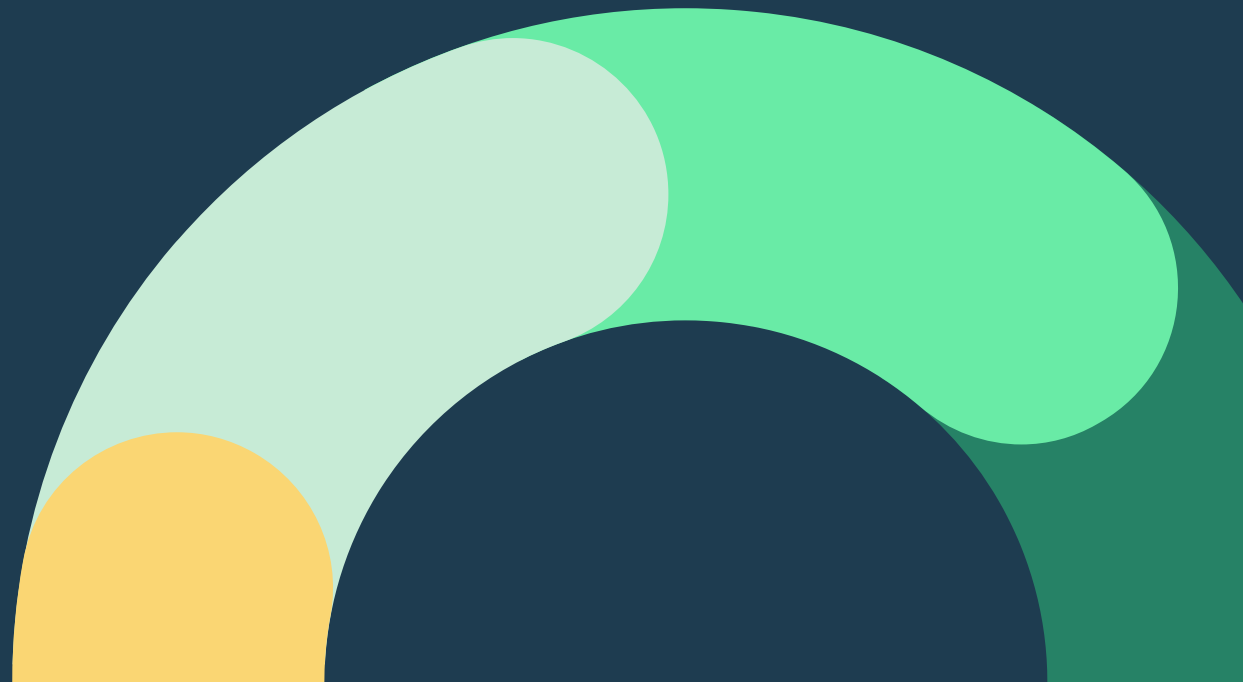




Australian Government
Digital Transformation Agency

dta'

Digital Investment Plan (DIP) Guidebook



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Digital Investment Plan (DIP) Overview

Overview

The Digital Transformation Agency (DTA) has developed this guidance to support government agencies to design and implement Digital Investment Plans (DIP).

Greater focus on short, medium, and long-term planning intends to instill a culture of future - focused strategic digital investment planning, leading to better digital investment outcomes.

Purpose of plan

The DIP is a resource to outline and define the short, medium, and long-term digital goals, initiatives, and outcomes of an agency's digital horizon. It also aligns digital investments with the strategic priorities, business needs and user expectations of the agency.

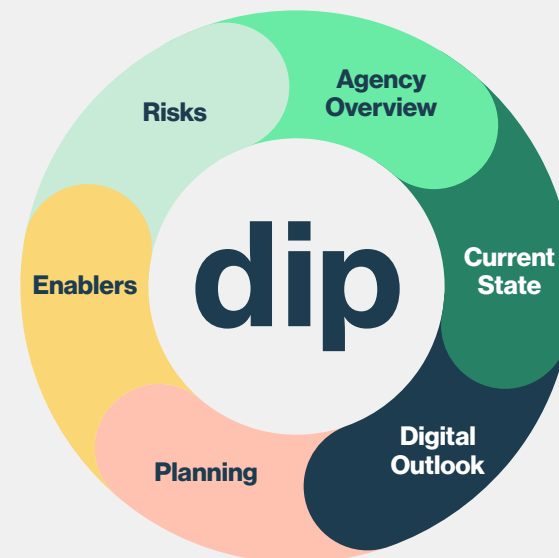
Authority

As part of the [Data and Digital Government Strategy \(DDGS\)](#), Cabinet agreed that agencies need to implement short, medium, and long-term digital plans from 1st July 2025.

