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Australian Government

Department of Foreign Affairs and Trade

DIGITAL INVESTMENT PLAN

Version 0.1 February 2026



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1. AGENCY



Purpose: To make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

The Department of Foreign Affairs and Trade (DFAT) provides strategic leadership for Australia's international engagement, shaping and coordinating a coherent whole-of-government approach to advancing the nation's interests in an increasingly complex global environment. Through creative, ambitious and future-focused statecraft, delivered in partnership with government agencies, industry and the community, DFAT drives strong policy, effective programs and trusted international relationships that position Australia for long-term success. As the lead agency managing Australia's global network, DFAT underpins a secure, coordinated and resilient overseas presence. This network enables the delivery of the Government's international agenda through integrated diplomatic, consular, economic and security activities, ensuring Australia can respond decisively to emerging global challenges and opportunities.

OUTCOME 1: The advancement of Australia's international strategic, security and economic interests, including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities

OUTCOME 2: The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas

OUTCOME 3: A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate



1 Negotiate and advocate internationally and provide international policy advice



2 Deliver international development and humanitarian assistance



3 Advocate within multilateral institutions



4 Deliver Consular services



5 Deliver Passport services



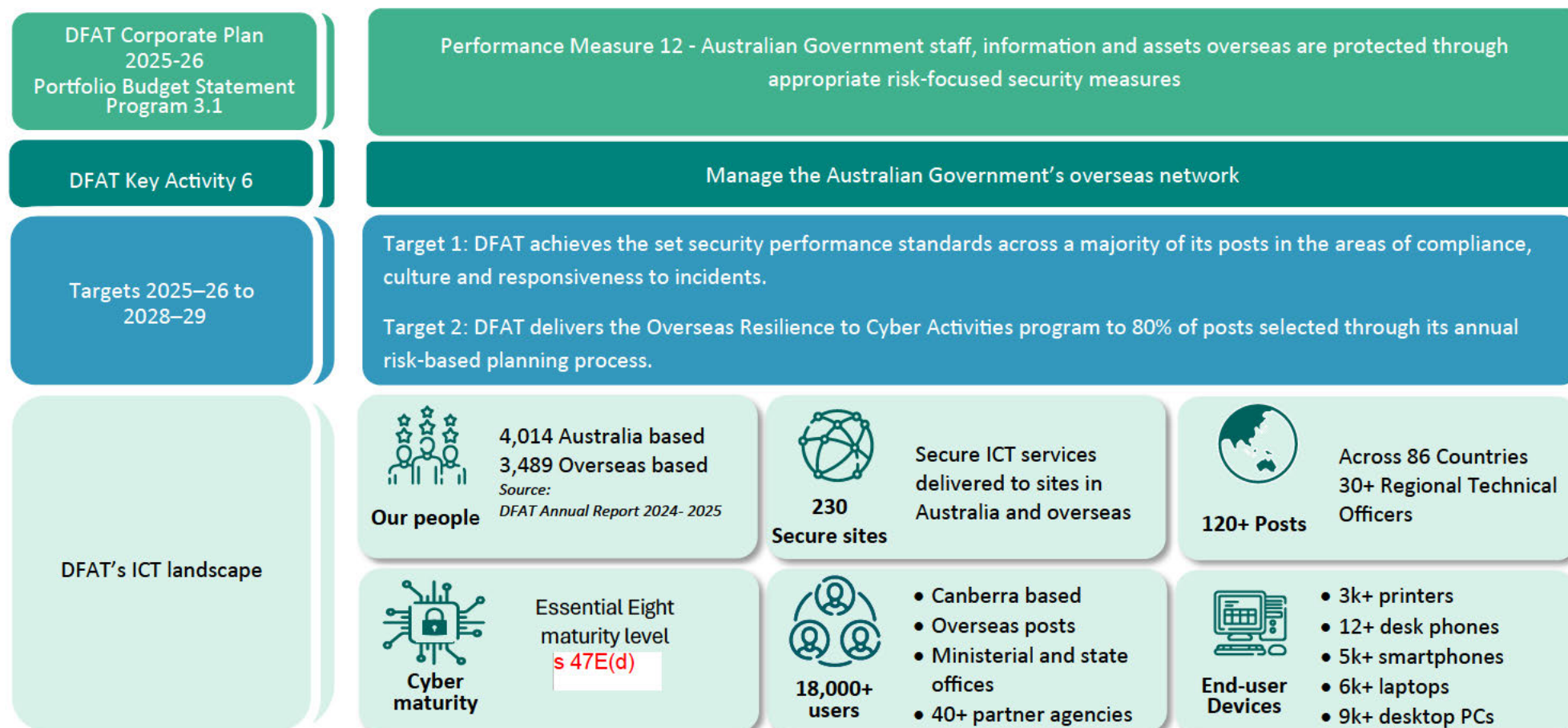
6 Manage the Australian Government's overseas network

