



Australian Government
Digital Transformation Agency

dta¹

Incoming Government Brief

16 May 2025

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Released under FOI Act

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CEO Message

Dear Minister Gallagher,

Congratulations on your return as Minister for Finance, Minister for Women, Minister for the Public Service and Minister for Government Services.

The Digital Transformation Agency (DTA) remains committed to supporting you in advancing the Australian Government's investment in Australia's digital future. Through strategic leadership and policy direction, we aim for effective and efficient digital investments, and coordination of whole of government sourcing of digital products and services that will enable better, cost-effective government services for all Australians.

The DTA will collaborate with you and your Office to ensure that you have everything you require and to support your engagement on digital policies, services and investments.

On behalf of the DTA, I look forward to continuing our work together to deliver digital services for the benefit of all Australians.

Yours faithfully,

Chris Fechner

Chief Executive Officer
Digital Transformation Agency



Supporting the delivery of Government priorities

Digital technologies have become a cornerstone of public service delivery and reform. This is evident from the substantial array of 'in-flight' digital investments that are already supporting the enablement of policy outcomes and transforming service delivery in the health and aged care sector, employment, industry, agriculture and trade, resources and the environment. At the end of 2024, there were 110 significant digital projects underway across the government to deliver \$12.9 billion in benefits and planned initiatives. **Section 47C**

Many of this government's newest commitments will be dependent on the right combination of digital and emerging technologies like Artificial Intelligence (AI), and data to deliver outcomes. For example, digital solutions and sustained investment in building the Australian Public Service's (APS) digital and AI workforce capabilities, will be central in the government's commitment to further reduce spending on consultants and contractors, as well as the pursuit of enhanced, streamlined service delivery. Data and digital transformation will further reduce administrative overheads and improve decision-making through data-driven approaches. By automating routine tasks and modernising legacy systems, digital tools and solutions will help to free up public sector resources, allowing for reallocation toward higher-value activities and innovation.

The compendium to this brief identifies government commitments and objectives that are likely to be enabled by data, AI and digital technologies. In each case the DTA has identified potential next steps where we can support you and your office's early engagement with relevant Ministers.

Supporting you with your Ministerial responsibilities

The compendium also outlines several opportunities to support you in carrying out your Ministerial responsibilities and stewardship of the [Australian Government's Digital and ICT-Investment Oversight Framework](#) (IOF).

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Better planning to make the right investments at the right time

The additional investments needed to support this government's priorities will need to be carefully coordinated alongside necessary transformations of legacy digital platforms and expected uplifts in areas of cyber security. **Section 47C**

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Our Role

Digital transformation benefits from a coordinated approach across government agencies. This is the core role of the DTA, and delivered through the IOF, a comprehensive, six-state framework providing a way for the Government and the DTA to manage digital investments across the entire lifecycle.

The Australian Government Digital and ICT-Investment Oversight Framework

Since early 2022, the IOF has provided a systematic approach to enabling efficient execution of digitally-enabled projects with reduced risks. A 'whole-of-life cycle' approach ensures better planning of suitable digital solutions, including the replacement of older digital assets before they fail; prioritisation of digital proposals and final advice to Government about project readiness before they consider digital investments; strong governance and assurance throughout project delivery; and cost-effective contracting and procurement of capabilities to support implementation. The DTA oversees these efforts, providing comprehensive oversight at each state and ensuring that investments benefit multiple agencies or stakeholders.

As the Minister with oversight of the DTA, we share stewardship for the ongoing development of the IOF. **Section 47C**

Through the IOF, the DTA plays a pivotal, coordinating role in aligning digital strategies, policies and services across the government. The DTA supports you to coordinate, build and deliver the Government's strategic digital ambitions by developing digital government strategies. We work to create clear connections between articulated goals and coordinated digital investments, establish guidelines and controls to guide Commonwealth entities and oversee and adapt the strategy and implementation through effective performance measurement.

By fostering collaboration among government agencies, the DTA ensures cost-effective outcomes by promoting reuse of existing platforms and establishing common standards and enterprise architectures, enabling strategic alignment between organisational business processes, data, technology and applications.

Working with digital sellers, the DTA negotiates large Single Seller Arrangements extending discounts with large vendors on commonly-used technologies to smaller entities. Through our marketplaces and panel arrangements, the DTA works to vet sellers of digital products and services on behalf of government buyers. Our work to negotiate and standardise terms and conditions into contracts provides protections that government buyers can rely upon.

