



**Australian Government**  
**Australian Taxation Office**

# Multicultural access and equity action plan 2018–20



Committed to serving a diverse Australia

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NAT 75047-08.2018 C037-30635

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# Commissioner of Taxation



I am pleased to present the *Multicultural access and equity action plan 2018–20* (the plan) for the Australian Taxation Office (ATO). This is a statement of commitment to our clients with a culturally and linguistically diverse (CALD) background.

This work is important to us. It builds on our previous multicultural plan to better serve all Australians who contribute to the health of our tax and super system.

For the ATO to contribute to the economic wellbeing of Australians, we must all value the tax system. We need to understand how it works, and provide access to services so people can do the right thing.

We work with many multicultural communities, helping people to understand their rights, and meet their tax and super obligations. Some of our work includes – providing:

- a tailored education program that helps new Australians interact with our tax system
- information in 29 different languages
- a community language program for interpreting and translation assistance
- information to media and key influencers in various communities.

We know that one-third of Australian small businesses are owned and operated by people from CALD backgrounds. They can expect good service and fair and equitable treatment from us – regardless of language or cultural background.

We have a strong commitment to diversity – in the community and in the ATO. We are building a workplace and workforce culture where diversity and inclusion are embraced by all in our everyday work and conduct. This is supported by our **Diversity and inclusion plan 2017–19**.

Working with and serving those in the community with a diverse background is an important part of the ATO's program of work.

Please join me in supporting the ATO's *Multicultural access and equity action plan 2018–20*.

**Chris Jordan AO**  
Commissioner of Taxation

## Our agency

The ATO is the Australian Government's principal revenue collection agency, and administers Australia's tax system and significant aspects of Australia's superannuation system.

Our purpose is to contribute to the economic and social wellbeing of Australians by fostering willing participation in our tax and super systems. Our vision is to be a leading tax and superannuation administration known for our contemporary service, expertise and integrity.

We have core services in place for our CALD communities, as well as specific projects and strategies in any given year.

We are currently on a reinvention journey to transform how our clients and staff experience the tax and super systems. To achieve this we are:

- making it easier for people to participate
- providing contemporary and tailored services
- maintaining purposeful and respectful relationships
- continuing to be a professional and productive organisation.

To move to the next wave of change the ATO has two aspirations for 2024:

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

We will regularly review the steps we are taking to get there and continually adapt to the broader environment.

## Our multicultural access and equity vision

Our vision for multicultural access and equity is to provide our CALD clients with:

- a consistent, tailored and transparent experience
- reliable and responsive services that meet their needs.

## Our plan

Our CALD audience engagement approach is underpinned by the **ATO Corporate plan 2018–19**. We are committed to our vision, mission and values. This plan outlines our goals, strategies and priorities.

We have made great progress with our reinvention program over the last 3–4 years, delivering real outcomes for the community. This will continue with the next phase of our transformation, towards our 2024 vision and our long term objectives as outlined in the **2018–19 Corporate Plan**.

We support our staff to develop and understand the principles of multiculturalism and an inclusive workplace. This includes training and diversity celebration days.

We recognise that workforce diversity fosters new ways of thinking, enhances productivity, and will shape the future direction of the ATO. *Our Inclusive and diverse ATO* policy articulates how we support our workforce.

## Current ATO services for multicultural communities

- A network of community language officers across Australia to assist tax payers and ATO employees, via translating and interpreting services.
- A translating and interpreting service helpline (**13 14 50**) for those requiring the support of an interpreter.
- Tax-related material translated into **other languages** on our website, in various formats – html, video, audio, podcast.
- A dedicated Tax Talk segment on SBS radio that disseminates important information in numerous languages.
- We attend expos, events and festivals across Australia to engage with and assist CALD communities with their tax and super affairs.

