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81 SUMMER 2012/13

Tax reform for Christmas? – Not likely

Ray Cummings
Director, Tax Consulting
Melbourne

What ever happened to Tax Reform? Maybe we will get some, then again maybe we won't.

A quick year in review shows that private business in particular, continues to be burdened by increasing compliance costs in relation to such matters as private company loans, unpaid present entitlements, beneficiary TFN reporting and an increasing audit focus on private groups by the ATO.

There have been virtually no tax reforms or incentives for business despite the fact that the Government acknowledges businesses are struggling in the current economic climate.

A small amount of light has been shed by the introduction of the loss carry back rules for companies. In brief, this allows companies which have paid tax in the 2012 or later income year and subsequently incur a loss, to apply that loss to obtain a refund of the tax previously paid.

The Business Tax Working Group reviewed the Government's discussion paper in relation to potential corporate tax cuts but did not come forward with any recommendations. The terms of reference were very narrow in the sense that the government said there could be a cut in the corporate rate only if industry was prepared to agree to counter balancing funding measures such as reducing tax deductions that are currently available. The types of items canvassed included eliminating or reducing certain capital allowances and restricting the entitlement to interest deductions.

Realistically speaking, it is understandable that the Government does not wish to reduce the size of the tax pie, particularly when the pie is already shrinking because of the lower revenue take. However, it is often frustrating for advisors and business owners to sit by and listen to politicians talk about tax reform without seeing anything of proper substance put forward.

Reflecting on the recent history of the so-called tax reform process, the Henry Report came forward with 138 recommendations. The Report itself acknowledged that it was not a blueprint for tax reform but rather allowed successive governments to pick and choose the items they wished to adopt.

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an independent member of BAKER TILLY INTERNATIONAL

Tax reform for Christmas? – Not likely

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Whilst not wanting to appear overly critical of the recommendations and the work conducted, what was really needed was some thought to a radical overhaul of the entire tax system.

Harking back to ancient history, the Hawke government at the time, in reviewing possible tax reform measures presented options A, B and C. Rather than a shopping list of measures, these represented a suite of measures which could be taken as a whole workable package.

One of the key deficiencies that has been identified by many commentators is the fact that the GST is off limits in relation to any review or discussion of tax reform alternatives. It certainly appears much more politically palatable to moot wholesale changes to the superannuation system.

So what should be the policy objectives of tax reform? Whilst everyone will have differing views, the objectives could include:

- Reduce complexity;
- Reduce compliance costs;
- Provide investment and business incentives;
- Equitable allocation of tax burden; and
- Maintenance of revenue base.

So what might be on my tax reform wish list for Christmas? The list could be a very long one but might include:

1. Reduction in the corporate tax rate. This could include consideration of a two tiered corporate tax rate with a lower rate for smaller business;
2. Review of GST;
3. Reduction in personal income tax rates;
4. Introduction of more concessions to encourage business investment; and
5. Simplify small business CGT concessions.

At a very simplistic level, an increase in the GST rate could fund a reduction in personal and corporate tax rates. If lower income earners were appropriately compensated for the increase in GST, the financial impact of the increase in the GST rate could be neutralised.

Whilst not all of these suggestions may be universally popular, it would be interesting to see the Government provide some modelling on broader concepts such as reducing income tax rates and increasing consumption tax rates or other broad reform packages.

What we are calling for is some imagination and foresight to present such broader thinking rather than getting caught up in a morass of technical amendments and calling it Tax Reform.

Merry Christmas!

Business efficiency – Is it the most important attribute?

FEATURE

Ian Stewart
Executive Director, Business Consulting
Melbourne

Business efficiency sounds boring when compared to innovation, growth, brand strategy or human capital, but it may be the ingredient that actually allows a business to thrive in tough times.

Consider the following. An efficient business will:

- Make better margins;
- Be more resilient to price competition;
- Have more resources to spend on innovation, growth, brand, and people;
- Have greater flexibility and choice;
- Have the support of key stakeholders such as financiers and customers; and will,
- Have built capital value because it has know-how that everyone else wants.

Don't make the mistake of thinking business efficiency equals cost cutting. It doesn't. The two notions are unrecognisably different. A business that pursues efficiency will already have cut away unnecessary cost layers and may even spend more to achieve its goal.

