

# Revenue NSW Aspire 2032



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# Message from the Deputy Secretary



Revenue NSW has a strong history of being reliable, trusted, and effective in collecting revenue on behalf of the state. However, we are much more than this.

Our agency connects with over 3 million people each year. We administer grants to individuals and businesses quickly and fairly, and work closely with our business partners, stakeholders, and customers to best administer the fines system for NSW. We collect over one third of the state's revenue which is used to fund essential services such as hospitals, schools, and infrastructure.

We acknowledge that our customers' circumstances can play a huge role in how, when, and why they interact with us. We pride ourselves on approaching all customers with empathy, directly focusing on providing the best service possible.

The last two years have shaped us into a resilient, adaptable, and customer-focused workforce as we pivot to meet the needs

of our customers in tough and unprecedented times. Our Aspire 2032 strategic planning process provided us with the opportunity to pause, reflect and plan for the unplannable. We reflected on what we do for our customers, our people and the NSW Government as a whole and how can we do it better. Understanding our past, the capabilities we must hold to support the people of NSW, and the opportunities to think boldly have formed the substance of our 10-year strategy which I am very proud to lead and drive.

The successful delivery of this strategic plan will challenge us to lead the way in administering our functions, led by an empowered workforce who are delivering valuable services to our customers and the State.

**Scott Johnston**  
Deputy Secretary, Revenue NSW  
Chief Commissioner of  
State Revenue  
Commissioner of  
Fines Administration

# Revenue NSW Aspire 2032

## Our purpose

To administer grants, resolve fines and collect revenue to fund essential State services for the people of NSW in a fair, efficient, and timely manner.

## Our vision

To be the world's most innovative and customer-centric revenue agency contributing to a fairer, safer and stronger NSW.

## Our Customer Commitments



Easy to engage



Act with empathy



Engage the community



Respect my time



Explain what to expect



Resolve the situation

## Our values | Integrity | Trust | Service | Accountability

## Our Strategic Focus Areas



### Passionate Customer Focus

We are **easy** for customers to **engage with**  
We are **connected** to our customers and anticipate their needs  
We **support** customers experiencing **hardship**  
We maintain **strong partnerships** to ensure we remain **responsive** to **community needs**



### Embrace Innovation

We **explore** and test emerging concepts with our **customers**  
We design **solutions** to serve our customers  
We use **data** to **proactively** anticipate and respond to customers' needs



### Collect, Protect, Enable

We collect taxes and state debt to **fund the future of NSW**  
We **protect** NSW and NSW citizens through **encouraging safe behaviour**  
We enable **economic resilience** through fair and timely distribution of grants  
We **lead with integrity** to deliver the **best outcomes** for NSW citizens



### Always Secure

We are **industry leaders** in managing the **customer data journey** to **protect** privacy and maintain **security**  
We enable best practice **risk informed decisions** and delivery  
We are **trusted** by the community



### People at the Heart

Our people are as **diverse** as the **customers we serve**  
Our people are **empowered** and **motivated** through development and opportunities  
Our culture of **belonging** fosters an **open and supportive community**

How we will measure our success



Customer satisfaction



Cost to administer \$100 of revenue



% Customers trust revenue staff



Staff engagement



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# Overview of Revenue NSW





The taxes and fines collected by Revenue NSW are used by the NSW Government to pay for essential government services including teachers, schools, health professionals, hospitals, public transport and infrastructure. Intrinsic to our work is our commitment to protect the community by helping them responsibly resolve fines. We also support the community through the delivery of housing affordability grants, and vital concessions in times of distress such as bushfires and floods.

An overview of who we are and what we do is set out below.

