

2016-17



Delivering government priorities



Revenue NSW
Year in Review

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From the Deputy Secretary

Revenue NSW performs a core government function of revenue management by collecting revenue, administering grants and recovering debt on behalf of the people of New South Wales (NSW). Our revenue from state taxes and fines represents over 35 per cent of NSW finances, which helps fund essential community services such as health care, school education, public transport, infrastructure and policing.

We delivered on Government commitments by implementing the surcharge on foreign owners with over \$203 million paid or assessed. We also remitted \$15.6 million in solatium payments for residents whose land was acquired by Government.

Our organisation has a strong sense of social responsibility. We have a duty to protect vulnerable customers and partner with fellow agencies and not for profit organisations to support customers in difficult circumstances. We had great success with our Work and Development Order (WDO) program, with 10,857 WDOs completed in 2016/17. This program provides alternative ways for people to resolve fines debt through rehabilitation programs and community service work. Last year was a record year, with 23,122 WDOs entered into, up 29 per cent from the previous year.

Focusing on putting our customers first, we introduced MyCustomer, a new way to capture staff and customer feedback and ideas. We have implemented 74 suggestions to improve customer experience and will continue to review and implement feedback captured through MyCustomer.

We are also committed to improving customer experience through delivering better digital services. We partnered with NSW Police to introduce a digital solution, Mobipol, for officers in the field to issue fines. In its first full year, 84 per cent of fines were issued electronically, improving service efficiency.

Our people are integral to our organisation's success. In March 2017, we launched 'Our Story', our employee engagement and culture initiative. Our Story delivered leadership and innovation workshops, online training, a program for high potential women, and other professional development activities.

In 2017-18, I look forward to further developing our social responsibility programs, streamlining services through collaboration with our government and non-government partners, and improving our systems capability to achieve the best outcomes for our customers.



Stephen Brady
Deputy Secretary for Revenue NSW



Our organisation has a strong sense of social responsibility. We partner with fellow agencies and not for profit organisations to support vulnerable customers in difficult circumstances.

Who we are

Revenue NSW is the state's principal revenue management agency. We are guided by our vision, purpose and organisational values. Our strategic pillars support us to achieve our vision.

Vision

A highly capable and connected organisation delivering the Government's priorities through our core function of Revenue Management to ensure a safe, fair and prosperous New South Wales.

Purpose

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

'CASII' values

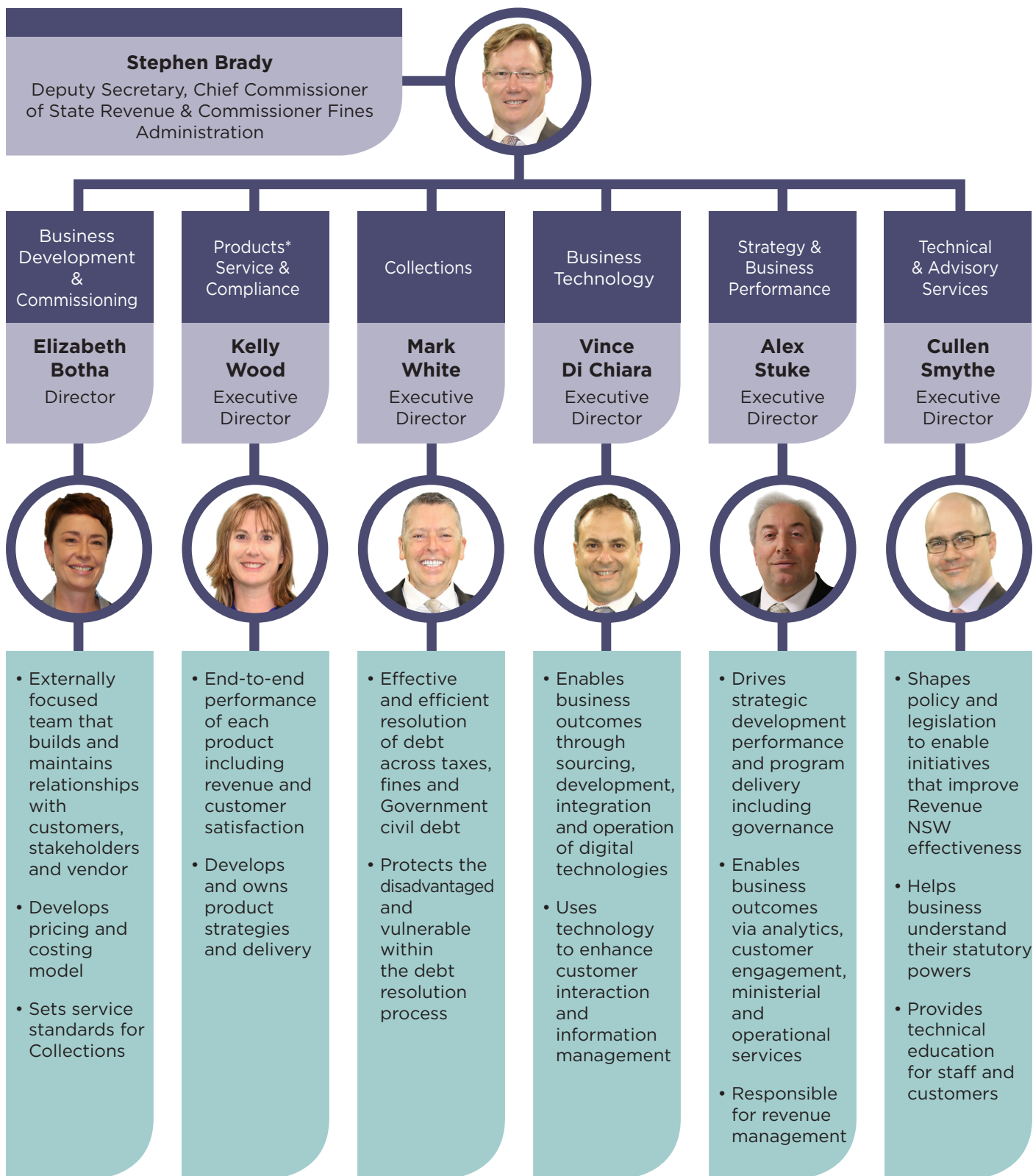
Our core values are collaboration, achievement, service, integrity and innovation.

