Being Future Ready:

Our Future Department Blueprint

Enabling us to best serve the Australian Government, our communities, industries and environment

2021-2025
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Message from the Secretary

Welcome to the Department of Agriculture, Water and the Environment’s Future Department Blueprint.

As a department, we’ve been given the great privilege, and responsibility, of enhancing Australia’s agriculture, environment, heritage and water, for now and for future generations to come. Our work is central to the nation’s identity and prosperity.

This blueprint allows us to confidently set our own direction for transforming our department as we deliver on our priorities. It details the actions we’ll be taking over the next 4 years to maximise the opportunity we’ve been given, empowering our people with new skills and capabilities along the way.

Our Future Department Review in 2020, and the Australian Government’s current priorities for reforming the public sector, underline the case for the blueprint.

Preparing for the future will be an ongoing endeavour, as we continue to respond to demands for continuous improvement across a diverse range of issues, while working in a dynamic environment.

The importance of the blueprint is providing focus in the midst of this environment. Focus on the aspects where we need a sustained and collective effort to continue delivering meaningful and relevant outcomes across our portfolio and for the nation.

Many of the actions under the blueprint are already underway, and we’re reaping the benefits of working in new and more coordinated, connected ways. In this document, you can read about the experiences of our people who are contributing to shaping our vision and making change happen.

I look forward to the next evolution of our department as we work together to become future-ready to meet our responsibilities in managing this important portfolio into the future.

Andrew Metcalfe AO
Secretary, Department of Agriculture, Water and the Environment
Our people shaping our future

We took a different approach to developing our blueprint, roadtesting some new ways of working and tapping into the perspectives of some of our emerging leaders. The blueprint was co-designed using agile principles through a mixture of virtual and physical sessions in our collaborative Hub. This involved a cross-section of over 300 of our people and the Executive Leadership Team over roughly 4 months.

To identify the initiatives to include in the blueprint, small teams of our people from across the department built on the work of the Future Department Review and considered other departmental and broader government initiatives and reports. This highlighted the areas of focus that would have the greatest impact on our collective capability to deliver over the next 4 years.

“We won’t move from the status quo without a plan. As a department, we should be ambitious and want to deliver the best outcomes with the resources we are entrusted with.”

Mark McKnight, Financial discipline and sustainability stream

“It helped to break down silos, share knowledge and experience.”

Lisa Rule, Regulation stream

“It’s the catalyst for change to give our people permission to work differently.”

Jess Lang, People, leadership and change stream

“Change is happening already, the blueprint brings us together.”

Ian Mitchell, Digital, tools and technology stream

“The blueprint is the perfect vehicle to consolidate all the disparate work already underway and to give ourselves the best chance of success.”

Peter de Vries, Financial discipline and sustainability stream

“Old tools and old ways of working won’t be sufficient to deliver our purpose, objectives and priorities in an increasingly digitally enabled and data driven world.”

Jo Bright, Data and analytics stream
Building our blueprint

The Future Department Blueprint comes at a critical time for our country and our people.

Since the creation of our department on 1 February 2020, many significant shifts have occurred in our operating environment. Clear initiatives and ambitions have been set across the Australian Government’s Delivering for Australians APS Reform agenda; we have conducted our internal Future Department Review; and unprecedented levels of investment have been made across our portfolio.

It’s critical that we have an integrated, strategic response to these developments and a clear roadmap to 2025 that helps us deliver for government, our partners, stakeholders, the environment and all Australians.

Our unique landscape has always been inherently intertwined with Australian identity, heritage and way of life. As a nation, we have had a multi-faceted and evolving relationship with agriculture, water and our environment. From one of survival, to deep connection, to cultivation, to preservation, to management, to productivity and sustainability – this has gone through many cycles and cultural iterations, with both positive steps and lessons learnt along the way.

The greatest challenge we now face is the variety and pace of emerging factors that are, and will continue to, impact our landscape.

