



October 2018 Survey Results

Revenue NSW Customer Satisfaction and Effort Survey



Opportunities to Improve the Customer Experience



Revenue

Revenue NSW

Customer Satisfaction and Effort Survey

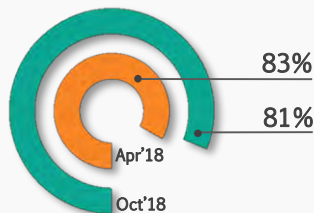
The survey was run between 10 September and 1 October, 2018 across nine product areas. There was a total of 4,393 responses across three short surveys with an average 44% completion rate. The surveys covered satisfaction, effort, fairness, communications and options.

1

SATISFACTION & EFFORT

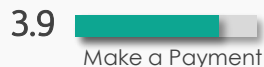
81%⁻²

Of respondents were Extremely Satisfied or Satisfied with Revenue NSW services



Overall, how easy was it interacting with Revenue NSW to:

3.8^{+0.2}/5



2

CHARTER COMMITMENTS

+2
80%



knowledgeable

84%



Fair

+3
79%



Accountable

+5
82%



Easy to deal with



85% Felt our communication channels suit their needs
85% Felt we hold everyone to the same rules and applies without bias
83% Satisfied with the time taken for response



80% Felt we clearly explained decisions regarding their situation
79% Satisfied with the options provided to resolve the matter
74% Feel there are sufficient options for dispute, objection or review

3

PAYMENT METHOD



29%

Mostly preferred



25%

Direct Debit

24%

CONSTRUCTIVE FEEDBACK

By Charter Commitment:



17



242



50



379

Most Common Themes:



The Survey and Delivery

The survey design of the October 2018 Customer Satisfaction and Effort (CSE) survey design aligns with April 2018 format. The survey aims to measure performance against overall satisfaction, customer effort, the Revenue NSW (RNSW) Customer Charter and the RNSW Customer Experience (CX) metrics. It also aims to maximise response rates and ease of completion for customers.

Each survey contains four main sections: General Differentiator identifies product, interaction and customer type, Customer Experience identifies customer pain & gain points, Channels investigates payment and communication preferences, and lastly Recruitment allows the customer to express interest to participate in future research. *For a copy of the surveys please see Appendix A.*

Survey delivery October 2018 in comparison to April 2018:

Online		Email		SMS	
April	October	April	October	April	October
Revenue NSW Website – static message on home and product pages	Revenue NSW Website – static message on home and product pages	<ul style="list-style-type: none">▪ 20,000 Land Tax▪ 14,000 Payroll Tax▪ 500 Unclaimed Money▪ 9,000 Grants & Benefits▪ 10,000 Ambulance Fee▪ 10,000 Sponsors & Advocates▪ 1,500 Duties	<ul style="list-style-type: none">▪ 10,000 Land Tax▪ 7,000 Payroll Tax▪ 5,200 Fees▪ 4,300 Unclaimed Money▪ 3,500 First Home Owner Grant▪ 1,500 Jobs Action Plan▪ 600 Small Business Grant▪ 600 Duties	<ul style="list-style-type: none">▪ 15,000 Fines	<ul style="list-style-type: none">▪ 20,000 Fines

NB: Oct data represents the no. of 1-1 customer interactions between May and Oct 18.

The Analysis

The calculation of overall satisfaction and effort remains the same from April 2018 surveys to maintain consistency and reliability. Overall satisfaction included four questions regarding the outcome, service, options and staff knowledge. Satisfaction is calculated as an aggregate of results from the four questions. In addition, product satisfaction is calculated first and the overall Revenue NSW satisfaction is an average across the product results.

Overall effort has been calculated as an average across six questions, including effort to make a payment, understand written communications, interact with staff, resolve issues, contact us and complete transactions using online services. Again, product effort scores were calculated first and overall effort is derived as an average across product scores.

The above method has been utilised to not only alleviate any response rate skew in overall results but also to gain a clearer representation of satisfaction and effort without the influence of perceived fairness. By breaking down satisfaction and effort across various service factors, it prompts respondents to think about their interaction as a whole and the various service elements provided throughout their interaction.

Analysis methodology for individual questions remains consistent to previous years. Most results are expressed as a percentage of positive responses ('Strongly Agree', 'Agree', 'Extremely Easy', 'Easy', 'Extremely Satisfied', 'Satisfied'), except for the effort score which is expressed as a rating out of 5. Calculations exclude neutral/middle responses.

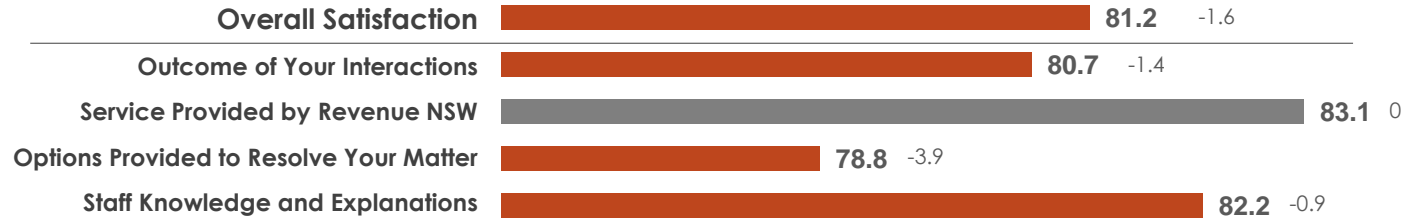
$$\% \text{ positive responses} = ((1\text{st positive response} + 2\text{nd positive response}) / (\text{Total Number of Responses})) \times 100$$

$$\text{Customer effort score} = ((\text{'Extremely Easy' response count} \times 5) + (\text{'Easy' response count} \times 4) + (\text{'Somewhat Easy' response count} \times 3) + (\text{'Difficult' response count} \times 2) + (\text{'Extremely Difficult' response count} \times 1)) / \text{Total Number of Responses}$$