Efficient spending is more than likely constrained but it has as its purpose the building of long term competitiveness. A cost cutter, on the other hand, may sacrifice longer term relationships or investment to achieve short term objectives. This can be more than appropriate where a business is poised on the brink of failure. But if the business has the capacity to grow and possesses a long term vision, then cost cutting for the sake of it can be very damaging.

Achieving efficiency in times of volatility can be difficult. The pricing of a productive process will inevitably have assumptions built into it and those assumptions will be challenged by any dynamic business environment. These could be such things as threats to volumes, supply chains, or exchange rates. However, an efficient business model will have identified and dealt with risks that could undermine it. For example, volume risks can be dealt with through customer contracting terms or through diverse customer and market strategies. Making costs as variable as possible will also help. This could come from flexibility in the workplace, outsourcing of parts of the productive process, or limiting the fixed overhead structure of the business.

But the key to making a business efficient is information. Information that reliably tells you where you are today and what progress is being made along the way to achieving the goal. This will be information that is both financially based and quantitative data coming from the productive process. Reporting this information with appropriate regularity and speed can be critical to shortening the overall time taken to become efficient. Business intelligence tools are readily and economically available to assist with this.

Improving your online presence

Tim McDougall
Manager, Business Consulting
Melbourne

As with any business, how your channels to market work together can be a major factor in your success. Finding ways for your online strategy to support other channels rather than compete, can be the defining strategy.

Thankfully, the days of treating online as purely a marketing channel are over. Most businesses now agree that online is as much a channel to market as a retail outlet, a delivery truck or a call centre. Understanding how these channels work together can be the difference between success and failure.

Channel cannibalisation

How you position and operate your online channel will have an impact on all your channels whether you like it or not. Simply selling online (usually at a cheaper price) may drive customers away from our physical store and will not necessarily increase the sales volume. At best, the customer buys online for cheaper (at potentially less profit) and at worst the customer gets frustrated and confused by the inconsistency and buys elsewhere altogether.

Unfortunately, in the rush to take advantage of the opportunity the internet presents, many companies don't consider channels cannibalising sales from one another, and never stop to calculate the loss or gain in overall revenue/profits. On the flip side, for those who do consider the potential cannibalisation, the challenge can often seem too great and as a consequence the 'online channel' is thrown in the too hard basket.

But ignoring the online channel for fear of cannibalisation could see your business miss an opportunity or even ultimately disappear altogether. No one in Australia seems to publically understand this better right now than Australia Post. Australia Post's traditional mail business is declining at a very rapid pace. However rather than fight this trend, Australia Post is encouraging its customers online with its new 'virtual mailbox'. Australia Post knows this push will contribute to a faster decline of its traditional mail business, but overall the benefit to the organisation justifies the decision. Australia Post has not abandoned its traditional store network or brand either. Instead, it is leveraging that brand and physical presence to support and market its online product into the future.

The potential for cannibalisation does not necessarily mean online and offline cannot work in harmony. But understanding the impact of one channel on another is critical to making good strategic decisions. As with Australia Post the cannibalisation of the bricks and mortar network can be more than compensated for by the gains in the online channel, but not knowing this before you enter the space can be devastating for your business.

When you consider the potential of your online channel (particularly in the context of sales), you need to understand what losses are going to be incurred elsewhere. Your overall upside needs to take into consideration any downside hit that you take in other channels.

Market your channel

This issue of cannibalisation often leads to fear. Think of virtually any well known retail brand in this country and there is a good chance you will see this anxiety being played out in front of your eyes. The fear that promoting their online channel will force their real world stores into crisis could not be more obvious. I am continually amazed at the lengths some Australian brands will go to in order to discourage customers from using their online channel. Think for a minute, how many TV commercials you have heard (even recently) that end with the phrase "offers not available online".

Also, think back to the latest round of AGMs and you will recall a chorus of retail CEOs talking about the importance of online to the future of their businesses. "We need to be online" they all say, but then continue to speak about how they cannot afford to lose their retail presence. The result is a healthy budget to 'make' a website, which is often followed by a strategy that doesn't support it – "offers not available online".

