



Australian Government  
Digital Transformation Agency

# Digital Transformation Agency

## Annual Report 2019-20

Simple, smart and user-focused  
government services

dta



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

Digital Transformation Agency  
PO Box 457 Canberra ACT 2601  
Email: [publications@dta.gov.au](mailto:publications@dta.gov.au)  
Website: [www.dta.gov.au](http://www.dta.gov.au)  
You can find a digital version of our annual report at: [www.dta.gov.au](http://www.dta.gov.au)  
ISSN 2208-6943 (Online)  
ISSN 2208-6951 (Print)

© Digital Transformation Agency 2020

With the exception of the Commonwealth Coat of Arms and where otherwise noted, this product is provided under a Creative Commons Attribution 3.0 Australia Licence.



The details of the relevant licence conditions are available on the Creative Commons website ([www.creativecommons.org/licenses/by/3.0/au](http://www.creativecommons.org/licenses/by/3.0/au)), as is the full legal code for the licence ([www.creativecommons.org/licenses/by/3.0/au/legalcode](http://www.creativecommons.org/licenses/by/3.0/au/legalcode)).

The terms under which the Coat of Arms can be used are detailed on the following website: [www.dpmc.gov.au/government/its-honour](http://www.dpmc.gov.au/government/its-honour).

This document must be attributed as the *Digital Transformation Agency Annual Report 2019–20*.

Visual design by Digital Transformation Agency  
Layout by Keep Creative  
Printing by CanPrint  
Writing/editorial support by Cinden Lester Communications



Australian Government  
Digital Transformation Agency

# Digital Transformation Agency

## Annual Report 2019–20

Simple, smart and user-focused  
government services

dta

# Letter of transmittal

The Hon Stuart Robert MP  
Minister for the National Disability Insurance Scheme  
Minister for Government Services  
Parliament House  
Canberra ACT 2600

Dear Minister

I am pleased to present the *Digital Transformation Agency Annual Report 2019–20* for the year ended 30 June 2020.

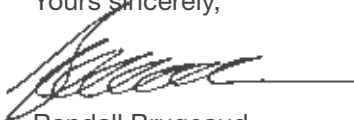
The agency's report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) which also requires that you present this report to the Parliament.

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

I certify:

- in accordance with sections 17AG of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), there were no significant issues of non-compliance notified during the reporting period
- in accordance with sections 10 and 17AG of the PGPA Rule, the Digital Transformation Agency has prepared a fraud risk assessment and a fraud control plan, and has in place appropriate fraud prevention, detection, investigation and reporting mechanisms and has taken all reasonable measures to appropriately deal with fraud related to our agency.

Yours sincerely,



Randall Brugeaud  
Chief Executive Officer, Digital Transformation Agency

28 September 2020

# About this report

This report covers the Digital Transformation Agency (DTA) and our performance from 1 July 2019 to 30 June 2020.

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

**Chapter 1** provides an overview of the DTA, describes our outcome and program structure, and includes a review of the year by our Chief Executive Officer.

This chapter also includes a special section about our work to support the Government's response to the COVID-19 pandemic.

**Chapter 2** is our annual performance statement, which reports on the results achieved against our planned performance criteria and success measures set out in our Corporate Plan and Portfolio Budget Statement.

**Chapter 3** provides information on our management and accountability including our corporate governance and external scrutiny, people management, technology, environmental performance and freedom of information.

**Chapter 4** summarises our financial performance for the year and includes our audited financial statements.

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

# Contents

	<b>Letter of transmittal</b>	<b>ii</b>
	<b>About this report</b>	<b>iii</b>
	<b>2019–20 at a glance</b>	<b>vi</b>
<b>01</b>	<b>Overview</b>	<b>1</b>
	2019–20 performance highlights	2
	CEO’s review	5
	2019–20 snapshot of activities	8
	About us	10
	COVID-19 response	17
	Outcome and program structure	19
<b>02</b>	<b>Annual performance statement</b>	<b>21</b>
	Statement of preparation	22
	Purpose in 2019–20	22
	Reporting on our performance	23
	Performance summary for 2019–20	24
	Performance results for 2019–20	26
	Analysis of performance against purpose	50

<b>03</b>	<b>Management and accountability</b>	<b>53</b>
	Corporate governance	54
	External scrutiny	59
	Our people	60
	Technology	67
	Environmental performance	68
	Freedom of information	68
<b>04</b>	<b>Financial performance</b>	<b>71</b>
	Financial performance overview	72
	Purchasing and procurement	75
	Advertising and market research	77
	Legal services expenditure	78
	Financial statements	79
<b>05</b>	<b>Appendices</b>	<b>113</b>
	Appendix A: List of requirements	114
	Appendix B: Executive remuneration	120
	Appendix C: Glossary	124
	Appendix D: Alphabetical index	125

# 2019–20 at a glance

## Our purpose

We lead digital transformation in government to make services simple, smart and user-focused.

## Our mission

To encourage coordinated investment in digital services, assist to transform the user experience for individuals and business, and improve the return on information and communications technology (ICT) and digital investment.

## Our priorities

We achieved our planned priorities for the year:

1. Deliver whole-of-government strategies, policies and advice to support the Government’s digital and ICT agenda.
2. Design, deliver and support common, government-wide platforms and services that enable digital transformation.



3. Deliver a program of digital and ICT capability improvement, including sourcing, to enhance capability and skills across the Australian Public Service (APS).
4. Drive collaboration and partnerships to enable and accelerate the digital transformation of government services.

This year we also responded swiftly to support the Government’s response to the COVID-19 pandemic, which led to unprecedented need for information, services and support.

## Our outcome

Improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.

**A year of  
unprecedented  
demand for digital  
information, services  
and support**

# 01

## Overview

2019-20 performance highlights	2
CEO's review	5
2019-20 snapshot of activities	8
About us	10
COVID-19 response	17
Outcome and program structure	19

# 2019–20 performance highlights

**\$7.4B** value of Government’s active IT projects  
(as at January 2020)

**\$1.5B** value of new proposals

**18.7M** active myGov accounts

**1.4M** users of digital identity for 70 government services

**29M** visits to [australia.gov.au](https://australia.gov.au) from March to June 2020

**4M** downloads of the Coronavirus Australia information app

**6.5M** registered users of the COVIDSafe tracing app

**800** people participated in APS digital and ICT capability training

**\$1.5B** in contracts awarded through Digital Marketplace

**70%** of Digital Marketplace contracts awarded to SMEs

**36** agencies engaged with on 50 digital and ICT-enabled initiatives

**26** agencies engaged with on 48 in-flight projects



Digital  
Summit

## CEO's review

**The past year has been challenging. COVID-19 created unprecedented demand for digital information, services and support. It has driven us to think and work differently as the world changed around us.**

More Australians than ever have turned to government for information, services and support during the last year. Demand on existing platforms like myGov increased significantly, with monthly logins more than doubling in March and April 2020. Throughout the year, we continued to improve government digital services for people and business across Australians. For example, we delivered an enhanced myGov Beta site to provide more personalised services tailored to peoples' needs. We progressed the digital identity program to provide easier and more secure access to a range of government services. We initiated a whole-of-government architecture project to drive the re-use and development of common platforms and services. We worked on projects to strengthen our cyber security posture.

COVID-19 reinforced the importance of digital in enabling access to services for all Australians. The DTA responded swiftly. We worked across the Australian Public Service (APS) and with states and territories to deliver the Government's coronavirus information hub, [australia.gov.au](http://australia.gov.au). This was developed in just over a day and has had more than 29 million visits. We developed the Government's WhatsApp channel in just under a week. This has more than a million users. And we built the Coronavirus Australia information app and the COVIDSafe tracing app in just 3 weeks with 4 million downloads and 6.5 million users respectively. By the end of June 2020, there were also 18.7 million myGov user accounts and 1.4 million users of digital identity accessing 70 government services.

What we've experienced over the past year has also reminded us of the importance of digital skills. We continued to build digital capability through our Emerging Talent and Women in IT Executive Mentoring Programs. In April, we launched the APS Digital Professional Stream to strengthen the digital expertise of the APS workforce. As part of this, we mapped nearly 150 digital careers to help digital professionals navigate their career pathways.

We released the updated digital edition of the Style Manual in private Beta for user feedback in November 2019. It includes new content on accessibility, inclusive language and content formats.

Our work to improve digital and ICT sourcing arrangements helped government agencies access more cost-effective, contemporary solutions. It also created new opportunities for Australian businesses, particularly small to medium enterprises (SMEs) and Australian businesses.

To further improve sourcing of government digital services and products, we established new whole-of-government agreements, and maintained and updated digital and ICT panels, marketplaces and networks.

In addition, we worked to improve the performance of APS digital and ICT projects. We engaged with 36 agencies on 50 digital and ICT-enabled initiatives and with 26 agencies on 48 in-flight projects. In all, the value of the Government's active IT projects was \$7.4 billion (as at January 2020) and the value of new proposals was \$1.5 billion.

This year, we clearly demonstrated the power of true user-focused collaboration. Our cooperation across all levels of government has made us more efficient and effective. There is better information sharing, less duplication, and a greater whole-of-government focus.

In the year ahead, we will build on these successes. We will maintain our focus on better understanding, and improving, user experiences. We will continue to invest in scalable and reusable platforms and capabilities such as digital identity and myGov. We will strengthen our collaboration, both nationally and internationally, and we will continue sharing leading digital practice. We will build on our development of whole-of-government hosting arrangements and the Protected Utility Blueprint. This is delivering a secure, cloud-based whole-of-government collaboration and desktop capability, which is helping to improve our cyber posture. Our work on digital and ICT strategy, policy and advice will continue to ensure government services are well designed and user-focused and aligned with the Digital Transformation Strategy.



While digital provides enormous opportunities for service delivery improvement, it is more than just technology. Our capacity to consider cultures, business models and processes will allow us to continue to make public services simpler, smarter and more user-focused. There has never been a more important time to be leading digital in government.

**Randall Brugeaud**

Chief Executive Officer

Digital Transformation Agency

# 2019–20 snapshot of activities

- 
- July 2019**
- Australia Post's digital iD accredited under the Trusted Digital Identity Framework
  - Whole-of-government Microsoft Volume Sourcing Arrangement renewed for continued value for money for government
- August 2019**
- MoU with Vietnam to collaborate on e-government and digital transformation signed
  - MoU with the Australian Information Industry Association signed to strengthen government-industry collaboration
  - Data Fellowship Program applications opened
- September 2019**
- Attended Tallinn Digital Summit in Estonia where frontrunners of digital nations gathered to drive global conversation on digitalisation
- October 2019**
- Australian Government Digital Awards recognised excellence in government digital products and services
  - Government and industry gathered for the inaugural Digital Summit
  - Participated in Australian Information Industry Association United States trade delegation to meet world-leading technology companies
- November 2019**
- Whole-of-government architecture initiative announced
  - Digital Transformation Strategy Update: Year 1 released
  - Request for Tender released for Telecommunications Marketplace
  - New online Style Manual, the Australian Government's source for writing and editing guidance, released as private Beta for user feedback
- December 2019**
- National Application Programming Interface (API) Standards endorsed by the Australian Data and Digital Council
  - Emerging Talent Program graduation for 96 participants
  - Public consultation for fourth release of Trusted Digital Identity Framework started

- 
- January 2020** ○ New Digital Sourcing Contract Limits and Reviews Policy policy released to improve flexibility of government ICT contracts
  - February 2020** ○ New whole-of-government sourcing agreement with Rimini Street for third-party software support established
  - March 2020** ○ Australian Government COVID-19 response website australia.gov.au launched  
Australian Government Coronavirus Australia app released  
Australian Government coronavirus WhatsApp channel launched  
MoU with Singapore to cooperate in the field of digital identity signed
  - April 2020** ○ COVIDSafe app released  
Digital Professional Stream launched  
myGov Digital Identity private Beta commenced
  - May 2020** ○ Fourth release of Trusted Digital Identity Framework published  
Request for Tender for new Cloud Marketplace released  
COVIDSafe app updated to improve accessibility and privacy protections  
Source code for COVIDSafe app publicly released
  - June 2020** ○ Whole-of-government Architecture Beta Concepts Model developed  
Unique Student Identifier (USI) and PRODA (Services Australia Provider Digital Access) Digital Identity public Betas commenced  
The Future of myGov public Beta site launched

# About us

The DTA aims to improve the user experience for all Australians accessing government information and services. We do this by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.

## Purpose in 2019–20

We lead digital transformation in government to make services simple, smart and user-focused.

## Role and functions

To accelerate the digital transformation of government we:

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

## Priorities in 2019–20

1. Deliver whole-of-government strategies, policies and advice to support the Government’s digital and ICT agenda.
2. Design, deliver and support common, government-wide platforms and services that enable digital transformation.
3. Deliver a program of digital and ICT capability improvement, including sourcing, to enhance capability and skills across the APS.
4. Drive collaboration and partnerships to enable and accelerate the digital transformation of government services.

## History

The Digital Transformation Office (DTO) was originally established within the Communications portfolio in March 2015. In September 2015, the agency moved to the Prime Minister and Cabinet portfolio, and in October 2016 the DTA was formed, absorbing the former DTO and taking on extended functions including oversight of major ICT projects. The following year, we took on responsibility for whole-of-government ICT coordinated procurement.

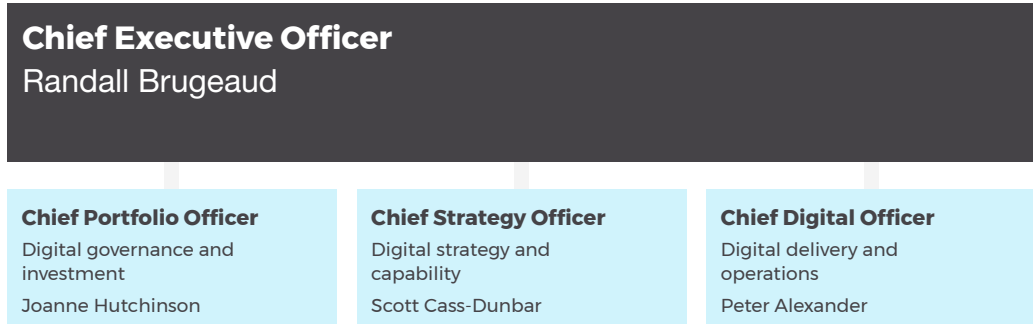
In May 2019, the DTA moved to work alongside Services Australia in the Social Services Portfolio, following the Prime Minister’s announcement that Services Australia would be established to drive greater efficiencies and integration of government service delivery and make best use of technology and digital applications.

## Portfolio and minister

The DTA is an Executive Agency in the Social Services Portfolio. Our minister is the Hon Stuart Robert MP, Minister for the National Disability Insurance Scheme and Minister for Government Services.

## Agency structure

**Figure 1:** Digital Transformation Agency organisation structure, at 30 June 2020



### Chief Executive Officer, Randall Brugeaud

Randall Brugeaud was appointed as Chief Executive Officer of the DTA on 1 July 2018.

Randall has spent more than 30 years working in a range of public and private sector roles, with a focus on transformation. His public sector experience has spanned large, medium and small organisations. Randall's private sector experience includes more than a decade working with the Boston Consulting Group and a private IT consulting firm, which he founded and operated.

Before joining the DTA, Randall was Deputy Australian Statistician and Chief Operating Officer at the Australian Bureau of Statistics. Before that he was Chief Information Officer at the Department of Immigration and Border Protection.

Randall holds a Master of Business Administration, a Graduate Diploma in Applied Computing and a Bachelor of Education. He is also a Senior Executive Fellow of the Harvard Kennedy School.

As Chief Executive Officer, Randall is responsible for leading our agency to ensure we deliver digital transformation in government, in accordance with our agency's establishing order and the *Public Governance, Performance and Accountability Act 2013*.



### **Chief Portfolio Officer, Joanne Hutchinson** **Digital governance and investment**

Joanne joined the DTA in late-2018. She has extensive Australian Government experience in policy development, procurement, and design and delivery of public services in areas such as employment, youth, health and disability, as well as whole-of-government policies and processes.

Before joining the DTA, Joanne was a senior executive at the former Department of Jobs and Small Business.

Joanne holds a Master of Public Policy, a Graduate Diploma in Marketing Communications, a Graduate Certificate in Project Management and a Bachelor of Applied Science (Occupational Therapy). Joanne is also a Graduate of the Australian Institute of Company Directors.

Responsibilities include strategic policy and coordination, digital governance and engagement, ministerial and parliamentary engagement, digital investment strategies and coordination, agency engagement and advice, and data and analysis.



### **Chief Strategy Officer, Scott Cass-Dunbar** **(from 9 June 2020)** **Digital strategy and capability**

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

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

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

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

Note: Jonathon Thorpe acted in the position from 10 February to the end of June 2020. He has extensive public sector experience, working across large service delivery agencies, with more than 10 years in executive roles. Prior to that, Anthony Vlasic held the role from July 2019 until he left the DTA in late January 2020.



### **Chief Digital Officer, Peter Alexander** **Digital delivery and operations**

Peter joined the DTA in late-2016. He has extensive Australian Government experience delivering policy, services, change programs, government collaboration, financial management, security and corporate management.

Before joining the DTA, Peter was the Chief Information Officer of the Treasury and a senior executive in the Department of Finance.

Peter holds a Master of Business Informatics (IT), Graduate Diploma in Information Systems, a Bachelor of Commerce (Accounting) and is a Fellow of Certified Practising Accountants.

Responsibilities include strategic sourcing and sourcing transformation, digital sourcing, digital infrastructure service, corporate and enabling services, and joint agency taskforces.



## Operating environment

Our operating environment is complex and fluid. The pace of technological change opens up new opportunities to radically re-think how government services are designed and delivered.

Australians expect government services to be simple, smart and focused on their needs. To meet these expectations, we must be innovative, practical and user-focused in our work. We need to constantly test new ideas, tools and practices and assist APS agencies to improve people's experience of government services.

