



Australian Government

Australian Taxation Office

Transforming tax administration – Reinventing the ATO

Commissioner of Taxation, Australia,
Chris Jordan AO

Why, for the first time ever, was an
outsider appointed as **Commissioner**?



The world is **changing**
– so must the ATO

The 1923 Report on Double Taxation prepared for the
League of Nations' Financial Committee:

“The ideal solution is that the individual’s whole
faculty should be taxed, but that it should be
taxed only once, and the liability should be
divided among the tax districts according
to his relative interests in each.”

Fresh perspective





De-clutter

New directions

Mission:

To contribute to the economic and social wellbeing of Australians by fostering willing participation in our tax and superannuation systems

Vision:

To be a leading tax and superannuation administration known for our contemporary service, expertise and integrity

Early wins

Simplification and improvement of our correspondence



Old letters

New letter

Small Business

The Small Business newsroom



After hours call back service



Small Business Assist

How can we help?

Search...



Better website



Introduction of our Virtual Assistant, Alex



Streamlined online tax returns with myTax

Wins continued



ATO app



Voice authentication



myDeductions



Business performance
check tool



Removing irritants
for staff



iPads or BYOD for staff

Reinventing the ATO



Our segments



A man with a beard and glasses, wearing a white shirt and a dark tie, is smiling and shaking hands with a man and a woman seated at a table. The man on the left is seen from the back, wearing a grey sweater. The woman on the right is holding a white mug. They are in a modern office with a wooden shelving unit in the background.

Consulting with the
community and staff

What clients and staff told us

- ✓ Fix the basics
- ✓ Tailor my interactions
- ✓ Foster confidence and trust
- ✓ Help me through complexity

Principles for ATO business



Easy to get
things right



Tailored
experience



Excellent
service



Fair and
respectful
treatment



Service delivered
in the most
effective and
efficient way

Cultural change



Client
focused



United and
connected



Empowered
and trusted



Future
oriented



Passionate and
committed

Better services



Welcome package



SMS reminders to
lodge and pay on time



Mental health initiative

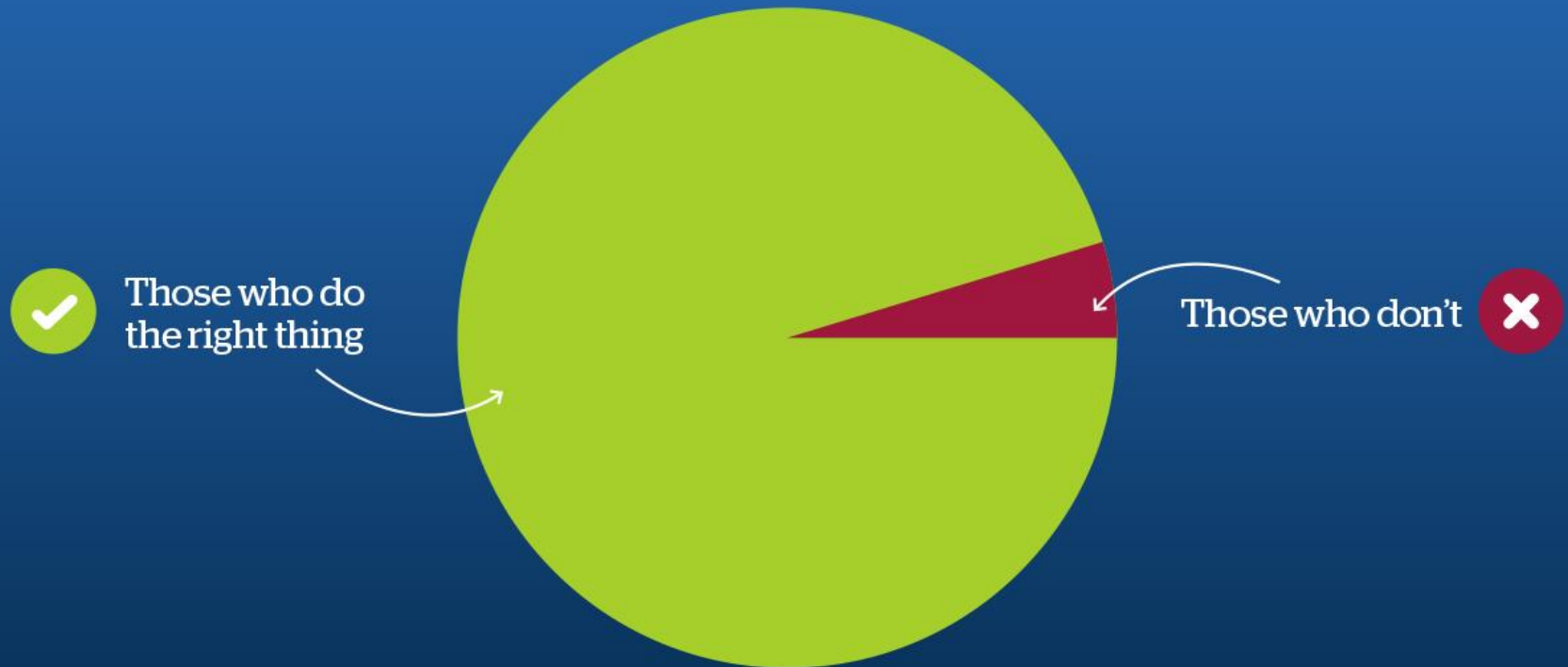


Flags on the beach



Alternative dispute resolution

Serving the majority by dealing with the minority



Tax Avoidance Taskforce

Serious Financial Crime Taskforce

MULTINATIONALS FACE STIFF PENALTIES IN NEW CRACKDOWN

ATO warns tax law dodgers

► Commissioner to propose international investigation ► ICLJ to release names of offshore entities

