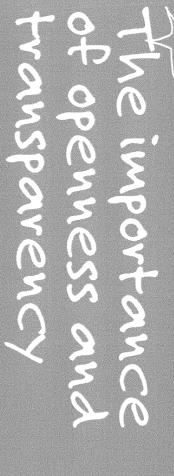
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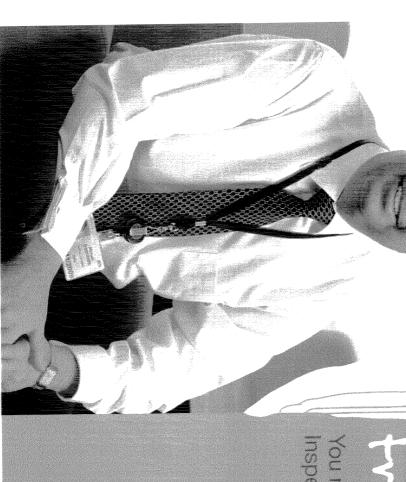
Inspector-General of Taxation's Annual Report this week You may have seen some media coverage of the

criticism of the Tax Office. comment on, and I wrote a the report's overview to We anticipated this criticism -The report contained some letter in response. I was given a draft copy of I said that we are one of the

and that we enjoy positive Commonwealth agencies, most frequently reviewed working relationships with

> despite the fact we don't many scrutineers. This is so specific issues with the always see eye to eye report's overview. I went on to point out some

levelled at us is that we are know, openness and General's Office. As you dealings with the Inspectornot always transparent in our One of the allegations



transparency are values I'd like our organisation to further develon

To this end, I have asked Policy Management Division (PMD) and ATO Relations to look specifically at the processes we use when liaising with the Inspector-General's Office. This is so that we can demonstrate our integrity around response times and other indicators of transparency, whatever be the behaviour of others.

We will continue to work with the Commonwealth Ombudsman, the Auditor-General, the Privacy Commissioner, Parliamentary committees, the Inspector-General and others to identify ways to improve tax administration.

We all know that drought is affecting many Australians. Tax officers should be sensitive to the special circumstances of people affected by drought, as we are to all people caught up in natural disasters.

integrated tax design.

People in these circumstances may be finding it difficult to meet their tax obligations, and we should provide assistance rather than taking on a firm enforcer role.

Tax officers who might potentially be dealing with people in drought-affected areas will soon receive some guidelines, similar to those issued in the wake of Cyclone Larry. In the interim, please keep an eye out for those who might be affected by the drought and if you're not sure how to deal with people in these situations, check with your manager.

Working with Treasury I attended the Treasury Revenue Group planning day on Friday, and spoke to them about the advantages of

We work in partnership with Treasury to provide high-quality advice to government on taxation system issues. We both want high-quality tax laws that can be administered to give effect to the policy intent, and that the community can comply with as simply as possible.

Integrated tax design can help us both reach these objectives. Effective consultation and dialogue; flexible and collaborative and user-centred processes; and iterative evaluation and review are fundamental for the development and implementation of good design.

In a disciplined process with defined checkpoints, these features allow implementers of tax measures to optimise the alignment between policy legislation and user needs. I encouraged Treasury to take the leadership in championing the further development of an integrated tax design framework.

I concluded by acknowledging the good working relationship we already have, and said I'd like us to continue to strengthen that relationship and to embed the approach of integrated tax design. We should leverage off each other's expertise and knowledge for the ultimate benefit of the community.

My complete message to the group will be published on the PMD intranet site soon.

day for the elimination of November 25 is White violence against women. I'm proud to be an ambassador Ribbon Day, the international

for the second year running

Canadian men in 1991 on the urge men to speak out against man's massacre of 14 women second anniversary of one created by a handful of violence against women. It's White Ribbon Campaign to grown to an international in Montreal. They began the last year. ribbons distributed in Australia force, with almost 250,000 White Ribbon Day was

contact Kristy Dam on ribbons in your site, please you'd like to volunteer to sell tax officers to get involved. If (02) 621 **62744**. As an ambassador, I urge

that, from Monday, 6 November, Robin Creyke wil be our new Integrity Advisor. I am pleased to announce

the Australian National expert in administrative law at acted as Special Counsel for is a part-time member of the management at the ANU and range of positions in senior University (ANU), holds a sector agencies. with a number of public Phillips Fox Lawyers, working Council. She has also recently Administrative Review Robin is a highly regarded

suggestions, addressing any we evaluate complaints and that our processes provide perspective, we live our values. a taxpayer advocate's systemic issues; and that, from procedural fairness for taxpayers and our staff; that I have asked her to ensure

> embedding integrity into our organisational culture in the years: the Tax Office is at the reinforced an ethically-based Advisor. He has promoted and in his five years as Integrity Kennedy for his contributions governance processes. Peter forefront of the APS in Tax Office during the last five my senior colleagues on a valuable advice to myself and integrity issues. range of governance and has consistently provided I would like to thank Peter

assist Robin. an independent member. He on our Audit Committee as that he will continue his role the position and I am pleased have a 'fresh set of eyes' in important for the Tax Office to will also stay on for a while to Peter felt that it was

and farewell to Peter Congratulations to Robin

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announce that Jane King has of Deputy Commissioner, been selected for the position Client Contact. am also pleased to

strategy' across all implementation of the and has been responsible Smart Service Queensland Assistant Deputy General, generic services. Queensland government's for the development and Queensland government whole of government service Jane is currently the

service improvements have tor Jane. been a key career focus Service management and

as a teacher in Queensland Sales Manager for Jane has also worked for Telecom Australia as Regional Initially beginning her career

> and with the Brisbane City roles in State Government and has also held a range of Queensland country region,

with the Tax Office on 15 January 2007. Jane will commence work

commencing 30 October, will move to Serious Non has been managing the Client the project management of Management Office, Contact Business Line since aspects of the project. He will 2006. Michael will oversee Commissioner, Program Compliance as Assistant its creation in May last year, the whole of government Project Wickenby, including SNC line's business support also be responsible for the Michael McDermott, who

> Management Capability and for the work he has done in transitioning it to the Client leading the Client Contact Contact Business Line. I would like to thank Michael

of work has been done to shifts that were envisioned at formed, a significant amount business line has been the time the four line the future and to make the position the line and staff for together. capabilities were brought In the short time the

will act as Deputy January 2007. until Jane King commences in Commissioner, Client Contact, Commissioner, Income Tax, Stewart Smillie, Assistant

Michael Difocenza