It has never been more important for the department to take a holistic and balanced approach. Sustaining a strong economy, healthy environment and vibrant communities. Delivering outcomes efficiently but with the space to ensure they are meaningful for stakeholders and partners. Continuously applying the best available science to inform decisions relating to policy, programs and regulation. Taking a progressive approach to regulation that protects Australia’s natural and heritage assets and competitive advantage while reducing barriers to growth and compliance. Facilitating immediate delivery and short-term responsiveness while building the ability to meet long-term and emerging challenges.

These challenges call on us, individually and as a department, to bring the diversity of our people, networks and capability to realise new potential. We must balance competing priorities to define our shared interests for the future, and agree how we need to adapt, work, think and partner differently to better care for our country.
Preparing for our future

Reflections from the Executive Leadership Team

The blueprint is a great opportunity for these initiatives, generated by our people, to help build a more modern, engaging and collaborative workplace as well as deliver impactful advice and programs in a changing environment.

Rosemary Deininger, Agriculture Policy, Research and Portfolio Strategy Group

The blueprint will allow us to create a better way of working, deliver our current priorities faster, and work in a more connected way across the department.

Lyn O’Connell PSM, Water, Climate Adaptation, Natural Disasters and Antarctic Group

Whatever your role and wherever you are, the blueprint is a resource we can all use to ensure our effectiveness today and for the future.

James Tregurtha, Major Environmental Reforms Group

The biosecurity risks facing Australia are increasing and becoming more complex and harder to manage. Preparing for the future is not something we can wait to do and we all have a role to play.

Andrew Tongue PSM, Biosecurity and Compliance Group

The blueprint presents us with an opportunity to create the department that will have the lasting impacts we’re all striving for, but also be an Awesome place to work.

David Hazlehurst, Agricultural Trade Group

Our portfolio is about the things we value in the past and present, as well as their preservation for the future. It’s a demanding, diverse, complex and contested space, but fundamental to the nation’s stewardship. We need to lean in to new ideas, approaches, and tools. The blueprint is about the department’s commitment to turn the portfolio’s strengths to those challenges.

Chris Locke, Environment and Heritage Group

The blueprint highlights where we have already begun to realise our potential and where we can continue to grow and develop. In partnership, we can deliver new tools, systems and capabilities to be future-ready.

Cindy Briscoe, Enabling Services Group
An increasingly connected, changing and complex world
The factors shaping our future have never been as fast moving or interconnected. While we have experienced many local changes in recent years, Australia’s landscape and economy are increasingly linked to the rest of the world – whether it be through agricultural supply chains, oceans and air currents, technology, through the services provided by our biodiversity and natural environment or our numerous international treaties and agreements.

Any local or global shift brings opportunities and implications for how we may need to adapt. However, it is the intersection of all of these factors that is driving more volatility, uncertainty, complexity and ambiguity into how to best regulate, partner and shape future-fit policy to secure our agriculture, water and environmental resources.

Responding to this requires a more multi-disciplinary, whole-of-government approach. One that focuses less on what we will do to respond, and more on how we will build our capability and partner across and outside of government differently to better predict, analyse and shape responses with greater speed and flexibility.
AUSTRALIA’S CURRENT CONTEXT

90% of the food consumed in Australia is made by Australian farmers

$71 billion in agriculture, forestry and fisheries production

An agriculture supply chain that employs 1.6 million people

50% of our landmass supports agricultural businesses

$50 billion contribution from tourism to GDP

Our national population exceeds 25 million

Culture and heritage from over 65,000 years of inhabitation

80% of plants and 90% of animals found nowhere else on earth

10 million square kilometres of intricate marine ecosystems

No.1 driest inhabited continent

Soil that contributes a value equivalent to roughly $930 billion per year to the economy

$5.7 trillion in environmental assets

The Australian Antarctic Territory covers nearly 5.9 million sqm - about 42% of Antarctica

