

Payday Super Super for you?

From 1 July 2026, Australian employers must pay their employees' super at the same time as their salary and wages are paid (whether weekly, fortnightly or monthly), rather than quarterly.

This significant super change was foreshadowed by the Australian Government in 2023 (see Sheridans' View Issue 57) and was finally enacted in November 2025. Employers must ensure that super contributions reach their employees' funds within seven ordinary or calendar days of payday (with some exceptions, such as for new employees).

There have also been changes to the assessment and calculation of the super guarantee charge (SGC) if payments are made late to a superfund. In particular, SGC will now be tax deductible, although any general interest charge, or late payment penalty, is no longer tax deductible.

The new super reforms are intended to provide employees with the benefits of receiving their super earlier and more frequently, reducing the likelihood of delayed or unpaid contributions, and increasing visibility to track entitlements.

When introducing the legislation, the government estimated that a 25-year-old median income earner currently receiving their super quarterly and wages fortnightly could be around \$6,000 or 1.5% better off at retirement.

While it is expected that there will also be benefits of the reforms for employers (greater efficiency, steadier cashflow and improved compliance confidence), employers have to prepare now for the imminent change.

In addition, employers should be aware that as part of the super reforms, from 1 July 2026 the ATO's Small Business Superannuation Clearing House (SBSCH) will be closed, and small businesses will need to transition to alternative solutions before it closes. The SBSCH has been closed to new users since 1 October 2025.

What employers need to do:

- Understand the new super rules.
- Review payroll processes & systems.
- Consider the impact on cashflow in the short-term.
- Stay on top of deadlines.

ATO Firmer action We are serious

On 5 January 2026 the ATO issued the publication "Firmer action we may take" which outlines the possible action the ATO will take if tax payers do not pay or engage with the ATO.

The publication is merely a clear statement of action the ATO has been taking for some time to tackle the record high level of outstanding debt owed to the ATO following the surge in debt driven by pandemic-era deferrals and economic pressures.

The COVID-19 pandemic shifted tax payer attitudes away from voluntary compliance, a trend the ATO has been particularly addressing in the last 12 months with renewed urgency by stronger enforcement, tougher penalties and less tolerance for non-compliance.

Back in 2021, Sheridans' View (Issue 50) noted that "The ATO is back on the field". With the overall total debt owed to the ATO having now climbed to over \$105 billion (\$52.2 billion in FY20), with two-thirds owed by small businesses, the ATO is now truly back in the scrum to gain possession of the ball.

An indicator or evidence of the ATO's firmer action approach and priorities for its focus on debt recovery measures and its key message that "paying tax is not optional" is the increasing level of Director Penalty Notices (DPNs) issued for company debts; FY23 - 17,459 / FY24 - 26,702 / FY25 - 84,529.

The ATO's intentions are clear and unequivocal, and its armoury of possible firmer action include garnishee notices, DPNs, disclosure to registered credit reporting bureaus, directions to pay overdue SGC, departure prohibition orders, freezing orders, security requests, in addition to legal action for judgment debts, bankruptcy and liquidation.



FOREWORD

"Nothing is more difficult, and therefore more precious, than to be able to decide."

Napoleon Bonaparte

"You cannot make progress without making decisions."

Jim Rohn

"Life is filled with difficult decisions, and winners are those who make them."

Dan Brown

"A real decision is measured by the fact that you've taken a new action. If there's no action, you haven't truly decided."

Anthony Robbins

"Don't mourn over your bad decisions. Just start overcoming them with good ones."

Joyce Meyer

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Insolvency numbers

While FY 2023 saw corporate insolvency numbers returning to pre-pandemic levels, personal insolvency numbers have only recently shown a modest rise and remain historically low.

FY	NO. OF INSOLVENCIES	
	Corporate	Personal
2025	14,722	12,257
2024	11,053	11,644
2023	10,366	9,923
2022	4,912	9,545
2021	4,234	10,621
2020	7,041	21,078
2019	10,747	27,058

Currently insolvency is predominantly impacting small business, with the construction and hospitality sectors particularly under severe strain due to higher input costs, labour shortages and fixed-price contracts.

