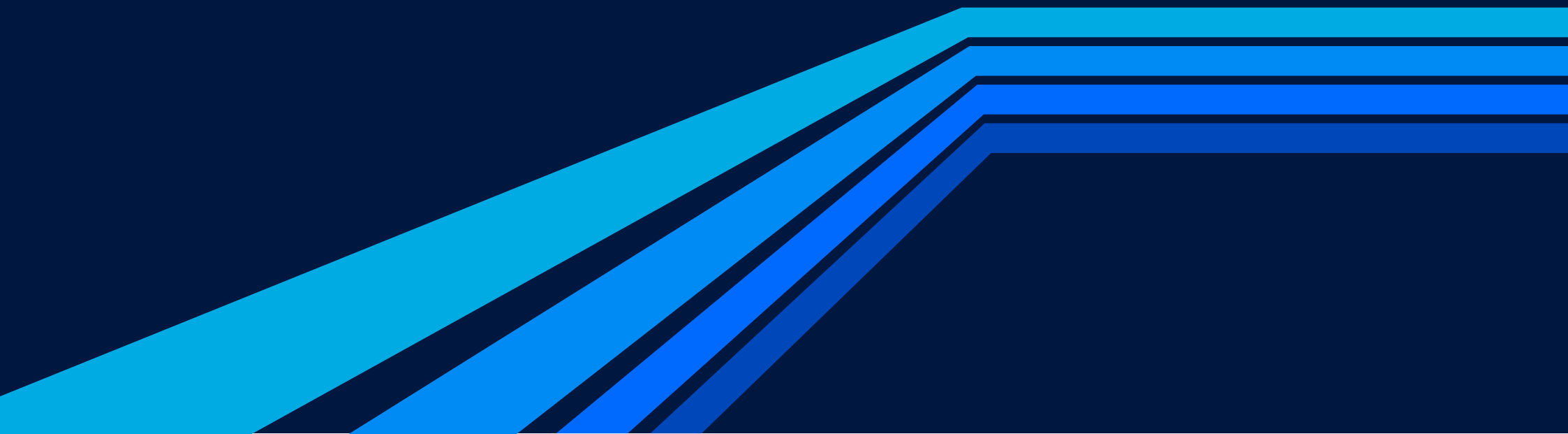




Australian Government
Australian Taxation Office

ATO
corporate
plan

2021
2022



The **Australian Taxation Office** (ATO) is the Australian Government's principal revenue collection agency, administering Australia's tax system and significant aspects of the superannuation system. We administer legislation governing tax, superannuation and the Australian Business Registry Services (ABRS), and support the delivery of government benefits to the community.

We acknowledge the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them and their cultures and Elders past, present and emerging.

The ATO has a Reconciliation Action Plan, which represents our commitment to cultural diversity and inclusion of Aboriginal and Torres Strait Islander people. It provides information about initiatives that support reconciliation, and gives us the basis for reporting our successes and lessons to Reconciliation Australia.

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Commissioner's foreword



‘Our focus on transformation will deliver simpler, faster and more accessible services.’

The *ATO corporate plan 2021–22* builds on our strong foundations and enduring commitment to the Australian community.

This corporate plan outlines the steps we’re taking to deliver on our aspirations for 2024. We will continue our focus on the most critical and transformational strategic initiatives that build trust and confidence and contribute towards the ATO being a streamlined, integrated and data-driven organisation.

Our priority over the last year has been on meeting the needs of our clients and supporting them through these challenging times. Over the next four years, we’ll continue to work with the community and our stakeholders to deliver modern and seamless experiences. In this changing world, our objective is clear: deliver better tax and superannuation experiences by making things simpler, faster and more accessible for our clients.

Our key achievements from last year demonstrate the underlying strengths of the ATO’s responsiveness, expertise and collaboration. We continued to deliver billions of dollars to Australians through important government stimulus measures and provided more tailored lodgment and payment options to help our clients get back on their feet. We also delivered our biggest tax time yet, with more than \$30 billion in refunds to date, providing expert guidance to help clients navigate their obligations and entitlements.

One of our major milestones this past year was establishing the Australian Business Registry Services. A key deliverable from this work will be to consolidate 32 government registers into one – a major government commitment to deregulation. I am honoured to be appointed the Registrar of the service, broadening the ATO’s role beyond the administration of the tax and superannuation systems and highlighting the government’s trust in our capacity to deliver.

Other major milestones were achieved with the take-up of myGovID and Relationship Authorisation Manager exceeding expectations. These new solutions, along with Single Touch Payroll, were critical enablers for the receipt of stimulus measures such as cash flow boost and JobKeeper. The adoption of these solutions has far exceeded forecasts already – with over 2.6 million myGovID users, and 1.3 million ABNs linked with over 1.9 million authorisations. A new digital platform for business was also deployed, Online services for business, making it easier for businesses of all sizes to manage their obligations. So far, it has over 400,000 users and we’re receiving positive feedback.

These examples are just some of the steps we’ve taken in the last 12 months to continue to make services for the community simpler, faster and more accessible. This is only the beginning, and we’re committed to accelerating digital services that deliver on the government’s commitment to Australians.

To achieve our vision and aspirations for 2024, we know our transformation depends on being more streamlined, integrated and data-driven. Our strategic initiatives from 2020–21 (except for the stimulus measures) have been rolled over into this plan, reinforcing our commitment to the direction of our transformation. At their foundation, these initiatives have technology-driven solutions to help clients comply with their tax and superannuation obligations.

Supporting economic recovery

At the height of the COVID-19 pandemic, we administered stimulus measures designed to alleviate financial hardship in the face of widespread shutdowns, and put a range of temporary protections in place to support clients when they needed it most.

With efforts turning to support Australia's economic recovery, we are focused on administering the tax and superannuation systems in ways that enable people and businesses to get on with the job, including:

- making it easy for the community to understand and comply with their obligations
- ensuring fairness and integrity in the system
- showing empathy and pragmatism for those in difficult circumstances.

Over coming years, the ATO will drive deregulation and support the digital economy through:

- online tools and integrated services designed to streamline processes and save time
- better use of data to help us tailor interactions and proactively meet client needs
- debt and lodgment programs that support engagement
- business registry services that are transparent, reliable and accessible.

We are committed to providing services that are secure, integrated and data-driven, making it easier for people to participate in the tax and superannuation systems.