COVID-19 has magnified the impact of many of these global trends. The devastating loss of life and economic and social disruption have irrevocably changed Australia and the world. There have also been a multitude of secondary impacts on the world as we know it. The pandemic has accelerated everything from adoption of remote working, to advances in biotechnology and digital tools. It has also challenged long-held assumptions about tourism, global supply chains and what is possible in environmental regeneration.
TRENDS SHAPING OUR FUTURE

CASCADING PLANETARY RISKS

Growing environmental pressures
The productivity and sustainability of our natural assets is impacted by a range of pressures. These include land use change, habitat fragmentation and degradation, invasive species, the continued warming of Australia’s climate, an increase in extreme fire weather and length of the fire season, declining rainfall in the southeast and southwest of the continent, as well as rising sea levels.

More connected systems and impacts
Interactions across and within social, economic and biophysical systems can amplify and complicate the impacts of individual trends.

Changing consumer sentiment
Consumers and regional communities will increasingly expect protection of natural assets — including maintaining healthy ecosystems and water quality — by business and government.

SOCIO-ECONOMIC CHANGES

Changing expectations
Consumer consumption patterns are shifting, including increased demand for food safety, traceability and assurance systems to verify food and products are convenient, healthy, ethical and sustainable.

Declining trust
Declining respect for — and trust in — science, evidence and institutions is increasing the risk of public debate becoming more polarised, combative and vulnerable to misinformation.

GEO-POLITICAL SHIFTS

New economic centres
Rapid growth in emerging economies, particularly in Asia, will lift incomes, expectations and economic capacity.

Urbanisation
The world’s urban population is set to double between 2010 and 2050. This unprecedented pace of industrialisation and urbanisation brings with it many market opportunities as well as challenges.

Political instability
Deep shifts in economic, military and cultural power will continue to reshape the world, as the rise of multiple global powers erodes previous certainties with nationalism and populism on the rise.

DISRUPTIVE TECHNOLOGIES

Sensors and the Internet of Things
These technologies built around networks and sensors of different types make communication between multiple types of devices and different types of real time information possible.

Automation
Artificial intelligence, machine learning, data fusion and large-scale optimisation have the potential to allow robots to perform tasks that would normally require human intervention.

Transactional technology
Distributed ledger technology can increase product provenance and supply chain transparency and traceability as well as streamlining a number of certification and legalisation obligations.

Biotechnology and nanotechnology
Historic and emerging technologies yield valuable information about organisms and biological processes with the ability to modify crops and animals for greater resilience as well as assisting with biosecurity conservation through pest and weed management.
Being Future Ready

A new strategic objective

The department’s purpose, objectives and priorities set the foundation for our strategic direction. They acknowledge who we are and summarise what we are here to do. As part of our work on the Future Department Blueprint, we have added a new, sixth strategic objective that focuses on Being Future Ready.

Our journey to here

2019
- APS Review: Delivering for Australians APS Reform Agenda
- 24 million hectares of land burnt in Black Summer

2020
- COVID-19 declared an international health emergency
- Creation of the Department of Agriculture, Water and the Environment
- $1.5 billion funding including bushfire recovery and COVID-19 response
- Release of the department’s Purpose, Objectives and Priorities statement

Our purpose

Enhancing Australia’s agriculture, heritage, water and environment resources through regulation and partnership

Photo attribution: Derek Oyen
Our world requires us to challenge old assumptions and norms. Data, science and new digital tools will be critical to enable dynamic risk management, ensure regulation is always fit-for-purpose and deliver on substantial reform agendas.

The future will require something different from all of us. We each need to identify new behaviours, tools and ways of working that will help us reach our personal potential, as well as contribute to a culture of ongoing innovation and wellbeing.

Leadership is not about a title. We need to equip and celebrate emerging leaders and early adopters at every level of the department to play an active role in shaping our future vision, delivering on our purpose and evolving our mindsets and practices.

