NSW GOVERNMENT

Office of State Revenue

2015–16

Year in Review

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From the Deputy Secretary

The Office of State Revenue (OSR) is responsible for some of the most fundamental functions of Government. We collect state taxes and other revenue that fund the services which the people of NSW want and expect the Government to provide.

We administer the payment of grants and benefits to first home buyers, stimulate jobs growth, and we help reconnect citizens to their unclaimed money. We also make sure people can pay and resolve fines and charges owed to Government as easily as possible so that they comply with their obligations under the law.

I am very pleased with the progress we have made and the performance we have delivered over the last year, my first as Deputy Secretary of OSR. Over the year we have reviewed the OSR business model and capabilities and as a result have realigned the operating structure of OSR to ensure we are well positioned to focus on our customers and their needs, grow our services to support efficient Government service delivery and ensure we make OSR a great place to work.

As part of the realignment we completed the Senior Executive Implementation required under the Government Sector Employment Act (GSE). The GSE requires Senior Executives to transition to the employment arrangements under the GSE by 31 March 2017. A number of Executives have left OSR as result of retirement or transition over the last twelve months and I would like to thank them for their contribution to the success of OSR over many years. In particular, I would like to thank the out-going members of the OSR Executive - Peter Steele, Anthony Johnston and Angela O'Donohoe.

Despite these significant organisational changes, OSR delivered very strong operational performance in 2015-16:

- Customer satisfaction of 84 per cent is a pleasing outcome. However, we are continuing to strive to deliver the Premier's Priority of improving customer satisfaction with Governments services every year

- We are also working to meet the State Priority of delivering better Government digital services. During 2015-16 we delivered Fines Online as part of the Service NSW mobile application, introduced mobile friendly payments, increased our use of SMS notifications and social media for customer education and started significant work to improve our web site user experience

- We have continued to support our vulnerable customers with 109 visits in our Outreach Program to assist remote and aboriginal communities to resolve their fines. We also worked with non-government organisations and Corrective Services to expand our Work and Development Order (WDO) program which helps vulnerable people to resolve their fines through a range of programs including training and rehabilitation. During 2015-16 we approved 17,857 WDOs

- We managed a record $27.1 billion of Crown Revenue and maintained a strong debt performance with our ratio of debt to revenue falling from 5 per cent to 4.6 per cent

From the Deputy Secretary (continued)

- The Expand Tax Compliance program achieved $516 million in identified revenue against a target of $365 million

- The Contact Centre Expansion program collected $140 million exceeding the target for the program by $9 million

- Our success rate in courts and tribunals is more than 90 per cent for the fourth consecutive year indicating that we are working to resolve outstanding tax issues with customers and applying the law fairly

- It is pleasing to see our staff survey results indicate that 72 per cent of staff believe that OSR is a great place to work. This is a positive reflection of OSR and we will continue to support our staff through training and development, ensuring that they have the tools they need to do their jobs well and by creating a positive and innovative culture.
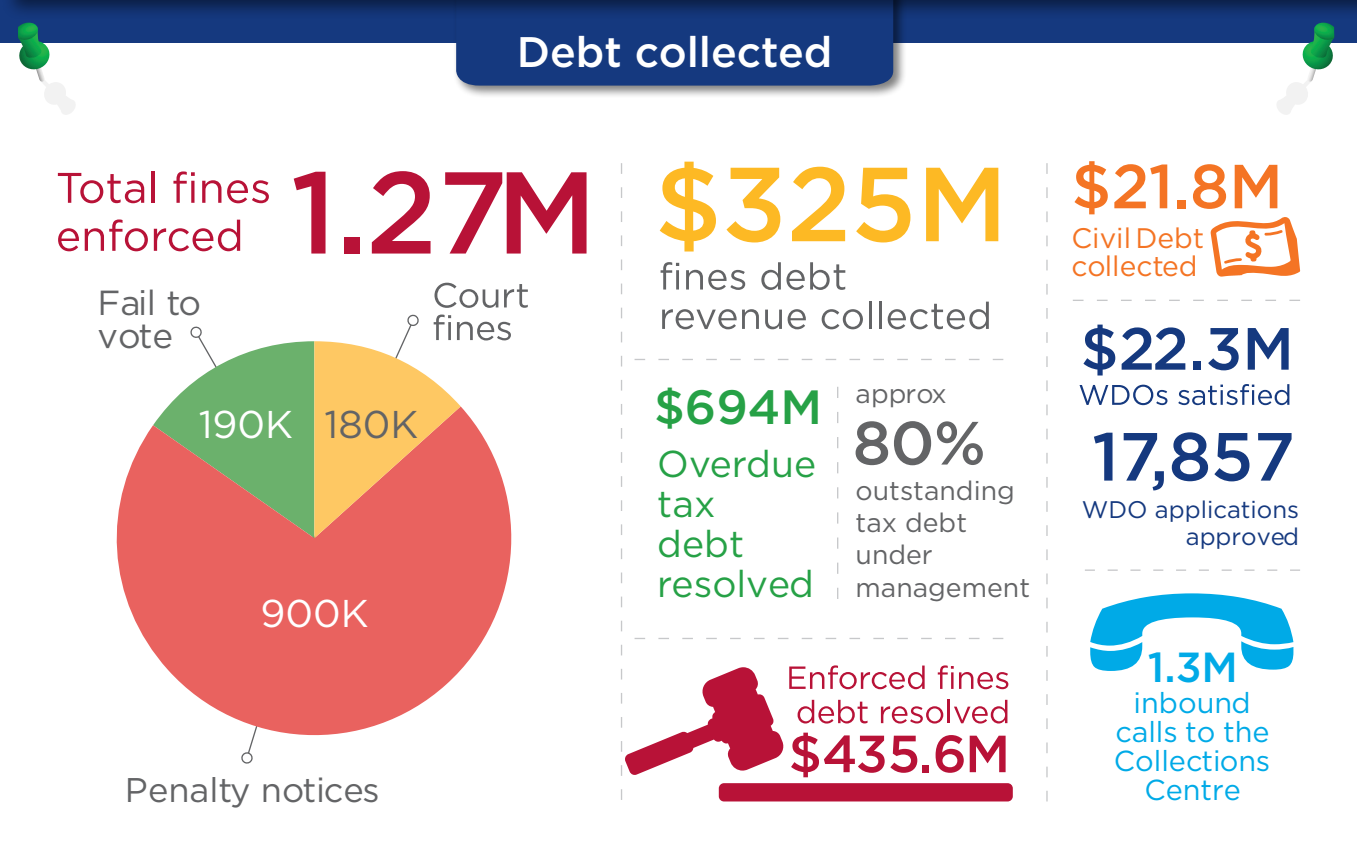
As we move into 2016-17 we will look to realising the benefits of our realignment, continuing our customer transformation journey and make OSR a great place to work.

