



Australian Government  
Digital Transformation Agency



# Digital Transformation Agency

## Corporate Plan 2024-25





We acknowledge the Traditional Owners of Country throughout Australia and celebrate their continuing connection to land, water, culture and community. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

Wherever you are in Australia, you are on the lands and waters of Australia's First Peoples.

**Diverse Connectedness**

Sarah Richards (2022)

## Foreword from the Chief Executive Officer

The digital landscape that governments must navigate is increasingly complex, and characterised by growing demand for digital service delivery, rapid technological advances and the need for robust data management. While emerging technologies present the government and Australian Public Service (APS) with exciting opportunities to enhance government service delivery, ensuring these innovations are used in safe, ethical and responsible ways presents enormous challenges.

As the primary organisation focused on overseeing the government's digital portfolio, we have strived to become the trusted adviser to the Australian Government and the APS.

However, our role continues to evolve. In response, we have maximised our skills and resources to achieve our mission. Our commitment to continuous improvement has also enabled us to enhance our capabilities and strengthen outcomes across our areas of focus.

The growth of generative artificial intelligence (AI), for example, presents the government and the APS with significant opportunities to fundamentally change how they predict needs, solve problems and improve the way people experience digital services. Through our joint leadership of the AI in Government Taskforce, we have been instrumental in promoting safe, ethical and responsible use of AI across the APS. We will continue to play a key role in guiding how the technology is used.

Our efforts have also helped elevate the digital readiness and maturity of government operations. This is shown by Australia's fifth-place ranking in the Organisation for Economic Co-operation and Development (OECD) Digital Government Index. This ranking acknowledges our strategic success and establishes a starting point for ongoing improvement.

Beyond our borders, we continue to work with agencies across the APS to improve digital maturity for governments in countries including Indonesia, Papua New Guinea, the Solomon Islands and Viet Nam. These regional contributions are highly regarded, reinforcing our expertise on the global stage.

Industry engagement is a hallmark of our strategy. Through memorandums of understanding with bodies such as the Australian Information Industry Association, we have fostered a cooperative environment that benefits all stakeholders. In doing so, we have also enhanced our work with other organisations, including sellers on our marketplace panels.

Ensuring the government makes the right investments at the right time remains an important area of focus. The Australian Government’s Digital and ICT Investment Oversight Framework (IOF) simplifies this role, significantly improving the value of our advice at key points across the digital lifecycle, including on the likelihood of each investment achieving its proposed benefits on schedule and to budget.

Ultimately, the government invests in digital technology and services because they underpin its work in policy, service delivery, and its internal operations. In 2024–25, as part of our continuous improvement activities, we will focus on increasing value, reducing risks and optimising the reuse of existing digital components and capabilities across the APS.

Balancing the need for substantial digital and ICT investment against government constraints remains challenging. Our priority is to help the government to try and balance these constraints through advice that ensures investments are strategically chosen to maximise benefits and minimise risks and avoiding those investments that might not achieve their intended outcomes.

We continue to explore whether our policies, standards and architecture provide appropriate digital policy guardrails for agencies to achieve their purposes. This includes work to realise the benefits of the new Digital Experience Policy (DX Policy) and accompanying standards, which aim to improve the quality, consistency and user-friendliness of digital services. The policy will be instrumental in achieving the Australian Government’s 2030 vision to ‘deliver simple, secure and connected public services’ by mandating requirements for agencies to follow.

The DTA’s engagement with industry through our panels and digital marketplaces will help ensure that future industry partnerships with the government and the APS, will provide protections and benefits to complement the APS’s capabilities. Addressing the APS’s ongoing need for people with the right digital skills to enable them to achieve its digital goals also remains critical. As a result, we will continue to examine how we enhance the digital capabilities of our workforce.

I am pleased to present this year's Corporate Plan, which builds on our successes and outlines our strategy for the upcoming year as we continue to strive to position Australia as a global leader in digital government.

