



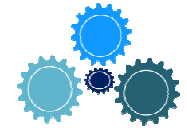
Australian Government
Australian Taxation Office

Smarter Data Program

Reinventing data and analytics – the ATO Experience

Presented by Greg Williams – Deputy Commissioner – Australian Taxation Office – **May 2015**

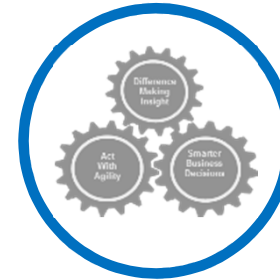
Developing the Smarter Data model



1. Where we've come from



2. Smarter Data as a strategic program



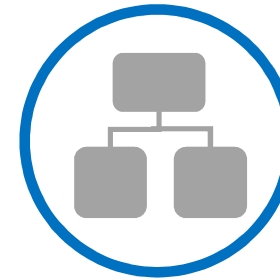
3. Our capability framework



4. Design principles

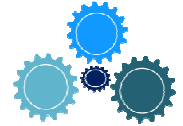


5. Models assessed – centralised to decentralised



6. High-level design

Where we've come from – some operating context

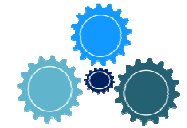


- Analytics, risk assessment, intelligence and data workforces distributed across the ATO within various business units directing their own resources / priorities
- Sub-optimal coordination / knowledge-sharing across business units leading to some duplication, fragmentation or missed opportunities

Drivers for change

- New Commissioner driving a cultural and technological reinvention
- Increasing Government expectations to do more with less and with shorter turn-around times from ideation to implementation
- Changing technological environment and community expectations regarding notions of service and speed of delivery
- Opportunities to work with new smaller and more agile vendors

Smarter Data as an ATO strategic program



- Reinventing the ATO is underpinned by a cultural transformation delivered through six strategic programs
- Smarter Data is one of these strategic programs
- Smarter Data will use data in a smarter way to improve decisions, services and compliance
- Smarter Data is a whole-of-ATO approach to risk assessment, intelligence, analytics, data management and technology



Smarter Data Capability Framework

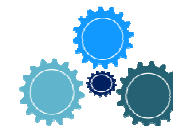


Our capabilities act as a mutually reinforcing system



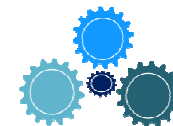
We deliver value by
'Making it easy to comply and hard not to'

Smarter Data design principles



- **Top-down** – prioritise and drive activities aligned to corporate strategy
- Integrated, whole-of-ATO approaches to **tailored client experiences**
- **Efficiency**
- **Strengthening capability** – people, data, process and technology
- **Agility in change** – speed, flexibility and scalability
- **Connected government** – be a lead agency in developing whole-of-government data and analytics solutions

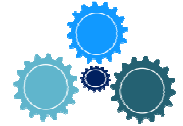
Proposed corporatised operating model



- A corporatised model will see Smarter Data people and resources managed centrally but deployed across ATO business units.
- Provides opportunity to grow and leverage the Smarter Data capabilities in alignment with corporate priorities while maintaining the business context of the ATO's business units.
- The Smarter Data Program Data will commence formal operations on 1 July 2015 with around 580 people.

Operations Centre	Shared Services		
<p style="text-align: center;">Operations Management</p> <ul style="list-style-type: none"> ▪ Aligning SD capability with other program and project outcomes ▪ Coordinating SD resources across projects and activities ▪ Orchestrating and innovating delivery 	<p style="text-align: center;">Information Management</p> <ul style="list-style-type: none"> • Actively managing data as a corporate asset across the ATO 	<p style="text-align: center;">Analytics</p> <ul style="list-style-type: none"> • Driving analytics-based change while serving the day-to-day needs of our business 	<p style="text-align: center;">Intelligence & Risk Assessment</p> <ul style="list-style-type: none"> • Providing intelligence and risk assessment services to support the client experience and the integrity of tax and superannuation systems.

Agility in action – RAD Lab and Multi Use List



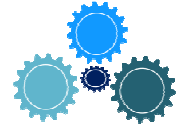
RAD Lab

- Platform to test new concept technology, architecture, data, analytical methods, and processes
- Agile methods ensure time-boxed resource expenditure and delivery of scalable, deployable solutions
- RAD lab showcases have helped build credibility with ATO Executive

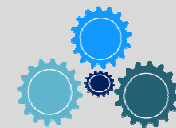
Multi-use list

- Put to tender in January 2015
- Currently 62 vendors on list (out of 72 applicants), several new applicants currently going through process
- We have engaged our first vendor via this list

Summary



- The ATO has recognised the need to make better use of data and analytics to improve decisions, services and compliance.
- This has driven changes in how the ATO is structured with the creation of the Smarter Data Program.
- The ATO is making changes to infrastructure, investing in systems and adopting new commercial models (i.e. multi-use list)
- There is an ongoing need for cultural shifts to support these changes.



Questions?