Stephen Brady

Key achievements

A record **$27.1** billion Crown revenue was collected in 2015-16

Tax collected

Duties	10.9B
Payroll Tax	8.9B
Land Tax	2.8B
Mineral Royalties	1.2B
Other	2.8B

Total tax revenue collected **$26.6B**

Finalised tax objections **3,188**

$516.5M Total compliance identified

77% Land tax returns received electronically

↑ **34%** up on last year

41% above ERC target

20,120 Participants in **389** Customer education sessions

Debt collected

Total fines enforced **1.27M**

Fail to vote **190K**

Court fines **180K**

900K Penalty notices

$325M fines debt revenue collected

$694M Overdue tax debt resolved

approx **80%** outstanding tax debt under management

Enforced fines debt resolved **$435.6M**

$21.8M Civil Debt collected

$22.3M WDOs satisfied

17,857 WDO applications approved

1.3M inbound calls to the Collections Centre

Key achievements

Penalty Notices

RMS Speed Cameras: 452,483
Police Traffic: 424,242
Police Radar: 196,624
Red Light Camera: 158,849
Other: 247,623
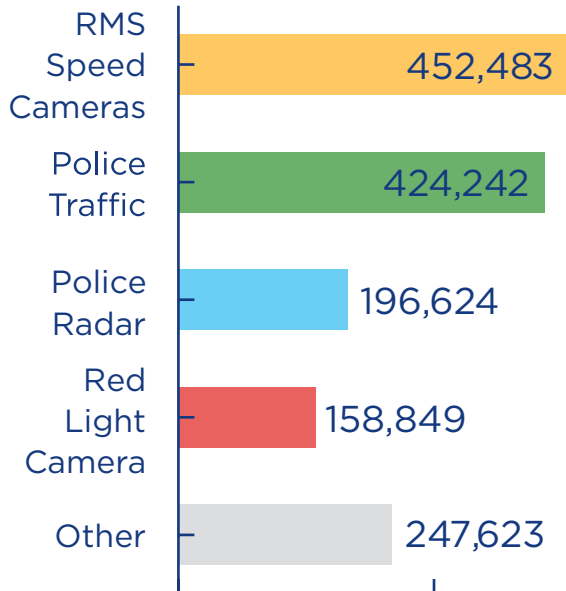
Largest fine payment in OSR history **$323,300**

54,352 e-nom transactions

2,935,728 Penalty Notices issued

75% of Penalty Notices favourably finalised

Benefits

2,971 Small Business Grant positions registered

1,470 Small Business Grant customers registered

4,504 Jobs Action Plan customers registered

6,751 UCM claims paid

250,057 Jobs Action Plan positions registered

14,923 New home grants paid

and more

86% Ministerials were completed within 28 days

90% Success rate in courts and NSW Civil & Administrative Tribunals

7,628 Facebook

24,134 YouTube hits for 6 videos

124,897 interactions within myfines Service NSW Mobile App

14.9M OSR website page views

84% Customer satisfaction

Our organisational chart

Office of State Revenue
Stephen Brady
Deputy Secretary, Chief Commissioner of State Revenue & Commissioner Fines Administration

Executive Support

Products Service & Compliance **Peter Steele*** A/Executive Director Products Service & Compliance	**Collections** **Mark White** Executive Director Collections	**Technical & Advisory Services** **Anthony Johnston*** A/Executive Director Technical & Advisory Services	**Business Development & Commissioning** **Mick Mioduszewski*** A/ Executive Director Business Development & Commissioning	**Strategy & Business Performance** **Alex Stuke** Executive Director Strategy & Business Performance	**Business Technology Services** **Angela Donohoe*** A/Executive Director Business Technology Services
Business Taxes	Civil Debt Collections	Advisory & Review	Commissioning Strategy	Analytics	Application Development & Integration
Collaboration Innovation & Support	Collections Centre	Policy & Legislation	Local Government Business Development	Assurance & Review	ICT Governance Security & Risk
Duties	Fines Debt	Technical Help desk	Pricing & Revenue Model Development	Business Operations	IT Administration & Financial Support
Fines & Fees	Fines Service	Specialist Revenue Advice	State Government Business Development	Business Transformation	IT Services & Operations
Land Tax	Tax Debt Collections		Vendor Relationship & Contract Management	Revenue Management	Strategy Architecture & Solution Services
				Strategy & Service Improvement	

*As at 30 June 2016
1. Products, Service and Compliance – Kelly Wood to commence October 2016
2. Technical & Advisory Services – Cullen Smythe to commence August 2016
3. Business Development & Commissioning – Elizabeth Botha to commence August 2016
4. Business Technology Services – Vince Di Chiara to commence August 2016

Our performance

Measures

Key Performance Indicators (KPIs) and performance

We measure our performance through a set of KPIs, which are reported to the OSR Executive on a monthly basis. Our KPIs are reviewed annually to ensure they are relevant and align with our strategic plan.

We continued our strong performance this year, by achieving a majority of our strategic KPIs. Outlined below are the key strategic performance measures that focus on our efficiency and effectiveness. These are grouped according to the pillars of the seven year strategic plan, OSR 2021.

Strategic KPIs	2015–16 result	2015–16 target
Customer experience		
Percentage of payments received electronically (tax)	93%	>90%
People and culture		
Percentage of staff with accumulated recreational leave over 30 days	6.1%	<0.0%
Sick leave is taken per Full Time Equivalent (FTE)	58.90	<49
Compliance		
Cost to collect $100 tax	$0.45	<$0.49
Cost to administer $100 fines (PN stage)	$8.62	<$10
Cost to resolve $100 debt (fines debt)	$11.25	<$12
Percentage of fines finalised within a year	83%	>81%
Percentage of revenue received on time from monthly lodgers	97%	>95%
Processes and systems		
Percentage of ministerials signed by Minister's Office without amendment	100%	>99%
Collectable debt as a percentage of revenue collected (tax)	1.2%	<1.2%
Debt resolution ratio	96%	>80%

Performance Framework Review

Throughout 2015-16 we conducted a major review of both our performance measures and performance measurement framework. This ensures our performance measures are current, align to and measure our customer experience, effectiveness, efficiency and quality. Out of this review we have developed an OSR Dashboard, in effect from July 2016, creating a highly visual method of monitoring our performance.

