

STRATEGIC PLAN 2023–2027



CONTENTS

FROM THE COMMISSIONER	1
STRATEGIC PLAN 2023–27	3
STRATEGIC GOAL 1	4
STRATEGIC GOAL 2	7
STRATEGIC GOAL 3	8
STRATEGIC GOAL 4	11
STRATEGIC GOAL 5	12
CUSTOMER SERVICE CHARTER	14

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MESSAGE FROM THE COMMISSIONER

The work of the SRO is very important to the effective functioning of the State of Victoria. We collect many billions of dollars in revenue which enables the government to provide services to the people of our great State.



We have built a strong reputation as a trustworthy, reliable and high-performing organisation and sustaining it is essential to the achievement of our vision of being one of Victoria's best performing organisations.

Our main purpose is to administer revenue services fairly and according to the relevant laws while making it as easy as possible for customers to pay the right amount of tax at the right time, or to access grants or funds to which they are entitled. That means we need to invest in people, technology and customer services to enable our organisation to perform at its best.

During the tenure of the last Strategic Plan, we experienced the trials of dealing with COVID-19. This entailed making payments of grants and other activities to ensure that the government's wishes to assist businesses and individuals were carried out. I am very pleased with the way the SRO was able to pivot very quickly to meet these demands. The learnings from this period have informed this new Strategic Plan. We were agile, connected and consistent during that dramatic period and we want to continue with those attributes going forward.

This is a strong, clear plan which identifies what we need to do over the next four years to meet our purpose and, with the commitment of all our people, I am sure we will be able to deliver this ambitious agenda of work.

A handwritten signature in blue ink that reads "Paul Broderick". The signature is fluid and cursive.

Paul Broderick
COMMISSIONER OF STATE REVENUE





STRATEGIC PLAN — 1 JULY 2023–30 JUNE 2027

OUR PURPOSE

To provide customers with quality revenue management services which are fair, efficient, and deliver benefits for all Victorians

OUR VISION

To be recognised as one of Victoria's best-performing organisations

OUR GUIDING PRINCIPLES AND VALUES

Principle 1: Agility — We are responsive to the needs of government and customers

Principle 2: Connectedness — We feel a strong sense of belonging

Principle 3: Consistency — We treat all of our people and customers consistently

In addition, we embrace the VPS values of:

- Respect
- Integrity
- Accountability
- Responsiveness
- Impartiality
- Leadership, and
- Human rights.

OUR STRATEGIC GOALS

- To deliver fair and efficient revenue management services
- To encourage and develop excellence in our people
- To provide an excellent customer experience
- To modernise our technology
- To maximise customer compliance

STRATEGIC GOAL 1 — FAIR AND EFFICIENT REVENUE MANAGEMENT

DELIVER FAIR AND EFFICIENT REVENUE MANAGEMENT SERVICES BY:

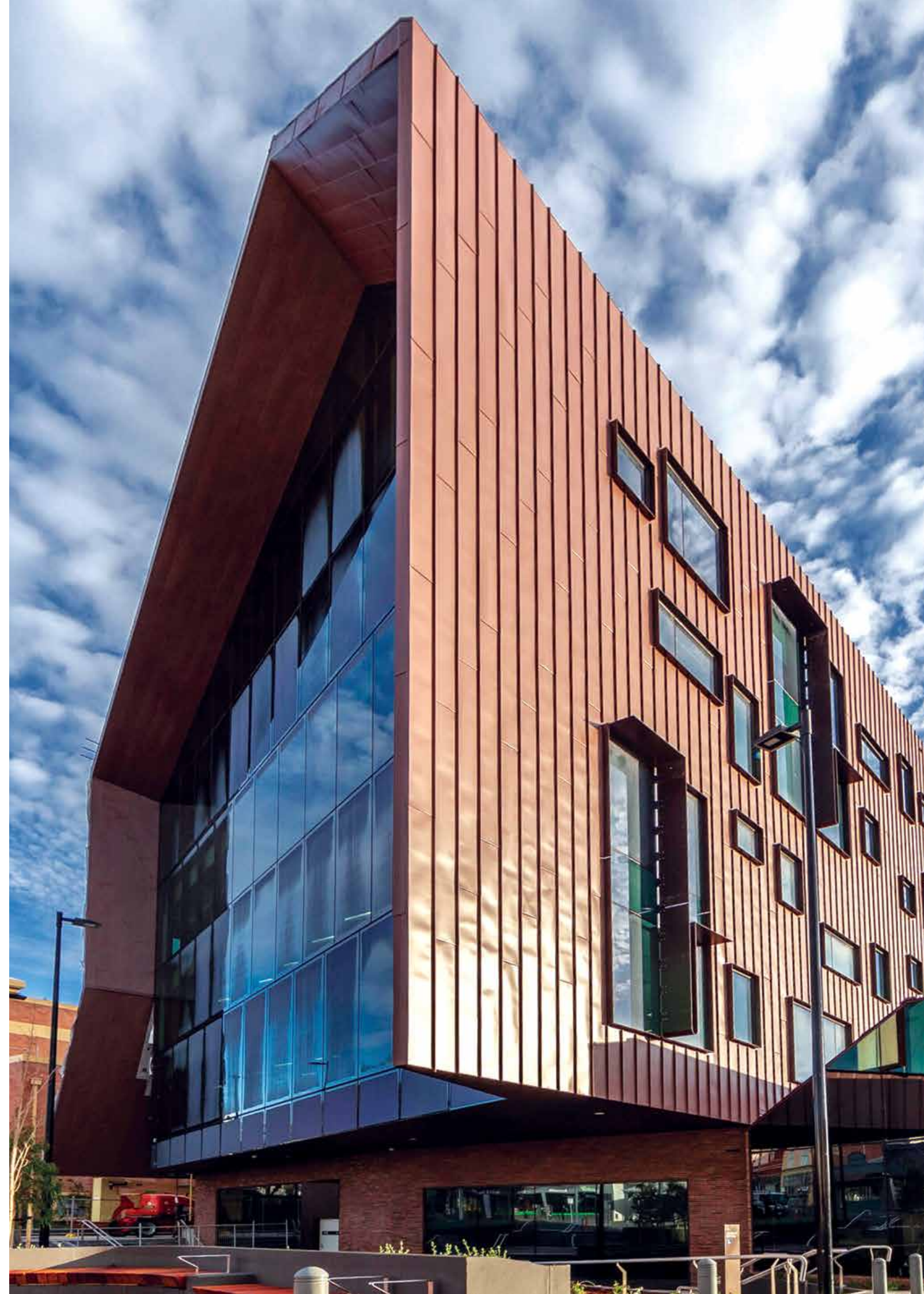
- Achieving key performance indicators (KPIs)
- Providing high-quality advice to government and the Department of Treasury and Finance (DTF)
- Meeting government requirements as stated in the Ministerial Statement of Expectations
- Implementing new initiatives efficiently and effectively
- Providing effective dispute resolution and private rulings processes
- Exploring future revenue management opportunities
- Ensuring value for money from all internal support services
- Providing strong corporate governance
- Constantly measuring and improving everything we do

KEY OUTCOME

Revenue management services are delivered to meet government expectations and KPIs are achieved

EXPECTED OUTCOMES

- Revenue is collected in line with forecasts
- Government and DTF are satisfied with the SRO's performance
- Ministerial Statement of Expectations targets met
- New revenue management initiatives are successfully implemented
- Effective governance
- Measurable improvements in productivity
- Internal support services provide value-for-money





STRATEGIC GOAL 2 — PEOPLE EXCELLENCE

ENCOURAGE AND DEVELOP EXCELLENCE IN OUR PEOPLE BY:

- Implementing the People and Culture strategic plan
- Providing timely, accurate, relevant and clear communications across the SRO
- Developing and promoting innovative, capable, flexible and customer-focused people
- Investing in the capability of our leaders at all levels of the organisation
- Improving our focus on tax technical excellence through training and education
- Providing a healthy, positive, flexible, inclusive and diverse workplace
- Continuing to streamline recruitment processes and creating a great experience for new starters

KEY OUTCOME

A highly engaged, customer-focused, innovative and agile workforce

EXPECTED OUTCOMES

- People Matter Survey and other benchmarks compare favourably with similar organisations
- Leadership capability is enhanced across all levels of the organisation
- Increased tax technical knowledge
- A high-performing, diverse, inclusive, healthy, connected and positive workplace with high job satisfaction
- Turnover is lower than industry average

STRATEGIC GOAL 3 — EXCELLENT CUSTOMER EXPERIENCE

PROVIDE AN EXCELLENT CUSTOMER EXPERIENCE BY:

- Providing information and education for customers at a time of personal relevance and in a format that suits them
- Providing a first-class customer contact centre
- Reviewing and improving our website
- Identifying and implementing opportunities to improve our customer interface through smarter technology
- Using Customer Experience (CX) practices to better understand our customers and their preferences, and using those insights to inform services, processes and communication improvements
- Putting human-centred and co-design principles at the forefront of digital and non-digital service design
- Continually seeking to resolve issues that negatively impact the customer experience

KEY OUTCOME

Customers and their representatives are satisfied with our services

EXPECTED OUTCOMES

- Customers' use of preferred channels meets or exceeds targets
- The time taken for customers to conduct common transactions decreases
- Feedback from taxpayers and their representatives indicates they can access information and transact in an easy manner
- New digital opportunities are identified, implemented and adopted by customers
- Comprehensive and targeted customer information and education campaigns delivered in accordance with targets



STRATEGIC GOAL 4 — MODERNISE TECHNOLOGY

PROVIDE MODERN TECHNOLOGY SERVICES BY:

- Implementing our technology strategic plan in line with the whole of government digital strategy
- Modernising and re-platforming our revenue management system
- Maximising value and enhancing decision making through improved data quality
- Ensuring systems availability, performance and security meets targets
- Developing and implementing real-time business reporting tools and enhanced analytics
- Ensuring budget estimates are accurate and met
- Making work more efficient for our people through improved technology

KEY OUTCOME

The SRO has a comprehensive, modern and efficient revenue management system

EXPECTED OUTCOMES

- SRO data quality has improved, evidenced by measurable improvements in efficiency and effectiveness across the SRO
- Systems availability, performance and security meets targets
- Business decisions are supported by real-time reporting and analytical tools that are broadly accessible
- Process improvements are implemented that realise demonstrable quality and/or efficiency benefits
- Projects are delivered on time and within budget



STRATEGIC GOAL 5 — MAXIMISE COMPLIANCE

MAXIMISE COMPLIANCE WITH REVENUE MANAGEMENT LAWS BY:

- Providing clear and concise communication to customers, enabling them to meet their obligations
- Improving our understanding of the causes of non-compliance and identifying opportunities to improve voluntary compliance
- Accessing new data sources and deploying forensic analytical tools to target non-compliance
- Detecting, assessing and recovering unpaid taxes
- Adopting a 'payment thinking' focus throughout the SRO to ensure revenue is received at the earliest customer interaction possible

KEY OUTCOME

Voluntary compliance is improved, and back-end compliance revenue targets are met

EXPECTED OUTCOMES

- Increased voluntary compliance
- Optimised back-end compliance
- Identification of further compliance audits through enhanced data-matching
- Debt targets are met or exceeded
- Regular tax gap analyses are completed



CUSTOMER SERVICE CHARTER

Our purpose is to provide customers with quality revenue management services that are fair, efficient, and deliver benefits for all Victorians.

In performing the function, we aim to be recognised as one of Victoria's best performing organisations.

Our Customer Service Charter summarises our service commitments to you, as well as your rights and your responsibilities.

WE WILL:

- Be courteous, professional and considerate of your circumstances.
- Behave with integrity and honesty.
- Act impartially and apply laws consistently to make fair and equitable decisions.
- Clearly and concisely explain information, legislation, and our decisions, as well as your obligations.
- Provide secure and accessible information, tools and online services.
- Acknowledge mistakes and correct them.
- Comply with the Charter of Human Rights and Responsibilities.
- Seek feedback and use it to continuously improve.
- Use alternative ways, where appropriate, to resolve disputes to keep costs to a minimum.

WE RESPECT YOUR RIGHTS TO:

- Privacy — we will only use or disclose your information in accordance with the law.
- Access information we hold about you as legally permitted.
- Get advice and be represented by the person of your choice.