COVID-19 has had a profound impact, but it has also accelerated digital delivery. Digital is integral to Australia's COVID-19 response and recovery.

Continuity and scalability of government services have never been more important. We also champion the smarter use of data in designing and delivering personalised digital services that better meet user needs.

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

## Stakeholders

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

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

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

In 2019–20 we supported the Australian Data and Digital Council, which focuses on improving outcomes for customers by driving cross-jurisdictional collaboration to improve service delivery and policy outcomes. The Digital Leadership Group, which is chaired by our CEO, comprises senior Chief Information Officers from across the APS. This group provides strategic leadership for the Government's digital transformation and ICT programs.

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

## COVID-19 response

Before the pandemic, our research found people experienced 3 main pain points in dealing with government: inconsistent, inaccessible and confusing content; difficulty finding the right information at the right time in the right context; and no single source of truth across government information sources. These pain points were amplified as people searched for information about COVID-19.

### Trusted sources of national information

In response, we worked across the APS to deliver the Government's coronavirus information products, [australia.gov.au](https://australia.gov.au), the Coronavirus Australia app, and the Australian Government's WhatsApp channel.

Developed within days in March 2020, these products provided the trusted sources of nation-wide information people were looking for. By June 2020, there had been 29 million visits to [australia.gov.au](https://australia.gov.au), 4 million downloads of the Coronavirus Australia app, and 1 million users of the WhatsApp channel sending and receiving more than 16 million messages.

For [australia.gov.au](https://australia.gov.au), we worked across the APS and with states and territories to get the right content in the right place at the right time. To address the challenges of content governance, we met twice daily with people from across the APS and state and territory governments to agree on content and manage risk. We established a cross-agency governance forum that evolved to include the National COVID-19 Coordination Commission to cement the whole-of-nation view. At the same time, we kept a relentless focus on the user and good content design.

This approach enabled us to deliver and iterate the platform, while at the same time updating content at least twice a day. This made sure people were getting the critical messages they needed from government and National Cabinet.

## Secure contact tracing

Another key component of the Government's response to the pandemic was the COVIDSafe contact tracing app. This is one of the most important, highest profile capabilities the DTA has delivered.

We collaborated with the Department of Health, the Attorney-General's Department, and the Australian Cyber Security Centre to adopt a privacy-by-design approach and strong cyber security controls. We listened to user feedback and adjusted our approach to better meet their needs. We leveraged international experience, sharing code with Singapore and the United Kingdom, and our learnings with governments all around the world. We also worked with the ICT community, with more than 20,000 emails and thousands of phone calls received in the first month of operation alone, several leading directly to product improvements.

Within a month of launching the COVIDSafe app, there were more than 6 million registered users, one of the fastest uptake rates for a health app in Australia.

## Data analysis to meet user needs

During COVID-19, the gov.au Observatory used raw data to help ministers, senior officials and agencies understand the community's information needs.

As portfolios of services grow, and questions become more complex, standard analytics services may not provide all the answers. To help make sure services were meeting community needs, we used raw data to provide a rich source of information and a cloud-based data warehouse to allow the focus to be on data engineering and science rather than the infrastructure.

This allowed quick access to accurate information. Together with automated report production, this approach freed up time to focus on richer insights beyond page hits and bounce rate, such as URL clicks and scroll depth. This helped create a deeper understanding of the community's engagement with the services to ensure we were connecting people with the information they were looking for.

## Power of collaboration

The national COVID-19 response work highlighted what is possible with unity of purpose, speed and agility, and true collaboration. Agency and jurisdictional boundaries blurred, and we established multi-agency multidisciplinary teams, often with state and territory and industry support, in record time. Working in an agile way allowed us to respond quickly and flexibly to fast-changing policy and user needs, and to iterate delivery to provide incremental improvements. We collectively delivered because we thought and operated differently, and this allowed us to rapidly meet the needs of government and the community.

# Outcome and program structure

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

Our Portfolio Budget Statement 2019–20 describes our outcome and program structure for the reporting year:

- **Outcome 1** – Improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.
- **Program 1.1** – The objective of this program is to support agency delivery of high-volume services, build and contribute to whole-of-government platforms and increase capability of the public service to deliver digital transformation.

**We lead the  
transformation  
of government  
to make services  
simple, smart and  
user-focused**

# 02

## Annual performance statement

Statement of preparation	22
Purpose in 2019–20	22
Reporting on our performance	23
Performance summary for 2019–20	24
Performance results for 2019–20	26
Analysis of performance against purpose	50

## Statement of preparation

I, as the accountable authority of the Digital Transformation Agency, present the agency's 2019–20 annual performance statement, as required under paragraph 39(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, this annual statement is based on properly maintained records, accurately reflects the agency's performance in achieving our purpose, and complies with subsection 39(2) of the PGPA Act.



Randall Brugeaud  
Chief Executive Officer  
23 September 2020

## Purpose in 2019–20

We lead digital transformation in government to make services simple, smart and user-focused.

*Source: Corporate Plan 2019–23*

### Relevant outcome

**Outcome 1** – Improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.

*Source: Portfolio Budget Statement 2019–20*



# Reporting on our performance

Our *Corporate Plan 2019–23* describes the key activities we planned for 2019–20 to work towards our purpose and achieve our intended outcome.

We report on how we performed during the year in relation to our purpose and program, and our effectiveness in achieving our intended outcome by reviewing the success measures in our *Corporate Plan 2019–23*, which align with the performance criteria in our *Portfolio Budget Statement 2019–20*.

## Terminology

In our performance results we sometimes reference stages in the Australian Government's service design and delivery process. There are four stages in this process, which focuses on understanding the needs of users so that we design and deliver better solutions:

- **Discovery** – The purpose of Discovery is to get a deep understanding of the problems users are trying to solve and what they need a service to do.
- **Alpha** – This is an experimental stage of testing hypotheses reached in the Discovery phase. It is an opportunity to discover new things and find out how well prototypes meet the actual needs of users.
- **Beta** – This stage focuses on building a minimum viable product defined at the end of the Alpha stage and continuing to iterate until it is ready to test, first with users in a private Beta and then in a public Beta.
- **Live** – This stage involves releasing and continuing to improve the new service based on user feedback. Existing services and products are also retired during this stage.

# Performance summary for 2019–20

---

**Priority 1:** Deliver whole-of-government strategies, policies and advice to support the Government’s digital and ICT agenda.

**Success measure**

Deliver digital and ICT strategies, policy and advice, including advice to Government and Commonwealth entities on digital and ICT investment, that supports digital transformation across government to deliver a better user experience.

**Achieved** ✓

Throughout the year, we led whole-of-government digital and ICT strategies, policies, advice and support, including advice on digital and ICT investment, to improve service delivery. This included our work on the COVID-19 response, projects to strengthen cyber incidents and fraud detection, the whole-of-government Hosting Strategy, progress understanding interactions with government for key life events, and our support for the Australian Data and Digital Council.

We advised on new and in-flight digital and ICT-enabled proposals and released the Year 1 Digital Transformation Strategy update to present our progress.

See details from page 26.

---

**Priority 2:** Design, deliver and support common, government-wide platforms and services that enable digital transformation.

**Success measure**

Develop whole-of-government digital platforms and services to reduce costs, reduce duplication and provide better infrastructure for Commonwealth entities.

**Achieved** ✓

We led, developed and improved platforms and services including publishing the Protected Utility Blueprint to support agencies transition to a standardised, secure cloud-based desktop. Other work in this area included the development of API.gov.au, live trials of Notify.gov.au, progress on whole-of-government architecture, launch of the new myGov Beta site, and progress on digital identity.

See details from page 32.

---

### Priority 3: Deliver a program of digital and ICT capability improvement, including sourcing, to enhance capability and skills across the APS.

#### Success measure

Improve the digital capability of the APS to accelerate the Government’s transformation agenda.

Improve the sourcing experience for the sellers and buyers of government digital products and services.

#### Achieved ✓

We continued to increase APS capability through Digital Service Standard training, communities of practice and networking opportunities, programs for emerging talent, leadership, and women in IT executive mentoring, and working directly with agencies. We developed the Digital Professional Stream Strategy and mapped around 150 digital careers to develop a prototype digital career pathways tool.

We improved the sourcing experience including through establishing whole-of-government agreements, and maintaining and updating digital and ICT panels, marketplaces and networks.

See details from page 39.

---

### Priority 4: Drive collaboration and partnerships to enable and accelerate the digital transformation of government services.

#### Success measure

Increase collaboration and partnerships nationally and internationally that promote the digital transformation to improve government services.

#### Achieved ✓

We led collaboration to promote digital transformation including bringing people together to better understand how to improve government services related to key life events, developing products to respond to COVID-19 and improving myGov.

Through our work with the Australian Data and Digital Council, we formed agreement to a consistent approach for digital identity across Australia, to ensure alignment and interoperability across jurisdictions on digital identity verification, as well as provide a better, more seamless experience for users.

We also worked with states and territories on key life event journeys, such as *Looking for work* and *Having a baby*.

We signed a Memorandum of Understanding (MoU) with Singapore to cooperate in the field of digital identity and an MoU with Vietnam to collaborate on e-government and digital transformation. We also agreed to develop a Digital Identity Mutual Recognition Roadmap with New Zealand.

More broadly, we increased collaboration through the Digital Summit and other forums and keynote addresses, and through working with industry.

See details from page 47.

# Performance results for 2019–20

**Priority 1:** Deliver whole-of-government strategies, policies and advice to support the Government’s digital and ICT agenda.

## Priority 1: Success measure/performance criteria

Deliver digital and ICT strategies, policy and advice, including advice to Government and Commonwealth entities on digital and ICT investment, that supports digital transformation across government to deliver a better user experience.

*Source: Combined Corporate Plan 2019–23 success measure and Portfolio Budget Statement 2019–20 performance criteria.*

Targets for 2019–20	Results
<p>Facilitate digital transformation of government by:</p> <ul style="list-style-type: none"><li>• providing advice to Government and Commonwealth entities on digital and ICT strategies, policies, priorities and trends, including how to leverage emerging technologies, to improve service delivery</li></ul>	<p><b>Achieved</b> ✓</p> <p>Throughout the year we led whole-of-government digital and ICT policy, strategy, advice and support to improve service delivery. Examples include:</p> <p><b>COVID-19 response</b></p> <ul style="list-style-type: none"><li>• We established a cross-agency governance forum to cement the whole-of-nation view. We also advised on, and worked across the APS to deliver, the Government’s coronavirus information products and the COVIDSafe contact tracing app (more details on our contribution to the COVID-19 response are in Priority 4).</li></ul> <p><b>Protected Utility program</b></p> <ul style="list-style-type: none"><li>• The Protected Utility program delivered the first blueprint design for a secure, modern desktop based on Microsoft Office 365. The program continues to provide consolidated learnings to further enhance design and delivery, and drive more efficient digital transformation of government (see more about Protected Utility in Priority 2).</li></ul>

## Priority 1: Success measure/performance criteria - continued...

### Targets for 2019–20 Results

#### Whole-of-government Hosting Strategy

- While work on this strategy was delayed due to COVID-19 related issues, we continued to address aspects of ownership, sovereignty, disclosure and certification. A total of 24 government agencies and 15 companies from industry have taken an active interest in the work and are helping to collaboratively develop our hosting strategy implementation.

#### National ministerial forum

- During 2019–20 we supported the Australian Data and Digital Council. This Council was established to provide strategic leadership for the Government's digital transformation and ICT programs. Our CEO chaired the Digital Leadership Group, comprising senior Chief Information Officers from across the APS.

- providing advice to agencies and Government on new digital and ICT-enabled policy proposals

#### Achieved

#### New digital investment proposals

- We updated our advice to help agencies more effectively address the Government's Digital Transformation Strategy and Digital Transformation Priorities in new digital and ICT-enabled proposals.
- We saw increased engagement with APS agencies, even with the impacts of the bushfires and COVID-19 on usual work practices, availability, and changes to the budget cycle.
- During 2019–20, we engaged with 36 agencies on 50 digital and ICT-enabled initiatives. We provided advice to assist agencies to develop proposals that aligned with whole-of-government digital and ICT priorities. Our advice supported improvements in efficiency and productivity delivered through digital and ICT-enabled initiatives across the public service. This included collaborating across government agencies to identify, and support joint proposals to address, common requirements.

Priority 1: Success measure/performance criteria - continued...

Targets for 2019–20 Results

- We worked closely with the Department of the Prime Minister and Cabinet and the Department of Finance to provide advice to Government on all new digital and ICT proposals, in keeping with the ICT Investment Approval Process.
- We also coordinated 7 assurance activities across 3 major digital investments, which assisted agencies in managing key risks to successful delivery.

• providing advice on whole-of-government digital and ICT sourcing

**Achieved** ✓  
**Sourcing advice**

- We provided advice on whole-of-government digital and ICT sourcing through our work establishing, updating and maintaining digital and ICT marketplaces, panels and whole-of-government agreements (see more details in Priority 3). We also provided advice through direct engagement with agencies.

• providing advice and guidance on design and delivery of digital and ICT projects

**Achieved** ✓  
**In-flight projects**

- We engaged with 26 entities on 48 in-flight projects and related activities to promote better practice project management methods and support project teams to realise intended benefits.

**Digital Census**

- We provided advice and support to the Australian Bureau of Statistics team developing the 2021 digital Census. We ran a health check against the Digital Service Standard for the team’s service design and delivery, and recommended areas to focus on moving to the Beta stage. We provided ongoing advice and support as the team progressed through the Beta stage and we will conduct another health check in the coming months.

**Priority 1: Success measure/performance criteria - continued...**

**Targets for 2019–20    Results**

**Ongoing support**

- We engaged regularly with departments and agencies seeking advice, guidance and support for their efforts to apply the Digital Service Standard and the service design and delivery process to their service transformation efforts.
- We continued our work with agencies, providing independent assurance for major digital investments as part of the \$500 million Australian Public Service Modernisation Fund.
- During the year, we also engaged with 25 agencies on 21 strategic digital and ICT forums, designed to maintain and build on inter-departmental relationships.

- reviewing the Digital Transformation Strategy and roadmap annually to ensure they remain fit-for-purpose

**Achieved ✓**

**Year 1 Digital Transformation Strategy update**

- Minister for Government Services, the Hon Stuart Robert MP, released the first annual update on progress of the Digital Transformation Strategy in November 2019. The strategy sets the vision for government that is easy to deal with, informed by you (people and businesses of Australia) and fit for the digital age. The accompanying roadmap outlines the planned initiatives to help us achieve our goals.
- The Year 1 update found that we are making significant progress, with 85% of the roadmap initiatives complete, meaning we are well on target to meeting our vision to deliver world-leading digital services for the benefit of all Australians by 2025.
- The update also featured case studies as examples of progress, such as the use of emerging 3D x-ray technology to protect Australia’s borders through automated biosecurity screening that alerts officers to potential risks in baggage or mail items, and the interactive National Drought Map that supports better decisions and support for those affected by drought.

## Priority 1: Success measure/performance criteria - continued...

---

### Targets for 2019–20    Results

---

- expanding and implementing a framework to identify, prioritise and accelerate service improvements around key life events.

**Achieved** ✓

#### **Government Experience (GovX) initiative and life event journeys**

- Understanding life events allows governments to orient services around people's needs, rather than how government is organised. We are working to improve common issues people have when dealing with government as a result of life events (such as *Looking for work* or *Having a baby*).
  - We continued working with state jurisdictions on 3 life event journeys – the birth of a child (Australian Capital Territory Government leading), end of life (New South Wales Government leading) and looking for work (Queensland Government leading). This work has developed a clear understanding of how users interact with government services, the pain points they experience, and several opportunities for government improvements. It also identified the need for an Australian Data and Digital Council endorsed approach to accelerate progress through priorities, to focus future work and principles to guide national development and implementation of service improvements.
  - In September 2019, the Australian Data and Digital Council endorsed our life event journey approach and Principles for National Service Improvement as a shared framework to prioritise, govern, fund and manage life event initiatives to transform services and outcomes for people and business.
  - We also developed Life Event Prioritisation Framework and a draft measurement framework to assess life event initiatives against the Australian Data and Digital Council criteria of service improvement and efficiency, citizen experience and citizen wellbeing.
-



## Priority 1: Success measure/performance criteria - continued...

---

Targets for 2019–20	Results
---------------------	---------

---

- Drawing on the 12 life event journeys we have mapped, and the 6 life event communities we have established, we provided advice and support to a range of Commonwealth and state agencies on how to redesign services using a life events approach. This included working with Services Australia to ensure a life event approach is used to identify and guide new initiatives.
  - In addition, we provided training on the life events mapping approach to over 70 staff from more than 20 Commonwealth, state and local government agencies.
-

---

**Priority 2: Design, deliver and support common government-wide platforms and services that enable digital transformation.**

**Priority 2: Success measure/performance criteria**

Develop whole-of-government digital platforms and services to reduce costs, reduce duplication and provide better infrastructure for Commonwealth entities.

*Source: Identical Corporate Plan 2019–23 success measure and Portfolio Budget Statement 2019–20 performance criteria.*

---

**Targets for 2019–20**

**Results**

Lead and partner on the development and enhancement of digital platforms and enabling services at Commonwealth, state and territory level.

**Achieved** ✓

**Protected Utility**

- In March 2020, we published the first iteration of the Protected Utility Blueprint to help government agencies standardise how teams communicate and collaborate across government. This blueprint supports agencies to transition to a cloud-based capability so teams can easily work together regardless of where staff are located.
- In developing the Protected Utility Blueprint, we collaborated with Microsoft and tested with independent security assessors. The blueprint includes configuration guides and security documentation to support government in assessing implementation against the requirements of the Information Security Manual.