Major review of performance measures that monitor and reports on our **customer experience, effectiveness, efficiency and quality**.
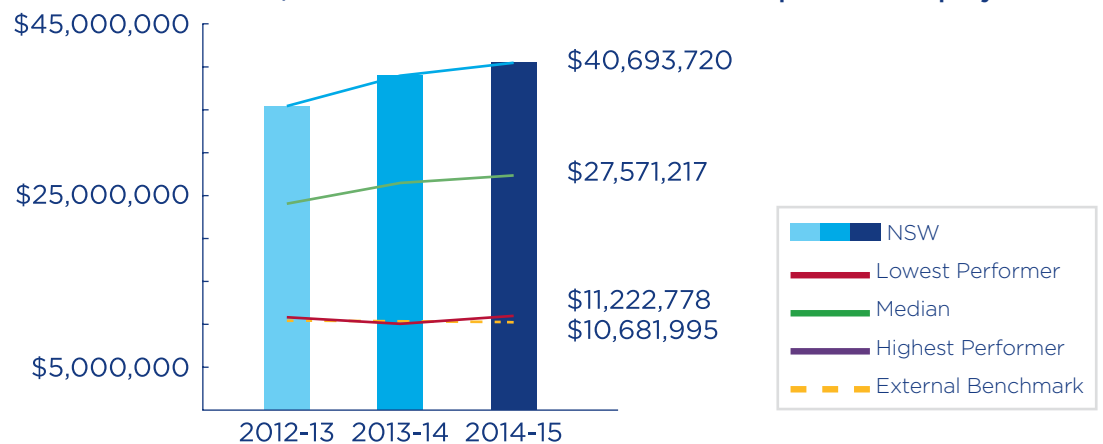
Our performance

Interjurisdictional benchmarking

Tax benchmarking[1]

In November 2015, OSR participated in independently conducted interjurisdictional benchmarking.

One aspect of this benchmarking is *Total dollar revenue administered for full time equivalent employee*. This represents the value of everything administered by the revenue office, compared with the average number of full time equivalent staff required to administer this revenue

Total $ revenue administered for full time equivalent employee

- $40,693,720
- $27,571,217
- $11,222,778
- $10,681,995

Legend:
- NSW
- Lowest Performer
- Median
- Highest Performer
- External Benchmark

X-axis: 2012-13, 2013-14, 2014-15

Y-axis: $5,000,000; $25,000,000; $45,000,000
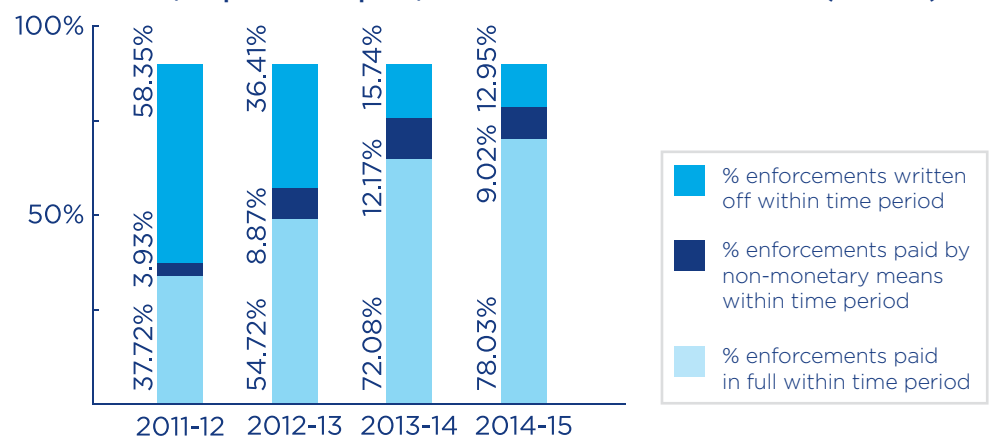
Fines benchmarking

OSR also participates in a fines Australia-Zealand Fine Enforcement Reference Group (ANZFERG) benchmarking.

One aspect of this benchmarking is *Total $ expenditure per $ million revenue administered (accrual)*. This compares the revenue office's operating expenses using accrual based accounting with everything administered by the revenue office over the twelve month period.

The below graph shows:

- increased proportion of fines paid in full
- steady number of fines managed through non-monetary means, our vulnerable clients.

Total $ expenditure per $ million revenue administered (accrual)

Year	% enforcements written off	% non-monetary	% paid in full
2011-12	58.35%	3.93%	37.72%
2012-13	36.41%	8.87%	54.72%
2013-14	15.74%	12.17%	72.08%
2014-15	12.95%	9.02%	78.03%

Legend:
- % enforcements written off within time period
- % enforcements paid by non-monetary means within time period
- % enforcements paid in full within time period

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[1]**Source**: KPMG Revenue Office Benchmarking 2015 Report

Highlights

Customer experience

Completed
15 improvements
as part of our customer
transformation.

Customer transformation

The focus for our OSR 2021 strategic plan over 2015-16 has been on transforming our experience for taxpayers and citizens. We have:

- completed 15 improvements including:
  - ▶ updating online content for home grants and benefits
  - ▶ website launch of Customer Education Webinar Library
  - ▶ website one click link to access payroll self-service
  - ▶ a new customer focused process for payroll tax audits.
- developed a prototype for a consolidated website
- worked with Service NSW to help us improve customer service through customer feedback and sharing staff ideas.
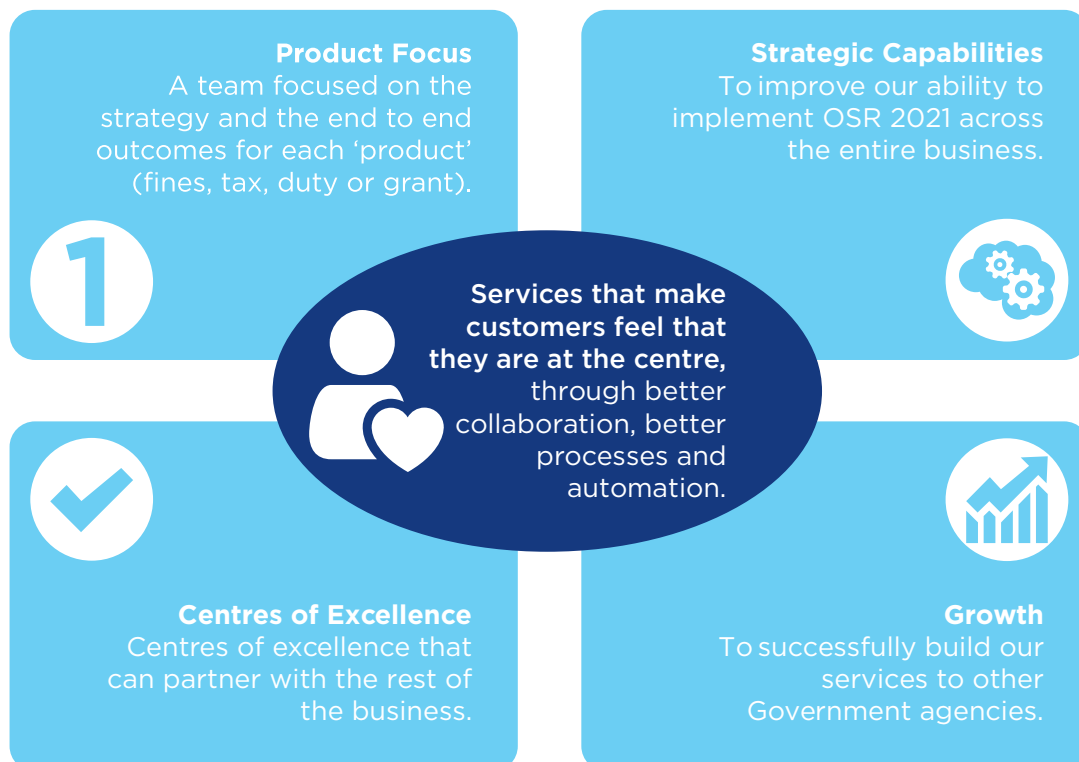
Launched
**new organisational
structure** in May.

Realignment

We launched our new organisational structure in May 2016. The new structure responds to the findings of independently conducted capability and functional reviews, brings us in line with the Public Service Commission GSE requirements and supports our customer transformation.

OSR's realignment principles:

Product Focus
A team focused on the strategy and the end to end outcomes for each 'product' (fines, tax, duty or grant).

Strategic Capabilities
To improve our ability to implement OSR 2021 across the entire business.

1

Services that make customers feel that they are at the centre, through better collaboration, better processes and automation.

Centres of Excellence
Centres of excellence that can partner with the rest of the business.

Growth
To successfully build our services to other Government agencies.

Highlights – Customer experience

84% customers were generally satisfied with the services provided.
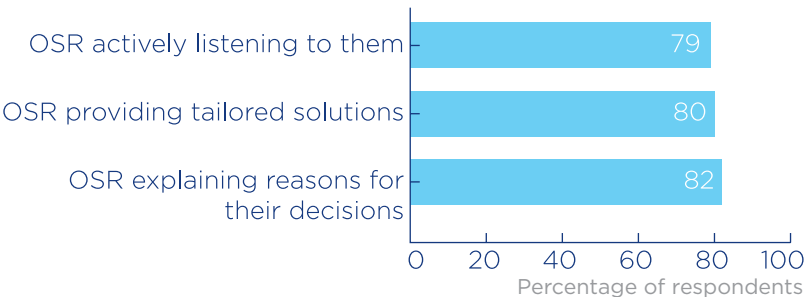November 2015's survey

Customer feedback

Surveys

We have been conducting customer surveys to understand our customer satisfaction and identify opportunities for improvement since 2008. This year, 84 per cent of customers were generally satisfied with the services provided. We incorporate this feedback into development of our transformation program and as a key input to our planning process and organisational decision making.

- Respondents were most positive about:

OSR's payment methods	91
The professionalism of OSR staff	88
The knowledge of OSR staff	87
OSR's self-service options and online services	86
Accessing the right information to do what they need	86

Percentage of respondents

- Our customers identified the main opportunities to improve on:

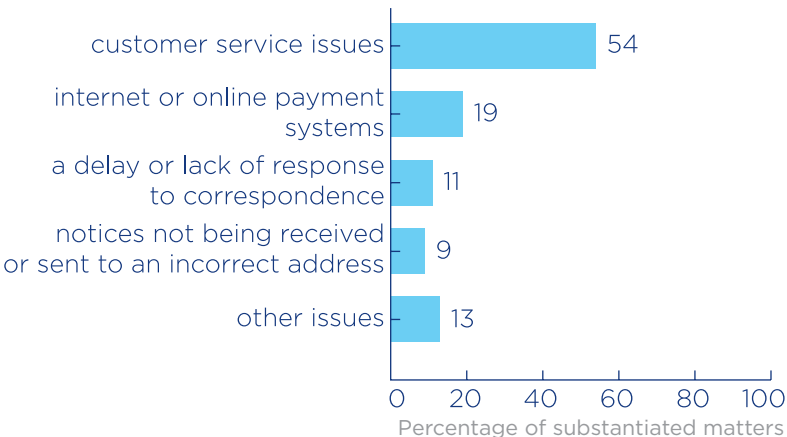|	
OSR actively listening to them	79
OSR providing tailored solutions	80
OSR explaining reasons for their decisions	82

Percentage of respondents

Complaints and suggestions for improvement

Throughout 2015-16, we received 155 complaints, 156 compliments and 24 suggestions for improvements.

Of the 155 complaints received, 49 were found to be unsubstantiated, with no further action required.

- Reason for substantiated complaint related to:

customer service issues	54
internet or online payment systems	19
a delay or lack of response to correspondence	11
notices not being received or sent to an incorrect address	9
other issues	13

Percentage of substantiated matters

Highlights – Customer experience

Increased use of emails and introduced after-hours call backs in response to complaints and suggestions.

How we improved

OSR has a continuous improvement program in place. All substantiated complaints and suggestions for improvement are fed into this program and used to review and improve business processes.

All customers with substantiated complaints were contacted, or contact was attempted. Letters of apology were sent to acknowledge the problem and to outline what was being done to resolve it.

In response to issues around the length of time waited for phone service, OSR has trained additional staff to enhance their ability to meet demand. Other communication channels such as increased use of email and after-hours call backs have also been introduced in response to complaints and suggestions.

A number of changes have also been made to the OSR websites in response to identified problems, to clarify information and to provide additional support for customers.

Contemporary services and channels

124,692 interactions with the Service NSW app.

