



Australian Government
Australian Taxation Office

CITIZEN ANALYTICS

Behavioural Modelling and Citizen Engagement

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100 The Australian
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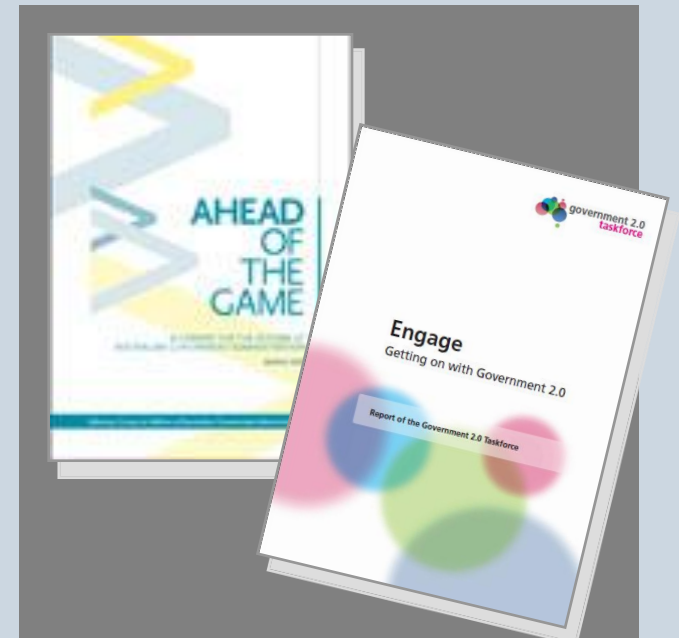


NEW DIRECTIONS

“...too many Australians remain confused and frustrated by the task of identifying and using services that insist on multiple forms, interviews and points of contact with the customer.”

Terry Moran, 2010 Neil Walker Memorial Lecture

- The new catchcry in government
 - “Citizen-centred service delivery”
- The Moran Review
 - Review of Public Administration: Ahead of the Game
- The Gov 2.0 Taskforce
 - Collaborating online with citizens
- The Service Delivery Review
 - Joint Secretaries Group
- The overseas experience
 - Service Canada, DirectGov UK, Open Government Initiative - Obama Administration, USA



NEW SERVICE PRINCIPLES

These draft service delivery principles are a work-in-progress and will be iterated further by the joint Secretaries Group and working party based on further testing and consultation.

DRAFT

Tell us once

- *Information required of individuals of businesses for related purposes should be provided on the basis of tell us once (except where legislation otherwise requires).*

No wrong door

- *Access to information and services should be intuitive and not rely on knowledge of how government works. Services should be accessible to isolated people. (But promote the most cost effective)*

Reflect the community's view

- *The design and review of services should be influenced by the input of (i) individuals and businesses that use the services and (2) experts, service providers and the broader community*

Common quality standards

- *Similar services should offer broadly consistent service quality standards, whether provided by, or on behalf of, the Commonwealth.*

Different levels of support

- *The level of support provided is commensurate with known levels of need, risk and individual ability*

"Australians value their tax and superannuation systems as community assets, where willing participation is recognised as good citizenship".
M. D'Ascenzo, Strategic Statement 2010-2015, ATO

Australians includes individuals, business and professional bodies – it's about the experience of belonging to Australia
value appreciate, respect, attach importance to and hold in high regard
their tax and superannuation systems
a system comprises a purpose, elements and interconnections
as community assets are recognised by the consensus of the affected population to have a positive, constructive impact
on community life **where willing participation**
taking part by one's own accord in accordance with the law
is recognised as good citizenship
represents a commitment to Australia and its people, giving a sense of belonging because you can fully participate in all aspects of Australian life.
(www.citizenship.gov.au)

NEW STRATEGIC THEMES

“It is greater transparency and accountability that help to build community ownership and encourage people to care for and participate in the systems which underpin our society”.