**COVIDSafe app**

- We worked with Commonwealth and state governments to support state and territory health officials with contact tracing.
  - In April 2020, we released the COVIDSafe app to augment manual contact tracing processes through digital means.
  - COVIDSafe is one of the pillars that supports the Government's nationwide response to the coronavirus pandemic. We developed and released the app within a very tight timeframe, including providing relevant and timely advice to government. The rapid uptake saw 6.5 million registrations by 30 June 2020.
-

## Priority 2: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

#### Coronavirus Australia app

- We worked with the Department of Health to provide a trusted communications platform, the Coronavirus Australia app, to assist the community to respond to COVID-19. This app provides current information about the evolving pandemic including case numbers, restrictions, and a symptom tracker.
- We are also exploring how the Coronavirus Australia app technology could be redeployed in future to provide value to Australians beyond the COVID-19 pandemic.

#### API.gov.au

- In 2018, when we ran a Discovery for a data exchange program, it became clear this would not deliver the benefits or scale to meet user needs. Based on this Discovery, we shifted our approach to determine how Application Program Interfaces (APIs) could be best used to deliver better government interactions and data sharing.
  - In 2019–20 we began work on a joint initiative with the Australian Taxation Office, and released an Alpha website, API.gov.au, that is now in Beta, to help promote innovation and digital transformation in government.
  - API.gov.au is a single, central location that gives developers, researchers and other parties access to a knowledge base and range of APIs that can be used to access various functions from across government.
  - We are working with all levels of government to collect and document government APIs and other machine-to-machine services in one place, so users can easily discover what APIs are available, how to use them, and what data they need.
-

## Priority 2: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

- The platform includes the National Application Programming Interface Design Standards (NAPIDS), which were developed with the Victorian Government for endorsement by the Australian Data and Digital Council. The standard is built on an open source co-development model. It allows contributions from external API development communities, vendors, intermediaries and industry experts.

#### **Platforms Strategy**

- We have made good progress on our Platform Strategy (2018–21), with Commonwealth, state and territory agencies using Notify.gov.au and more broadly contributing to the development of the NAPIDS, which are accessible via API.gov.au.

#### **Notify.gov.au**

- Notify.gov.au is a new, whole-of-government platform that provides an easy, low-cost way to send notifications and reminders. Notify's first trial account went live in mid-2019 and, at 30 June 2020, it had 370 registered services across 120 agencies and more signing up daily.

#### **Whole-of-government Architecture Taskforce**

- In November 2019, we initiated the Whole-of-government Architecture Taskforce, which represents the major Australian Government departments. The taskforce has made significant progress in establishing an initial architecture framework to drive the re-use and development of common platforms and services.
  - In June 2020 we released the whole-of-government Architecture Beta Concepts Model, developed to define and simplify the architecture of Australian Government platforms, products and services.
-

## Priority 2: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

#### myGov

- myGov provides a simple and secure way to access high-volume government services with one login. The most frequently used services include those provided by the Australian Taxation Office, Centrelink and Medicare. This year we also added Health Bonded programs as the 13th member service available through myGov. The Bonded Medical Program provides students a Commonwealth-supported place in a medical course at an Australian university in return for a commitment to work in regional, rural or remote areas for a specified period.
  - The number of active myGov accounts increased from 15.6 million at the end of 2018–19 to 18.7 million at the end of 2019–20. The greatest percentage increases in logins compared with last year were in March (14.1 million to 30.0 million) and April (16.1 million to 40.7 million) 2020. The number of daily logins increased from around 500,000 last year to more than 741,000 in 2019–20. During the year, myGov maintained 99.69% availability, ahead of its 99.5% target.
  - At the end of 2019, we created a taskforce to deliver a modern, experience-led and data-driven approach for people to discover and access personalised services through myGov.
  - In partnership with Services Australia, we quickly built a prototype platform for usability testing.
  - On 14 June 2020, we delivered The Future of myGov, a new myGov Beta site.
  - This Beta site starts the transformation of government service delivery from its current structure around government agencies to be tailored to the circumstances, needs and events in people's lives.
  - There were 26,863 visits to myGov Beta between 14 and 30 June 2020.
-

## Priority 2: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

#### NationalMap

- The NationalMap platform provides easy access to map-based spatial data from 10,000 datasets. During 2019–20, we explored opportunities to use the NationalMap platform to assist in visualising bushfire-related datasets, demonstrating how publicly accessible planning, infrastructure and emergency management geospatial datasets from multiple agencies and jurisdictions could be easily combined.

#### Gov.au Observatory

- The Observatory empowers data practitioners to improve government services by identifying potential and actual problems people experience when using government services online.
  - In 2019–20 we developed an Alpha Observatory website, [observatory.service.gov.au](https://observatory.service.gov.au), which aggregates whole-of-government web analytics statistics ([analytics.service.gov.au](https://analytics.service.gov.au)). We are working with subscribers and other Commonwealth stakeholders to expand this service.
  - In addition, we published a *Web analytics for agile* guide on the site to aid product managers to use web analytics in the creation and maintenance of Commonwealth digital services.
  - The Observatory also provides reduced cost web analytics and free training in these products for agencies.
-

## Priority 2: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

Continue the roll-out of digital identity to provide easier and faster online access to government services at a time and place that is convenient for customers.

**Achieved** ✓

#### **Trusted Digital Identity Framework (TDIF)**

- In April 2020 we published the fourth release of the TDIF, which provides a comprehensive set of requirements, establishing a nationally consistent approach to accrediting, governing, and operating digital identities in Australia. The TDIF makes sure people have a simple, safe, and secure way to connect with government digitally.
- We met regularly with stakeholders while drafting the fourth release and received more than 2,450 comments over 3 rounds of consultation. Stakeholder feedback made a significant contribution to improvements to the TDIF.
- At the Australian Data and Digital Council meeting on 26 June 2020, Ministers agreed to work towards a consistent approach for digital identity across Australia, including taking appropriate steps towards alignment on the TDIF.

#### **myGovID**

- myGovID is the Commonwealth Identity Provider, delivered by the Australian Taxation Office. This year there was increased uptake of myGovID, which is now available through both the Apple App store and Google Play Store.
  - At 30 June 2020, the myGovID smartphone app had been downloaded 1,881,297 times and 1,440,617 myGovID digital identities had been created. These digital identities can be used to access a range of government services and link an individual to an Australian Business Number (ABN).
  - This year we piloted digital identity as a way to authenticate users of myGov. From April to May 2020, we ran a Private Beta for myGov users to log in with a myGovID, which was open to 149 participants. This will simplify access to myGov for users with a digital identity, allowing them to log in to the platform using their reusable digital identity.
-

## Priority 2: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

- Through myGovID, users of digital identity can now access 70 government services.
- We established myGovID and Relationship Authorisation Manager (RAM) as a replacement business credential for AUSkey, which previously allowed people to access 27 AUSkey agencies and their services with a single key instead of multiple usernames and passwords. Examples of these services are the Australian Taxation Office Business Portal, the Department of Social Services Grant Recipient Portal, Revenue SA Online and Tasmanian Revenue Online.
- We connected the foundational elements of the system to support 2 pilot services: for the Unique Student Identifier (USI); and PRODA (Services Australia Provider Digital Access).
- We also piloted the first commercial identity service provider, Australia Post’s Digital iD, demonstrating the potential for broader whole-of-economy use within the Digital Identity system.

#### **Cyber incident and fraud detection**

- The completion of a Cyber and Fraud Proof of Concept during the year will assist in understanding how fraud detection and analysis could be performed across the Digital Identity system.
- We established the initial fraud and cyber incident notification and response process for the Digital Identity system, which enables investigation and analysis to help ensure the integrity of the system.

#### **Data sharing and communications and engagement**

- We developed an initial set of data sharing principles that provide guidance and information to support information sharing across the Digital Identity system.
  - In addition, we finalised a Communications and Engagement Strategy to describe digital identity to the broader community.
-



**Priority 3:** Deliver a program of digital and ICT capability improvement, including sourcing, to enhance capability and skills across the APS.

### Priority 3: Success measure/performance criteria

Improve the digital capability of the APS to accelerate the Government’s transformation agenda.

Improve the sourcing experience for the sellers and buyers of Government digital products and services.

*Source: Identical Corporate Plan 2019–23 success measure and Portfolio Budget Statement 2019–20 performance criteria.*

#### Targets for 2019–20

#### Results

Deliver programs and resources that increase the digital and ICT capability of Commonwealth entities and their staff.

**Achieved** ✓

#### Digital Service Standard

- We provided training to agencies seeking to increase staff awareness and understanding of the Digital Service Standard and the service design and delivery process. These sessions are open to the APS and are well attended by a cross section of departments and agencies.

#### Life events

- We collaborated with agencies and states/territories on life events – *Having a baby, Looking for work and Transitioning to retirement* – to uplift capability in the life event approach in general (see more details in Priority 1).
- We shared research, learnings and tools with colleagues across government through the Life Event Communities and held workshops and 101 training on the life event approach.
- For example, in February 2020, 11 life event practitioners from Australia and New Zealand gathered for a life event mapping workshop hosted by the Victorian Department of Premier and Cabinet. They shared insights on the stages of life event work, current projects and key challenges.

### Priority 3: Success measure/performance criteria – continued...

---

Targets for 2019–20	Results
---------------------	---------

---

#### Style Manual

- In November 2019 we released the updated digital edition of the Style Manual in private Beta for user feedback.
- The Style Manual is the standard for Australian Government writing and editing. A trusted source of guidance since 1966, the sixth and most recent edition was published in 2002. It needed significant updating, particularly for digital services and information.
- We are taking a digital-first approach to updating the rules and guidance, working with provider Ethos CRS. The digital Style Manual includes new content on accessibility, inclusive language and content formats.
- We will release the new digital Style Manual to public Beta in July 2020.

#### Emerging talent program

- We continued to increase APS digital capability through the Emerging talent program that attracts new talent into government including apprentices, cadets and graduates.
  - A total of 96 participants were recruited to roles across 12 agencies for 2020.
  - Recruitment for 2021 is underway. Due to the impact of COVID-19, this has moved to a completely digital model. This has involved conducting 226 online interviews and facilitating 10-minute video conversations between 56 high performing graduates and 12 agencies to identify the best matches.
-

### Priority 3: Success measure/performance criteria – continued...

---

#### Targets for 2019–20    Results

---

##### **Digital Summit and Awards**

- This event in October 2019 attracted 735 participants and featured 35 exhibition booths. Feedback was overwhelmingly positive, with industry participants commenting on how valuable it was to better understand government priorities, and government participants appreciating the opportunity to connect with colleagues and learn their challenges and experiences.
- The sold-out Australian Government Digital Awards showcased digital transformation products and services. More than 100 nominations resulted in 48 finalists across 7 awards.

##### **Career pathways**

- We have mapped around 150 digital careers through workshops and devised a framework to continue mapping careers across sectors. A functional prototype of the digital career pathways tool was available for Beta testing by the end of June. We made data available on [data.gov.au](http://data.gov.au) to help people determine potential career pathways and identify skills gaps in digital disciplines in the APS.

##### **Capability Accelerator Program**

- We developed this program through a pilot co-designed with the Department of Education, Skills and Employment. The program uses an internationally recognised capability model to understand and assess capability gaps within a workforce and combines coaching and change architecture to deliver sustainable capability development. The program was delivered iteratively while applying it to the department's specific capability uplift challenge.
-

### Priority 3: Success measure/performance criteria – continued...

---

#### Targets for 2019–20    Results

---

##### **Digital Professional Stream Strategy**

- The 2019 APS Review encouraged the development of a profession that ‘prioritises development and retention of core in-house capabilities’. The Government’s response was to establish a professions model. The 3 professional streams identified were Human Resources, Digital and Data, with an aim of uplifting critical capabilities required to deliver services for the people and businesses of Australia.
- We did user research through interviews and workshops with more than 100 people across Commonwealth agencies, state and territory governments, industry, academia and professional associations to develop the Digital Professional Stream Strategy.
- The strategy covers 6 themes: establish the digital profession; leadership of the profession; professional standards; career pathways; capability and professional communities. It also identifies initiatives, objectives and alignment with the Australian Public Service Commission Professions Model Goal, with short, intermediate and long-term outcomes included.
- The strategy will be implemented through a co-design process with the 547 foundation members of the Digital Professional Stream.

##### **Women in IT Executive Mentoring Program**

- This program involved 28 pairs of mentors and mentees this year. Due to COVID-19, we held the first virtual launch of the program this year.

##### **Digital Squads**

- We bring together multidisciplinary teams of DTA-based specialists who provide short-term, rapid targeted support to help deliver key government priorities. Our Digital Squads work in partnership with agencies to better understand their needs and assess what capability and approach will best support the agency to deliver the required results.
-

### Priority 3: Success measure/performance criteria – continued...

---

#### Targets for 2019–20    Results

---

- An example of this approach in action is the support provided to the Department of Health to implement the COVIDSafe Health Portal, which is the backend of the COVIDSafe app used by health professionals.

#### **co-Lab innovation hubs**

- Our co-Labs enable government teams to come together in an immersive environment to work on ideas, build digital skills and improve service design and delivery.
- This year co-Labs ran or contributed to 13 events on topics such as user research, creating great product team cultures for better outcomes, and content design. Co-Labs also undertook 58 engagements with 41 different agencies ranging from providing advice to connecting to other DTA services.

#### **Azure Technical Academy**

- We worked with Microsoft to establish the Azure Technical Academy, a program for facilitated Azure cloud training for APS staff in technical ICT roles. The training can be done while remote working.
  - The aim is to support the Government’s cloud uptake and build digital skills in the APS through technical training in cloud technology.
  - At 30 June 2020, some 350 staff from 35 agencies had benefited from the fully funded Azure Technical Academy course, which includes a pathway for receiving Microsoft certification. There were also more than 150 registrations for 2020–21.
  - In addition to the funded courses, some 750 government staff attended free Azure foundations training that was promoted through the Azure Technical Academy.
-

**Priority 3: Success measure/performance criteria – continued...**

---

**Targets for 2019–20    Results**

Provide greater value for money when buying government digital products and services.

**Achieved** ✓

**DTA panels**

- In the last 12 months we continued to transform DTA digital and ICT panels. Barriers to entry have been largely eliminated, sourcing flexibility enhanced, processes streamlined and simplified, and purchasing practices standardised across the panels.
  - The number of companies selling hardware, software, and services to government agencies through the panels increased significantly over the past year, with more than 2,500 sellers now onboarded through the Digital Marketplace, Hardware Marketplace, Software Marketplace and Cloud Services panels.
  - We are continuing to expand the use of these arrangements to drive further value for participating agencies and greater access to SME sellers. For example, at 30 June 2020, the Digital Marketplace had awarded more than \$1.5 billion worth of contracts to sellers, with 70% of this value going to SMEs.
  - As per our commitment to regularly re-open the panels, we refreshed the Hardware Marketplace panel, giving industry the opportunity to re-apply for admission to Enterprise Storage, Data Cabling and Network Equipment categories. Existing suppliers also had the opportunity to expand their offerings to agencies through regular quarterly updates.
-

### Priority 3: Success measure/performance criteria – continued...

---

#### Targets for 2019–20    Results

---

##### Approaches to market

- We conducted an Approach to Market to establish the Telecommunications Marketplace with an expanded scope, enabling agencies to source a full range of telecommunications services and products more efficiently. Once established, the Telecommunications Marketplace will replace the offerings under the current Telecommunications Services Panel and Mobile Panel. This will enable entities to source all telecommunication needs under a single arrangement, and industry to offer a wider range of services under one contractual framework.
- We approached the market to establish a new Cloud Marketplace panel to replace the current Cloud Services panel. The new arrangement will be operational by early 2021, catering to sellers offering any functionality as a cloud service (referred to as ‘XaaS’) and to sellers of cloud computing based professional services. As part of this approach to market, we also trialled the use of a new online digital tendering platform for the submission of tender responses. The platform is designed to allow secure online access from anywhere, for tenderers to develop and submit their responses digitally.

##### Digital Sourcing Network

- The Digital Sourcing Network provides opportunities for sourcing practitioners to get information, make connections, and discover new tools and resources. We continued to run events, common interest groups and working groups to help build sourcing capability across the APS.
  - At 30 June 2020, more than 600 buyers and sellers had been involved in one of our events, opportunities or feedback sessions.
-

### Priority 3: Success measure/performance criteria – continued...

---

Targets for 2019–20	Results
---------------------	---------

---

#### **Digital Sourcing Contract Limits and Reviews Policy**

- We reviewed the former ICT Contract Capped Term and Review Policy and released the updated Digital Sourcing Contract Limits and Reviews Policy, which came into effect on 1 February 2020. This delivered on our commitment to regular reviews of our policies under Recommendation 10 of the ICT Procurement Taskforce Report (2017).

#### **Rimini Street whole-of-government agreement**

- We established a whole-of-government volume sourcing agreement with Rimini Street. This agreement makes it easier and more cost effective for agencies to access third-party software support for major software products.

#### **IBM whole-of-government agreement**

- The IBM whole-of-government agreement continued to provide value to agencies through improved commercial discounts, standardised conditions, and value-add mechanisms such as the IBM Aggregate Capped Program (ACP). This program allows agencies to access software to meet expanding operational requirements from a common pool managed by the DTA, at no cost to those agencies.
  - In 2019–20, agencies accessing the ACP avoided costs of close to \$2.9 million.
-



**Priority 4:** Drive collaboration and partnerships to enable and accelerate the digital transformation of government services.

**Priority 4 Success measure/performance criteria**

Increase collaboration and partnerships nationally and internationally that promote digital transformation to improve government services.

Source: Corporate Plan 2019–23 success measure.