Applicability

This guidebook is applicable to all government agencies that are required to submit a DIP as part of the Budget process. The DIP should align with the agency's strategic plan, business case, and ICT strategy, and demonstrate how the agency contributes to the achievement of the Strategy.

Proposals assessed by the DTA as a part of the [Digital and ICT Investment Oversight Framework \(IOF\)](#) will have to be aligned with the DIP of the relevant agency.



Section 1: Agency Overview

Agency Mission

This section should provide a brief introduction of the role and functions of your agency and explain how digital technology underpins service delivery and outcomes.

Use clear and concise language and avoid jargon and acronyms. Provide examples and evidence to illustrate your points.

List of key digital services and outcomes

Define your **key digital services** including services you deliver to other agencies.

How do you deliver your digital services?

What are your core system capabilities based on your missions?

Who are your key stakeholders or customers?

How do your digital services and outcomes contribute to the Strategy?



**Empowering
Agencies**



**Alignment with
the Strategy**



**Key Digital
Services**

Section 2: Current State Systems

Existing Systems

A digital or ICT system is a related set of functional capabilities, including hardware and software, that perform a task or solve a business need.

A system may contain one or more platforms, portals, application, websites and data stores.

This section provides a list of important existing systems that your agency utilises or provides. This includes the purpose of the system, it's criticality to core business functions, dependencies, expected end-of-life and planned upgrades or replacements.

Existing systems that are likely to require significant investment or replacement within the next 10 years with costs in the vicinity of \$10 million or more should be included. Systems that are supporting critical services or operations but are under the \$10 million threshold can still be included at the discretion of the individual agency.

System Type

May include platforms, portals, applications, websites and data stores. Define what technology underpins the system.

System Purpose

Is the digital or ICT system being used for internal operations or policy driven outcomes?

Criticality

What is the level of criticality to core business functions?

Planned Upgrades & Replacements

End-of-Life (EoL) considerations.

Section 3: Digital Outlook

Vision

The Digital Outlook should provide a clear vision statement of how your agency intends to use digital technologies and data to deliver better outcomes for your stakeholders and customers.

Your vision defines how your DIP aligns with the Strategy. Your agency may choose to compose a vision statement that encompasses the entire digital horizon, or you may want to address each strategic view individually.

Short-term Strategic View

Defines your **digital commitments** between 0 to 2 years (0 to 24 months).

The short-term strategic view is focused on well-developed proposals informed by high levels of detail.

Medium-term Strategic View

Defines your **digital commitments or plans** between 2 to 4 years (25 to 48 months).

The medium-term strategic view is focused on moderately developed proposals that need refinement but have a high degree of certainty.

Long-term Strategic View

Defines your **digital ambitions** between 4 to 10 years (49 to 120 months).

The long-term strategic view is focused on the thematic aspects of digital and ICT planning.

Section 4: Planning

Digital Roadmap

This section is to design your agency's Digital Roadmap, it should be high level and align with your agency's overall business strategy and goals, or the Strategy. The Digital Roadmap visualises key initiatives across the digital horizon. The timeline can help agencies visualise implementation of planned activities and upgrades and to map their progress on a half-yearly basis.

An example of a **Digital Roadmap** is on the next page.

New Systems and Major Upgrades

Accompanying the Digital Roadmap, the New Systems and Major Upgrades section should outline critical new systems or major upgrades across the short, medium and long-term digital horizon.

Initiative,
Program of
Work or System

High level overview of initiative, program of work or system.

Proposal Type

Outline the proposal type or business case pass: Pilot, 1PBC/Discovery, 2PBC/Implementation, Next Tranche/Phase or Sustainment.