The DTA enhances digital government practices through active participation in both domestic and international exchanges, including taking a leading role in the OECD E-Leader's bureau.

Australia has nominated to host the 2025 E-Leaders conference in Sydney. The facilitation of the event will be arranged and funded by the DTA. The event brings digital public sector leaders from across the world to foster collaboration, share best practices and explore the future of digital transformation. There will be an opportunity for you to take a lead role in this event.

Since the inception of the IOF in early 2022, the DTA's role within a central agency has enabled DTA advice on digital proposals to be closely integrated into key elements of the Government's decision-making processes. The DTA is now a trusted voice in advice to the Expenditure Review Committee and Cabinet. Through incremental but important improvements to the IOF, confidence in both the IOF and the value the DTA provides continues to grow.

With this growth, the DTA has encountered some budgeting challenges. The DTA is a small organisation largely comprised of ASL. When new requirements are identified for the DTA, additional funding will likely be required to support delivery.

We look forward to the opportunity to discuss the priorities outlined in this brief, the compendium and other avenues where we can support you as our Minister.

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Ministerial Responsibilities

As the Minister responsible for data and digital matters you continue to have several responsibilities in the ERC and Cabinet space, and as the Minister responsible for several digital policies and strategies. Your key roles include:

ERC and Cabinet representative

- Ministerial adviser to the Prime Minister and Treasurer ahead of MYEFO or Budget strategic meetings, where digitally enabled investments are considered using the DTA's investment advice through the IOF to ensure spending is targeted, unnecessary duplication of digital platforms and services is reduced, risks are understood and accepted, and the benefits of the government's digital investments are delivered.
- Sponsor of the Digital Investment Overview (DIO) providing recommendations to the Expenditure Review Committee on major digital projects.

Procurement Policies and Procedures

- Key decision maker and final authority on Digital Sourcing Contract Limits and Reviews Policy (CLRP) exemptions needing joint-ministerial review. You will be required to make informed decisions that align with government objectives and assess an agency's need for policy exemption.
- Supporting SMEs, addressing industry concerns and promoting transparency of digital procurement through the DTAs whole-of-government panels and arrangements.

Whole-of-Government Digital Policies and Strategies

- Owner and advocate for the [Data and Digital Government Strategy](#). Your role is to drive the Australian Government in transitioning to a data and digital-driven policy and implementation environment and use data and digital technologies in innovative ways.
- Enabling the DTA's efforts to steward the APS's adoption of AI while acting as an exemplar in transparency, risk management and governance in line with community expectations. This includes responsibility for the Policy for the [responsible use of AI in government](#) and the [pilot AI Assurance Framework](#).
- Enabling the DTA's efforts to support the APS's adoption of consistent architecture and efficient use of government funds in digital investments.

Our Work at a Glance

The Australian Government Digital and ICT Investment Oversight Framework (IOF) is a key component of the DTA's deliverables.

Phase	Pre-budget		Budget	Implementation		
State	1 Strategic planning	2 Prioritisation	3 Contestability	4 Assurance	5 Digital sourcing	6 Operations (real world use)
Overview	Defines the strategic direction for the Government's digital delivery, its future objectives and identifies capability gaps through an integrated view of digital investment	Prioritises and advises on investments that align to the strategic direction.	Assesses whether proposals are robust and meet whole-of-government digital and ICT policies and standards prior to government consideration.	Provides assurance to government that projects are on-track to deliver expected benefits.	Provides strategic sourcing advice and ensures the government has access to value for money digital and ICT-enabled procurement arrangements.	Underpins effective decision making by providing information and analysis on the operations of the Australian Government's digital and ICT landscape.
Key DTA activities	<ul style="list-style-type: none"> Data and Digital Government Strategy International benchmarks Government leadership forums Whole-of-government digital investment planning 	<ul style="list-style-type: none"> Assessment and prioritisation criteria Integrated view of the digital investment pipeline (IDIP) Digital Investment Overview (DIO) 	<ul style="list-style-type: none"> Digital Capability Assessment Process (DCAP) ICT Investment Approval Process (IIAP) Section 47C 	<ul style="list-style-type: none"> Ensuring all projects have fit-for-purpose assurance Transparency over project performance Remediating at-risk projects 	<ul style="list-style-type: none"> BuyICT platform Digital sourcing policies Single-seller arrangements Panels and marketplaces 	<ul style="list-style-type: none"> Quarterly surveys Data analysis
Corporate and Enabling services						
Australian Government Architecture			A collection of whole-of-government standards, policies, designs and capabilities			

1. IOF State 1 – Strategic Planning

Defines the strategic direction for the government's digital delivery and future objectives and identifies capability gaps through an integrated view of digital investment.