Commissioner's foreword *continued*

This year, we're taking major steps to optimise client interactions by preparing to deliver a new website, with personalised content and a better navigation and search experience, making it easier for clients and intermediaries to self-serve. We will work with small business and our partners to design and deliver solutions that seamlessly integrate tax, superannuation and registry requirements into their systems to improve small business tax performance.

To unlock our data potential, we'll expand our use of verifiable data, such as pre-filing, to support assurance and improved experiences for our clients. We'll continue to strengthen the cyber security environment – with investment committed to improving maturity across our processes, technology and people. We'll also continue to focus on what matters most by sharpening our performance measurement system and improving business processes to drive greater effectiveness and efficiency.

What we do is only as good as how we do it – whether we are focused on our transformation or business as usual. The dedication and professionalism of our people, their expertise and compassion, contribute to where we are now and what will move us forward. Our experience through COVID-19 has proven that our culture, leaders and workforce are absolutely focused on getting it right for the people we serve. Improving organisational capability is the motivation behind the initiative to embed new ways of working, which will enhance our workforce agility by anticipating and rapidly responding to community needs.

If the past year has taught us anything, it's that we're up for a challenge. I'm exceptionally proud of the extraordinary effort and achievements of the ATO over the past 12 months. We can achieve incredible things when we work together, united by our desire to serve the Australian community, and build a tax and superannuation system that is valued and trusted.



Chris Jordan
Commissioner of Taxation and
Registrar of the Australian Business Register
and the Australian Business Registry Services

This *ATO corporate plan 2021–22* has been prepared as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. It covers the period 2021–22 to 2024–25 and includes the plan of the Australian Business Registry Services (ABRS). Due to their operational independence, the Tax Practitioners Board (TPB) and the Australian Charities and Not-for-profits Commission (ACNC) have produced their own corporate plans.

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Overview



Purpose

The ATO's purpose is to contribute to the economic and social wellbeing of Australians by fostering willing participation in the tax and superannuation systems.

We have two aspirations for 2024:

- building trust and confidence
- being streamlined, integrated and data-driven.

Vision

We are a leading tax and superannuation administration known for our contemporary service, expertise and integrity.

Strategic objectives

We have eight strategic objectives, which are grouped into five perspectives:

Government

- G1** We build community confidence by sustainably reducing the tax gap and providing assurance across the tax and superannuation systems.
- G2** We design for a better tax and superannuation system to make it easy to comply and hard not to.

Client

- C1** Our client experience and interactions are well designed, tailored, fair and transparent.
- C2** We work with and through others to deliver efficient and effective tax and superannuation systems.

Workforce

- W1** We are a high-performing workforce with a focus on integrity, the right culture, capability and tools to deliver the best client and staff experience.

Operational

- O1** We use data, information and insights to deliver value for our clients and inform decision-making across everything we do.
- O2** Our technology and digital services deliver a reliable and contemporary client experience.

Financial

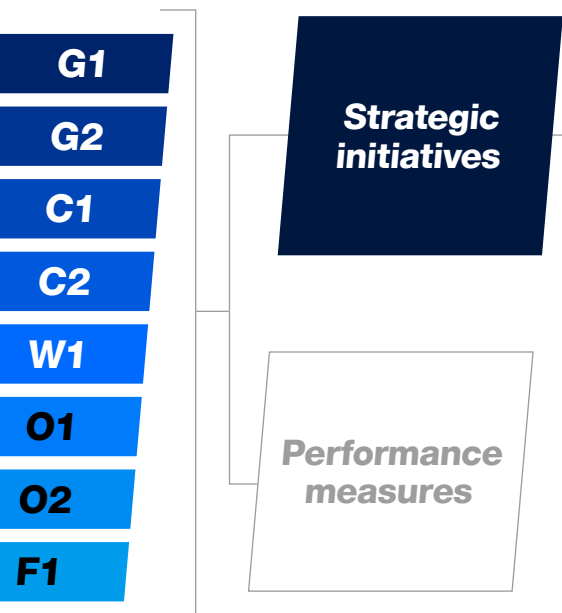
- F1** We strive for operational excellence to achieve efficiency and quality outcomes.

How the elements of our plan interrelate



Strategic initiatives

Our strategic initiatives are the key activities we will undertake to deliver our objectives.



Optimise interactions through our self-service channels

Create better experiences, making self-service channels the preferred option for most clients and their agents

Improve small business tax performance

Improve the tax performance of small businesses by integrating tax reporting mechanisms and making verifiable data easier for them to provide, access and use

Establish the Australian Business Registry Services

Operationalise a single business registry service, including director identification numbers, to streamline services and make it simpler for businesses to interact with government

Focus on what matters most

Become a more purposeful organisation and improve client and staff outcomes by ensuring we focus on the highest value activities, and that these are understood and measured on an end-to-end basis

Embed new ways of working

Harness insights and build on our progress in creating a dynamic workforce with the right leadership, culture, capability and staff experience to position us for the future

Unlock our data potential

Improve the way we collect, manage, share and use data, to build confidence and drive actions that maximise value for the ATO and the community

Strengthen cyber security

Protect our organisation, clients and other ecosystem partners from cyberthreats and data breaches

Optimise interactions through our self-service channels

Create better experiences, making self-service channels the preferred option for most clients and their agents

Future state

Our services are simple, helpful and respectful – they feel seamless and are tailored to the client.

We use what we know about our clients to personalise their service and give them confidence that they're getting it right.

Our clients can self-serve end-to-end and trust that if we need something, we'll let them know.

Deliverables to 2024

- Deliver a new ato.gov.au, creating personalised content and a better navigation and search experience, making it easier for clients and intermediaries to self-serve
- Build new self-service options, enabling clients and intermediaries to interact digitally with the ATO end-to-end, including improved ways to communicate, transact and seek help, with most forms available online
- Enhance support and education for clients and intermediaries to help them switch to self-service, including new online education products and telephony support for those who need help to transact online

Strategic initiatives *continued*

Improve small business tax performance

Improve the tax performance of small businesses by integrating tax reporting mechanisms and making verifiable data easier for them to provide, access and use

Future state

Small businesses have access to data-driven tools to assess their tax and superannuation performance and aid real-time decision-making.

Businesses are equipped to meet their tax obligations seamlessly from start-up to close-down, using systems they trust.