Different views need to be heard and considered to solve complex problems. Our future success relies on authentic and connected whole-of-government approaches to collaboration and engagement with communities, businesses, other governments and stakeholders.

People and funds are not infinite resources. We need to make decisions today that are coordinated and strategic to ensure we get the most out of what we have - delivering government priorities in a way that adds value, builds new capability and simplifies processes for the future.

Agility is about being open to change and achieving meaningful outcomes in an evolving context. While our work is diverse, an aligned and sustained focus on the things we need to adapt is essential to strengthen our collective impact and continue delivering our purpose.

We play a critical role – alongside our broader portfolio agencies and government, industry and our partners – in responding to urgent issues of today while adapting for the future. We have been charged with responsibility for delivering once-in-a-generation reforms to biosecurity, national environment laws, agricultural exports, waste and recycling, to name just a few. These – and our many other responsibilities within the context of broader events – have highlighted the need for this integrated, strategic response from our department to the changing needs of our country.

Future Department Blueprint design sprints start
APS Workforce Strategy

$1.2 billion funding including, waste reform, a Murray-Darling Basin package and busting congestion for exporters

$69.7 million funding including to support agri-food exporters

Release of our Core 4 values

$1.2 billion funding including for Ag2030 initiatives and oceans leadership

Release of the Future Department Blueprint
Moments that make us

People are our most important asset, and people and culture are what will bind our strategic blueprint for the future. Being future-ready is about how we individually challenge ourselves as professionals to respond – not just by doing but by being. It will require something of all of our people. Equally, it will offer all of our people, stakeholders and partners new opportunities, tools and ways of delivering more meaningful outcomes.

The nature of our role in caring for our country is that we partner with people every day – within our department, with our stakeholders and with the broader community – who are diverse and passionate. Our talented workforce includes people in offices, national parks, shipping ports, mines, laboratories, airports and mail centres across Australia, the Antarctic and overseas. Our diverse cultural backgrounds, knowledge, skills and expertise are central to our ability to navigate complex problems and serve Australian communities.

Continuing to effectively lead, support and grow the capability of this diverse workforce will ensure we are future-ready. Not only in our roles within the department, but to realise our own personal potential wherever our careers take us.

To achieve our blueprint, we need a shared focus on the elements that will help us to realise that potential. Our Purpose, Core-4 values and behaviours are what ultimately enable us to effectively respond together, as one, to our rapidly and radically changing context. Our leaders, at all levels, will also play a central role in defining what our changing context means for what we do and how we work together.

Our Core 4 values and key principles

WORKING TOGETHER
EXCELLENCE
DIVERSITY
COURAGE
INTEGRITY
SAFETY
One of our department’s core responsibilities is to care for our country. A truly meaningful way to achieve this is through working closely with Aboriginal and Torres Strait Islander peoples, organisations and communities.

As a department we need to continue to build upon and strengthen our relationships with Indigenous people, changing the way we work together to reflect our shared interests and obligations. This means ensuring we are having genuine, holistic, and ongoing conversations about the landscape where we are listening, learning, and integrating Indigenous knowledge, science and tradition into our policy and program delivery across our portfolio.

Where we are fully engaging Aboriginal and Torres Strait Islander people, we are already achieving greater mutual and better outcomes for government and the Australian community. For example, the Indigenous Ranger Biosecurity Program works with rangers on country to carry out biosecurity work along 10,000 kilometres of coastline in northern Australia. It provides rangers the opportunity to use their knowledge of country and conservation while developing other skills.

A future informed by our past and present

Indigenous Rangers have been formally working with us to protect the Australian landscape from invasive species since around 2005. The Mandubarra Indigenous Ranger group operates South of Muriyang Harbour to Maria Creek, Kurrimine Beach in Far North Queensland.

Northern Australia poses one of the highest natural risk pathways for exotic pests and diseases that threaten our agricultural producers, export markets and environment.

