OSR 2021

Our Strategic Plan

Our Vision

An excellent organisation of professional people proudly delivering community value and contemporary service.

Our Purpose

We contribute to a prosperous, safe and fair society by collecting revenue, resolving fines, administering grants and recovering debt.

Our Values

Collaboration
Achievement
Service
Integrity
Innovation

From the Executive Director

Welcome to OSR 2021

We at OSR play a very important role within the NSW government. We make a vital contribution to the community of NSW by collecting revenue, resolving fines, administering grants and recovering debt.

So it's important that we, as an organisation entrusted with this important role, plan effectively to meet our obligations and ensure the trust vested in us by government on behalf of the people of NSW is not misplaced.

This plan sets out our direction for the next seven years and will enable us to strive towards long-term growth, innovation and sustainability.

As part of the NSW Treasury cluster and Office of Finance and Services (OFS), our plan aligns with the relevant strategies within the OFS Corporate Plan and the State Plan, NSW 2021.

The strategies outlined in OSR 2021 reflect our collective Vision – to be an excellent organisation of professional people proudly delivering community value and contemporary service.

Our plan has been developed with extensive input from staff and stakeholders to ensure it meets their expectations.

OSR 2021 directs our focus to the greatest asset of our organisation – people. Our staff collaborate with citizens and stakeholders, placing them at the centre of what we do, to ensure we are fair and effective.

Through our Strategic Plan we will make it easy for our clients to do business with us and maximise compliance by ensuring our processes and systems meet the needs of our stakeholders. We will also expand our service offering and apply innovation to renew our organisation.

There is a lot of work to do and having an organisation of capable, accountable and engaged people is fundamental to the success of OSR 2021. We each have a vital role to play to meet the expectations of the stakeholders and citizens we serve. I look forward to working with you on our journey to 2021.

Tony Newbury

Introduction to our Pillars

We have successfully achieved our 2014 objectives as a high performing organisation and it is vital that we keep improving. To meet the challenge of delivering community value and contemporary service, we will build on our foundational strengths through the OSR 2021 Strategic Plan Pillars.

Our five Pillars articulate the strategies, initiatives and outcomes that will help us reach our 2021 Vision.

This plan sets out our direction for the next seven years and will enable us to strive towards long-term growth, innovation and sustainability.

NSW GOVERNMENT | Office of State Revenue

Pillar 1: Client Experience

Objective: Make it easy for clients to do business with us

Strategies	Initiatives to deliver the strategies	Outcomes/Success measures
1.1 Improve our understanding of clients, their needs and expectations	• Develop client profiles to identify their needs and expectations (see Strategies 3.1 and 3.2) • Undertake client journey analysis to identify best touch points • Conduct client input programs to capture the voice of the client	• Completed client journey maps • Positive feedback from key stakeholders regarding client input programs
1.2 Implement contemporary services and channels	• Expand contact centre processes and capacity (see Strategy 5.3) • Prioritise and deliver 'quick wins' for contemporary services to generate staff and client buy-in • Co-design improvements to services, processes and channels with clients and stakeholders (see Strategies 3.1 and 3.2) • Make it easier for clients to access OSR services anywhere and anytime, including mobile applications, online self-service and other preferred channels (see Strategy 4.2)	• Key client processes involve fewer steps • Reduced time to resolve and cost to collect • High take up of preferred business channels • Increased client satisfaction scores • Extended OSR services available through Service NSW
1.3 Provide targeted, user-friendly and accessible information and education	• Improve quality, relevance and timing of OSR information and education, including proactively prompting clients based on their behaviours (see Strategies 3.2 and 4.2)	• Improved compliance • Reduced client error rate • Reduced complaints, objections and appeals
1.4 Foster a culture of client focus	• Promote a more client focused culture, including staff recognition • Review resources and training designed to make it easy for clients to do business with OSR	• Excellence in client service is recognised • Sector-wide or cluster surveys indicate increased client focus

Pillar 2: People and Culture

Objective: Capable and engaged workforce

Strategies	Initiatives to deliver the strategies	Outcomes/Success measures
2.1 Develop an agile, inclusive and diverse workforce that meets and anticipates business needs	• Develop a Workforce Management Plan to support OSR 2021 • Implement a skills program to better enable staff to meet changing business needs • Explore, assess and implement flexible work options • Provide accommodation which promotes collaboration, efficiency and results	• Detailed workforce program implemented • Reduced identified key person risk as per Workforce Management Plan • Training and development Key Performance Indicators (KPIs) (including diversity targets) are met
2.2 Increase workforce engagement	• Communicate and embed OSR's Vision • Promote OSR's community value in education campaigns • Develop and implement more inclusive work practices	• Sector-wide or cluster surveys indicate increased employee engagement • Improvements identified by OSR staff are implemented
2.3 Embed a values-based culture	• Identify behaviours to achieve OSR's CASII Values • Integrate CASII Values into work practices through demonstrated behaviour • Champion a diverse, inclusive and constructive culture	• Recognition through the CASII awards system
2.4 Develop capabilities to achieve individual and organisational success	• Integrate the requirements of the *Government Sector Employment Act 2013*, the NSW 2013 Capability Framework through the OFS People Strategy • Invest in strong and effective leaders through our leadership and management programs • Support staff to deliver OSR's objectives and achieve their broad career goals through programs which enhance their talents (see Strategies 5.2 and 5.6)	• Sector-wide or cluster surveys indicate effective leadership • Number of staff and leaders who have completed development programs