What happens at this state

Through the [Data and Digital Government Strategy](#) and a suite of digital policies, the DTA articulates the government's vision for its digital enterprise and provides guardrails to assist agencies with digital delivery in-line with the government's whole of economy strategic direction.

The Strategic Planning state provides a structure for agencies to complete short, medium and long-term planning of digital and ICT enabled projects through their Digital Investment Plans (DIPs). Through the DIP process, agencies can identify capability gaps and identify opportunities to promote reuse and shared benefit. Insights on future investment needs that should be considered as part of the prioritisation of shorter-term investment decisions are passed on to the Prioritisation state. The longer-term view provided through Strategic Planning also informs the APS's data, digital and cyber workforce capability and capacity needs.

Why is it important

Strategic Planning supports the government to build a mature digital capability to deliver its digital and ICT objectives. By working closely with government agencies, the DTA can present government with a clear understanding of current and likely future investments to help identify key digital and ICT capability gaps.

By having an agreed digital and ICT architecture and a shared view of common services and opportunities for reuse of digital and ICT solutions across the Australian Public Service (APS), we can provide government with a clearer pathway to deliver its digital transformation.

Strategic Planning ensures the government's investments in digital and ICT balances whole-of-government strategic digital and ICT priorities with individual agency outcomes and business needs.

What the DTA will do

- Provide strategic advice to Government to drive the transformation of Public Sector digital investments that effectively deliver services and outcomes for the benefit of all Australians, including delivering on the Data and Digital Government Strategy vision.
- Support agencies to align their enterprise-level digital strategies, plans and investments with the Data and Digital Government Strategy.
- Provide templates and guidance to agencies on the development of longer-term digital investment plans.

- Work in collaboration with the Australian Public Service Commission to increase APS digital and data capabilities through the Data, Digital and Cyber Workforce plan.
- Use the [Australian Government Architecture](#) (AGA) to guide agency planning activities. In tandem with the government's digital policies, the AGA helps to drive standardisation, increases the reuse of common capabilities and supports the effective design of an investment in modern digital capabilities. The AGA also feeds into the prioritisation and contestability stages of the IOF.
- Support key forums including the [Secretaries Digital and Data Committee](#), the Digital Leadership Committee, and the Australian Government Architecture Content Advisory Forum to support and drive the outcomes of the Data and Digital Government Strategy.

How the DTA supports you

The DTA supports progress of the Data and Digital Government Strategy through annual updates to the [Implementation Plan](#) and provides advice on when and where more action may be needed.

2. IOF State 2 – Prioritisation

Prioritises and advises on investments that align to the strategic direction.

What happens at this state

The Prioritisation state provides a structure and process for prioritisation of digital and ICT-enabled investments across the Australian Government. Through the Digital Investment Overview (DIO), the DTA provides early visibility of investments and advice to government on prioritised major digital proposals. An Integrated view of Digital Investment Plans will support prioritisation of present proposals within the context of pressures tomorrow.

Why is it important

The DIO provides whole-of-government visibility and advice to government on major digital proposals early in the Budget and MYEFO processes to help identify and prioritise investments that best align with the [Data and Digital Government Strategy](#).

What the DTA will do

As part of the prioritisation process, the DTA works with government agencies to:

- collect data on digital proposals
- assess proposals based on a multi-criteria analysis aligned to the Data and Digital Government Strategy
- moderate proposals through peer reviews, internal and external moderation
- analyse proposals and provide recommendations for improvement
- create a consolidated thematic view of individual agency digital plans (Integrated Digital Investment Plan or DIPs) for consideration by the [Secretaries' Digital and Data Committee](#)
- maintain visibility of short, medium and longer-term data of proposed digital investments
- provide early visibility of planned investments across government to help identify capability gaps and promote reuse and shared benefit.

How the DTA supports you

Section 47C

3. IOF State 3 – Contestability

Assesses whether proposals are robust and meet whole-of-government digital and ICT policies and standards prior to government consideration.