Targets for 2019–20	Results
Lead and coordinate stakeholder engagement across all levels of government nationally and internationally, as well as with industry and other stakeholder groups.	<p><b>Achieved</b> ✓</p> <p><b>Life Event Communities</b></p> <ul style="list-style-type: none"> <li>• Life Event Communities bring together people from across the Commonwealth, states and territories to connect current initiatives, understand the shared problem space and identify opportunities to share information about life event initiatives and the overall life event approach. There are currently 595 members in the online communities.</li> <li>• We established a Life Event Working Group with representatives from Commonwealth, states and territories to enable communication and cross-collaboration on all aspects of life events work. We collaborated with: the New South Wales Department of Customer Service on the <i>Transitioning to Retirement</i> life event journey; the Queensland Government on the <i>Looking for work</i> life event journey; and the Australian Capital Territory Government, Services Australia and Queensland Government on the birth of a child initiative within the <i>Having a baby</i> life event journey.</li> </ul> <p><b>Events and keynote addresses</b></p> <ul style="list-style-type: none"> <li>• Our Minister, the Hon Stuart Robert, and our CEO, Randall Brugeaud, spoke about digital transformation of government at numerous events during the year, including the Virtual Public Sector Innovation Show, Australian Information Industry Association webinar series, ‘Australia’s digital transformation’, Australian information Industry Association Victoria Government Forum Address, Australian Computer Society members forum, our own Digital Summit and the Institute of Public Administration Future Leaders event.</li> </ul>

## Priority 4: Success measure/performance criteria – continued...

---

Targets for 2019–20	Results
---------------------	---------

---

### myGov

- We drove the delivery of The Future of myGov Beta through strong partnership, liaison and coordination across the Commonwealth (for more detail, see Priority 2).

### COVID-19 response

- We delivered australia.gov.au in March 2020 as a central information platform for the Government's coronavirus response.
- We iterated australia.gov.au from its initial launch as a link-based information repository to a functional campaign and news site, which includes resources for download, the latest information from across the Commonwealth and easy-to-search links to further information.
- We partnered with Australian and international businesses to deliver the WhatsApp channel within a week.
- We also leveraged and built further relationships with other Australian Government agencies, industry and international government partners to quickly stand up the COVIDSafe app and make iterative enhancements.

### Cross-jurisdictional collaboration

- We engaged in a range of other collaborative and engagement activities including cross-jurisdictional working groups and our MoU with South Australia related to digital identity work.
  - At the Australian Data and Digital Council meeting on 31 July 2020, Ministers agreed to the development of a National Digital Identity Roadmap as part of the Council's commitment to pursue alignment to the Trusted Digital Identity Framework and to provide visibility of the collaboration occurring between the Commonwealth and jurisdictions to achieve a consistent approach for digital identity across Australia.
-

## Priority 4: Success measure/performance criteria – continued...

---

### Targets for 2019–20    Results

---

#### Industry collaboration

- Our MoU with the Australian Information Industry Association (AIIA) enabled collaboration between government and industry to achieve better outcomes for people and business using government services.
- We also collaborated with the peak bodies including the Institute of Public Administration Australia, Australian Computer Society, and Women in Information and Communications network.

#### International collaboration

- We continued to participate in international forums, such as the Organisation for Economic Co-operation and Development (OECD) E-Leaders meetings and thematic groups, Digital Government Exchange event, World Bank and World Economic Forum.
  - We signed an MoU with Vietnam to collaborate on e-government and digital transformation and exchange experience and knowledge.
  - We signed an MoU with Singapore to cooperate on digital identity policy frameworks to support mutual recognition of digital identity systems, which can support more efficient government interactions by businesses operating across borders.
  - In addition, we agreed to develop a Digital Identity Mutual Recognition Roadmap with the New Zealand Government. This will establish a pathway for interoperable digital identities and trust frameworks between both countries.
  - We worked with the Australian Public Service Commission to contribute to sustainable bureaucratic reforms in Indonesia.
-

## Analysis of performance against purpose

In analysing the factors that contributed to our performance, it is clear that COVID-19 had a major impact. The pandemic drove agencies across the APS, and other jurisdictions, to think, work and manage their operations differently, and to collaborate more effectively with user needs firmly in mind. This pushed government digital transformation forward at a faster pace.

While we needed to put some of our planned work on hold while responding to the major increase in demand for digital information and services, we were still able to achieve the targets we set ourselves for the year and contribute to more effective and efficient government service delivery. Therefore, our assessment is that we met our performance measures in 2019–20, towards achieving our purpose of leading digital transformation in government to make services simple, smart and user-focused.



**We are agile,  
collaborative and  
accountable**

# 03

## Management and accountability

Corporate governance	54
External scrutiny	59
Our people	60
Technology	67
Environmental performance	68
Freedom of information	68

# Corporate governance

## Agile, collaborative and accountable

The pace of digital change requires us to have the right-sized governance, appropriate for our agency and our fast-paced operating environment. Our approach ensures the DTA is adequately governed to meet our public accountabilities, and enables us to work in an agile way – forming multidisciplinary teams with partners, responding quickly to change, making small, fast improvements and delivering continuously as we learn through testing with users.

## Senior leadership team

At 30 June 2020 our senior leadership team comprised our CEO, Randall Brugeaud, Chief Portfolio Officer, Joanne Hutchinson, Chief Strategy Officer, Scott Cass-Dunbar, and Chief Digital Officer, Peter Alexander. Details are in *Chapter 1: Overview*.

## Governance framework

Our corporate governance framework includes:

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

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



Our employees are obliged to adhere to standards of integrity and behaviour governed by the APS legislative, regulatory and ethical framework. Our accountability for performance, financial probity and ethical behaviour is aligned with the APS Values and Code of Conduct, set out in the *Public Service Act 1999*.

## Instructions, policies and guidelines

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

## Governance committees

In 2019–20 we had 2 formal governance committees, our Executive Board and our Audit Committee.

### Executive Board

This is our agency's key governance body, determining strategic direction and monitoring and managing the overall performance of the organisation. Our Executive Board comprises our senior leadership team and is supported by several informal committees that meet regularly to resolve operational issues and provide advice on strategic issues.

### Audit Committee

The Audit Committee reviews and gives independent advice and assurance to the CEO about the appropriateness of our agency's financial and performance reporting and systems of risk oversight, risk management and internal control.

Our Audit Committee Charter is at: [www.dta.gov.au/audit-committee-charter](http://www.dta.gov.au/audit-committee-charter).

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

### Allan Gaukroger – Independent Chair

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

### Karen Toole – Independent Deputy Chair

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

### Christopher Atkinson – Independent Member

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

### Joanne Hutchinson – DTA SES Officer

Joanne is the DTA Chief Portfolio Officer and leads our Digital Governance and Investment Division. She is a member of the DTA Executive Board. Joanne has more than 20 years' public sector experience in policy, program and service delivery roles and has worked in both central and line agencies. She holds a Master of Public Policy, a Graduate Diploma in Marketing Communications, a Graduate

Certificate in Project Management and a Bachelor of Applied Science (Occupational Therapy). Joanne is also a Graduate and Member of the Australian Institute of Company Directors.

## Meeting attendance and remuneration

All members attended all 5 meetings held during the reporting year, on 21 August 2019, 18 September 2019, 20 November 2019, 11 March 2020 and 17 June 2020.

In 2019–20, the Independent Chair’s remuneration was \$27,500 including GST and the Independent Deputy Chair’s remuneration was \$18,040 including GST. The other 2 committee members did not receive remuneration for their committee roles.

## Corporate planning and reporting

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

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

## Risk and fraud management

We take a risk-based approach to treating sources of risk that may negatively affect our ability to deliver DTA priorities, while remaining open to positive risks and opportunities that support our objectives. Many of our delivery approaches, such as agile and iterative development, help to contain risk and respond quickly to changes in the surrounding environment or to feedback.

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

In accordance with the PGPA Act, we have conducted fraud risk assessments and prepared a fraud control plan, to minimise the incidence of fraud through appropriate fraud prevention, detection, investigation and reporting mechanisms. Our fraud control plan provides the basis for managing fraud for the Executive Group, management and individuals. It includes: potential internal and external fraud risks; fraud prevention and detection mechanisms; and investigation, reporting, recording and response strategies for fraudulent activities.

No instances of fraud were identified during the year.

## Internal audit and assurance

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

In 2019–20 our agency's Internal Audit function completed reviews of:

- Contractor Management
- Cross Agency Project Management
- Procurement
- ICT Procurement Transformation Program
- Protective Security
- Stakeholder Engagement.

We also started a review of:

- Protected Desktop.

## External scrutiny

We are accountable to the Parliament through the Minister for Government Services. Other external scrutiny of our agency is provided through Parliamentary Committees, the Commonwealth Ombudsman, Australian Information Commissioner and Australian National Audit Office.

Our agency was not the subject of any judicial decisions or decisions of administrative tribunals or the Australian Information Commissioner in 2019–20. We were not the subject of any reports by the Commonwealth Ombudsman or capability reviews by the Australian Public Service Commission.

### Australian National Audit Office

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

During 2019–20 the DTA was not the subject of any other performance audits. We have implemented all recommendations from previous performance audits.

### Senate inquiries

We appeared before 2 inquiries during the reporting year:

- 6 December 2019 – House of Representatives Standing Committee on Social Policy and Legal Affairs, Inquiry into verification for online wagering and online pornography
- 6 May 2020 – Senate Select Committee on COVID-19.

### Senate Estimates

We appeared before the Senate Community Affairs Legislation Committee on 24 October 2019 for Supplementary Budget Estimates, and on 5 March 2020 for Additional Budget Estimates. Budget Estimates was not held due to the coronavirus pandemic.

## Our people

To successfully lead the Government’s digital transformation efforts, our workforce has unique and wide-ranging capabilities. Our people have skills that many service delivery agencies need in a digital future, including:

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

At 30 June 2020, our agency had 244 APS employees, including part-time and non-ongoing employees (based on headcount). Most of our employees are in our Canberra office (95.1%) with our remaining staff working in our Sydney office.

During 2019–20 our average staffing level was 218.1.

**Table 1:** Workforce profile (APS employees based on substantive headcount), 30 June 2020

Classification	Type		Status			Location		Gender		
	Total	Ongoing	Non-ongoing	Full-time	Part-time	Canberra	Sydney	Female	Male	Other
CEO	1	1		1		1			1	
SES B2	3	3		3		3		1	2	
SES B1	11	11		10	1	11		6	5	
EL2	44	42	2	40	4	43	1	27	27	
EL1	80	78	2	72	8	74	6	45	35	
APS	105	100	5	89	16	100	5	67	38	
<b>Total</b>	<b>244</b>	<b>235</b>	<b>9</b>	<b>215</b>	<b>29</b>	<b>232</b>	<b>12</b>	<b>136</b>	<b>108</b>	

## Team DTA

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

As Team DTA continues to drive the digital transformation of public services across government, it is important that we have a unifying set of values to guide our day-to-day work practices and behaviours.

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

- We strive to make a difference.
- We work well together.
- We focus on meeting user needs.
- We are innovative and practical.

These values and behaviours complement the APS Values and Code of Conduct, which set out the standards of behaviour expected of all employees in the APS.

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

## Workforce planning

Our workforce planning helps us to build a responsive and agile future agency workforce. We are focusing on aligning our operating environment and workforce, attracting and retaining talent, strengthening partnerships, improving resource management, and implementing strategic workforce planning.

During 2019–20, we concentrated on aligning our operating model and workforce with the evolving priorities of the agency and for the future of work. This included increased internal mobility and external recruitment activity to strengthen our capability and resource management to enable us to achieve our remit.

Throughout the recruitment exercise, we identified critical gaps in areas where roles will be difficult to source, there are long lead times to competency, or specialist skillsets required. To address the gaps and take a systematic organisation-wide approach to our workforce planning, we commenced a role design and capability analysis project with the aim of developing a comprehensive suite of guidance on how we attract, recruit and retain talent.

## People Strategy

Our People Strategy explains how we will ensure effective delivery of our goals through staff performance. It covers: our values and behaviours; our environment; recruiting; onboarding; pay and conditions; diversity and wellbeing; performance, conduct and culture; capability development; and leaving DTA.

To attract and retain the right people, we use a variety of strategies including flexible working arrangements, development opportunities to enhance skills and capabilities, a wellbeing program, and competitive remuneration and employment conditions (see page 64).

In 2019–20, we had an ongoing employee turnover rate of 15.9%.

## Diversity and inclusion

We are committed to creating an environment where everyone feels welcome, valued and respected and can participate fully at work. To do this, we focus on leadership and culture, awareness and creating a sense of belonging, celebrations through recognised events, and employee diversity networks.

We have a diverse workforce, with 37 (15.2%) of our employees born overseas. In 2019–20, we also had 2 employees (0.8%) who identified as Aboriginal or Torres Strait Islander and 8 employees (3.3%) who identified as having a disability.

Our Diversity and Inclusion Strategy 2019–2021 promotes the ongoing growth of diversity and inclusion of our workforce and embeds this as part of everything we do.



We maintain focus and remain committed to:

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

Our diversity champion leads, inspires and promotes a culture of inclusion and collaboration. We ensure our offices are accessible and host an Accessibility Team through our co-Labs function. In addition, our Accessibility and Inclusivity Lead assists staff to ensure services and products being created provide an inclusive user experience. Our employees have access to update their own records. Disclosure is not mandatory, but we encourage everyone to provide this information by communicating the benefits of disclosing diversity status. This information informs our policies, programs and adjustments we can implement to ensure inclusiveness for all our employees.

*The National Disability Strategy 2010–20* is Australia’s overarching framework for disability reform. Progress reports are at [dss.gov.au](http://dss.gov.au). Disability reporting is included in the Australian Public Service Commission’s State of the Service reports and APS Statistical Bulletin, which are at [www.apsc.gov.au](http://www.apsc.gov.au).

## Supporting employees with carer responsibilities

We fully support employees with carer responsibilities. Carer support, which complies with the requirements of the *Carer Recognition Act 2010*, includes: family-friendly work arrangements such as access to flexible working arrangements and various forms of leave to meet caring responsibilities; the Employee Assistance Program, which provides employees and their immediate family with free access to professional counselling and support; and non-discriminatory definition of immediate family that recognises family members by blood, marriage, traditional kinship, current or former partner or de facto partner, and those in a genuine domestic or household relationship.

## Employment arrangements

Our Enterprise Agreement for all non-SES employees has been in place since 20 December 2018. All our SES officers are employed under the terms of individual determinations made under section 24(1) of the *Public Service Act 1999*, supplemented by a common law contract detailing remuneration. The amount of remuneration our SES officers receive is determined on an individual basis by the CEO in accordance with the SES Remuneration Policy.

## Salary range

In 2019–20 salaries for our employees ranged from \$47,484 to \$366,200 (SES 2).

**Table 2:** Salary range by classification, 30 June 2020

Classification	Minimum (\$)	Maximum (\$)
APS1	47,484	52,144
APS2	53,422	59,213
APS3	60,756	65,640
APS4	68,099	73,599
APS5	75,922	82,729
APS6	83,718	98,323
EL1	108,370	120,133
EL2	125,720	149,027
SES (all Bands)*	202,356	366,200

\* The SES salary range is based on actual salaries of SES employees, at 30 June 2020.

## Performance pay and other benefits

We did not pay performance bonuses outside of our DTA Enterprise Agreement 2018–2021 to any employees in 2019–20. We provide employees with a range of non-salary benefits including additional superannuation and salary packaging options.

## Remuneration

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

### Remuneration policies, practices and governance arrangements

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

All other SES staff are covered by Agency Determinations, which are determined by the CEO under subsection 24(1) of the *Public Service Act 1999*, in accordance with the Remuneration Tribunal Determination, APS Executive Remuneration Management Policy and DTA's SES Remuneration Policy. The DTA's SES Remuneration Policy is designed to promote and foster a culture of high performance, collaboration, innovation and respect through both actions and behaviours and provide a competitive salary for SES employees.

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

Governance arrangements for SES remuneration and movements in salary is determined by the CEO during the employee's annual review process and at the end of the performance cycle each year, as appropriate. See *Appendix B: Executive Remuneration* for more information.

## Capability development

We encourage continued learning and the ongoing development of our employees. At the DTA, building capability is about having connected, confident, capable and committed learners who interact effectively and grow individually and together.

To build capability is to grow our organisation through our people – we want to help our people develop the skills they need to succeed in the workplace.

During 2019–20 we held formal development opportunities for staff to strengthen their capability in:

- security
- privacy
- fraud and corruption prevention
- finance and procurement
- leadership
- building resilience
- influencing stakeholders
- leading change
- crucial conversations
- problem solving
- strategic thinking.

Additionally, our studies assistance program supported 21 staff.

## **Workplace health and safety**

The health and safety of our workforce is of the utmost importance. Initiatives in 2019–20 to support and manage the health, safety and welfare of our workers included:

- Mental Health First Aid and Resilience training for staff
- implementation of a hazard identification register to capture and track remediation of issues requiring attention
- confidential counselling services to employees and their immediate family members through the Employee Assistance Program
- in-house workstation assessments with a strengthened approach to reasonable adjustment

- investment in early intervention support for employees experiencing an illness or injury
- continued efforts to promote healthy lifestyle, including influenza vaccinations, September and Red Cross Lifeblood challenge
- extensive communication and support for employees during the Black Summer bushfires and COVID-19 pandemic.

During 2019–20 there were 11 incidents reported with no notifiable incidents to report to Comcare under section 38 of the *Work Health and Safety Act 2011* (WHS Act). One worker's compensation claim was lodged and later withdrawn. No investigations were conducted and no notices were given under Part 10 of the WHS Act.

## Technology

We use multiple solutions to meet our ICT needs including a cloud-first approach for corporate systems. We were the first agency to go live with Office 365 at a 'Protected' level in 2019. Our staff can access the DTA network anywhere and anytime. This allowed the DTA to rapidly move to a remote workforce in response to the COVID-19 pandemic without any changes to the network or equipment used. During the year, we were able to smoothly onboard 275 people, including staff, contractors and consultants, for different engagements thanks to improved and automated process in our agency's onboarding process.

Over the past year we also rolled out a cloud-based Follow-me-print solution for use across the DTA offices and moved many key corporate functions requiring signatures to e-signature solutions.