Service NSW (SNSW) mobile app

OSR partnered with SNSW to introduce a new innovation in debt recovery and improved customer service. On 3 February 2016, Minister Perrottet announced an update to the SNSW smartphone app that allows users to pay fines, track payments and review photos of infringements. This update went live on 18 January 2016 for Apple devices and 19 January 2016 for android devices. Up until 30 June 2016 there have been 124,692 interactions with this app.

1,300 seminars, visiting **50** metropolitan and regional centres, more than **20,000** attendees.

Education Roadshows

OSR's education team undertook more than 1,300 seminars during state-wide roadshows, visiting 50 metropolitan and regional centres. These free seminars to businesses and their professional representatives provided updates on NSW business and property taxes, the small business grant, first home buyer benefits and unclaimed money to more than 20,000 attendees.

Aboriginal Outreach program

Our Aboriginal Outreach Program is designed to engage vulnerable indigenous customers to help them resolve and manage their fines. We work with stakeholders to provide advice on legislation and compliance, and co-ordinate stakeholder meetings and forums to present information and education on legislation, compliance, services and initiatives.

On 8 February 2016, staff from our Education and Outreach Programs headed to Far West NSW to launch a Literacy Pack tailored to the Aboriginal community.

Highlights

People and culture

Annual staff awards

Our services are delivered by a capable and engaged workforce. Our annual staff awards program shows how our staff are living our CASII values, each category is tightly contested with many staff and teams being nominated across all of our business.

Our Excellence Awards winners for 2015-16 were:

> This year's staff Excellence Awards were won by **three individuals** and **two teams**.

C ollaboration
Staff member who contributed to developing and improving processes and procedures, resulting in value to the community and promoting OSR's professional reputation.

A chievement
A leader who:
- expanded call centre opening hours by an extra 3.5 hours a day
- reduced in customer call wait times
- reduced email and mail processing times from 12 days to two days and 4.5 days respectively
- improved staff engagement resulting in retaining more staff.

S ervice
Fines Penalty Notice Behavioural Insights team who designed an easier to understand format for penalty notices to more than 2.8 million customers.

I ntegrity
Quality Administration and Compliance team leader who:
- maintained the integrity of our Work and Development Order (WDO) scheme, ensuring its accessibility to genuinely disadvantaged customers
- implemented practices to protect the integrity of WDO scheme.

I nnovation
Just a Reminder (JAR) team created an innovative reminder to customers about payment due dates, increasing the payment rate of fines to 59 per cent.

Award winning contact centre – Best People Strategy and Honorary Mention

> OSR Collections Centre **awarded** the **Best People Strategy** at the 15th Annual Government Contact Centre.

In August 2015 our OSR Collections Centre was awarded the Best People Strategy at the 15th Annual Government Contact Centre Excellence Summit. This prestigious award recognised the way our recruitment and expansion and transformation to a debt recovery Collection Centre was managed. Not satisfied with just that, our Collections Centre also received an Honorary Mention as runner up of the Best Government Contact Centre with over 30 staff. These awards pull together small and large contact centres across the 3 tiers of Government and recognise those contact centres that are going above and beyond 'business as usual' in a bid to increase their customer service and customer satisfaction.

Highlights – People and culture

Staff 'Pulse' survey responses

72%	Recommend OSR as a great place to work
66%	Proud to tell others they work in OSR
66%	Feel motivated to achieve OSR's objectives
79%	Feel their managers communicate effectively
74%	Receive regular feedback
63%	Feel that change is handled well
73%	Believe senior managers provide clear direction for OSR

■ Staff engagement
■ Communication   ■ Leadership

Introduced Change Champions program, with **more than 100 staff volunteering**.

Staff survey

In November 2015 all staff were invited to take part in the Department of Finance and Services 'Pulse' Survey. This survey provided the opportunity to answer questions about engagement, communication and leadership, to provide insight into how we can be an even better place to work, and highlight areas for improvement.

Our response

In response to this survey, we conducted staff focus groups in all locations across all business areas. This has formed the basis for a program of activities to respond to the feedback from our staff. This comprehensive program is being implemented as part of our 2016-17 program of making OSR a great place to work.

Change champions

A Change Champions group has been established in OSR, comprising more than 100 volunteer staff, to provide an active link between OSR's Executive and staff throughout our customer transformation journey. This highly engaged and proactive group play an important role in facilitating two-way communication in OSR, sharing positive experiences, disseminating information, providing feedback and consulting with business areas to formulate change recommendations on improving customer service.

Driving public sector diversity Premier's priority

We introduced a Future Female Leaders program that identifies, supports and implements initiatives to achieve the Premier's Priority nine of parity in female leadership at OSR by 2021. Implementation of these programs has commenced, with the Future Female Leaders mentoring program.

Workforce mobility pilot

A Temporary Assignment Allowance and Mobility at Grade Register was trialled in our Fines Enforcement Branch. This has made it easier for staff to be given career development opportunities by linking the process to their performance development plans.

Leadership training

OSR leaders have participated in a newly developed Leadership Essentials Program to ensure a high performance culture. The Program covers critical leadership concepts and provides tools and techniques to improve manager and team effectiveness, developing exceptional people management capability.

Certificate IV in Government (Statutory Compliance)

During 2015-16, we partnered with TAFE, to deliver statutory compliance programs for 38 staff across the Products, Service and Compliance business unit. The course is offered to staff within OSR who are new to audit and compliance functions. The course exposes participants to compliance 'best practice' and broadens their skills in all areas of the audit process. Since the first course was delivered in 2012, 77 staff have gained this nationally recognised qualification.

Highlights

Compliance

Work and Development Order program

In 2015-16 we expanded our Work and Development Order program that protects our vulnerable customers. Work Development Orders (WDOs) give vulnerable people the chance to clear their fine debts by engaging in unpaid work or educational and therapeutic programs through an approved organisation. We have been working with NSW Corrective Services to encourage a socially responsible approach to assist inmates with fines debt, including the use of WDOs where appropriate.

> Expanded our Work and Development Order program that **protects our vulnerable customers**.

Expenditure Review Committee (ERC) commitments

Compliance revenue

OSR identified $516 million in tax compliance revenue in 2015-16, exceeding our full year target of $365 million for the third year in a row. Since this ERC program started, OSR has identified $1.306 billion in compliance revenue, and achieved 65 per cent of our cumulative five year target.

> Tax compliance revenue **exceeded target** for the **third year** in a row.