Pillar 3: Compliance

Objective: Maximise compliance

Strategies	Initiatives to deliver the strategies	Outcomes/Success measures
3.1 Know our clients	• Develop and use client risk profiles and propensity modelling based on more and better data (see Strategy 1.1) • Implement early intervention trigger points and pathways to engage with clients in relation to compliance • Develop and foster productive cross-agency partnerships (see Strategy 1.2)	• Clients (and advisors) are uniquely identified with data on past actions • Increased data sharing across agencies • Improved compliance

3.2 Make it easy to comply and help clients get it right	• Promote upfront compliance through:
	  ▸ automation of compliance activities based on trigger points (see Strategy 4.1)
	  ▸ self-service matched to client profile (see Strategies 1.1, 1.2 and 4.2)
	  ▸ tailored and targeted communication and education (see Strategies 1.2, 1.3 and 4.2)
	• Explore opportunities for legislative reform to reduce barriers to compliance and/or promote upfront compliance
		• Upfront compliance initiatives implemented
		• Fewer objections, requests for review and refunds
		• Client survey indicates it is easier to do business with OSR
		• Improved compliance

3.3 Deter non-compliance	• Expand and extend existing tax revenue compliance enhancement program • Increase awareness of consequences of non-compliance, including cross-agency deterrence campaigns • Enhance client risk profiles to improve compliance effectiveness • Develop criteria for discontinuing inefficient or ineffective compliance activities • Conduct compliance interventions that identify and deter avoidance schemes	• Compliance revenue targets are met • Effective case selection improves compliance • Reduced time to detect non-compliance • Increased community understanding of compliance • Improved compliance

Pillar 4: Processes and Systems

Objective: Processes and systems meet the needs of our stakeholders

Strategies	Initiatives to deliver the strategies	Outcomes/Success measures
4.1 Deliver effective processes	• Develop a consistent approach to process design across OSR • Document and review high value processes against OSR's Value for Money methodology to realise improvements in client service and operational efficiency • Increase capability for process innovation and small scale changes • Develop real time analytical processes to support improved compliance (see Strategy 3.2)	• Sector-wide or cluster surveys indicate it is easier for staff to do their job • Increased number of small changes and innovations implemented • Reduction in red tape for clients
4.2 Invest in systems and technology to deliver contemporary services	• Develop and commence implementation of Information and Communications Technology (ICT) Strategy aligned with the OFS ICT Strategy and whole-of-government approaches that will enable reliable, contemporary, flexible and responsive services • Collaborate with business partners and clients to design and deliver simple and contemporary systems to support personalised client solutions available across all devices, anytime, anywhere (see Strategies 1.2, 1.3 and 3.2)	• Client survey indicates increased satisfaction with systems • Reduced time to implement systems changes • Increased availability of and access to service channels

4.3 Deliver the right information to the right person at the right time	• Develop an Information Management Strategy that supports expanded data access, business intelligence and analytics
	• Improve utilisation of data through:
	  ▸ single source of truth repositories
	  ▸ sharing available data across lines of business
	  ▸ online access to external data sources and streams
	  ▸ using data standards for interoperability and operational efficiencies
	  ▸ publishing available data consistent with OpenGov (NSW) Strategy
		• Improved information management model introduced
		• Increased use of external data sources
		• Improved reliability of data

4.4 Establish process and system skills to achieve OSR 2021	• Build skills and capabilities in process re-engineering, architecture and relationship management • Establish an effective knowledge management framework that enables knowledge sharing and ease of access to relevant information • Adopt flexible sourcing strategies to support improved processes and systems	• Training and development KPIs for processes and systems are met • Reduced key person risk • Increased access to relevant industry certified staff and external providers

Pillar 5: Growth and Innovation

Objective: Innovate to renew services and processes and expand our service offering

Strategies	Initiatives to deliver the strategies	Outcomes/Success measures
5.1 Expand our services	• Identify potential new or expanded service offerings to meet OSR's objectives • Pilot new services	• New services provided in line with OSR's objectives • Increased client satisfaction
5.2 Foster an innovative culture	• Develop and embed OSR's approach to innovation, supported by a culture of recognition and celebration (see Strategy 2.4) • Conduct trials of innovative ideas to improve the service offerings and client experience	• Number of trials of innovative projects in line with OSR's objectives

5.3 Enhance capability to take on new debt functions	• Revised OSR Debt Management Strategy
	• Deliver a flexible platform to better manage debt
	• Integrate the contact centre systems and legacy systems to enable efficient processing of debt (see Strategy 1.2)
	• Develop structures to support new debt functions
	• Establish a single client view to enable more personalised debt management
		• Management reporting system indicates:
		  ▸ improved systems integrity
		  ▸ decreased time to resolve
		  ▸ increased rate of recovery

5.4 Tailor debt solutions for different debt types	• Explore opportunities for legislative reform to further support debt resolution • Develop and implement tailored debt solutions by individual and debt type	• Resolution processes are tailored for individual debt types • Improved efficiency of debt resolution
5.5 Reduce the incidence of debt	• Improve whole-of-government debt management through reducing overdue debt managed by OSR • Minimise unrecoverable liabilities through managing relationships with debt clients • Develop analytics to support client education, aimed at reducing the incidence of debt	• Reduced proportion of matters that progress to enforcement
5.6 Develop staff expertise	• Implement debt accreditation programs for staff (see Strategy 2.4)	• Debt management accreditation programs are in place • Agreed proportion of staff accredited or undertaking training

OSR 2021

OSR Strategic Planning Framework

NSW 2021

OSR 2021
Strategic Plan

Client Experience · People and Culture · Compliance · Processes and Systems · Growth and Innovation

Organisational Change Management

Communication

Total Asset Management ↔ ICT Strategy

Operational Plan

Business Unit Plans

Branch Plans

Performance Management

Risk Management and Performance Measures

Collaboration **A**chievement **S**ervice **I**ntegrity **I**nnovation