In February 2021, the rangers were responsible for finding the southern-most detection of the Black Scar Oyster (Magallana bilineata). The oysters are exotic and have the potential to become invasive and threaten native species.

This is just one of the many examples of Indigenous knowledge and culture advancing our collective ability to care for country.

SPOTLIGHT

Mandubarra Indigenous Rangers

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Our streams of focus

We need a clear roadmap of actions to ensure that we are future-ready. The focus of the Future Department Blueprint is to identify initiatives that will lift our ability to deliver – as individuals and collectively.
Realising our potential by maturing core capabilities across our department

Regulation
Building world-leading regulation of our agricultural, environmental, heritage and water resources

Data and analytics
Harnessing data and analytics to inform decision-making

Financial discipline and sustainability
Improving financial discipline and sustainability to maximise outcomes from regulation, policy, programs and service delivery

Policy
Strengthening our ability to deliver informed, influential, integrated and innovative policies

Partnering and stakeholder engagement
Pursuing ways to better connect with our stakeholders, partners, portfolio agencies and communities
Respecting and engaging with Aboriginal and Torres Strait Islander peoples, their culture, history and ongoing connection to the land, sea and community

Science
Strengthening our cross-cutting science, information and research activities

People, leadership and change
Building a safe, diverse, inclusive and high-performing culture united by our purpose and values

Digital, tools and technology
Building innovation, digital and technology skills to confidently deliver great services
There are 21 initiatives that will require the focus of our senior leaders, as well as our people on the ground, to move us from where we are today to where we need to be by 2025.

Initiatives are about enabling three categories of action:

01 **Accelerating**: work practices that will enable or improve delivery of critical priorities across the department

02 **Expanding**: use of tools and ways of working already delivering impact in specific teams

03 **Introducing**: new specialist expertise and strategies to close critical gaps

All of the initiatives bring far-reaching potential to enhance and strengthen delivery across our department. They also offer new opportunities to support our people to deliver greater impact through their work.

As we work with our people and stakeholders to prepare for the future, these initiatives will be measured, tracked and reviewed regularly by our Executive Leadership Team.
Creating a future ready and world-class department

Science
- Formalise Office of the Science Convenor, Science Council and ‘communities of practice’ and align their mandate to science priorities
- Ensure the department has the science resources and programs to deliver government priorities
- Ensure science is embedded into departmental policy processes and submissions

Regulation
- Mature our regulatory practices by improving digital workflows, end-user experience and intelligence-based approaches
- Embed a continuous improvement and stewardship team to enhance regulatory outcomes
- Strengthen support structures to ensure our people are able to consistently make lawful decisions that lead to good regulatory outcomes

People, leadership and change
- Build a future-ready workforce through delivery of government priorities
- Foster outstanding leadership and consistent behaviours

Digital, tools and technology
- Implement an operating model that scales delivery of technology services to better support our people and priorities
- Increase our people’s digital tool uptake and confidence and create more innovative practices across the department
- Build and maintain future-ready technology products and platforms to support our strategic priorities

Financial discipline and sustainability
- Improve the department’s investment prioritisation approach
- Implement holistic revenue and resource planning to achieve financial sustainability for the department

Partnering and stakeholder engagement
- Deliver Aboriginal and Torres Strait Islander outcomes through government priorities and implement the Reconciliation Action Plan (RAP)
- Embed best practice partnering and leverage strategic partnerships to uplift capability
- Continue to build a deeper understanding of the needs of our stakeholders through a more strategic approach to external communications and engagement

Data and analytics
- Analytics driven delivery of government and departmental priorities
- Inspire the confidence and curiosity of our people and stakeholders to discover and share analytical insights
- Scale leading edge analytics tools and robust data assets with better management and data sharing

Policy
- Embed new ways of working into policy processes
- Adopt world-class policy tools
## Our roadmap