It leads one to ask: why spend the money developing and operating your online store if you then use your expensive prime-time marketing dollars to turn customers away? The point here, is that consumers want to deal with your business, not a channel. If you treat the consumer differently via different channels, your branding may very well get confused, and worse yet, become tarnished.

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Improving your online presence

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New market opportunities

So what is better than accepting channel cannibalisation? Well, what about completely avoiding it? Some companies, like Woolworths are starting to understand that their channels can work together to create new opportunities. Woolworths recently announced a trial of a 'drive through pick-up' service. The concept works by selecting your shopping online then picking up your pre-packed shopping from a drive-through site at a time that suits you. No checkouts, no queues and no trolleys with one broken wheel!

If I consider my own shopping habits, right now I don't shop at Woolworths, purely because it's not my closest grocer. Neither do I shop online for these items, because I can rarely plan to be at home when they deliver. Now, rather than Woolworths needing to place a store near my home, they simply need to place a drive-through anywhere between my home and my work (much larger radius than before). Don't underestimate it; this simple idea has joined two channels together to make your shopping experience better.

Create value not discounts

When you consider the drive-through example above, the real value is that people like me will pay a premium for the service over shopping solely online or solely offline. The reason is quite simple: I see 'value' in their offer. As consumers we are less interested in which channel we are dealing with, instead we are focused on which channel provides the best service and value possible based on our needs.

Creating channel harmony

The lesson from Woolworths is to understand how to create value from your channels rather than drawing a line in the sand between them (i.e offer not available online). Much like Australia Post supporting your mail service through the online channel and the physical store network, the key here is to create 'channel harmony' *and* value for the customer.

I encourage you to think about your business and understand how your channels can work together to create better 'value' for your customers.

FEATURE

Asia Business Leaders Series – Engaging with Malaysia

Rohini Kappadath
Head of Cross Border Business

The spotlight was on Malaysia at the recent Pitcher Partners' Asia Business Leaders event. A distinguished panel of experts shared their insights and experiences of doing business in Malaysia. A second panel of ten advisors provided insight into a range of specialist issues including international tax and structuring (Pitcher Partners), capital raising (Export Finance and Insurance Corporation), legal framework (HWL Ebsworth), banking (Bank of Melbourne), and export opportunities and market entry strategies (Austrade). Pitcher Partners' business partners, Asialink and Australia Malaysia Business Council were also active participants in this program.

In the course of the Q&A session, we heard of Malaysia's impressive rise from a country dependent on agriculture and primary commodities to an export-driven economy spurred on by high technology, knowledge-based and capital-intensive industries. Malaysia is one of the most technologically developed countries amongst industrialising nations in the ASEAN region, and the country's persistent drive to engage modern technologies is proving to be a great advantage to manufacturers in Malaysia.

Malaysia's key strengths include a well-developed infrastructure and a productive English-speaking workforce. A politically stable country with a well-developed legal system, Malaysia also provides attractive incentives for investors. Other strengths include its market-oriented economy and pro-business Government policies. Due to its strategic location in the heart of South East Asia, Malaysia offers a cost-competitive location for investors intending to set up offshore operations for the manufacture of advanced technological products for regional and international markets. Industries in Malaysia are predominantly located in over 200 industrial estates and Free Zones developed throughout the country. These zones are categorised as export processing zones, which cater to the requirements of export-oriented industries.

The recent White Paper – *Australia in the Asian Century* – has highlighted the opportunity for Australian business with Asia's rise. Pitcher Partners has invested in this opportunity ahead of our clients, to be able to provide specialist assistance to those clients who are considering an expansion into Asia. For commentary by Pitcher Partners on the Asian Century White Paper, please visit our website on **www.pitcher.com.au/asiawhitepaper**.

Panel discussions like the Asia Business Leaders Series present a timely opportunity for our clients to learn from the experiences of others, expand their Asian networks and gain access to commercial and up-to-date market-based advice from specialists operating in Asian markets.

The Asia Business Leaders Series will become a signature series offered by Pitcher Partners in 2013. Each quarter we will focus on a particular market in ASEAN and the broader Asia Pacific Region and bring together an experienced panel of practitioners in a 2 hour Q&A session. To register your interest in this series, please contact Bonnie Firrito on (03) 8610 5000.