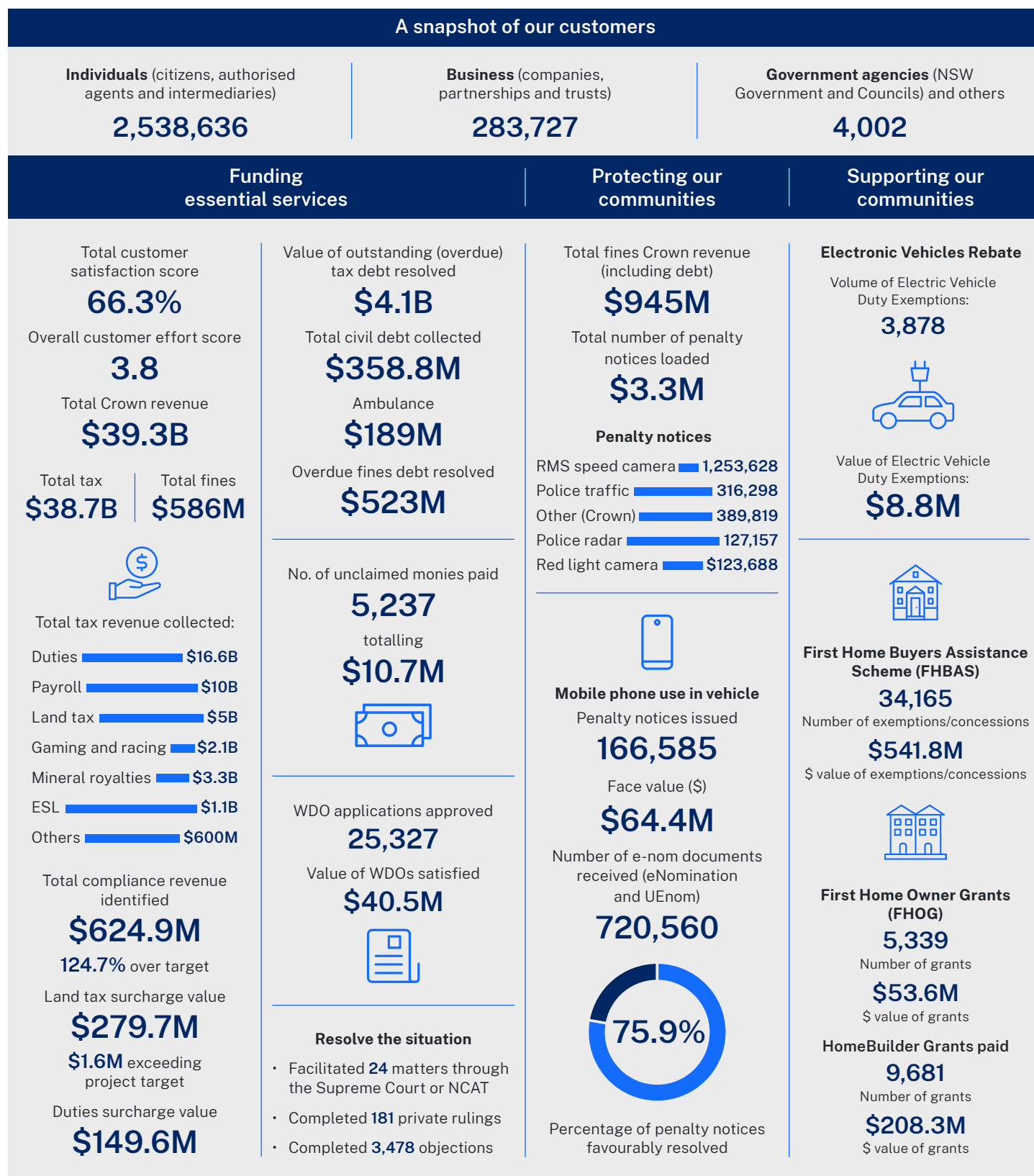
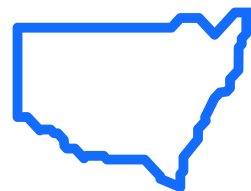


Figure 1: Revenue NSW overview 2021-22



## Our Purpose

To administer grants, resolve fines and collect revenue to fund essential State services for the people of NSW in a fair, efficient, and timely manner.



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## Our Vision

To be the world's most innovative and customer-centric revenue agency contributing to a fairer, safer and stronger NSW.



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# Our Values

## The values of the NSW Government are the values of Revenue NSW: **Integrity | Trust | Service | Accountability**

Our core values embody who we are, how we work, and what we prioritise. These values underpin our vision and are foundational in our direction to achieve our strategic goals.

Our values guide every interaction we have with the NSW community and hold us accountable to be the best organisation we can be.