Our pillars

These include:

- **Customer experience** - make it easy for customers to do business with us
- **People and culture** - capable and engaged workforce
- **Compliance** - maximise compliance
- **Processes and systems** - processes and systems meet the needs of our stakeholders
- **Growth and innovation** - innovate to renew services and processes and expand our service offerings

Our organisation chart



1. Products, Services and Compliance - Kelly Wood commenced October 2016
2. Technical & Advisory Services - Cullen Smythe commenced August 2016
3. Business Development & Commissioning - Elizabeth Botha commenced August 2016
4. Business Technology Services - Vince Di Chiara commenced August 2016

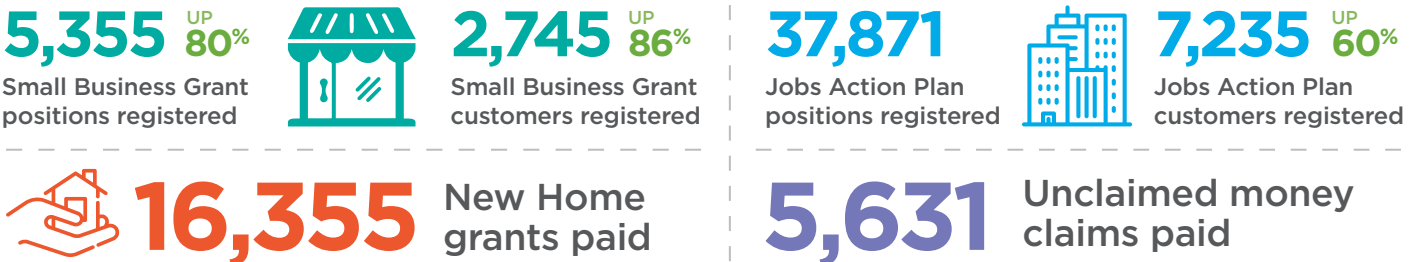
*Products refers to the various levies, taxes, grants and fines that Revenue NSW administers.

Key achievements

A record \$29.4 billion Crown revenue was collected in 2016/17



BENEFITS



AND MORE...



*Collections Centre customer transactions includes inbound calls, outbound calls, email and mail actioned in the Collection Centre

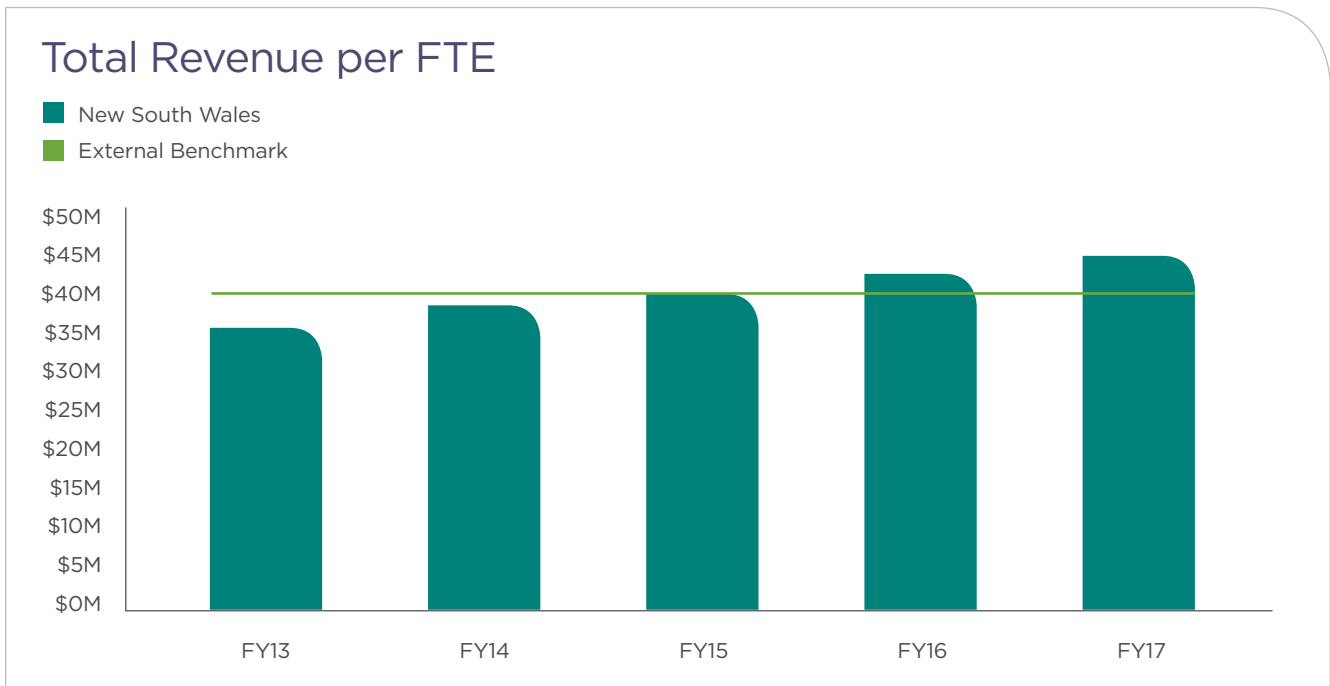
Benchmarking

Tax benchmarking

The efficiency of our tax revenue administration has consistently improved.