## Diversity celebration days

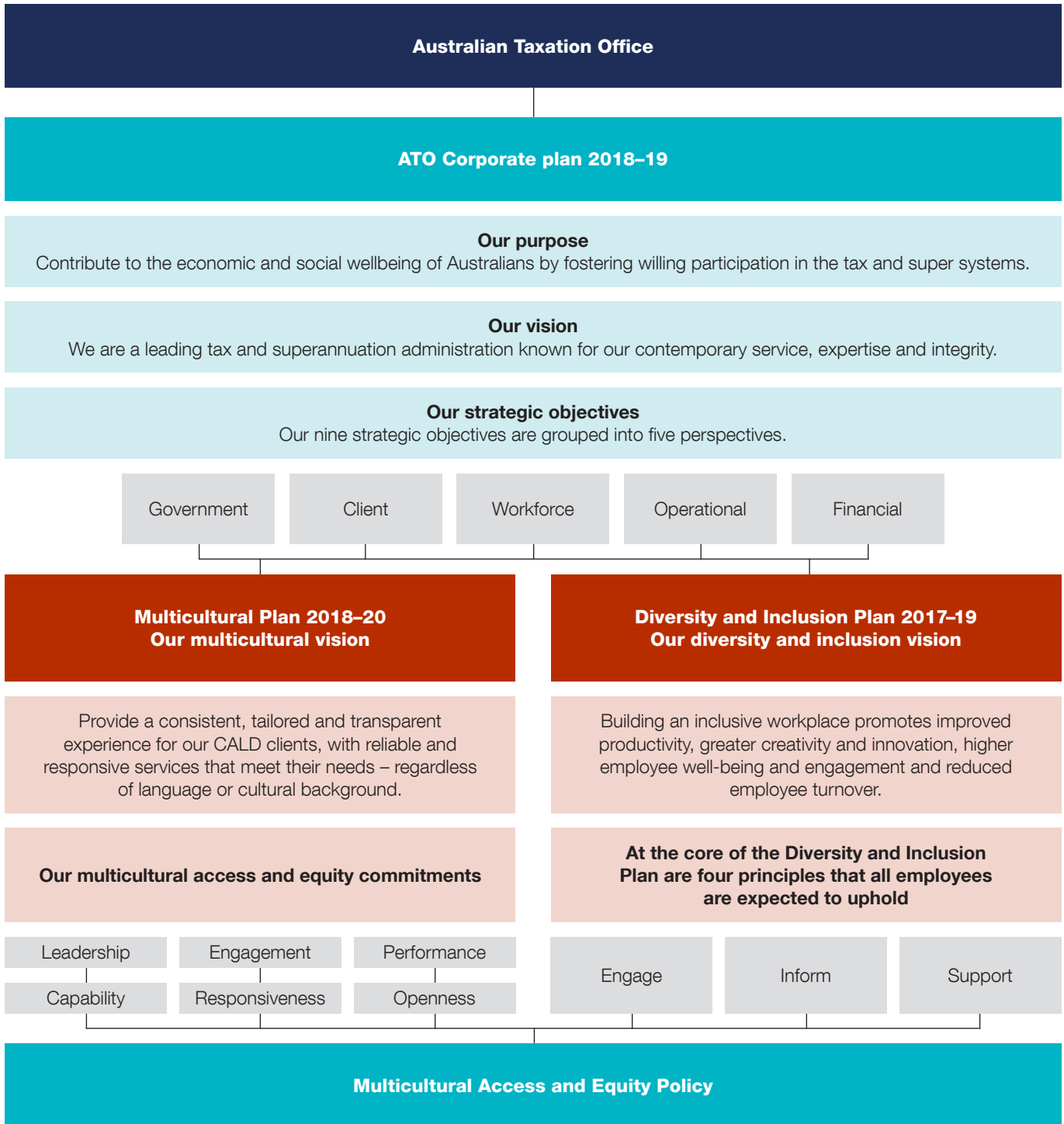
We observe celebration days as site-based events, to:

- raise diversity awareness and support in the workplace
- acknowledge various diverse groups in the ATO
- demonstrate our commitment to workplace diversity.

Managers encourage participation and allow reasonable times for employees to attend.

A key annual event for us is Harmony Day, with its messages of community participation, inclusiveness, respect and a sense of belonging for everyone.

Multicultural strategic alignment 2018–20



# Our actions

## Commitment 1: Leadership

Demonstrate a commitment to multicultural access and equity and take responsibility for its implementation.