### **We have Integrity**

- Consider people equally without prejudice or favour.
- Act professionally with honesty, consistency and impartiality.
- Take responsibility for situations, showing leadership and courage.
- Place the public interest over personal interest.

### **We build Trust**

- Appreciate difference and welcome learning from others.
- Build relationships based on mutual respect.
- Uphold the law, institutions of government and democratic principles.
- Communicate intentions clearly and invite teamwork and collaboration.
- Provide apolitical and non-partisan advice.

### **We prioritise Service**

- Provide services fairly with a focus on customer needs.
- Be flexible, innovative and reliable in delivering services.
- Engage with the not-for-profit and business sectors to develop and implement service solutions.
- Focus on quality while maximising service delivery.

### **We embody Accountability**

- Recruit and promote employees on merit.
- Take responsibility for decisions and actions.
- Provide transparency to enable public scrutiny.
- Observe standards for safety.
- Be fiscally responsible and focus on efficient, effective and prudent use of resources.



# Our Customer Commitments

We are playing our part in becoming the world’s most customer-centric government by 2030 and will always put the customer at the heart of everything we do. Our customers are many and varied, and include individuals who live, work or invest in NSW or are visitors. They include our business partners, other government agencies and the stakeholders we work with to deliver services to the people and businesses of NSW.

Some of our customers interact with us only because they have to – it is not always by choice. Whatever the circumstances, we always aim to act with empathy and professionalism to build trust with all our customers.

We aim to break cycles of disadvantage and ensure our customers feel valued and accepted in all aspects of their lives.

For customers experiencing hardship, we work with them to help resolve their debts. This includes customers who are experiencing financial, social or environmental challenges. We strive to anticipate their needs and develop solutions that provide them with the right assistance in a timely manner.

Our ongoing and future programs will see a continued focus on our customers. We remain agile and adaptive in our approach to overcome times of uncertainty

and change. We hold ourselves accountable for our actions, work to build trust and maintain strong relationships. We aim to deliver positive outcomes, for both our customers and society, and we provide trusted, effective and easy services.

Our commitment to our customers and a continuous improvement approach will underpin the development of a robust, future-focused Customer Strategy that will inform decision making and program development in alignment with the NSW Customer Strategy.



Figure 2: NSW Government customer service commitments

# Our Strategy

Major changes are occurring globally, nationally and locally.

The purpose of this strategy is to position Revenue NSW so that it can continue to help lead NSW into the future.

Revenue NSW is equipped for the coming decade with a full suite of key enablers.

Revenue NSW has recently completed a highly successful two-year transformation plan focused on digital delivery improvements and embedding future ways of working. The organisation and the Aspire 2032 Strategy start from a strong base.