## Environmental performance

We aim to minimise the impact of our day-to-day operations on the environment and support the principles of the sustainable development in the *Environment Protection and Biodiversity Conservation Act 1999*. We employ a range of practical strategies to manage waste and be energy efficient, including:

- sustainable purchasing strategy when procuring high-use office supplies as well as exclusive use of 100% carbon-neutral and recyclable print paper
- signage around our offices to direct employees to recycling points and waste services, with one recycling bin for every 20 staff members
- participation in initiatives such as printer toner cartridge, battery and felt pen recycling programs
- reduced power consumption strategies, including using waterless toilet facilities where appropriate and motion sensor lighting arrangements to reduce lighting after prolonged periods of inactivity.

Our Canberra office recognises the Commonwealth's Green Lease Schedule guidelines and is in one of Canberra's top-rated energy efficient buildings, according to the National Australian Built Environment Rating System (NABERS).

## Freedom of information

We publish a range of information in accordance with the Information Publication Scheme, including requests under the *Freedom of Information Act 1982*. Details are at: [www.dta.gov.au](http://www.dta.gov.au).



**We manage our  
finances responsibly  
to effectively  
perform our work  
leading digital  
transformation in  
government**



# 04

## Financial performance

Financial performance overview	72
Purchasing and procurement	75
Advertising and market research	77
Legal services expenditure	78
Financial statements	79

# Financial performance overview

The DTA recorded an operating surplus of \$9.4 million in 2019–20, driven by savings achieved from whole-of-Australian-Government ICT Procurement of \$9.3 million. This compares with a surplus of \$6.5 million in 2018–19, driven by savings achieved from whole-of-Australian-Government ICT Procurement.

The DTA's management of the ICT Coordinated Procurement Special Account continues to have a substantial impact on our agency's balance sheet, with \$99.6 million of DTA's \$164.5 million of assets and \$60.0 million of DTA's \$116.0 million in liabilities associated with the special account.

The Australian National Audit Office issued an unmodified audit report on 25 September 2020.

**Table 3:** Resource statement

		Actual available appropriation for 2019–20 \$'000 (a)	Payments made for 2019–20 \$'000 (b)	Remaining balance 2019–20 \$'000 (a) – (b)
<b>Ordinary annual services<sup>1</sup></b>				
Prior year departmental appropriation		33,290	33,290	-
Departmental appropriation <sup>2</sup>		66,629	15,028	51,601
s. 74 retained revenue receipts		34,478	34,478	-
s. 75 transfers		-	-	-
Total		134,397	82,796	51,601
<b>Total ordinary annual services</b>	<b>A</b>	<b>134,397</b>	<b>82,796</b>	
<b>Special Accounts<sup>3</sup></b>				
Opening balance		95,738		
Balance transfer from Department of Finance		-		
Non-appropriation receipts to Special Account		310,185		
Payments made			314,686	
Closing balance				91,237
<b>Total Special Accounts</b>	<b>B</b>	<b>405,923</b>	<b>314,686</b>	
<b>Total resourcing and payments for DTA</b>	<b>A+B</b>	<b>540,320</b>	<b>397,482</b>	

<sup>1</sup> Appropriation Act (No.1) 2019–20.

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

<sup>3</sup> Does not include 'special public money' held in accounts like 'services for other entities and trust moneys' special accounts.

**Table 4:** Expenses for Outcome 1

<b>Outcome 1: Improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.</b>	<b>Budget<sup>1</sup> 2019–20 \$'000 (a)</b>	<b>Actual expenses 2019–20 \$'000 (a)</b>	<b>Variation 2019–20 \$'000 (a) – (b)</b>
<b>Program 1.1: The Digital Transformation Agency</b>			
Departmental expenses			
Departmental appropriation <sup>2</sup>	69,115	69,048	67
Special Accounts	69,797	10,957	53,840
Expenses not requiring appropriation in the budget year	2,028	1,936	93
<b>Total for Program 1.1</b>	<b>135,940</b>	<b>81,941</b>	<b>53,999</b>
<b>Total expenses for Outcome 1</b>	<b>135,940</b>	<b>81,941</b>	<b>53,999</b>
	2018–19	2019–20	
Average staffing level (number)	214	217	

<sup>1</sup> Full-year budget, including any subsequent adjustment made to the 2019–20 Budget at Additional Estimates.

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

# Purchasing and procurement

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

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

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

In 2019–20, we published the following on the AusTender website:

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

By publishing on AusTender, we ensure that information is available to industry, including SMEs while simplifying the way business interacts with government online.

## Procurement initiatives to support small business

We support small business participation in the Commonwealth Government Procurement market. SMEs and small enterprise participation statistics are available on the Department of Finance's website.

In addition, the DTA operates the Digital Marketplace. The Digital Marketplace is an initiative under the National Innovation and Science Agenda, with the purpose of making it easier for smaller businesses to compete for the Government's ICT products and services.

Our procurement practices support SMEs by adopting whole-of-government solutions to simplify interactions with SMEs. This includes using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000. This reduces process costs for SMEs by creating contracting consistency and simplifying liability, insurance and indemnity requirements.

We recognise the importance of ensuring that small businesses are paid on time. We apply the Government's Supplier Pay on Time or Pay Interest Policy to pay invoices no later than 20 days following the receipt of a correctly rendered tax invoice valued at \$1 million or less.

## Australian National Audit Office Access Clauses

There were no instances of contracts that precluded the Auditor-General from accessing the contractor's premises (17AG(8)).

## Exempt contracts

No contracts in 2019–20 were exempt from AusTender reporting.

## Consultancies

The DTA engages consultants where specialist or technical expertise is required. Consultants are typically engaged to:

- investigate or diagnose a defined issue or problem
- carry out independent reviews or evaluations
- provide professional, independent, expert and objective advice
- provide recommendations to assist in decision making.

We assess the engagement of consultants to ensure value for money and compliance with the PGPA Act, the Commonwealth Procurement Rules (CPRs) and AAls.

During 2019–20, no new consultancy contracts were entered into. There were no ongoing consultancy contracts active during the period.

Annual reports contain information about actual expenditure on consultancy contracts. Information on the value of the contracts is available on the AusTender website: [www.tenders.gov.au](http://www.tenders.gov.au).

## Advertising and market research

During 2019–20, the DTA did not conduct any advertising campaigns. We did make payments for market research services, which are shown below.

**Table 5:** Market research payments, 2019–20

Firm	Service provided	Payments made (inc GST)
Chitchat Research	User research and incentives	\$21,911.08
Farron	User research and testing sessions	\$16,120.50
Qualitative Recruitment	User research and testing sessions	\$3,806.20
Q&A Market Research	User research and testing sessions	\$1,927.20
<b>Total</b>		<b>\$43,764.97</b>

## Legal services expenditure

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

**Table 6:** Legal services expenditure, 2019–20

Item	Value (all dollar amounts are GST exclusive, rounded to nearest dollar)
Total (external + internal) expenditure	\$1,941,455
Total internal legal services expenditure	\$0
Total external legal services expenditure	\$1,941,455
<b>External legal services expenditure</b>	
Total value of briefs to counsel	\$0
Total value of disbursements (excluding counsel)	\$0
Total value of professional fees paid	\$1,941,455
Total external legal services expenditure	\$1,941,455



# Digital Transformation Agency

**Financial statements**  
for the period ended 30 June 2020



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Government Services

#### Opinion

In my opinion, the financial statements of the Digital Transformation Agency ('the Entity') for the year ended 30 June 2020:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2020 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 statements as at 30 June 2020 and for the year then ended:

- Statement by the Chief Executive Officer and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a Summary of Significant Accounting Policies and other explanatory information.

#### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2020 but does not include the financial statements and my auditor's report thereon.

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

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

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

### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

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



Scott Sharp  
Executive Director  
Delegate of the Auditor-General

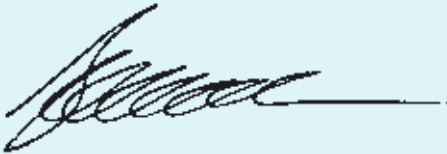
Canberra

25 September 2020

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

In our opinion, the attached financial statements for the year ended 30 June 2020 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.



**Randall Brugeaud**  
Chief Executive Officer

23 September 2020



**David Donovan FCPA**  
Chief Finance Officer

23 September 2020

## Digital Transformation Agency Statement of Comprehensive Income

for the period ending 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	32,262	31,811	25,068
Suppliers	1.1B	45,158	312,002	99,440
Depreciation and amortisation	2.2A	4,771	1,492	1,451
Impairment loss on financial instruments		-	508	-
Write-down and impairment of other assets	2.2A	2	41	-
Finance costs	1.1C	168	4	-
<b>Total expenses</b>		<b>82,361</b>	<b>345,858</b>	<b>125,959</b>
<b>Own-source income</b>				
<b>Own-source revenue</b>				
Revenue from contracts with customers	1.2A	24,462	236,621	72,255
Other revenue	1.2B	162	307	185
<b>Total own-source revenue</b>		<b>24,624</b>	<b>236,928</b>	<b>72,440</b>
<b>Gains</b>				
Reversals of impairment on financial instruments	5.2	420	-	-
Other gains	1.2C	119	40	-
<b>Total gains</b>		<b>539</b>	<b>40</b>	<b>-</b>
<b>Total own-source income</b>		<b>25,163</b>	<b>236,968</b>	<b>72,440</b>
<b>Net cost of services</b>		<b>57,198</b>	<b>108,890</b>	<b>53,519</b>
Revenue from Government		66,629	115,356	57,345
<b>Surplus/(deficit) attributable to the Australian Government</b>		<b>9,431</b>	<b>6,466</b>	<b>3,826</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation surplus		(42)	128	-
<b>Total comprehensive income attributable to the Australian Government</b>		<b>9,389</b>	<b>6,594</b>	<b>3,826</b>

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

## Digital Transformation Agency Statement of Financial Position

for the period ending 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents	2.1A	91,703	96,526	54,003
Trade and other receivables	2.1B	52,626	169,947	204,669
<b>Total financial assets</b>		<b>144,329</b>	266,473	258,672
<b>Non-financial assets</b>				
Leasehold improvements <sup>1</sup>	2.2A	17,932	6,174	1,400
Plant and equipment	2.2A	1,646	1,392	760
Prepayments		588	21,162	7,503
<b>Total non-financial assets</b>		<b>20,166</b>	28,728	9,663
<b>Total assets</b>		<b>164,495</b>	295,201	268,335
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	90,700	61,860	50,441
Other payables	2.3B	886	183,690	180,029
<b>Total payables</b>		<b>91,586</b>	245,550	230,470
<b>Provisions</b>				
Employee provisions	4.1A	10,055	9,571	8,170
Make good provisions	2.4A	1,265	1,200	559
<b>Total provisions</b>		<b>11,320</b>	10,771	8,729
<b>Interest Bearing liabilities</b>				
Leases		13,093	-	-
<b>Total interest bearing liabilities</b>		<b>13,093</b>	-	-
<b>Total liabilities</b>		<b>115,999</b>	256,321	239,199
<b>Net assets</b>		<b>48,496</b>	38,880	29,136
<b>EQUITY</b>				
Contributed equity		13,671	13,671	5,559
Asset revaluation reserve		325	367	239
Retained surplus		34,500	24,842	23,338
<b>Total equity</b>		<b>48,496</b>	38,880	29,136

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

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

## Digital Transformation Agency Statement of Changes in Equity

for the period ending 30 June 2020

	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>TOTAL EQUITY – OPENING BALANCE</b>			
<b>Balance carried forward from previous period</b>			
Contributed equity	13,671	28,660	13,671
Asset revaluation reserve	367	239	239
Retained earnings	24,842	18,405	19,512
Adjustment on initial application of AASB 9	-	(29)	-
Adjustment on initial application of AASB 16	227	-	-
<b>Adjusted opening balance</b>	<b>39,107</b>	<b>47,275</b>	<b>33,422</b>
<b>COMPREHENSIVE INCOME</b>			
<b>Retained earnings</b>			
Surplus for the period	9,431	6,466	3,826
<b>Asset revaluation reserve</b>			
Other comprehensive income	(42)	128	-
<b>Total comprehensive income</b>	<b>9,389</b>	<b>6,594</b>	<b>3,826</b>
<b>CONTRIBUTED EQUITY</b>			
<b>Transactions with owners – contributed equity</b>			
<b>Distributions to owners</b>			
Returns of capital:			
Return of equity – WoAG ICT savings <sup>1</sup>	-	(6,042)	(8,112)
Appropriation (equity reduction)	-	(8,930)	-
Restructuring <sup>2</sup>	-	(17)	-
<b>Total transactions with owners</b>	<b>-</b>	<b>(14,989)</b>	<b>(8,112)</b>
<b>TOTAL EQUITY</b>			
Contributed equity	13,671	13,671	5,559
Asset revaluation reserve	325	367	239
Retained earnings	34,500	24,842	23,338
<b>Closing balance as at 30 June</b>	<b>48,496</b>	<b>38,880</b>	<b>29,136</b>

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

<sup>1</sup> In 2019, as part of managing whole-of-Australian Government (WoAG) ICT procurement arrangements the DTA returned \$6.042 million in savings to the Consolidated Revenue Fund.

<sup>2</sup> In 2019, the Cyber Security Office transferred from the DTA to the Australian Signals Directorate. See the 2018–19 annual report for the details of the assets and liabilities transferred.

### 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 book value directly against contributed equity.

## Digital Transformation Agency Cash Flow Statement

for the period ending 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Appropriations		86,654	126,566	57,345
Net GST received		27,123	27,485	-
Rendering of services		348,898	288,101	194,821
<b>Total cash received</b>		<b>462,675</b>	<b>442,152</b>	<b>252,166</b>
<b>Cash used</b>				
Employees		33,404	32,131	25,049
Suppliers		391,841	353,629	220,229
Interest payments on lease liabilities <sup>1</sup>		145	-	-
Transfers to the Official Public Account (OPA)		38,658	9,476	-
<b>Total cash used</b>		<b>464,048</b>	<b>395,236</b>	<b>245,278</b>
<b>Net cash from / used by operating activities</b>		<b>(1,373)</b>	<b>46,916</b>	<b>6,888</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of leasehold improvements	2.2A	-	4,258	-
Purchase of plant and equipment	2.2A	653	148	1,600
<b>Total cash used</b>		<b>653</b>	<b>4,406</b>	<b>1,600</b>
<b>Net cash used by investing activities</b>		<b>(653)</b>	<b>(4,406)</b>	<b>(1,600)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash used</b>				
Distributions of equity:				
Return of equity – WoAG ICT savings		-	6,042	8,112
Principal payments of lease liabilities <sup>1</sup>		2,797	-	-
<b>Total cash used</b>		<b>2,797</b>	<b>6,042</b>	<b>8,112</b>
<b>Net cash used by financing activities</b>		<b>(2,797)</b>	<b>(6,042)</b>	<b>(8,112)</b>
<b>Net increase / (decrease) in cash held</b>		<b>(4,823)</b>	<b>36,468</b>	<b>(2,824)</b>
Cash and cash equivalents at the beginning of the reporting period	2.1A	96,526	60,058	56,827
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>91,703</b>	<b>96,526</b>	<b>54,003</b>

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

<sup>1</sup> Total cash outflow for leases for the year ended 30 June 2020 was \$2.942 million.



## Digital Transformation Agency Budget Variance Commentary

for the period ending 30 June 2020

### Budgetary reporting

The DTA's financial statements report the original budget as published in the Department of the Prime Minister and Cabinet 2019–20 Portfolio Budget Statements.

Where required, the original budget has been adjusted to align with the presentation and classification adopted in the final outcome.

Explanations of major variances between the actual and original budgeted amounts for 2020 (that are greater than +/- 10 per cent of the original budget for a line item and greater than +/- \$1 million) are provided below.

Explanations of major variances	Affected line items/statements
The implementation of AASB 15 in 2020 resulted in the DTA assessing the majority of the WoAG ICT Procurement contracts with customers as pass-through arrangements (DTA is acting as an agent) resulting in the elimination of transactions included in the original budget.	<p><b>Statement of Comprehensive Income</b></p> <p>Suppliers expense (\$51.3 million)</p> <p>Revenue from contracts with customers (\$47.8 million)</p> <p>Reversals of impairment on financial instruments (\$0.4 million)</p> <p><b>Statement of Financial Position</b></p> <p>Trade and other receivables (\$152.0 million)</p> <p>Prepayments (\$20.2 million)</p> <p>Suppliers payable (\$68.4 million – Contract liabilities, -\$34.2 million in accrued expenses)</p> <p>Other payables (\$179.1 million)</p> <p><b>Cash Flow Statement</b></p> <p>Rendering of services (\$144.5 million)</p> <p>Suppliers (\$126.2 million)</p>
The implementation of AASB 16 in 2020 has resulted in the recognition of lease right-of-use assets, liabilities and depreciation charges.	<p><b>Statement of Comprehensive Income</b></p> <p>Depreciation and amortisation (\$3.1 million)</p> <p><b>Statement of Financial Position</b></p> <p>Leasehold improvements (\$16.5 million)</p> <p>Lease liabilities (\$13.0 million)</p> <p><b>Cash Flow Statement</b></p> <p>Interest payments on lease liabilities (\$0.1 million)</p> <p>Principal payments of lease liabilities (\$2.8 million)</p>
Additional activities were completed to assist in the coordination of ICT Procurement and Development activities as part of the Government's response to the COVID-19 pandemic.	<p><b>Statement of Comprehensive Income</b></p> <p>Employee Benefits (\$7.2 million)</p> <p>Suppliers expense (\$4.9 million)</p> <p><b>Statement of Financial Position</b></p> <p>Prepayments (\$14.5 million)</p> <p><b>Cash Flow Statement</b></p> <p>Appropriations (\$31.5 million)</p> <p>Transfers to the OPA (\$38.7 million)</p>
ICT Procurement Special account: Increased receipt collection as part of new WoAG ICT Procurement arrangements with payment to be made in 2021.	<p><b>Statement of Financial Position</b></p> <p>Cash and cash equivalents (\$37.7 million)</p> <p>Retained earnings (\$7.2 million)</p>
Improved payment terms decreasing the DTA's payable balances.	<p><b>Statement of Financial Position</b></p> <p>Supplier payables (\$5.3 million)</p>

## Digital Transformation Agency

### Notes to and forming part of the financial statements

*for the period ending 30 June 2020*

---

<b>Overview</b>	<b>89</b>
<b>1. Financial performance</b>	<b>94</b>
1.1 Expenses	94
1.2 Own-source revenue and gains	96
<b>2. Financial position</b>	<b>98</b>
2.1 Financial assets	98
2.2 Non-financial assets	99
2.3 Payables	101
2.4 Other provisions	102
<b>3. Funding</b>	<b>103</b>
3.1 Appropriations	103
3.2 Special account	104
3.3 Net cash appropriation arrangement	105
<b>4. People and relationships</b>	<b>106</b>
4.1 Employee provisions	106
4.2 Key management personnel remuneration	107
4.3 Related party disclosures	107
<b>5. Managing uncertainties</b>	<b>108</b>
5.1 Contingent asset and liabilities	108
5.2 Financial instruments	108
<b>6. Other information</b>	<b>110</b>
6.1 Aggregate assets and liabilities	110

# Digital Transformation Agency

## Notes to and forming part of the financial statements

for the period ending 30 June 2020

### Overview

#### Objectives of the Digital Transformation Agency

The Digital Transformation Agency (DTA) is an Australian Government controlled entity. It is a not-for-profit entity. The DTA's outcome is to improve the user experience for all Australians accessing government information and services by leading the design, development and continual enhancement of whole-of-government service delivery policies and standards, platforms and joined-up services.