What happens at this state

The DTA collaborates with agencies to develop their digital and ICT-enabled investment proposals and assesses their readiness for potential investment using whole-of-government digital and ICT policies and standards through the [Digital Capability Assessment Process](#) (DCAP).

For high-cost and high-risk proposals (generally a digital and ICT-enabled proposal expected to have a total whole-of-life cost of \$30 million or more, including digital and ICT costs of \$10 million or more) agencies must seek DTA advice to determine whether the [ICT Investment Approval Process](#) (IIAP) applies.

Why is it important

The Contestability state serves as a critical checkpoint in the IOF, safeguarding the integrity of digital and ICT investment proposals by ensuring they are well-conceived, strategically aligned and poised to deliver tangible benefits for the Australian public. The Contestability and Prioritisation states work closely together as proposals are further developed prior to submission to ERC.

What the DTA will do


Agencies should engage with the DTA's Contestability team as early as possible when developing a digital and ICT-enabled investment proposal for government consideration. The Budget Process Operational Rules require agencies to consult with the DTA within mandated timeframes for digital and ICT-enabled proposals.

Agencies must provide the DTA with all the necessary information at least 6 working days prior to the release of an Exposure Draft, the lodgement of a short form paper, or submission to the Prime Minister. For proposals subject to the IIAP, this generally requires agencies to provide the DTA with draft business cases at least 7 weeks prior to the Cabinet consideration date and for final business cases at least 1 week before circulating the Cabinet Submission for coordination comments.

To complete the assessment processes, agencies must provide strong evidence demonstrating that the proposal aligns with whole-of-government digital and ICT strategies, policies and standards and can be successfully delivered.

How the DTA supports you

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4. IOF State 4 – Assurance

Provides assurance to government that projects are on-track to deliver expected benefits.

What happens at this state

Digital projects are often challenging to deliver. The DTA works from the centre of government to ensure digital projects receive the expert advice they need to stay on track. The DTA also draws on lessons learned to identify and drive the reforms needed to ensure all projects have the best chance of success.

Why is it important

The DTA ensures digital projects make best use of assurance to support successful delivery. Our work ensures that across all digital projects, assurance occurs at the right times, on the right areas, and by specialists independent of the project.

We also ensure assurance drives action and accountability for performance. We do this by facilitating the flow of assurance information including Delivery Confidence Assessments to Ministers as well as to Australians through the public annual [Major Digital Projects Report](#). Digital projects won't always go smoothly and our work driving transparency and accountability is key to ensuring agencies stay focussed on what must go right to succeed.

As a result of the DTA's work, project learnings are not just identified but actively addressed through targeted reforms. This incremental improvement creates the conditions for projects to succeed both now and into the future. Our current reform priorities include putting benefits to Australians at the centre of project decision-making and upskilling senior leaders of digital projects.

What the DTA will do

The DTA works to ensure all the Australian Government's digital projects succeed. Success means that they deliver promised benefits for Australians on time and on budget. To achieve this, the DTA manages the 'system of assurance' for digital projects. This system is designed to provide confidence that digital projects are on-track and if they aren't, to support agencies in timely and effective course corrections. It also improves the quality of decisions across digital projects and ensures that the success rate improves over time through targeted reforms.

How the DTA supports you

The DTA advises you and the Cabinet on in-flight digital projects and on the reforms needed to ensure these projects succeed. With almost 140 digital projects now underway, our oversight of delivery is an increasingly important input about the capacity of agencies to 'do more.' We provide regular reporting on at-risk projects **Section 47C**

5. IOF State 5 – Digital Sourcing

Provides strategic sourcing advice and ensures the government has access to value for money digital and ICT-enabled procurement arrangements.

What happens at this state

The DTA is responsible for whole-of-government digital and ICT procurement. We manage several marketplaces (panels) and Single Seller Arrangements (contracting frameworks) that aim to reduce costs, improve protections and promote innovative solutions for government buyers.

These marketplaces and Single Seller Arrangements are brought together on [BuyICT](#), our easy-to-use online platform that streamlines the procurement process for government buyers and industry sellers. Our aim is to make procurement simple, clear and fast.

Through BuyICT, users can access useful information regarding the digital sourcing lifecycle, templated digital sourcing contracts and information on policy requirements.

Why is it important

The DTA provides digital sourcing advice and support to over 300 government organisations and over 2,900 approved sellers (April 2025) on a broad range of ICT procurement matters from simple to complex.

The government currently receives significant financial benefits from the DTAs Marketplaces and Arrangements through discounts and the avoidance of duplicative costs.