Satisfaction

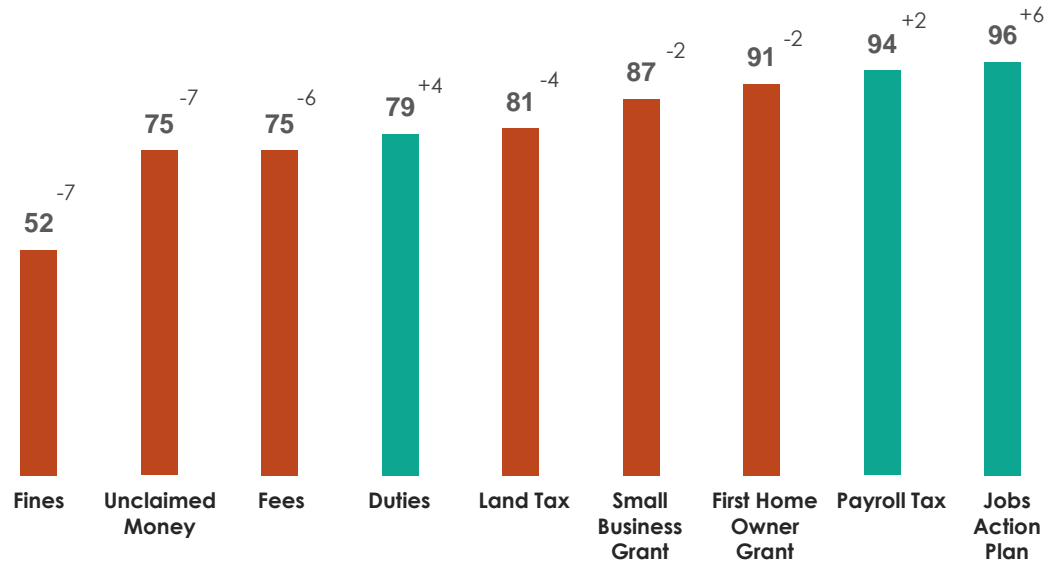
The overall satisfaction is calculated as an average of all product scores across the four satisfaction questions.

The overall satisfaction has decreased by 1.6% in comparison to April 2018 results. Satisfaction with options provided for resolution has decreased the most, whilst satisfaction with the service level provided by Revenue NSW has stayed stable.



Overall Satisfaction by Product

NB: April 2018 Fines results included 11% responses from Advocates and Sponsors. Advocates and Sponsors had 94% satisfaction, whilst the remaining Fines respondents had 53% satisfaction. The October 2018 survey has only a 2% response rate from Advocates and Sponsors, therefore contributing to the decrease in satisfaction for Fines.



Key

Increased from April '18 Decreased from April '18 No Comparison from April '18

All figures are the % of positive responses

Customer Effort Score

The **Customer Effort Score (CES)** focuses on the ease of interacting with RNSW. CES aligns to the Revenue NSW Customer Experience (CX) Strategy outcome of 'Making it easy for customers to use our products and services.'

Ease of using online services has increased the most, contributing to the increase in overall effort score.

The CES is broken down into six categories, and the overall effort score calculated as an aggregate of these results. Product results across categories are calculated first and then averaged to obtain each categories overall score. The Revenue NSW CES is the average of the category scores.

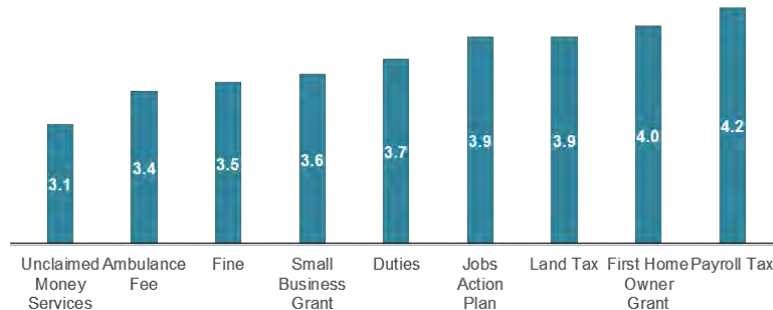
The question:

"How easy did Revenue NSW make it for you to:

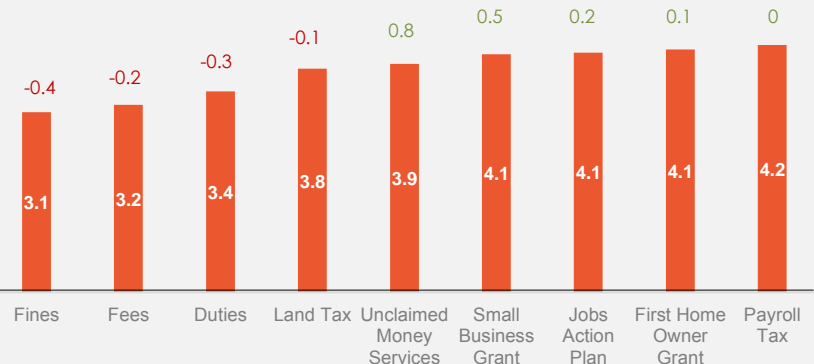
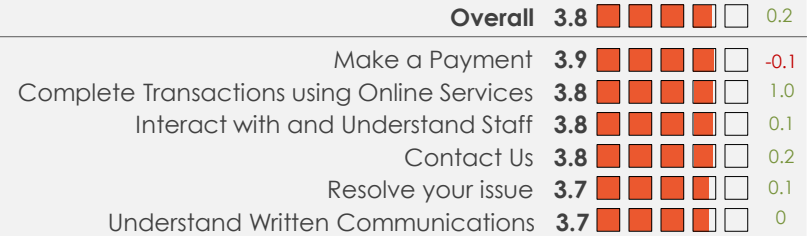
- Resolve your issue or query
 - Contact us
 - Make a payment
 - Understand our written communications
 - Complete transactions using online services
 - Interact with and understand our staff
- 1 - 'Not at all easy' and 5 - 'Extremely easy'"

April 2018

Overall 3.6



October 2018



Fairness

The overall fairness is an average of all product scores across the three fairness questions.

Overall fairness has remained the same in comparison to April 2018. There has been a decrease in customers agreeing Revenue NSW holds everyone to the same rules and applies them without bias, with Unclaimed Money and Fees contributing most to this decline.

Overall Fairness

84

0

I feel Revenue NSW holds everyone to the same rules and applies them without bias.

85

-2

I feel Revenue NSW will genuinely help people if they have trouble with payments or processes.

83

0

Revenue NSW listened to me and understood my situation.