#### Basis of preparation of the financial statements

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

The financial statements have been prepared in accordance with:

- e. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR)
- f. Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except where certain assets and liabilities are recorded at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

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

#### New Australian accounting standards

All new, revised or amended standards and interpretations that were issued prior to the sign-off date and are applicable to the current reporting period (as listed below) have been reflected in the DTA's financial statements.

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions <sup>1</sup> , and adjustment to financial statements
AASB 15 <i>Revenue from Contracts with Customers</i> / AASB 2016–8 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities</i> and AASB 1058 <i>Income of Not-For-Profit Entities</i>	<p>AASB 15, AASB 2016–8 and AASB 1058 became effective 1 July 2019.</p> <p>AASB 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including AASB 118 <i>Revenue</i>, AASB 111 <i>Construction Contracts</i> and Interpretation 13 <i>Customer Loyalty Programmes</i>. The core principle of AASB 15 is to 'recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services'.</p> <p>AASB 1058 is relevant in circumstances where AASB 15 does not apply. AASB 1058 replaces most of the not-for-profit (NFP) provisions of AASB 1004 <i>Contributions</i> and applies to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable the entity to further its objectives, and where volunteer services are received.</p> <p>The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.</p>

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2020

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions <sup>1</sup> , and adjustment to financial statements
AASB 16 <i>Leases</i>	<p>AASB 16 became effective on 1 July 2019. This new standard has replaced AASB 117 <i>Leases</i>, Interpretation 4 <i>Determining whether an Arrangement contains a Lease</i>, Interpretation 115 <i>Operating Leases—Incentives</i> and Interpretation 127 <i>Evaluating the Substance of Transactions Involving the Legal Form of a Lease</i>.</p> <p>AASB 16 provides a single lessee accounting model, requiring the recognition of assets and liabilities for all leases, together with options to exclude leases where the lease term is 12 months or less, or where the underlying asset is of low value. AASB 16 substantially carries forward the lessor accounting in AASB 117, with the distinction between operating leases and finance leases being retained. The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.</p>

### ***Application of AASB 15 Revenue from Contracts with Customers / AASB 1058 Income of Not-For-Profit Entities***

The DTA adopted AASB 15 and AASB 1058 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2019 is not restated, that is, it is presented as previously reported under the various applicable AASBs and related interpretations.

Under the new income recognition model the DTA shall first determine whether an enforceable agreement exists and whether the promises to transfer goods or services to the customer are 'sufficiently specific'. If an enforceable agreement exists and the promises are 'sufficiently specific' (to a transaction or part of a transaction), the DTA applies the general AASB 15 principles to determine the appropriate revenue recognition. If these criteria are not met, the DTA shall consider whether AASB 1058 applies.

In relation to AASB 15, the DTA elected to apply the new standard to all new and uncompleted contracts from the date of initial application. The DTA is required to aggregate the effect of all contract modifications that occur before the date of initial application.

In terms of AASB 1058, the DTA is required to recognise volunteer services at fair value if those services would have been purchased if not provided voluntarily, and the fair value of those services can be measured reliably.

Predominantly, the DTA's revenue previously recognised relates to ICT WoAG Procurement contracts. On assessment the DTA is an Agent in respect of most of these transactions, as well as other Departmental activities, and therefore both revenue and expense transactions are treated as pass-throughs under the new standard. DTA only recognises the amount of any fee or commission to which it expects to be entitled in exchange for arranging the specified goods or services to be provided by the supplier. The estimated impact for 2020 is a decrease in revenue and expense of \$215.123 million, as well as a decrease in assets and liabilities of \$141.048 million.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

The table below shows the impact of transition to AASB 15 and AASB 1058 on 1 July 2019:

	1 July 2019 \$'000
<b>Impact on transition of AASB 15</b>	
<b>Departmental</b>	
<b>Assets</b>	
Receivables	(100,957)
Prepayments	(16,187)
<b>Total assets</b>	<b>(117,144)</b>
<b>Liabilities</b>	
Contract liabilities	(81,150)
Unearned revenue	198,294
<b>Total liabilities</b>	<b>117,144</b>
<b>Total adjustment recognised in retained earnings</b>	<b>-</b>

Set out below are the amounts by which each financial statement line item is affected as at 30 June 2020 as a result of the adoption of AASB 15 and AASB 1058. The first column shows amounts prepared under AASB 15 and AASB 1058 and the second column shows what the amounts would have been had AASB 15 and AASB 1058 not been adopted:

#### Transitional disclosure

	AASB 15 / AASB 1058 \$'000	Previous AAS \$'000	Increase / (decrease) \$'000
<b>Expenses</b>			
Suppliers	45,192	260,315	(215,123)
<b>Total expenses</b>	<b>45,192</b>	<b>260,315</b>	<b>(215,123)</b>
<b>Revenue</b>			
Rendering of services	24,462	239,585	(215,123)
<b>Total revenue</b>	<b>24,462</b>	<b>239,585</b>	<b>(215,123)</b>
<b>Net (cost of)/contribution by services</b>	<b>(20,730)</b>	<b>(20,730)</b>	<b>-</b>
<b>Assets</b>			
Receivables	9,625	139,772	(130,147)
Prepayments	588	11,525	(10,937)
<b>Total assets</b>	<b>10,213</b>	<b>151,297</b>	<b>(141,084)</b>
<b>Liabilities</b>			
Contract liabilities	68,367	-	68,367
Unearned revenue	-	209,451	(209,451)
<b>Total liabilities</b>	<b>68,367</b>	<b>209,451</b>	<b>(141,084)</b>
<b>Retained earnings</b>	<b>(58,154)</b>	<b>(58,154)</b>	<b>-</b>

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2020

---

### **Application of AASB 16 Leases**

The DTA adopted AASB 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2019 is not restated, that is, it is presented as previously reported under AASB 117 and related interpretations.

The DTA elected to apply the practical expedient to not reassess whether a contract is, or contains a lease at the date of initial application. Contracts entered into before the transition date that were not identified as leases under AASB 117 were not reassessed. The definition of a lease under AASB 16 was applied only to contracts entered into or changed on or after 1 July 2019.

AASB 16 provides for certain optional practical expedients, including those related to the initial adoption of the standard. The DTA applied the following practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117:

- Apply a single discount rate to a portfolio of leases with reasonably similar characteristics.
- Exclude initial direct costs from the measurement of right-of-use assets at the date of initial application for leases where the right-of-use asset was determined as if AASB 16 had been applied since the commencement date.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.
- Reliance on previous assessments on whether leases are onerous as opposed to preparing an impairment review under AASB 136 Impairment of assets as at the date of initial application.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term remaining as of the date of initial application.

As a lessee, the DTA previously classified leases as operating or finance leases based on its assessment of whether the lease transferred substantially all of the risks and rewards of ownership. Under AASB 16, the DTA recognises right-of-use assets and lease liabilities for leases. In 2019–20, the DTA has no right-of-use assets and lease liabilities of low value based on the value of the underlying asset when new or short-term leases with a lease term of 12 months or less.

On adoption of AASB 16, the DTA recognised right-of-use assets and lease liabilities in relation to leases of office space which had previously been classified as operating leases.

The lease liabilities were measured at the present value of the remaining lease payments, discounted using the DTA's incremental borrowing rate (IBR) as at 1 July 2019. The IBR is the rate at which a similar borrowing could be obtained from an independent creditor under comparable terms and conditions. The weighted-average rate applied was 1.01%.

The right-of-use assets for office space were measured at an amount equal to the lease liability, adjusted by the amount of prepayments made in 2019 and less a lease incentive taken as a rent abatement.

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2020

On transition to AASB 16, the DTA recognised additional right-of-use assets and additional lease liabilities, recognising the difference in retained earnings. The impact on transition is summarised below:

	1 July 2019 \$'000
<b>Impact on Transition of AASB 16</b>	
<b>Departmental</b>	
Right-of-use assets – property, plant and equipment	16,132
Lease liabilities	15,890
Retained earnings	227
The following table reconciles the Departmental minimum lease commitments disclosed in the entity's 30 June 2019 annual financial statements to the amount of lease liabilities recognised on 1 July 2019:	
Minimum operating lease commitment at 30 June 2019 <sup>1</sup>	16,344
Plus: straight-line payable recognised in retained earnings	227
Less: prepayment of rent in 2019	242
<b>Undiscounted lease payments</b>	<b>16,329</b>
Less: effect of discounting using the incremental borrowing rate as at the date of initial application	439
<b>Lease liabilities recognised at 1 July 2019</b>	<b>15,890</b>

<sup>1</sup> The minimum operating lease commitment published in 2019 has been adjusted for GST (reported as GST inclusive), an amendment to the 50 Marcus Clarke Street lease and a minor correction.

### Taxation

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

### Events after the reporting period

There are no known events occurring after the reporting period that could impact on the financial statements. To the extent that the COVID-19 pandemic has been identified as having an effect on the DTA's financial statements, including valuations, this impact has been included.

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2020

### 1. Financial performance

This section analyses the financial performance of the DTA for the year ended 30 June 2020.

#### 1.1 Expenses

	2020 \$'000	2019 \$'000
<b>Note 1.1A: Employee benefits</b>		
Wages and salaries	22,835	22,005
Superannuation:		
Defined contribution plans	2,403	2,253
Defined benefit plans	2,165	1,999
Leave and other entitlements	3,973	4,947
Separation and redundancies	43	26
Other <sup>1</sup>	843	581
<b>Total employee benefits</b>	<b>32,262</b>	<b>31,811</b>

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



## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

#### Accounting Policy

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

	2020	2019
	\$'000	\$'000
<b>Note 1.1B: Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Consultants	546	2,705
Contractors	26,767	30,688
Legal	2,238	2,033
Information technology and communication <sup>1</sup>	8,922	220,604
Payments to other government agencies <sup>2</sup>	1,941	41,957
Secondments	168	1,701
Training, recruitment and other staff costs	1,661	2,654
Travel	533	1,181
Property, equipment, repairs and maintenance	727	1,315
Shared services charges	913	2,555
Other <sup>3</sup>	653	819
<b>Total goods and services supplied or rendered<sup>4</sup></b>	<b>45,069</b>	<b>308,212</b>
Goods supplied	314	231
Services rendered	44,755	307,981
<b>Total goods and services supplied or rendered</b>	<b>45,069</b>	<b>308,212</b>
<b>Other suppliers</b>		
Operating lease rentals <sup>4</sup>	-	3,572
Workers compensation expenses	89	218
<b>Total other supplier expenses</b>	<b>89</b>	<b>3,790</b>
<b>Total suppliers</b>	<b>45,158</b>	<b>312,002</b>

<sup>1</sup> The decrease in Information technology and communications expense relates to WoAG ICT procurement arrangements no longer recognised on implementation of AASB15 as these are treated as pass-through arrangements where the DTA is acting as an agent.

<sup>2</sup> Relates to collaboration with other government agencies on digital identity capability.

<sup>3</sup> Other relates to Comcover premiums, conference fees, user research costs and office supplies.

<sup>4</sup> The DTA has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

The DTA has no short-term lease commitments or low value leases as at 30 June 2020.

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

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

	2020 \$'000	2019 \$'000
<b>Note 1.1C: Finance costs – unwinding of discount</b>		
Interest on lease liabilities <sup>1</sup>	145	-
Unwinding of discount	23	4
<b>Total finance costs</b>	<b>168</b>	<b>4</b>

<sup>1</sup> The Entity has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

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

### 1.2 Own-source revenue and gains

	2020 \$'000	2019 \$'000
<b>Note 1.2A: Revenue from contracts with customers</b>		
Rendering of services	24,462	236,621
<b>Total revenue from contracts with customers</b>	<b>24,462</b>	<b>236,621</b>
<b>Revenue from contracts in connection with:</b>		
WoAG ICT Procurement fees	22,406	234,784
ICT Skills Program	1,494	1,478
Defence Cyber GAP Program	500	-
Other	62	359
<b>Total revenue from contracts with customers</b>	<b>24,462</b>	<b>236,621</b>
<b>Timing of transfer of services:</b>		
Over time	16,785	
Point in time	7,677	
<b>Total revenue from contracts with customers</b>	<b>24,462</b>	

#### Disaggregation of revenue from contracts with customers

The majority of the DTA's revenue relates to ICT WoAG Procurement contracts, hence there is only minimal revenue from external parties. This revenue has decreased during 2020 as the DTA has determined they are an agent for these contracts and treated these as pass-through costs, no longer recognising revenue.

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

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2020

	2020 \$'000	2019 \$'000
<b>Note 1.2B: Other revenue</b>		
Resources received free of charge – secondments <sup>1</sup>	36	169
Resources received free of charge – audit services <sup>1</sup>	84	84
Other <sup>2</sup>	42	54
<b>Total resources received free of charge</b>	<b>162</b>	<b>307</b>

<sup>1</sup> Volunteer services are represented by resources received free of charge.

<sup>2</sup> Other relates to royalties received and a refund of Comcover premiums.

### Accounting Policy

#### Resources received free of charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

#### Rendering of services

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

	2020 \$'000	2019 \$'000
<b>Note 1.2C: Other gains</b>		
Gain on derecognition of make good	-	40
Foreign exchange gains	30	-
Other <sup>1</sup>	89	-
<b>Total other gains</b>	<b>119</b>	<b>40</b>

<sup>1</sup> Other relates to the reversal of a prior year accrual for Comcare.

#### Revenue from Government

Amounts appropriated for departmental ordinary annual services for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when DTA gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts.

#### Reversals of impairment on financial instruments

Accounting policies for impairment are included in Note 5.2 Financial instruments.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

## 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

	2020 \$'000	2019 \$'000
<b>Note 2.1A: Cash and cash equivalents</b>		
Cash on hand or on deposit	466	788
Special account – cash at bank	1,321	3,810
Special account – held in the OPA	89,916	91,928
<b>Total cash and cash equivalents</b>	<b>91,703</b>	<b>96,526</b>
<b>Note 2.1B: Trade and other receivables</b>		
<b>Goods and services receivables</b>		
Goods and services <sup>1</sup>	9,625	146,436
<b>Total goods and services receivables</b>	<b>9,625</b>	<b>146,436</b>
<b>Appropriations receivables</b>		
Existing programs	42,205	23,572
<b>Total appropriations receivable</b>	<b>42,205</b>	<b>23,572</b>
<b>Other receivables</b>		
Statutory receivables	297	-
Other receivables	602	474
<b>Total other receivables</b>	<b>899</b>	<b>474</b>
<b>Total trade and other receivables (gross)</b>	<b>52,729</b>	<b>170,482</b>
Less impairment loss allowance <sup>2</sup>	(103)	(535)
<b>Total trade and other receivables (net)</b>	<b>52,626</b>	<b>169,947</b>

Credit terms for goods and services were within 30 days (2019: 30 days).

<sup>1</sup> The decrease in goods and services receivables relates to WoAG ICT procurement arrangements no longer recognised on implementation of AASB15 as these are pass-through arrangements.

<sup>2</sup> 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 2020 of \$0.103 million (2019: \$0.535 million).

Refer Note 2.3A for information relating to contract liabilities.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

#### Accounting Policy

##### Financial assets

Trade receivables, loans 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

For information on impairment loss allowances see Note 5.2 Financial Instruments.

## 2.2 Non-financial assets

#### Note 2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Leasehold improvements \$'000	Plant and equipment \$'000	Intangibles \$'000	Total \$'000
<b>As at 1 July 2019</b>				
Gross book value	6,174	1,392	841	8,407
Accumulated depreciation/amortisation and impairment	-	-	(841)	(841)
<b>Total as at 1 July 2019</b>	<b>6,174</b>	<b>1,392</b>	<b>-</b>	<b>7,566</b>
Recognition of right of use asset on initial application of AASB 16	16,132	-	-	16,132
<b>Adjusted Total as at 1 July 2019</b>	<b>22,306</b>	<b>1,392</b>	<b>-</b>	<b>23,698</b>
Additions				
Purchase	-	653	-	653
Depreciation and amortisation expense	(1,300)	(397)	-	(1,697)
Depreciation on right-of-use assets	(3,074)	-	-	(3,074)
Write-down and impairments recognised in net cost of services	-	(2)	-	(2)
<b>Total as at 30 June 2020</b>	<b>17,932</b>	<b>1,646</b>	<b>-</b>	<b>19,578</b>
<b>Total as at 30 June 2020 represented by</b>				
Gross book value				
Fair value	22,306	2,041	-	24,347
Accumulated depreciation/ amortisation and impairment	(4,374)	(395)	-	(4,769)
<b>Total as at 30 June 2020</b>	<b>17,932</b>	<b>1,646</b>	<b>-</b>	<b>19,578</b>
<b>Carrying amount of right-of-use assets</b>	<b>13,058</b>	<b>-</b>	<b>-</b>	<b>13,058</b>

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 2020, the value of contractual commitments for the acquisition of leasehold improvements and plant and equipment is nil (2019: nil).