FEATURE

Fiona Tang
Senior Consultant, IT Consulting
Melbourne

Is **Cloud Computing** *a fad or a reality?*

It seems these days that every other IT provider and software vendor is offering cloud computing solutions. With the amount of hype and attention surrounding cloud computing, it makes you wonder if there is enough substance and stability to jump on board.

Cloud computing is no doubt a buzz word in IT, but the technology architecture has been around for many years. It's fair to say many of us have been users of cloud services (Hotmail, Dropbox, network gaming and chatting sites) however, there has been an explosion of cloud providers and emerging technologies that are worth exploring for businesses.

The three most common service models (quite often with considerable overlap) are:

- Infrastructure as a Service (IaaS) – delivers the infrastructure services (i.e. servers, virtual machines, storage, network, load balancing). The pricing model is typically like an electricity bill; based on consumption.
- Platform as a Service (PaaS) – provides the development platform and solution stack for applications development. The development usage is usually free until the application is deployed then billed per user per month.
- Software as a Service (SaaS) – provides software deployed over the internet. Pricing is typically based on a monthly subscription per user.

Is cloud computing relevant to business regardless of size?

Some of the benefits that middle market businesses are already taking advantage of are:

- Lower total cost of ownership from reduced IT capital cost, improved service quality, reduced IT operational cost and reduced IT management complexity.
- Flexibility to scale up or down – most businesses have changing needs and cloud computing's typical pay-per-use model enables you to scale up or down to suit.
- Embracing mobility – SMEs can benefit from cloud based messaging, collaboration, storage and applications to communicate with their mobile customers or enable their mobile workforce to stay connected via smartphones and tablets.
- Minimise risk – cloud infrastructure provides a level of security beyond the capability of most data centres and on-premise deployments that SME businesses would struggle to invest in and maintain. Vendors have invested in world class security standards and must comply with a host of regulations including the provision of disaster recovery plans and sites beyond the standards to which many businesses would aspire.

Due diligence is a must

Taking the step towards cloud services should not be without caution. Solid assessment and evaluation of vendors is recommended to ensure that business objectives and security controls are not compromised. Important factors to consider include:

- Cloud strategy and architecture;
- Deployment models (public cloud, private cloud, hybrid cloud);
- Data privacy and security;
- Data accessibility;
- Integration risk;
- Performance and reliability;
- Billing model;
- Service level agreements; and
- Commercial negotiation.

Where should I start if I want to take advantage of cloud computing?

Economy of scale is a key benefit for SMEs and Infrastructure as a Service (IaaS) is a common starting point to take advantage of the cost savings. The investment and operational cost of servers, data centres, network, and storage and not to mention the resources to support these can be a prohibitive cost for businesses. Therefore, the cost benefits that cloud service providers can pass down to their clients from the sharing of infrastructure costs, is something worth exploring. This model can also cut your carbon emission footprint and is relatively low risk in comparison.

The other commonly adopted cloud based service offerings are from HR and payroll or Customer Management Systems (CRM) software providers (e.g. ADP and SalesForce.com). These Software as a Service (SaaS) applications are fairly mature and can interface with back office systems.

Subject to a proper due diligence and evaluation process, you may find the costing model or service levels will suit your business needs greater than on-premise alternatives.

Is Cloud Computing worth investigating?

- Yes, if you are unhappy with your existing IT performance, capability and service levels.
- Yes, if you are unable to determine the total cost of ownership or if it is too high.
- Yes, if you have a mobile workforce or your business embraces innovative technology as a competitive edge.
- Yes, if you feel your data, systems and infrastructure are at risk and can benefit from increased levels of security, disaster recovery and backup sites.
- No, if your organisation holds sensitive data, is a heavily regulated industry, relies on multiple business applications with complex integration needs or relies on legacy systems.
- No, if you prefer the flexibility of managing, controlling and developing applications or data stores to suit changing business needs.

CLIENT PROFILE

Fire Power Water – an innovative business model

Ben Brazier
Principal, Business Advisory and Superannuation
Adelaide

Growing competition has driven the need for businesses to become more focussed and more responsive to customer demands, new technologies and trends and new potential partners and alliances.

