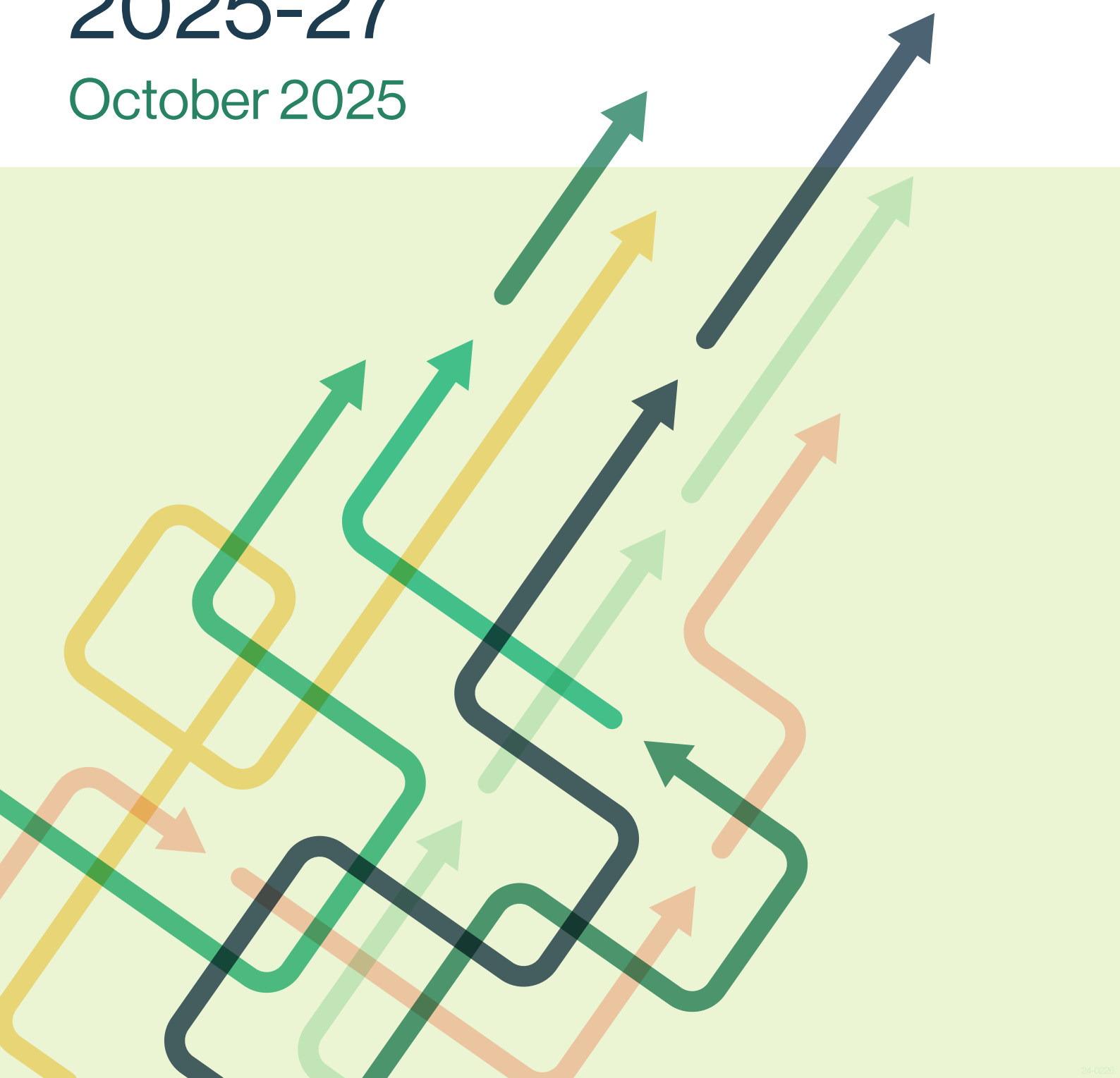




DTA Strategic Engagement Strategy 2025-27

October 2025



Digital Transformation Agency



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Executive summary

The DTA Strategic Engagement Strategy 2025–27 outlines how we play a pivotal role in advising the Australian Government on digital transformation and overseeing the whole-of-government digital and ICT investment portfolio. The agency collaborates with various stakeholders, including other government agencies, international partners, industry, academia, and the public, to ensure the right investments are made at the right time.