**Chris Fechner**

Chief Executive Officer

Digital Transformation Agency

## Statement of preparation

As the accountable authority of the Digital Transformation Agency (DTA), I present the DTA Corporate Plan 2024-25, which covers the reporting periods of 2024-25 to 2027–28, as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This plan has been prepared in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

**Chris Fechner**

Chief Executive Officer

30 August 2024

## Our purpose

We're the Australian Government's trusted advisor on digital and ICT transformation.

## Our vision

Driving a digital government.

## Our mission

Provide strategic and policy leadership, expert investment advice and oversight to drive digital transformation that delivers benefits to all Australians.

## Our values

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

## Our values guide us in everything we do

We work together in a respectful and inclusive way to achieve our goals and show our value.

We build trust by being authentic and honest and strive for excellence in all we do.

We support a future focused on simple, secure and connected public services, for all people and businesses.

## Strategic objectives

1. Lead government's digital transformation strategy through our co-delivery of the Data and Digital Government Strategy and Implementation Plan, as well as leadership in policy design, strategy, advice and whole-of-government architecture. **(SO1)**
2. Oversee the short, medium, and long-term whole-of-government digital and ICT investment portfolio. **(SO2)**
3. Manage whole-of-government digital and ICT strategic sourcing and contracts. **(SO3)**
4. Be a valued employer with the expertise to achieve our purpose. **(SO4)**

## Operating context

The DTA plays a significant role in stewarding the government through the rapidly changing and complex data and digital environment to deliver simple, secure, and connected public services for people and business through world class data and digital capabilities.

## Our operating environment

Australia's whole-of-government digital transformation agenda is far-reaching. Following extensive consultation and engagement with the community, industry and government, our Data and Digital Government Strategy was released in December 2023, and establishes a clear vision of delivering simple, secure and connected public services for all people and businesses, supported by world-class data and digital capabilities.

The strategy outlines an ambitious agenda to uplift the Australian Government's digital capabilities by 2030 through 5 missions:

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

It is a blueprint for coordinating government investment in data and digital, increasing its impact and effectiveness, and detailing where to focus future efforts.

We lead the way in policy design and strategy to enhance digital service delivery. This includes introducing a set of criteria to standardise how government agencies approach design and delivery, elevating and humanising digital interactions and ensuring that every touchpoint with the government is cohesive, inclusive and seamless.

We have taken a leading role in developing a nationally consistent approach to safe and ethical use of AI by all levels of government. The *National framework for the assurance of artificial intelligence in government*, for instance, sets the foundations for a nationally consistent approach to AI assurance that will assist government agencies to develop, procure and deploy AI responsibly. It is a crucial step for gaining public confidence and trust.

In coordination with the Department of Industry, Science and Resources, we have led an AI taskforce to support and govern the safe and responsible use of AI and transitioned key functions and initiatives of the taskforce into the DTA's overarching digital strategy, policy, sourcing, and assurance responsibilities within government. The DTA has developed the



policy for the responsible use of AI in government to enable and prepare the APS to responsibly engage with AI. From 1 September 2024, departments and agencies of the APS will be required to implement the policy, helping to enable transformation of administrative practices, policy development, and the way we deliver services to Australians.

Initiatives like these contribute to Australia’s recognition as a global leader in digital government. This was confirmed when Australia ranked fifth in the 2023 OECD Digital Government Index. We will continue building the Australian Government’s digital capability to maintain and improve our ranking. We will also continue to engage with international bodies such as the OECD and foreign governments that seek our expertise, sharing insights and helping shape digital government globally.

Our Digital Marketplace remains one of our core initiatives, helping us to make available efficient and cost-effective digital solutions to the APS. Introducing a new enterprise resource planning (ERP) category gives agencies access to a wider variety of sellers, technologies and innovative solutions when modernising their ERP systems. Preparations are also underway to establish a new Digital Marketplace Panel 2 by October 2024, to ensure it meets the digital requirements of buyers and sellers across Australia.

