic term that covers buildings, leasehold improvements and plant and equipment. Purchases of property, plant and equipment 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 (other than where they form part of a group of similar items which are significant in total).

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.

Leased Right-of-Use (RoU) Assets

Leased RoU assets are capitalised at the commencement date of the lease and comprise 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 RoU asset to determine if indicators of impairment exist, and an impairment loss recognised against any RoU asset that is impaired.

In 2024, the calculations for the DTA's RoU assets and liabilities were reviewed with RoU assets relating to the 11 Moore Street Canberra lease being corrected resulting in an adjustment to the balance of RoU assets of \$0.172 million. The DTA has determined that this correction is not material and therefore has been adjusted in the current year and the comparatives have not been restated.

Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value (or an amount not materially different from fair value). Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

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

Asset Class	Fair value measurement	2024 \$'000	2023 \$'000
Leasehold improvements	Current replacement cost - Level 3		10,965
Plant and equipment	Market selling price – Level 2		493
Plant and equipment	Market selling price – Level 3		24
Plant and equipment	Current replacement cost – Level 3		82

A valuation of property, plant and equipment assets was undertaken by Jones Lang Lasalle (JLL) in 2022.

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

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:

Asset Class	2024	2023
Buildings – RoU	Lease Term	Lease Term
Leasehold improvements	Lease Term	Lease Term
Plant and equipment	3 to 10 years	3 to 10 years

Impairment

All assets were assessed for impairment during 2024. 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.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

No write-down was recognised in 2024 relating to plant and equipment assets as part of the annual stocktake process (2023: \$0.008 million).

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

2.3 Payables

	2024	2023
	\$'000	\$'000
2.3A: Suppliers		
Contract liabilities ¹	250,940	138,152
Trade creditors and accruals ²	19,967	37,864
Total suppliers	270,907	176,016

Settlement is usually made within 7 days.

- Contract liabilities relate to WoAG ICT Procurement contracts and represent amounts invoiced to agencies in advance of payments being made to the associated contracted ICT services providers.
DTA acts as an agent in respect of these transactions which are treated as pass-throughs in the ICT Procurement Special Account. Only that portion of revenue related to the service fee agreed between DTA and agencies is reported in the Statement of Comprehensive Income with supplier expenses netted off against services charges invoiced to agencies. The DTA is fully reimbursed by contracted agencies for all WoAG ICT payments to suppliers and therefore no expenses relating to the supplier contract arrangements are reported by the DTA.
- The trade creditors and accruals balance comprises supplier invoices related to WoAG ICT procurement of \$16.715 million in respect of which DTA acts as an agent for Government entities; the balance of trade creditors and accruals of \$3.252 million relates to departmental expenses of the DTA including special account operating costs.

Digital Transformation Agency

Notes to and forming part of the financial statements

	2024	2023
	\$'000	\$'000
2.3B: Other payables		
Salaries and wages	948	790
Superannuation	177	125
Statutory payable	351	69
Leave transfers to other agencies	472	97
Other	59	90
Total other payables	2,007	1,171

2.4 Leases

2.4A: Leases		
Lease liabilities - buildings	17,881	17,644
Total leases	17,881	17,644
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	2,511	1,881
Between 1 to 5 years	12,762	10,746
More than 5 years	3,623	6,117
Total leases	18,896	18,744

The DTA currently has two lease arrangement for office space and car parking (2023: 1).

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

2.5 Other Provisions

2.5A: Other provisions		
Provision for make good obligations	2024	Total
As at 1 July 2023	\$'000	\$'000
	-	-
Additional provisions made	57	57
Total as at 30 June 2024	57	57

As at 30 June 2024 the DTA had two lease arrangements for the leasing of office premises with one lease including specific a make good obligation at the end of the lease term relating to leasehold improvements made by the DTA commencing 2024 (2023: nil).

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

3. Funding

This section identifies the DTA's funding structure.