ATO leads global attack on Panama tax haven

ATO cracks down on cash economy

✉ G+ f t in

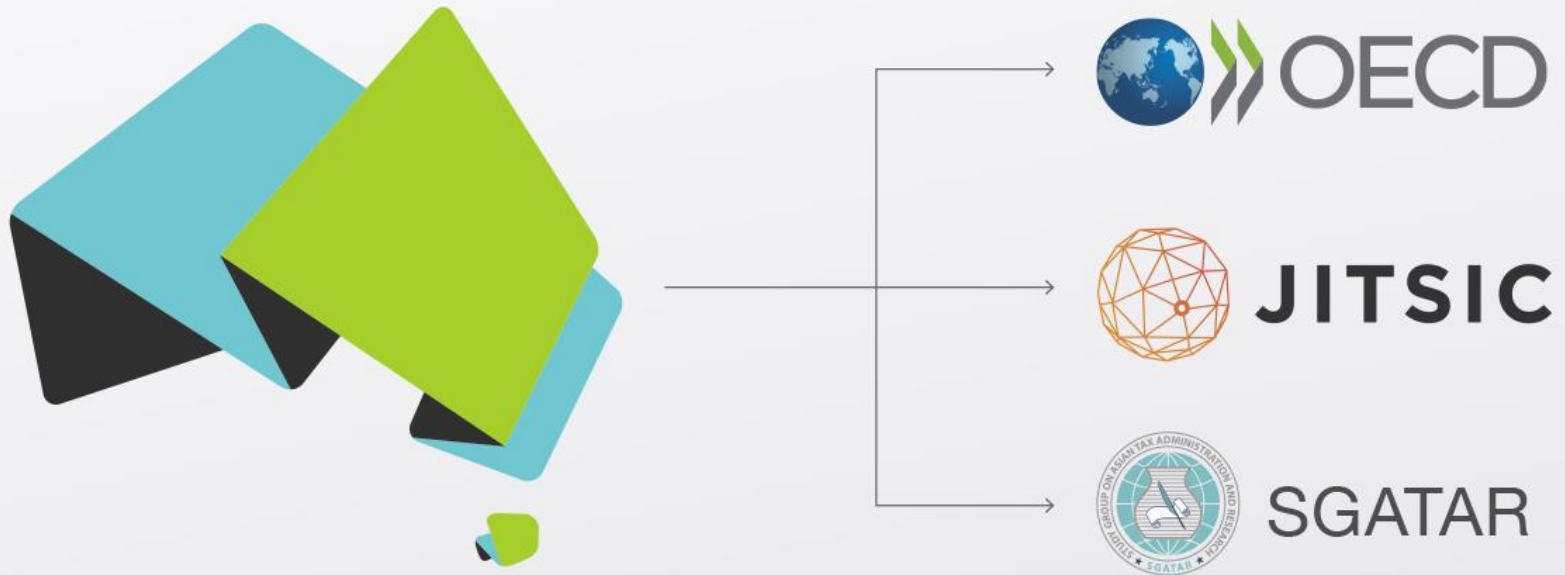


ATO targets links to Panama Papers

Multinationals work to beat the 'Google Tax'

ATO asks multinationals to 'please explain' on profit shifting

International role



We're in a **good** position

- ⬆ Voluntary compliance
- ⬇ Disputes and complaints
- ⬆ Performance
- ⬆ Community support for action
- ⬆ Unprecedented global collaboration
- ⬆ Constructive relationships
- ⬆ Reinvention taking hold
- ⬆ Great leadership team and people

ATO Executive



Commissioner
Chris Jordan AO



Chief Service Delivery Officer
Melinda Smith



Second Commissioner
Andrew Mills



Chief Operating Officer
Jacqui Curtis



Second Commissioner
Neil Olesen



Chief Information Officer
Ramez Katt



Chief Finance Officer
Frances Cawthra



Deputy Commissioner
ATO People
Bradley Chapman



Deputy Commissioner
ATO Corporate
Sue Sinclair



From cops to coaches: Tax leaves behind old bureaucratic culture

Stephen Easton / October 10, 2016



Tax collectors haven't attracted a reputation for an exceptionally helpful or understanding approach over the years, but things are changing in the Australian Taxation Office — and that change has come from within.

Like all regulators, the ATO cannot ensure 100% compliance with 100% assurance, so it has to target its resources where the risk of non-compliance is highest. The corollary is trying to understand the pain points for low-risk groups, which represent the majority of taxpayers, rather than simply pointing to the rules and threatening stiff penalties.

"In simple terms, our client and industry engagement strategy is directed at making it as easy as possible for people to comply with their obligations and making it hard for those who choose not to," explained assistant commissioner James Beeston in a recent speech on client and industry engagement.



"Our staff understand that change is the norm ... they are doing this with the full support

It's all part of the Tax Office's [reinvention plan](#) that began when Chris Jordan took over as commissioner four years ago. Feedback from the community suggested Australians wanted the answer to 'If the horizon could be considered

Q&A