Looking ahead, the government has laid the foundations for a bigger role for the DTA. This will see us advising the government, providing assurance for many digital projects across government and ensuring government digital procurement is as cost-effective and impactful as possible.

## Our people capability

We’re the Australian Government’s trusted advisor on digital and ICT transformation.

Our people have expertise and skills in:

- Digital governance, strategy, policy and standards design
- Digital enterprise architecture
- Digital investment portfolio planning, prioritisation, contestability, and assurance
- Digital sourcing, contracts and procurement
- Enabling and corporate services to support a responsive, capable agency.

## Workforce planning

The government's digital agenda is extensive and growing, and we must continue to develop our workforce to best respond to these challenges. As the demand for data and digital skills

increase, we are building our workforce capability by investing and developing our people and improving our data and digital literacy.

Over the last 2 years, we have made efforts to strengthen our organisational culture and provide our people with the tools they need to develop their skills. These actions have resulted in improved APS Employee Census results and reduced employee separations, demonstrating our readiness and capability to deliver on our purpose and delivering on promised outcomes.

Looking forward, we are committed to building our digital workforce capability by developing a 3-year Workforce Plan that will:

- outline the strategic and operational context of the DTA to better understand the DTA's business strategy and goals
- identify the current state of our workforce and set a pathway to deliver a fit for purpose future state
- identify the key skills and capabilities needed to achieve our future state
- set targeted strategies to achieve our desired state of workforce maturity.

## APS Strategic Commissioning Framework

We are committed to reducing the outsourcing of our core work consistent with the APS Strategic Commissioning Framework. In 2024-25, our targets will focus on reducing outsourcing of work in the APS job families of communications and marketing, accounting and finance and portfolio program and project management, with an expected reduction of approximately \$0.8 million in 2024-25 in outsourcing expenditure compared to 2023-24.

We have significantly reduced our reliance on external contractors and labour since 2021-22 whilst balancing the delivery of our key activities. Our work is predominately delivered by our APS staff, with limited use of outsourced work for core functions. In 2024-25, there remains short-term risks for the DTA in supporting the scaling of digital sourcing operations. To meet industry demands, we support our APS staff with contracted labour and specialised services, as required. That said, we ensure we maintain our commitment to the APS Strategic Commissioning Framework.

## Diversity and inclusion

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

We are committed to building and maintaining an inclusive working environment based on trust, mutual respect and understanding. We value the contributions of people with different backgrounds, experiences and perspectives.

We want everyone, regardless of who they are, what they do for the DTA, or where they are located, to feel equally involved in, and supported in, all areas of the workplace.

Our Diversity and Inclusion Strategy focuses on leadership and culture, awareness and creating a sense of belonging, celebrations through recognised events, and our diversity network. This overarching strategy has 3 priorities which we see as integral to building and promoting workplace diversity and inclusion:

- Leadership and capability
- Environment and culture
- Engagement and retention.

The priorities include high level initiatives that will help us to continue building our employer brand and build the diversity confidence and capability of our employees. Our Executive Diversity Champion plays a visible leadership role across the DTA to work with staff to create a valued, respected, and diverse culture.

## Our Digital, Data and Cyber capability

In fulfilling our purpose, we offer expert guidance on digital technologies and emerging technological trends. We engage widely across government, and plan to further harness the rich data and insights afforded through this process to improve our role in investment portfolio oversight. This commitment will ensure that our advice remains authentic, relevant, insightful, and forward-thinking, helping to shape and secure our government’s digital future.

We are committed to further enhancing our digital and data capabilities to establish ourselves as a forefront digital-exemplar organisation and investing in technology that enables and enhances our core functions. We use these experiences to showcase and demonstrate new ways of working, championing a digital government.

Cybersecurity continues to be a top priority for the DTA. Throughout 2024-25, we are committed to rigorously safeguarding the security of our infrastructure, systems, and processes. The balance between security and usability is always a challenge for any organisation and the DTA is committed to supporting secure innovation – ensuring our data, platforms and systems remain protected.