3.1 Appropriations

3.1A: Annual appropriations ('recoverable GST exclusive')

Annual Appropriations for 2024

	Annual Appropriation ¹ \$'000	Adjustments to appropriation ² \$'000	Total appropriation \$'000	Appropriation applied in 2024 (current and prior years) \$'000	Variance ³ \$'000
Departmental					
Ordinary annual services	65,277	(12,748)	52,529	(49,978)	2,551
Total departmental	65,277	(12,748)	52,529	(49,978)	2,551

1. In 2024 no annual appropriation was withheld under s51 of the PGPA Act.
2. Adjustments to appropriations includes adjustments to current year annual appropriations PGPA Act section 74 receipts of \$2.812 million and PGPA Act section 75 transfers of \$15.025 million to the Department of Finance and \$0.535 million to the Department of Home Affairs, refer to note 6.2.
3. The variance in departmental ordinary annual services is mainly attributable to timing relating to other payables in 2024 and a minor underspend.

Annual Appropriations for 2023

	Annual Appropriation ¹ \$'000	Adjustments to appropriation \$'000	Total appropriation \$'000	Appropriation applied in 2023 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	76,240	2,618	78,858	(54,702)	24,156
Total departmental	76,240	2,618	78,858	(54,702)	24,156

1. In annual appropriation, \$4.500 million was withheld from *Supply Act (No. 3) 2022-23* under s51 of the PGPA Act relating to a movement of funds for Digital Identity.
2. The variance in departmental ordinary annual services is mainly attributable to a timing difference with an increase in supplier payables in 2023.

Accounting Policy

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.

Digital Transformation Agency

Notes to and forming part of the financial statements

3.1B: Unspent annual appropriations ('recoverable GST exclusive')

	2024	2023
	\$'000	\$'000
Departmental		
<i>Appropriation Act (No. 1) 2022-2023</i>	–	6,403
<i>Appropriation Act (No. 1) 2022-2023 - Cash at bank</i>	–	840
<i>Supply Act (No. 1) 2022-23</i>	–	3,854
<i>Supply Act (No. 3) 2022-23^{1,2}</i>	4,500	38,043
<i>Appropriation Act (No. 1) 2023-2024</i>	42,102	–
<i>Appropriation Act (No. 3) 2023-2024</i>	3,283	–
<i>Appropriation Act (No. 1) 2023-2024 - Cash at bank</i>	995	–
Total departmental unspent appropriations	50,880	49,140

1. \$4.500 million was withheld from *Supply Act (No. 3) 2022-23* under s51 of the PGPA Act relating to a movement of funds for Digital Identity.

2. Adjustments made to prior years unspent departmental annual appropriations under section 75 of the PGPA Act include \$0.749 million transferred to the Department of Finance and \$0.061 million to the Department of Home Affairs.

3.2 Special Accounts

3.2: Special Accounts ('recoverable GST exclusive')

ICT Coordinated Procurement Special Account¹

Balance brought forward from previous period	191,241	140,125
Increases		
Departmental increased		
Increases	632,809	522,206
Total increases	632,809	522,206
Available for payments	824,050	662,331
Departmental decreases		
Departmental decreases	(488,470)	(471,090)
Total decreases	(488,470)	(471,090)
Total balance carried to the next period	335,580	191,241
Cash at bank	1,831	67,309
Cash held in the Official Public Account	333,749	123,932
Total balance carried to the next period	335,580	191,241

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.

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

3.3 Net Cash Appropriation Arrangements

3.3A: Net Cash Appropriation Arrangements	2024 \$'000	2023 \$'000
Total comprehensive income - as per the Statement of Comprehensive Income	21,714	28,196
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	1,485	1,657
Plus: depreciation of right-of-use assets	2,481	2,022
Less: lease principal repayments	(2,046)	(1,548)
Net Cash Operating Surplus	23,634	30,327

The inclusion of depreciation/amortisation expenses related to RoU 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.