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

#### Accounting Policy

##### Asset recognition threshold

Property, plant and equipment is the generic term that covers leasehold improvements and plant and equipment. Purchases of property, plant and equipment and intangibles are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the DTA where there is an obligation to restore the asset to its original condition. These costs are included in the value of the DTA's leasehold improvements with a corresponding provision for the 'make good' recognised.

##### Leased Right of Use (ROU) Assets

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

On initial adoption of AASB 16, the DTA did not have a provision for onerous leases recognised immediately before the date of initial application therefore the ROU assets have not been adjusted. Following initial application, an impairment review is undertaken for any right of use lease asset to determine if indicators of impairment exist and an impairment loss should be recognised against any right of use lease asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, General Government Sector and Whole-of-Government financial statements.

##### Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. 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, generally this will be on a three year cycle unless a significant event occurs that would impact the fair value of assets.

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

<i>Asset class</i>	<i>Fair value measurement</i>	<i>2020</i> <i>\$'000</i>	<i>2019</i> <i>\$'000</i>
Leasehold improvements	Current replacement cost – Level 3	<b>4,874</b>	6,174
Plant and equipment	Market selling price – Level 2	<b>1,242</b>	845
Plant and equipment	Market selling price – Level 3	<b>324</b>	434
Plant and equipment	Current replacement cost – Level 3	<b>80</b>	113

In 2019 a valuation of property, plant and equipment assets was undertaken by Jones Lang Lasalle (JLL). A desktop review of asset values by JLL in June 2020 confirmed that there was no material variation between carrying amount and fair value.

##### Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the DTA using, in all cases, the straight-line method of depreciation. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Leasehold improvements <sup>1</sup>	Lease term	Lease term
Plant and equipment	3 to 10 years	3 to 10 years

<sup>1</sup> The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

#### Impairment

All assets were assessed for impairment during 2020. 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.

A write-down of \$2,000 was recognised in 2020 (2019: \$41,000) for plant and equipment assets which were disposed on completion of the DTA's annual stocktake.

## 2.3 Payables

	2020 \$'000	2019 \$'000
<b>Note 2.3A: Suppliers</b>		
Contract liabilities <sup>1</sup>	68,367	-
Trade creditors and accruals	22,333	61,860
<b>Total suppliers</b>	<b>90,700</b>	<b>61,860</b>

Settlement is usually made within 20 days.

<sup>1</sup> The contract liabilities are associated with WoAG ICT Procurement contracts and myGov software updates managed by the DTA. The decrease relates to amounts no longer recognised on implementation of AASB15 where these amounts are also outstanding receivables and are deemed to be pass-through arrangements.

	2020 \$'000	2019 \$'000
<b>Note 2.3B: Other payables</b>		
Unearned revenue <sup>1</sup>	-	182,098
Salaries and wages	423	204
Superannuation	70	34
Lease straight – line <sup>2</sup>	-	227
Statutory payable	44	407
Other payables	349	720
<b>Total other payables</b>	<b>886</b>	<b>183,690</b>

<sup>1</sup> Unearned revenue is reported as contract liabilities in 2020 under AASB 15.

<sup>2</sup> The Entity has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

#### 2.4 Other provisions

	2020 \$'000
<b>Note 2.4A: Provision for make good obligations</b>	
<b>As at 1 July 2019</b>	<b>1,200</b>
Revaluation or change in discount rate	42
Unwinding of discount	23
<b>Total as at 30 June 2020</b>	<b>1,265</b>

The DTA has entered two lease arrangements (one under a Memorandum of Understanding agreement) for the leasing of premises. These arrangements have provisions requiring the DTA to restore the premises to the original condition at the conclusion of the lease.

#### Accounting Policy

Provisions for the restoration of leased premises (make good) are based on future obligations relating to the underlying assets. The provision is disclosed at the present value of the obligation utilising the appropriate Government bond rate.



## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

### 3. Funding

This section identifies the DTA's funding structure.

#### 3.1 Appropriations

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

##### Annual appropriations for 2020

	<i>Appropriation Act</i>		<i>PGPA Act</i>	Appropriation applied in 2020 (current and prior years)	Variance <sup>1</sup>
	Annual appropriation	Section 74 receipts	Total appropriation		
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Departmental</b>					
Ordinary annual services	66,629	34,478	101,107	(82,796)	18,311
<b>Total departmental</b>	<b>66,629</b>	<b>34,478</b>	<b>101,107</b>	<b>(82,796)</b>	<b>18,311</b>

##### Annual appropriations for 2019

	<i>Appropriation Act</i>		<i>PGPA Act</i>	Appropriation applied in 2019 (current and prior years)	Variance <sup>1</sup>
	Annual Appropriation	Section 74 receipts	Total appropriation		
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Departmental</b>					
Ordinary annual services	115,356	4,329	119,685	(121,425)	(1,740)
<b>Total departmental</b>	<b>115,356</b>	<b>4,329</b>	<b>119,685</b>	<b>(121,425)</b>	<b>(1,740)</b>

<sup>1</sup> The variance in departmental ordinary annual services is mainly attributable to amounts received from Services Australia to complete upgrade work on myGov and myGovID software applications that will be finalised in 2021.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

	2020 \$'000	2019 \$'000
<b>Note 3.1B: Unspent annual appropriations ('Recoverable GST exclusive')</b>		
<b>Departmental</b>		
<i>Appropriation Act (No. 1) 2017–18<sup>1</sup></i>	8,930	8,930
<i>Appropriation Act (No. 1) 2018–19</i>	-	23,572
<i>Appropriation Act (No. 1) 2018–19 – cash held by the department</i>	-	788
<i>Appropriation Act (No. 1) 2019–20</i>	32,630	-
<i>Appropriation Act (No. 3) 2019–20</i>	9,575	-
<i>Appropriation Act (No. 1) 2019–20 – cash held by the department</i>	466	-
<b>Total departmental</b>	<b>51,601</b>	<b>33,290</b>

<sup>1</sup> Appropriation Act 1 2017–18 includes \$8.93 million withheld under section 51 of the PGPA Act as these had not been formally reduced by law prior to 30 June 2020. s51 constitutes a permanent loss of control resulting in this amount being reduced in Note 2.1B.

### 3.2 Special account

	ICT Coordinated Procurement Special Account <sup>1</sup>	
	2020 \$'000	2019 \$'000
<b>Note 3.2A: Special accounts</b>		
<b>Balance brought forward from previous period</b>	<b>95,738</b>	59,264
Increases	310,185	282,407
<b>Total increases</b>	<b>310,185</b>	282,407
<b>Available for payments</b>	<b>405,923</b>	341,671
Departmental decreases	(314,686)	(245,933)
<b>Total decreases</b>	<b>(314,686)</b>	(245,933)
<b>Total balance carried to the next period</b>	<b>91,237</b>	95,738
<b>Balance represented by:</b>		
Cash at bank	1,321	3,810
Cash held in the Official Public Account	89,916	91,928
<b>Total balance carried to the next period</b>	<b>91,237</b>	95,738

<sup>1</sup> 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

for the period ending 30 June 2020

#### 3.3 Net cash appropriation arrangement

	2020 \$'000	2019 \$'000
<b>Total comprehensive income less depreciation/amortisation expenses previously funded through revenue appropriations, depreciation on right of use assets and principal repayments on leased assets</b>	<b>11,363</b>	8,086
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	<b>(1,697)</b>	(1,492)
Plus: depreciation on right-of-use assets	<b>(3,074)</b>	-
Less: principal repayments – leased assets	<b>2,797</b>	-
<b>Total comprehensive income – as per the Statement of Comprehensive Income</b>	<b>9,389</b>	6,594

From 2010–11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required. The DTA has received no capital budget in 2020 (2019: nil)

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principle 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

for the period ending 30 June 2020

#### 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

	2020 \$'000	2019 \$'000
<b>Note 4.1A: Employee provisions</b>		
Leave	10,055	9,571
<b>Total employee provisions</b>	<b>10,055</b>	<b>9,571</b>

##### Accounting Policy

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

##### Leave

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

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

for the period ending 30 June 2020

#### 4.2 Key management personnel remuneration

##### Note 4.2A: 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:

	2020 \$'000	2019 \$'000
Short-term employee benefits	1,619	1,680
Post-employment benefits	236	205
Other long-term employee benefits	39	40
Termination benefits	-	-
<b>Total key management personnel remuneration expenses<sup>1,2,3</sup></b>	<b>1,894</b>	<b>1,925</b>

- 1 The DTA has determined the KMP to be the Chief Executive Officer (CEO) and three executive officers. For the period 1 July 2019 to 10 March 2020, the Chief Operating Officer was included as KMP prior to a restructure removing this role from the Executive Board. The KMP in 2018–19 included the CEO, 3 executive officers and the Chief Operating Officer.
- 2 The total number of KMP that are included in the above table is 5 (2019: 10) representing the people who individually occupied the KMP positions during the year.
- 3 The above KMP remuneration excludes the remuneration and other benefits of Portfolio Ministers. The Portfolio Ministers' remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

#### 4.3 Related party disclosures

##### Related party relationships:

The DTA is an Australian Government controlled entity. Related parties to the DTA are Key Management Personnel, including the Portfolio Ministers and other Australian Government entities, as well as certain close family members and controlled entities of KMP.

##### Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans
- purchases of goods and services
- asset purchases, sales transfers or leases
- debts forgiven
- guarantees.

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

## Digital Transformation Agency Notes to and forming part of the financial statements for the period ending 30 June 2020

### 5. Managing uncertainties

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

#### 5.1 Contingent asset and liabilities

##### Note 5.1A: Contingent assets and liabilities

The DTA is not aware of any material departmental quantifiable or unquantifiable contingent assets or liabilities as at the signing date that would require disclosure in the financial statements.

##### Accounting Policy

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

#### 5.2 Financial instruments

	2020 \$'000	2019 \$'000
<b>Note 5.2A: Categories of financial instruments</b>		
<b>Financial assets</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	91,703	96,526
Goods and services receivable	9,522	145,901
<b>Total financial assets at amortised cost</b>	<b>101,225</b>	<b>242,427</b>
<b>Total financial assets</b>	<b>101,225</b>	<b>242,427</b>
<b>Financial liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors and accruals	22,333	61,860
<b>Total financial liabilities measured at amortised cost</b>	<b>22,333</b>	<b>61,860</b>
<b>Total financial liabilities</b>	<b>22,333</b>	<b>61,860</b>

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

---

#### Note 5.2B: Net gains or losses on financial assets and liabilities

The DTA has no gains or losses on financial instruments.

#### Accounting Policy

##### Financial assets at amortised cost

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

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

Amortised cost is determined using the effective interest rate method.

##### Effective interest method

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

##### Financial liabilities

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities. Financial liabilities are recognised and derecognised upon trade date.

##### Financial liabilities at amortised cost

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

#### Key accounting judgements and estimates

##### Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses (ECL), using the general approach, which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12 month expected credit losses if risk has not increased. Impairment loss allowances are recognised for contractual and statutory receivables. The allowance for contractual receivables is determined based on historical credit loss experience which is used to estimate future ECLs. The allowance based on historical credit loss experience is adjusted for forward-looking factors specific to individual debtors. The recoverable amount for statutory receivables is assessed either for individual debtors when a loss event is identified or based on historical loss experience when debtors are assessed collectively. Impairment losses are recognised in the statement of comprehensive income.

In 2020, the DTA recognised a reversal of impairment of financial instruments of \$0.420 million due to the elimination of trade receivables (and contract liabilities) where these relate to future periods and in most cases where the DTA is acting as an Agent. In 2019 the DTA recognised an impairment loss of \$0.508 million.

## Digital Transformation Agency

### Notes to and forming part of the financial statements

for the period ending 30 June 2020

#### 6. Other information

##### 6.1 Aggregate assets and liabilities

	2020	2019
	\$'000	\$'000
<b>Note 6.1A: Aggregate assets and liabilities</b>		
<b>Assets expected to be recovered in:</b>		
No more than 12 months	144,917	280,198
More than 12 months	19,578	15,003
<b>Total assets</b>	<b>164,495</b>	<b>295,201</b>
<b>Liabilities expected to be settled in:</b>		
No more than 12 months	98,376	249,001
More than 12 months	17,623	7,320
<b>Total liabilities</b>	<b>115,999</b>	<b>256,321</b>





**There has never  
been a more  
important time to  
be leading digital  
in government**

# 05

## Appendices

Appendix A: List of requirements	114
Appendix B: Executive remuneration	120
Appendix C: Glossary	124
Appendix D: Alphabetical index	125

# Appendix A:

## List of requirements

PGPA Rule reference	Part of report	Description	Requirement
<b>17AD(g) Letter of transmittal</b>			
17AI	Preliminary	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
<b>17AD(h) Aids to access</b>			
17AJ(a)	Preliminary	Table of contents.	Mandatory
17AJ(b)	Part 05	Alphabetical index.	Mandatory
17AJ(c)	Part 05	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Part 05	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
<b>17AD(a) Review by accountable authority</b>			
17AD(a)		A review by the accountable authority of the entity.	Mandatory
<b>17AD(b) Overview of the entity</b>			
17AE(1)(a)(i)	Part 01	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Part 01	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Part 01	A description of the outcomes and programs administered by the entity.	Mandatory
17AE(1)(a)(iv)	Part 01	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	Part 01	Name of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(ii)	Part 01	Position title of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)	Part 01	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AE(1)(b)	Part 01	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory
17AE(2)	Part 01	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
<b>17AD(c)</b>	<b>Report on the performance of the entity</b>		
	<b>Annual performance statements</b>		
17AD(c)(i); 16F	Part 02	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
<b>17AD(c)(ii)</b>	<b>Report on financial performance</b>		
17AF(1)(a)	Part 04	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	Part 04	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.
<b>17AD(d)</b>	<b>Management and accountability</b>		
	<b>Corporate governance</b>		
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
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

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>
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)	Chapter 3	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
<b><i>External scrutiny</i></b>			
17AG(3)	Chapter 3	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	Chapter 3	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)	Chapter 3	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)	Chapter 3	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
<b><i>Management of human resources</i></b>			
17AG(4)(a)	Chapter 3	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	Chapter 3	Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: (a) statistics on fulltime employees (b) statistics on parttime employees (c) statistics on gender (d) statistics on staff location.	Mandatory
17AG(4)(b)	Chapter 3	Statistics on the entity's APS employees on an ongoing and nonongoing basis; including the following: statistics on staffing classification level statistics on fulltime employees statistics on parttime employees statistics on gender statistics on staff location statistics on employees who identify as Indigenous.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
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 <i>Public Service Act 1999</i> .	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 nonsalary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	Chapter 3	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	Chapter 3	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	Chapter 3	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	Chapter 3	Information on aggregate amount of performance payments.	If applicable, Mandatory
<b>Assets management</b>			
17AG(5)	Chapter 4	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
<b>Purchasing</b>			
17AG(6)	Chapter 4	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory
<b>Consultants</b>			
17AG(7)(a)	Chapter 4	A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	Mandatory
17AG(7)(b)	Chapter 4	A statement that ' <i>During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]</i> '.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
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 <i>'Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website'</i> .	Mandatory
<b>Australian National Audit Office Access Clauses</b>			
17AG(8)	Chapter 4	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
<b>Exempt contracts</b>			
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
<b>Small business</b>			
17AG(10)(a)	Chapter 4	A statement that <i>'[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'</i> .	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



PGPA Rule reference	Part of report	Description	Requirement
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 <i>'[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'</i> .	If applicable, Mandatory
<b>Financial statements</b>			
17AD(e)	Chapter 4	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
<b>Executive remuneration</b>			
17AD(da)	Chapter 3	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory
<b>17AD(f) Other mandatory information</b>			
17AH(1)(a)(i)	Chapter 4	If the entity conducted advertising campaigns, a statement that <i>'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'</i> .	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 <i>'Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]'</i> .	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	Information required by other legislation.	Mandatory

## Appendix B: Executive remuneration

During the reporting period ended 30 June 2020, 7 DTA executive met the definition of key management personnel (KMP). Names and length of term as KMP are provided below.

**Table 7:** Names and length of term of key management personnel, 30 June 2020

Name	Position	Term as key management personnel
Randall Brugeaud	Chief Executive Officer	Full year
Peter Alexander	Chief Digital Officer	Full year
Joanne Hutchinson	Chief Portfolio Officer	Full year
Anthony Vlastic	Chief Strategy Officer	Part year – until 27 January 2020
Jonathan Thorpe	Chief Strategy Officer	Part year – from 10 February 2020 to 8 June 2020
George-Philip de Wet	Chief Operating Officer	Part year – until 10 March 2020  The Chief Operating Officer position ceased to be a member of the Executive Board from 10 March 2020, and no longer reported directly to the CEO.
Scott Cass-Dunbar	Chief Strategy Officer	Part year – from 9 June 2020 to 30 June 2020

In the notes to the financial statements for the period ending 30 June 2020, the DTA disclosed the following KMP expenses.