To assess this, we compare the value of all the revenue we administer with the average number of full time equivalent (FTE) staff required to administer it - a recognised approach for benchmarking efficiency.

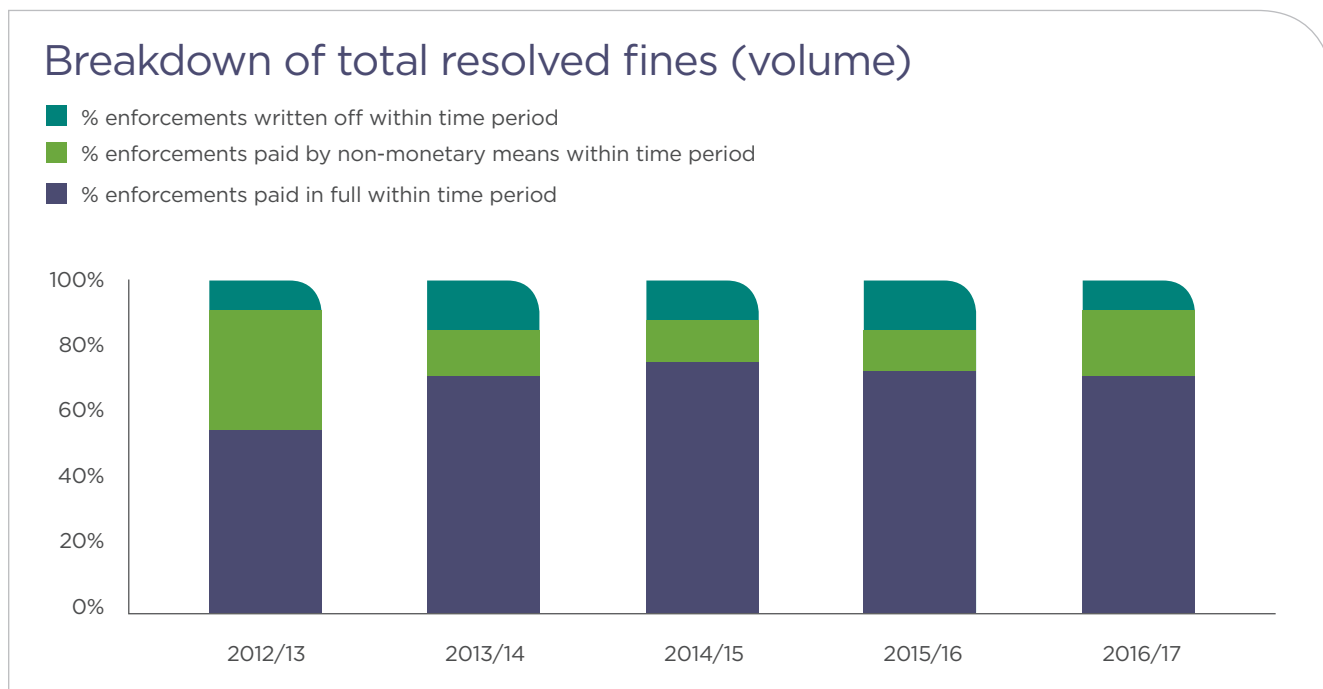
Total revenue per FTE has had an average annual growth of 7 per cent for the past 5 years. This means that Revenue NSW is now more efficient than the United States' Internal Revenue Service efficiency of AU \$40.85 million per FTE.



Fines performance

Revenue NSW regularly reviews its fines performance to achieve industry best practice. Our trends in fines resolved by payments or through non-monetary means, such as Work and Development Orders, compared to fines written off reflect effectiveness in fines administration.

The graph below shows that, for 2016/17, enforcements that have been paid in full and paid by non-monetary means represent a significant proportion of total resolved fines.



Our performance

We conducted a comprehensive review of our performance measurement framework, key performance indicators (KPIs) and reporting.

From 1 July 2016, the KPIs:

- are reported in a newly developed dashboard (see Appendix B), which shows if we are on target in delivering our KPIs against the measures of effectiveness, efficiency and quality to which they are aligned
- are aligned to track the achievement of the goals for our strategic plan, Revenue 2021, which focuses on our customer experience
- have been reviewed and developed using a 'bottom-up' approach, ensuring a clear connection between the overarching KPIs and the individual measures which contribute to them
- are incorporated into a revised planning framework and individual performance agreements. Our annual Divisional plan continues to include success measures and hold an individual position responsible for each initiative.

Executives' and Managers' accountability for delivering their business plans is also incorporated into their performance agreements.

Our review of KPIs is part of an ongoing process, we are constantly looking to redefine and use data to continuously improve and inform our business decisions.