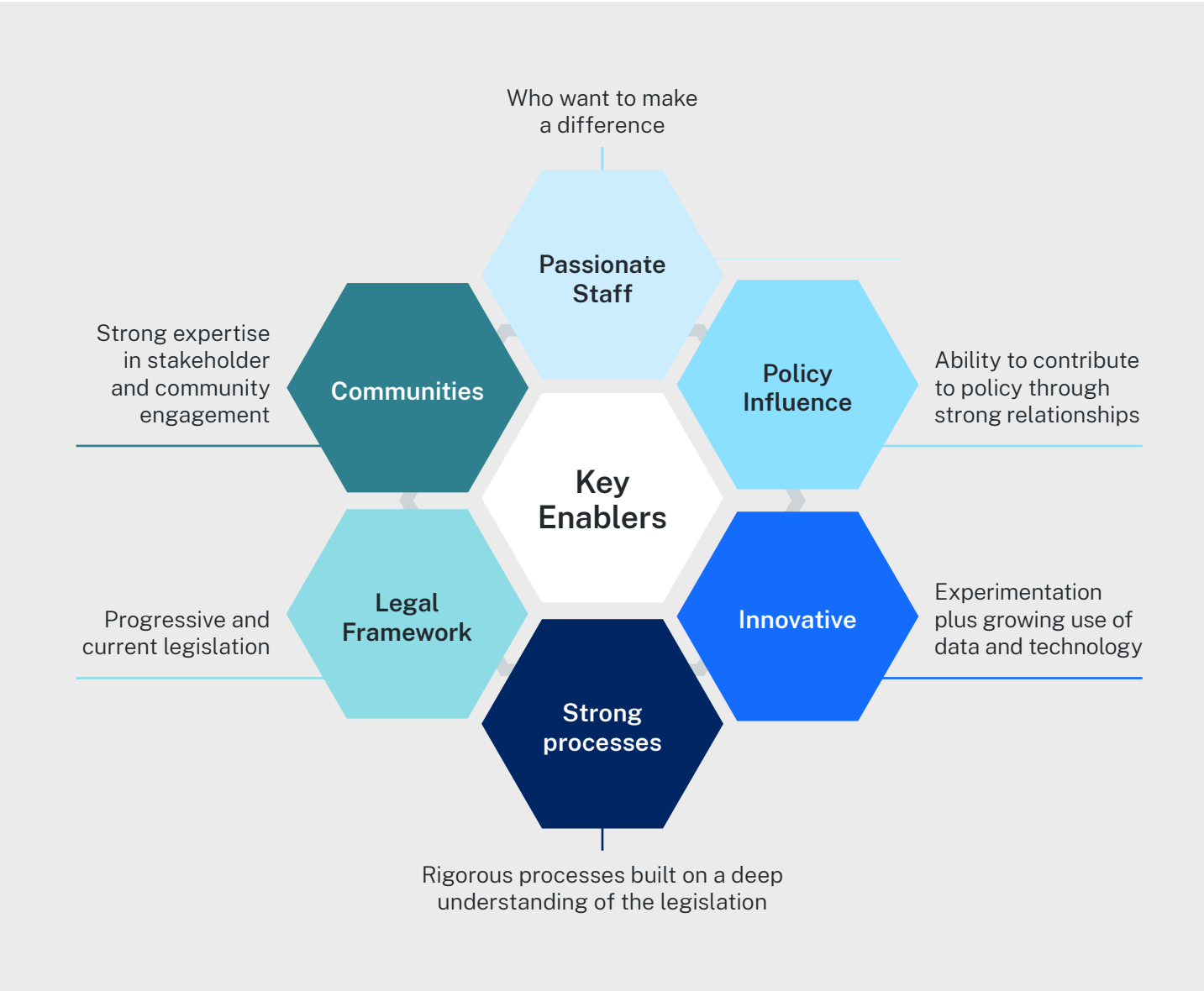


Figure 3: Revenue NSW key enablers

We operate in a rapidly changing environment. The past two decades have seen major global shifts and there is every indication the pace of change will continue to rise. Examples of external factors influencing Revenue NSW include:

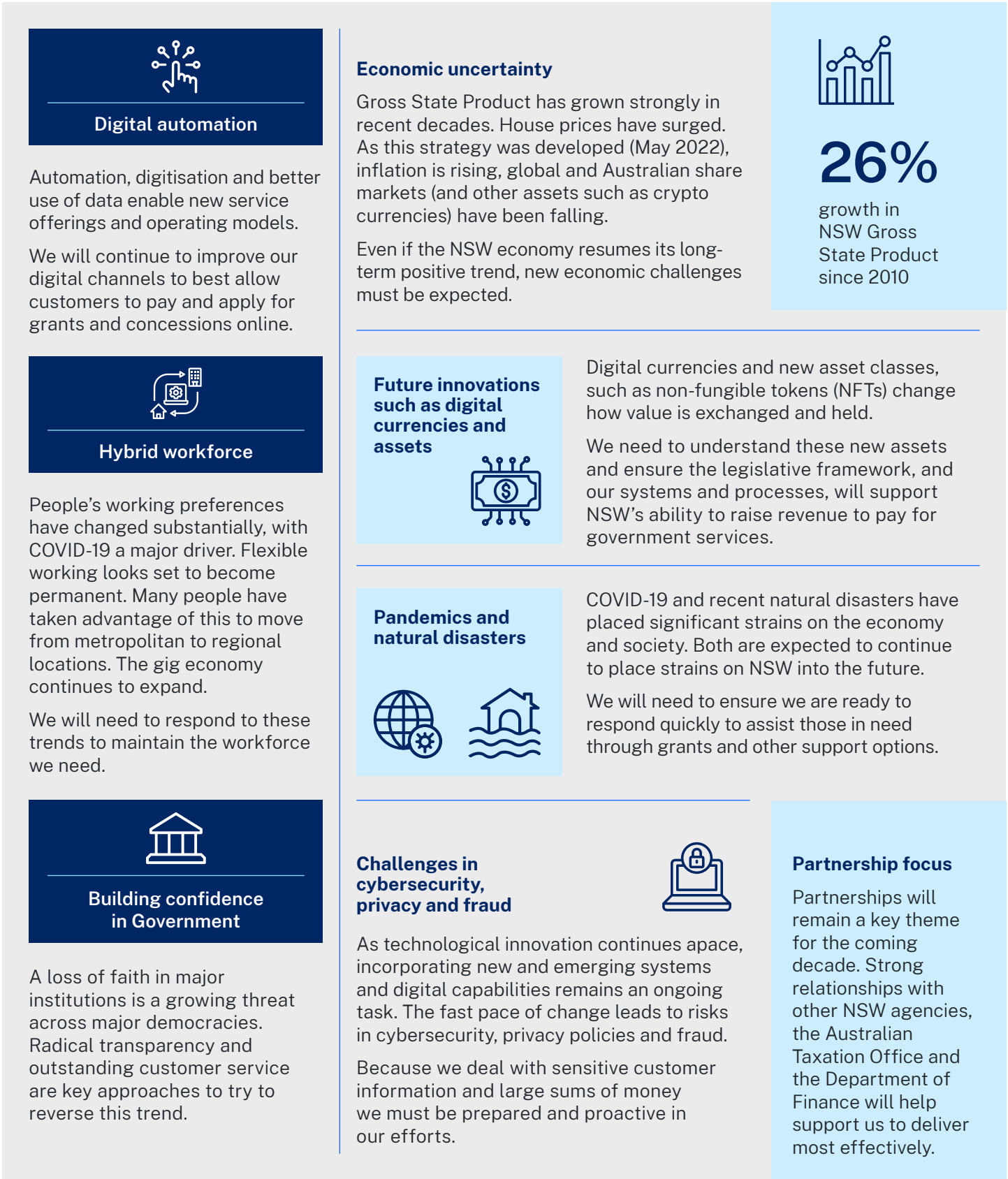


Figure 4: External factors influencing both Australia and NSW



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# Our Strategic Focus Areas to 2032



Our strategic focus areas to 2032 are designed to build on our existing strengths and prepare the organisation to become the world's most innovative and customer-centric revenue agency over the coming ten years.



Figure 5: Our strategic focus areas to 2032



# Passionate Customer Focus



Our customers expect personalised and on demand service delivery.

We will develop a deep understanding of our customers to create tailored, accessible and exceptional services.

Our customers' needs are broad.

We will work in partnership to design seamless interactions, helping our customers get back to their day-to-day activities.

## Our desired outcomes

- We are easy for customers to engage with
- We are connected to our customers and anticipate their needs
- We support customers experiencing hardship
- We maintain strong partnerships to ensure we remain responsive to community needs

## Our Delivery Path

### Horizon one (2022-2025)

We approach everything we do with an authentic, customer-centric mindset.

We proactively support our customers through a coordinated education and engagement program, supported by accessible services and alternative resolution options.

### Horizon two (2025-2029)

We have a uniform view of customer interactions, supported by a strong, real-time Voice of Customer function.

### Horizon three (2029-2032)

Our customer experience, built through co-design with our customers, is second to none among the public service, ensuring our services are truly fit-for-purpose.

## Success Indicators



Customer  
satisfaction



Customer  
effort



Alternative  
resolution options





# Embrace Innovation



Innovation provides opportunities to improve outcomes for our customers and address problems that may have once felt impossible. We are open to innovation across everything we do. We want our people to not only be comfortable with change but to actively seek out opportunities to drive improvement.

## Our desired outcomes

- We explore and test emerging concepts with our customers
- We design solutions to serve our customers
- We use data to proactively anticipate and respond to customers' needs

## Our Delivery Path

### Horizon one (2022-2025)

We collaborate with customers and stakeholders to design, test, and implement innovative solutions

We embrace best practice and the wealth of data available to us to inform our decision-making.

### Horizon two (2025-2029)

We investigate and trial new and emerging technologies to enhance our customer experience.

