



Australian Government  
Australian Taxation Office

# WORKING TOWARDS 2020

# SOFTWARE DEVELOPER EXPERIENCE

UNCLASSIFIED  
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# DELIVERING THE FUTURE CLIENT EXPERIENCE



# WHAT DID CLIENTS AND STAFF TELL US THEY NEED?

## Clients

- > Fix the basics
- > Foster confidence and trust
- > Tailor my interactions
- > Help me navigate complexity

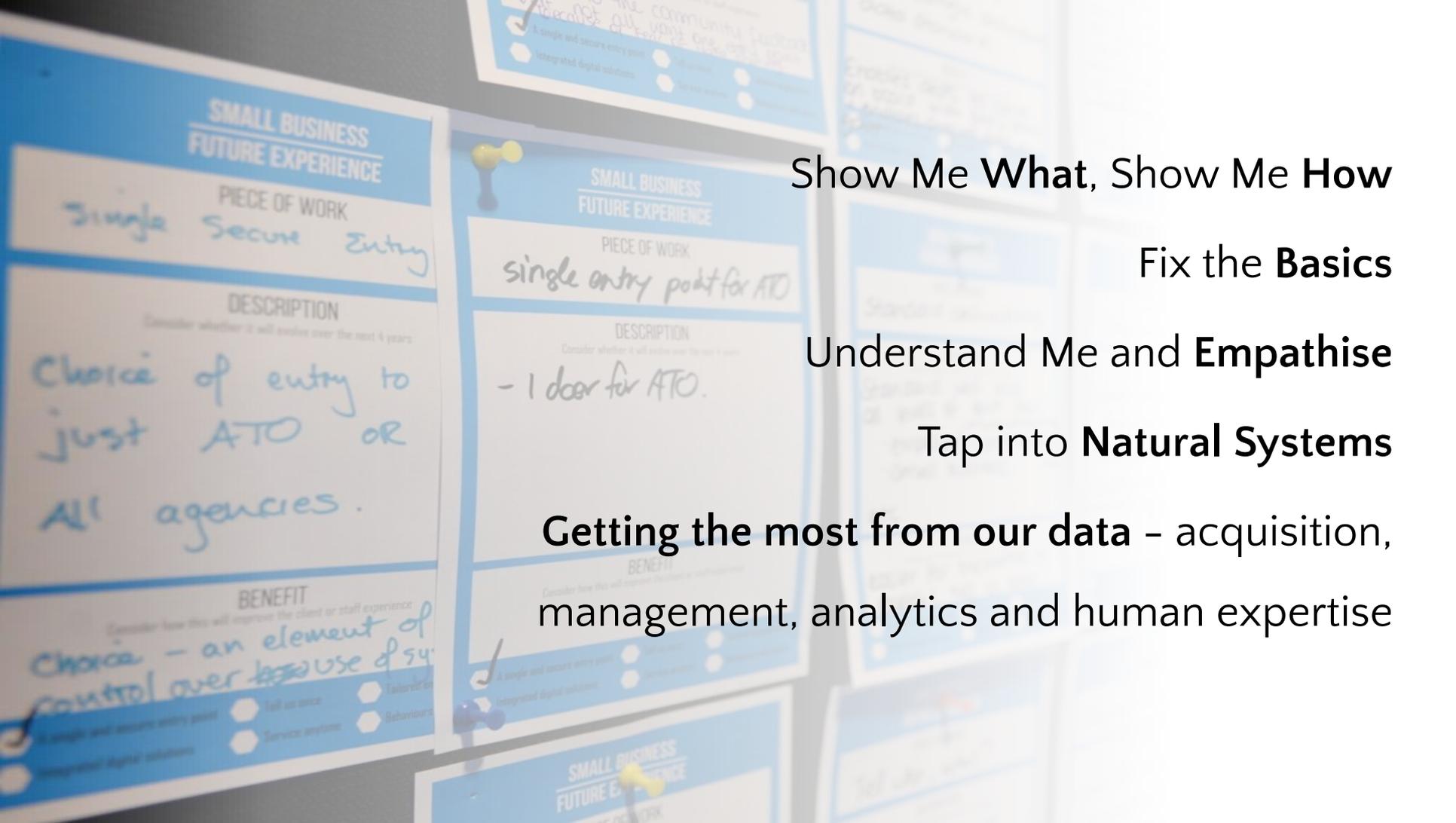
## Staff

- > Fix the basics
- > Valued and supported
- > Effective tools and processes

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What's emerging from our  
Future Experience Planning  
workshops?