Our social responsibilities

Supporting vulnerable customers facing fines debt

Individuals who are in financial distress or facing other types of hardship can be disproportionately impacted by an accumulation of fines that they cannot pay, the effects of which are often felt by their families and communities.

Instead of facing spiralling debt, eligible individuals can take part in the Work and Development Order (WDO) program, which we have continued to grow. This gives vulnerable people the chance to clear their fines debt by engaging in unpaid work, educational or drug and alcohol treatment programs through an approved organisation or 'WDO sponsor', which assists customers to apply.

Providing a constructive alternative to fines debt, 10,857 WDOs were completed in 2016/17, resulting in \$27.6 million worth of fines being satisfied or 'worked off'.

Enhanced the online WDO Self-Service Portal introducing online sponsor forms to make it easier for organisations to make applications on their customers' behalf

87%

of sponsors and advocates found the WDO Self-Service Portal was easy to use

97%

of WDO sponsors and advocates agree our staff are professional and knowledgeable.

In August 2016, Revenue NSW worked with financial institutions to ensure that a minimum protected amount is maintained when a garnishee order is issued. This involves never leaving a garnishee with less than a certain amount in their bank account to help protect our vulnerable fines customers.

Community outreach program

Our community outreach program engages vulnerable Indigenous customers to help them resolve their fines. We work with a range of stakeholders to connect them with relevant services and initiatives as well as information on the laws, how they are enforced and what the options are if they receive a fine. During 2016/17, over 6,000 Indigenous people have participated in 149 community outreach activities throughout NSW.

Our Wilcannia visit

An example of our community outreach activity was a visit to Wilcannia in April 2017. Taking a holistic approach to supporting customers managing their obligations to government, we collaborated with other key support agencies including Energy and Water Ombudsman NSW, Salvation Army, Origin Energy, Warruwi Gambling Help, NSW Fair Trading, Lifeline and the Anti-Discrimination Board NSW. On the day, our staff were approached by several members of the Wilcannia community who told their stories about their fines and enforcement orders and how they had their licences cancelled. We created Time to Pay arrangements that would work within their financial circumstances and were able to lift licence sanctions as a result. Restoring driver licences supported them to commute to work and get their children to school, so they can continue to contribute to their households, workplace and community.

Safer communities

Victim Restitution Orders (VROs) are the recovery of victims' support payments or actual expenses paid to victims of an act of violence. A VRO is the action taken by the Department of Justice's Victims Services to recover money from the perpetrator where they have been convicted of that offence.

From 1 May 2017, we managed the VRO program on behalf of Victims Services, with payments and establishment of payment plans starting from 1 July 2017.

Customer Experience



They were able to deal with my enquiry in a thoroughly professional and dignified manner

MyCustomer compliment

80%

CUSTOMER SATISFACTION

Over 2016/17, we have delivered a range of improvements for our customers and to become a more customer-centric organisation.

Some key achievements include:

- Fines and Land Tax customers invited to our newly launched Collaboration Laboratory ('Co-Lab') for interviews and to share their experience in managing their fine or land tax matters, aiding better process and service design
- Insolvency practitioners engaged in a workshop in our Co-Lab to collaborate and discuss their interactions with Revenue NSW and opportunities for improvement
- supporting more customer enquiries to be addressed through Service NSW, including how to pay fines, fines relating to school zones, and fines for offenders with clear driving records
- collecting over \$1.2 million using outbound dialler technology, resulting in a 76 per cent efficiency gain. This technology allows us to implement outbound call strategies prompting customers for payment before sanctions are applied, providing a better customer experience
- enhancing our payroll tax auditing by improving how we communicate with customers during an audit and providing feedback on how the audit is progressing; updating our website with common errors found to help customers avoid errors in the future; and implementing a 'light touch' audit payroll tax methodology to target smaller, low risk customers. There were 106 such payroll tax audits were completed during the year, identifying an additional \$695,000 in revenue
- reuniting more than 6,000 people with a total of \$15.4 million in unclaimed money
- launching the online learning platform, 'Revenue Academy', for external stakeholders to complete their training
- answering over 45,700 calls regarding payroll tax, the Jobs Action Plan and Small Business Grants.

Understanding our customers

We conducted our annual customer satisfaction survey in November 2016. Respondents were most positive about these aspects of interacting with us:

- our staff making things clear and simple (89 per cent)
- receiving consistent information from us (88 per cent)
- our explanations about why we need to know about customers (84 per cent)
- responding quickly to problems or queries (83 per cent)
- providing tailored solutions (83 per cent).

Respondents were least positive about:

- making dispute options clear (77 per cent)
- assessing their situation fairly (74 per cent)
- digital services making it faster and more convenient to deal with (73 per cent).

MyCustomer

In January 2017, we introduced MyCustomer to capture staff and customer feedback and ideas. We captured 378 ideas for improvement, 206 compliments and 1,099 complaints from customers and staff.

Assessing ideas for improvement:

- 74 suggestions for improvement were implemented to improve customer experience
- Improvements to processes and systems accounted for 55% of ideas, followed by customer experience improvements at 23%.

Customer Experience (CX) Council

We established the CX Council in November 2016. The council has members across all business units in Revenue NSW. The council plays a key role of championing customer experience across the organisation. This includes advocating for improving customer experience across our platforms and services and ensuring appropriate KPIs are in place to monitor how effective we are in meeting the commitments of our customer charter (developed during 2016/17 in consultation with customers and staff) in being fair, accountable, knowing what we are talking about and being easy to deal with.