In Australia, there are now many examples of Australian companies that have successfully introduced new or innovative business models in response to a changing commercial landscape. Companies like Webjet, Sumo Salad and JB Hi Fi have all successfully implemented innovative business models. For these and other companies, a shift in focus or a new approach, has led to a more sustainable and competitive business. For some companies, innovation has not only added value to an existing business model, but also opened up new lines of business.

Power Pumps & Engineering, a South Australian-based industrial pump business started its life in 1997 delivering a range of engineering based solutions to customers in the water market. In the late 2000s (mid-GFC) Power Pumps' current owner Andrew Cromarty, aware of Power Pumps' strong reputation, purchased the company as an entry point into the pumping sector.

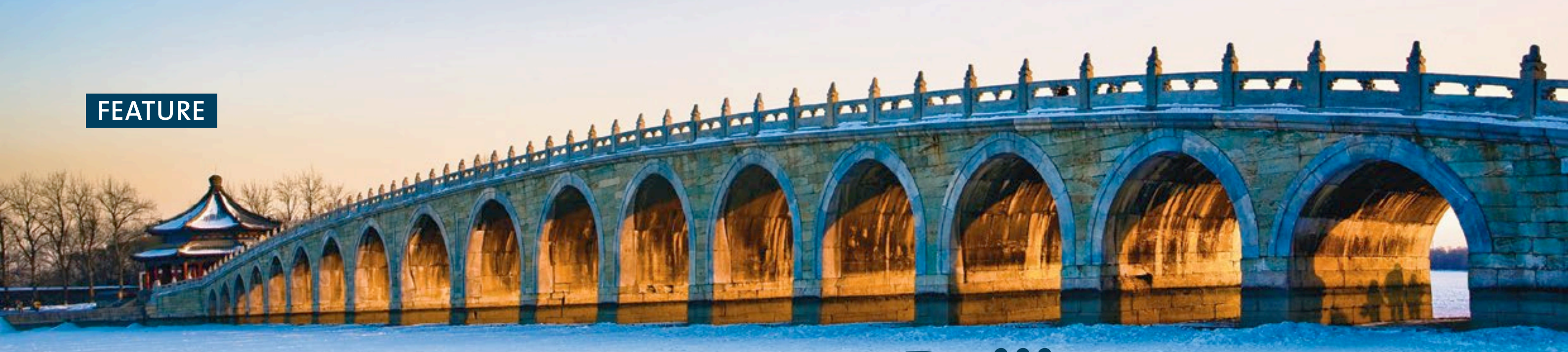
The company became the focal point around which Andrew built a group of businesses with a common ownership structure. His business acquisition strategy was simple but effective – find a business manager who was keen to run his own business but did not have the capital to purchase a business on his own, then jointly approach the owner of a business ripe for selling. This strategy provided an opportunity for a good business manager with a desire to run his own business, to take a shareholding without having to make a large capital investment or take on all of the risk. It also gave the owner a chance to exit the company. The companies Andrew chose to purchase represented the best their industry had to offer and the managers he chose to run the businesses were good operators and experts in their fields.

By February 2012, Andrew had acquired two additional businesses with affiliated products and services in the fire, water and renewable energy sectors. Although each of the three companies had a specific focus, they were all involved in either fire, power or water. Indeed the soon to be re-branded group will be called just that – Fire Power Water. Although Andrew confesses he may have stumbled upon his business model when he made his first acquisition, he believes it is now a legitimate business strategy and one that he will continue to employ in the future.

Today, the group sees itself as a provider of value-added services and individualised solutions that work. Each business has the opportunity to leverage common skills and abilities across all the companies. Not only is there a good representation of experience in every field, but also a shared work ethic and culture, with flexible work hours and on-the-job training and skills development.

Pitcher Partners became involved with Power Pumps & Engineering at the time of acquisition, and over the years has provided a variety of services, including general business advice, business structuring guidance and due diligence in relation to acquisitions. We are also a part of monthly executive meetings and provide compliance support.

Pitcher Partners is proud to be associated with a group of companies whose innovative business model has resulted in a multifaceted brand that provides value added services and solutions that work in the water, power, fire and renewable energy sectors.



Building business bridges with **Beijing...**

Andrew Faulkner
Principal, Audit and Risk
Adelaide

In the past 20 years, China and India have almost tripled their share of the global economy and increased their economic size six times over. In the next few years, the Asian region will be the world's largest producer and consumer of goods and services. The Government in its recent white paper, "Australia in the Asian Century" is pushing Asia's rise as an opportunity for Australia with our existing relationships in the region, and our strong economy.