The strategy highlights the DTA's commitment to meaningful and effective stakeholder engagement, which is critical to its purpose. It builds on past successes and refines approaches to deepen visibility, focus on priority areas, and measure success. Our engagements aim to inform, influence, and draw from best practices to enhance digital transformation for Australians and support international cooperation.

The strategy is supported by a live 12-month workplan that captures achievements and forward activities. We aim to balance our engagement objectives with resource constraints and existing commitments, ensuring a targeted approach that maximizes return on effort.

Purpose

The Strategy builds on past successes and the stakeholder centric framework established in the 2024–25 Strategy to shape the DTA's approach to engaging with our domestic and international stakeholders. It builds on the foundational approaches outlined in 2024-25 and refines them with tailored strategies to deepen the visibility of, priority areas of focus, tangible actions, measures of success and evidence of past achievements that support meeting ours and our partners strategic objectives.

The Strategy establishes the structure for capturing learning from strategic engagement activities for the purpose of sharing lessons within the Government. DTA staff undertaking the activities may garner professional development opportunities from the experience, which in turn contributes to the growth of the DTAs capability. Similarly, we have an interest in learning from others, as a part of maintaining or adopting best practices globally.

The Strategy's live 12-month workplan is continuously updated to reflect planned forward activities and document achievements under each of the four areas of focus. We will proactively identify and address any gaps while seizing new opportunities for growth and improvement within the supporting workplan.

Strategic intent

The DTA Strategic Engagement Strategy 2025–27 (this strategy) continues to build on the 2024-25 Strategy engagement principles of:

- **Value driven** – Each engagement must provide value to both the DTA and the stakeholder.
- **Impactful** – Our role as a trusted advisor to government means our interactions must have impactful outcomes on the objectives of an engagement.
- **Collaborative** – Our cross-government coordination role means we rely on collegiate and collaborative engagements with our stakeholders to progress whole-of-government initiatives.
- **Future focused** – As custodians of government's 10-year ICT investment pipeline, our engagements must always focus on the future of government digital service delivery.

Scope

The strategy aligns to the priorities of annual report and corporate plans priorities, and DTAs purpose, roles and functions of government. Including, providing digital and information 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.

The DTAs Strategic Engagement team support the coordination and delivery of activities defined under the scope of the strategy and excludes direct engagements DTA teams conduct in the course of their work as defined:

In scope: Strategic initiatives focused on progressing digital governments future growth, whole of government collaboration in relation to international and peak body partnerships.

Out of scope: Agency to agency and agency to jurisdictional collaboration on DTA products, artefacts, systems and platforms.

The DTA works closely with our international counterparts in both learning from others and sharing our learnings. Given DTAs whole of government strategic and policy leadership, the DTA is well-placed to focus discussions on the following initiatives:

- Data and Digital Government Strategy
- Government AI Policies and standards
- Digital Experience Policy and Standards
- Data, Digital and Cyber Workforce Plan
- Australian Government Architecture
- Digital and ICT Investment Oversight Framework including DTAs 6 state end to end management of the digital investment process, its authority under the Australian government's Budget Process Operational Rules and associated frameworks, plans and reports such as:
 - Assurance and Benefits frameworks
 - Digital Investment Plans
 - Major Digital Project Report
- Whole of government Digital and ICT Procurement including panel and single seller arrangements.

Strategy on a page

The strategy articulates the approaches, principles, and priorities for our strategic engagements in Australia and internationally.



Engagement Strategies

These strategies were developed through consultation with key stakeholders, including senior executives, government agencies, industry and international partners, and in alignment with best practice. They are designed to address critical priorities in digital transformation and to maximise available opportunities on a global scale. By fostering collaboration, leveraging strategic alliances, and benchmarking achievements, these initiatives aim to position Australia as a leader in digital government, ensuring alignment with international best practices and standards.