Key improvements delivered:

Increased engagement with customers to listen to their feedback and involve them in the co-design of improvements related to our Fines and Land Tax services

Developed a CX strategy to ensure the customer is at the centre of everything we do and make it easy for them to use our services.

Better digital services

Revenue NSW has improved digital services in 2016/17 to provide a better customer experience. This includes:

- In 2016/17 there was a 50 per cent growth in companies who were registered to electronically nominate¹ offending drivers for penalty notices
- 84 per cent of NSW Police fines were digitally issued by a handheld electronic device. MobiPol² has reduced external contract provider costs by 29 per cent, reduced delays to customers and provided an immediate ability to pay.
- using SMS and outbound dialler technology to deliver a business-as-usual customer satisfaction program assessing interactions with our call centre
- enabling land tax and payroll tax customers to apply online to pay by instalments
- employing an SMS service to support customers to pay debt owed to Government agencies on time.

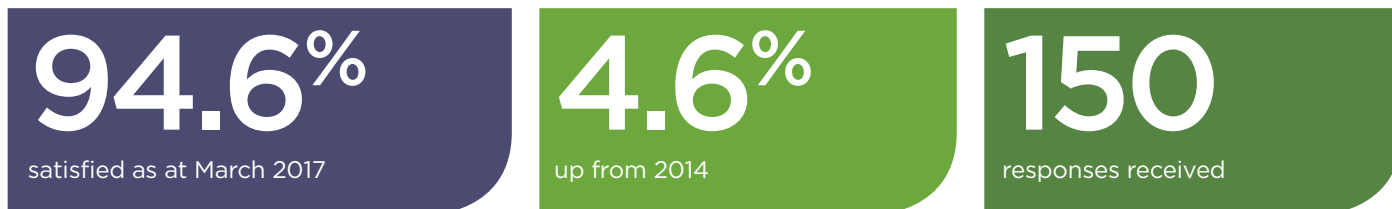
¹When an offence is committed by a person who is not the owner of a vehicle, the penalty can now be transferred to the driver at the time of the offence, through our online service.

²Mobipol first issued an infringement in November 2015. With 2016/17 being the first full year of operation.

Services for our business partners

We collect revenue on behalf of authorities issuing penalty notices in NSW for a service fee. We survey these business partners to assess their satisfaction levels, obtain feedback and identify opportunities to expand the scope of our services to them.

We asked: 'How satisfied are you with the services we provide?'



A key deliverable has always been our Regional and Metropolitan Forums where we report back to our business partners and provide them with updates on our service offering. This year we developed a holistic view of Revenue NSW incorporating the end to end life cycle of our customers, a new online training platform, Work and Development Order and community support as well as our proposed expansion of services.

Educating business and citizens of NSW

We conducted over 270 free webinars and seminars for over 12,600 people in 50 locations across the state, including regional areas. These free seminars to businesses and their professional representatives provided updates on topics including NSW business and property taxes, small business grants, first home buyer benefits, unclaimed money and WDOs.

We also presented at 20 Property Exchange Australia (PEXA) events. PEXA is a national platform that supports the exchange of property, through the ability to perform lodgements and property settlements online in a simple transaction. These events were attended by over 1,600 firms to promote e-conveyancing and explain the roles of participants, such as Revenue NSW, the Office of the Registrar General and banks, in the PEXA process.

Solutium payments

The NSW Government reviewed its approach to land acquisition and has delivered some major improvements to make the process fairer, more transparent and customer friendly for land owners. Revenue NSW remitted \$15.6 million in solatium payments to owners or occupiers of properties acquired by the NSW Government. We took a whole of government approach by helping recipients find unclaimed money owing to them and supporting them in meeting other obligations including resolving any outstanding fines and debt owed to another government agency.

Partnering with Service NSW

We have improved customer experience by increasing the number of queries that Service NSW can resolve at the first point of contact. Service NSW is now able to respond to Revenue NSW fines customer enquiries regarding fines relating to school zones, how to pay, and recent fines, using a newly developed search tool for these enquiries.

This builds on arrangements already in place for our customers to use the Service NSW mobile app to track and pay fines, consistent with meeting the NSW Government priority for 70 per cent of government transactions to be conducted via digital channels by 2019.

We will continue our partnership to identify opportunities that will improve these services and customer experience.

People and Culture

Building an engaged, connected and capable workforce is a central part of our vision to realise our full potential in providing effective and innovative services. We also recognise staff who exemplify our organisational values through our annual Excellence Awards.

Our Story

We launched 'Our Story' in March 2017, a program for development of our people, leadership, connecting (through networking and digitally), and innovating. Its components are each led by Executive team sponsors who implement identified initiatives collaboratively with staff ambassadors from across our metropolitan and regional office sites.

As part of Our Story in 2016/17 we:

- conducted a 'Day to Innovate' to explore how we can be more innovative
- developed our high potential female leaders through our Aspire program
- delivered WiFi to a number of sites
- launched a 1:1 online performance management feedback form
- provided learning opportunities through Lynda.com
- implemented 'Call to Lead' workshops - a face-to-face foundational leadership program.

Staff survey

In May 2016, employees of Revenue NSW took part in the annual People Matter Employee Survey. This resulted in a score of 63 per cent for staff engagement. This takes into account how attached staff are to the organisation and their capacity to give their best for it to succeed.