**Table 1: Leadership**

Action	Responsibility	Timeline	Target
<p>Senior executives acted as contact points during the development of the plan. They nominated contact officers to:</p> <ul style="list-style-type: none"> <li>■ provide input and represent their business line in meetings</li> <li>■ contribute to annual reporting</li> </ul>	<p>Deputy Commissioner, ATO Corporate</p> <p>Deputy Commissioners and their representatives</p>	<p>During development of the plan</p>	<p>All agree with the new plan</p>
<p>ATO Deputy Commissioner is a champion for multiculturalism</p>	<p>Deputy Commissioner, ATO Corporate</p>	<p>From 2018</p>	<p>Champion is in place</p>
<p>Organise ATO celebration days that support workplace diversity. Managers encourage participation and allow reasonable time for staff to attend</p>	<p>Director, Workplace Diversity</p> <p>Directors, Site leadership</p> <p>CALD employee networks</p>	<p>Ongoing</p>	<p>Raised awareness of and support for workplace diversity</p>
<p>Develop and launch the CALD employee network to support the principles and commitments within the <i>Diversity and Inclusion Plan 2017–19</i></p>	<p>Director, Workplace Diversity</p> <p>CALD employee network</p>	<p>Launched March 2018</p>	<p>CALD employee network in place and promotes cultural diversity</p>

## Commitment 2: Engagement

Identify and strategically engage with CALD clients, stakeholders and communities.

**Table 2: Engagement**

Action	Responsibility	Timeline	Target
Deliver ATO messages and programs to CALD communities by working with key stakeholders and influencers.	Directors, Marketing and Communications Directors, Client experience teams	Ongoing	Clients are able to meet their tax and superannuation obligations and understand their rights  Foster a positive culture towards tax and superannuation to encourage people to willingly pay the right amount of tax and contribute to their superannuation
Engage and work with intermediaries to assist in delivering key messages to their CALD clients	Directors, Client experience teams Directors, Service delivery teams Director, Intermediaries Audience Team Directors, Marketing and Communications		Clients are able to meet their tax and superannuation obligations and understand their rights  Foster a positive culture towards tax and superannuation to encourage people to willingly pay the right amount of tax and contribute to their superannuation
Liaise with other agencies on multicultural and equity issues	Director, Diverse Audiences	Ongoing	Continued ATO participation in inter-agency discussions
Develop: <ul style="list-style-type: none"> <li>timely communication strategies</li> <li>targeted and tailored messaging for clients and communities</li> </ul>	Directors, Marketing and Communications	Ongoing	Strategies in place and implemented
Increase our engagement with specific CALD communities – based on research, intelligence and needs	Directors, Marketing and Communications Directors, client experience teams	Ongoing	Increased awareness of tax and superannuation rights and obligations in identified communities  Foster a positive culture towards tax and superannuation to encourage people to willingly pay the right amount of tax and contribute to their superannuation
Consider multicultural audience needs when developing ATO media briefs	Directors, Campaigns and Advertising	Ongoing	All media briefs meet multicultural audience needs
Deliver the community education and assistance program	Director, Community Education and Assistance Director, Small business line	Ongoing	Community education and assistance program meets client needs
Develop tailored strategies to engage and support workers from CALD backgrounds	Director, Small business line	Ongoing	Awareness and assistance in protecting workers entitlements  Working with key stakeholders to help deliver and support clients. Such as: <ul style="list-style-type: none"> <li>Fair Work Ombudsman</li> <li>Migrant Workers Taskforce</li> <li>Employers Regulators' Forum</li> </ul>

## Commitment 3: Responsiveness

Strategies are in place to ensure that policies, programs, community interactions and service delivery (whether in-house or outsourced) are responsive to CALD Australians.