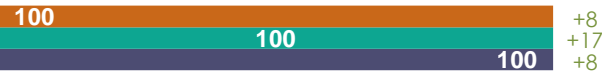
83

0

Key

All figures are the % of positive responses

Jobs Action Plan



Payroll Tax



First Home Owner Grant



Small Business Grant



Fees



Land Tax



Duties



Unclaimed Money



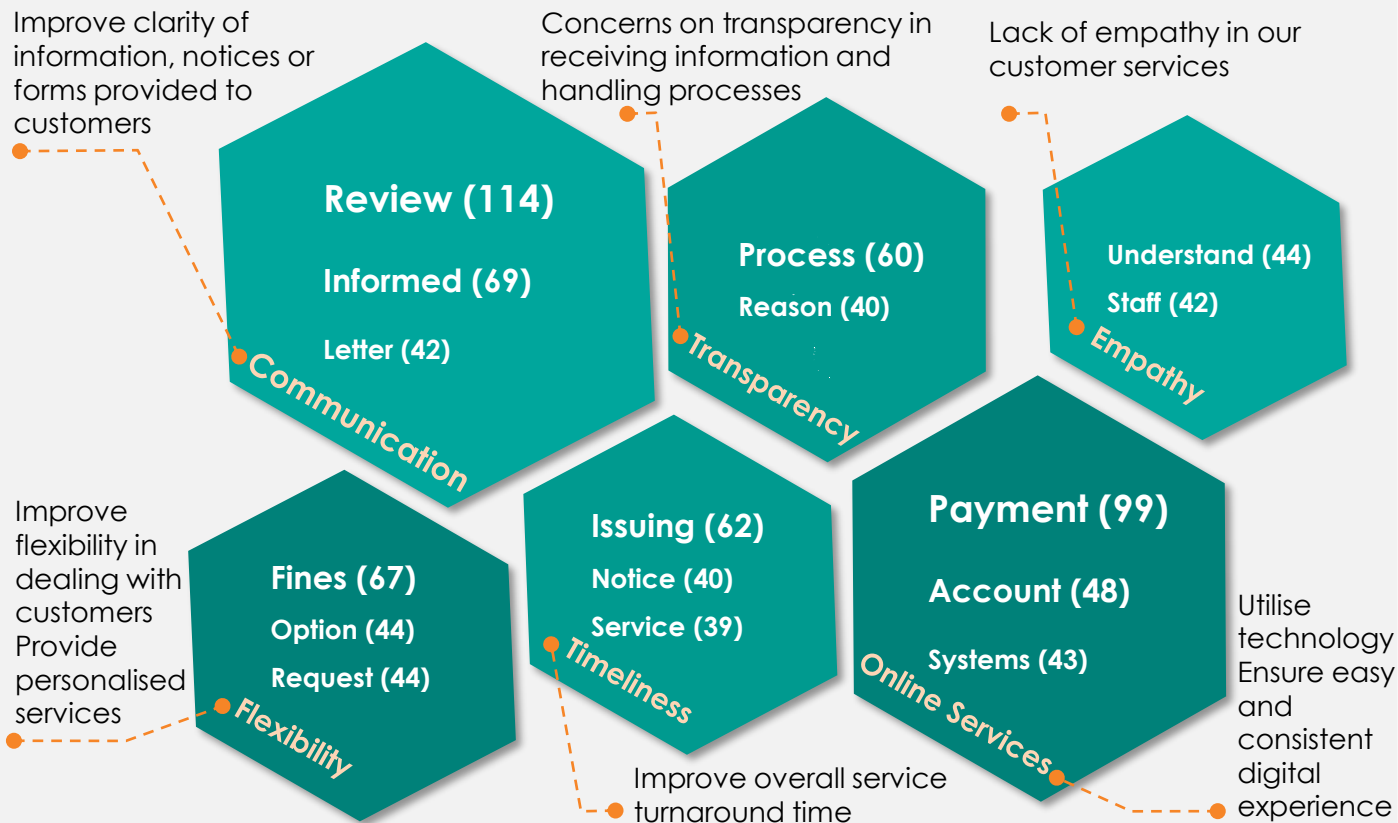
Fines



Open Feedback

Overall, the surveys received 908 customer open feedback entries, with 170 positive and 635 constructive responses. A Sentiment Analysis methodology paired with systematic procedure was applied to the raw data. Text from constructive responses were reviewed and categorised under customer charters commitments and other emergent themes. These themes were then diverged into subcategories for further analysis.

The aim is to gain an understanding of customer attitudes, emotions and opinions across multiple channels and to shed light on the current pain points/ areas of improvement.

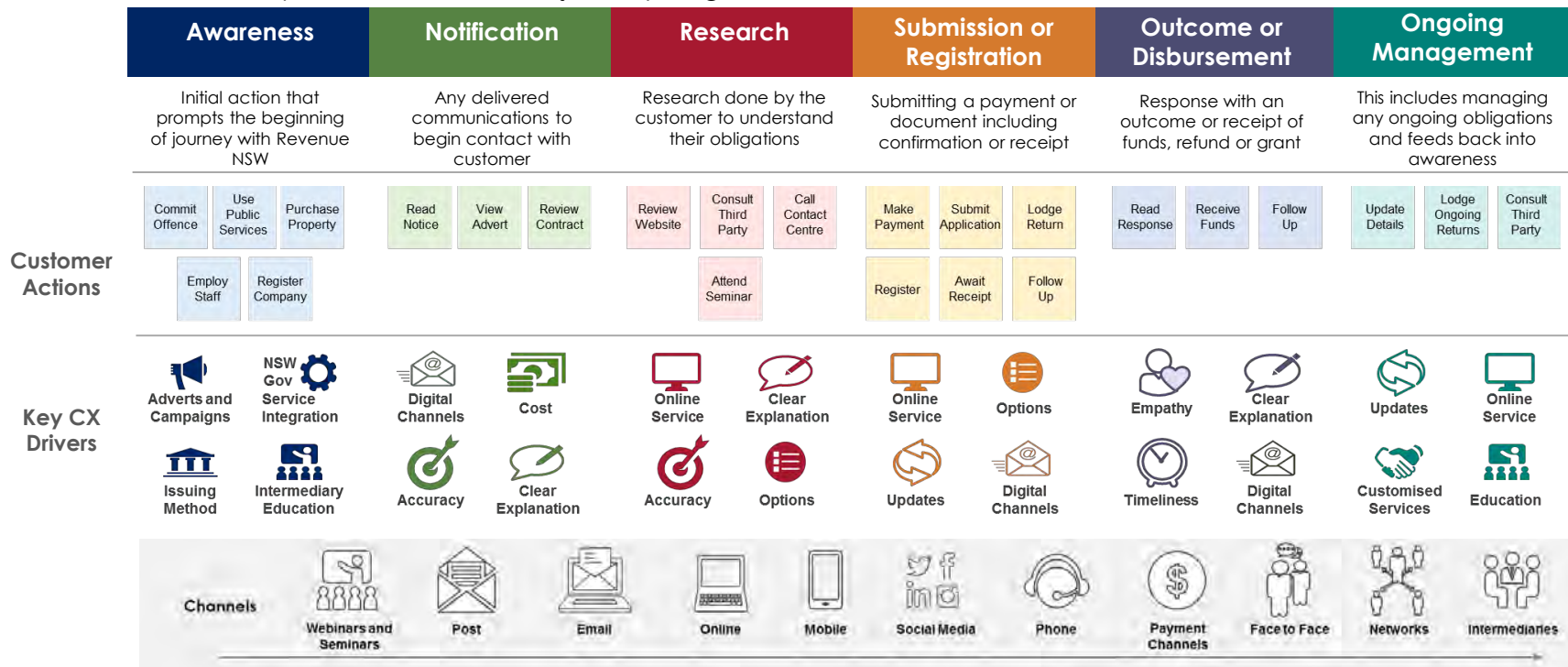


Key

Top 20 Word Frequency in Customer Open Feedback and Grouped with the Most Common Themes

Revenue NSW Customer Journey

The Revenue NSW Customer Journey outlines the high level steps a customer would take when interacting with our services. It is important to understand the key stages and pain points across the journey to design a more streamlined and positive future state experience for customers as they utilise our services. There are some service factors that fall outside this journey or are consistent across the entire journey, these will be called out where required. Product specific survey feedback will be presented across the journey stages.