Investing our people

We supported the development of our people to ensure we deliver on our strategic plan. We:

- delivered design thinking training for 50 staff, applying this methodology when finding solutions to best meet customer needs
- established a Customer Experience Design Thinking Community of Practice
- identified 38 staff as Customer Experience (CX) Champions to support our transformation to become a more customer-centric organisation
- trained 57 people in process excellence
- trained more than 40 staff as Lean Six Sigma (best practice business improvement methodology) black belt practitioners, delivering 30 projects
- launched a Business Analysis Community of Practice to share business analysis and process excellence between different teams in Revenue NSW, leading to increased collaboration and application of best practice.



‘Thank you again Spokeswomen – it’s an affirmation that the business cares about staff and their wellbeing

- Breastscreen participant

We are also committed to supporting opportunities for women within our organisation, with two dedicated groups driving gender equity initiatives.

These include:

- **Future Female Leaders.** Among its initiatives is the Aspire leadership program; an intensive and immersive experience for its participants including mentoring, professional development, inspirational sessions from guest speakers, and a focus on project management skills such as establishing a business case, risk management and cost benefit analysis – all of which are put into practice on key project initiatives for the organisation.
- **Spokeswomen Committee.** This group partnered with Breastscreen NSW to provide this service to staff and also organises International Women’s Day celebrations and Christmas Charity work, among other activities.

Work from home trial piloted

Our Collection Centre conducted a working from home trial, consisting of nine staff. Its results showed that the trial delivered improvements for:

- our customer experience, with greater accessibility for our customers
- our business, with increased productivity and reliability in the workplace
- our staff, with improved staff satisfaction.

Due to its success, work from home trials are being expanded in 2017/18, with more people being added to the Collection Centre trial as well as expansion to our Land Tax and Fines teams.

Compliance

State Tax Compliance programs

	NUMBER OF INVESTIGATIONS	REVENUE IDENTIFIED
Payroll Tax	7,957	\$232.2m
Land Tax	21,219	\$175.5m
Duties	3,791	\$45.2m

Fines compliance

Prosecutions



Penalty notices issues for failing to comply with the law



Upfront compliance

As part of the 2016/17 Divisional Plan, Revenue NSW committed to developing a Voluntary Compliance Strategy to make it easier for customers to comply with their obligations. The strategy uses customer analytics and early trigger points to assist education and compliance efforts. The plan successfully reduced our cost to collect tax, fines and administer grants.

Delivering commitments to the NSW Government Expenditure Review Committee

Compliance revenue

From 2013-14, Revenue NSW was granted additional funding over five years to grow its compliance revenue and expand and enhance compliance activity. In 2016/17, Revenue NSW identified \$464.36 million of tax compliance revenue against a target of \$370 million, which exceeded our full year target for the fourth year in a row.

Increasing revenue through an expanded call centre

Our call centre recovered more revenue than expected with \$141.3 million collected in 2016/17 against a target of \$140 million. This has been made possible through additional funding provided three years ago to support the agency in expanding its compliance activity.

Debt Partners

The Debt Partnership program is a collaboration between Revenue NSW and panel of private sector collection agencies to resolve targeted segments of overdue fines debt for a fee. The program successfully resolved \$22.6 million against a target of \$20.2 million of revenue to be collected.

Foreign owner surcharge – improving housing affordability

Foreign owner surcharges (for Duties and Land Tax) were introduced for agreements entered into after 20 July 2016 for surcharge purchaser duty and from the 2017 tax year for land tax surcharge.

In 2016/17:

- 3,991 transactions where surcharge purchaser duty was paid with a total surcharge value of \$185.5 million
- 2,557 surcharge land tax assessments were issued with a total surcharge value of \$18.3 million.

Revenue NSW has new legislation in place to enable NSW to collect information for the Commonwealth that is not otherwise necessary for NSW tax administration purposes. NSW is the first state to successfully implement this project.

Processes and Systems

Future proofing our revenue systems

Revenue NSW commenced preliminary work to strategically modernise systems and optimise processes through a proof of concept in collaboration with peer agencies including Queensland Office of State Revenue, and through discovery work with New Zealand Inland Revenue and Tasmanian State Revenue Office.

Business Process Excellence and Lean Six Sigma

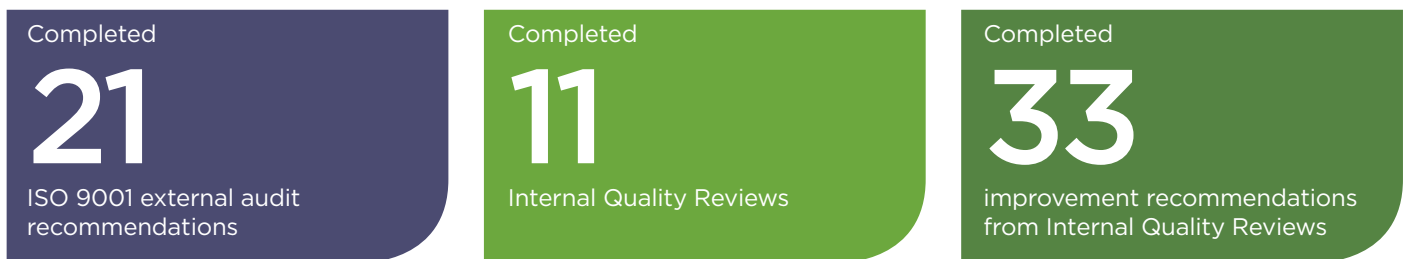
In 2016/17, our Business Process Excellence team conducted Lean Six Sigma training for over 40 staff across Revenue NSW. Staff were required to lead process improvement projects to build their skills and capability, as part of their training.