## Risk oversight and management

We are committed to identifying and minimising risk and seizing opportunities to ensure we achieve our strategic objectives. We recognise that risk exists in all actions and activities, and effective risk management is important in balancing our controls, mitigation strategies, and delivering our objectives in a timely, efficient, and cost-effective way. Our work practices and regular, open, and transparent communication with stakeholders, enables us to quickly identify, understand and respond to emerging risks.

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

Our Audit and Risk Committee provide independent advice to our CEO on the appropriateness of our system of risk oversight and management and system of internal control.

Risk management is part of the DTA's Management Framework, and is embedded in our planning, governance and performance arrangements. The DTA Risk Management Policy articulates our Executive Board's acknowledgement of the importance of informed risk taking in achieving our key objectives and outcomes and a statement of our appetite for, and tolerance of risk.

To achieve our strategic objectives, we identify and assess our strategic risks, and apply treatments as required, as summarised in the following table.

Strategic objective	Strategic risks	Mitigating strategies
<p>1. Lead the Australian Government’s digital transformation through our co-delivery of the Data and Digital Government Strategy and Implementation Plan, as well as leadership in policy design, strategy, advice and whole-of-government architecture.</p>	<p>The DTA fails to overtly deliver the government’s priorities and the DTA’s mandate.</p>	<p>Clarity around the Australian Government’s priorities and processes to discuss deliverables to update and refine priorities</p> <p>We are adequately resourced and use strong communications and relevant evidence, to support government with the development of an ambitious, inclusive, and deliverable whole-of-government digital strategy, implementation program, and performance measures.</p>
<p>2. Oversee the short, medium, and long-term whole-of-government digital and ICT investment portfolio.</p>	<p>The work of the DTA is not seen as relevant in supporting effective digital and ICT investment for the government under the Investment Oversight Framework (IOF).</p>	<p>Ongoing formal and informal stakeholder engagement including forums such as the Secretaries' Digital and Data Committee.</p> <p>Continual engagement with and education of agencies on the 6 states of the IOF: strategic planning; prioritisation; contestability; assurance; sourcing; and operations (real world use).</p> <p>Identification and implementation of an improved DTA operating model and ways of working.</p> <p>Clear advice through the policy development process on the readiness of digital proposals to deliver the intended outcomes for government.</p>

Strategic objective	Strategic risks	Mitigating strategies
<p>2. Oversee the short, medium, and long-term whole-of-government digital and ICT investment portfolio (continued).</p>	<p>The DTA fails to provide effective and efficient enabling services to assist the agency in achieving our strategic purpose and priorities.</p>	<p>A current digital strategy and implementation plan covering internal support and enable externally facing teams. Governance arrangements for delivery of technical solutions to our teams.</p> <p>Experience and skilled enabling services teams with adequate resourcing and strong Executive Board support. A strong working knowledge of enabling services deliverables, best practice and client service focus.</p> <p>Detailed forward work plans including agreed deliverables.</p>
<p>3. Manage whole-of-government digital and ICT strategic sourcing and contracts.</p>	<p>The BuyICT platform and/or whole-of-government arrangements are not seen as delivering value for government buyers and sellers.</p>	<p>Streamlining the procurement process and leveraging the buying power across government to maximise ongoing benefits to the Australian Government and digital industry. We define and track value through our research with buyers and sellers.</p> <p>Pre-negotiating terms and contracting templates to help buyers and sellers get the right protections in place.</p> <p>Continually engaging with users to refine functionality and enhance the user experience.</p>

Strategic objective	Strategic risks	Mitigating strategies
<p>4. Be a valued employer with the expertise to achieve our purpose.</p>	<p>The DTA does not have a sustainable funding and resource model to fully meet its mandate in the short, medium, or long-term.</p>	<p>An up-to-date workforce plan, flexible working arrangements and remote work policies, agency digital and ICT planning, and our Employee Value Proposition.</p> <p>Enhanced financial management, internal forecasting, and reporting capabilities to manage short-term funding pressures. However, longer-term financial sustainability remains a significant risk. The DTA continues to review and prioritise the delivery of functions and activities including its own digital transformation, to improve our effectiveness so that we can support the Australian Government in line with available financial resources.</p>

## Collaboration

We work most closely with Australian Government departments and agencies.