Customer Insights for Fines

Revenue NSW Customer Charter - Fines

There is a customer satisfaction decline in three areas of commitments. For 'Knowledgeable', the underlying factors are mostly around interactions with staff members, only 52% of customers believe it is easy to interact with and understand our staff.

For 'Fair', over half of customers (51%) feel we do not understand their circumstances.

The top underlying factor for 'Easy to Deal with' is around limited options we provide to resolve the matter, with over 49% negative responses.



Knowledgeable

April 2018

67%

October 2018

61%



Accountable

April 2018

58%

October 2018

58%



Fair

April 2018

62%

October 2018

56%



Easy to Deal With

April 2018

74%

October 2018

62%

Fines













n=1968
Individual = 1590
Business = 78
Authorised Agent = 13
Sponsor = 10
Advocate = 12

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
The Issuing Authority actions and cost of fines remain most common areas of dissatisfaction.	Lack of effective notice delivery. Reference number is hard to read, paperwork does not include enough details.	Long waiting time for phone lines. No online support to guide the process. Unsure about terminology.	Online service is not user-friendly. Limited character limit. Hard to attach photo/ videos.	No visibility on how R4R outcomes are decided. Long waiting time for R4R. Lack of dispute options.	Desire for personalised services including managing one's own debt. More preference-based digital engagement.
Feedback Overview					
 Cost Individual customers feel the cost of fines is not aligned to the seriousness of the offence.	 Digital Channels 46% of customers feel it is hard to contact us especially when making an enquiry.	 Customer Service Over 48% of customers believe it is hard to interact with and understand our staff.	 Online Service 35% of customers think it is hard to complete transactions using online service.	 Clear Explanation Over 45% of customers are not satisfied with staff knowledge and explanations.	 Online Service 28 open feedback indicate frustration on technical limitations and no online support.
 Issuing Method 11% of open feedback express dissatisfaction towards the circumstances when parking fines were issued.	 Clear Communication 38% of customers feel it is hard to understand our written communications.	 Timeliness 51% of customers don't think we listen and understand their situations. 15 open feedback express frustration on long waiting time for phone line and email response.	 Dispute Options 49% of customers are unhappy with options provided to resolve their matters. 47% of customers want more options for dispute, objections and review.	 Leniency & Flexibility 55 open feedback highlight the need for flexibility in dealing with extenuating cases.	 Updates Customers want digital updates on their matters and more options to view the account status.
<p>“I didn't know I was entitled to a review but they explained in detail & told me how to apply- which was successful. ”</p>	<p>“Paying a fine is really lacking in user experience. Very hard to know whether I'm paying the right fine, eventually had to give up and just call. Please allow me to search for outstanding fines by searching my licence or rego number. I shouldn't have to wait for a letter to arrive in the mail, by the time I check the letter the fine will already have a late fee, at which point it's a different reference number for some reason?? ”</p>	<p>“One week notification period is ridiculous. The system should notify the car owner of the violation instantly. this effect peoples finances. it is absurd and frankly backwards when the technology is available to notify instantly on traffic violations. ”</p>	<p>“My first offence, I felt anxious and embarrassed, faster response would be good, but I realise that may not be possible. ”</p> <p>“Your response was to the effect: "we have no way of determining if what you say is true"... therefore you don't believe my explanation. I find that inadequate and now I have no option but to have the matter resolved in court. In the absence of any evidence to the contrary, your response should be "we have no reason to doubt you, therefore we accept your account". Frustrating. ”</p>	<p>“The person I spoke to was very understanding & courteous His attitude made feel secure in my reason & confidence ”</p>	<p>“The website is complicated and hard to work around. It's time consuming to try find answers because the website only gives you limited answers to things that in some cases, are not straight forward. You can't see a status of something that you're currently doing. ”</p>

Current Pain Points

Overall, 333 constructive responses reveal six top themes, representing the current pain points in interacting with the Fines product. The feedback aligns with findings from the overall satisfaction - 8.4% satisfaction drop in Fines service and 6.3% drop in outcome of interactions. There is a strong need for consistent communication, faster services, more online options and improved information delivery. Text coverage and ranking as below:

1. **Communication (12%)**
2. **Flexibility (11%)**
3. **Transparency (10%)**
4. **Empathy (10%)**
5. **Online Services (8%)**
6. **Timeliness (5%)**

Issue Types:		Process	Service	Legislation	Technology	Education
Top Pain Points by Themes	Communication	Notification lag on payment; No transparency in reviews	Staff advice on products lack consistency and accuracy	Lack of clear explanation; Unsure of terminology	Website is not user-friendly; Lack of directions	Hard to understand how to set up payment plan
	Flexibility	Lack of dispute options; R4R is rigid no care to individual cases	Staff are rigid & process driven; don't listen to individual cases	Not enough leniency given to first offence	Lack of automation	
	Transparency	No visibility on review process; Feel results are premeditated	Insufficient information given on 'why'	Insufficient notifications on garnishee orders	No real-time data display	
	Empathy	Lack of options to explain the circumstances	Feel services are impersonal and mechanical; Lack of caring	No acknowledgement on vulnerable cases		
	Online Services	Hard to find review details and guidelines	Incomplete self-service; No online support		Hard to attach photo/video; Limited functions	
	Timeliness	Long waiting time for R4R outcomes	Person-to-person contact takes too long			

All figures are the % of text coverage

Key

Customer Insights for Fees

Revenue NSW Customer Charter - Fees

Three areas of positive growth in commitment indicate Fees customer service improvement, especially around quick response time, with 80% customer satisfaction.

Area of concern for 'Easy to Deal with' is predominantly linked with online services: over 48% of customers are not happy with payment and think online services are difficult to use for transactions. Area of concern for 'Fair' is the lack of dispute objection or review function.



