In the context of the Information Management Strategic Framework, information is defined as:

- information our people need to do their jobs
- information we need to manage our operations and achieve our strategic directions, and
- information our clients, stakeholders and other government agencies need to understand and fulfil their obligations.

This takes into account knowledge and intelligence derived from information and data the Tax Office uses.

This document provides a roadmap for developing strategic information capability within the Tax Office.
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Tax Office people think is important</td>
<td>2</td>
</tr>
<tr>
<td><strong>WHY?</strong></td>
<td>3</td>
</tr>
<tr>
<td>Why is information management important?</td>
<td>3</td>
</tr>
<tr>
<td>Where do we want to be?</td>
<td>3</td>
</tr>
<tr>
<td><strong>HOW?</strong></td>
<td>4</td>
</tr>
<tr>
<td>The Information Management Strategic Framework</td>
<td>4</td>
</tr>
<tr>
<td>Six information management principles</td>
<td>5</td>
</tr>
<tr>
<td>Judging the quality of our information management</td>
<td>6</td>
</tr>
<tr>
<td>Managing the life cycle of our information</td>
<td>6</td>
</tr>
<tr>
<td><strong>WHAT WE HAVE</strong></td>
<td>7</td>
</tr>
<tr>
<td>Domains where our information exists</td>
<td>7</td>
</tr>
<tr>
<td><strong>WHAT WE NEED</strong></td>
<td>8</td>
</tr>
<tr>
<td>Records management</td>
<td>8</td>
</tr>
<tr>
<td>A common language</td>
<td>8</td>
</tr>
<tr>
<td>Capabilities we need to provide effective information management</td>
<td>8</td>
</tr>
<tr>
<td><strong>MAKING IT HAPPEN</strong></td>
<td>9</td>
</tr>
<tr>
<td>What will we do to get there?</td>
<td>9</td>
</tr>
</tbody>
</table>
WHAT TAX OFFICE PEOPLE THINK IS IMPORTANT

01 Create a single authoritative source
02 Take a ‘whole of revenue system’ view
03 Apply information dynamically
04 Make sure information meets clients’ needs
05 Meet all of our responsibilities
06 Reduce duplication and rework
WHY?

WHY IS INFORMATION MANAGEMENT IMPORTANT?
The management of information as a core resource is an important step forward for the Tax Office.

Along with people and finances, we view information as a key resource. In achieving our strategic objectives, we recognise that information resources, supporting technology, and processes need to be coordinated and managed effectively. Underpinning this approach are the legal requirements set by government to ensure agencies manage their resources effectively, ethically and efficiently. Our information resources are contained in the form of data and records, and in the knowledge, experience and judgment of our people and intermediaries.

Information provides the key to improving our understanding of the systemic nature of the revenue system within the Australian economy. This means we need to develop some lead indicators which will allow us to dynamically respond to emerging issues, trends and changes to the economy as they occur.

We need to make better use of the information we collect from our clients and other sources to enhance our ability to target and monitor compliance on the basis of risk differentiation across market segments, products and capabilities. We also need to manage our information better to improve the ability of our clients to meet their obligations. In order to do this, we need to identify and manage information on the basis of a clear understanding of the leverage points for our business, so that we can make better-informed decisions. We need to know that we are doing the right things and that we are doing them right.

As we move to providing more information to our clients and intermediaries online, it is important that we understand the expectations of the Australian community and plan to balance disclosure and transparency with fulfilling our legal and ethical obligations. We are acutely aware of the importance of adhering to privacy and security legislation.

We need to make sure we provide user-friendly, accurate and timely information to our clients, so they can fulfil their obligations. To continually improve the services we deliver, we need to develop a comprehensive understanding of the range of relationships we may have with our clients.

WHERE DO WE WANT TO BE?

- It is easier to find out something we didn’t know.
- There is a greater return on investment for the information resources we manage.
- We are constantly monitoring the environment so that we can dynamically apply current information to the decisions we make.
- We collect the information we need to provide real-time insight for forecasting, planning, delivery and evaluation.
- Within our legislative responsibilities, we can readily exchange information across the revenue system.
- People contribute their knowledge and skills to provide quality information and are rewarded for their contribution to information sharing.
- We comply with relevant legislation and standards that relate to the management of records, both electronic and paper.
- Our information systems are well integrated to support the work we do.
- We have endorsed best practice in place instead of locally developed processes and procedures.
HOW?

THE INFORMATION MANAGEMENT STRATEGIC FRAMEWORK

The Information Management Strategic Framework helps us manage our information effectively in all respects, as one of our core resources.

The framework is designed to ensure that in all aspects of our work we apply and practise the fundamental principles, quality assurance, and life cycle management policies inherent in good information management practice.
SIX INFORMATION MANAGEMENT PRINCIPLES

01 Make decisions based on a single authoritative source that:
   a. meets agreed quality standards
   b. has clearly assigned ownership, and
   c. enables consistent interpretation.

02 Take a ‘whole of revenue system’ view. We collect the information we need and demonstrate a return on investment.

03 Apply information dynamically to:
   a. provide insight to support evidence-based decisions
   b. target our service delivery and compliance activity
   c. influence compliance behaviour in our clients, and
   d. manage our business.

04 Make sure the information we give our clients helps them meet their obligations.

05 Meet all our responsibilities by managing information consistent with our legal and ethical obligations, and according to its value.