### Horizon three (2029-2032)

We are renowned as leaders for our customer-centric policy reform and services.

## Success Indicators



Benefits of  
innovations



Collaboration



Design thinking



# Collect, Protect, Enable



To be the top revenue agency in the world we must be great at our core business. We will efficiently collect revenue and distribute grants to deliver the best possible outcomes for our customers and NSW. Through exceptional service delivery embedded with trust and integrity, we will support and fund the future of NSW.

## Our desired outcomes

- We collect taxes and state debt to fund the future of NSW
- We protect NSW and NSW citizens through encouraging safe behaviour
- We enable economic resilience through fair and timely distribution of grants
- We lead with integrity to deliver the best outcomes for NSW citizens

## Our Delivery Path

### Horizon one (2022-2025)

We influence ongoing voluntary customer compliance through behavioural insights and proactive education techniques.

We provide prompt and accessible support and relief for the citizens of NSW.

### Horizon two (2025-2029)

We enable better tax compliance and revenue collection through real-time data exchange across agencies and jurisdictions.

### Horizon three (2029-2032)

We affect behavioural change and provide the best outcomes possible for our customers by tailoring our methodology and compliance practices to suit their varied needs.

## Success Indicators



Tax gap



Cost to administer  
\$100



Debt book  
position



Reach of  
education



# Always Secure



Our customers and stakeholders expect data and information to be treated with the utmost care. Safeguarding data and information is becoming more complex. There is an ever-growing need for effective surveillance, detection and mitigation of threats.

## Our desired outcomes

- We are industry leaders in managing the customer data journey to protect privacy and maintain security
- We enable best practice risk informed decisions and delivery
- We are trusted by the community

## Our Delivery Path

### Horizon one (2022-2025)

We ensure the security and currency of our digital systems through the application of a sustainable cost model.

Our integrated data governance, privacy, and cybersecurity framework guides organisational decision-making.

### Horizon two (2025-2029)

We effectively utilise data tools and technology guided by strong governance to optimise our systems and platforms.

We utilise data and insights to enable risk informed decision-making.

### Horizon three (2029-2032)

We are trusted by the community as guardians of their information delivering a streamlined customer experience, enable by our secure and future-ready systems.

## Success Indicators



Customer trust



Privacy and security by design



Privacy breaches (towards zero)





# People at the Heart



Delivering a great customer experience relies on our people. The community we serve is becoming more diverse. We will reflect this in our organisation and strive to serve with compassion and empathy.

## Our desired outcomes

- Our people are as diverse as the customers we serve
- Our people are empowered and motivated through development and opportunities
- Our culture of belonging fosters an open and supportive community

## Our Delivery Path

### Horizon one (2022-2025)

Our people are diverse and empowered to seek personal and professional development opportunities.

Our people understand their role in contributing to Revenue NSW's overall strategy, performance and culture.

### Horizon two (2025-2029)

Our organisation is future-ready, supported by effective people planning and investment in capability uplift to effectively respond to change.

Our organisation fosters a growth mindset, offers a strong culture and workplace environment that attracts and retains capable and engaged employees.

### Horizon three (2029-2032)

Our people and organisation are recognised as innovative, high performing and adaptive, enabled by a strong and supportive culture.