As an example, in the 2023-24 financial year the DTA delivered substantial savings and efficiencies through our panels and arrangements, resulting in an estimated return of \$6.4 million to the consolidated revenue fund. These achievements are crucial as they demonstrate our commitment to providing value for money to the government.

In addition, we provide advice on the application of digital sourcing policies and manage the process for policy exemptions for contracts exceeding the \$100M value limit or the 3-year term limit of the [Digital Sourcing Contract Limits and Reviews Policy](#).

What the DTA will do

Our marketplaces provide government buyers with access to evaluated sellers who offer a range of digital products and services and have been assessed against relevant criteria and procurement connected policies, saving buyers time and resources.

Our Single Seller Arrangements offer pre-negotiated contracts with strategically identified sellers. These arrangements deliver cost efficiencies to government by aggregating demand and have better terms and conditions than traditionally offered by the sellers.

We also manage the policies that govern how agencies buy digital products and services which aim to simplify government procurement and level the playing field for industry sellers.

How the DTA supports you

The DTA ensures efficient and effective procurement processes for digital goods and services by:

- regularly monitoring media, industry reports and government activities to address common concerns and meet stakeholders' needs
- anticipating government's need for emerging technologies, like AI and cyber security, and providing procurement options
- supporting Small to Medium Enterprises (SME) and encouraging SME competition and participation in marketplaces by promoting diverse seller engagement to spread opportunities evenly.

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6. IOF State 6 – Operations

Underpins effective decision making by providing information and analysis on the operations of the Australian Government's digital and ICT landscape.

What happens at this state

Through quarterly data collection and analysis, the Operations state provides intelligence on the size, health and maturity of government digital and ICT investments.

Why is it important

The information collected helps inform all states of the IOF, from planning and policy development, through the Budget process and subsequently the DTA's assurance activities. Using data from across the entire digital estate, the DTA can use this evidence to provide advice to the Australian Government and its decision-making bodies and processes, including the Secretaries Digital and Data Committee (SDDC) and Digital Leadership Committee (DLC).

It informs the Australian Government Architecture to validate current direction based on the effectiveness of its application and inform future guardrails for best technology implementation.

The information we collect includes:

- adoption of emerging technology and trends
- reuse and shared capabilities
- personnel allocation, skills demand and workforce pressures
- lead and lag indicators of delivery confidence and project success
- profile balance between innovation, growth and maintenance investment.

What the DTA will do

The information we collect is an important evidence base for strategic advice on digital and ICT.

The insights generated from the data is provided to Australian Government's decision-making bodies, such as the SDDC and DLC.

The data supports and informs:

- the Australian Government Architecture's current direction based on the effectiveness of its application and future guardrails for best technology implementation
- all states of the IOF from planning and policy development, through to Budget processes and assurance activities
- ad hoc analysis for government agencies including digital and ICT investment decisions and policymaking.

Agency Overview

1. Outcomes

Our Portfolio Budget Statement 2025–26 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.

Key documents:

DTA’s Portfolio Budget Statement 2025-2026
DTA’s last published Corporate Plan 2024-25
DTA’s last published Annual Report 2023-24

2. Executive Order

The DTA's current role is to provide strategic advice and policy leadership on a range of government digital and ICT matters.

An Executive Order establishes and specifies the DTA's functions 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 co-ordination and oversight functions for digital and ICT investments across the project lifecycle, including providing advice on whole-of-government reuse opportunities
- manage whole-of-government digital procurement to simplify processes for government agencies, reduce costs and generate reuse opportunities
- provide advice to the Minister on whole-of-government and shared digital and ICT investment proposals, and
- undertake other relevant tasks as the Minister may require from time to time.

3. Executive Leadership Team

Executive Board



Mr Chris Fechner

Chief Executive Officer

Phone:

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Email:

Chris.Fechner@dta.gov.au

Section 22



Ms Lucy Poole

General Manager,
Strategy, Planning and
Performance



Mr Wayne Poels

General Manager, Digital
Investment Advice and
Sourcing Division



Mr Tom Gilmartin

Chief Operating Officer

Strategy, Planning and Performance Division

The Strategy, Planning and Performance division has a whole-of-government focus on digital policy, strategy and planning.