Knowledgeable

April 2018

73%

October 2018

75%



Fair

April 2018

84%

October 2018

80%



Accountable

April 2018

62%

October 2018

73%



Easy to Deal With

April 2018

66%

October 2018

68%

Fees














n=231
Individual = 196
Business = 1
Authorised Agent = 4
Advocate = 3

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
The cost of fees and lack of service integration are the most common area of dissatisfaction.	Lack of clear instructions for health fund cases. Information delivery errors.	Supply the same information multiple times. Difficult to pay online.	Online service is not user-friendly. Lack of pre-filling options and data integration with NSW Ambulance.	Clearer explanation on payment options. More empathetic and timely services.	Desire for data sharing with NSW Ambulance and private health funds. Pre-filling information such as age pension number.
Feedback Overview					
 Cost Customers feel fees are too expensive in comparison to the distance and time travelled	 Digital Channels Errors in address resulting customer never receive notifications. Need more digital channels.	 Customer Service Staff tone of voice can be perceived abrupt given ambulance customers are in stress.	 Online Service 49% of customers think it is hard to make ambulance payment. 47% of customers consider it is hard to use online services.	 Leniency & Flexibility 23% of customers don't believe we will genuinely help people if they have trouble with payments or processes.	 Online Service 10 open feedback indicate frustration on no real-time payment synchronisation.
 Issuing Method 8 open feedback suggest NSW Ambulance should process private health fund information upfront.	 Clear Communication 32% of customers feel it is hard to understand our written communication.	 Timeliness 27% of customers not happy about the time taken to make a payment in full. Back and forth communication with health funds, NSW Ambulance and us is laborious.	 Dispute Options 33% of customers want more options for dispute, objections and review.	 Timeliness Customers feel the process to provide health fund details takes too long	
 Accuracy Wrong health fund details been registered online.	 Empathy 15% open feedback indicate auto-generated response can be insensitive for Fees customers				
<p>“ When I submitted my health fund details revenue NSW provided my sons name backwards to the health provider who then refused payment and instead of contacting me and working out YOUR error, you sent my bill on for debt collection. Not happy! ”</p>	<p>“ There needs to clearer instructions on what to do for health fund customers on the form and the website. ”</p>	<p>“ The staff was really lovely, however it was the most excruciating process. Apparently, Ambulance fees were not paid. We have never received invoices, never ever. So if we would have been provided the invoice by Ambulance or if someone would have contacted us from Ambulance re invoice then there would have been no need for Revenue! Revenue when contacted us we provided them straight away the details of our health fund. However they couldn't do anything anyway as the Health fund would not do anything without the provision of the Ambulance invoice!!!! Which no one had!!!!!! So it took over 4weeks to sort out something that it should have been automatic!!!! ”</p>	<p>“ I was quite sick in 2017 and needed to use the ambulance frequently, so a few bills accumulated when I was in hospital. When I rang to explain your customer service officer took my details and health fund details and took at of all outstanding amounts. I'm very grateful. ”</p>	<p>“ I would like to thank payment plan. Being low income worker, no health insurance.”</p>	

Current Pain Points

Overall, 53 constructive responses reveal six top themes. Text coverage and ranking as below:

- 1. Communication (21%)**
- 2. Empathy (15%)**
- 3. Service Integration (15%)**
- 4. Online Services (11%)**
- 5. Accuracy (9%)**
- 6. Delivery Channels (9%)**

Among those, communication and service integration both align with findings from Fees overall satisfaction - 10% drop in options provided to resolve the matter and 5.5% drop in staff knowledge and explanation. There is a strong need for empathy and data sharing with NSW Ambulance and private health funds.

Issue Types:		Process	Service	Technology	Legislation	Education
Top Pain Points by Themes	Communication	No clear instructions for health fund cases	Lack of clarity in why being referred to debt collectors		Lack of effective communication before garnishee order	Lack of explanation in payment options
	Empathy	Auto-generated response is insensitive	Staff tone of voice is abrupt; Feel stressful lack of respect		Lack of care for vulnerable groups	
	Service Integration	NSW Ambulance private health funds are in silos	Lack of real-time payment synchronisation	Lack of pre-filling options	No standardisation in fees across all states	
	Online Services	Unable to retain basic information	No clear directions; Lack of payment options	Website is not user-friendly		
	Accuracy	Notification errors	Staff type wrong address & names			
	Delivery Channels	No email or SMS billing notifications		Lack of email & SMS updates		

All figures are the % of text coverage

Key

Customer Insights for Land Tax

Revenue NSW Customer Charter - Land Tax

There is a customer satisfaction decline in all four commitments. Two scores below average product satisfaction margin, both relating to process and functionality (62% satisfaction on dispute objection or review options; 68% on lodgement or submission options).

For 'Knowledge', customers mostly dissatisfy with us providing relevant information at the right time. For 'Fair', 'Revenue NSW genuinely help people if they have trouble with payments or processes' has 17% negative responses. However, it is noted this score is still sitting above average product level, would not suggest to prioritise this as the key area for concern.



Knowledgeable

April 2018

85%

October 2018

78%



Accountable

April 2018

72%

October 2018

71%



Fair

April 2018

87%

October 2018

84%



Easy to Deal With

April 2018

84%

October 2018

78%

NB: There is a significant decline in no. of responses in Oct 18 (323) comparing to April 18 surveys (945).

Land Tax














n=323
Individual = 229
Business = 24
Authorised Agent = 38
Sponsor = 2
Advocate = 1

