

CASE STUDY

DRIVING DATA CAPABILITY UPLIFT

Department of Defence

2021- 2024



- ✓ Assurance over major projects
- ✓ Implementation Approach for Defence Data Strategy
- ✓ Policy Frameworks and Standards for best practice in Data Management
- ✓ Training and Literacy in Data Management



Australian Government
Department of Defence

The Project

The *Defence Data Strategy 2021-2023* was officially launched by The Hon Andrew Hastie MP, Assistant Minister for Defence, in August 2021. The Strategy describes the importance of data management capability to Defence. In the Minister's words:

"We know that information and data underpins all effective military operations and decision-making.

Good data is the life blood of game-changing warfighting technologies, such as automated systems and Artificial Intelligence." [1]

Implementation of the Strategy, and lifting Defence's data maturity across the organisation, is essential to achieving a strategic advantage over Australia's adversaries.

The Challenge

When launched, this was the first Defence Data Strategy. It was not simply a refresh of an existing strategy, but a new approach for the whole of Defence. The Strategy provided a comprehensive roadmap of data capability uplift activities to be undertaken by the Department over 2021-2023. These included significant initiatives such as:

- appointment of a Chief Data Integration Officer (CDIO);
- creation of a new Data Division;
- building strong data literacy and analytic skill sets within Defence workforce;
- creating new data-centric career paths and opportunities for both uniformed and public service members;
- training Defence people to meet the data challenges of the future.

[1] <https://www.minister.defence.gov.au/transcripts/2021-08-04/launch-defence-data-strategy-2021-2023>

The Solution

Anchoram and its senior consultants have provided professional services to Defence for many years. During 2021-2024, Anchoram consultants provided a range of assurance, advisory, and implementation services to Defence Data Division, supporting the CDIO in the establishment and maturation of this new Division. These services include:

- Assistance in authoring the Defence Data Strategy (2021-2023)
- Development of the Data Strategy Implementation Plan
- Independent assurance and technical review of large-scale enterprise-wide data transformation projects
- Production of data management policy, guidance, and best practice frameworks
- Development and delivery of data literacy courses
- Identification, specification, and implementation of business-facing data services
- Production of specialised Data Management Practitioner Training
- Advice to the CDIO on the applicability of data mesh architecture within Defence
- Input to the early drafts of the One Defence Data solution architecture document
- Reviewed, adopted, and adapted suitable Defence architectural frameworks
- Assisted with the definition of a future state services catalogue, the operating model adopted to support this, and all necessary underlying capability inputs
- Development of the Defence Standard for Data Asset Registration and collaboration with Navy in the implementation of this Standard [2]

The Business Outcome

Through the establishment and operation of Data Division, Defence has made progress in uplifting its data maturity, and it has now launched Defence Data Strategy 2.0 [3]. Anchoram has contributed to this data maturity uplift. Whilst they are not the sole contributor of data maturity services, Anchoram has worked collaboratively with both APS and contractors in the provision of these services to Data Division. Anchoram has provided deep technical expertise in many specialist areas of data management where Defence has not been able to source this from the APS or other contractors. An area where Anchoram consultants have provided additional benefit is the continuity of support over the lifetime of Data Division, from initial development of the first Strategy in 2021 through to the present day.



[2] <https://www.defence.gov.au/news-events/news/2025-02-05/defence-data-standards-boost-navy-capability>

[3] <https://www.defence.gov.au/about/strategic-planning/defence-data-strategy-20-decision-advantage-data-age>