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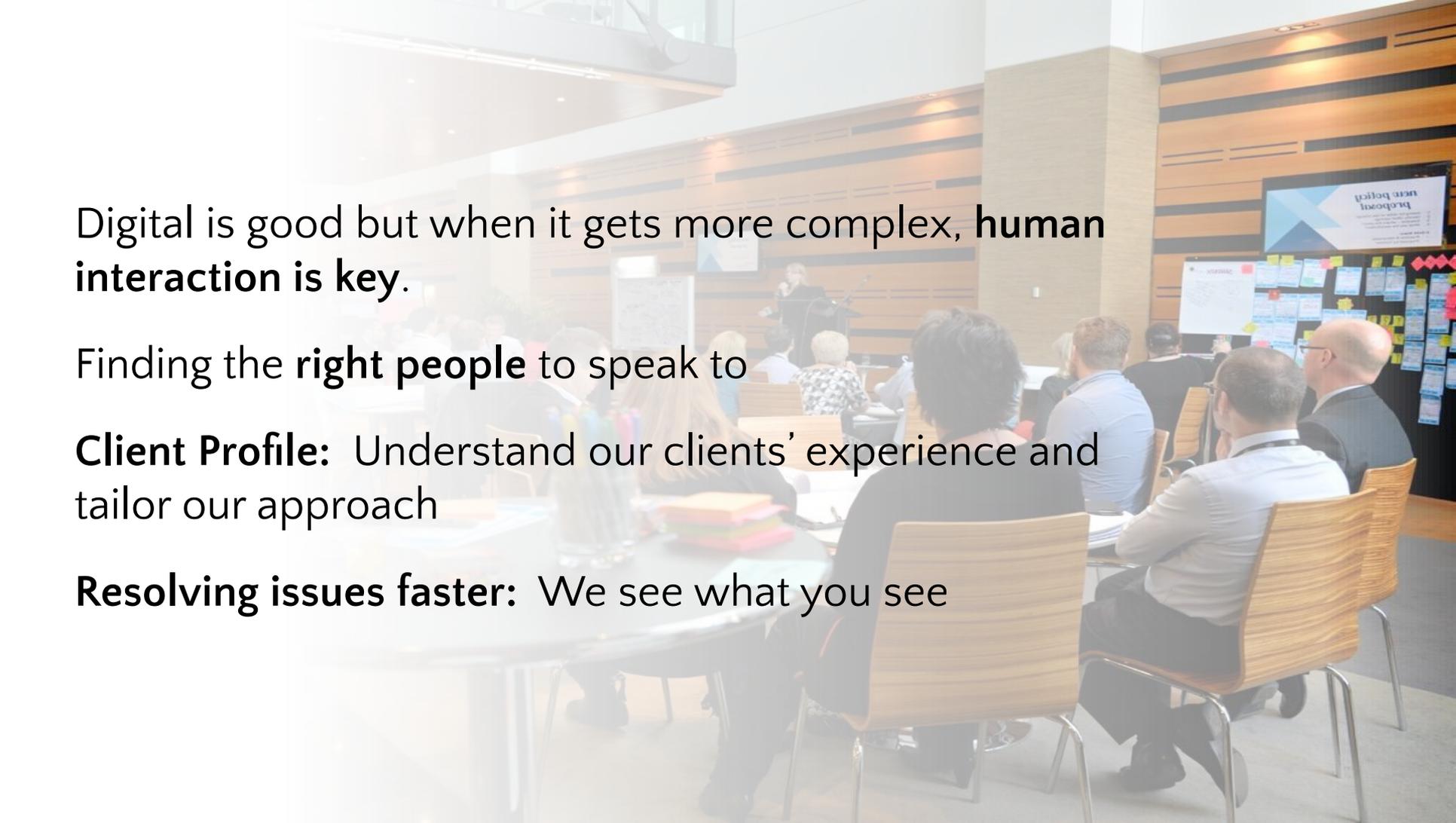
Show Me **What**, Show Me **How**

