DXC TECHNOLOGY

Case study

Data Centre Migration Program

Australian Taxation Office

Program overview

For the Australian Government's principal revenue collection agency, data underpins everything that the Australian Taxation Office (ATO) does. With data stores growing every year, keeping ATO systems safe and personal information protected is an issue of national significance.

The ATO's Data Centre Migration (DCM) was a significant investment in taxpayer money and became one of the largest technology programs in Australia. With support from DXC Technology, the ATO took the opportunity to not only move its existing applications and services to new data centres but also to re-architect and modernise its gateway, network and infrastructure as well as migrating a number of applications to the cloud.

Key benefits

The transformation has contributed towards the improvement of the ATO's online services for Australian businesses, citizens and government employees.

98%

Major incidents reduction

Reduction of unplanned major network outages duration compared to the legacy network.

50%

Greater availability

Improvement in system availability due to patching maintenance work being completed non-disruptively.

The DCM program enabled the ATO to continue to deliver services that keep pace with technology, demand and community expectations while keeping Australian taxpayer data secure.

1,350

People involved in DCM

150 core staff and over 1,200 support staff across the ATO and service providers.

1,734

Days in program

Making DCM one of the most significant transformations in the ATO's history

10,000+

Changes executed

Including changes to both systems and infrastructure.

5,196

Decommissioned servers

With 2,586 virtual servers built and 567 physical servers built.

1,000

Applications deployed

Into development and testing environments.

What we delivered: applications

Lift and shift

Facilitated the physical or virtual relocation of infrastructure and applications that were not able to be redeployed. The program ensured minimal applications were migrated using this treatment plan.

Environments

The data centre program provided the opportunity to design and build new environment patterns, rationalising and retiring legacy unused environments.

Legacy system retirement

The data centre program provided the catalyst for application teams to actively retire or decommission legacy components and applications.

Application redeployment

Redeploying applications to the target state was a key objective of the program and the team profiled and documented all applications resident in the data centre, developing detailed plans for over 100 applications to redeploy as a result. DXC built multi-level target infrastructure and redeployed uplifting OS and databases based on these profiles ready to build and test applications in this new target state. Despite it being more challenging than a simple lift and shift, redeployment was seen as the most favourable approach to migrations as it supported the uplift in security and presented the opportunity to right size infrastructure and improve application availability.

Decommission and make good

The program also decommissioned legacy application infrastructure in both on premise data centres and cloud, the ATO and DXC team planned and executed the decommissioning of all infrastructure and other clean up activity in order to exit and hand back the data centres within the timeframe required.

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The decision to redeploy applications meant we had a daunting task ahead of us but one worth undertaking – ATO now have applications in the target ATO2.0 state uplifting lifecycle currency and performance. The teamwork and expertise from everyone on the program meant that we delivered an incredibly complex scope in a very tight timeframe.

— Application Migration and Decommission Program Manager, Data Centre Program, ATO

What we delivered: infrastructure

New data centre

Built and fitted out two geographically dispersed Tier 4 data centres, focused on creating a world-class data centre.

Optus migration

Migrated key contact centre applications, collaboration services and migrated WAN and external connections. Refreshed the Optus Management Zone.

Automation

Deployed reusable automation to achieve program milestones, in line with ATO's DevOps journey.

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The infrastructure transformation was a complex undertaking which heavily relied on ATO and the collaboration of its primary vendors.

The great partnership, cooperation and coordination resulted in breaking new ground and leaving the ATO with an underlying network and infrastructure that is more resilient and secure.

— Infrastructure Build Program Manager,
Data Centre Program, ATO

Active directory

Simplified and improved the Active Directory topology by upgrading the operating system and version of active directory and decommissioning legacy domains. DXC improved security by implementing recommendations made in independent assessor reports.

Secure Internet Gateway

Built and migrated Secure Internet Gateway client premise equipment into new data centres. Established new cloud connectivity zones. Redesigned and migrated legacy secure gateway residual services for service providers.

Network and core infrastructure

Established core services including a segmented Layer 3 network, midrange and hyper-converged infrastructure, storage, monitoring and security services, and established a multi-tenancy management zone.

DCM enablement

A program with the magnitude and complexity of DCM would not be possible without support and enablement from DXC's non-technical business lines and practices. DXC's expansive network of project and change professionals, data and strategy experts and commercial managers, were deployed at various intervals throughout the program, from program design to closure.

The following key enablement services were delivered to the ATO during DCM:

Program management

DCM was supported by a core group of program and project professionals throughout the journey. DXC tailored its leading project methodology to assist the ATO to build an integrated schedule depicting all program tranches to highlight progress during executive-level engagements.

The Project Management Office (PMO) was instrumental in the program's delivery and administration. Across the program, some 1,500 program finance meetings and 20 town halls were held and over 250 PMO status reports were developed.

Organisational change

DXC supported the ATO to understand the people impacts of the technology changes brought about by data centre modernisation and to ensure readiness for change. Organisational Change Managers from DXC worked shoulder-to-shoulder with ATO change and communications professionals to build an extensive change plan and support its implementation.

Data advisory

DXC's core technical expertise on DCM, complemented by its thought leadership and advisory activities, helped the ATO drive its data strategy and overall program direction.

Commercial operations

DXC worked closely with the ATO to establish the requirements for each of the program's projects to ensure each party in the multi-vendor environment understood their roles and responsibilities.

To ensure the data centre exit date was met, DXC worked with ATO to expedite the BAU process to fast track the schedule which minimised significant commercial risks to the organisation.

Program benefits

Reduced national security risk and uplift in cyber profile

Increased staff productivity due to highly available platforms

Greater confidence for clients with fewer service interruptions*

Closer alignment with government data and cloud agendas

Lower carbon emissions through reduced power consumption

Increased ATO capability to service transactional volume growth

Uplift in currency and modernisation of ATO applications

Reusable automated scripting and tooling

Uplift in network technology which unlocks future capability

Increased ability to recover from a total outage to ATO systems*

*DCM achieved a 98% reduction of unplanned major network outage duration compared to the legacy network. It also delivered a 50% improvement in system availability due to patching maintenance work being completed non-disruptively.

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About DXC Technology

DXC Technology (NYSE: DXC) helps global companies run their mission-critical systems and operations while modernising IT, optimising data architectures, and ensuring security and scalability across public, private and hybrid clouds. The world's largest companies and public sector organisations trust DXC to deploy services to drive new levels of performance, competitiveness, and customer experience across their IT estates. Learn more about how we deliver excellence for our customers and colleagues at **DXC.com.**