Ms Lucy Poole

General Manager

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Ms Lauren Mills

Branch Manager

Strategy and Prioritisation Branch

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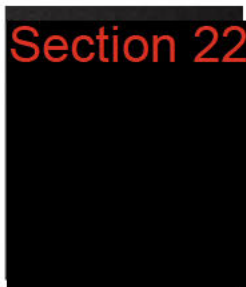
Mr Ben Leech

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Section 47F

A/g Branch Manager until 16 May 2025*

Australian Government Architecture and Policy Branch

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*Vanessa Douglas-Savage will commence in this role from 19 May 2025.



Mr Ramsey Beydoun*

Branch Manager

AI Technical Standards Branch

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*Mr Beydoun is on a secondment from the Australian Taxation Office until 30 June 2025. The DTA is currently determining the ongoing requirements to continue the work of the AI Technical Standards Branch.

Digital Investment Advice and Sourcing Division

The Digital Investment Advice and Sourcing division has a whole-of-government focus on assessment, sourcing high-value digital products and services and oversight of delivery of digital initiatives.



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Mr Jamie Whitcombe

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Ms Nicole Bain

Branch Manager

Whole-of-Government Contract Negotiations Branch

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Corporate Branch

The Corporate Branch plays an integral role across the DTA's operations. This branch contributes to the DTA's purpose by enabling and building the capability of the organisation to respond effectively to current and future business needs through strategic and efficient governance, systems and services. This Branch also ensures that the DTA meets a range of obligations around governance and accountability as an Executive Agency.



Mr Tom Gilmartin

Chief Operating Officer

Branch Manager, Corporate Branch

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Chief Technology Officer Branch

The Chief Technology Officer Branch advises on how technology will be used as part of Australia's ongoing digital transformation to improve government and its services, while supporting national interests through the promotion of technological innovation.



Mr Andrew Morrison

Chief Technology Officer

Branch Manager, Chief Technology Officer Branch

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Section 22

4. Organisational Structure



Organisational structure

from 2 May 2025

Chief Executive Officer
Chris Fechner

Strategy, Planning and Performance

Lucy Poole,
General Manager

Strategy & Prioritisation
Lauren Mills,
Branch Manager

Digital Capability Planning
Ben Leech,
Branch Manager

Australian Government Architecture and Policy Section 22 A/g),
Branch Manager

AI Technical Standards
Ramsey Boydoun*,
Branch Manager

Digital Investment Advice and Sourcing

Wayne Poels,
General Manager

Investment Advice & Contestability, Investment Reforms
Simon Quarrell,
Branch Manager

Portfolio Assurance
Jamie Whitcombe,
Branch Manager

Digital Sourcing
Michelle Tuck,
Branch Manager

Whole-of-Government Contract Negotiations
Nicole Bain,
Branch Manager

Chief Technology Officer
Andrew Morrison,
Branch Manager

Corporate
Tom Gilmartin,
Branch Manager

Chief of Staff
Matt Sanderson,
Director

*secondment until July 2025

5. Governance and committees

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 to the Executive Board 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.

Executive Board

The Executive Board is chaired by the DTA 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 Executive 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: <http://www.dta.gov.au/audit-committee-charter>.

The Committee is directly accountable to our CEO. It comprises an independent chair and 3 independent members. The previous chair was Mr Allan Gaukroger who concluded on 1 May 2025. The new independent chair will commence prior to June 2025. The Committee meets 5 times a year. In addition to the members, DTA senior executives attend as observers and advisors to the committee.

Secretaries Digital and Data Committee

The Secretaries Digital and Data Committee (SDDC), a sub-committee of the Secretaries Board, is co-chaired by the Secretary Finance and the Commissioner of Taxation. The DTA provides Secretariat support. The purpose of this Committee is to provide strategic leadership to promote an APS-enterprise approach to the planning, coordination, investment, assurance and delivery of trusted and secure digital and data capabilities across government. Membership of this Committee consists of Australian Government Secretaries, Department Heads and Chief Executive Officers.

Digital Leadership Committee

The Digital Leadership Committee is convened as a sub-committee of the SDDC, providing advice and support to the SDDC on strategic priorities and investment needs to deliver whole-of-government digital and ICT outcomes. It allows an escalation pathway for agency initiatives at risk of underperformance, delay or failure. Chaired by the CEO of the DTA, its purpose is to provide executive oversight of whole-of-government digital and ICT outcomes. This arrangement supports the DTA CEO to fulfil their whole-of-government digital leadership role, including delivery of whole-of-government outcomes. Membership of this Committee consists of Australian Government departmental representatives at the SES Band 2 or 3.