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

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

	2024 \$'000	2023 \$'000
4.1A: Employee provisions		
Long service leave	6,066	6,347
Annual leave	3,306	3,189
Total employee provisions	9,372	9,536

Accounting Policy

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

Leave

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

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

Superannuation

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

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme. The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

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

Digital Transformation Agency

Notes to and forming part of the financial statements

4.2 Key Management Personnel Remuneration

Key management personnel (KMP) 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:

	2024 \$'000	2023 \$'000
Short-term employee benefits ¹	1,458	1,341
Post-employment benefits	189	196
Other long-term employee benefits	39	39
Termination benefits	–	55
Total key management personnel remuneration expenses²	1,686	1,631

1. Short-term employee benefits in the current period includes a lump sum benefit of \$0.056 million correcting a distribution of salary and superannuation payments made to a KMP since October 2021.
2. The DTA has determined the KMP to be the Chief Executive Officer (CEO), all Senior Executive Service band 2 officers and the Chief Operating Officer. The total number of KMP that are included is 6 (2023: 5) representing the people who individually occupied the KMP positions during the year.

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

4.3 Related Party Disclosures

Related party relationships:

The DTA is an Australian Government controlled entity. Related parties to the DTA are KMP, 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. These transactions have not been separately disclosed in this note.

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

Digital Transformation Agency

Notes to and forming part of the financial statements

5. Managing Uncertainties

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

5.1 Contingent Assets 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 (2023: nil).

Accounting Policy

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

5.2 Financial Instruments

5.2A: Categories of financial instruments

	2024 \$'000	2023 \$'000
Financial assets at amortised cost		
Cash and cash equivalents	336,575	192,081
Goods and services	5,527	28,136
Total financial assets at amortised cost	342,102	220,217
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	19,967	37,864
Total financial liabilities measured at amortised cost	19,967	37,864

The DTA has recorded a loss on financial assets at amortised cost of \$0.456 million in 2024 (2023: \$0.867 million) on the recalculation of expected credit losses.

Accounting Policy

Financial assets at amortised cost

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

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

Amortised cost is determined using the effective interest rate method.

Effective interest method

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

Financial liabilities 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, irrespective of having been invoiced.

Digital Transformation Agency

Notes to and forming part of the financial statements

6. Other Information

6.1 Current/non-current distinction for assets and liabilities

6.1A: Current/non-current distinction for assets and liabilities

	2024 \$'000	2023 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	336,575	192,081
Trade and other receivables	51,628	84,004
Prepayments	701	399
Total no more than 12 months	388,904	276,484
More than 12 months		
Buildings	16,876	17,184
Leasehold improvements	10,056	10,965
Plant and equipment	554	599
Prepayments	7	14
Total more than 12 months	27,493	28,762
Total assets	416,397	305,246
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	270,907	176,016
Other payables	2,007	1,171
Leases	2,236	1,651
Employee provisions	3,822	3,757
Other provisions	57	–
Total no more than 12 months	279,029	182,595
More than 12 months		
Leases	15,645	15,993
Employee provisions	5,550	5,779
Total more than 12 months	21,195	21,772
Total liabilities	300,224	204,367

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

6.2 Restructuring

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

In 2024, Commonwealth Hardening Government IT (HGIT) initiatives transferred from the DTA to the Department of Home Affairs, with effect from 1 April 2023 by decision of Cabinet. The transfer of net assets (and staff) occurred on 1 July 2023.

By decision of the Prime Minister on 23 May 2023 the Digital Identity function transferred from the DTA to the Department of Finance, with staff and net assets transferring from 6 July 2023.

No restructuring of arrangements occurred in 2022-23.

6.2A: Restructuring

	Department of Home Affairs HGIT	Department of Finance Digital Identity
	2024 \$'000	2024 \$'000
FUNCTIONS RELINQUISHED		
Assets relinquished		
Appropriation receivable	62	749
Total assets relinquished	62	749
Liabilities relinquished		
Employee provisions	62	749
Total liabilities relinquished	62	749
Net (assets)/liabilities relinquished	-	-



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 (print only).	Mandatory
17AJ(b)	Appendix D	Alphabetical index (print only).	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
17AE(1)(aa)(i)	Chapter 1	Name of the accountable authority or each member of the accountable authority	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AE(1)(aa)(ii)	Chapter 1	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
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