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
More information channels on Land Tax knowledge prior to property purchase.	Language used in the letters is not simple to understand. Desire for plain English and digital delivery.	Need more guidelines in application. Too many duplication supplying the same information.	Lack of payment plan options and real status change updates in service backlogs.	Long waiting time for dispute. Explanations on outcomes are unclear. Hard to get a refund.	Desire for personalised services including managing complicated exemption applications.
Feedback Overview					
 Cost Individual customers feel the cost of Land Tax is too high given they already pay stamp duties.	 Digital Channels 23% of customers dissatisfy with the current communication channels.	 Customer Service Consistency of service from staff remains as an issue. Customers want service continuity in dealing with Duties and Land Tax.	 Online Service Incomplete functions and security concerns in changing personal details.	 Clear Explanation 26% of customers need clearer explanations regarding decision outcomes.	 Online Service 7 open feedback suggest improvement on the website to be more user-friendly for making an enquiry and dealing with an exemption application.
 Education Individual customers feel there is a lack of comprehensive educational materials, both on the product and the process.	 Clear & Concise Communication Customers are frustrated at terminology and lengthy letter	 Timeliness 22% of customers disagree with us provide relevant information at the right time.	 Dispute Options 32% of customers dissatisfy with the current options for lodgement or submission. 38% of customers want more options for dispute, objections and review.	 Updates Not enough updates on the progress. Lack of transparency in review process.	 Issuing Method Desire for rules around discretionary trusts and non-residents to be revisited.
 Timeliness Delays in objection or dispute with no return correspondence.					
<p>“The main issue encountered, was that it was not clear from the online forms that in the case of dealing with a deceased estate, that the ppty title could stay in the name of the estate and not needed to be transferred to the executors when the ppty went up for sale.”</p>	<p>“Wished I made contact earlier still, I felt genuine professional effort of revenue NSW staff to assist on individual circumstances. Anxiety and fear of the unknown relieved. A genuine Thank you to all staff, and management.”</p>	<p>“OSR constantly asks for more and more information which was already provided. It looks like Duties department DOES NOT TALK to Land Tax department. Why can't they exchange information and be proactive?? Please explain Why do I need to supply same information 3 times???? And still get a letter asking for more information??”</p>	<p>“Time to resolve land tax exemption applications is extremely long. Online system needs a lot of improvements, ability to print copy of lodged documents, ability to review documents previously lodged, ability to add comments etc for complex exemption applications. Also, there seems to be different supporting information requirements depending on the case officer.”</p>	<p>“I submitted an enquiry a few months ago and have received no update. I called 2 weeks ago to follow up on the matter and still have not received an update. It would be appreciated if the NSW Revenue provides a timely update on the status of matters, even if it is just to say that they are still considering the issue.”</p>	<p>“Being able to update our mailing address was quick and easy compared to other sites. thank you.”</p>

Current Pain Points

Overall, 57 constructive responses reveal six top themes, representing the current pain points in interacting with Land Tax. Findings from the overall satisfaction highlight 6.2% satisfaction decline in outcome of interactions and 5.1% decline in service. There is a strong need for simple & concise communication, faster & personalised services. There is also reasonable expectation of finding service continuity in dealing with Land Tax and Duties. Text coverage and ranking as below:

- 1. Communication (25%)**
- 2. Timeliness (14%)**
- 3. Cost (12%)**
- 4. Accuracy (12%)**
- 5. Awareness (11%)**
- 6. Empathy (11%)**

Issue Types:		Process	Service	Legislation	Technology	Education
Top Pain Points by Themes	Communication	Lack of guidelines in application for exemption	Duties and Land Tax work in silo; No information exchange	Hard to read lengthy letters full of terminologies	Lack of email & SMS notifications	Lack of comprehensive online instructions
	Timeliness	Long waiting time for refund after the issued assessment	No follow up or updates on the status		Lack of real-time status change updates in service backlogs	
	Cost		Lack of payment plan options; Large instalments	High land tax and stamp duties		
	Accuracy	Notification errors; Fail to receive invoice	Staff errors lead to duplicate paperwork		Security concerns in changing personal details	
	Awareness	Properties not match after registration; Retype a new ID			Incomplete self-services; No reviews in former lodgement	Lack of information on dealing with deceased estate
	Empathy		Lack of compassion in extenuating cases			

All figures are the % of text coverage

Key

Customer Insights for Duties

Revenue NSW Customer Charter - Duties

There is customer satisfaction decline in three areas of commitments. Among them, questions in 'Accountable' received a relatively lower completion rate resulting in small sample size. There are only two questions mark up for this commitment, hence the results push down the overall satisfaction. The lowest level of dissatisfaction is primarily caused by 64% of sample responses need more options for dispute, objection or review. For 'Knowledgeable', main concerns are around effective communication and timely services, 44% of customers do not feel we clearly explained decisions regarding their situation.



Knowledgeable

April 2018

79%

October 2018

67%



Fair

April 2018

76%

October 2018

80%



Accountable

April 2018

80%

October 2018

58%



Easy to Deal With

April 2018

79%

October 2018

78%

NB: There is a very low completion rate (46 responses) for questions under 'Accountable'.

Duties










n=155
Individual = 91
Business = 8
Authorised Agent = 23
Sponsor = 2

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
The cost of duties is the most common area of dissatisfaction.	Lack of clear and comprehensive communication.	Hard to find information online. Website is not user-friendly. Staff response is mechanical.	Lodgement process takes too long. Lack of flexibility in revising information.	Response timeframe is too long and the content is not personalised.	N/A
Feedback Overview					
 Cost Customers feel stamp duty push the financial implications too high.	 Clear Communication 44% of customers think there are not enough explanation on decisions.	 Customer Service 21% of customers do not believe we hold everyone to the same rules and applies them without bias.	 Online Service 25% of customers feel the current payment options do not suit their needs. Customers feel too slow to deal with lodgement.	 Timeliness  Customer Service Authorised agent customers want more personalised response.	
 Education Customers lack of understanding on the calculation of transfer duty.	26% of customers feel hard to understand our communication. 8/17 open customer feedback suggest more nuance in email and phone interactions.	22% of customers dissatisfy with staff knowledge and explanations.  Online Service Open feedback indicate it is hard to locate information such as listing of stamp duty against land value on the website.	 Dispute Options More than 50% of customers feel there are not enough options for dispute, objection or review.		
“ Stamp duty / Transfer Tax % is too high in current high value market making it difficult for older people to down size. ”	“ I just feel that property stamp duty is both too high and not required. Yes, we should pay a fee to transfer land into a name, but the stamp duty is just an unnecessary impost. ”	“ Revenue officer addresses emails regarding clients debts as though they are my debts. they need to consider audience when sending emails regarding revenue NSW debts and remember we are their representatives, not the ones that owe the money, we do not have crystal balls handy or have access to their bank accounts, we can only ask and advise our clients. ”	“ I am sure this happens frequently, with extended sunset periods for unregistered subdivisions. It would be convenient, if there was another portal where the revised information could be entered, so as to link the newly registered plan with the EDR payment (when PEXA workspace can not be created). ”	“ Very good having the webinars and the conferences. Conference especially are incredibly helpful. ”	“ This is ONLY regarding your web site. Type in what your question is and it comes back with a ridiculous suggestion of 'did you mean this' that is nothing like the question. ”

Customer Insights for First Home Owner Grant

Revenue NSW Customer Charter

- First Home Owner Grant

All four commitments see increase in customer satisfaction, with 'Knowledgeable' gains the most growth. This improvement is contributed primarily by customers happy with interacting and understanding staff.

For 'Easy to Deal with', customers mostly happy with the payment experience and options for lodgement or submission.

Both 'Fair' and 'Accountable' register similar performance from April's survey results.