Deliverables to 2024

- Work with business and our partners to design and deliver solutions that seamlessly integrate tax, superannuation and registry requirements into small business systems
- Create a digital environment that encourages and supports cash flow management and business planning to support small business performance
- Share the right data at the right time to help small businesses make better decisions

Establish the Australian Business Registry Services

Operationalise a single business registry service, including director identification numbers, to streamline services and make it simpler for businesses to interact with government

Future state

Our digital user interface is reliable, accessible and secure, allowing businesses to view, update, manage and maintain their registrations in one place – demonstrating our commitment to deregulation.

Strengthened data integrity supports a unified, trusted and accurate source of business information.

We are better able to detect and deal with illegal ‘phoenixing’ activity and protect honest businesses and individuals from directors involved in unlawful activity.

Deliverables to 2024

- Consolidate 32 separate business registers on a new modern registry system to reduce complexity when dealing with government
- Implement director identification numbers to increase transparency
- Establish the ABRS brand and identity to instil trust and confidence when interacting with government

Strategic initiatives *continued*

Focus on what matters most

Become a more purposeful organisation and improve client and staff outcomes by ensuring we focus on the highest value activities, and that these are understood and measured on an end-to-end basis

Future state

We are increasing our enterprise performance and strategic alignment of effort and activity through sustained focus on the highest value activities.

Internal process efficiency and operational agility are resulting in improved client and staff experiences and outcomes.

Deliverables to 2024

- Create and embed a small set of enterprise metrics with ambitious targets to drive organisational performance
- Develop a central performance hub to improve business processes and drive greater effectiveness and efficiency
- Develop a new measurement system to capture work and activities on an end-to-end basis
- Review key accountabilities for delivering client outcomes to ensure a unified and consistent focus on strategy and delivery

Embed new ways of working

Harness insights and build on our progress in creating a dynamic workforce with the right leadership, culture, capability and staff experience to position us for the future

Future state

Our people are working in ways that have further optimised productivity, mobility, flexibility and agility to support Australian Government priorities.

Our leaders guide, empower and challenge their staff in ways that help them to thrive in a changing environment and deliver enhanced outcomes for the community.

Deliverables to 2024

- Enhance our workforce agility by anticipating and rapidly responding to priorities to support the community
- Modernise our use of workplaces and workspaces to support collaboration and improve the way we use tools and technology
- Update and rationalise our toolset to ensure it meets our needs, including an enterprise solution that enables staff to access information needed to support client-based interactions
- Refresh our leadership strategy to engage, enable and grow leaders to support a future-ready workforce

Strategic initiatives *continued*

Unlock our data potential

Improve the way we collect, manage, share and use data, to build confidence and drive actions that maximise value for the ATO and the community

Future state

We are a data-driven organisation that recognises data as a strategic asset, ensuring it is curated, discoverable, accessible, and usable for staff.

Our people are empowered to leverage data, analytics, artificial intelligence and automation to deliver better client and staff experiences and business outcomes.

The infrastructure that supports data and analytics is future-proofed and positioned to enable our aspirations.

Deliverables to 2024

- Standardise data-sourcing priorities and processes to enhance the quality, reliability, accessibility and use of our data, including curated datasets
- Expand our use of verifiable data, such as pre-filling, to support assurance and improved experiences for our clients
- Uplift data literacy skills across the ATO and deliver user-friendly tools that empower staff to self-serve data and insights on-demand
- Deliver a new architecture of risk models to create a unified and consistent whole-of-client view of risk that enables tailored and proactive engagement
- Implement contemporary cloud capability to enhance how we adopt and use new datasets to deliver value for the tax and superannuation systems
- Use our data and analytics capability to drive improvements to our organisational performance

Strengthen cyber security

Protect our organisation, clients and other ecosystem partners from cyberthreats and data breaches

Future state

The Australian community is confident in our ability to protect the organisation, clients and other ecosystem partners from evolving cyberthreats and data breaches.

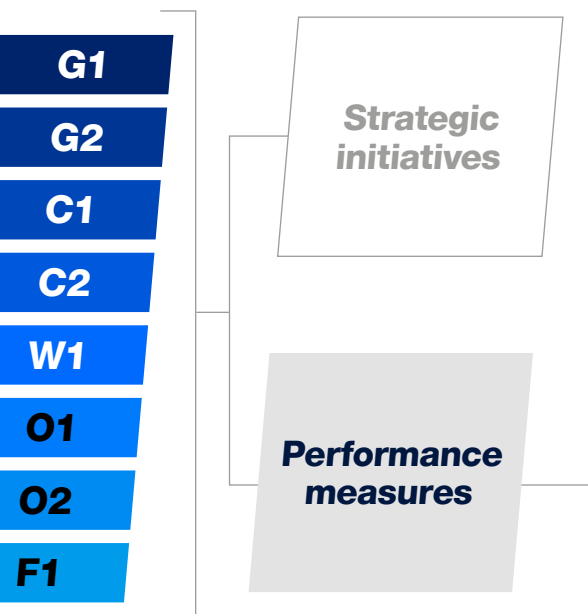
Our staff and partners use a cyber-first mindset and their enhanced cyber-literacy to help defend against cyberthreats.

Deliverables to 2024

- Uplift our ability to protect, detect and respond in an evolving cyber security threat environment
- Build cyber-literacy and security engagement to enable our people to actively protect our organisation and clients from cyberattacks
- Strengthen our cyber security maturity and reduce supply chain risks across our extended operating environment by working collaboratively with our stakeholders, partners and vendors

Performance measures

Our performance measures align with our strategic objectives. Our strategic initiatives aim to improve performance against our strategic objectives into the future.



G1 Government

- **Confidence** – community confidence in the ATO
- **Registration** – proportion of companies and individuals registered in the system
- **Lodgment** – proportion of activity statements and income tax returns lodged on time
- **Payment** – proportion of liabilities paid on time by value
- **Correct reporting** – tax gap as a proportion of revenue
- **Debt** – ratio of collectable debt to net tax collections
- **Total revenue effects** – tax revenue from all compliance activities
- **Tax assured** – proportion of the tax base where the ATO has justified trust that tax paid is correct based on the proportion of income, deductions and tax offsets assured

G2 Government

- **Influence** – government and Treasury perceptions of the ATO and the quality of our advice

C1 Client

- **Compliance cost** – adjusted median cost to individual taxpayers of managing their tax affairs
- **Digital** – proportion of inbound transactions received digitally for key services

C2 Client

- **Working together** – partner perceptions of how the ATO is working together with them to administer the tax and superannuation systems

W1 Workforce

- **Culture** – level of employee engagement
- **Gender equality** – female representation in the senior executive service (SES) and executive level (EL) classifications
- **Indigenous representation** – proportion of ATO staff who identify as Indigenous
- **Disability representation** – proportion of ATO staff who identify with disability
- **Staff experience** – employee perceptions around whether they have access to the tools and resources needed to perform well

O1 Operational

- **Tax returns** – proportion of pre-filled items accepted without change

O2 Operational

- **Availability** – key digital systems availability

F1 Financial

- **Budget** – ATO manages its operating budget to balance
- **Cost of collection** – cost to collect \$100

Reducing unnecessary or inefficient regulation

We are guided by three principles that underpin the Government’s expectations for the performance of Commonwealth regulators and demonstrate our commitment to reducing unnecessary or inefficient regulation.