The Government believes that Asia-relevant capabilities are critical for the Asian century. These skills will increase our understanding and assist Australians to build stronger connections and partnerships across the region. In particular, the Government believes that for organisations to succeed in the Asian Century, they will need people with specific knowledge of the products and markets of Asia, together with the cultural and language capabilities necessary to do business in the region.

Australia's links with China

Australia's links with China go back a long way – Chinese immigrants were among our first free settlers and Australia is home to over 860,000 Australians of Chinese descent. This year, Australia and China celebrated 40 years of diplomatic relations. In that time, China has become Australia's largest export market, its largest import source and largest trading partner. Chinese foreign investment into Australia has increased considerably in recent years, and at the end of 2011 was $19 billion, an increase of three times the figure in 2007. At the same time, China was Australia's 12th largest destination for investment abroad, with a total of $17 billion invested there.

Pitcher Partners in China

China's continued urbanization has provided significant opportunities for Australian businesses. As a result Pitcher Partners Adelaide has expanded its China Business Unit to a team of seven, all of whom are fluent Mandarin speakers and have worked on stock exchange listings of Chinese companies in China, Hong Kong and Australia. Although all the transactions are in Mandarin, our senior audit people are able to review all the Chinese documentation and ensure its accurate translation. Members of the Pitcher Partners China Business Unit visit China on a monthly basis, and we believe we are the only Australian firm with a structured China business unit with this capacity. The regions in which Pitcher Partners is involved include Beijing, Shanghai, the southern regions of Guangdong and Fujian, and Chengdu in Sichuan province, all of which are major economic zones attuned to western business.

Rapidly increasing interest from Chinese companies wanting to list on the Australian Stock Exchange (ASX) has meant fast growing demand for expert advice from Australian business advisory firms. In the past 12 months we have seen a 200 per cent increase in Chinese companies wanting either to list on the ASX or make major investments in Australia.

There are a number of reasons Chinese companies prefer to list in Australia rather than China or other financial jurisdictions. It can be very difficult for businesses to raise equity in China, and it takes a long time to list on a Chinese stock exchange. The Singapore, Hong Kong and US exchanges all have issues for Chinese companies and listing is significantly more expensive. It's much easier in Australia which, although not a huge market for China, is considered prestigious and adds value to their brands.

However, it is not just about China wanting better access to Australian markets. China is a technically advanced country in many ways, but it has come a long way very quickly and the cheapest and fastest way to acquire new technology is to buy it rather than develop it. Which is why in many cases, the Chinese want to buy Australian companies... to get access to their intellectual property. This includes the mining industry, where they don't yet have the technological advances of Australia. They also want to buy prime agricultural land as a move to ensure future food security, as well as securing long term supply contracts in a number of sectors.

One major issue in assisting these Chinese companies is ensuring that the correct and appropriate documentation is being used. Foreign financial jurisdictions have often employed Chinese-based accounting firms to do the work, but they have differing standards and requirements to Australian firms. Further, Chinese auditing standards are not recognised in Australia and therefore to ensure the auditors involved in the work have the required professional competency and comply with ethical independence requirements, an Australian auditor needs to directly supervise the work performed. This has recently been realised by ASIC as an issue when considering acceptance of prospectuses.

Pitcher Partners have also assisted a rapidly increasing number of Australian companies hoping to do business in China, but there are significant accounting issues to consider, and differing social and business cultures that have to be taken into account.

China is a huge country, and there are legislative differences between provinces, along with differing local and national regulations. The need to get Chinese lawyers involved before you can do business, can lead to additional accounting and legal issues which need to be resolved.

It is well recognised that doing business with Chinese firms is all about establishing sound relationships. For us, it is part of a long-term strategy. And there's no point in going into China and seeking to replicate what you do elsewhere. It takes time to build relationships, you have to go there and meet the people and know with whom you are dealing. We have built trusted and reliable relationships with locally-based accounting, legal and advisory firms that enable us to facilitate these transactions. We also work regularly and closely with Baker Tilly China, our international affiliate firm, which is the 8th largest firm in China with representation in all major economic zones.