Knowledgeable

April 2018

85%

October 2018

92%



Accountable

April 2018

89%

October 2018

90%



Fair

April 2018

92%

October 2018

94%



Easy to Deal With

April 2018

91%

October 2018

95%

Current Pain Points

Overall, 31 constructive responses reveal six top themes, representing the current pain points in interacting with First Home Grant. Findings from the overall satisfaction highlight top areas of dissatisfaction – 3.9% drop in services, and 3.2% drop in outcome of interactions. Both align with customers' frustration on slow process and lack of responsiveness from service. There is a strong need for frequent updates and faster disbursement. Text coverage and ranking as below:

1. **Timeliness (32%)**
2. **Communication (23%)**
3. **Online Services (16%)**
4. **Flexibility (10%)**
5. **Delivery Channels (10%)**
6. **Updates (10%)**

Issue Types:		Process	Service	Legislation	Technology	Education
Top Pain Points by Themes	Timeliness	Excess time period from registration to money transfer	Lack of product knowledge result in service delay		Payment transfer takes too long	
	Communication	Insufficient explanation on overall process time	Unclear reasoning on documents supply	Lack of a list of acronyms in the required forms	Lack of email & SMS notifications	Product information on website is confusing
	Online Services	Lack of directions; No overall guideline	Lack of self-service options			
	Flexibility	Can't get the grant until the completion of construction		Lack of alignment with Stamp Duties		
	Delivery Channels	Lack of in-person & digital engagement	Prefer making application in person with staff help filling in		Lack of online lodgement	Lack of information on objection and dispute options
	Updates	No confirmation on review is received	No follow up or updates on the status			

All figures are the % of text coverage

Key

First Home Owner Grant










n=361
Individual = 300
Sponsor = 1
Authorised Agent = 7

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
N/A	Lack of clear and comprehensive communication on registration and overall process.	Hard to find information on website. More delivery channels for product knowledge.	Desire for online interactions such as web chat for enquiries and lodgements.	Disbursement delays remain the most common area of dissatisfaction.	N/A
Feedback Overview					
	<div> Clear Communication</div> <p>9% of customers dissatisfy with our time to response. Registration or making a new application receive the most frustration.</p> <p>7% of customers disagree we clearly explained what they need to do.</p> <div> Online Service</div> <p>Lack of online self-service for lodgement.</p>	<div> Customer Service</div> <p>10% of customers are unhappy with staff knowledge and explanation.</p> <p>Open feedback suggest insufficient explanation and unclear reasoning on document supply.</p> <div> Online Service</div> <p>Customer need more online tutorials/ guidelines on process knowledge, product terminology.</p>	<div> Online Service</div> <div> Review Options</div> <p>10% of customers are unhappy about the options provided to resolve their matters.</p> <p>11% of customers do not think we have sufficient options for dispute, objection or review.</p>	<div> Timeliness</div> <div> Customer Service</div> <p>10% of customers do not think we provide relevant information at the right time.</p> <p>Customers mostly frustrated at disbursement delays and slow email responses.</p> <div> Updates</div> <p>Customers need more frequent updates on application progress.</p>	
<p>“ For someone applying for FHOG directly, rather than through an authorised bank, you need to explain more clearly that the process is different, and that you cannot be paid until construction is complete (rather than just after the slab is poured). ”</p>	<p>“ I would advise being able to email all documents first up for the FHOG rather then posting. ”</p>	<p>“ Some of the things the staff said didn't make sense. Apparently Revenue NSW had prior arrangements with the lenders outlining what documents they would look at. They were not outlined on the website and therefore I had to apply for a formal objection. I don't think this kind of conduct meets community expectations. ”</p>	<p>“ As a bookkeeper, it is most effective to support the client by providing my email address for communications regarding the grant lodgements and claims. However a new email address is required for each customer. This makes it very difficult as I only have a few email addresses I can use. ”</p>	<p>“ The application forms could include a glossary page outlining the use of acronyms to make it easier for individual customers to complete required forms. ”</p>	<p>“ They were great. The bank short changed me \$5000 on my fhog. Revenue NSW gave me relevant info to chase them up about it. ”</p>

Customer Insights for Business Taxes

Revenue NSW Customer Charter - Payroll Tax

Two areas of commitment see subtle drops in customer satisfaction. For 'Knowledgeable', the lowest rating service is around customer correspondence. 16% of customers do not feel we clearly explained decisions regarding their situation.

For 'Easy to Deal with', 11% of customers do not feel the current options for payment suit their needs.



Knowledgeable

April 2018

93%

October 2018

90%



Fair

April 2018

92%

October 2018

95%



Accountable

April 2018

89%

October 2018

91%



Easy to Deal With

April 2018

94%

October 2018

93%

Payroll Tax












n=687
Individual = 28
Business = 479
Authorised Agent = 137

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
Lack of clarity exactly how payroll tax applies to small business owners	Lack of clear and comprehensive communication in customer correspondence.	Hard to find information on website. More digital information display on product knowledge.	Desire for direct link between lodgement and payment. One account for all payments.	Refund delays and lack of flexibility are the most common areas of dissatisfaction.	Customers need ongoing digital updates.
Feedback Overview					
 Education Open feedback suggest customers perceive the application to lodge payroll tax is difficult and long. There is not enough step-by-step guidelines on the website.	 Clear Communication 16% of customers feel lack of clear explanation on our decisions regarding their situation. 13% of customers feel there is no clear outline of what they need to do.	 Customer Service 11% of customers do not think we provide relevant information at the right time. Open feedback suggest a lack of flexibility in dealing with special cases.	 Online Service  Payment Options 11% of customers feel the current payment options do not suit their needs. 14% of customer do not think we have sufficient options for dispute, objection or review. 10% of customer do not think the current options for lodgement or submission suit their needs.	 Timeliness Customers would like more time given to respond to investigation outcome; less waiting time on refund process.  Leniency & Flexibility Customers desire more compassion in taking individual special circumstances into consideration.	 Updates Customers would like notification of changing Correspondence IDs and any other account, process or legislative changes via digital channels.
	 Online Service Lack of history of payment details.  Digital Channels Lack of digital notifications for late lodgement.	 Online Service Open feedback suggest to display a breakdown and balance online and send digital letters instead of posts.			
“ NSW Payroll Tax is lodged/accepts cents, VIC Payroll Tax is rounded to whole dollars. Reconcile is therefore always slightly out. Would be easier if both states were consistent. ”	“ I found that generally everyone was friendly and helpful when I called, however as I have mentioned previously, it is vital that the information given out is consistent. ”	“ It is difficult to find a number to call from the website regarding payroll tax. It is a pain to go through the options in the automated system, trying to work out which button to press. Payroll Tax in Victoria sends a reminder each month. Why can't Revenue NSW do the same? ” “ The lack of understand or appreciation that our client runs a small business, has the livelihood of numerous families and the unworkable time frames applied. I have been waiting for a response from Revenue NSW on another matter for 12 months, not consistent and very one sided. ”	“ The face to face training you offer has always been very informative and helpful. ” “ I use BPay monthly. It would be more efficient for me if the Electronic Payment Code stayed the same each month. ”	“ Thank you so much for all of your information and seminar's. I've recently returned to Australia from the UK and am extremely impressed with Revenue NSW, it's staff, seminars and processes. ”	

Current Pain Points

Overall, 59 constructive responses reveal six top themes for Payroll Tax. Text coverage and ranking as below:

1. **Online Services (34%)**
2. **Communication (15%)**
3. **Timeliness (14%)**
4. **Awareness (14%)**
5. **Payment Options (10%)**
6. **Delivery Channels (8%)**

Among those, 'hard to find information' and 'lack of multi channel communication' both converge with Customer Charter findings - 3% drop in Knowledgeable; 1% drop in Easy to Deal with. There is a strong need for a more established online service and comprehensive guidelines to complete initial lodgement process.