Table 1: Principles

Principles of regulator best practice

Continuous improvement and building trust

Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia’s regulatory settings.

Risk based and data driven

Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.

Collaboration and engagement

Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

Environment



The tax and superannuation environment is complex, globally connected and disrupted by geopolitical shifts, emerging technologies and unpredictable events.

The increasing complexity, volatility and uncertainty across the environment presents both opportunities and risks to our administration and the capabilities the ATO requires into the future. Our changing environment requires us to anticipate and respond to emerging issues in order to deliver on our commitments to the Australian community and government over the period of this plan. Through a clear and shared understanding of our operating context, we harness the opportunities and build our capability to deliver on our purpose.

Table 2: Environment

Environmental themes and our approach

COVID-19 pandemic and supporting economic recovery

The COVID-19 pandemic continues to present uncertainty to the health, mobility and financial prosperity of Australians. The ATO plays a key role in contributing to Australia's sustained economic recovery. We will continue to help the community as they recover from these challenging times – focusing on small businesses by providing quality tools and services. As Australia reopens and interim COVID-19 restrictions and response measures are lifted, we will provide balanced compliance approaches to ensure participation and fairness in the tax and superannuation systems.

Complexity of the tax and superannuation systems

The complexity of the tax and superannuation systems may impact the client experience. Complexity can increase with the introduction of new laws and measures as they interplay with existing rules, making it more challenging for clients to navigate their obligations and entitlements. We will continue to work with our partners and the community to understand their needs, and provide reliable advice and uncomplicated services that encourage ongoing engagement and participation.

Equity, fairness and confidence in the tax and superannuation systems

Understanding community perceptions of the tax and superannuation systems is critical to our ability to provide a service that is transparent and fair. We balance the need for guidance, support and empathy with our regulatory role by being transparent about the work we do, and keep the system fair by dealing with those who seek to exploit or undermine it. By creating a level playing field, we increase fairness in the tax system and build community confidence in our administration.

New ways of working to meet community expectations

The COVID-19 pandemic has accelerated new ways of working across Australia's workforce. In response, the ATO moved rapidly to innovate and implement changes within our organisation and support priorities across the Australian Public Service (APS). A more joined-up APS overcomes barriers to deliver agile services for government and better experiences for our community.

The community expects government services to be tailored and integrated, with 'humanised' digital experiences that deliver more intelligent, simple and timely interactions. By leveraging data, insights and technology, we will build on our existing mix of communication services and channels to meet evolving community expectations.

Data and cyber security

New technologies and greater mobility of data, coupled with an unpredictable environment, present an ever-evolving risk to information security. The ATO has advanced cyber security mechanisms and is well equipped to manage and protect taxpayer information. We will continue to build our internal security capability to ensure we maintain community confidence, remain 'future ready' and operate as a cyber-resilient organisation.

Risk management



Understanding and managing risk is inherent to achieving our purpose and objectives as an organisation.

We have well-established systems of risk oversight and management that align with the Commonwealth Risk Management Policy and section 16 of the *Public Governance, Performance and Accountability Act 2013*. Our Enterprise Risk Management Framework promotes a consistent approach to the management of risk, embedded into day-to-day business practices. We identify and manage risk in the context of our performance, in line with our overall risk appetite, to make the most of opportunities, deal with threats, foster innovation and build a strong risk culture across the ATO.

The Enterprise Risk Management Committee has primary responsibility for maintaining a view of the system of risk oversight and management in operation. In conjunction with our Audit and Risk Committee, assurance is provided to the ATO Executive that risk is being effectively identified and appropriately managed throughout the organisation, with a strong focus on setting clear accountabilities and tolerances, and monitoring performance to ensure it remains within acceptable levels.

The following key risks and their corresponding drivers guide decision-making and help to shape our organisational priorities and initiatives.

Table 3: Key risks

Tax and superannuation administration	Organisational
<p>R1 Tax and superannuation performance in accordance with the law</p> <p>Maintaining overall tax and superannuation performance in accordance with the law may be impacted by our ability to ensure the performance of client segments remains within acceptable tolerances. We do this by fostering willing participation and dealing with those who do the wrong thing.</p>	<p>R7 Managing cyberthreats</p> <p>Our ability to protect our organisation, clients and other partners from cyberthreats may be impacted by our ability to keep pace with the rapidly evolving digital ecosystem.</p>
<p>R2 Payment and debt performance</p> <p>Maintaining overall payment and debt performance may be impacted by volatility in economic conditions and government and community expectations, requiring ongoing calibration of client engagement and enforcement strategies, along with related performance targets.</p>	<p>R8 Contemporary technology</p> <p>Our ability to keep pace with expectations may be impacted by the rapid changes in the IT environment, inherent capacity constraints and the need to continually balance future needs with short-term priorities and investment.</p>
<p>R3 Influencing policy and law design</p> <p>The quality and administrability of the system may be impacted by shifting policy settings and our ability to influence policy and law design.</p>	<p>R9 Maximising the value of data</p> <p>Maximising the value of data may be impacted by our ability to uplift the organisation's data and analytics maturity, capability, and associated infrastructure.</p>
<p>R4 Supporting our clients and the economy through the exit from the pandemic</p> <p>Our ability to support clients and the economy through the exit from the COVID-19 pandemic may be impacted by continuing environmental uncertainty and the need to support differing client circumstances.</p>	<p>R10 Agile and sustainable resourcing</p> <p>Building and maintaining organisational agility may be impacted by our ability to build and retain skills and capability; existing business processes; and constraints in moving to a flexible work environment.</p>
<p>R5 Managing a complex superannuation ecosystem</p> <p>Our ability to manage the superannuation ecosystem may be impacted by increasing complexity and heightened stakeholder expectations.</p>	<p>R11 Standards and ethical conduct</p> <p>Our ability to maintain organisational integrity may be impacted if our conduct, actions or decision-making do not conform with the law or align with staff or community expectations.</p>
<p>R6 End-to-end client service and case management</p> <p>Our ability to achieve end-to-end service and case management outcomes for the ATO and clients, may be impacted by the complexity of our internal operating arrangements and consistency of decision-making across functional and structural boundaries.</p>	<p>R12 Capacity and prioritisation</p> <p>Our ability to meet our government and organisational commitments and achieve our aspirations may be impacted by challenges in prioritisation and corresponding pressures on capacity, core capability and budget.</p>

Cooperation



We work with a broad range of external stakeholders to effectively manage and shape the tax and superannuation systems that support and fund services for Australians.