### Blueprint initiatives

<table>
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<tr>
<th>Category</th>
<th>Initiative</th>
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<td><strong>2021 - 22</strong></td>
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<td>Commence pilot for new third party arrangements for imported cargo</td>
<td>Deliver significant business transformation for environmental assessments</td>
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<td>Establish stewardship team</td>
<td>Commence a change advisory partnership to support delivery of biosecurity reform</td>
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<td>Complete program development for BLDC roll-out including sequencing of regulatory systems</td>
<td>Commence pilot roll out of Mastering Regulation and Leading Regulatory Systems training for the Excellence in Professional Regulation project</td>
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<tr>
<td>Pilot new ways of working through 1-2 priority projects</td>
<td>Establish prioritisation approach to govern allocation of support on priority projects</td>
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<td>Establish central team</td>
<td>Pilot new partnership and co-design practices on selected government policy priorities</td>
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<td>Launch SES Regional Champions pilot</td>
<td>Roll out tools, resources and training and pilot in priority areas</td>
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<tr>
<td>Establish data and analytics office, Chief Data Officer and Dep Sec data champion</td>
<td>Deliver 4+ projects to support government priorities</td>
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<td>Commence enhancements to data policies and tools</td>
<td>Refresh enterprise data architecture and toolset roadmap</td>
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<td>Establish ‘single’ view of science ‘communities of practice’</td>
<td>Embed role of OSC in priority projects</td>
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<td>Deliver academic journal library with single subscription management across the department</td>
<td>Feed outcomes from capability gap analysis into workforce planning and technology for delivery</td>
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<td>Commence refreshed technology operating model and support</td>
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<td>Deliver pilot digital skills program to support operating model launch</td>
<td>Roll out digital skills, confidence and innovation practices</td>
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<td>Single Teams, Sharepoint, Outlook and OneDrive for all users</td>
<td>All Environment, Agriculture and AAD Corporate migrated to AWE</td>
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<tr>
<td>Launch revamped investment prioritisation approach to underpin future funding for priority projects such as refreshed technology operating model</td>
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<td>Kick off pilot review of cost recovery arrangements</td>
<td>Deliver financial acumen training to improve financial decision-making</td>
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<td>Pilots for new ways of working (e.g. agile principles)</td>
<td>Run diagnostic project to leverage insights from sub-cultures</td>
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<tr>
<td>Pilot refreshed change practices to deliver departmental priorities</td>
<td>Launch refreshed leadership tools and community of practices</td>
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## What Being Future Ready will mean for...

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<thead>
<tr>
<th>Our people</th>
<th>Our department</th>
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| **Regulation** | Increasing support to make risk-based, data driven decisions with improved frameworks and training  
Providing clearer regulatory career pathways |
| **Data and analytics** | Discovering, sharing, interrogating and building confidence in using data and analytics to make decisions and deliver outcomes  
Ensuring more access to real time data, rather than historic, and resources to help provide richer picture solutions |
| **Policy** | Providing greater access to data and science in policy development  
Rolling out targeted policy training and supporting tools and resources |
| **Science** | For non-scientific people, becoming more science literate with greater access to science talent and digital resources  
Providing improved career pathways for our scientific community with better mobility internally and externally |
| **Digital, tools and technology** | Reducing duplication and increasing the ability to better connect and collaborate using data and digital tools (Teams, SharePoint, Outlook, OneDrive)  
Increasing confidence in using new technologies with more training and on-the-job experience  
Getting involved in multi-disciplinary teams to improve our processes and services through technology |
| **Partnership and stakeholder engagement** | Making it easier to meaningfully engage and use stakeholder insights with supporting tools and resources  
Having a deeper understanding of the steps and questions to ask to create shared benefits with Aboriginal and Torres Strait Islander peoples |
| **Financial discipline and sustainability** | Increasing financial acumen to help inform financial decision-making  
Ensuring fewer peaks and troughs in individual workloads with improved resource allocation |
| **People, leadership and change** | Adopting new ways of working to accelerate outcomes and embrace change  
Living our Core 4 values and working more collaboratively across our department |