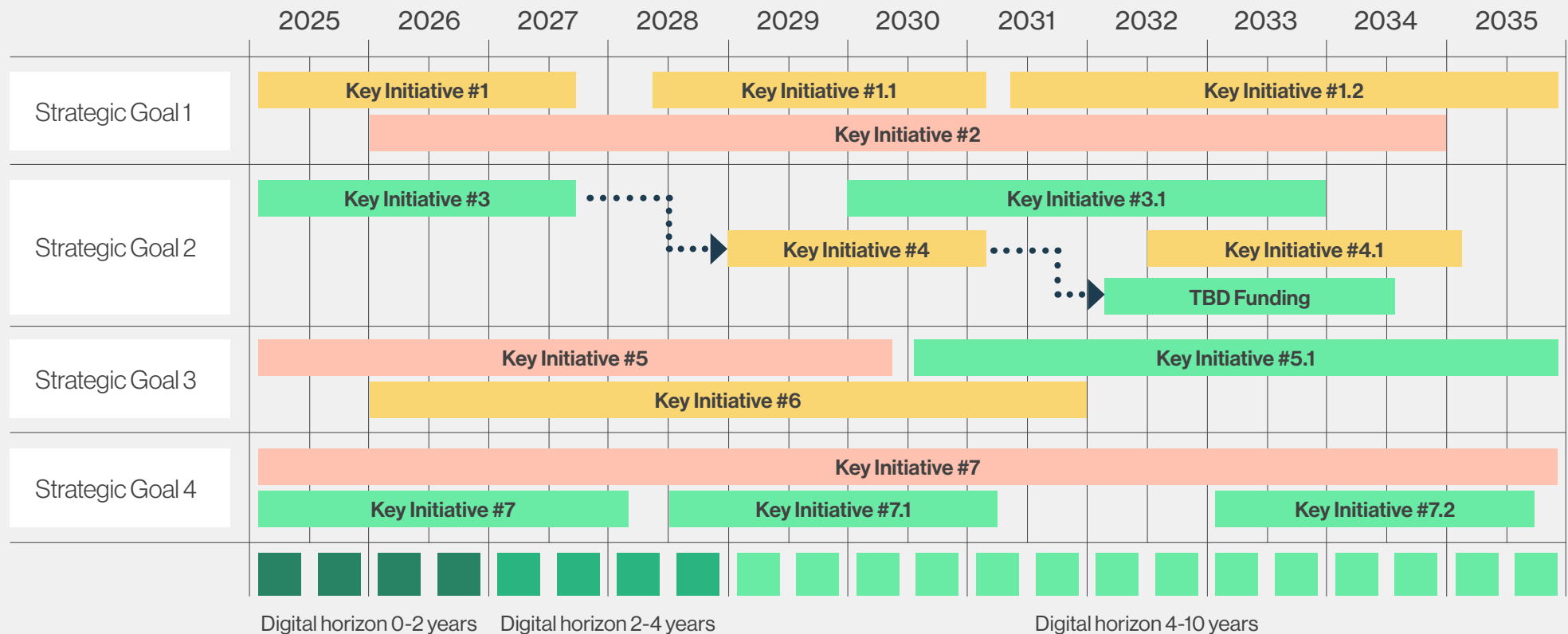
Purpose

Define if the system is a new capability, or if it enhances or replaces an existing capability.

Funding Source

Outline intended funding source.

Digital Roadmap (example format)