Our stakeholders provide input and feedback to improve the administration of the tax and superannuation systems and help us respond to changes in our operating environment. These relationships are built and maintained through consultation forums, established partnerships and memorandums of understanding.

Table 4: Cooperation

Our stakeholder relationships

Government

We work across government to ensure our administration is effective and to facilitate best practice APS approaches. We do this through multiple forums, with a focus on building a more agile and effective public service. We work productively with Treasury, providing insights to support the design of tax legislative measures and explanatory materials. We exchange data with other agencies to deliver improved services, and work with state and territory revenue offices to collect and administer particular taxes. We also collaborate with other regulatory and law enforcement agencies to build our capability, identify fraudulent behaviour and protect the community from criminal activity. We have a role in the Chief Operating Officers Committee, which reports to the Secretaries Board, supporting consistent delivery of government policies.

Scrutineers

Our relationships with scrutineers – who are appointed by government – foster transparency and underpin community and government confidence in our administration. The professional and cooperative relationships we have with the Australian National Audit Office, the Commonwealth Ombudsman, the Inspector-General of Taxation and Taxation Ombudsman, and the Office of the Australian Information Commissioner continuously improve our administration.

Industry and community

Our relationships with industry and the public we serve are paramount to achieving our purpose. We work with representatives across the community, business, tax, superannuation and financial sectors – to harness their specialist knowledge and experience through our stewardship, stakeholder relationship and special purpose working groups, social media interactions, surveys and other research activities. Our partnerships with digital service providers deliver fit-for-purpose services that enable intermediaries, businesses, superannuation funds and individuals to easily interact with us. We also liaise with third-party data providers, including banks, employers, online platforms and share registries, to collect information to support registration and reporting, identify fraud and recover debt.

International partnerships

We work with governments and organisations around the world to share best practice approaches and fight tax evasion and crime. We participate in:

- Organisation for Economic Co-operation and Development (OECD) networks, including
 - the Forum on Tax Administration (FTA) – to share new ideas to increase the fairness, efficiency and effectiveness of tax administration, reducing burdens and improving tax compliance and tax certainty
 - the Joint International Taskforce on Shared Intelligence and Collaboration (JITSIC) – to share experiences, resources and ideas on ways to more effectively deal with tax avoidance
- the Joint Chiefs of Global Tax Enforcement (J5) – to share intelligence and conduct joint operations to combat cybercrime, cryptocurrency fraud, and facilitators of offshore tax crime.

Organisational capability



Our organisational capability is the combination of our people, culture, governance principles, processes, systems and knowledge.

Having a strong organisational capability ensures we can deliver on priorities for the government and the community, and quickly respond to opportunities and challenges in our environment. Our organisational capability will be enhanced to deliver on our strategic objectives for the period 2021–22 to 2024–25, ensuring we are well positioned to support the Australian community.

Table 5: Capability

Capability factors and our approach

Workforce: We are a high-performing workforce with a focus on integrity, the right culture, capability and tools to deliver the best client and staff experience

We will achieve this through deliberate investment in our workforce where our people have the skills, knowledge and attributes to meet current and emerging needs. Our culture and capability support resilience, client-focused thinking, leadership values and professional growth. We will continue to shape a flexible and dynamic workforce that works purposefully to deliver client services through collaborative and innovative work practices and workspaces. Our people exhibit high levels of integrity and accountability in their work, acting fairly and impartially to provide trust and confidence in the tax and superannuation systems. We will continue to embed diversity and inclusion strategies to build an inclusive workplace which promotes improved productivity, greater creativity and innovation, and reflects the Australian community.

ICT: Our technology and digital services deliver a reliable and contemporary client experience and keep pace with community expectations

We are a leading digital business, known for technology-enabled innovation, integrity and insight across the revenue ecosystem. We will continue to invest in our key technology services, while building the foundation for future capabilities.

Our technology delivers optimal, reliable, intuitive and contemporary business solutions – fostering trust and confidence in the tax and superannuation systems, providing exceptional client and staff experiences, and enabling a highly effective and efficient organisation.

We have a strong data and analytics capability that drives insights and actions, and optimises our contribution to government objectives for the benefit of the Australian community.

Investment: We strive for operational excellence to achieve efficiency and quality outcomes, and ensure our resources are aligned to our priorities

Our investments are managed strategically and systematically with a focus on benefits to ensure we deliver on our objectives and that value is realised. Our resourcing decisions reflect our contribution to government and we ensure effective investment in key priorities by:

- enabling agility in the ATO workforce
- building organisational capability aligned to our future directions and regulatory role
- embedding robust, risk-appropriate practices
- strategically managing our vendor engagement and their service delivery to the ATO
- practising good governance and ethics
- focusing on quality improvement and identifying opportunities to increase our capacity.

Australian Business Registry Services



The new Australian Business Registry Services (ABRS) will streamline how businesses interact with government and manage their registry obligations, providing one unified source of trusted business information. Modernising business registers is a key reform under the government's Deregulation Agenda.

The Commissioner of Taxation has been appointed as the Registrar under the:

- *Business Names Registration Act 2011*
- *Commonwealth Registers Act 2020*
- *Corporations Act 2001*
- *National Consumer Credit Protection Act 2009*.

The ABRS has been established to assist the Registrar to carry out their functions. The Registrar has separate and distinct responsibilities from the Commissioner of Taxation, including administering director identification numbers and assisting the Australian Securities and Investments Commission (ASIC) to manage its registry functions. The Commissioner of Taxation remains Registrar of the Australian Business Register (ABR) under the *A New Tax System (Australian Business Number) Act 1999*.

Future state

The ABRS is a custodian of trusted business information and world-class provider of associated services used by businesses, governments and communities to unlock economic and social value for Australia.