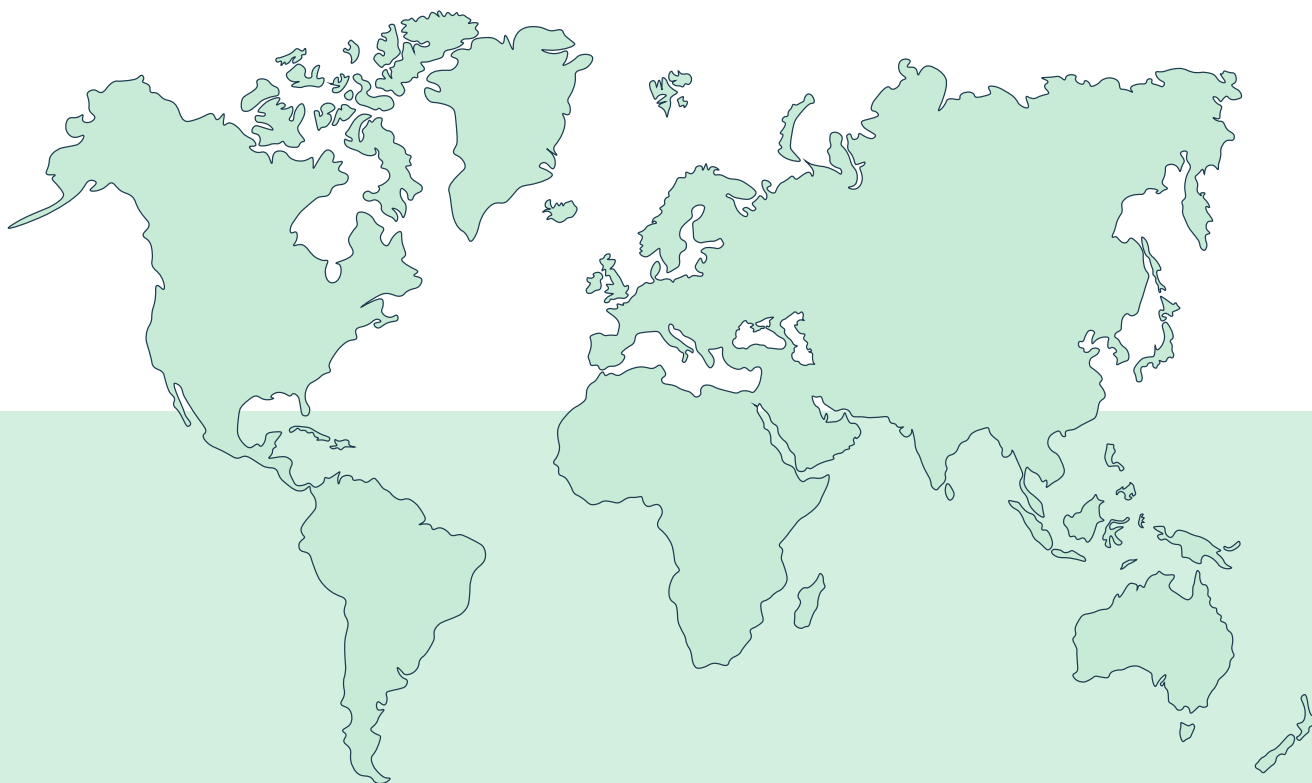
- Engage in global opportunities to share insights, strengthen initiatives, and foster collaboration on common goals, including cross-agency delegations and capability uplift.
- Facilitate Australian government collaboration domestically and internationally to enhance expertise, capabilities, and networks through industry delegations, memorandums of understanding, and Organisation for Economic Co-operation and Development (OECD) activities.
- Partner with international funding bodies such as the Department of Foreign Affairs and Trade to address digital transformation priorities and build regional capability.
- Leverage our strategic alliance with the OECD to shape and promote international best practices in digital government, ensuring Australia's alignment with interoperability and standards.
- Benchmark and analyse Australia's achievements at national and international levels through reports and indices such as the OECD Digital Government Index and Intermedium Digital Government Comparison and Index.
- Coordinate across government building networks and foster collaboration on common goals and promote Australian exemplar use cases.
- Analyse information, share insights and provide advice to government.

Areas of focus

International

The DTAs international engagements focus on extracting lessons learned from, and expanding the DTA's and Australia's influence with, organisations and governments around the globe. These engagements often include opportunities to promote and strengthen the Investment Oversight Framework (IOF) and related functions, in the context of international best practice or digital transformation within the public sector, and ensure Australia remains aligned with interoperability and standards.