Despite the difficulties, Australian companies should be looking to put China high on their business agenda. It's set to become the biggest economy in the world with the expectation that it will grow at a rate of around eight per cent per annum over the next decade. We are already intrinsically linked through mining and education and they are right there on our doorstep. This gives Australia a unique opportunity that we would be extremely remiss to ignore.

Season's Greetings to all our clients and best wishes for a safe and happy 2013

What's New

For comments on this edition or if you wish to be removed from the *Contact* mailing list please email us at **editor@pitcher.com.au**

Johnston Rorke rebranded as Pitcher Partners

We are delighted to announce that effective 1 December 2012, Johnston Rorke in Brisbane has rebranded as Pitcher Partners.

A leading Queensland mid-tier firm for almost 40 years, Johnston Rorke joined the Pitcher Partners' national association in 2009 and has become an integral member firm with its solid client base, high quality service, strong leadership, caring culture and commitment to client service. Transitioning to the Pitcher Partners name in Brisbane will strengthen the brand nationally for the benefit of all clients and staff.

Pitcher Partners recipient of Tax Institute Dux Award

Pitcher Partners is pleased to announce that Ryan Curry, Manager – Private Clients & Business Services, Adelaide recently won the Tax Institute of Australia Applied Tax Dux Award for outstanding results in Applied Tax.

Pitcher Partners recipient of 2012 NSW Future Business Leader Award

Pitcher Partners congratulates Jonathan Yeo, Manager Private Clients, Sydney, who was a recent finalist in the NSW Business Chamber 2012 State Business Awards, Future Business Leader category.

New Perth Partner

Pitcher Partners Perth is pleased to announce that Paul Mulligan has joined the Business Advisory and Assurance division as an Executive Director. Paul has more than 15 years' experience in audit specialising in listed mining and mining services organisations. Paul's appointment will further strengthen the already significant expertise in the Pitcher Partners' Perth Audit division.

Tax **Diary**

January, February & March 2013

15 January 2013	• Lodgement of 2012 income tax returns for taxable large/medium business taxpayers – all entities other than individuals. *Note: Payment for companies and superannuation funds due 1 December 2012.*
21 January 2013	• Lodgement and payment of the December monthly BAS/IAS. • Lodgement and payment of Quarterly PAYG Instalment Statements for head companies of tax consolidated groups for the second quarter of the 2012/13 income year.
28 January 2013	• Payment of superannuation guarantee contributions for the second quarter of the 2012/13 income year.
31 January 2013	• Quarterly TFN reports for closely held trusts for TFNs quoted to a trustee by beneficiaries in the second quarter of the 2012/13 income year.
21 February 2013	• Lodgement and payment of the January monthly BAS/IAS.
28 February 2013	• Lodgement and payment of the second quarter 2012/13 BAS/IAS. • Lodgement of 2012 income tax returns for all non-taxable large/medium business taxpayers – all entities except individuals. • Lodgement and payment of 2012 income tax returns for new registrant large/medium business taxpayers (companies, trusts and partnerships). • Lodgement and payment of 2012 income tax returns for new registrant self-managed superannuation funds. • Lodgement and payment of 2012 Annual GST Return or information report if taxpayer does not have an income tax return lodgement obligation (if taxpayer has a tax return obligation, this return/report must be lodged by the lodgement due date of the tax return).
21 March 2013	• Lodgement and payment of the February monthly BAS/IAS.
31 March 2013	• Lodgement and payment of income tax returns for companies and superannuation funds with total income between \$2m and \$10m. • Lodgement of income tax returns for individuals and trusts with a tax liability of \$20,000 or more.

Melbourne
John Brazzale
Managing Partner
+61 3 8610 5000
partners@pitcher.com.au

Sydney
David Young
Managing Partner
+61 2 9221 2099
partners@pitcher-nsw.com.au

Perth
Bryan Hughes
Managing Partner
+61 8 9322 2022
partners@pitcher-wa.com.au

Adelaide
Tom Verco
Principal
+61 8 8179 2800
partners@pitcher-sa.com.au

Brisbane
Nigel Fischer,
Managing Partner
+61 7 3222 8444
partners@pitcherpartners.com.au

www.pitcher.com.au

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