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1. AGENCY OVERVIEW

1.1 DFAT's digital services and outcomes contribute to the purpose

Reliable, secure, sustainable and flexible Information and Communications Technology (ICT) capability is critical to DFAT's effectiveness in a rapidly evolving digital environment. The department delivers ICT solutions that meet business needs while operating across diverse legal, regulatory and local conditions. Core digital services are provided to all staff, including Locally Engaged Staff, as well as Partner Agencies, enabling effective operations in Australia and across the overseas network. The performance measures outlined below align with the Portfolio Budget Statements, key departmental activities and portfolio performance measures. The ICT performance statistics presented demonstrate how digital services underpin and support the department's operations.



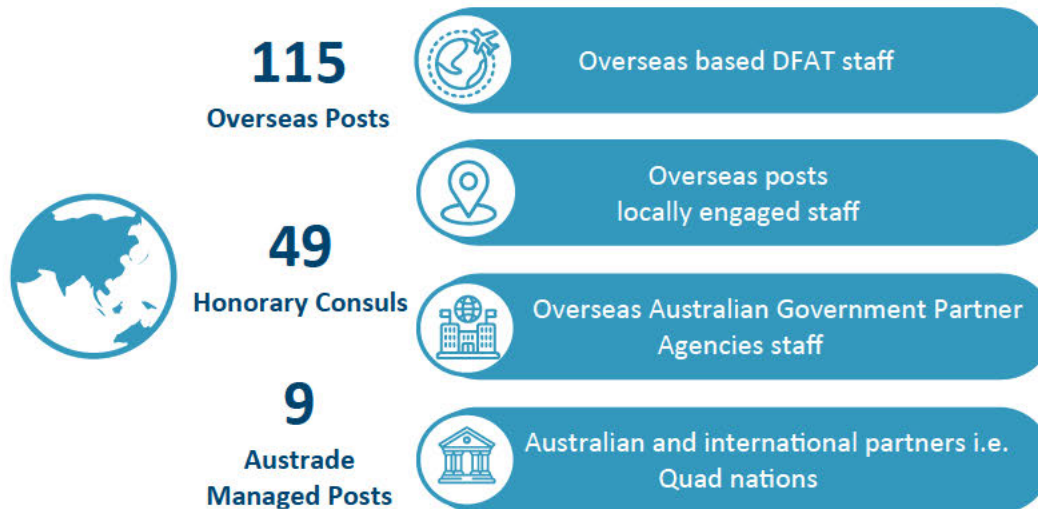
1. AGENCY OVERVIEW

1.2 DFAT ICT key stakeholders and customers

DFAT plays a critical role as the Australian Government's conduit for foreign affairs communications, enabling secure and reliable engagement worldwide. Through the delivery of resilient and coordinated ICT services, the department supports three key stakeholder groups:

- overseas-based staff,
- Australia-based staff; and
- key Australian Government partner agencies.

This capability enables effective operations across diverse environments and underpins Australia's diplomatic, consular, aid and trade objectives by ensuring trusted, consistent communication across the global network.