PGPA Rule reference	Part of report	Description	Requirement
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 noncompliance with Finance law and action taken to remedy noncompliance.	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 AuditorGeneral (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
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

PGPA Rule reference	Part of report	Description	Requirement
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)	Appendix B	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 nonSES 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
Assets Management			
17AG(5)	N/A	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, Mandatory

PGPA Rule reference	Part of report	Description	Requirement
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
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

PGPA Rule reference	Part of report	Description	Requirement
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 AuditorGeneral 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
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)	Chapter 3 Appendix C	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory
17AD(f)	Other Mandatory Information		

PGPA Rule reference	Part of report	Description	Requirement
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)	Chapter 3 Chapter 4	Information required by other legislation	Mandatory

Appendix B: Employee statistics

Table 8: All ongoing employees current report period (2023–24)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	23	0	23	18	2	20	-	-	-	-	-	-	-	-	-	43
QLD	2	-	2	12	1	13	-	-	-	-	-	-	-	-	-	15
SA	6	1	7	3	-	3	-	-	-	-	-	-	-	-	-	10
TAS	3	-	3	2	-	2	-	-	-	-	-	-	-	-	-	5
VIC	9	-	9	9	1	10	-	-	-	-	-	-	-	-	-	19
WA	2	-	2	4	-	4	-	-	-	-	-	-	-	-	-	6
ACT	78	3	81	91	9	100	-	-	-	-	-	-	-	-	-	181
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	123	4	127	139	13	152	-	-	-	-	-	-	-	-	-	279

Table 9: All ongoing employees previous report period (2022–23)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	10	-	10	9	4	13	-	-	-	-	-	-	-	-	-	23
QLD	1	-	1	7	1	8	-	-	-	-	-	-	-	-	-	9
SA	2	1	3	-	1	1	-	-	-	-	-	-	-	-	-	4
TAS	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
VIC	5	-	5	4	-	4	-	-	-	-	-	-	-	-	-	9
WA	1	-	1	3	-	3	-	-	-	-	-	-	-	-	-	4
ACT	81	1	82	89	9	98	-	-	-	-	-	-	-	-	-	180
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	101	2	103	112	15	127	-	-	-	-	-	-	-	-	-	230

[illegible]

Table 11: All non-ongoing employees previous report period (2022–23)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	3	-	3	-	1	1	-	-	-	-	-	-	-	-	-	4
QLD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SA	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
TAS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VIC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	4	-	4	1	-	1	-	-	-	-	-	-	-	-	-	5
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	8	0	8	1	1	2	-	-	-	-	-	-	-	-	-	10

Table 12: APS Act ongoing employees current report period (2023–24)

[illegible]

Table 13: APS Act ongoing employees previous report period (2022–23)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	2
SES 1	7	-	7	3	-	3	-	-	-	-	-	-	-	-	-	10
EL 2	24	1	25	22	1	23	-	-	-	-	-	-	-	-	-	48
EL 1	35	1	36	36	6	42	-	-	-	-	-	-	-	-	-	78
APS 6	24	-	24	23	6	29	-	-	-	-	-	-	-	-	-	53
APS 5	5	-	5	13	2	15	-	-	-	-	-	-	-	-	-	20
APS 4	1	-	1	13	-	13	-	-	-	-	-	-	-	-	-	14
APS 3	3	-	3	1	-	1	-	-	-	-	-	-	-	-	-	4
APS 2	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	101	2	103	112	15	127	-	-	-	-	-	-	-	-	-	230

Table 14: APS Act non-ongoing employees current report period (2023–24)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EL 2	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	2
EL 1	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
APS 6	2	-	2	1	1	2	-	-	-	-	-	-	-	-	-	4
APS 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 4	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
APS 3	-	2	2	-	1	1	-	-	-	-	-	-	-	-	-	3
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	5	2	7	3	2	5	-	-	-	-	-	-	-	-	-	12