M.D’Ascenzo, Making a Difference, ATO, 2010

STRATEGIC THEMES	THE ATO WORKS WITH THE GOVERNMENT AND THE COMMUNITY TO:														
VALUES	Encourage People support and understand the benefits of participation – they are engaged and willingly participate.	Support People are helped and assisted to understand their rights and responsibilities and are able to fulfil their obligations easily at minimal cost.	Protect Protecting people and the community by deterring, detecting and dealing with those who have not complied.	Enhance We are passionate about improving our capabilities to be more innovative, agile and responsive to challenges and opportunities.	Champion We champion the interests of both individual taxpayers and the community, advising government on ways to improve the operation of Australia's tax and superannuation systems.										
APPROACH	<div style="display: flex; justify-content: space-between;"> <div data-bbox="227 901 533 1189" style="width: 30%;"> <p>ATO outcome</p> <p>Confidence in the administration of aspects of Australia's taxation and superannuation systems through helping people understand their rights and obligations, improving ease of compliance and access to benefits, and managing non-compliance with the law.</p> </div> <div data-bbox="562 915 1132 1246" style="width: 40%; text-align: center;"> <table border="1"> <thead> <tr> <th>Attitude to compliance</th> <th>Compliance strategy</th> </tr> </thead> <tbody> <tr> <td>Have decided not to comply</td> <td>Use full force of the law</td> </tr> <tr> <td>Don't want to comply</td> <td>Deter by detection</td> </tr> <tr> <td>Try to, but don't always succeed</td> <td>Help to comply</td> </tr> <tr> <td>Willing to do the right thing</td> <td>Make it easy</td> </tr> </tbody> </table> <p style="font-size: 2em; color: green; font-weight: bold;">Nurturing willing participation</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 0.8em;">Level of compliance costs HIGH ↓ LOW</p> </div> <div data-bbox="1155 901 1725 1210" style="width: 30%;"> <p>We use strategies that encourage willing participation</p> <ul style="list-style-type: none"> ■ We seek to create an environment conducive to high levels of willing participation. ■ We believe that prevention is better than cure. ■ We use risk-based choices to prioritise our work. ■ We discourage people from ignoring their obligations by taking firm action against those who decide not to comply. ■ We collaborate with the community to design systems that make it easier to comply at minimal cost. </div> </div>					Attitude to compliance	Compliance strategy	Have decided not to comply	Use full force of the law	Don't want to comply	Deter by detection	Try to, but don't always succeed	Help to comply	Willing to do the right thing	Make it easy
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THE FOCUS ON CITIZEN

“People should be empowered, where possible, to identify their own needs and to access individual or combined packages of services that help them address whatever circumstances or life events they are facing ..”.

Building the world's best public service, 2009

- Analogy from ‘customer’ to ‘citizen’ is not perfect, but still instructive
- Citizens have rights and obligations, not market choices
 - Rights and obligations need to be nurtured and sustained through interaction with government and its agents
 - Programs are how governments do this - increasingly expressed as services
- Relationships are not driven by ‘profitable segments’ but universal service obligations and differentiation based service
 - Government has ‘life-time’ relationships with ‘citizens’ (and vice versa)
 - Citizen choice is more constrained than in a free market
 - Life event, life cycle and behavioural risk models are all relevant
- Government programs work in different contexts, not product markets
 - Regulatory, defence and national security, justice and public safety, education, health