The DTA takes responsibility for stewardship in supporting capability building activities where the primary purpose of an engagement is sharing our learning either with another organisation or governments in the region. DTA staff undertaking these activities may garner professional development opportunities from the experience, which in turn contributes to the growth of the DTA's capability.



Learning from others

Empowering Australia's digital government for the future by ensuring interoperability and aligning with standards and policy development alongside international leaders in Asia, Europe, and North America.

DTA and partner agencies will actively leverage national and international expertise, resources, and best practices to drive innovation and excellence.

Actions

- **Forge and sustain** strategic alliances to champion and align with best practices.
- **Actively engage** in and draw from domestic and international best practices in digital government transformation and information sharing.
- **Cultivate** a dynamic culture of collaboration and transparency.
- **Innovate** new methods to disseminate insights across the DTA and the broader government.

Success measure

- **Leverage International Case Studies:** Actively incorporate international case studies as evidence to support and enhance initiatives, showcasing global best practices and innovative solutions.
- **Coordinate OECD E-Leader Summit:** Successfully organize and lead Australia's first OECD E-Leader summit, fostering international collaboration and knowledge exchange.
- **Facilitate Cross-Government Learning:** Promote and facilitate learning opportunities across government agencies, encouraging the sharing of insights and best practices to drive collective improvement.
- **Share Engagement Learnings:** Ensure that engagement learnings are openly shared and easily accessible across the DTA and, where appropriate, across government, promoting transparency and continuous learning.

Achievements:

- **OECD E-Leaders Contribution:** The DTA CEO actively contributed to the OECD Working Party of Senior Digital Government Officials group, known as e-leaders, participating in both virtual and in-person events and discussions on key topics such as AI, procurement, and digital governance, thereby enhancing international collaboration and knowledge sharing.
- In May DTA presented at the OECD INDIGO meeting which provides peer to peer knowledge exchange, exploring the implications of artificial intelligence use in public sector.
- **DTA Strengthen OECD partnership:** The DTA coordination of Australia's hosting the 2025 E-Leaders meeting and seconding staff on a long-term basis, has enhanced the team's capacity and provided deeper insight into government contexts across member countries. The Digital Government Unit greatly values this collaboration and looks forward to building on it in the years ahead.



In May 2025, Lauren Mills, travelled to Jakarta, Indonesia to participate in OECD bilateral Capability Building Workshop and multilateral Network on Innovative, Digital and Open Governments in Southeast Asia (INDIGO Network) meeting.

Photo: OECD.

Sharing our learnings

The DTA is committed to supporting diplomatic outcomes and regional digital transformation capability building in line with the Prime Ministers commitment to Australia's Southeast Asia Economic Strategy and the Pacific.

Actions

- Actively engage with DFAT to explore and seize opportunities for regional collaboration and capability building and enhancing diplomatic outcomes.
- Actively participate in global organisations and multilateral alliances that strengthen regional capabilities including initiatives under the OECD capability building programs.
- Encourage and promote cross agency participation in capability development opportunities.
- Create and develop reusable training and guidance to enable the DTA to support larger number of repeatable requests more efficiently.

Success measure

- **Development and Monitoring of Activity Registers:** Actively develop and monitor activity registers under relevant memorandums of understanding and header agreements to ensure alignment and progress.
- **Collaborative and Proactive Sharing:** Foster a collaborative and proactive approach in sharing insights from domestic and international engagements, enhancing collective knowledge and innovation.
- **Representation and Skill Development:** Provide DTA staff with opportunities to represent the agency and the Australian Government, developing stakeholder management skills and demonstrating DTA values of collaboration, respect, transparency, future focus, and excellence, contributing to the growth of DTA's capability.
- **Facilitate Cross-Government Capability Uplift:** Promote and facilitate cross-government capability uplift opportunities, encouraging continuous improvement and shared learning.
- **Develop Reusable Training and Guidance Materials:** Create and disseminate reusable training and guidance materials to support productivity and reduce barriers to engagement, ensuring consistent effective practices and deliver more focused impactful engagements.