Table 15: APS Act non-ongoing employees previous report period (2022–23)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EL 2	2	-	2	1	-	1	-	-	-	-	-	-	-	-	-	3
EL 1	2	-	2	-	1	1	-	-	-	-	-	-	-	-	-	3
APS 6	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
APS 5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
APS 4	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
APS 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	8	-	8	1	1	2	-	-	-	-	-	-	-	-	-	10

Table 16: APS Act employees by full-time and part-time status current report period (2023–24)

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	2	-	2	-	-	-	2
SES 1	8	-	8	-	-	-	8
EL 2	42	3	45	2	-	2	47
EL 1	99	7	106	2	-	2	108
APS 6	57	5	62	3	1	4	66
APS 5	35	-	35	-	-	-	35
APS 4	11	1	12	1	-	1	13
APS 3	8	-	8	-	3	3	11
APS 2	-	1	1	-	-	-	1
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	262	17	279	8	4	12	291

Table 17: APS Act employees by full-time and part-time status previous report period (2022–23)

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	2	-	2	-	-	-	2
SES 1	10	-	10	-	-	-	10
EL 2	46	2	48	3	-	3	51
EL 1	71	7	78	2	1	3	81
APS 6	47	6	53	1	-	1	54
APS 5	18	2	20	1	-	1	21
APS 4	14	-	14	2	-	2	16
APS 3	4	-	4	-	-	-	4
APS 2	1	-	1	-	-	-	1
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	213	17	230	9	1	10	240

Table 18: APS Act employment type by location current report period (2023–24)

	Ongoing	Non-ongoing	Total
NSW	43	3	46
QLD	15	-	15
SA	10	2	12
TAS	5	-	5
VIC	19	-	19
WA	6	-	6
ACT	181	7	188
NT	-	-	-
External Territories	-	-	-
Overseas	-	-	-
TOTAL	279	12	291

Table 19: APS Act employment type by location current report period (2022–23)

	Ongoing	Non-ongoing	Total
NSW	23	4	27
QLD	9	-	9
SA	4	1	5
TAS	1	-	1
VIC	9	-	9
WA	4	-	4
ACT	180	5	185
NT	-	-	-
External Territories	-	-	-
Overseas	-	-	-
TOTAL	230	10	240

Table 20: APS Act Indigenous employment current report period (2023–24)

	Total
Ongoing	2
Non-ongoing	-
TOTAL	2

Table 21: APS Act Indigenous employment previous report period (2022–23)

	Total
Ongoing	1
Non-ongoing	1
TOTAL	2

Appendix C: Executive remuneration

During the reporting period ending 30 June 2024, the DTA had 6 executives who met the definition of key management personnel. Names and length of term as key management personal are provided below.

Table 22: Names and length of term of key management personnel, 30 June 2024

Name	Position	Term as key management personnel
Chris Fechner	Chief Executive Officer	Full year
Lucy Poole	General Manager, Digital Strategy, Architecture and Discovery	Full year
Wayne Poels	General Manager, Digital Investment Advice and Sourcing	Full year
Tomas Gilmartin	Chief Operating Officer	Part year – commenced 04/12/2023
Chris Huang	Acting Chief Operating Officer	Part year – 14/08/2023 to 03/12/2023
George-Philip de Wet	Chief Operating Officer	Part year – ceased on 13/08/2023

In notes to the financial statements for the period ending 30 June 2024, the DTA disclosed the following key management personnel expenses.

Table 23: Total key management personnel remuneration for the reporting period

Type of benefit	Amount (\$)
Short-term benefits	
Base salary	1,446,200
Bonus	-
Other benefits and allowances	11,587
Total short-term benefits	1,457,787
Post-employment benefits	
Superannuation	188,822
Total post-employment benefits	188,822
Other long-term benefits	
Long service leave	39,407
Total other long-term benefits	39,407
Termination benefits	-
Total key management personnel remuneration	1,686,016

Table 24: Information about remuneration for key management personnel (2023–24)

