



## Appendix A – Submissions

1. Commonwealth Ombudsman
2. Inspector-General of Taxation
3. Australian National Audit Office
4. Australian Taxation Office
  - 4.1. Supplementary Submission
  - 4.2. Supplementary Submission
  - 4.3. Supplementary Submission<sup>1</sup>
  - 4.4. Supplementary Submission
5. The Tax Institute

---

<sup>1</sup> Submissions 4.3 onwards were provided for the August hearing.





## Appendix B – Public hearings

**Canberra, 28 February 2014**

### **Australian Taxation Office**

Mr Chris Jordan, Commissioner of Taxation

Mr Geoff Leeper, Second Commissioner, People Systems and Services Group

Mr Neil Olesen, Second Commissioner, Compliance Group

Ms Alison Lendon, Acting Second Commissioner, Law Design and Practice Group

### **Australian National Audit Office**

Mr Ian McPhee, Auditor-General

Mrs Barbara Cass, Group Executive Director, Performance Audit Service Group

Mr Andrew Morris, Executive Director, Performance Audit Service Group

Mr Phillip Sands, Executive Director Assurance, Audit Service Group

Mr Michael White, Executive Director, Assurance Audit Service Group

### **Office of the Commonwealth Ombudsman**

Mr Colin Neave, Commonwealth Ombudsman

Mr Richard Glenn, Deputy Ombudsman

Mr Rodney Lee Walsh, Senior Assistant Ombudsman

**Office of Inspector-General of Taxation**

Mr Ali Noroozi, Inspector-General of Taxation

Mr Andrew McLoughlin, Deputy Inspector-General of Taxation

**Canberra, 27 August 2014**

**Australian Taxation Office**

Mr Chris Jordan, Commissioner of Taxation

Mr Geoff Leeper, Second Commissioner, People, Systems and Services

Mr Andrew Mills, Second Commissioner, Law Design and Practice

Mr Neil Olesen, Second Commissioner, Compliance

Mr Mark Konza, Deputy Commissioner, International Division

**Office of the Inspector-General of Taxation**

Mr Ali Noroozi, Inspector-General of Taxation

Mr Andrew McLoughlin, Deputy Inspector-General of Taxation

**The Tax Institute**

Mr Robert Jeremenko, Senior Tax Counsel

**Council of Small Business Organisations of Australia**

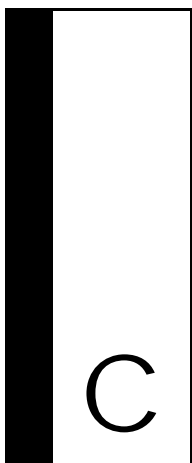
Mr Peter Strong, Chief Executive Officer

**Institute of Public Accountants**

Mr Tony Greco, Senior Tax Adviser

**Institute of Chartered Accountants Australia**

Mr Michael John Croker, Head of Tax Policy



## Appendix C – Exhibits

1. Inspector-General of Taxation, *Work program public consultation: A brief for the Joint Committee of Public Accounts and Audit*, December 2012 (provided by the Inspector-General of Taxation)
2. ATO, *External Governance Arrangements*, February 2014 (provided by the ATO)
3. ATO, *Australian Taxation Office Capability Action Plan: Quarterly status report to the Australian Public Service Commission*, December 2013 (provided by the ATO)
4. ATO, *Resolving Disputes*, undated (provided by the ATO)
5. ATO, *Reinventing the ATO*, December 2013 (provided by the ATO)
6. ATO, *ATO capability action plan*, August 2013 (provided by the ATO)<sup>1</sup>
7. ATO, *ATO capability action plan: update on progress*, March 2014 (provided by the ATO)
8. ATO, *ATO capability action plan: update on progress*, June 2014 (provided by the ATO)
9. ATO, *ATO strategic intent: Reinventing the ATO*, July 2014 (provided by the ATO)
10. ATO, *ATO corporate plan 2014-18*, July 2014 (provided by the ATO)

---

<sup>1</sup> Exhibits 6 to 10 were received for the August hearing.