**Table 8:** Key management personnel remuneration for the reporting period

	\$
<b>Short-term benefits</b>	
Base salary	1,597,906
Bonus	0
Other benefits and allowances	21,017
<b>Total short-term benefits</b>	<b>1,618,923</b>
<b>Post employment benefits</b>	
Superannuation	235,586
<b>Total post-employment benefits</b>	<b>235,586</b>
<b>Other long-term benefits</b>	
Long service leave	39,421
Other long-term benefits	0
<b>Total other long-term benefits</b>	<b>39,421</b>
<b>Termination benefits</b>	
Termination benefits	0
<b>Total key management personnel remuneration</b>	<b>1,893,930</b>

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

**Table 9:** Information about remuneration for key management personnel

Name	Position title	Shortterm benefits			Postemployment benefits			Other longterm benefits			Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other longterm benefits	Other longterm benefits	Other longterm benefits			
Randall Brugeaud	Chief Executive Officer	513,700	0	4,734	73,367	12,021	0	0	0	0	603,822	
Peter Alexander	Chief Digital Officer	341,546	0	4,734	59,920	9,029	0	0	0	0	415,229	
Joanne Hutchinson	Chief Portfolio Officer	269,688	0	4,734	51,337	6,733	0	0	0	0	332,492	
Anthony Vlasic	Chief Strategy Officer	242,289	0	3,538	13,232	6,106	0	0	0	0	265,165	
Jonathan Thorpe	Chief Strategy Officer	80,061	0	1,413	12,776	1,723	0	0	0	0	95,973	
George-Philip de Wet	Chief Operating Officer	132,443	0	1,514	20,956	3,393	0	0	0	0	158,306	
Scott Cass-Dunbar	Chief Strategy Officer	18,179	0	350	3,998	416	0	0	0	0	22,943	

### Information about remuneration for senior executives

During the reporting period the DTA had 23 senior executives that met the threshold for the reporting requirement.

**Table 10:** Information about remuneration for senior executives

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits			Other long-term benefits			Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average other employment benefits	Average long service leave	Average annual leave	Average other long-term benefits	Average termination benefits		
\$0–\$220,000	18	64,649	0	0	9,673	1,714	4,104	0	0	0	80,140	
\$220,001–\$245,000	1	193,110	0	0	31,060	5,319	10,611	0	0	0	240,100	
\$245,001–\$270,000	1	208,946	0	0	39,599	5,152	11,449	0	0	0	265,146	
\$270,001–\$295,000	2	220,362	0	0	40,752	5,373	11,941	0	0	0	278,428	
\$295,001–\$320,000	1	245,146	0	0	41,896	6,044	13,432	0	0	0	306,518	

### Information about remuneration for other highly paid staff

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

## Appendix C: Glossary

Term	Meaning
Accessibility	Making digital services easy to use for people with disability. Criterion 9 of the Digital Service Standard specifies that services must be accessible to all users regardless of their ability and environment.
Agile	Approach to our digital service design and delivery.
Alpha	Second stage of our digital service design and delivery process.
APS	Australian Public Service
APSC	Australian Public Service Commission
APS Act	<i>Public Service Act 1999</i>
Beta	Third stage of our digital service design and delivery process.
CEO	Chief Executive Officer
Cloud	Internet storage and access to data and programs.
Communities of practice	Groups in which people from similar fields across government can exchange ideas, collaborate on best practice, showcase ongoing work and solve common problems together.
Discovery	First stage of our digital service design and delivery process.
Digital identity	Created after a person's identity is verified online, without the need to visit a government office. A digital identity can be used over and over again to securely and consistently access a range of government services.
ICT	Information and communications technology
KMP	Key management personnel
Life event journey	A set of activities a person or business does to achieve something, triggered by an event. It is described from their point of view and includes all activities, not just interactions with government services. Life event journeys usually have a clear beginning triggered by some event, and a clear outcome.
Live	Fourth and final stage of the Digital Service Standard.
Open source	Software whose original source code is made freely available and may be redistributed and modified by anyone. Criterion 8 in the Digital Service Standard requires teams to make all new source code open by default.
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
SES	Senior Executive Service
SMEs	Small to medium enterprises
User needs	Discovered by researching why users need a product or service and how they need to access it.

## Appendix D: Alphabetical index

### A

abbreviations and acronyms, 124

accessibility, 63

accountability, 59

accountable authority, 22 *see also* Chief Executive Officer

Accountable Authority Instructions, 57, 75

accountable authority statement, 22

address and contact details, *inside front cover*

administrative tribunal decisions, 59

advertising and market research, 77

agencies *see* stakeholder engagement

Alexander, Peter, 14

Alpha (service design and delivery stage), 23

annual performance statement *see* performance report

API.gov.au, 33–34

Application Program Interfaces (APIs), 33–34

apps

    Coronavirus Australia information app, 2, 5, 17, 33

    COVIDSafe tracing app, 3, 5, 18, 32, 48

    myGovID, 37

architecture *see* whole-of-government architecture project

assurance practices, 28–29

Atkinson, Christopher, 56

Attorney-General's Department, 18

Audit Committee, 55–57

audits

    ANAO financial statements audit, 72, 80–81

    ANAO performance audits, 59  
    internal, 58

AUSKey, 38

AusTender, 75

Australia Post Digital iD, 38

australia.gov.au, 2, 5, 17, 48

Australian Bureau of Statistics, 28

Australian Capital Territory Government, 30, 47

Australian Computer Society, 47, 49

Australian Cyber Security Centre, 18

Australian Data and Digital Council, 16, 27, 30, 34, 37, 48

Australian Government Digital Awards, 41

Australian Information Commissioner, 59

Australian Information Industry Association, 49

Australian National Audit Office, 72

    access clauses in contracts, 76  
    financial statements audit report, 72, 80–81

    performance audits, 59

Australian Public Service

    agency engagement, 3, 6, 27

    capability development, 3, 5, 16, 31, 39, 40, 41

    career pathways, 5, 41

    Chief Information Officers group, 16, 27

    Digital Professional Stream, 5, 42

    Emerging Talent program, 5, 40

    values and code of conduct, 55, 61

Australian Public Service Commission,  
16, 42, 49, 59  
Australian Taxation Office, 33, 37  
Azure Technical Academy, 43

**B**

Beta (service design and delivery  
stage), 23  
biosecurity screening, 29  
Bonded Medical Program, 35  
bonuses, 64  
Brugeaud, Randall, 12, 47  
CEO's review, 5–7  
Budget Estimates, 59

**C**

capability development  
APS, 3, 5, 16, 31, 39, 40, 41  
capability model and accelerator  
program, 41  
DTA staff, 65–66  
career pathways, 5, 41  
carer responsibilities of staff, 63  
Cass-Dunbar, Scott, 13–14  
Census, 28  
Chief Digital Officer, 12, 14  
Chief Executive Officer, 12  
accountable authority, 22  
events and addresses, 47  
remuneration, 65  
review by, 5–7  
Chief Information Officers group, 16, 27  
see *also* Digital Leadership Group  
Chief Operating Officer, 120  
Chief Portfolio Officer, 12, 13  
Chief Strategy Officer, 12, 13–14  
Cloud Marketplace, 45

Cloud Services panel, 44, 45  
cloud strategies, 18, 32, 43, 67  
co-Lab innovation hubs, 43, 63  
collaboration  
with agencies and states/territories,  
16–19, 27, 39, 42–43, 47, 48  
with industry, 49  
international, 49  
see *also* stakeholder engagement  
Comcare claims, 67  
committees (DTA), 55–57  
common law contracts, 64  
Commonwealth Ombudsman, 59  
Commonwealth Procurement Rules,  
75, 76  
communications and engagement  
strategies, 38  
consultancies, 76–77  
contact officer, *inside front cover*  
contracts see procurement  
coronavirus see COVID-19 pandemic  
response  
corporate governance, 54–58  
corporate planning and reporting, 23, 57  
performance see performance report  
COVID-19 pandemic response, 5, 15,  
17–19, 26, 48, 50, 67  
Coronavirus Australia information  
app, 2, 5, 17, 33  
COVIDSafe Health Portal, 43  
COVIDSafe tracing app, 3, 5, 18,  
32, 48  
cross-government collaboration see  
collaboration  
cross-jurisdictional working groups, 48  
cyber security, 5, 38



**D**

data analysis, 18, 36  
 data sharing principles for digital identity system, 38  
 data.gov.au, 41  
 Department of Education, Skills and Employment, 41  
 Department of Finance, 28  
 Department of Health, 18, 33  
 Department of the Prime Minister and Cabinet, 28  
 desktop capability see Protected Utility Blueprint  
 Digital Census, 28  
 Digital Government Exchange event, 49  
 Digital iD (identity service provider), 38  
 digital identity, 2, 5, 37–38, 48  
 Digital Identity Mutual Recognition Roadmap, 49  
 Digital Identity program see Trusted Digital Identity Framework  
 Digital Leadership Group, 16, 27  
 Digital Marketplace, 3, 44, 75  
 Digital Professional Stream, 5, 42  
 Digital Service Standard, 28–29, 39  
 Digital Sourcing Contract Limits and Reviews Policy, 46  
 Digital Sourcing Network, 45  
 Digital Squads, 42–43  
 Digital Summit and Awards, 41  
 digital tendering platform, 45  
 Digital Transformation Agency  
   agency structure, 12  
   at a glance, vi–vii  
   highlights, 2–3  
   history, 11  
   operating environment, 15  
   overview, 1–19

  portfolio and minister, 11  
   priorities, vi–vii, 11  
   purpose statement, vi, 10, 22  
   role and functions, 10

Digital Transformation Strategy, 6, 27, 29  
 disability reporting, 63  
 Discovery (service design and delivery stage), 23  
 diversity and inclusion, 62–63  
 drought map, 29

**E**

Emerging Talent program, 5, 40  
 energy efficiency, 68  
 engagement see stakeholder engagement  
 enterprise agreement, 64  
 environmental performance, 68  
 ethical standards, 55, 61  
 events and addresses, 47  
 Executive Board, 55, 57  
 exempt contracts, 76  
 expenses for outcome, 74  
 external scrutiny, 59

**F**

financial performance, 72–77  
 financial statements, 80–110  
 fraud control, ii, 57–58  
 freedom of information, 68

**G**

Gaukroger, Allan, 56  
 glossary, 124  
 gov.au Observatory, 18, 36  
 governance, 54–58  
 Government Experience (GovX) initiative, 30–31  
 Green Lease Schedule guidelines, 68

**H**

Hardware Marketplace, 44  
 health and safety, 66–67  
 highlights, 2–3  
 history, 11  
 House of Representatives committees, 59  
 human resources, 60–67
 

- average staffing level, 60
- capability development, 65–66
- carer support, 63
- diversity and inclusion, 62–63
- employee statistics and workforce profile, 60–61
- employee support services, 63, 66
- employee turnover rate, 62
- employment arrangements, 64, 65
- ethical standards, 55, 61
- health and safety, 66–67
- key management personnel, 120–122
- People Strategy, 62
- plans and policies, 61
- remuneration, 64–65, 121–123
- values and behaviours, 61
- workforce planning, 61–62

 Hutchinson, Joanne, 13, 56–57

**I**

IBM, whole-of-government agreements, 46  
 ICT – information and communications technology (across government)
 

- highlights, 2–3
- investment oversight by DTA, 28–29
- procurement, 6, 44–46, 72, 75–76
- sourcing advice, 28
- value of projects, 2, 6

 ICT – information and communications technology (DTA), 67

ICT Contract Capped Term and Review Policy, 46

identity verification see Digital Identity program

Indigenous Procurement Policy, 75

Indonesia, 49

industry engagement, 49

Information Publication Scheme, 68

Information Security Manual, 32

innovation hubs see co-Lab innovation hubs

Institute of Public Administration Australia, 49

instructions, policies and guidelines, 55, 57

internal audit arrangements, 58

international engagement, 18, 49

Internet address, *inside front cover*

investment oversight by DTA, 28–29

**J**

judicial decisions, 59

**K**

key management personnel, 120–122

**L**

learning and development see capability development

legal services expenditure, 78

letter of transmittal, ii

Life Event Communities, 47

Life Event Working Group, 47

life events approach, 30–31, 39, 47

Live (service design and delivery stage), 23

**M**

map-based spatial data, 36  
 market research, 77  
 memoranda of understanding, 49  
 mentoring, 5, 42  
 Microsoft, 32, 43  
 minister responsible, 11, 59  
     events and addresses, 47  
 mission, vi  
 myGov digital service, 5, 35  
     accounts and logins, 2, 5, 35  
     new Beta site, 35, 48  
 myGovID, 37–38

**N**

National Application Programming  
     Interface Design Standards  
     (NAPIDS), 34  
 National Cabinet, 17  
 National COVID-19 Coordination  
     Commission, 17  
 National Digital Identity Roadmap, 48  
 National Drought Map, 29  
 National Innovation and Science  
     Agenda, 75  
 National Map, 36  
 New South Wales Department of  
     Customer Service, 47  
 New Zealand, 39, 49  
 non-salary benefits, 64  
 notifiable incidents (WHS), 67  
 Notify.gov.au, 34

**O**

objectives *see* purpose statement  
 Observatory, 18, 36  
 Ombudsman, 59  
 online communities, 47

operating environment, 15  
 operating result *see* financial  
     performance  
 Organisation for Economic Co-operation  
     and Development (OECD)  
     E-Leaders meetings and thematic  
     groups, 49  
 Organisational Performance Framework,  
     55, 57  
 organisational structure, 12  
 outcome and program, vii, 19, 22  
     resources and expenses for  
     outcome, 73–74  
     *see also* performance report  
 overview, 1–19

**P**

panel arrangements, 44–45  
 parliamentary committees, 59  
 peak bodies, 49  
 People Strategy, 62 *see also* human  
     resources  
 performance pay, 64  
 performance report  
     accountable authority statement, 22  
     analysis of performance against  
     purpose, 50  
     highlights, 2–3  
     performance audits, 59  
     Priority 1: Deliver  
         whole-of-government  
         strategies, policies and advice,  
         24, 26–31  
     Priority 2: Design, deliver  
         and support common,  
         government-wide platforms  
         and services, 24, 32–38

- Priority 3: Deliver a program of digital and ICT capability improvement, 25, 39–46
  - Priority 4: Drive collaboration and partnerships to enable and accelerate the digital transformation of government services, 24, 47–49
  - snapshot of activities 2019–20, 8–9
  - statement of preparation, 22
  - summary, 24–25
  - terminology, 23
  - see also environmental performance; financial performance
  - performance reporting framework, 23
  - plans and planning, 61
    - corporate planning, 23, 57
    - fraud and risk control, 58
    - People Strategy, 62
    - performance reporting framework, 23
    - Reconciliation Action Plan, 61
    - workforce planning, 61–62
    - see also performance report; policies and guidelines
  - Platform Strategy, 34
  - policies and guidelines, 55, 57, 61
  - Portfolio Budget Statement, 19, 57
  - portfolio membership (DTA), 11
  - Principles for National Service Improvement, 30
  - priorities, vi–vii, 11
    - performance results see performance report
  - privacy, 18
  - procurement (DTA), 75–77
  - procurement (government), 6, 44–46, 72
    - digital tendering platform, 45
    - panel arrangements, 44–45
    - savings, 46, 72
    - whole-of-government agreements, 6
  - PRODA (Services Australia Provider Digital Access), 38
  - program see outcome and program
  - Protected Utility Blueprint, 6, 26, 32
  - Public Governance, Performance and Accountability Act 2013*, ii, 22, 54, 58, 75
  - Public Service Act 1999*, 55
    - determinations under section 24(1), 64, 65
  - purpose statement, vi, 10, 22
- Q**
- Queensland Government, 47
- R**
- Reconciliation Action Plan, 61
  - Relationship Authorisation Manager, 38
  - remuneration, 64–65, 121–123
  - resources and expenses for outcome, 73–74
  - Rimini Street whole-of-government agreement, 46
  - risk management, 57–58
  - Robert, Hon Stuart, 11, 47
  - role and functions
    - CEO, 12
    - DTA, 10
- S**
- salaries see remuneration
  - savings (government procurement), 46, 72
  - Senate committees, 59
  - Senior Executive Service (SES) officers
    - employment arrangements, 65
    - remuneration, 65, 121–123
  - senior leadership team, 12–14, 54, 55, 120–122

service design and delivery process, 23  
 Services Australia, 31, 35, 38, 47  
 shared data *see* data sharing principles  
     for digital identity system  
 Singapore, 18, 49  
 small to medium enterprises  
     participation in procurement, 3, 6,  
     44, 75–76  
 snapshot of activities 2019–20, 8–9  
 Software Marketplace, 44  
 sourcing *see* procurement (government)  
 sourcing advice *see* ICT – information  
     and communications technology  
     (across government)  
 South Australia, 48  
 spatial data, 36  
 staff *see* human resources  
 stakeholder engagement, 3, 6, 16, 27–30  
     communications and engagement  
     strategies, 38  
     *see also* collaboration  
 Style Manual digital edition, 6, 40

**T**

Team DTA, 49  
 technology strategy (DTA) *see* ICT –  
     information and communications  
     technology (DTA)  
 Telecommunications Marketplace, 45  
 tendering platform, 45  
 terminology  
     glossary, 124  
     of service design and delivery  
     process, 23  
 Toole, Karen, 56  
 training for APS, 31, 39, 43 *see also*  
     capability development  
 Trusted Digital Identity Framework, 37, 48

**U**

Unique Student Identifier, 38  
 United Kingdom, 18

**V**

values and behaviours, 55, 61  
 Vietnam, 49

**W**

web analytics, 36  
 website address (DTA), *inside front cover*  
 WhatsApp channel, 17, 48  
 whole-of-government agreements, 46  
 whole-of-government architecture  
     project, 5, 34  
 whole-of-government environment, 6  
     hosting strategies, 27  
     ICT investment advice and  
     assurance policy, 28–29  
     platform development and  
     improvements, 34  
     procurement *see* procurement  
     (government)  
     savings, 46, 72  
     web analytics, 36  
 Women in Information and  
     Communications network, 49  
 Women in IT Executive Mentoring  
     (WITEM) program, 5, 42  
 workers' compensation claims, 67  
 workforce *see* human resources; staff  
 workplace health and safety, 66–67  
 World Bank, 49  
 World Economic Forum, 49