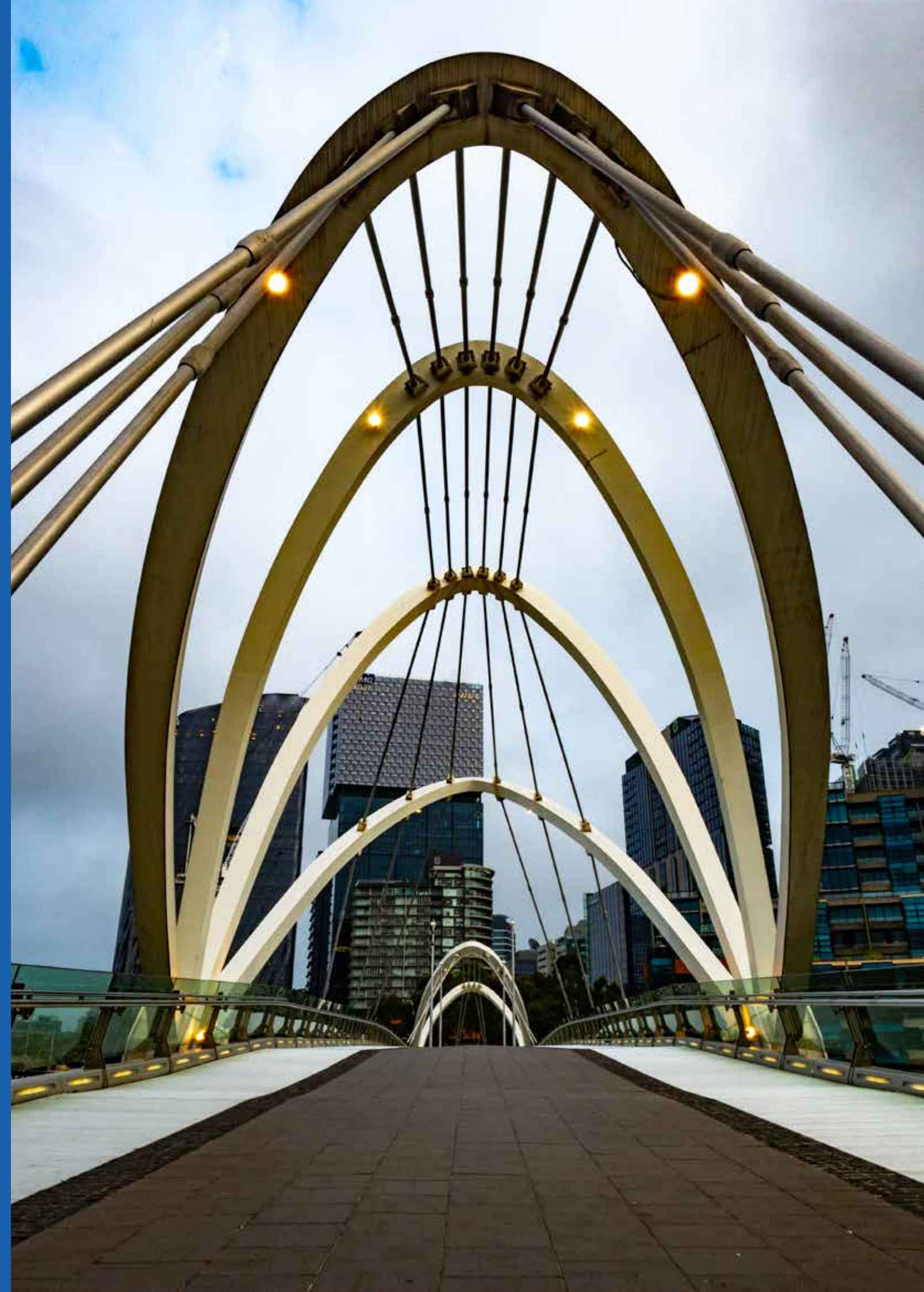
In addition to our Customer Service Charter, we and our staff are committed to upholding the Victorian Public Sector Values and Code of Conduct — the foundation of the integrity and accountability framework for all public sector employees.

YOUR RESPONSIBILITIES:

- Be honest, cooperative and courteous.
- Understand and meet your obligations in relation to the taxes and grants we administer, including lodging and paying on time.
- Tell us straight away if you have, or think you have, made a mistake.
- Inform us of changes to your contact details or circumstances.
- Keep required records and allow us reasonable access to them when needed.
- Provide timely, accurate and complete responses to our requests for information and documentation.

We are open to feedback, including compliments, complaints, suggestions or any information about our services or performance.

We believe everyone has the right to raise concerns and make a complaint, and would appreciate you providing us with the first opportunity to resolve your issue. We are committed to doing so in a fair, confidential and responsive manner, free from repercussions or prejudice.



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