Australian based DFAT Staff



Partner Agencies

Key Partner Agencies

- Attorney-General's Department
- Australian Centre for International Agricultural Research
- Australian Federal Police
- Australian Trade and Investment Commission
- Department of Agriculture, Fisheries and Forestry
- Department of Defence
- Department of Education
- Department of Employment and Workplace Relations
- Department of Home Affairs, Services Australia
- Tourism Australia
- Treasury
- Export Finance Australia



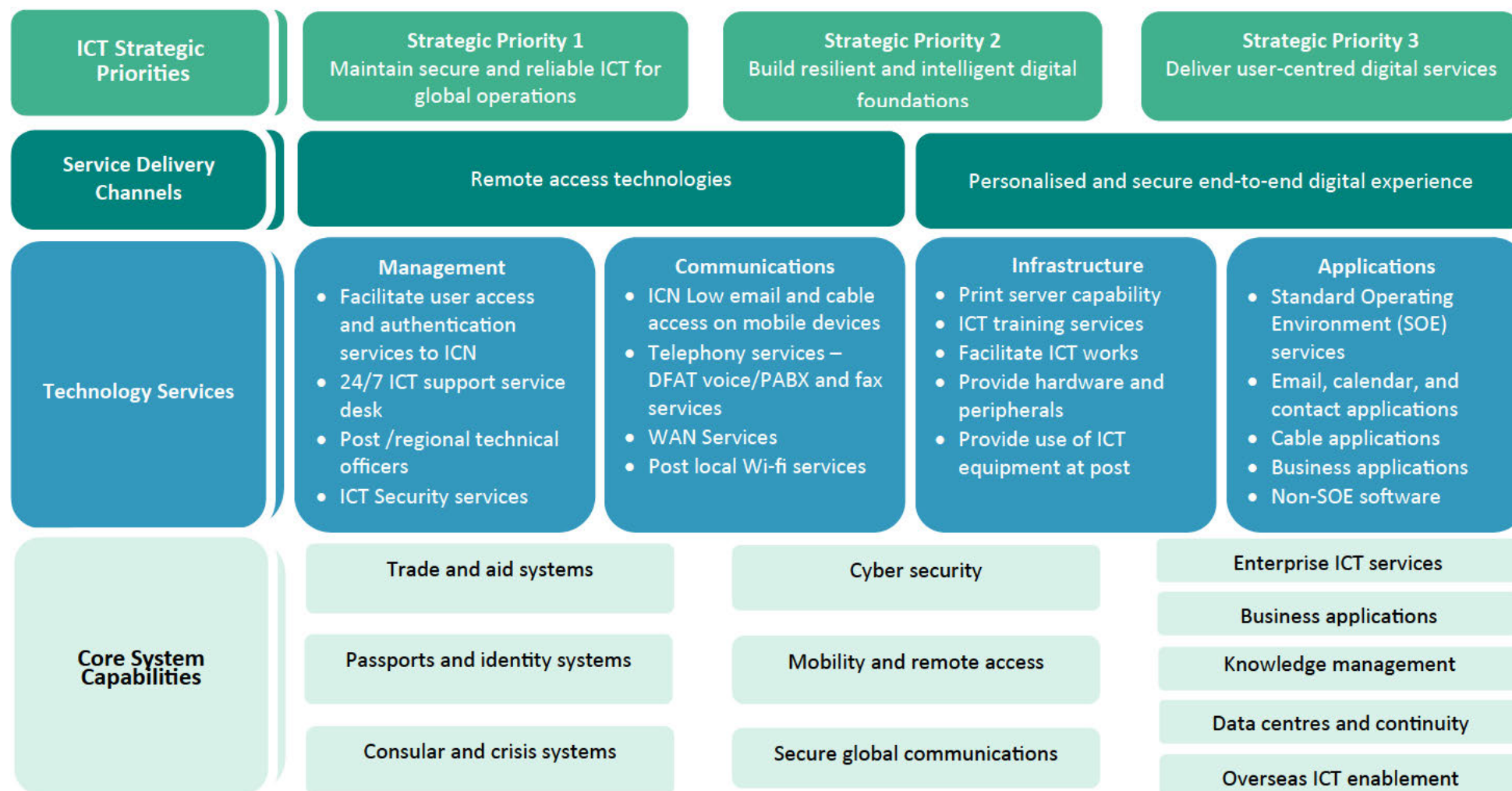
NGO Partners

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1. AGENCY OVERVIEW

1.3 DFAT'S key digital services

DFAT's digital ICT services enable the department's strategic objectives by providing secure, reliable and resilient technology that supports diplomacy, consular, aid and trade outcomes. Services are delivered through enterprise platforms and secure networks to support staff and partner agencies in Australia and across the overseas network. These services are underpinned by core ICT capabilities that ensure trusted communication, continuity of operations and effective service delivery in complex global environments.



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2. CURRENT STATE

1.4 Current State Applications and Systems