Collection Centre revenue

We collected $26.79m in Crown cash on aged fines debt through the use of Debt Partners to 30 June 2016. The Contact Centre expansion has collected a further $140.95m, almost $9.0m above target, resulting in OSR exceeding aggregate commitments against ERC targets for 2015-16.

Accreditations

ISO 27001:2013 Information Security Standard certification to ensure the security of our systems and data is not compromised as we deliver more services through digital channels.

Project Managed Organisation (PMO) accredited by the Australian Institute of Project Management (AIPM).

ISO 9001 Quality Management Systems (QMS) standard, annual compliance audit by Det Norske Veritas Germanischer Lloyd (DNV GL) represents our continued commitment to quality customer service.

Highlights – Compliance

Contributed **six new datasets** to the DFSI Data Analytics Centre to **provide free access to tax and fines data**.

Right to information

Members of the public have the right to access government information held by us under the Government Information (Public Access) Act 2009 (the GIPA Act). This right is designed to meet community expectations of a more open and transparent government, and encourages government agencies to proactively release government information wherever possible.

Requests for access to information

In 2015-16, we received 69 formal requests for access to information under the GIPA Act. The majority of these were requests for people or businesses seeking access to their own records.

Proactive release of information

We proactively publish a number of statistical reports on our website, which are updated monthly at www.osr.nsw.gov.au/info/statistics. The reports include the number and value of fines issued for various offences (speeding, red light, parking), the amount of unclaimed money available for claim, and the number and value of first home benefits provided in NSW.

We provide free access to tax and fines data. In 2015-16 we contributed new datasets to the DFSI Data Analytics Centre including:

- payroll tax – a disaggregated, anonymised customer level summary
- parking space levy – a customer level summary of all liable parking space properties
- penalty notices – consolidates the seven existing penalty notice online publications
- transfer duty – expands on the summary transfer duty reports currently published on OSR's website, and
- land tax – provides the number and value of liable properties for the 2016 land tax year.

All sets are provided in optimal accessible formats with non-identifying, non-attributable data fields provided to protect privacy and increase usability.

Highlights

Processes and systems

ICT and Digital strategies

OSR's *ICT Strategy* and our *Digital Strategy* aim to enable the delivery of strategic outcomes outlined in the OSR 2021 strategic plan, and are aligned with the *NSW Government ICT Strategy* and *Digital+ 2016*. The key capabilities to be delivered in this strategy include:

- modernised core systems to enable an agile business
- services that are designed for digital, providing end to end digital experiences to the customer and our workforce.
- better data analytics supporting targeted campaigns and compliance activities, as well as participating in the open data initiatives lead by the Data Analytics Centre.
- operating within an acceptable technology risk profile
- two speed delivery, supporting existing operations while innovating for tomorrow's business needs.

2015-16 highlights for our systems

New Debtrak debt management system introduced to manage civil debt.

We delivered the system development for the following high profile mandated projects using a blended development approach:

- duties levy changes
- cheque and fax removal, moving customers to digital channels
- Australian Tax Office 3rd party foreign ownership data collection
- Service NSW Mobile App enhancements
- e-Nomination enhancements
- fines process efficiencies
- Mineral Royalties Tax
- Job Action Plan enhancements
- new Debtrak debt management system introduced to manage civil debt
- new Small Business Grant administration.

Our Data Centre relocation to GovDC included converting **23 servers** and changing more than **1,400 network connections**.

OSR has relocated its Parramatta data centre to GovDC at Silverwater as part of the NSW government's data centre consolidation strategy. The move was complex and logistically challenging: 23 servers were converted from copper to high speed fibre interfaces, and 135 devices were transported, unpacked and re-mounted, with more than 1,400 network connections and 550 network configuration changes.

We implemented the Big Data platform as part of the strategy to deliver advanced data analytics capabilities, which is critical to meet revenue targets of the compliance unit.

Highlights – Processes and systems

Delivery of the Tax Audit Management System to support tax compliance activities using the TIBCO Business Process Management platform. This puts us in a significantly better position to achieve ERC targets.

We upgraded the internal identity management system, and moved Service Desk to a software as a service to delivery more staff self-service options.

In 2015-16 we developed our information management strategy to support our *ICT Strategy* and *Digital Strategy*. This focuses our priorities on data governance processes to drive better visibility and ownership of our information assets, and building a single customer view of debt as a key step in delivery of better customer experience through the contact centre.

Conducted Business Process Management **training for more than 80 staff**.
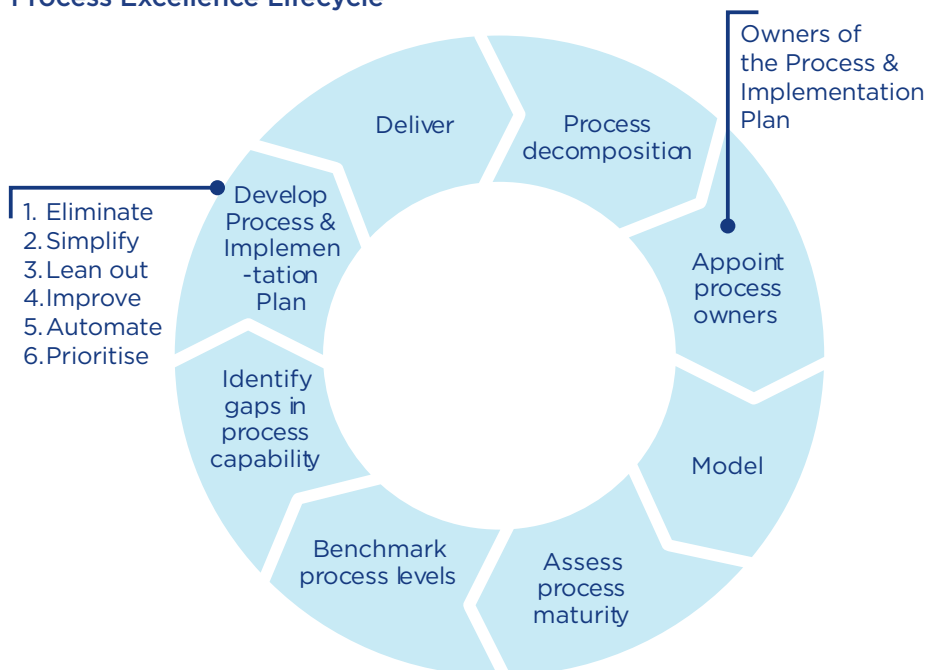
Business Process Management

In 2015-16 we launched our Business Process Management (BPM) Framework for a consistent approach to process design and re-engineering. We established a Process Control Board to prioritise and monitor process re-design opportunities. We focused on building our internal capabilities and skills in BPM by conducting training sessions in March, April and May 2016 for more than 80 staff.