**Creating more effective risk-based and data driven regulatory outcomes**  
**Establishing infrastructure, governance and processes for better data gathering and sharing through our data and analytics office**  
**Connecting our data and analytics community and leveraging leading edge tools, data and processes**  
**Developing more integrated, holistic and innovative policy through collaboration, engagement and rapid problem solving**  
**Building a more connected, stronger and visible science community**  
**Improving the translation of science to regulatory and policy outcomes**  
**Providing a more consistent, integrated technology experience that enables innovation**  
**More effective partnership with Information Service Delivery (ISD) across the department**  
**Embedding digital practices across the department**  
**Creating shared value through stronger, authentic and meaningful relationships and strategic partnerships**  
**Adopting a department-wide approach to prioritising proposals and ensuring appropriate resource allocation for projects**  
**Increasing capability in leadership, communication, managing change and driving greater innovation**  
**Maintaining the right mix of skills and capabilities to adapt to future needs**
We’re already making progress on our blueprint. Some changes will be noticeable in the short term, while others will take longer. Some require simple actions and commitments from us as individuals, while others require a more collaborative and ongoing focus to drive systemic change. Ultimately, our success will be measured by the relevance of outcomes delivered to sustain competitive markets, stable communities and a healthy environment.

This is a living program of work, focused on actions. It is now time for all of our people, as well as our partners, colleagues across government and stakeholders, to further shape and contribute to these initiatives and share in the benefits they will deliver.

<table>
<thead>
<tr>
<th>Government</th>
<th>Partners and stakeholders</th>
<th>Australians</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering a fit-for-purpose regulatory stewardship approach across the APS</td>
<td>Making it easier to comply and do business</td>
<td>Preserving the Australian quality of life and diverse landscapes, including our environment, biodiversity, water resources and heritage</td>
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<tr>
<td>Delivering on government priorities and better targeting regulatory compliance risk through data, analytics and artificial intelligence with machine learning</td>
<td>Driving data driven collaboration and accessing broader insights from more complex and current data to better identify patterns, forecast and predict</td>
<td>Enhancing the ability to effectively trade, remain globally competitive and grow the economy through robust policy and regulation</td>
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<tr>
<td>Ensuring a more consistent application and investment in analytics to support whole-of-government agendas across the portfolio with our data and analytics office and Chief Data Officer</td>
<td></td>
<td>Creating better solutions to big future challenges like climate adaptation, waste disposal and biosecurity</td>
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<tr>
<td>Delivering more joined up policy that solves short and longer term challenges</td>
<td>Being part of a network creating well informed, easy to implement policy</td>
<td>Delivering a simple, more streamlined and efficient user experience in service delivery</td>
</tr>
<tr>
<td>Delivering more evidence based outcomes with world-class science and technology</td>
<td>Driving centres of science excellence through global and national partnerships, including to capture Indigenous science and traditional knowledge</td>
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<tr>
<td>Building a more efficient, digitally enabled and responsive APS</td>
<td>Accessing modernised and improved systems that provide a better engagement and collaborative experience</td>
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<tr>
<td>Improving support for ministers, including in the delivery of impactful solutions through whole-of-government engagements</td>
<td>Creating and delivering shared benefits and outcomes</td>
<td></td>
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<tr>
<td>Developing and delivering priorities that draw on Aboriginal and Torres Strait Islander culture, history, values and knowledge</td>
<td>Resourcing and prioritising that enables the highest standard of delivery and the ability to deliver more</td>
<td></td>
</tr>
<tr>
<td>Reviewing priority setting regularly to adapt to future needs and deliver on current commitments</td>
<td>Feeling listened to, respected and valued</td>
<td></td>
</tr>
</tbody>
</table>
Thank you to our authors and contributors