				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		
Chris Fechner	Chief Executive Officer	602,917	-	3,673	26,591	15,110	-	-	648,291
Lucy Poole	General Manager, Digital Strategy, Architecture and Discovery	295,319	-	2,907	55,123	8,556	-	-	361,905
Wayne Poels	General Manager, Digital Investment Advice and Sourcing	309,313	-	2,907	56,580	8,556	-	-	377,356
George-Philip de Wet	Chief Operating Officer (part year – 01/07/2023 to 13/08/2023)	19,213	-	961	3,301	791	-	-	24,284
Tomas Gilmartin	Chief Operating Officer (part year – 04/12/2023 to 30/06/2024)	135,204	-	119	21,937	3,812	-	-	161,072
Chris Huang	Acting Chief Operating Officer (part year – 14/08/2023 to 03/12/2023)	84,216	-	1,020	25,290	2,582	-	-	113,108
Total		1,446,200	-	11,587	188,822	39,407			1,686,016

Table 25: Information about remuneration for senior executives (2023–24)

			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 other long-term benefits	Average termination benefits	Average total remuneration
0–220,000	24	50,107	-	365	8,626	1,927	-	-	61,025
220,001–245,000	-	-	-	-	-	-	-	-	-
245,001–270,000	2	215,690	-	1,163	33,792	5,959	-	-	256,604
270,001–295,000	4	230,036	-	1,694	39,400	6,573	-	-	277,703
295,001–320,000	1	254,932	-	-	42,909	7,529	-	-	305,370
320,001–345,000	-	-	-	-	-	-	-	-	-
345,001–370,000	1	295,319	-	2,907	55,123	8,556	-	-	361,905
370,001–395,000	1	309,313	-	2,907	56,580	8,556	-	-	377,356
395,001–420,000	-	-	-	-	-	-	-	-	-
420,001–445,000	-	-	-	-	-	-	-	-	-
445,001–470,000	-	-	-	-	-	-	-	-	-
470,001–495,000	-	-	-	-	-	-	-	-	-
495,001–520,000	-	-	-	-	-	-	-	-	-
520,001–545,000	-	-	-	-	-	-	-	-	-
545,001–570,000	-	-	-	-	-	-	-	-	-
570,001 and above	1	602,917	-	3,673	26,591	15,110	-	-	648,291

Note: This table includes officers in a substantive SES role and officers acting in SES roles for any period during the financial year. For acting roles, the reported amounts reflect remuneration during these periods only.

The DTA had no other highly paid staff in 2023–24.

Appendix D: Glossary and abbreviations

Term	Meaning
AASB	Australian Accounting Standards Board
AI	Artificial intelligence
AGGP	Australian Government Graduate Program
ANAO	Australian National Audit Office
APS	Australian Public Service
APSC	Australian Public Service Commission
ARC	Audit and Risk Committee
Australian Government Architecture	A collection of whole-of-government standards, policies, designs and capabilities
BMP	Benefits Management Policy
BPOR	Budget Process Operational Rules
CEO	Chief Executive Officer
Cloud	Internet storage and access to data and programs
DCAP	Digital Capability Assessment Process
DCM	Domain and Capability Model
Digital capability	A conceptual representation of the different functions that government requires to deliver its digital and ICT strategic outcomes
DIO	Digital Investment Overview
DLC	Digital Leadership Committee
ERP	Enterprise resource planning
EVP	Employee Value Proposition
FBT	Fringe Benefits Tax
FOI	Freedom of information
GST	Goods and Services Tax
ICT	Information and communications technology
IDIP	Integrated Digital Investment Plan
IOF	Whole-of-government Digital and ICT Investment Oversight Framework, which provides a way for the DTA to support the government to manage its digital and ICT-enabled investments, from early planning through to project delivery and realisation of planned benefits
OAIC	Office of the Australian Information Commissioner
OECD	Organisation for Economic Co-operation and Development
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
Reuse	Reuse of digital and ICT capabilities is a recognised priority across the APS
SDDC	Secretaries Digital and Data Committee
SES	Senior Executive Service
SME	Small to medium enterprise
WoAG	Whole of Australian Government

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