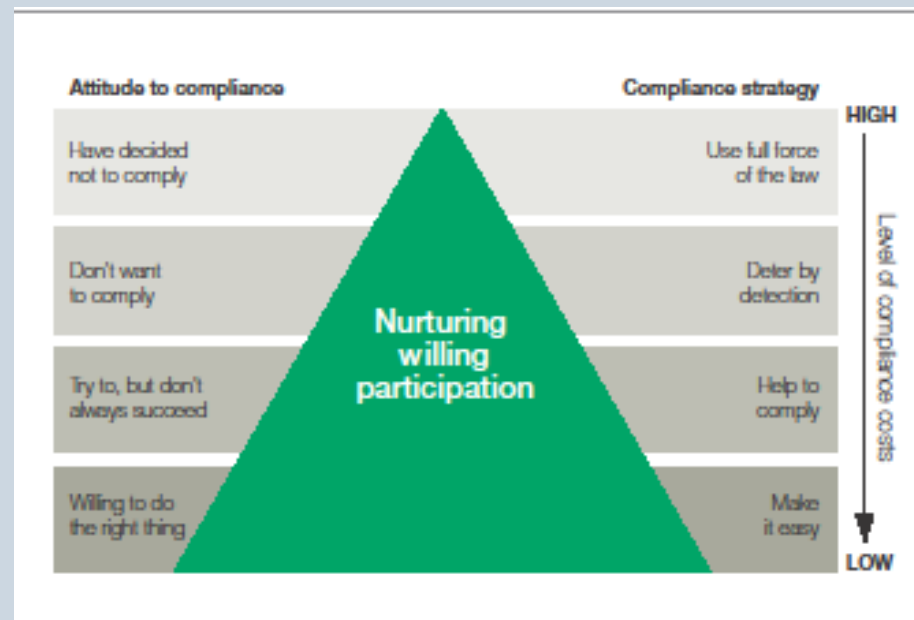


THE NEW CITIZEN ANALYTICS

"If you can measure and analyse something, do it – but don't forget to incorporate your experience, knowledge, and qualitative insights about the world."

T Davenport & J Harris, *Analytics at Work*, 2009

- Guiding behavioural models
 - Social psychology, economics and behavioural economics
 - Research: GSR Behaviour Change Knowledge Review
 - Example: the ATO Compliance model
- Detailed citizen segmentation
 - Demographic
 - Attitudinal
 - Behavioural
- Differentiated service delivery
 - The service catalogue
 - Benefits and obligations
- Key enablers
 - Behavioural clustering
 - Risk scoring
 - Preferencing and personalisation



ATO Compliance Model

ANALYTICS CAPABILITIES

“CIO’s face a bewildering task. They must create a single view of all their customers out of a bewildering variety of constantly updated data sources, from legacy systems to online customer interaction data.”

Online Customers, Digital Marketing, Booz & co, 2009

- Reproducible, dynamic, transparent, scalable
- Integrated set of datamarts, cubes, metrics, models and dashboards for execution
- Constantly updating data sets
- Constantly iterating cycles of development, execution, learning and improvement
- Understandable by staff, executives, scrutineers – and most importantly, citizens



Cognos

Data Stage InfoServer

Teradata

NOTE:

- Can't be done in a spreadsheet or access database
- It's not a 'project'
- Involves wide-ranging collaboration



WHAT WILL BE DIFFERENT?

Achieving a more open government will require the various professional disciplines within the Government – such as policy, legal, procurement, finance, and technology operations – to work together to define and to develop open government solutions.

P Orzag, Open Government Directive, OMB, 2009

- Within agreed clusters of programs and agencies, the toolset for supporting citizen-based analytics will need to work consistently.
- The toolsets will need to include:
 - Common citizen and customer segmentation
 - Common behavioural models (conceptual and analytical)
 - Shared data sets, shared real-time
 - Common performance metrics
- Example: ‘Best time to call’ analytics



WHAT DO CITIZENS WANT?

Democratic societies have granted citizens the right to vote. Citizen engagement aims at giving citizens a voice and choices on matters that most affect them.

J. Burgon, The Future of Public Service, 2008

- Depending on context and circumstance:
 - tailored information (process, status, outcome)
 - choice (preferencing, personalisation, multiple channels)
 - a voice (on design, delivery and when things go wrong)
- For the ATO and government, it will help deliver two outcomes:
 - *tangible* - revenue to fund public services
 - *intangible* - social cohesion around fairness and integrity
- The new citizen analytics is needed to deliver on this promise



Questions?

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