We completed Business Process Reviews for Toll Fines Management and process re-designs for Media & Urgent Enquiries and Customer & Staff Feedback to enhance customer experience and improve our effectiveness and efficiency.

Process Excellence

We developed the Process Excellence Lifecycle as our approach to embed process improvement in OSR. To improve our capability we have trained more than 50 staff in Process Excellence.

Process Excellence Lifecycle

Deliver

Process decomposition

Owners of the Process & Implementation Plan

Develop Process & Implen-tation Plan

1. Eliminate
2. Simplify
3. Lean out
4. Improve
5. Automate
6. Prioritise

Appoint process owners

Identify gaps in process capability

Model

Benchmark process levels

Assess process maturity

Highlights

Growth and innovation

Growth and innovation

e-Property Program

We have developed a three-year e-Property Program to innovate property tax administration. This program is transforming property revenue processes from manual and paper to fully digital for our customers and agents. In 2015-16, we:

- provided Electronic Duties Return (EDR) self-service digital enhancements and expansion for practitioners to process 100 per cent of EDR enabled documents

- enhanced e-Conveyancing program allowing for electronic contracts and signatures

- enabled digital collection of additional information on property transfers for the Commonwealth

- decommissioned faxes and cheques in favour of electronic funds transfer

- delivered changes to support the introduction of the foreign investment surcharge.

e-Conveyancing Program allows for **electronic contracts and signatures**.

Partner with Service NSW

We partnered and worked with Service NSW looking for opportunities in a range of areas to support customers' experience.

Mobile app enhancement
- Add payment options
- e-Nominations

Call centre
- Leverage call platform
- Tier 1 call management
- Opportunities to progress more calls

Innovative ideas
Adopt best practice to manage staff ideas and customer feedback & complaints

Digital acceleration
70 per cent digital transactions by:
- myService NSW app
- website and
- digital program

Whole-of-Government debt collection

We have developed a three-year strategic roadmap for whole-of-government debt collection. This roadmap incorporates controls, governance, write-off delegations and business rules for the management of criminal and civil debts. The first phase of this roadmap was realised when OSR brought on board non-emergency NSW Ambulance including the issuing of notices and collections.

As part of the growth strategy for civil debt, **OSR on boarded our first agency**, NSW Ambulance.

Appendix

Crown revenue collected

Crown revenue collected

Revenue type	2015–16	2014–15	2013–14	2012–13
	$M			
Duties	10,903	9,219	7,835	6,139
Payroll tax	8,880	8,417	8,059	7,842
Land tax	2,773	2,485	2,393	2,365
Gaming and racing	1,968	1,815	1,706	1,698
Mineral royalties	1,189	1,140	–	–
Federal tax equivalents	572	845	1,143	892
Crown debt	497	463	443	384
Health insurance levy	193	178	177	168
Parking space levy	102	103	100	98
Unclaimed money	31	48	17	23
Other revenue and taxes	5	3	2	–
Total	**27,112**	**24,717**	**21,875**	**19,610**

Crown revenue collected by revenue type
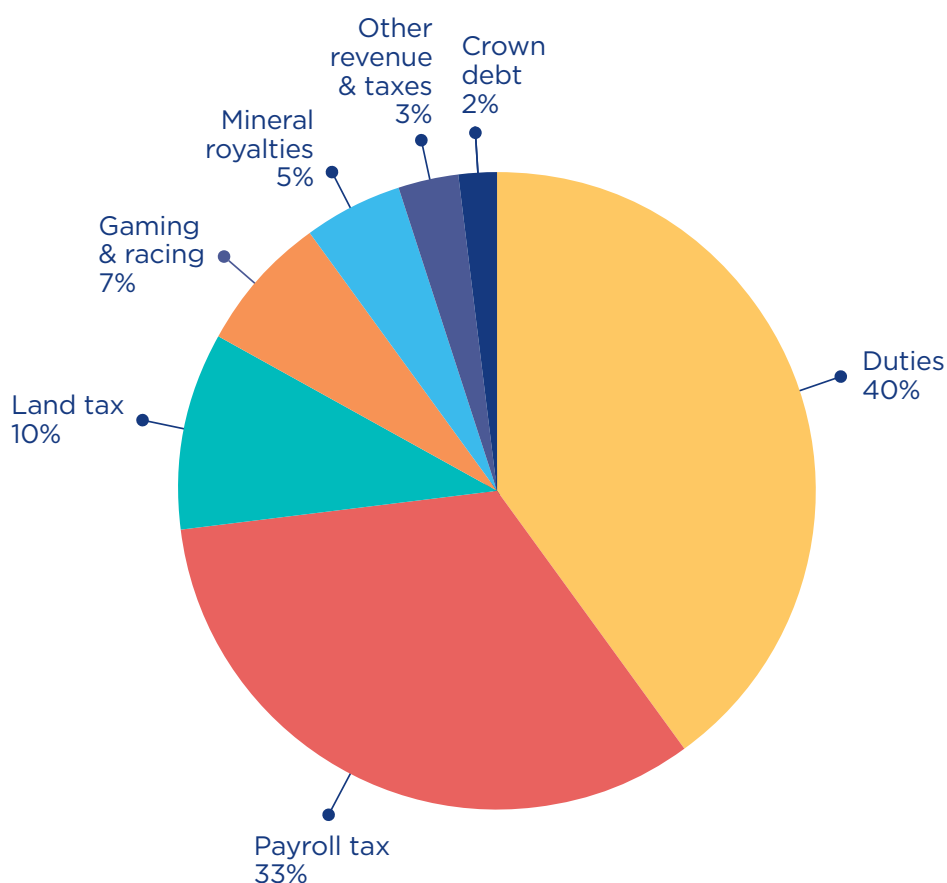
Appendix

Tax collected

Duties collected

Revenue type	2015–16	2014–15	2013–14	2012–13
		$M		
Contracts and conveyances	8,872	7,393	6,018	4,466
Insurance policies	938	898	894	851
Vehicle registrations	786	705	663	635
Loan securities	256	206	175	145
Share transfers	51	17	85	41
Total	10,903	9,219	7,835	6,138