Through the Modernising Business Registers (MBR) program, the ABRS will bring together 31 ASIC registers and the ABR on a new, modern system, with high levels of reliability, accessibility and security. The MBR program will also deliver director identification numbers, which will help regulators and external administrators investigate a director's involvement in what may be repeated unlawful activity, including illegal phoenix activity.

Purpose

The ABRS is a new service that will be progressively established as the MBR program is implemented over the coming years. ABRS will provide:

- effective, efficient and accessible business registry services that reduce the regulatory burden for business
- a unified, accessible and trusted source of business data that supports the activities of businesses, governments and the community
- robust identity verification and relationship traceability for directors, which will foster trust and confidence by creating a fairer business environment.

Risk focus

Our risk focus is on ensuring the integrity of our registers. We have well-established systems of risk oversight and management that align with the Commonwealth Risk Management Policy and section 16 of the *Public Governance, Performance and Accountability Act 2013*.

The Registrar of ABRS has entered into an operational memorandum of understanding (MOU) with ASIC regarding the management of ASIC's registry functions. Under this MOU, the ATO and ASIC will work together to ensure appropriate oversight and collaboration on registry-related risks.

Our risk focus is also on the successful delivery of the MBR program. In addition to internal risk management systems, the program undergoes regular independent reviews to provide assurance and advice to support implementation.

Strategic initiative

Establish the Australian Business Registry Services –

Operationalise a single business registry service, including director identification numbers, to streamline services and make it simpler for businesses to interact with government.

Performance measures

The ABR program, which forms part of ABRS, works with government, digital service providers, the business community and other key stakeholders to support a fairer business environment that fosters greater economic growth and job creation. This will be achieved through increased use of a trusted national business dataset and consistent information exchange standards through Standard Business Reporting (sbr.gov.au).

The two ABRS performance measures are:

- **Increased use of the ABR** – increased use of the ABR as the national business dataset
- **Reduced administrative costs** – reduction in the administrative cost to businesses and government in dealing with each other.

The Registrar of ABRS is now responsible for assisting ASIC to perform its registry functions (under a delegation from ASIC). This includes reporting against the associated performance measures, via this delegate model, from 2021–22. As ASIC registers are migrated to the new registry system, the Registrar will assume primary responsibility for registry functions and associated reporting.

Environment

The ATO will continue to deliver existing ABR and ASIC registry services as we work to modernise business registers and fully establish the ABRS. Our commitments include implementing reforms to strengthen the Australian business number (ABN) system, and further development of api.gov.au. As we work to transform registry services, our priority is to ensure a smooth and seamless transition for our clients and our staff.

The ATO will continue to progressively implement the MBR program. Director identification numbers will be the first function delivered by ABRS in late 2021.

Capability

ABRS program capability requirements are included in Organisational capability (see page 17).

Tax Practitioners Board



The Tax Practitioners Board (TPB) is an independent statutory body created under the *Tax Agent Services Act 2009 (TASA)*. It consists of members appointed by the Minister for Housing and Assistant Treasurer, and staff made available by the Commissioner of Taxation.

The purpose of the TPB is to ensure that tax practitioner services are provided to the public in accordance with appropriate standards of professional and ethical conduct. The TPB protects consumers of taxation services by regulating tax practitioners, thereby strengthening the integrity of the tax profession.

The TPB has three strategic objectives to achieve this role:

- efficient registration of tax practitioners
- effective compliance through education, deterrence and sanctions
- innovation and preparation for the future.

To achieve these objectives, the TPB will:

- improve the registration experience for tax practitioners
- efficiently treat tax practitioner applications and enquiries
- provide guidance and advice to tax practitioners on their eligibility requirements and obligations under the TASA
- provide support through targeted communications that educate tax practitioners
- impede misconduct by tax practitioners and unregistered preparers through its compliance programs
- implement a strategic litigation program to clarify the law, support just outcomes and deter poor conduct
- work with Treasury and government to design and implement reforms to the TASA and the TPB (including funding requirements)
- deliver an ongoing technology program to provide enhanced services and drive operational efficiency
- support its people by delivering a comprehensive People Program.

Further details about the TPB, including its activities and results, are provided in its 2021–22 corporate plan, available at tpb.gov.au.

Australian Charities and Not-for-profits Commission



The Australian Charities and Not-for-profits Commission (ACNC) is the independent regulator of charities at the Commonwealth level.

While the Commissioner of Taxation is the Accountable Authority for the ACNC, the ACNC has operational independence.

The Australian Charities and Not-for-profits Commission Act 2012 sets out the ACNC's objects:

- to maintain, protect and enhance public trust and confidence in the Australian not-for-profit sector
- to support and sustain a robust, vibrant, independent and innovative Australian not-for-profit sector
- to promote the reduction of unnecessary regulatory obligations on the Australian not-for-profit sector.

These objects, or purposes, are achieved through the following activities:

- maintaining a public register of Australian charities
- registering new charities
- revoking the registration of charities that are no longer entitled to registration
- collecting information on charities annually
- providing advice and guidance to charities and the public
- disseminating better practice resources
- enhancing the transparency and good governance of the sector
- monitoring charities for compliance with legal requirements, and acting on identified concerns
- working across governments to reduce unnecessary regulation.

Further details about the ACNC, including its activities and intended results, are provided in its 2021–22 corporate plan, available at [acnc.gov.au](https://www.acnc.gov.au).

APPENDIXES

Appendix A – ATO performance

We measure the extent to which we are achieving our purpose as an organisation, through a range of performance measures that align with our strategic objectives.