DFAT manages a suite of interconnected corporate and business digital and ICT systems that underpin daily operations and global responsibilities. These systems support critical business functions, enable collaboration across regions, and manage essential data and services. Together, they form a complex technology ecosystem with significant interdependencies. Several key systems are approaching important lifecycle milestones and will require strategic attention over the next decade. A detail list of key applications, their purpose and identified upgrades and replacements is provided in Appendix A.

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3. DIGITAL OUTLOOK

Our vision

A secure, resilient and globally connected ICT environment enabling DFAT's mission

ICT Strategic Priorities

1. Maintain secure and reliable ICT for global operations
2. Build resilient and intelligent digital foundations
3. Deliver user-centred digital services

Horizon 1: 2026 - 2027

Horizon 2: 2028 - 2029

Horizon 3: 2030 - 2036

New Policy Proposals

ICN Stabilisation: DFAT's three-year plan to stabilise the Australian Government's existing ICN environment and determine future requirements to support Australia's international presence and policy objectives.

DFAT Digital Uplift Program: Has been established to build a highly secure and flexible ICT environment which will address critical cyber security vulnerabilities and enhance diplomatic collaboration across the whole of Federal Government.

Foreign Arrangements Scheme – Online Portal and Website Enhancements: Ensures the ongoing enhancement and maintenance of the Foreign Arrangements Scheme Online Portal and website, including public register.

