Smarter Data Program

Reinventing data and analytics – the ATO Experience

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

UNCLASSIFIED – Reinventing Data and Analytics – the ATO Experience
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
Our capabilities act as a mutually reinforcing system

Smarter Data Capability Framework

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.

<table>
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<tr>
<th>Operations Centre</th>
<th>Shared Services</th>
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<td><strong>Operations Management</strong></td>
<td><strong>Information Management</strong></td>
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<tr>
<td>- Aligning SD capability with other program and project outcomes</td>
<td>- Actively managing data as a corporate asset across the ATO</td>
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<td>- Coordinating SD resources across projects and activities</td>
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<td>- Orchestrating and innovating delivery</td>
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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
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?