Table 6: ATO performance

Strategic objective	Performance measure	Latest result (2019–20)	Performance target				Data sources
			2021–22	2022–23	2023–24	2024–25	
G1	Confidence – community confidence in the ATO	66/100	65/100	65/100	65/100	65/100	ATO client survey
	Registration – proportion of companies and individuals registered in the system	Companies registered in the system: 66.1% ^(a) Individuals registered in the system: 106.0% ^(b)	The ATO aims to ensure that all entities that are required to participate in the tax and superannuation systems are registered on the ATO's client register, allowing a tolerance of 2% (companies) and 5% (individuals) from the last reporting period (increase or decrease)				ASIC data, ATO systems, ABS data
	Lodgment – proportion of activity statements and income tax returns lodged on time	Activity statements lodged on time: 74.6% Income tax returns (2018–19 returns) lodged on time: 83.9%	Activity statements lodged on time: 78% Income tax returns lodged on time: 83%	Activity statements lodged on time: 78% Income tax returns lodged on time: 83%	Activity statements lodged on time: 78% Income tax returns lodged on time: 83%	Activity statements lodged on time: 78% Income tax returns lodged on time: 83%	ATO systems
	Payment – proportion of liabilities paid on time by value	88.7%	88%	88%	88%	88%	ATO systems
	Correct reporting – tax gap as a proportion of revenue	Refer to the <i>Commissioner of Taxation annual report 2019–20</i> (page 62) for detailed information and trends	Reduce the gap to a level as low as practicable given the nature and complexity of the law and the resources available				ATO systems, models, economic data ^(c)
	Debt – ratio of collectable debt to net tax collections ^(d)	6.7%	Below 8.0%	Below 7.5%	Below 6.5%	Below 6.0%	ATO systems, ATO financial statements
	Total revenue effects – tax revenue from all compliance activities	\$13.7 billion	\$15 billion	\$15 billion	\$15 billion	\$15 billion	ATO systems, models
	Tax assured – proportion of the tax base where the ATO has justified trust that tax paid is correct based on the proportion of income, deductions and tax offsets assured	47.6% (of total tax reported in 2017–18) Refer to the <i>Commissioner of Taxation annual report 2019–20</i> (page 65) for more detail	Increase the proportion of the tax base where the ATO has justified trust to a level as high as practicable given the nature and complexity of the law and resources available				ATO systems, models
G2	Influence – government and Treasury perceptions of the ATO and the quality of our advice	Very good	Good	Good	Good	Good	Qualitative analysis

Strategic objective	Performance measure	Latest result (2019–20)	Performance target				Data sources
			2021–22	2022–23	2023–24	2024–25	
C1	Compliance cost – adjusted median cost to individual taxpayers of managing their tax affairs	2.5% decrease (2018–19 tax returns)	Remain steady	Remain steady	Remain steady	Remain steady	ATO tax return data, models
	Digital – proportion of inbound transactions received digitally for key services	91%	92%	93.5%	95%	95%	ATO systems
C2	Working together – partner perceptions of how the ATO is working together with them to administer the tax and superannuation systems	67/100	Equal to or better than the 2018–19 result (64/100)	Equal to or better than the 2018–19 result (64/100)	Equal to or better than the 2018–19 result (64/100)	Equal to or better than the 2018–19 result (64/100)	ATO partner survey
W1	Culture – level of employee engagement	78%	Equal to or better than the average result for large agencies	Equal to or better than the average result for large agencies	Equal to or better than the average result for large agencies	Equal to or better than the average result for large agencies	Employee survey (APS census)
	Gender equality – female representation in the senior executive service (SES) and executive level (EL) classifications	SES: 46.6% female, 53.4% male EL: 50.2% female, 49.8% male	Approx. 50% of SES and approx. 50% of EL staff	Approx. 50% of SES and approx. 50% of EL staff	Approx. 50% of SES and approx. 50% of EL staff	Approx. 50% of SES and approx. 50% of EL staff	Employee data (from ATO systems)
	Indigenous representation – proportion of ATO staff who identify as Indigenous	2.3%	3.0%	3.0%	3.0%	3.0%	Employee data (from ATO systems)
	Disability representation – proportion of ATO staff who identify with disability ^(e)	Not reported yet New measure for 2021–22	4.0%	4.0%	4.0%	4.0%	Employee data (from ATO systems)
	Staff experience – employee perceptions around whether they have access to the tools and resources needed to perform well	86%	Equal to or better than the average result for large agencies	Equal to or better than the average result for large agencies	Equal to or better than the average result for large agencies	Equal to or better than the average result for large agencies	Employee survey (APS census)
O1	Tax returns – proportion of pre-filled items accepted without change	87.1%	90%	90%	90%	90%	ATO tax return data, models, and third-party data
O2	Availability – key digital systems availability	99.7%	99.5% (excluding planned outages)	99.5% (excluding planned outages)	99.5% (excluding planned outages)	99.5% (excluding planned outages)	ATO systems, ServiceNow
F1	Budget – ATO manages its operating budget to balance	0.2% surplus	+/- 1.0% of budget allocation	+/- 1.0% of budget allocation	+/- 1.0% of budget allocation	+/- 1.0% of budget allocation	ATO systems, models
	Cost of collection – cost to collect \$100	\$0.66 (including GST) \$0.62 (excluding GST)	Consistent with trend	Consistent with trend	Consistent with trend	Consistent with trend	ATO systems, models

NOTES

- (a) The result compares the number of companies registered by the ATO to the number of companies registered by the Australian Securities and Investments Commission (ASIC). Not all companies that are registered with ASIC have taxation and reporting requirements. Therefore, the proportion is always expected to be well below 100%.
- (b) The trends in registration of individuals are closely aligned to population growth. This result is always expected to remain above 100% because the ATO's definition of 'resident' captures a greater number of people than the Australian Bureau of Statistics (ABS) estimated resident population. This is particularly true for individuals who have recently migrated to Australia or are seasonal workers.
- (c) For further details, see *Principles and approaches to measuring gaps*, available at ato.gov.au/taxgap.
- (d) Debt performance targets have increased due to the broader economic environment, which has been impacted by drought, bushfires and the COVID-19 pandemic.
- (e) Disability representation is a new measure from 2021–22.

Appendix B – ABR performance

Table 7: ABR performance

Program	Performance measure	Latest result (2019–20)	Performance target				Data sources
			2021–22	2022–23	2023–24	2024–25	
ABR	Increased use of the ABR as the national business dataset	405 government agencies using <i>ABR Explorer</i> (10% increase) 27 agencies using <i>ABR Connect</i> (58% increase) Total of 1.519 billion <i>ABN Lookup</i> searches (5% increase)	<i>ABR Explorer</i> – 420 <i>ABR Connect</i> – 18 <i>ABN Lookup</i> – 1.8 billion	<i>ABR Explorer</i> – 420 <i>ABR Connect</i> – 18 <i>ABN Lookup</i> – 1.8 billion	<i>ABR Explorer</i> – 420 <i>ABR Connect</i> – 18 <i>ABN Lookup</i> – 1.8 billion	<i>ABR Explorer</i> – 420 <i>ABR Connect</i> – 18 <i>ABN Lookup</i> – 1.8 billion	ATO systems Department of Industry (<i>ABN Lookup</i> searches)
	Reduction in the administrative cost to businesses and government in dealing with each other	\$1.95 billion	\$2.00 billion	\$2.00 billion	\$2.00 billion	\$2.00 billion	ATO systems, models

Appendix C – Administered programs

The ATO contributes to the economic and social wellbeing of Australians, through governing a range of programs that result in transfers and benefits back to the community.