Achievements:

- **DTA visit to Indonesia:** The DTA sent a 6 person visit delegation to Jakarta Indonesia presenting overview of DTAs role and remit to approximately 18 Indonesia agencies. Sharing DTA experiences and lessons learned and through gaining insights into Indonesia's current state and priority area of digital transformation, informed planning on deep dive opportunities for Indonesia's visit to Australia.
- **Hosting international delegation in Australia:** DTA hosted its first international delegation in Australia which included 4-day deep dive on DTA oversight role Australian Governments Digital Investment processes. Deep dive use cases showcased Australian government agencies interactions with the DTA including cross agency presentations from 7 Australian agencies to 9 senior representatives from 5 Indonesian agencies responsible for Indonesia's digital transformation. The delegation was able to consider Australians approach and what opportunities could be implementable in Indonesian context as a part of their broader reform agenda, including preparations for OECD accession, where digital government is a core benchmark. Indonesian counterparts noted the practical value of the discussions and appreciated DTA's deep experience.
- **Participation in OECD capability uplift workshops:** The DTA is a key strategic partner in the OECD's work on digital government. As an active member of the Bureau of the Working Party of Senior Digital Government Officials (E-Leaders), it has supported standard-setting, peer-to-peer learning, and the accession of new member countries – particularly in South-East Asia.
- In this capacity the DTA participated in OECD peer to peer two-day capability uplift workshop for the Digital Government Development Agency of Thailand. The DTA in presented on Australia's Digital Experience Policy and Australian Government Architecture. DTAs participation was in a stewardship role in supporting the Australian Government's commitment to OECD's collaboration with countries in South-East Asia and accession activities.
- OECD Network of Innovative, Digital and Open Governments in Southeast Asia. The DTAs leadership on issues such as artificial intelligence and digital government investment has made a substantial contribution to the Public Governance Directorate's priorities on AI and restoring public finance.
- This event was attended by all ASEAN countries. The meetings focused on the theme of governing AI and advancing good governance through its use in the public sector.
- DTA contributed a presentation on recent developments in applying AI in government, including lessons from the Microsoft Copilot trial in Australia.
- **Cross government AI deep dive:** DTA delivers a cross government and Griffith University, AI deep dive to visiting Indonesian delegation consisting of 26 working level representatives. DTA role in this engagement is in its continuing support of Southeast Asia capability uplift activities.



On 25 September 2025, the DTA (including Chris Fechner, Lucy Poole (not in photo), Monica Egerton, Kylie Lawrence, Daphne Woodcock and Jaye Deklin who are pictured bottom to left to right through to the back row) in collaboration with the ABS (including Dr David Gruen AO) and the APSC hosted a session as part of the ASEAN 'Positioning the Workforce for the Future' delegation with representation from the ASEAN Secretariat and senior officials from Cambodia, Indonesia, Laos, Malaysia, Timor-Leste and Viet Nam.

Photo credit: Paul Joice, DTA.

Areas of focus

Domestic

The DTA's domestic engagements focus primarily on the successful execution of the Australia Governments Digital and ICT IOF, related functions that core to our purpose and other mandated initiatives such as undertaking tasks as the Minister may require. We engage with state, territory governments and international organisations, advisory and oversight bodies, industry, academia and people who provide or use government services. Additionally, the DTA maintains several partnerships with specific national organisations and institutions we consider to be strategically aligned to the DTAs mandate as the Australian Governments advisor on digital government. For example, we participate in working groups reporting to the Data and Digital Ministers meetings to achieve interjurisdictional collaboration. The DTA also engages with non-government stakeholders such as peak bodies representing Australia's technology and industry sectors as an opportunity to exchange information, experiences and expertise to support, talent and policy development and achieve better outcomes for people and businesses using digital services.



Partnerships with peak bodies

DTA collaborates, fosters and supports Australian Industry and peak bodies to progress areas of digital government transformation, promotion of sovereign capability and policy outcomes of mutual benefit.

Actions:

- Proactively initiate, participate, collaborate, and engage in targeted bilateral and multilateral initiatives and events.
- Actively promote and showcase Australian sovereign capability, and APS use cases, achievements and best practices through targeted events, initiatives, and international and national surveys.
- Foster and encourage open and transparent information sharing and collaboration.

Success measure:

- **Coordinate targeted Industry events:** Proactively organise and lead joint industry or peak body events and roundtables, fostering collaboration and innovation.
- **Develop and monitor activity registers:** Actively develop and monitor activity registers under relevant memorandums of understanding, ensuring value and alignment with DTA priorities and remit.
- **Encourage staff participation:** Promote and facilitate DTA staff participation in industry activities, engagements, and discussions as part of the DTA reward and recognition program, enhancing professional development and showcasing DTA values.