Accreditations

ISO 9001

Revenue NSW successfully been recertified and has completed the transition of its Quality Management System to comply with the new 2015 version of ISO 9001 Standard. There were 11 Internal Quality Reviews conducted to ensure our compliance with ISO requirements and to identify improvement opportunities resulting in 33 improvement recommendations being implemented across our different business areas.

Key highlights include:



ISO 27001

We maintained certification against the ISO27001:2013 standard, which ensures that we have an Information Security Management System (ISMS) in place to protect information, services and resources. Revenue NSW maintains an integrated and strongly governed ISMS, including disaster recovery and information security, for all Revenue NSW information, computer systems and applications. Physical security is within the scope of the program to ensure assets are protected. The activities of the program include:

- security awareness and training
- policies, standards and procedures
- risk management, threat assessment and analysis
- monitoring and reporting
- compliance and enforcement.

Operational Excellence Program – improving fines efficiency

To improve our collection of fines, we introduced automatic allocation of fines work items. Work items are allocated in line with staff capabilities and to prioritise processing fines according to how long they have been in the system. This program has improved customer service and staff engagement and provides opportunities for increased compliance activity.

Growth and Innovation

Whole of government debt recovery strategy

Our whole of government debt recovery strategy captures how we seek to drive efficiencies, reduce costs and create a better customer experience through a holistic approach to debt management in consultation with our partner agencies.

We extended the whole of government debt collection strategy after the successful on-boarding of NSW Ambulance. This service offering was extended to both State and Local Government agencies to manage some of their debts for services rendered.

We now provide a full, streamlined end-to-end solution from generating the invoice to the enforcement stage. Future partner agencies can select offerings that suit their business needs.

In 2016/17, debt to the value of \$144 million was referred for NSW Ambulance, of which \$116 million was resolved. Total NSW Ambulance collections increased by 21.25 per cent compared with previous years to \$27.6 million.

Revenue NSW is working with a number of agencies as part of a holistic approach to government debt.

A Day to Innovate

A Day To Innovate was organised by our staff ambassadors to consider opportunities to foster an innovative culture. Held on 1 May 2017, participants learnt design thinking methods, participated in problem solving activities and were inspired to generate some inventive ideas to drive our innovative culture.

Why not Wednesdays

The 'Why not Wednesdays' initiative was introduced in our Government Debt team. On Wednesdays, staff participate in design thinking workshops that challenge current processes and consider these from a customer's perspective. We encouraged Government Debt staff ask the question: 'Why can't we do things that customers expect?'

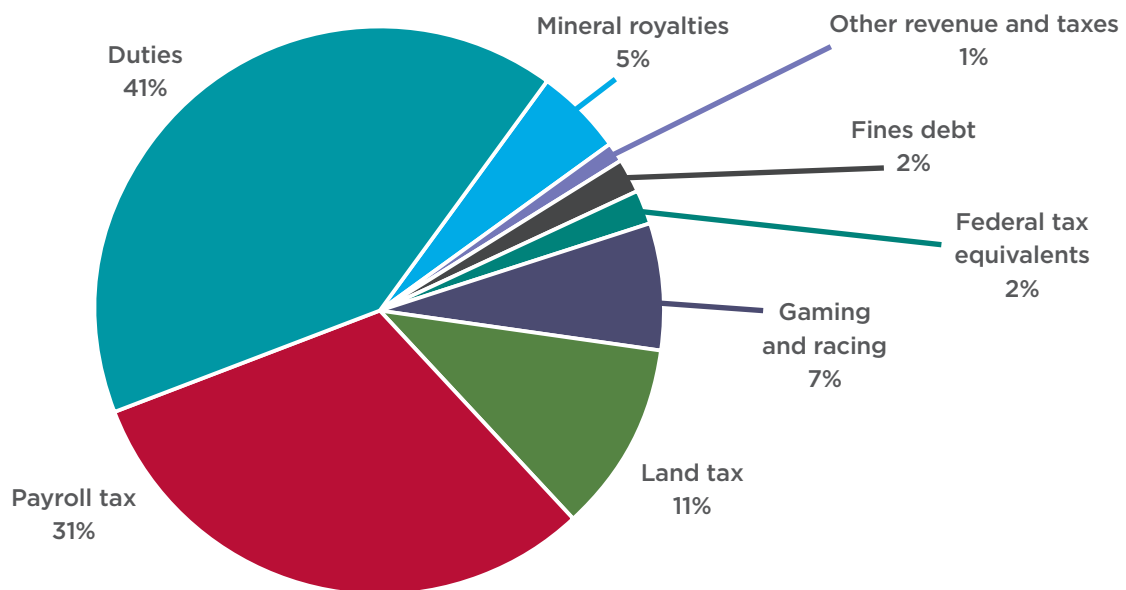
The outcome of one workshop was the implementation of SMS to contact civil debt customers undergoing a review or applying for a refund. In these cases, SMS text messages are now being used to keep customers informed and improve overall customer satisfaction.