We administer a range of payments and transfers on behalf of the Australian Government, including incentives and rebates delivered through the tax and superannuation systems. Administered programs may be managed by the ATO with policy and delivery assistance from other Commonwealth agencies, or directly through the tax and superannuation systems.

In many instances, annual fluctuations in the number and value of benefits are beyond our span of control and, therefore, not an accurate measure of our performance.

Accordingly, performance measures for our administered programs have been divided into two groups:

- those with specific performance targets
- those where our performance target is to administer the program in accordance with the law.

Appendix C – Administered programs *continued*

Table 8: Administered programs with specific performance targets

Administered program	Performance measure	Latest result (2019–20)	Performance target				Data sources
			2021–22	2022–23	2023–24	2024–25	
1.6 Junior Minerals Exploration Incentive	All applications received are processed and taxpayers notified of their exploration credit allocation within 28 calendar days of the application period closing	Target met	100% notifications issued within 28 calendar days of the application period closing	100% notifications issued within 28 calendar days of the application period closing	100% notifications issued within 28 calendar days of the application period closing	100% notifications issued within 28 calendar days of the application period closing	ATO systems
	Public reporting data uploaded on data.gov.au (and linked to the ato.gov.au website) after determination letters are issued	Target met	Published within 56 calendar days of the application period closing	Published within 56 calendar days of the application period closing	Published within 56 calendar days of the application period closing	Published within 56 calendar days of the application period closing	ATO systems
1.14 Superannuation Guarantee Scheme	Superannuation guarantee gap as a proportion of superannuation guarantee contributions	4.0% or \$2,440 million (2017–18)	Reduce the gap to a level as low as practicable given the nature and complexity of the law and the resources available				ATO systems, models, economic data ^(a)
	Value of super guarantee charge: <ul style="list-style-type: none"> raised (including penalties and interest) collected 	\$1,033.5 million raised \$674.0 million collected	\$812 million raised \$462 million collected	\$845 million raised \$478 million collected	\$902 million raised \$513 million collected	\$974 million raised \$554 million collected	ATO financial statements
	Value of super guarantee entitlements distributed to individuals or superannuation funds	\$611.2 million	\$421 million	\$414 million	\$445 million	\$480 million	ATO financial statements
	Value of super guarantee debt on hand and the amount of super guarantee debt irrecoverable at law or uneconomical to pursue	\$2.4 billion debt on hand \$74.6 million not pursued	\$2.7 billion debt on hand \$195 million not pursued	\$2.9 billion debt on hand \$198 million not pursued	\$3.1 billion debt on hand \$203 million not pursued	\$3.3 billion debt on hand \$209 million not pursued	ATO financial statements
1.17 Bad and Doubtful Debts	Ratio of debt uneconomical to pursue to net tax collections ^(b)	New measure for 2021–22	Below 1%	Below 1%	Below 1%	Below 1%	ATO systems, ATO financial statements
1.18 Seafarer Tax Offset	Eligible taxpayers are aware of how to claim the offset	100%	100%	100%	100%	100%	ATO client survey

NOTES

(a) For further details, see *Principles and approaches to measuring gaps*, available at ato.gov.au/taxgap.

(b) This performance measure changed from an output measure to an administered program measure in 2021–22.

Table 9: Administered programs with a performance target of administering the program in accordance with the law

Administered program	Performance measure	Latest result (2019–20)	Performance target 2021–22 to 2024–25	Data sources
1.5 Australian Screen and Digital Game Production Incentive	Value of tax offsets processed	\$349.4 million		ATO systems
1.7 Fuel Tax Credits Scheme	Value of claims	\$7.4 billion		ATO financial statements
1.8 National Rental Affordability Scheme	Value of tax offsets processed	\$160.0 million		ATO financial statements
1.9 Product Stewardship for Oil	Value of revenue collected	\$31.4 million		ATO financial statements
	Value of payments processed	\$90.4 million		ATO financial statements
1.10 Research and Development Tax Incentive	Value of claims processed for companies claiming the non-refundable research and development tax offset (38.5% of notional R&D deductions)	\$2.1 billion tax offset paid	The ATO aims to administer the program in accordance with the law	ATO financial statements
	Value of claims processed for companies claiming the refundable research and development tax offset (43.5% of notional R&D deductions)	\$2.3 billion tax offset paid		ATO financial statements
	Number of claims processed for companies claiming the non-refundable research and development tax offset (38.5% of notional R&D deductions)	1,468 claims		ATO systems
	Number of claims processed for companies claiming the refundable research and development tax offset (43.5% of notional R&D deductions)	10,017 claims		ATO systems
	Proportion of offsets processed within service standard timeframes	85.6%		ATO systems
1.11 Low Income Superannuation Tax Offset	Value of entitlements paid	\$703.2 million		ATO financial statements
1.12 Private Health Insurance Rebate	Value of rebates processed	\$235.5 million		ATO financial statements
1.13 Superannuation Co-contribution Scheme	Value of entitlements paid	\$120.8 million		ATO financial statements
1.15 Targeted Assistance through the Taxation System	Value of interest payments processed	\$92.0 million		ATO financial statements
1.16 Interest on Overpayments and Early Payments of Tax	Value of credit interest applied to client accounts	\$121.0 million		ATO systems
1.19 Economic Response to the Coronavirus	Value of Hiring Credit paid	Not reported yet		ATO financial statements

Acronyms and initialisms

ABN	Australian business number
ABR	Australian Business Register
ABRS	Australian Business Registry Services
ABS	Australian Bureau of Statistics
ACNC	Australian Charities and Not-for-profits Commission
API	application programming interface
APS	Australian Public Service
ASIC	Australian Securities and Investments Commission
ATO	Australian Taxation Office
COVID-19	coronavirus disease 2019
EL	executive level
FTA	Forum on Tax Administration
GST	goods and services tax
ICT	information and communications technology
IT	information technology
JITSIC	Joint International Taskforce on Shared Intelligence and Collaboration
J5	Joint Chiefs of Global Tax Enforcement
MBR	Modernising Business Registers
MOU	memorandum of understanding
OECD	Organisation for Economic Co-operation and Development
R&D	research and development
SES	senior executive service
TASA	<i>Tax Agent Services Act 2009</i>
TPB	Tax Practitioners Board

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