Key

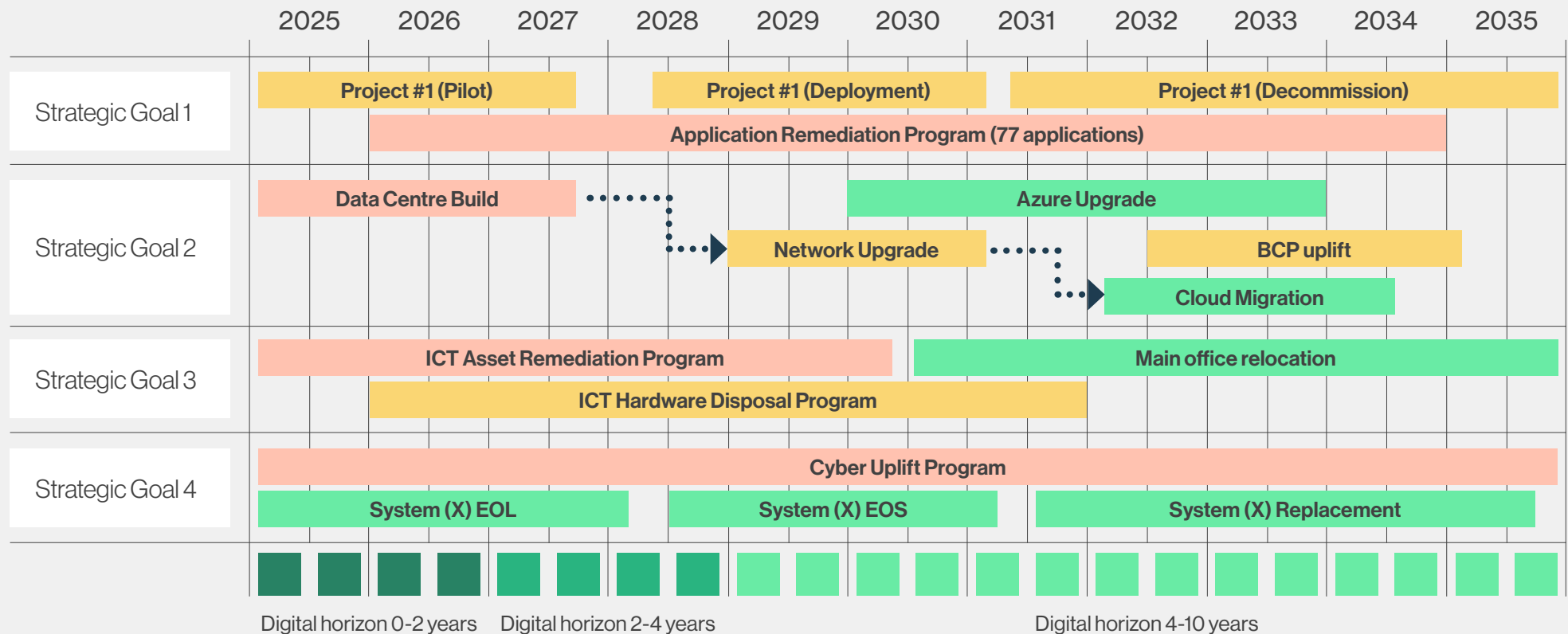
TBD Funding

Internally Funded

Externally Funded

Dependency

Digital Roadmap (including sample data)



Key

TBD Funding

Internally Funded

Externally Funded

Dependency

Section 5: Enablers

For this section we want your agency to consider and define the key enablers that underpin the delivery of your DIP.

Workforce

Define your **key workforce roles**.

What are your critical skills gaps?

Do you have the workforce capability to deliver your plan?

What are the gaps and what measures are being undertaken to address these gaps.

External Assets and Dependencies

Are there any external assets or **dependencies** that your agency relies upon to deliver your services?

Key Vendors

This section should answer if you utilise any key vendors to deliver critical digital services, for either in-flight or planned activities.

It should also include the length of time that these critical vendors have been in use and what measures are being put in place to reduce the reliance on them.

Policies and Frameworks

Alignment with related whole-of-government objectives, strategies, policies, frameworks, standards and schemes.

An [overview](#) of the data and digital policy landscape.

Section 6: Risks

For this section we want your agency to identify and define the key risks that may disrupt the delivery of your DIP.

Risks may include **funding, workforce, schedule, dependencies and technology**.

Operational Risks

What are the operational risks to your agency? This may include reliance on vendors or workforce limitations.

What will be the impact to your critical services or dependent agencies if these risks are realised?

Technology Risks

What technical risks to your agency have been identified?

Have **legacy systems** been identified?

Explain your **Essential Eight** maturity level and any relevant planned enhancements?

Is there a level of technical debt in your agency?

What would be the impact to your critical services or to dependent agencies if these risks were realised?

Glossary

Australian Government Architecture (AGA)

The AGA is a collection of digital artefacts and guidance to help agencies align with the digital direction of government.

Identifying the AGA capability relevant to your initiative enables you to:

- confirm the policies and standards that apply, including any requirements or recommendations to ensure components you create are reusable
- review designs and patterns associated with your initiative's capabilities, ensuring you have appropriately explored opportunities to reuse existing technology and architecture.

Data and Digital Government Strategy (the Strategy)

The Strategy sets the vision for the Australian Government's use of data and digital technologies to 2030. The Strategy puts people and business at the centre of the Government's data and digital transformation.

The Strategy sets out the Australian Government's 2030 vision:

To deliver simple, secure and connected public services for all people and business through world class data and digital capabilities.

The Strategy sets out 5 key missions to guide the APS' data and digital transformation.

Defining digital services

The [Digital Service Standard \(DSS\)](#) establishes the requirements for the design and delivery of digital government services.

Digital services must be user-friendly, inclusive, adaptable and measurable.

The DSS defines digital services as:

Informational services provide information, such as reports, fact sheets or videos, to users.

Transactional services lead to a change in government-held records, typically involving an exchange of information, money, licences or goods.

Staff-facing services provide information or support transactions to government employees.

