

Digital Investment Plan (DIP)

Department of Agriculture,
Fisheries and Forestry FY26-27



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Section 1: Agency Overview

Agency Mission

Working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

The Department of Agriculture, Fisheries and Forestry (DAFF) is the lead government agency for the agricultural sector (the agricultural, fisheries and forestry industries) in Australia.

Our work is central to the health and prosperity of the nation. Our policies and services protect and span the entire supply chain, helping to grow Australia’s economy and enable the Australian agricultural sector to produce high quality, more sustainable products for consumption within Australia and overseas.

We are a national regulator with portfolio responsibilities that include biosecurity and trade. We work in partnership with all levels of government and local communities. We have scientific and technical expertise, connections with a range of domestic and international stakeholders and important partnerships across the private sector, from small agricultural businesses to multinational enterprises.

Key Digital Services

Digital Export Services	Establishments & Accredited Properties
	Licensing
	Approved Arrangements
	Export Requirements
	Request for Export
	Quota
	Inspections
	Audit
Biosecurity Risk Management	Residue
	Imports
	Travellers and Conveyances
Corporate, Policy and Research	Scientific, Compliance and Assurance
	Farm Survey Program
	Agricultural Statistics
	Levies Management



Section 2: Digital Outlook

“...enhancing our business operations through innovative, secure, and robust digital capability that will significantly enhance the technology experience for departmental staff and its customers.” – DAFF Technology Strategy 2023-2026

Short-term

- Key Drivers**
- DAFF Technology Strategy 2027-2030*
 - DAFF Cloud Strategy 25-28
 - DTA Policy for the responsible use of AI in government 2.0
 - DAFF Enterprise Digital Strategy*
 - Enterprise Data Strategy 2026 to 2028
 - Biosecurity Operations Division Divisional Strategy 2025-2028
 - National Agricultural Traceability Strategy
 - National Biosecurity Strategy
 - National Biosecurity Strategy Action Plan 2024
 - DAFF Biosecurity 2030 Roadmap
 - Data and Digital Government Strategy
 - Whole-of-Government Cloud Computing Policy
 - Australian Cyber Security Strategy 2023-2030
- Major Programs**
- Simplified Targeting and Enhanced Processing Systems (STEPS)
 - Capital security, technology and asset refresh (CapSTAR)
 - DAFF Transformation Action Plan
- Key digital themes**
- Establish ongoing, robust and secure ICT landscape, and fit-for-purpose digital architecture
 - Modernising agricultural export systems and improving service delivery for producers and exporters
 - Creating a faster, simpler and more integrated cargo clearance system
 - Better ways to make data and analysis collected by ABARES more timely and accessible
 - Strengthening our data maturity through data, analytics and AI
 - Digital enabling capability for services including design, research and delivery
- Emerging digital and technology opportunities**
- Artificial Intelligence
 - Rules as Code (RaC)

Medium-Term

- Key Drivers**
- Refreshed Technology and Enterprise Digital Strategy(s)
 - National Agricultural Traceability Strategy
 - National Biosecurity Strategy
 - National Biosecurity Strategy Action Plan
 - DAFF Biosecurity 2030 Roadmap
 - Data and Digital Government Strategy 2023-2030
 - Secure Cloud Strategy
 - Australian Cyber Security Strategy 2023-2030
- Major Programs**
- CapSTAR
- Major Themes**
- Consolidation onto generalist platforms and decommissioning redundant applications
 - Consolidation and rationalisation of legacy systems
 - Establish ongoing, robust and secure ICT landscape, and fit-for-purpose digital architecture
 - Enabling productivity through the responsible and ethical use of AI
 - Continue transition to cloud native digital services
 - Maturing data analytics with a focus on:
 - risk based and data driven decision making
 - reuse and integration
 - National infrastructure to support emerging technology to achieve a more adaptive system
 - User-centered service delivery
 - Co-ordinated digital strategic direction linked to business outcomes

Long-term

- Key Drivers**
- Refreshed Technology and Enterprise Digital Strategy(s)
 - National Agricultural Traceability Strategy
 - National Biosecurity Strategy
 - DAFF Biosecurity 2030 Roadmap
 - Data and Digital Government Strategy 2023-2030
 - Australian Cyber Security Strategy 2023-2030
- Major Programs**
- Major Themes**
- AI to strengthen data collection
 - Integration with government and industry
 - Skilled and responsive workforce supported by improved regulatory tools and information
 - Accessing more offshore information
 - Improved sharing of information globally (biosecurity – information and intelligence on threats)
 - Extracting full value from data