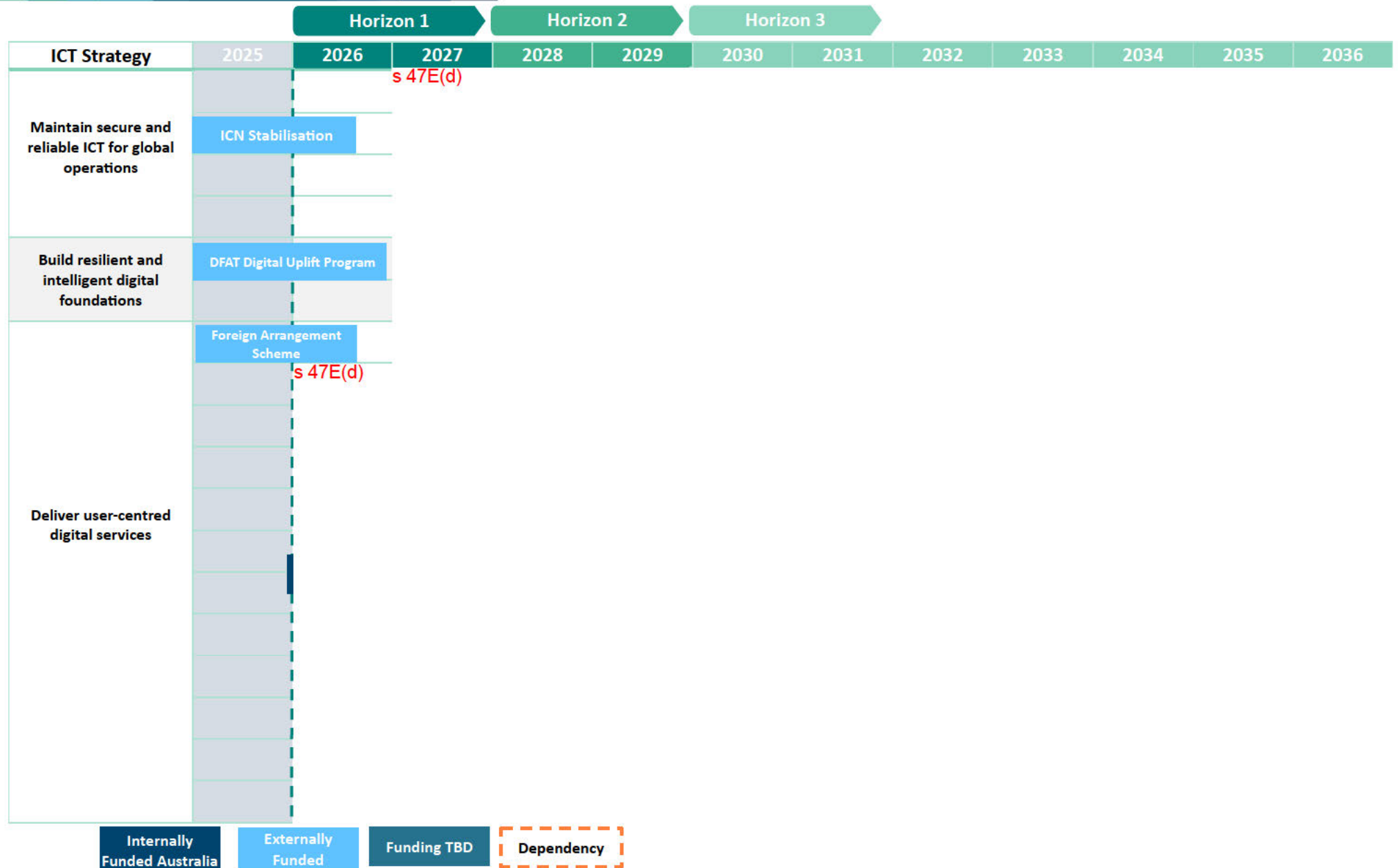
Key identified investments

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4. 10 YEAR ROADMAP



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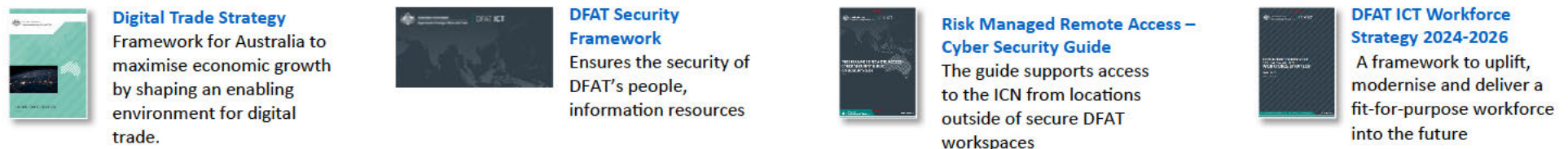
5. ENABLERS

DFAT's ICT policies and frameworks are aligned with Whole-of-Government (WoG) requirements, ensuring compliance with national cyber security standards, digital service initiatives, and ICT governance frameworks. This alignment supports secure, consistent, and efficient delivery of digital services, strengthens interoperability with partner agencies, and ensures DFAT's ICT operations uphold government-wide priorities and standards.

Data and Digital Government Strategy



DFAT ICT Strategy 2026 - 28



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5. ENABLERS

5.2 Define your key workforce roles

DFAT Strategic Objective: Be an employer of choice, supporting the wellbeing of our people and ongoing professional development