Achievements:

- **Joint Industry and Government AI showcase:** Successfully coordinated a joint Australian Information Industry Association (AIIA) and government AI showcase, where 15 government agencies and 36 Australian small to medium (SME) industry organisations participated. This event promoted examples of AI adoption in action through various use cases and showcased the capabilities of Australian SMEs.
- **Delegation to Washington and bilateral meetings with Canada:** The DTA co-led Australian government agencies in a joint delegation with the AIIA to Washington. During this visit, they participated in bilateral meetings with the government of Canada to discuss best practices for whole-of-government digital and ICT investment, digital workforce planning, and cloud platforms for sourcing digital talent. The insights gained from these meetings informed the DTA's approaches to the Integrated Digital Investment Plans and the Australian Government's Data, Digital, and Cyber Workforce Plan.
- **Sponsorship of AIIA iAwards program:** DTA ongoing sponsorship of the AIIA Government & Public Sector Solutions category of the iAwards program helping highlight and foster innovation in government and public services.



On 31 July 2025, the DTA coordinated a joint Australian Information Industry Association (AIIA) and government AI showcase. Including from left to right Jaye Deklin, Kllood Ahmad, Ramsey Beydoun, Ben Leech, Lucy Poole, Daphne Woodcock (behind) Bianca Menz, Monica Egerton, Garrett Kelly, Alek Hillas, Georgia Horsley, Tom Benson and Robert Thomas.

Photo credit: National Convention Centre Canberra staff member.

Advice to government

DTA provides trusted evidence-based advice to government.

Actions:

- Actively participate in external benchmarking indices to enhance the federal government's digital maturity and performance, comparing it with international, regional, and state and territory counterparts.
- Conduct thorough analyses of best practices to gain valuable insights on gaps and opportunities for improvement.
- Pursue cross-government opportunities to engage in mutually beneficial collaborations with other top 5 OECD countries.
- Proactively share insights across relevant governance bodies, committees, and with the Minister's Office to foster informed decision-making

Success measure:

- **Coordinate Comprehensive Responses:** Proactively coordinate whole-of-government responses to OECD DGI and Intermedium indices, ensuring a unified, strategic approach that promotes Australian governments initiatives.
- **Analyse and Advise:** Conduct thorough analysis of survey responses and provide insightful advice to government and relevant committees, driving informed decision-making.
- **Facilitate International Collaboration:** Enable government agencies to benefit from joint international collaboration opportunities, informing and prioritising key initiatives.
- **Inform on Emerging Trends:** Keep the government informed of emerging trends and areas for improvement, fostering a proactive and forward-thinking approach.

Achievements:

- **Collaboration and Benchmarking:** The DTA successfully collaborated across government agencies to gather responses for the Organisation for Economic Co-operation and Development (OECD) Digital Government Index, where Australia achieved an impressive 5th place, surpassing the OECD average.
- **Interjurisdictional Collaboration:** The DTA actively participates in working groups that report to the Data and Digital Ministers' meetings, fostering interjurisdictional collaboration.
- **Professional Development and Networking:** As a member of the Institute of Public Administration Australia, the DTA provides its employees with access to professional development training, conferences, and networking opportunities.
- **Technology in Government Roundtable:** The DTA coordinates the Ministers' Roundtable on Technology in Government, where the Minister engaged with 20 representatives from industry, peak bodies, policy experts, academia, and government to explore opportunities for enhancing productivity and customer satisfaction through data and technology, including artificial intelligence (AI).



On 5 August 2024, Minister Gallagher visited the DTA Canberra offices. Featured DTA staff from left to right, Michelle Tuck, Candice Bradley, Stacey Dale, Elisha Holley, Minister Gallagher, Jess Andric, Amy Broadhurst, Anthony Conway, Katrina Cecchini, Chris Fechner, Sue Martin, Jake Duffy, Nicole Bain, Michaela Stirton, Ujjwal Kale, John Rhind, Lance Lin, Lauren Watson, Deborah Houghton, Dale Moss, and Billie Sarca.

Photo credit: Ministers Office media team.