* In development



Section 3: Current State Systems

Existing Systems

Digital Service		System	Type	Purpose	Criticality	
Digital Regulatory Services		Export Service	Portal	A portal for the management of agricultural export requirements.	Business Critical	
	Establishments and Accredited Properties Licensing	Establishments Register (ER)	Application	Used to manage export establishments and meat export license registrations.	Business Critical	
	Export Requirements	Manual of Importing Country Requirements (MiCOR)	Website / application	Sets out what exporters must do for their products to be accepted by other countries.	Business Critical	
	Request for Exports	Next Export Documentation System (NEXDOC)	Application	Web-based export management system.	National / Departmental Critical	
		Tracking Animal Certification for Export (TRACE)	Application	Manages documentation and approval process for export of live animals or reproductive material.	Business Critical	
		Export Certificate Service	Application	Provides certificate processing and dispatch capability for certificate issuing systems.	Business Critical	
	Quota	Modern Quota System (MQS)	Application	Generates quota certificates for exporters.	Business Critical	
	Inspections	Plant Export Management System (PEMS)	Application	Captures information about the export of plants and plant products from Australia.	Business Critical	
	Audit	Managed Compliance Service (MCS)	Application	Supports the audit process including generation of audit reports and non-compliance notices.	Business Critical	
	Residue	The Information Management System (National Residue Survey)	Application / database	Monitors environmental contaminant, and pesticide and veterinary medicine residue.	Business Critical	
Biosecurity Risk Management	Imports	Agricultural Import Management Systems (AIMS)	Application	Record and track workflow of quarantine entries lodged to treat imported cargo.	Business Critical	
		Import Management System (IMS)	Application	Supports the assessment and inspection of imported goods entering Australia as cargo.	Business Critical	
		Cargo Online Lodgement System (COLS)	Application	Allows customs brokers and importers to lodge imported cargo documentation.	Business Critical	
		Biosecurity Portal	Portal	An integrated portal providing access to the department’s biosecurity applications.	Business Critical	
		Scheduling and Workload Management System (SWMS)	Application	Helps the Biosecurity Operations Division to manage its work.	Business Critical	
		Post Entry Biosecurity System (PEBS)	Application	Manage reservations for cats, dogs and plants requiring post-entry quarantine.	Business Critical	
	Travellers and Conveyances	Maritime and Aircraft Reporting System (MARS)	Application	This system is for commercial vessel masters to submit pre-arrival documents.	Business Critical	
		Traveller and Mail Systems (TAMS)	Application	Helps mitigate biosecurity and health risks in traveller and mail pathways, and enables the usage of the Australian Traveller Declaration by international passengers.	Business Critical	
	Scientific, Compliance and Assurance	Biosecurity Assessment Recording System (BARS)	Application	Case management platform for Change in Biosecurity Risks and Technical Advice Process requests.	Business Critical	
		Pest and Disease Repository (PDR)	Application / database	Holds information on pest and disease agents.	Business Critical	
		Approved Arrangements (AA)	Application	Supports assessment of approved arrangement applications and management of arrangements.	Business Critical	
		Fit and Proper Person (FPP)	Application	Used to conduct Fit and Proper Person reports in line with departmental requirements.	Business Critical	
		Compliance Case Management System (CCMS)	Application	Used to report, triage and assess non-compliance reports and intelligence information.	Business Critical	
	Policy and Statistics	ABARES	Survey Collection and Management Portal (SCAMP)	Application / database	Used to plan and coordinate surveys and capture information.	Business Critical
			Commodities and Trade Systems (CaTS)	Application / database	Used to collect, collate and enrich commodities data to produce estimations and forecasts.	Business Critical
Corporate	Human Resource Management	Aurion	Application	For staff to manage HR tasks such as leave and timesheets.	Business General	
	Financial Management	TechnologyOne	Application	The department’s financial management information system.	Business Critical	
	Levies Management	Phoenix	Application	Used to record returns and payments received by levy payers, disburse funds and support compliance activities.	Business Critical	



Section 4: Planning

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New Systems and Major Upgrades

Long term strategic policies and directions

Major departmental and government agendas that may be drivers for digital and technology investment requiring external funding in future years.

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Outcome 1

More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.

Outcome 2

Safeguard Australia's animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.

Corporate, Digital and Technology directions

Digital and ICT priorities aligned to departmental and whole-of-government directions. Initiatives requiring external funding are expected to align with business priorities as the planning horizon nears.