ICT Strategic Priority 3	Provide accessible, user-focussed digital services that strengthen collaboration, and enable DFAT to respond in a dynamic operating environment sustained by a skilled, trusted, and diverse workforce and enable DFAT		
Workforce streams	DFAT's ICT workforce includes critical roles including system architects, cyber security specialists, and service delivery managers.	 Cyber security and cloud networks  Compliance and commercial  Data and service delivery	 Business solutions  ICN global modernisation  ICT Infrastructure and Operational Support
Workforce skills	s 47E(d)	 Develop a capable, diverse ICT workforce that meets modern technology and customer service needs  Establish a strong ICT talent pipeline for sustainable, global workforce.	 Strengthen technical and cyber capability through upskilling, succession planning and career pathways  Expand regional ICT presence to improve Global IT support and reduce cyber risk
Workforce investment	To address these gaps, DFAT is implementing targeted recruitment, upskilling, succession planning, and establishing external partnerships to invest in the capability to deliver user-centric digital services. capability to deliver user-centred digital services.	 Service delivery models include workforce planning to for sustainability and resilience  Workforce skills development is in step with emerging technologies and aligned ICT service delivery  Establish strong entry-level, graduate, cadet and school-leaver pipelines to secure future capability.	 Deliver global user-centred services and fit-for-purpose technologies  Expand the Regional Technical Officer footprint to improve IT support and reduce cyber vulnerabilities.  Launch the Cyber Technical Exchange Program to strengthen partnerships and cyber upskilling

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5. ENABLERS

5.3 Key vendors, external assets and dependencies

DFAT relies on a small number of critical external vendors to deliver essential global ICT and business services that support diplomatic, consular, aid and trade operations. Vendors have been engaged for several years, providing continuity and stability for core systems. While DFAT actively monitors vendor performance and implements diversification strategies and alternative sourcing options to reduce over-reliance on any single provider, no opportunities for vertical integration have been identified at this time. Additionally, no external assets or dependencies have been assessed as presenting a material risk.

Appropriate governance, accountability and reporting processes are in place to support continuous oversight and monitoring of vendors and dependencies, ensuring DFAT maintains the resilience and continuity of critical ICT and business services across Australia and the overseas network

Key Vendors	Duration
Telstra Pty Ltd	10 years
DXC Technology Australia Pty Limited	6 years
Unisys Australia Pty Ltd	3 years
Muehlbauer ID Services GmbH	5 years
Data#3 Ltd	4 years
Oobe Pty Ltd	4 years
VMWare Australia Pty Ltd	3 years
Prescient Solution Pty Ltd	3 years
CDC Data Centres Pty Ltd	3 years
SFDC Australia Pty Ltd (Salesforce)	3 years
Verizon Australia Pty Ltd	5 years
Ethan Global	3 years
DXC Technology Australia Pty Limited	2 years
SmartComms Pty Ltd	6 years

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6. RISKS

DFAT faces operational and technical risks that could affect the delivery of critical services supporting Australia's diplomatic, consular, aid, and trade objectives. Operational risks include business disruptions, workforce capability gaps, and procurement or compliance issues, while technical risks relate to legacy systems, project delays, ICT vulnerabilities, and cyber threats. If realised, these risks may disrupt services, compromise information, or delay decision-making. DFAT mitigates these risks through enterprise risk management, business continuity planning, system lifecycle management, and cyber resilience measures guided by the Essential Eight framework, ensuring secure, reliable, and continuous operations across Australia and the overseas network.



Operational Risks

Cyber-attacks may compromise DFAT's global network, resulting in the unauthorised access, release or loss of corporate or sensitive personal information.

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Limited global procurement and supply-chain options, including constraints related to vendor sovereign capability, may affect DFAT's ability to meet requirements and increase the risk of non-compliance.



Technology Risks

Delays in ICT projects may limit DFAT's ability to deliver new capabilities or services and may disrupt or degrade existing systems and service delivery.

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Legacy systems are actively identified and managed through DFAT's enterprise-level capital investment and prioritisation framework, which guides system lifecycle planning, renewal decisions and risk-mitigation strategies.



Cyber Risks

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APPENDIX A: Detailed Listing of Current State Applications

Corporate applications	Purpose	Critically planned upgrades and replacements
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Business applications	Purpose	Critically planned upgrades and replacements
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Business applications	Purpose	Critically planned upgrades and replacements
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Business applications	Purpose	Critically planned upgrades and replacements
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