## Success Indicators



Employee  
experience



Care and  
Belonging

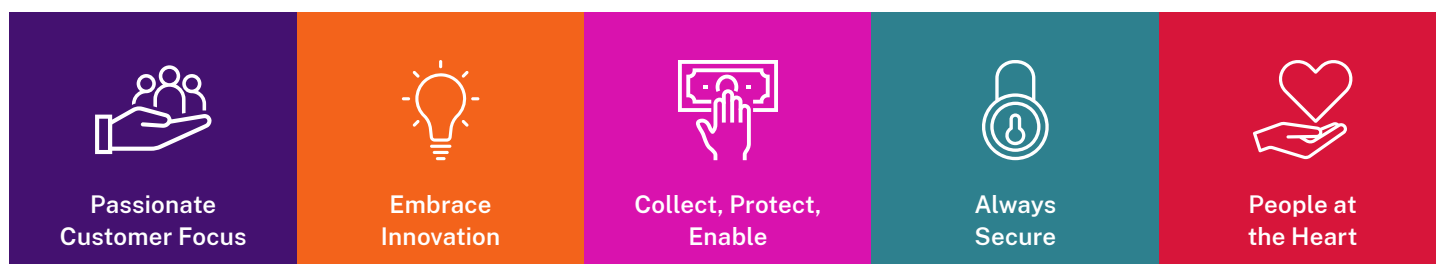


Leadership  
capability



Attraction, retention  
and development

# Our Delivery Path across all Strategic Focus Areas



## Horizon one: 2022-2025

	We approach everything we do with an authentic, customer-centric mindset We proactively support our customers through a coordinated education and engagement program, supported by accessible services and alternative resolution options
	We collaborate with customers and stakeholders to design, test, and implement innovative solutions We embrace best practice and the wealth of data available to us to inform our decision-making
	We influence ongoing voluntary customer compliance through behavioural insights and proactive education techniques We provide prompt and accessible support and relief for the citizens of NSW
	We ensure the security and currency of our digital systems through the application of a sustainable cost model Our integrated data governance, privacy, and cybersecurity framework guides organisational decision-making
	Our people are diverse and empowered to seek personal and professional development opportunities Our people understand their role in contributing to Revenue NSW's overall strategy, performance, and culture

## Horizon two: 2025-2029

	We have a uniform view of customer interactions, supported by a strong, real-time Voice of Customer function
	We investigate and trial new and emerging technologies to enhance our customer experience
	We enable better tax compliance and revenue collection through real-time data exchange across agencies and jurisdictions
	We effectively utilise data tools and technology guided by strong governance to optimise our systems and platforms We utilise data and insights to enable risk informed decision-making
	Our organisation is future-ready, supported by effective people planning and investment in capability uplift to effectively respond to change Our organisation fosters a growth mindset, offers a strong culture and workplace environment that attracts and retains capable and engaged employees

## Horizon three: 2029-2032

	Our customer experience, built through co-design with our customers, is second to none among the public service, ensuring our services are truly fit-for-purpose
	We are renowned as leaders for our customer-centric policy reform and services
	We affect behavioural change and provide the best outcomes possible for our customers by tailoring our methodology and compliance practices to suit their varied needs
	We are trusted by the community as guardians of their information delivering a streamlined customer experience, enabled by our secure and future-ready systems
	Our people and organisation are recognised as innovative, high performing and adaptive, enabled by a strong and supportive culture

# Our Risk Management Approach



Our approach to risk management is tailored to our organisational needs and is flexible to manage risk at multiple levels.

- For the overall strategy and focus areas - We will take an overall view of the strategic risk profile to make sure we are doing the right things and responding to our environment as necessary. As identified in this strategy the key strategic risk we face is the nature and speed of change and the broader impacts that has on our operating environment - our customers, communities and own people. As part of the development of this strategy we have really challenged our leaders and teams to think about what the future we will be operating in might look like, and consider what threats, challenges and opportunities may present to our stakeholders, customers, and people.
- Delivery - for the achievement of individual objectives and measures as risk indicators - This is about ensuring we are doing what we said we would. It's about identifying the challenges and opportunities for the objectives, planning for them and managing them to ensure we successfully achieve our measures, or we respond when they are not on track to identify why they are at risk and take steps to address this.

- At the initiative level risk management we will identify, monitor and review the risks and opportunities to the delivery of the initiative and the broader impact on the strategy, organisation and stakeholders.

## Ongoing risk management

Risk management is not a one-off activity. It is important to continue the significant investment in understanding our challenges and opportunities by embedding active identification, monitoring and review of risks associated with our strategy into our ongoing risk management approach. The key elements of our approach are:

- Risks to the overall strategy will be owned by the Executive Leadership team with support from the extended executive team. Monitoring will be quarterly.
- Risks to the individual objectives will be owned by the Executive Sponsor and monitored by the delivery team on an ongoing basis. We will also take a consolidated portfolio view of the risks to each focus area and the initiatives that support it.
- Risks to initiatives will be owned by the Executive Lead and monitored on a regular basis. Risks that present a broader challenge to the strategy will be considered in the portfolio view of the overall risk profile.

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## Revenue NSW

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