Appendix A - Data

Crown revenue collected

Revenue Type	2016/17	2015/16	2014/15	2013/14
	\$'000 000			
Duties	12,056	10,903	9,219	7,835
Payroll tax	9,301	8,880	8,417	8,059
Land tax	3,134	2,773	2,485	2,393
Gaming and racing	1,975	1,968	1,815	1,706
Mineral royalties	1,580	1,189	1,140	-
Federal tax equivalents	556	572	845	1,143
Fines debt	492	497	463	443
Health insurance levy	199	193	178	177
Parking space levy	106	102	103	100
Unclaimed money	20	31	48	17
Other revenue and taxes	1	5	3	2
Grand Total	29,420	27,112	24,717	21,875

Crown revenue collected by revenue type for 2016/17



Surcharge collected

Revenue Type	2016/17	
	Transactions	\$M
Surcharge land tax	2,557	18.3
Surcharge purchaser duty	3,991	185.5
Grand Total	6,548	203.8

Tax collected

Duties collected

Revenue Type	2016/17	2015/16	2014/15	2013/14
	\$'000 000			
Contracts and conveyances	10,240	8,872	7,393	6,018
Insurance policies	955	938	898	894
Vehicle registrations	823	786	705	663
Leases	-	-	-	-
Loan securities	25	256	206	175
Share transfers	13	51	17	85
Grand Total	12,056	10,903	9,219	7,835

Gaming and racing collected

Revenue Type	2016/17	2015/16	2014/15	2013/14
	\$'000 000			
Club gaming	774	777	723	682
Hotel gaming	730	679	595	533
Lotteries	346	361	325	324
Totalizators	70	94	114	121
Fixed odds futures	27	28	27	20
Keno	17	15	14	13
Fixed odds sportsbets	10	12	15	11
Soccer pools	1	1	1	1
Footytab	-	1	1	1
Grand Total	1,975	1,968	1,815	1,706
Other revenue and taxes	1	5	3	2
Grand Total	29,420	27,112	24,717	21,875

Debt resolved

Tax debt: resolved

Revenue Type	2016-17	2015-16	2014-15	2013-14
	\$'000 000			
Tax debt resolved	1,283.8	1,249.0	976.2	912.6

Fines debt: collected

Revenue Type	2016-17	2015-16	2014-15	2013-14
	\$'000 000			
Revenue collected	310,751	324,660	304,419	296,970

Fines debt: fines referred

	2016-17	2015-16	2014-15	2013-14
	\$'000			
Fines debt	960,044	898,495	870,550	882,761
Court fines	172,494	168,599	155,323	159,106
Other agency fines	34,382	16,386	20,039	235,151
Electoral Commission	58	190,821		
No of fines loaded	1,166,978	1,274,301	1,045,912	1,277,018

Fines debt: Work and Development Orders

	2016-17	2015-16	2014-15	2013-14
No. of WDO applications approved	23,122	17,857	13,820	11,354
WDO Satisfied (\$'000)	27,647	22,330	17,544	14,680

Penalty notices

Penalty notices loaded

Financial year	CROWN		BUSINESS PARTNERS		Total penalty notices	Total face value (\$'000)
	Penalty notices	Face value (\$'000)	Penalty notices	Face value (\$'000)		
2016/17	1,554,949	509,177	1,474,362	259,992	3,029,311	769,169
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
Grand Total	5,852,902	1,842,141	5,809,476	975,169	11,662,378	2,817,310

Penalty notices loaded by infringement type for 2016/17

Customer category	Infringement type	Penalty notices	Face value (\$'000)
Crown	RMS Static Speed Camera	450,688	98,865
	Police Traffic	449,093	166,120
	Police Radar/Lidar	214,925	71,557
	Red Light Camera	179,736	82,761
	Police General	150,558	33,885
	RMS Mobile Speed Camera	25,749	5,447
	Police Parking	31,939	7,371
	RMS Bus/TWay Camera	29,552	14,233
	Failure to Nominate	11,016	21,649
	MUD Unregistered Vehicle	5,229	3,397
	Point to Point Speed Camera	3,513	1,899
	MUD Uninsured Vehicle	2,300	1,494
False Nomination	651	499	
Crown Total		1,554,949	509,177
Commercial Total		1,474,362	259,992
Grand Total		3,029,311	769,169

Court elections, representations and statutory declarations received

Document type	2016/17	2015/16	2014/15	2013/14
Court election	25,767	25,165	22,683	22,415
Representation	306,710	301,937	320,319	349,464
Statutory Declaration	385,704	368,086	395,081	374,861
Grand Total	718,181	695,188	738,083	746,740

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		Grand Total	
	Number	Value (\$'000)	Number	Value (\$'000)	Number	Value (\$'000)	Number	Value (\$'000)	Number	Value (\$'000)	Number	Value (\$'000)
2016-17	48	336	6,070	91,050	3,067	30,525	1	14	1	3	9,156	121,928
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

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		GRAND TOTAL	
	Number	Value (\$'000)	Number	Value (\$'000)	Number	Value (\$'000)
2016-17	11,254	56,270	5,446	27,230	16,700	83,500
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

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)
2016-17	4,647	61,007	50	383	4,708	29,377	9,405	90,767
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

Payroll Tax - 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 is 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
2016-17	30,408	5,595
2015-16	210,143	33,608
2014-15	17,625	4,152
2013-14	32,961	9,229

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)
2016-17*	9	63
2015-16	381	2,667
2014-15	1,894	13,258
2013-14	1,488	10,416

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

