

Australian Taxation Office Undertakes Enterprise-wide Change Program to Improve Services to Citizens

Capgemini's Collaborative and Acceleration methods help the ATO harness outcomes of the Change Program and adopt a new way of operating

The Situation

The Australian Taxation Office (ATO), the principal revenue collection agency of the country's government, was looking at overhauling its existing IT systems much of which dated back to the 1970s. These inflexible and inadequate legacy systems had rendered the large and complex business of the ATO untenable as it struggled to provide the kind of service its clients expected of it. The ATO wanted a tax system with a flexible IT platform so as to respond to demands and varying circumstances swiftly and flexibly. Aimed at transforming the ATO from an organisation-centric body into a user-centric one, it embarked on a change program - the Easier, Cheaper and More Personalised Program in 2003. A unique program in terms of scale, size and timeframe, it would cover nearly 25,000 ATO staff and its client base of around 14 million taxable entities consisting of individuals, companies,

partnerships, trusts and superannuation funds.

The Solution

As a first step towards this initiative, the ATO wanted to introduce a single, integrated technology suite incorporating industry best practices, and subsequently aimed at transforming the way it carried out business by embedding enterprise-wide processes, implementing a more client-centric model, and a risk management based approach to compliance.

Capgemini was engaged by the ATO throughout the life of the program. This ensured risks were managed and identified and that the program was being effectively managed. Capgemini was

“I would recommend independent assurance to be an integral part of any large program of work. Rigorous independent assurance has contributed to the success of the Change Program over time, and to the capability development within the ATO.”

Bill Gibson, Chief Information Officer,
Australian Taxation Office



required to extend independent advice around the development of technical and organisational change elements, and the transition to the new technology platform as well as embedding and sustaining changes within the ATO.

Capgemini has operated in this capacity right until the program completion on 30 June 2010.

The Result

The enterprise-wide platform will enable the ATO to be more responsive to policy and legislative changes to Government initiatives in the future. The improved capability the solution extends will translate into consistent delivery of better services for clients and stakeholders, further implying improved tax compliance by the Australian community.

How ATO and Capgemini Worked Together

The ATO selected Capgemini as an independent assurer for its depth of knowledge and skills in undertaking such complex and large scale transformational projects. Capgemini also had a first class track record of working collaboratively with both clients and other vendors including competitors.

The team from Capgemini had to gain complete understanding of the ATO, a complex and diverse organisation spread over 60 sites, build close working relationships with a range of stakeholders spanning different business lines, IT organisation and key industry partners. A dedicated team from Capgemini has been working with the ATO and its implementation partner since 2003 focused on providing advice and guidance in:

- technology – including architectures, infrastructure, messaging, application integration and system performance business solutions – covering all aspects of Customer Relationship Management (CRM), document management, identity and access management, executive reporting, portals and on-line services
- organisational change management – including all aspects of how the ATO can manage and optimise any people

- and organisational transformation arising from the program
- program management and governance – including all aspects of the program delivery, co-ordination, management and governance
- systems support – ensuring the right mechanisms and structures are in place for proper support of the business and information technology solutions, and benefits realisation – providing a validation of the business cases produced and the tracking process and system to report benefits realisation.

As an independent assurer for the program, Capgemini prepared monthly reports for the ATO Change Program Steering Committee comprising the Commissioner, Deputy Commissioner, CIO, Program Executives and vendor partners, detailing the technology and business analysis undertaken during the month, observations and conclusions as well as recommended remedial actions. The team had to produce the reports under rigid timeframes and had to follow a rigorous process for presentation, acceptance and follow-up of the recommendations made

in each report. The team leveraged Capgemini's proprietary Collaborative and Acceleration methods in quickly raising awareness about the program, getting buy-in to issues and identifying innovative solutions across a diverse range of stakeholders from the ATO business lines, IT organisation and key industry partners. These methods were specifically applied towards:

- confirming the work products and decisions already made are consistent with the objectives of the Change Program
- validation and adjustment of the program delivery plans and schedules
- conducting program stage gates and checkpoints
- visualisation of the solutions and understanding their impacts on the ATO business areas
- assisting the ATO design and validate future business operations, business model and operating model along with strategic business initiatives to harness the outcomes of the Easier, Cheaper and More Personalised Change Program to deliver a new way of operating.



About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model

called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 35 countries, Capgemini reported 2009 global revenues of EUR 8.4 billion and employs over 100,000 people worldwide.

More information is available at www.capgemini.com

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In collaboration with



The Australian Taxation Office is the Government's principal revenue collection agency, and is part of the Treasurer's

portfolio. ATO's role is to manage and shape tax, excise and superannuation systems that fund services for Australians.

For more information, please visit: www.ato.gov.au