

## BACKGROUND

### WHERE WE HAVE BEEN – 2015 AND EARLIER

- Some good behavioural insights (BI) examples in ATO
- Use of BI patchy
- No consistent ATO-wide approach

### 2016 - CENTRAL BI UNIT FORMED, FOUR STRATEGIES



**Strategy 1**  
Create sustainable BI model



**Strategy 2** Raise awareness and share knowledge

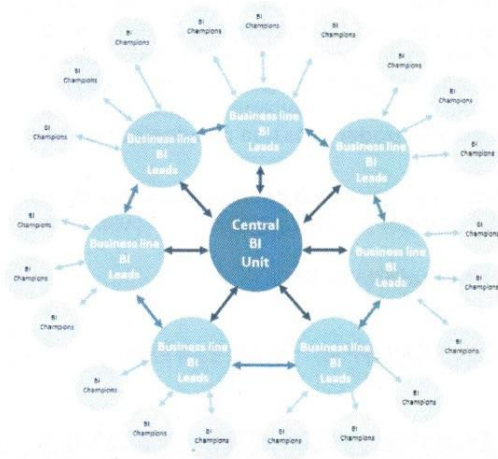


**Strategy 3**  
Grow capability and encourage BI application



**Strategy 4**  
Deliver in-house consultancy service

## STRATEGY 1 - CREATE MODEL



**Small central Behavioural Insights Unit**

**All 20 business lines** participating (illustration indicative only)

**150 BI leads and champions** across ATO

## STRATEGY 2 - RAISE AWARENESS

### STAFF AWARENESS / BUSINESS DEVELOPMENT

**Sharepoint site**  
10,000 visits

**BI newsletter**  
2000 staff subscribers

**BI Compendium**  
documents 40+ ATO BI activities and results

**Team meeting 'cameos'** to identify BI opportunities

**Exec meeting discussions** to identify BI opportunities

**BI reference group**  
Quarterly forum for ATO staff. 165+ members

**Articles in ATO internal publications**

### COMMUNITY AND GOVERNMENT AWARENESS

**ATO BI Showcase** sharing our BI experiences across Govt. 150 attendees from 20 agencies

**One-to-one meetings** with domestic and international agencies

**ATO Annual Report and website content** sharing our use of BI with community

**Articles in domestic and international publications**

**Foundation member** OECD Forum of Tax Administrations BI Community of Interest

**Conference presentations** on BI to Federal and State Govt. agencies

## STRATEGY 3 – GROW CAPABILITY

### BEGINNER | INTERMEDIATE | ADVANCED PRODUCTS

**Top 10 BI Tips:**  
Ready reference sheet

**Self-paced online learning package** – 2000 staff completed

**Webinars**  
2,700 staff registered

**Face-to-face training:**  
3,000 staff registered across 35 sessions in 15 sites

**Specialised workshops:**  
13 held using F2F and video conferencing

**Cross Govt. capability development.** 'Train the trainer' sessions delivered to 6 agencies

## STRATEGY 4 – IN-HOUSE CONSULTANCY SERVICE

### ATO BEHAVIOURAL INSIGHTS EXAMPLES

There are now over 200 BI projects / activities progressing across the ATO, helping achieve better client / staff experiences. Examples of application are below.

#### Encourage people to correctly report income and accurately claim expenses

We make it easier for millions of clients and their tax agents to complete tax returns by prefilling income, salary, dividend and private health insurance details in our free online tax return system, myTax. We also help clients get their work-related expense claims right, with pop-up messages in myTax that let them know when their claims appear out-of-step with their peers, enabling them to make changes to their deductions before lodging their return. A recent trial with letters to tax agents notifying them that their clients' work related expense claims were higher than expected, saw 17% of agents amending deductions, versus 1% for the control group and reducing expense claims by \$2 million.

#### Encourage people to pay their debts on time

We help clients pay their debts on time and avoid penalties and interest, by sending hundreds of thousands of text message payment reminders to businesses and individuals. In 2016-17 we issued 560,000 text message prompts to assist taxpayers to self-manage their debts, reminding them to pay on time, collecting \$800 million that year.

#### Reduce impost on the community

We save clients time by simplifying the Interactive Voice Response (IVR) system to help them finalise their query faster when they call us, by making the system easier to navigate and find what they need. A trial across four ATO phone help lines – Superannuation, Debt, Individuals and Business – saw reductions in call durations of between 7% and 22%.

#### Encourage businesses to willingly comply with tax and superannuation systems

We help businesses understand and meet their reporting and lodgement obligations by issuing tailored emails which enabled their continued eligibility for specific tax concessions. For example, the deferred GST trial saw over 40% of emailed businesses voluntarily rectify their payment / lodgment problems.

#### Improve the community's experience in interacting with the tax system

We provide greater certainty for individuals using myTax on the progress of processing their tax return, via personalised emails and text messages. Through certainty messages issued to taxpayers upon tax return lodgment, during processing and when refund payment was imminent, the ATO reduced taxpayer phone queries by over 25% (around 80,000 calls) in the first year alone, with further 30% improvement in the subsequent year.

## KEY SUCCESS FACTORS

### 1. Make a plan



### 2. Get a team with the right skill mix



### 3. Focus on practical application



### 4. Make business development our business