(Work not yet agreed or funded)

Replace – systems no longer fit for purpose, functionality to be moved to new digital capability

Re-engineer – poor technical fit, invest to align with strategic directions (e.g. cloud native)

Improve – enhance, integrate and optimise systems to deliver business value

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Section 5: Enablers

Workforce

- Under the DAFF Transformation Action Plan workforce planning and development action, in 2024-25 we delivered a workforce strategy and Tactical Workforce Action Plans to ensure our staff have the right mix of skills and capabilities, working in the right locations where they can perform effectively, safely and to the highest standards
- Agency Priority Workforce Capabilities include:
 - Data and Digital Literacy
 - Digital, Tools and Technology
 - Governance and Information Management
 - Artificial Intelligence
 - Data Visualisation
 - Data Acumen and Analytics
- Critical roles facing labour market shortages include:
 - AI Specialists
 - Data Analyst and Scientists
 - Systems Architects
 - Cloud Engineers
 - Cyber Security Specialists
 - Information Management Officers

External Assets and Dependencies

- Integrated Cargo System (ICS) is an ABF system and a key dependency for DAFF systems
- Intra-government Communications Network (ICON)
- Digital ID
- GovCMS

Key Vendors

The DAFF ICT Strategic Sourcing Program “Buy IT Smart” has moved into onboarding and transition.

Under the program, DAFF has implemented an ICT sourcing model which includes the following scalable bundles and providers:

- Enterprise Service Management – Accenture
- End User Productivity & Service Desk - Unisys
- Hybrid Compute & Storage – Accenture
- Managed Network Services – DXC
- Telecommunications – Optus

DAFF is currently reviewing these arrangements as part of the standard contract renewal process.

Other key vendors include Microsoft under whole of government arrangements.



Section 6: Risks

Operational Risks

Enterprise risks	Key mitigations for these risks
National biosecurity: Insufficient ability to adapt and protect Australia from biosecurity threats and respond effectively to biosecurity incursions.	Effectively detect biosecurity risk through intelligence-led targeting, technology supported inspections and efficient detection methods. Work together with industry, states and territories, international trading partners, research institutions and other key stakeholders to support a connected, resilient and national biosecurity system.
Financial resources: Inadequate management of financial resources to achieve our strategic objectives.	Manage departmental expenses to achieve appropriate value for money. This includes ensuring the department’s financial systems, capabilities and processes are fit-for-purpose and support staff in delivering effective financial management outcomes.
Digital service-delivery capability: Ineffective departmental and industry digital service-delivery capabilities to achieve our strategic objectives.	Invest in fit-for-purpose digital architecture, systems and service design which meet the digital capability needs of the department and industry. Progress initiatives under the department’s Transformation Action Plan to further mature the department’s information and data practices, management, culture and capabilities. Invest in a 10-year plan for digital investment and sustainment which addresses compounding ICT technical debt, and establishes an ongoing, robust and secure ICT landscape. Reform system functionality and utility for our stakeholders.
Security and critical infrastructure: Inadequate management of cyber, data, critical infrastructure, physical and personnel security and integrity.	Invest in digital expertise and systems to manage cyber threats and incidents and protect our data. Maintain and invest in fit-for-purpose infrastructure, systems and digital technology that is assured by proficient business continuity arrangements.

Technology Risks

Key Challenges	Description
Sustainment and replacement of legacy systems (including the accumulation of technical debt and limited funding for sustainment)	Key systems are ageing and require investment to uplift to current technologies. The accumulating technical debt results in increased operational and cyber related risks to the department. Ageing and outdated systems are contributing to increased support costs as measures to keep systems running become more intensive.
Maintaining a skilled and sustainable Digital and ICT workforce	Digital and ICT skills and resourcing require active management to secure our workforce for the future in a highly competitive national market.
Coordinated Digital and ICT investment governance & mature asset management	Establishing coordinated governance around the department’s Digital and ICT investments and asset lifecycle management will assist in finding efficiencies across ICT spending and maximising investment outcomes.
Improving user service delivery experience to meet standards	In moving to a user centred design and delivery practice we are required to build a more cohesive user experiences across the suite of digital capabilities and services available to our staff and stakeholders.
Tensions between BAU and Innovation	In a fiscally constrained environment, there is a natural tension between maintaining our current business as usual capability and leveraging opportunities for new technology capabilities. Finding the right balance is key to both supporting the continuity of the department’s critical business while improving the way we operate through the adoption of contemporary technology capabilities.