



OSR Strategic Plan 2011

Our plan will help us meet the challenges we will face in the next three years and ensure that we will continue to be a leader in providing fair and progressive services.

OSR has developed a strategic planning framework that aligns planning activities, resource decisions and organisational performance. Through this framework the strategic plan guides the development of divisional, branch and individual plans in OSR.

The plan was developed after extensive research, input from staff and feedback from a wide ranging client survey. The plan has six strategic goals with priority actions and performance measures identified to track progress.

Our success is largely dependent on the efforts and performance of our people. The strategic plan aims to support a flexible and adaptable workforce whose behaviour is shaped by our core values of responsiveness, integrity, teamwork and achievement. Our core values underpin our ability to provide fair and progressive services.

To ensure that the strategic plan makes continuous progress and achieves significant outcomes, the plan's goals and priorities will be monitored by senior management and tracked through a number of qualitative and quantitative performance measures.



Strategic Goals

Value for money

Ensure OSR delivers value for money across all its operations

Strategy 1.1

Continuously improve the efficiency of our business

Desired results:

- achieve significant efficiency improvements across our business
- a culture of continuous improvement leading to value for money in all aspects of our business
- accurate and comprehensive measurement and reporting of value for money.



Compliance

Ensure the integrity of the NSW tax, fines and benefits systems through effective compliance

Strategy 2.1

Improve compliance effectiveness

Desired results:

- strategies that support clients to voluntarily comply
- enforcement strategies for clients who choose not to comply
- effective debt management.



Systems and processes

Ensure effective and efficient systems and processes to underpin the delivery of OSR services

Strategy 3.1

Implement system and process enhancements to deliver significant service improvements

Desired results:

- measurable service improvements as a result of successfully delivering major system and process enhancements
- staff and stakeholder recognition that OSR's systems and processes are progressive.



Clients **Make it easier to do business with OSR**

Strategy 4.1 Reduce red tape

- Desired results:
- client and stakeholder recognition that our processes and systems are easier to use
 - staff recognition that internal processes and systems are more streamlined and coordinated
 - advanced further cross-jurisdiction harmonisation opportunities.

Strategy 4.2 Enhance the client experience by delivering excellence through preferred service channels

- Desired results:
- high levels of client satisfaction as a result of OSR's user-friendly services
 - staff recognition of OSR's culture of continuously improving client focused service delivery
 - increased usage of OSR-preferred channels and self-service products.



Stakeholders **Build strong relationships to deliver public value**

Strategy 5.1 Improve our services through effective stakeholder relationships

- Desired results:
- greater involvement and influence with key external stakeholders who impact on or are impacted by OSR's services
 - improved information-sharing with other agencies
 - stakeholder recognition of OSR's effectiveness and responsiveness to meeting their needs
 - effective delivery of priority cross-agency projects.



People and technical excellence **Ensure an organisation of capable, adaptable and engaged people**

Strategy 6.1 Shape the organisational culture to support a flexible workforce and meet the changing needs of OSR

- Desired results:
- stronger culture in probity and integrity
 - staff demonstrate fairness and consistency in decision making
 - staff behaviour demonstrates commitment to continuous improvement
 - flexibility in our workforce – people are capable of undertaking expanded roles; able to work across multiple functions and make a broader contribution to OSR
 - a structured approach to capturing critical knowledge and the systems to access and apply this knowledge.