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

We cooperate effectively with our stakeholders across government and industry to understand the operating environment, identify challenges and opportunities for improvement, and provide trusted advice to government. Our advice influences and shapes whole-of-government digital services, policies and standards and strengthens oversight arrangements for digital projects across the Australian Government.

We use the IOF and the DTA’s Management Framework to communicate and collaborate internally and with our external partners – clearly setting expectations for the direction of digital government. As an agency that coordinates but does not deliver digital government transformation, the DTA must be an exemplar in working with and through other parties.

## Performance

The DTA is responsible for leading the overarching direction for digital strategy, policy, and services, while being independent of its delivery. This means the benefits (impact) are often delivered by other agencies. The DTA's performance measures are therefore intended to assess our contribution to the impact, rather than assess the impact itself.

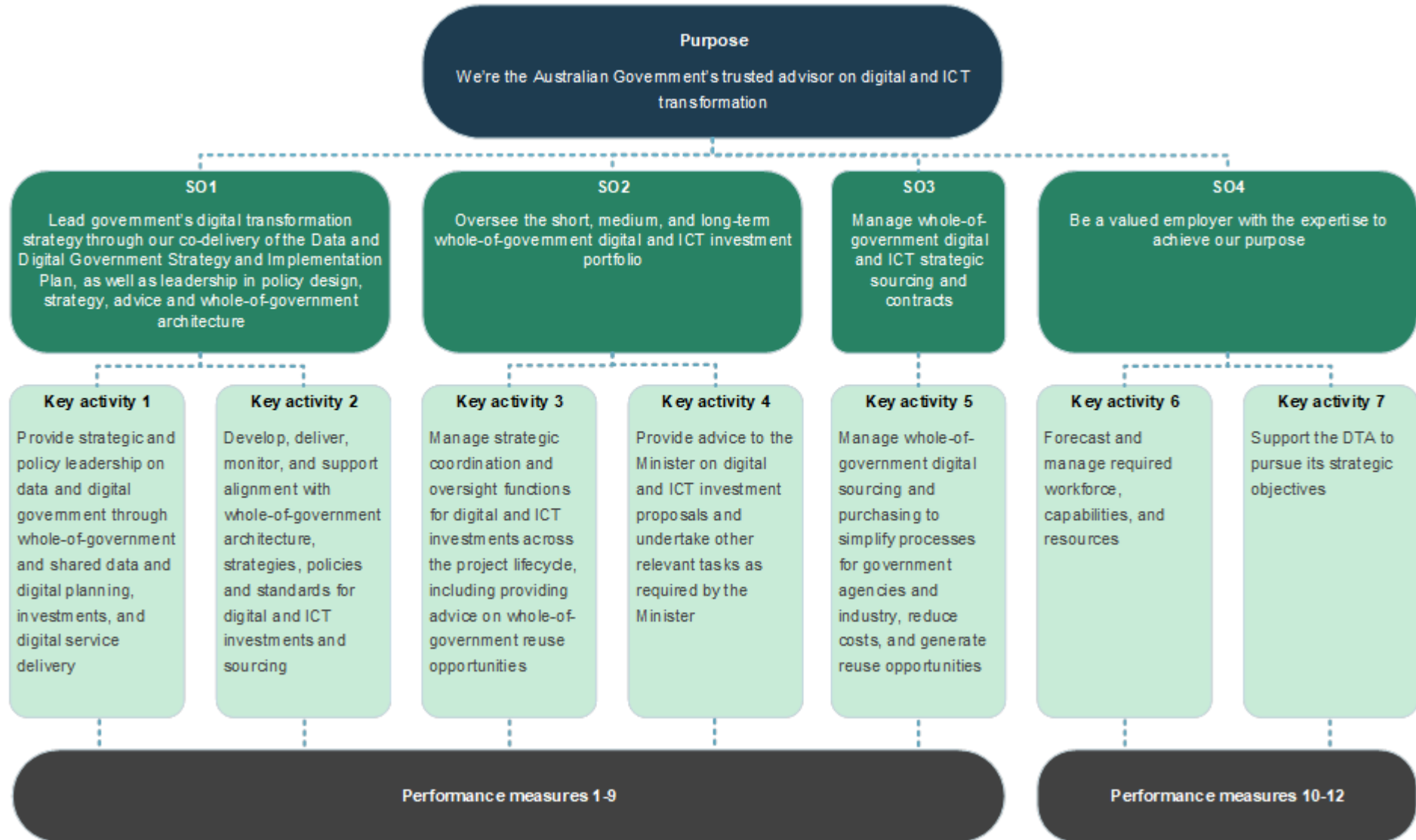
Over the past year, we have reviewed our performance measures and targets to better align with our strategic objectives and key activities, with a focus on reflecting on how our performance measures demonstrate our delivery across the 6 states of the IOF: strategic planning; prioritisation; contestability; assurance; sourcing; and operations.