Fix the **Basics**

Understand Me and **Empathise**

Tap into **Natural Systems**

**Getting the most from our data** - acquisition, management, analytics and human expertise



Digital is good but when it gets more complex, **human interaction is key.**

Finding the **right people** to speak to

**Client Profile:** Understand our clients' experience and tailor our approach

**Resolving issues faster:** We see what you see



**Whole of Govt approach**

**Contemporary performance measurement**

**Ensure we understand partner and staff impacts**

**Shaping the workforce of the future**

**We are in this together – working with partners**



# EMERGING PRIORITIES

What we heard from you

Clarify roles and responsibilities

Standard Business Reporting

Digital strategy

Whole of Government

Working together

Our people

# KEY EMERGING THEMES IN THE FOUR YEAR PLAN

Reinventing the ATO  
DEVELOPING THE FOUR YEAR PLAN

**FOUNDATION** Pieces of work to deliver the four year plan 2016-20

	2016-17	2017-18	2018-19	2019-20
<b>DIGITAL STRATEGY</b>	<ul style="list-style-type: none"> <li>Business Reporting by professionals and industry associated (not the ATO) - Co-design with industry and government a framework for the development and extension of existing legislation</li> <li>Mandatory Standards Building a coalition across government</li> </ul>	<ul style="list-style-type: none"> <li>Define the problem and the related value proposition</li> <li>Active engage with software developers through impacts</li> </ul>	<ul style="list-style-type: none"> <li>Service standards (SS)</li> <li>Explore the possibility of service benchmarks for the software developer industry to meet client expectations</li> </ul>	<ul style="list-style-type: none"> <li>Understanding Software Developers (USD)</li> <li>Continue to build our expertise (data and knowledge) of software developers and emerging techniques and processes they use</li> <li>Continue to build on our understanding</li> </ul>

Reinventing the ATO  
DEVELOPING THE FOUR YEAR PLAN

**SOFTWARE DEVELOPERS** Pieces of work to deliver the four year plan 2016-20

## SHOW ME WHAT, SHOW ME HOW

## TRUSTED RELATIONSHIPS

## WORKING TOGETHER TO SOLVE PROBLEMS

## RIGHT TOOLS & PROCESSES

## CHANGING CULTURE AND APPROACH TO RISK

	2017-18	2018-19	2019-20
<b>Partnership Framework (PF)</b>	<ul style="list-style-type: none"> <li>Co-design a whole of government Partnership Framework using existing frameworks as a reference, including lead times for change, early engagements and rules of engagement, retaining the characteristics of trust, transparency and honesty, and building a platform to promote and roll out education about the Partnership Framework</li> <li>Continue to work with industry to understand the evolving role of ASISA in the ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a whole of government and software partnership framework</li> <li>Continue to work with industry to understand the evolving role of ASISA in the ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a whole of government and software partnership framework</li> <li>Continue to work with industry to understand the evolving role of ASISA in the ecosystem</li> </ul>
<b>Sharing data (SD)</b>	<ul style="list-style-type: none"> <li>Explore whole of government implications and approach to sharing data</li> </ul>	<ul style="list-style-type: none"> <li>Explore whole of government implications and approach to sharing data</li> </ul>	<ul style="list-style-type: none"> <li>Explore whole of government implications and approach to sharing data</li> </ul>
<b>Working together - right processes (RT)</b>	<ul style="list-style-type: none"> <li>Explore opportunities to work with the public - digital industry, to test using:                             <ul style="list-style-type: none"> <li>Behavioural insights</li> <li>Sharing our services outcomes</li> <li>Shared learning centre options</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities to work with the public - digital industry, to test using:                             <ul style="list-style-type: none"> <li>Behavioural insights</li> <li>Sharing our services outcomes</li> <li>Shared learning centre options</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities to work with the public - digital industry, to test using:                             <ul style="list-style-type: none"> <li>Behavioural insights</li> <li>Sharing our services outcomes</li> <li>Shared learning centre options</li> </ul> </li> </ul>
<b>Research and development (RD)</b>	<ul style="list-style-type: none"> <li>Understand the potential impacts and benefits of the future ecosystem, eg:                             <ul style="list-style-type: none"> <li>Carbon neutrality</li> <li>Event based reporting</li> <li>One sharing, tax co-optimist</li> <li>Intelligent</li> <li>Artificial intelligence</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Understand the potential impacts and benefits of the future ecosystem, eg:                             <ul style="list-style-type: none"> <li>Carbon neutrality</li> <li>Event based reporting</li> <li>One sharing, tax co-optimist</li> <li>Intelligent</li> <li>Artificial intelligence</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Understand the potential impacts and benefits of the future ecosystem, eg:                             <ul style="list-style-type: none"> <li>Carbon neutrality</li> <li>Event based reporting</li> <li>One sharing, tax co-optimist</li> <li>Intelligent</li> <li>Artificial intelligence</li> </ul> </li> </ul>