Defining legacy

A collection of information and communications technology (i.e. hardware, software, services, protocols, and/or systems) is 'legacy' when it meets one or more criteria in both Category A and Category B.

Category A

- Considered an end-of-life product, or
- Out of support, and extended support from the manufacturer, vendor or developer.

and

Category B

- Impractical to update or support within the entity, or
- No longer cost-effective, or
- Considered to be above the current acceptable risk threshold, or
- Offers diminishing business utility, or
- Prevents or obstructs fulfilment of the entity's ICT strategies.

Dependency

A dependency is the relationship between activities such that the completion or the initiation of one is reliant on the completion or initiation of the other.

Digital Capability Assessment Process (DCAP)

The Digital Capability Assessment Process (DCAP) is a set of whole-of-government digital and ICT policies and standards that all new digital and ICT investment proposals will need to demonstrate a level of alignment and compliance with, prior to consideration by Government.

Digital Experience Policy (DX Policy)

The Digital Experience Policy (DX Policy) supports a whole-of-government focus on improving the experience for people and business interacting digitally with government information and services, setting a benchmark for good digital services and integrating data based on real-world use. This will strengthen the government's Investment Oversight Framework (IOF), further assuring that investments deliver on their commitments and are aligned to whole-of-government strategic objectives.

Digital and ICT Investment Oversight Framework (IOF)

The IOF is a six-state, end-to-end framework providing a way for the Government to manage digital investments across the entire project lifecycle.

State 1 – Strategic Planning (pre-budget)

Defines the Government's digital and ICT-enabled investment portfolio, its future objectives and identifies capability gaps.

State 2 – Prioritisation (pre-budget)

Prioritises, plans and advises on investments to deliver on the Government's digital and ICT objectives.

State 3 – Contestability (budget)

Ensures proposals are robust and meet whole-of-government digital standards immediately prior to government consideration.

State 4 – Assurance (implementation)

Provides assurance to the Government that investments are on-track to deliver expected benefits/throughout delivery.

State 5 – Sourcing (implementation)

Ensures Government obtains the best value for money from digital and ICT-enabled investments.

State 6 – Operations

Regular data collection provides intelligence on the size, health and maturity of the Government's Digital and ICT investments.

Digital Service Standard (DSS)

The Digital Service Standard (the Standard) establishes the requirements for designing and delivering digital government services. The Digital Service Standard puts people and business at the centre of government digital service delivery. It guides digital teams to create and maintain digital services that are: user-friendly, inclusive, adaptable and measurable.

End-of-life

A system that has reached the end of support and is in the process of being retired.

End of support

When a company ceases support for a product or service. This is typically applied to hardware and software products when a company releases a new version and ends support for certain previous versions.

Essential Eight

Organisations are recommended to implement eight essential mitigation strategies from the Strategies to Mitigate Cyber Security Incidents as a baseline. This baseline, known as the Essential Eight, makes it much harder for malicious actors to compromise systems.

The mitigation strategies that constitute the Essential Eight are: patch applications, patch operating systems, multi-factor authentication, restrict administrative privileges, application control, restrict Microsoft Office macros, user application hardening and regular backups.

Key Workforce Roles

Core Digital and Data Roles

These are roles required to perform the work essential to delivering the enduring functions of your agency on a regular and ongoing basis. These are roles you expect to remain important over the next 5-10 years.

Emerging Digital and Data Roles

These are roles that might be relatively new (i.e., in response to new technologies) or have changed significantly from what they have been previously and for which you expect agency demand to increase over the next 5-10 years.

Hard to Fill Roles

These are the roles that are difficult to fill with APS staff. This could be due to high demand, niche skills, intermittent work, or high training needs (or requiring large amounts of time to maintain currency).

Legacy Skill Needs

These are the skills and/ or expertise needed by your agency to support legacy systems over the next 5-10 years.

Secretaries' Digital and Data Committee (SDDC)

The purpose of the SDDC is to provide strategic leadership to promote an APS-enterprise approach to the planning, coordination, investment, assurance, and delivery of trusted and secure digital and data capabilities across government.

Digital Investment Plan (DIP) Guidebook Templates

Section 1: Agency Overview

Agency Mission

Key Digital Services

Section 2: Current State Systems

Existing Systems

Section 3: Digital Outlook

Vision Statement

Section 4: Planning

New Systems and Major Upgrades

Section 5: Enablers

Workforce

External Assets and Dependencies

Section 5: Enablers

Key Vendors

Policies and Frameworks

Section 6: Risks

Operational Risks

Technology Risks



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