Our Solutions

FINANCIAL DIFFICULTIES & INSOLVENCY

We are specialists in corporate and personal insolvency services, financial and strategic advice and support, and turnaround and restructuring advice.

Recent work:

- Voluntary administration or liquidation of:
 - An international college of English.
 - A sound recording studio.
 - A firm of architects & interior designers.
 - A bottled water supplier.
 - A dental practice.
 - A construction company.
 - A boat detailing & repair business.
- New personal insolvency administrations including a bar & bistro operator, leather tanning & product manufacturing operator, a carpet cleaning business owner, a property developer, residential construction business owners, and a mining labourer.

LITIGATION SUPPORT

Litigation support and forensic services can take many forms, and we tailor our approach to the individual requirements of each assignment.

Recent work:

- Valuation of an interest in a registered NDIS provider.
- Valuation of an earthmoving equipment hire business.
- Valuation of a plumbing & gas fitting business.
- Valuation of a newsagency business.
- Assistance with the review of a single expert valuation, and the quantification of the parties' assets & liabilities, for family law matters.

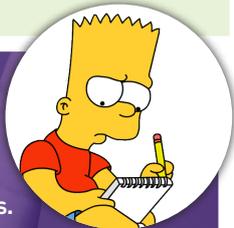
DID YOU KNOW?

Lefties!

About 11% of people are left-handed, with a slightly higher percentage in males than females.

Lefties can have an advantage in some sports and are over-represented in tennis, cricket, boxing and martial arts. Famous left-handers include Bill Clinton, Barack Obama, Prince William, Oprah Winfrey and the Simpsons' creator Matt Groening, which is why Bart Simpson writes with his left hand.

In fact a conspicuously disproportionate number of Simpsons' characters are left-handers, including Ned Flanders, owner of the Leforium store.



EDITORIAL

Decision fatigue

When endless choices are sapping your energy

Put simply, decision fatigue is when you're tired of making decisions.

It is a state of mental exhaustion that occurs when the brain is overworked from making a large number of decisions over a period of time. The premise is that the more decisions you make, the more drained you become because we have only so much energy for decision-making (ego depletion).

The psychological phenomenon has been observed in a variety of contexts and occupations (e.g. nurses, judges), and tends to be more prevalent if you make a lot of decisions, are making consequential decisions, are making decisions in emotional situations or with uncertainty, have a higher stress level or are a perfectionist.

But whether trivial or significant, we all make a lot of decisions every day, with a commonly quoted estimate being that the average adult makes about 35,000 conscious decisions each day, with about 225 of those being on food alone. The irony of the freedom to make so many choices is that it can be incredibly taxing. By the time you get to dinner time, you don't care what you eat.

And what happens when you have decision fatigue? You can feel depleted, overwhelmed, impulsive and irritable, and the biggest consequence becomes poor decision-making.

So how to combat, reduce or mitigate decision fatigue?

Minimise the number of decisions or choices: Make a decision once, make one choice and apply over and over again, or limit options (remove choice) in daily non-essential or routine decisions. Several famous decision-makers have talked publicly about how they wear essentially the same thing every day (Steve Jobs, Mark Zuckerberg, Barack Obama). Obama told Vanity Fair in 2012 "You'll see I wear only grey or blue suits. I'm trying to pare down decisions. I don't want to make decisions about what I'm eating or wearing, because I have too many other decisions to make".

Make decision-making easier: Use daily routines and rituals, develop decision-making processes, frameworks and templates, and consider delegating.

Manage stress: Ensure reasonable workloads, plus adequate resources and guidance. Prioritise sleep and exercise.

Prioritise decisions: Tackle impactful or complex decisions upfront early in the day.

Take a break: (even a few minutes).

Everyone can become mentally exhausted, even the most rational and intelligent individuals. It goes with the territory of being human. Be aware of the issue and consider taking steps to mitigate.

Which steps? Well, that's up to you to decide.

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