Gaming and racing collected

Revenue type	2015–16	2014–15	2013–14	2012–13
		$M		
Club gaming	777	723	682	669
Hotel gaming	679	595	533	507
Lotteries	361	325	324	350
Totalizators	94	114	121	130
Fixed odds futures	28	27	20	15
Fixed odds sportsbets	12	15	11	11
Keno	15	14	13	13
Soccer pools	1	1	1	2
Footytab	1	1	1	1
Total	1,968	1,815	1,706	1,698

Appendix

Debt resolved

Tax debt: resolved

	2015–16	2014–15	2013–14	2012–13
	$M			
Tax debt resolved	1,249.0	976.2	912.6	788.1

Fines debt: fines referred

	2015–16	2014–15	2013–14	2012–13
	$M			
Fines debt	898,495	870,550	882,761	869,502
Court fines	168,599	155,323	159,106	145,661
Electoral Commission	16,371			
Other agency fines	190,821	20,039	235,151	5,815
No of fines loaded	1,274,286	1,045,912	1,277,018	1,020,978

Fines debt: work and development orders

	2015–16	2014–15	2013–14	2012–13
	$M			
No. of WDO applications approved	17,857	13,820	11,354	6,952
WDO Satisfied ($'000)	22,330	17,544	14,680	7,625

Appendix

Penalty notices

Penalty notices loaded

Financial year	Crown		Commercial		Total penalty notices	Total face value ($'000)
	Penalty notices	Face value ($'000)	Penalty notices	Face value ($'000)		
2015–16	1,479,821	475,476	1,455,907	247,330	2,935,728	722,806
2014–15	1,442,492	441,345	1,399,835	230,413	2,842,327	671,758
2013–14	1,375,640	416,143	1,479,372	237,434	2,855,012	653,577
2012–13	1,255,599	367,118	1,430,632	218,934	2,686,231	586,052
Total	5,553,552	1,709,082	5,765,746	934,111	11,319,298	2,634,193

Penalty notices loaded by infringement type for 2015–16

Customer category	Infringement type	Penalty notices	Face value ($'000)
Crown revenue	RMS Static Speed Camera	452,483	100,571
	Police Traffic	424,242	153,662
	Police Radar/Lidar	196,624	65,799
	Red Light Camera	158,849	74,522
	Police General	127,817	30,146
	Roads and Maritime Mobile Speed Camera	39,711	8,017
	Police Parking	34,852	7,972
	Roads and Maritime Bus/TWay Camera	24,355	9,255
	Failure to Nominate	9,320	18,342
	MUD (Managing Unauthorised Driving) Unregistered Vehicle	5,298	3,371
	Point to Point Speed Camera	2,979	1,627
	MUD Uninsured Vehicle	2,273	1,446
	False Nomination	1,018	746
Crown revenue total		1,479,821	475,476
Commercial client revenue total		1,455,907	247,330
Grand total		2,935,728	722,806

Appendix – Penalty notices

Court elections, representations and statutory declarations received

Document type	2015–16	2014–15	2013–14	2012–13
Court election	25,165	22,683	22,415	24,699
Representation	301,937	320,319	349,464	303,374
Statutory Declaration	368,086	395,081	374,861	370,511
Total	**695,188**	**738,083**	**746,740**	**698,584**

Fines debt collected

	2015–16	2014–15	2013–14	2012–13
		$'000		
Revenue collected	324,660	304,419	296,970	253,290

Appendix

Benefits provided to eligible applicants

First Home Owner Grant (New Homes) Scheme – (previously FHOGS)

The First Home Owner Grant (New Homes) scheme was established to assist eligible first home owners to purchase a new home or build their home by offering a $15,000 grant.

The scheme applies to new homes only and was reduced to $10,000 on 1 January 2016.

Financial year	Original FHOG amount		FHOG (New Home $15k) payment		Additional grant payment		Boost payment		NSW supplement payment		Total	
	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)
2015-16	227	1,589	8,964	134,460	265	2,636	3	35	2	6	9,191	138,726
2014-15	535	3,738	7,969	119,535	1	8	4	42	4	12	8,513	123,335
2013-14	1,426	9,982	6,247	93,705	8	63	38	483	35	105	7,754	104,338
2012-13	15,074	105,517	2,188	32,820	2	16	86	970	108	324	17,458	139,647

New Home Grant

The New Home Grant scheme was introduced on 1 July 2012 to stimulate the construction of new homes. The scheme provides a grant of $5,000 towards the purchase of new homes, homes off the plan and vacant land on which a new home will be built.

Financial year	Vacant land		New home		Total	
	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)
2015-16	10,064	50,320	4,859	24,295	14,923	74,615
2014-15	12,006	60,030	4,575	22,875	16,581	82,905
2013-14	12,509	62,545	9,132	45,660	21,641	108,205
2012-13	7,407	37,035	4,777	23,885	12,184	60,920

First Home—New Home

The First Home—New Home scheme commenced from 1 January 2012 and provides eligible purchasers with exemptions from transfer duty on new homes valued up to $550,000 and concessions for new homes valued between $550,000 and $650,000.

Appendix – Benefits

First Home New Home Duty Exemption/Concession – (previously FH Plus)

Financial year	Home		Other		Vacant land		Total	
	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)	Number	Value ($'000)
2015-16	4,971	66,366	48	244	4,486	27,923	**9,505**	**94,533**
2014-15	6,058	82,861	46	289	4,642	31,597	**10,716**	**114,747**
2013-14	6,402	92,608	76	865	4,326	27,642	**10,804**	**121,115**
2012-13	3,995	57,173	55	541	2,926	17,848	**6,976**	**75,562**

Jobs Action Plan

The Jobs Action Plan provides NSW businesses with a payroll tax rebate when they employ new workers in new eligible employment.

The scheme has been extended by a further four years to 30 June 2019 and the rebate increased from $4,000 to $5,000 for new jobs created after 1 July 2013.

Financial year	Number of positions registered	
	Metropolitan	Regional
2015-16	210,143	33,608
2014-15	17,625	4,152
2013-14	32,961	9,229
2012-13	8,636	1,637

Regional Relocation Grant

The Regional Relocation Grants Act provides for payments to approved applicants who relocate from metropolitan areas of NSW to regional areas of NSW for the purpose of employment or self-employment.

Financial year	Number	Value ($'000)
2015–16*	381	2,667
2014–15	1,894	13,258
2013–14	1,488	10,416
2012–13	1,444	10,108

*Regional Relocation Grant closed for purchases made by 30 September 2014 with last applications received by 31 March 2015.

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