06 Design our core business processes to embed good information management practice and reduce duplication and re-work for our staff.
JUDGING THE QUALITY OF OUR INFORMATION MANAGEMENT

The criteria we use to judge the effectiveness of our information management requires that we deliver information that is fit for purpose, is accessible to meet our requirements, and is managed according to governing legislation and standards.

<table>
<thead>
<tr>
<th>Fit for purpose</th>
<th>Accessibility</th>
<th>Users and uses</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliable, accurate, current, consistent</td>
<td>Available, subject to privacy and security considerations</td>
<td>Corporately agreed standard reporting</td>
<td>The Chief Knowledge Officer has responsibility for:</td>
</tr>
<tr>
<td>Timely and complete</td>
<td>Easy to find, understand and use</td>
<td>Data available for risk and intelligence purposes and ad hoc querying</td>
<td>■ implementing the information framework</td>
</tr>
<tr>
<td>Targeted to meet audience needs</td>
<td>Self-service (only for analysis not creation)</td>
<td>Clearly articulated leverage points and performance metrics</td>
<td>■ defining mission critical information</td>
</tr>
<tr>
<td>Readily able to be shared and re-used</td>
<td>Able to be manipulated flexibly</td>
<td>Top down and bottom up feedback loops</td>
<td>■ defining information ownership</td>
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</table>
<pre><code>                                                                               |                                                    |                                                      | ■ developing, and                                                        |
                                                                               |                                                    |                                                      | conforming with, standards                                               |
                                                                               |                                                    |                                                      | ■ providing consultancy                                                  |
                                                                               |                                                    |                                                      | ■ establishing infrastructure                                            |
                                                                               |                                                    |                                                      | ■ providing assurance, and                                               |
                                                                               |                                                    |                                                      | ■ auditing enterprise                                                    |
                                                                               |                                                    |                                                      | compliance.                                                              |
</code></pre>

MANAGING THE LIFE CYCLE OF OUR INFORMATION

Information management requires consideration of the needs of the Tax Office within the context of the whole of the revenue system, rather than just individual business/service lines, market segments, capabilities or revenue products. Life cycle management is vital to realising strategic value from our information resources.

The life cycle processes may not always be sequential.
# WHAT WE HAVE

## DOMAINS WHERE OUR INFORMATION EXISTS

<table>
<thead>
<tr>
<th>Domain</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Client and risk</strong></td>
<td>The client and risk domain includes information we hold about our clients. This information includes data derived from transactions processing as well as intelligence gathered from client contact, and data which has been derived from analytics, risk differentiation and data matching with third party sources.</td>
</tr>
<tr>
<td><strong>Tax interpretation and administration</strong></td>
<td>This domain contains information about the legal framework that governs the revenue system. It contains specialist expertise in tax legal interpretation and advice, and includes public and private binding rulings, legal interpretations and all advice that we provide to clients. This information includes that which is provided in correspondence, publications, online, through face-to-face contact and through the call centres.</td>
</tr>
<tr>
<td><strong>Agency management and administration</strong></td>
<td>This domain includes all information about our internal operations, including our workforce, budget and financial management, resource management, conformance and performance reporting, outcome and output reporting, and regulatory compliance.</td>
</tr>
<tr>
<td><strong>External environment</strong></td>
<td>The external environment domain contains information about external issues that affect our understanding and management of the revenue system. This includes information from and about external stakeholders and partners, economic indicators, industry trends and other government agency relationships. Where possible, information is sourced from natural systems.</td>
</tr>
</tbody>
</table>
WHAT WE NEED

RECORDS MANAGEMENT
As an Australian Government agency, we are obliged to have in place a record keeping system that manages information according to legislative, evidentiary and accountability requirements.
These include:
- Archives Act 1983
- Freedom of Information Act 1982
- Privacy Act 1988
- Public Service Act 1999
- Financial Management and Accountability Act 1997
- Australian Records Management Standard ISO 15489
- National Archives of Australia e-Permanence practices

A COMMON LANGUAGE
A common business and technical language is essential for effective storage, retrieval and sharing of information. A common language is a vital component of interoperability to enable information interchange and sharing across the Tax Office, other Australian Government agencies and businesses, and with revenue agencies internationally.

CAPABILITIES WE NEED TO PROVIDE EFFECTIVE INFORMATION MANAGEMENT

People
Information management is everyone’s responsibility.
Information management requires staff to take an enterprise view.
Information sharing is a valued attribute.
Important mission critical information includes the skills, knowledge, intelligence and judgment of Tax Office people.
We must preserve our corporate memory.

Process
The Chief Knowledge Officer is authorised and accountable for information management governance.
Information management will be embedded into our business processes.
Harnessing tacit information and intelligence is a corporate priority.
Information management requires large step change and long haul commitment (and that is not a reason not to start).

Technology
Technology is an important enabler of information management.
Technology enables us to process, manage and provide access to large volumes of information efficiently.
MAKING IT HAPPEN

WHAT WILL WE DO TO GET THERE?
To help us manage our information effectively we will have:
■ the Chief Knowledge Officer as custodian of the framework
■ information ownership and data quality assessment
■ a corporate reporting framework
■ a common business language
■ related practice statements aligned to this framework, and
■ a record keeping system that manages information according to requirements.

Our change program activity will include:
■ analytics
■ business process redesign
■ document management, and
■ content management.