AI Steering Committee

The AI Steering Committee was established to provide strategic oversight and endorsement of key AI activities. Reporting to the SDDC and the Capability and Workforce Committee (CWC), the AI Steering Committee oversees activities to support the safe and responsible adoption of AI in government, including strategic oversight and endorsement of key activities relating to the implementation of the [Policy for the responsible use of AI in government](#) and other AI in government initiatives. The DTA co-chair this committee with the Department of Industry, Science and Resources (DISR), with membership consisting of Australian Government departmental representatives at the SES Band 1 or 2 level.

AI Standards Working Group

The AI Standards Working Group is a sub-committee of the AI Steering Committee. The committee is responsible for prioritising the standards and frameworks to be developed based on identified needs, and developing standards to support departments and agencies building, deploying, operating and managing AI systems. This includes consideration and evaluation of existing frameworks and standards developed domestically and internationally for applicability in the Australian Government context. This Committee allows for champions to act as advocates for the adoption of standards within their respective departments and agencies. The DTA co-chair this committee with DISR, with membership consisting of Australian Government departmental representatives at the Band 1 level.

ANAO audit underway

In September 2024, the Australian National Audit Office (ANAO) commenced a performance audit on the DTA's implementation of procurement reforms, with a report expected to be tabled by July 2025.

The objective of this audit is to assess the effectiveness of the implementation of procurement reforms. This is a follow on from Auditor-General Report No. 5 2022–23 Digital Transformation Agency's Procurement of ICT-Related Services.

The 2 audit criteria for the current performance audit are:

- Have the Digital Transformation Agency and the Department of Finance (Finance) effectively implemented selected Joint Committee of Public Accounts and Audit and Auditor-General recommendations?
- For a sample of procurements, has the DTA conducted an effective procurement process to achieve value for money?

The audit is in progress and currently in the report preparation stage.

Released under FOI Act

6. Overview of financial position

As identified in the 2025-26 PBS, the DTA has a departmental appropriation of \$52.799 million. This appropriation is used to fund the ordinary operating costs of the DTA, which primarily consist of salaries, employee entitlements and the purchase of goods and services in the course of the DTA's operations.

The allocation of Departmental Annual Appropriations as reported in the PBS comprises of:

- Departmental appropriations of \$52.799 million
- Prior year appropriations available of \$46.027 million
- PGPA Act s74 external revenue of \$6.440 million

The prior year appropriations of \$46.027 million is a result of unspent departmental appropriations in previous years. The external revenue of \$6.44 million relates to other government receipts for various items including agency secondments, GST and transfer of functions in the financial year.

Departmental funding

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.

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
Program 1.1: Digital Transformation Agency					
Departmental expenses					
Departmental appropriation	52,590	52,799	49,877	50,039	49,518
s74 External Revenue (a)	5,095	6,440	3,249	3,500	3,500
Special accounts					
ICT Coordinated Procurement Special Account 2017	11,474	8,743	14,918	14,406	17,538
Expenses not requiring appropriation in the Budget year (b)	720	163	163	163	163
Departmental total	69,879	68,145	68,207	68,108	70,719
Total expenses for program 1.1	69,879	68,145	68,207	68,108	70,719
Average staffing level (number)					
	271	270			

a. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

b. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees.

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

ICT Coordinated Procurement Special Account 2017

The DTA is responsible for the ICT Coordinated Procurement Special Account 2017 made under section 78 of the *PGPA Act*. The purpose of the special account is to administer Australian Government ICT Coordinated procurement contracts, including by (but not limited to):

- planning and conducting whole-of-government ICT supply tenders
- managing whole-of-government ICT supply contracts
- providing ICT coordinated procurement assistance to Commonwealth entities

- monitoring and reviewing ICT coordinated procurement performance my Commonwealth entities.

Revenue to the account comes from the collection of administration fees that agencies are charged for using the DTA's whole-of-government procurement arrangements. Expenses from the account can only be made for sourcing specific purposes as described above.

7. People and culture

Our people

The DTA's Average Staffing Level (ASL) as at 31 March 2025 is 286.3, including 12.4 Senior Executive Service (SES) officers (see also Organisational Structure). This compares with a budgeted ASL for 2024-25 of 271. The DTA recruits its employees with flexibility in mind, enabling the DTA to draw upon a breadth of experience across a broad range of areas and expertise from all over Australia. Currently, the DTA employs 81 staff (roughly 26% of our workforce) remotely.