For 2024-25 and the forward years, our performance framework is made up of 12 new measures with a combination of output, efficiency and effectiveness measures and targets to assess our performance in each reporting period.

An overview of our performance framework to map our purpose, strategic objectives, key activities and performance measures is provided in the diagram below. A summary outlining the changes to our performance measures from the DTA Corporate Plan 2023-24 is provided in Appendix A.

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## Performance measures and targets

### Strategic objective 1

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

### Strategic objective 2

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

### Strategic objective 3

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

Number	Performance measure	Target 2024-25	Target 2025-26	Target 2026-27	Target 2027-28
1	Annual review to measure the influence and impact of the DTA’s leadership of the digital transformation agenda through the Data and Digital Government Strategy (DDGS). <i>Methodology: Completion of annual review of the DDGS, examples of influence and impact of the DTA’s leadership.</i> <i>Key activities 1, 2</i>	100%	100%	100%	100%
2	Percentage of digital investments identified by the DTA as in-scope for the Digital and ICT IOF which have an agreed assurance plan in place. <i>Methodology: Review of DTA data.</i> <i>Key activity 3</i>	75%	75%	80%	80%

Number	Performance measure	Target 2024-25	Target 2025-26	Target 2026-27	Target 2027-28
3	Percentage of significant investment proposals that have implemented DTA's recommendations to use appropriate DCM (Domain and Capability Model) categorisation as per the AGA. <i>Methodology: Review of DTA data.</i> <i>Key activities 2, 3</i>	50%	50%	75%	75%
4	Percentage of stakeholders surveyed who are satisfied or highly satisfied with the Integrated Digital Investment Plan. <i>Methodology: Stakeholder survey results and feedback.</i> <i>Key activities 1, 2, 3</i>	60%	60%	80%	80%
5	Digital Investment Overview prepared and submitted to government for Budget and Mid-Year Economic and Fiscal Outlook (MYEFO) cycles. <i>Methodology: Delivery of Digital Investment Overview to government.</i> <i>Key activities 1, 2, 4</i>	100%	100%	100%	100%
6	Average score from stakeholders on the quality and timeliness of advice provided by the DTA in the assessment of their digital investment proposal. <i>Methodology: Review of DTA data, stakeholder feedback.</i> <i>Key activities 2, 3</i>	80%	80%	85%	85%
7	Percentage of buyers and sellers participating in the DTA's marketplaces who report being satisfied or highly satisfied with BuyICT. <i>Methodology: Review of DTA data, stakeholder feedback.</i> <i>Key activity 5</i>	70%	70%	75%	75%
8	Percentage of at-risk projects receiving support from the DTA in applying the escalation protocols under the Assurance Framework for Digital and ICT Investments (including support at the 'triage' stage).	50%	60%	70%	80%