**Table 3: Responsiveness**

Action	Responsibility	Timeline	Target
Ensure we adhere to the Australian Government <i>Guidelines on Information and Advertising Campaigns by non-corporate Commonwealth entities</i>	Directors, Campaigns and Advertising	Ongoing	Government advertising guidelines followed
Consider DTA/WCAG guidelines	Director, Digital Experience Director, Enterprise Solutions and Technology (EST)	Ongoing	DTA/WCAG guidelines implemented
Consider CALD representation and follow CEIs	All ATO employees	Ongoing	Identified projects have appropriate representation and adhere to CEIs
Continually review priority languages to ensure they accurately reflect the Australian population	Director, Diverse Audiences	Ongoing	Priority languages meet client and ATO needs
Review ATO community language allowance program annually	Director Diverse Audiences	Ongoing	Appropriate languages and community language allowance program is in place
Refresh 'Other languages' pathway page on <a href="http://ato.gov.au">ato.gov.au</a>	Directors, Marketing and Communications Director, Diverse Audiences	From 2018	'Other languages' pathway page on <a href="http://ato.gov.au">ato.gov.au</a> meets client needs and government requirements
Channel experience – use digital interactions wherever possible and limit or close some services in some channels.	Directors, Client experience teams Director, Digital Experience team Director, EST	2018–2019	A well designed, fair, tailored and transparent experience makes it easier for clients to access the services and support they need, gives them increased confidence in the ATO and reduces the costs they face to manage their tax affairs. A focus on digital transactions is one way we make things easier for clients.  Work and collaborate with CALD audiences in how we develop digital approaches and solutions

## Commitment 4: Performance

Strong and clear mechanisms are in place to measure multicultural access and equity performance.

**Table 4: Performance**

Action	Responsibility	Timeline	Target
Act on community feedback and complaints received about multicultural needs and issues	All business lines	Ongoing	Community feedback and complaints received are acted upon, based on client needs
Report on the implementation of the <i>Multicultural access and equity action plan 2018–20</i>	Director, ATO Corporate	Annually	Our reporting on the progress and implementation of this plan meets government requirements
Evaluate communication plans and identify performance indicators	Directors, Marketing and Communications	Ongoing	Communication plans have evaluation reports that identify outcomes for our clients
Client experience understanding	All business lines	Ongoing	As part of the client experience, all business lines have clear indicators and understand their clients' needs
Client experience is reliable and is delivered through contemporary digital services	All business lines	Ongoing	Measuring availability of our digital systems ensure we understand the reliability of services for clients interacting digitally.



## Commitment 5: Capability

Understand, and have the capacity to respond to, the cultural and linguistic diversity of Australia's population.

**Table 5: Capability**

Action	Responsibility	Timeline	Target
Embed our cultural traits to foster a collaborative and contemporary way of working	Director, Workplace Diversity All business lines All ATO employees	Ongoing	By measuring the level of engagement of our employees, we will better understand the impact of our Culture strategy. Diverse workforces hold a key to fostering new ways of thinking, thereby enhancing productivity.
Develop and implement cultural competency training for audience communication teams	Director, Diverse Audiences	Ongoing	Audience communication teams receive cultural competency training
Site leadership and managers support and promote celebration days	Site leadership networks, Directors, ATO People	Ongoing	Multicultural events are conducted in all sites
Support the six key priority groups identified in the <i>ATO Diversity and inclusion plan 2017–19</i>	Director, ATO People	In place	The six key priority groups form the basis for ongoing diversity strategies and initiatives, and a commitment to an inclusive workplace
CEI on an inclusive and diverse ATO is in place	Director, ATO People	In place	Support for ATO staff to comply with corporate policy, and be aware of their responsibilities in an inclusive and diverse ATO
Inclusive and diverse ATO e-training is in place	Director, ATO People	In place	An e-learning course that equips staff with the knowledge and tools to create a diverse, confident and inclusive workplace
Promote the <i>ATO Multicultural access and equity action plan 2018–20</i>	Director, Diverse Audiences	Commencement of plan	Staff are aware of and understand the plan's multicultural access and equity commitments
Conduct focus groups with ATO CALD employees to discuss our culture, opportunities, support structures and leadership	Director, ATO People	Completed	Better understand the ATO CALD workplace experience, and how it can be improved

## Commitment 6: Openness

Be transparent in the implementation of multicultural access and equity.

**Table 6: Openness**

Action	Responsibility	Timeline	Target
Publish this plan on <a href="http://ato.gov.au">ato.gov.au</a>	Director, Diverse Audiences	Commencement of plan	Plan is published as described
Report on the progress of this plan	Director, Diverse Audiences	Annually	Performance is reported as described

# Acronyms and initialisms

<b>ATO</b>	Australian Taxation Office
<b>CALD</b>	Culturally and linguistically diverse
<b>CEI</b>	Chief Executive Instructions
<b>DTA</b>	Digital Transformation Agency
<b>EST</b>	Enterprise Solutions and Technology
<b>WCAG</b>	Web Content Accessibility Guidelines