Diversity data at a glance

- 0.6% of our workforce identify as Aboriginal or Torres Strait Islander
- 6.1% of our workforce identify as having disability
- 56% of our workforce is female, including 33% at the SES level.

The DTA has been building its capability with particular focus on Tender Evaluation, Strategic ICT Investment Advice, Policy Analysis and Development and Digital Capability Planning. This complements our existing capabilities and enables us to fulfil our mission statement of providing strategic and policy leadership as well as expert advice and oversight to drive government digital transformation that delivers benefits to all Australians.

Entry level programs

The DTA offers a range of entry level programs as part of its talent attraction and retention strategy.

- The DTA Graduate program: which gives university graduates an opportunity to excel in a digital or technical career after they graduate.
 - There are currently 6 graduates undertaking the 2025 Graduate Program.
- The Digital Traineeship program: which provides modern and flexible employment and training opportunities for all Australians, including current public service employees who are interested in pursuing a digital career in government. Trainees complete a Certificate IV or Diploma in a digital field.
 - There are currently 5 trainees undertaking the program.
- The Data and Digital Cadet program: which provides part-time employment opportunities for university students with on-the-job training while completing their degree.
 - There are currently 2 Data cadets undertaking the program.

Our culture

The DTA takes pride in creating an inclusive, collaborative and high-performing culture. We unveiled our Employee Value Proposition (EVP) in June 2024 which aims to attract and retain 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.

Through our EVP, we hope to build a high-performing, stable and satisfied 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 ensures 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.

The DTA embraces diversity, to enable every employee to feel 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.

First Nations strategies

The DTA has just commenced its Innovate RAP (October 2024 to October 2026) which was officially accredited by Reconciliation Australia on 15 November 2024. This RAP aims to improve our connections with Aboriginal and Torres Strait Islander peoples, test ways to advance reconciliation goals and support Aboriginal and Torres Strait Islander peoples.

Despite our actions and commitment through our RAP and our Diversity Strategy, the DTA does not currently meet the Aboriginal and Torres Strait Islander employment targets as outlined in the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24. In the 2024 APS Employee Census, 4 employees described their cultural background as Australian Aboriginal and/or Torres Strait Islander. As they have not provided this information in the DTA HR information system, we do not know their classification level and do not have accurate understanding of our progress against these targets.

Further, the competitive nature of Aboriginal and Torres Strait Islander employment in the APS has made it difficult for the DTA to attract First Nations employees. This is compounded by the small size of the DTA and its competitiveness as an employer, access to regional offices and the nature of the work undertaken and limited number of candidates with suitable experience.

The People and Culture team has commenced work on a new Diversity and Inclusion Strategy for 2025-2027, which will include objectives to increase the amount of Aboriginal and Torres Strait Islander employees in the DTA, such as participating in APS wide graduate programs.

APS Employee Census

The APS Employee Census provides valuable insights into the culture and environment of the DTA and assists us with identifying areas of strength as well as areas where we can do better.

In the 2024 APS Employee Census, the DTA's response rate was 98% (271 of 276 employees). This is the highest response rate that the DTA has ever received. In comparison, the broader APS response rate was 81% (140,396 of 173,830 employees).

Overall, the DTA's 2024 Census results were more positive than 2023 Census.

- 57% of questions received a more positive response than 2023
- 18% of questions received a less positive response than 2023
- 19% of questions were new and cannot be compared to 2023
- 6% of questions received the same response to 2023

Employment framework

The DTA Enterprise Agreement 2024-2027 (EA) came into effect on 2 April 2024, replacing the previous enterprise agreement. The EA received an overwhelming endorsement with 97.47% of participating employees voting in favour of it. The EA sets out the employment conditions for all our APS and Executive Level employees. Employment conditions for SES officers are set out in individual determinations made by the CEO under section 24(1) of the *Public Service Act 1999*. Most employment conditions for SES employees align with the Agency's EA.

Locations

The DTA has 2 office locations at 11 Moore Street, Canberra City, ACT, 2600 and 280 Elizabeth Street Surry Hills, NSW, 2010. Most staff are located in Canberra with 191 (62%), staff members working from the Canberra office and 36 (12%) from the Sydney office. The DTA also has a large contingent of remote staff with 81 (26%) of staff working across Australia.

Released under FOI Act