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Number	Performance measure	Target 2024-25	Target 2025-26	Target 2026-27	Target 2027-28
	<p><i>Methodology: Review of DTA data on projects initially funded since the assurance system was introduced in November 2021</i></p> <p><i>Key activities 1, 2, 3</i></p>				
9	<p>Percentage of participants in training for Senior Responsible Officials who report increased confidence in contributing effectively on a governance board for a digital investment following completion of the Senior Responsible Official (SRO) training program.</p> <p><i>Methodology: Review of DTA data, stakeholder feedback.</i></p> <p><i>Key activities 2, 3</i></p>	70%	75%	80%	80%

## Strategic objective 4

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

Number	Performance measure	Target 2024-25	Target 2025-26	Target 2026-27	Target 2027-28
10	<p>Positive rating from staff to the agency’s APS Census to: ‘My workgroup has the appropriate skills, capabilities and knowledge to perform well’.</p> <p><i>Methodology: Review of DTA data, APS Census results.</i></p> <p><i>Key activity 6</i></p>	75% or above	75% or above	80% or above	80% or above
11	<p>Percentage of initiatives on the DTA’s internal data and digital strategy and roadmap which are either delivered or on-track.</p> <p><i>Methodology: Review of DTA data, stakeholder feedback.</i></p> <p><i>Key activities 6, 7</i></p>	80%	80%	85%	90%
12	<p>Percentage of agreed internal audit findings that the DTA actioned and formally closed within the management agreed timeframe documented in the relevant internal audit report.</p> <p><i>Methodology: Review of DTA data and internal audit data.</i></p> <p><i>Key activity 7</i></p>	80%	80%	85%	90%

## Appendix A – Summary of changes to performance measures

The table below shows the changes made to the performance measures contained in the DTA Corporate Plan 2023-24 compared to the measures for 2024-25 and forward years.

Performance measure in Corporate Plan 2023-24	Performance measure in Corporate Plan 2024-25	Status	Description of change for Corporate Plan 2024-25
1.1 The Australian Government Architecture (AGA) is a decision-making and policy framework that helps agencies develop scalable, secure, and resilient digital capabilities.	3. Percentage of significant investment proposals that have implemented DTA's recommendations to use appropriate DCM (Domain and Capability Model) categorisation as per the AGA.	Revised measure for 2024-25	These 2 measures have been revised into a new measure that better reflect the efficiency and effectiveness of the DTA's recommendations to use appropriate DCM (Domain and Capability Model) categorisation as per the AGA.
2.5 Alignment of whole-of-government digital platforms, technologies, and services with the AGA.			
1.2 Stakeholders and partners receive high quality and timely advice on whole-of-government strategies, policies, and standards for digital and ICT investments.	4. Percentage of stakeholders surveyed who are satisfied or highly satisfied with the Integrated Digital Investment Plan.	Revised measure for 2024-25	This measure has been revised to better reflect the DTA's impact (through effectiveness) and remove composite features.
1.3 Local and international digital government maturity and performance rankings.	-	Closed	This measure has been removed for 2024-25 and forward years.

Performance measure in Corporate Plan 2023-24	Performance measure in Corporate Plan 2024-25	Status	Description of change for Corporate Plan 2024-25
2.1 Quality and timeliness of strategic planning advice to define digital and ICT investment portfolio, its future objectives and capability gaps.	-	Closed	This measure has been removed for 2024-25 and forward years.
-	1. Annual review to measure the influence and impact of the DTA's leadership of the digital transformation agenda through the Data and Digital Government Strategy (DDGS).	New measure for 2024-25	This is a new measure for 2024-25 and forward years.
2.2 Quality and timeliness of prioritisation advice on investments to deliver on government's digital and ICT objectives.	5. Digital Investment Overview prepared and submitted to government for Budget and MYEFO cycles.	Amended	This measure has been revised to better reflect the DTA's impact (through output) and remove composite features.
2.3 Quality and timeliness of contestability advice to ensure digital and ICT investment proposals are robust and meet whole-of-government digital standards prior to government consideration.	6. Average score from stakeholders on the quality and timeliness of advice provided by the DTA in the assessment of their digital investment proposals.	Revised measure for 2024-25	This measure has been revised to better reflect the DTA's impact (through effectiveness and efficiency) and remove composite features.