This is not the final endorsed four year plan. Initiatives will emerge as we progress through the future experience workshops. These activities will require additional scoping, formal program allocation and should be considered as 'not yet confirmed'

- KEY**
- Initiatives in italics contain in Right elements
  - High Priority
  - Government, Design and Relevance
  - Government digital evidence
  - Smarter data
  - Government, our partners in the ecosystem
  - Enhanced engagement and support
  - Optimise workforce capability and culture
  - High-potential executives receive only
  - Essential working arrangements

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“A 4 year plan is great – but  
our release plan is limited to  
a 6 month window”

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# DIGITAL STRATEGY





# DIGITAL STRATEGY

- > **Work with industry** to help define the role of the ATO and partners
- > Provide **clear direction**
- > **Review and evolve** the Digital Strategy to ensure it remains relevant



# DIGITAL STRATEGY

## STANDARD BUSINESS REPORTING

- > **Fix the irritants**
- > **Co-design** a framework for the development and extension of existing standards
- > Consider mandating adoption across **Whole of Government**

**SHOW ME WHAT,  
SHOW ME HOW**





# SHOW ME WHAT, SHOW ME HOW

- > Undertake a **holistic communications review**
- > Develop a **single entry point**
- > Work with our partners to develop a **support strategy**

# TRUSTED RELATIONSHIPS





# TRUSTED RELATIONSHIPS

- > **Co-design** the concept and certification process
- > **Define the benefits** and services
- > **Provide transparency** of decisions and reasoning
- > **Share usage metrics** of web services

# WORKING TOGETHER





## WORKING TOGETHER

- > Continue to **evolve the partnership framework**
- > **Co-design** and rollout shared services with partners
- > Explore with ABSIA options for **tangible collaboration**
- > Develop a strategy to **foster innovation**

# THE RIGHT TOOLS AND PROCESSES





# TOOLS AND PROCESSES

- > Ensure the **right people** are engaged in the **right way**
- > Review the change management framework
- > Develop a **central repository of learnings**
- > Review the ATO costing process
- > **Co-design** and develop a software development tracker

# CHANGING CULTURE





# CHANGING CULTURE AND APPROACH TO RISK

- > Provide **education** about the partnership and its benefits
- > Develop **internal awareness** of software developer industry
- > **Support** the changing environment
- > Develop a **sensible risk management** approach

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Where to from here?

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- > **Develop the draft 4 year plan**
- > **Cross check ideas and priorities** against the other experience workshops
- > Continue to share high level observations with the **Working with our Partners Program Board**
- > **Engage with Software Developers** to check we have the right themes and priorities
- > **Develop an integrated view** that will form a program of work for the ATO

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Questions?

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# THANK YOU

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**Australian Government**  
**Australian Taxation Office**