Performance measure in Corporate Plan 2023-24	Performance measure in Corporate Plan 2024-25	Status	Description of change for Corporate Plan 2024-25
2.4 Quality and timeliness of delivery assurance advice that investments are on-track to deliver expected benefits.	7. Percentage of at-risk projects receiving support from the DTA in applying the escalation protocols under the Assurance Framework for Digital and ICT Investments (including support at the 'triage' stage).	Revised measure for 2024-25	This measure has been revised to better reflect the DTA's impact (through effectiveness) and remove composite features.
-	2. Percentage of digital investments identified by the DTA as in-scope for the Digital and ICT IOF which have an agreed assurance plan in place, supporting good decision-making during implementation.	New measure for 2024-25	This is a new measure for 2024-25 and forward years.
-	8. Percentage of participants in training for Senior Responsible Officials who report increased confidence in contributing effectively on a governance board for a digital investment following completion of the SRO training program.	New measure for 2024-25	This is a new measure for 2024-25 and forward years.



Performance measure in Corporate Plan 2023-24	Performance measure in Corporate Plan 2024-25	Status	Description of change for Corporate Plan 2024-25
3.1 Management of whole-of-government digital strategic sourcing, contracts and purchasing arrangements and systems.	9. Percentage of buyers and sellers participating in the DTA’s marketplace who report being satisfied or highly satisfied with BuyICT.	Revised measure for 2024-25	These two measure have been revised and combined to simplify and better reflect the impact (through effectiveness) of the DTA’s management of whole-of-government digital and ICT strategic sourcing and contracts.
3.2 Value for money digital and ICT procurements.			
4.1 Ability of DTA staff to support strategic objectives.	-	Closed	This measure has been removed and revised in new measures that align better with the DTA’s key activities 6 and 7.
-	10. Positive rating from staff to the agency’s APS Census to: ‘My workgroup has the appropriate skills, capabilities and knowledge to perform well’.	New measure for 2024-25	This is a new measure for 2024-25 and forward years.
-	11. Percentage of initiatives on the DTA’s internal data and digital strategy and roadmap which are either delivered or on-track.	New measure for 2024-25	This is a new measure for 2024-25 and forward years.

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Performance measure in Corporate Plan 2023-24	Performance measure in Corporate Plan 2024-25	Status	Description of change for Corporate Plan 2024-25
-	12. Percentage of agreed internal audit findings that the DTA actioned and formally closed within the management agreed timeframe documented in the relevant internal audit report.	New measure for 2024-25	This is a new measure for 2024-25 and forward years.

## Appendix B - Table of PGPA Act requirements

The Corporate Plan has been prepared in accordance with the requirements of:

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

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

Requirements	Page(s)
<b>Introduction</b> <ul style="list-style-type: none"> <li>• A statement that the plan is prepared for paragraph 35(1)(b) of the Act</li> <li>• The reporting period for which the plan is prepared</li> <li>• The reporting periods covered by the plan</li> </ul>	5
<b>Purposes</b>	6
<b>Key activities</b>	15–20
<b>Operating context</b> <ul style="list-style-type: none"> <li>• Environment</li> <li>• Capability</li> <li>• Risk oversight and management, including key risks and its management</li> <li>• Cooperation</li> <li>• Subsidiaries (where applicable)</li> </ul>	7–14
<b>Performance</b> <ul style="list-style-type: none"> <li>• Performance measures</li> <li>• Targets for each performance measures (if reasonably practicable to set a target)</li> </ul>	15–20