Issue Types:		Process	Service	Technology	Legislation	Education
Top Pain Points by Themes	Online Services	No process link between lodgement and payment	Limited online function confusing reference ID	Electronic payment code is different each month		Had to find infor on special cases i.e. de-registering
	Communication	Lack of understanding in company's special situations	No notifications on ID change; Inconsistent staff responses	Lack of multi-channel communication	Lack of clarity on how payroll tax applies	Insufficient educational materials
	Timeliness	Unreasonable timeframe given to respond to investigation	No immediate follow-up after making an enquiry	One-way digital contacts result in response delays		
	Awareness	Lack of guidelines on applications to apply	Staff give information too broad and not helpful			Need explanation on separating bonus from earning
	Payment Options	No auto-link to direct debit after lodgement	Lack of correspondence on notification	Further tax harmonisation; Standardisation		Need guidelines on tax calculation
	Delivery Channels	Email reminders for late lodgement before penalty	Auto-notification on email address change	Information not suitable to mobile population		

All figures are the % of text coverage

Key

Revenue NSW Customer Charter - Small Business Grant

Two areas of commitment see drops in customer satisfaction. For 'Knowledgeable', main concerns are around effective communication and timely services. 31% of customers do not feel we clearly outline what they need to do, and 23% do not feel we provide relevant information at the right time. This also correlates with 'Accountable' rating, with 6% of customers show negative responses toward our response time.

Although 'Easy to Deal with' see increase in the overall satisfaction, it is worth noting that 31% of customers feel the current communication channels do not suit their needs.



Knowledgeable

April 2018

86%

October 2018

79%



Accountable

April 2018

100%

October 2018

97%



Fair

April 2018

88%

October 2018

88%



Easy to Deal With

April 2018

84%

October 2018

87%

Small Business Grant

n=47
Business = 41
Authorised Agent = 3








Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback



Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
N/A	Lack of clear instructions; experience delays in communication with staff.	Lack of online support to complete application. Not sure which document to submit and lack of visibility on overall process.		Customers need more options to resolve the matter; more updates on the status.	N/A
Feedback Overview					
	 Clear Communication  Timeliness 31% of customers feel unclear about what they need to do. 23% of customers feel we do not provide relevant information at the right time.	 Customer Service  Online Service 21% of customers dissatisfied with staff knowledge & explanation.	 Online Service  Review Options 12% of customers dissatisfied with options provided to resolve their matter.	 Updates Customers need receipt and more updates after submission.	
	“ Thanks so much for my small business Grant for new employees. It has helped my in my business. ”	“ I put in for a business grant, but still haven't received it 10 days later. Unsure if it is coming. ”	“ The steps to be followed for application, grant, etc. should be more clear. ”	“ Regarding the small business grant, the online information was not clear enough for a new business owner. really I could have used a flow chart or something that outlined the relationship between the point in time an employee was to be taken on, and which applications and documents were to be submitted when. I did not realise for example that I needed to pay the employee for a full year and then submit the application (causing me to duplicate effort). engagement with your staff was excellent however. ”	

Revenue NSW Customer Charter - Jobs Action Plan

All four commitments see increase in customer satisfaction, with 'Easy to Deal with' gains the most growth (18%). This improvement is contributed primarily by payment experience.

'Accountable' see the second most growth (9%), this is due to satisfaction increase around staff knowledge and explanation (100%). However, given there is still 19% of customers unhappy on the lack of clarity in communication, it is recommended to combine readings with qualitative data.



Knowledgeable

April 2018

86%

October 2018

92%



Fair

April 2018

89%

October 2018

100%



Accountable

April 2018

82%

October 2018

91%



Easy to Deal With

April 2018

76%

October 2018

94%

Jobs Action Plan










n=123
Individual = 1
Business = 96
Authorised Agent = 15

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
Small business owners lack of awareness on product knowledge, key deadlines for registration.	Lack of clarity in written information; lack of step-by-step guidelines.	Lack of upfront knowledge on the process; Response delays; online platform is not user-friendly.	More flexibility around deadline; Streamline payment function.	Disbursement delays is a common area of dissatisfaction.	N/A
Feedback Overview					
 Education Open feedback suggest JAP is not well advertised. Customers need more information delivery on product knowledge.	 Clear Communication 19% of customers feel unclear about what they need to do. 10% of customers dissatisfy with our written communication.	 Customer Service 17% of customers dissatisfy with time taken for response, especially when registering for a new application. Open feedback indicate call centre staff lack of product knowledge and have limited answers.	 Online Service  Payment Options 10% of customers need more options for dispute, objections or review. Customers feel direct debit system restrict their ability to pay.	 Timeliness Process is time-consuming, customers experience delays in funds disbursement.  Leniency & Flexibility Customers feel lack of understanding and appreciation for individual cases. Need extension for cut-off dates. Need options to change errors in submission.	
	 Online Service 12% of customers feel difficult to use online services for transactions.	 Online Service The current software is hard to use, there is not backdating function.			
“The person I dealt with on this occasion was so helpful. She looked into our case, provided clear communication on what needed to be done and followed through with what was needed to be done. Very helpful. ”	“It would be clearer if you had an area that states which employee are not with us any more. Also I travel quite a bit & the month dead line is to short for adding new employees when the information takes time to get to head office. ”	“Very sad I couldn't backdate the registration, as i didn't know about the plan, had three employees could have been registered but they were just a little past the cut off date. ”	“The idea of not allowing job action plan backdating make the whole action plan completely useless. Some entities missed it and OSR was completely against extensions. ”	“We have been processing for Job Action Plan rebates for a number of years. I have noticed that payments are not automatic and require reminders. ”	“We have been processing for Job Action Plan rebates for a number of years. I have noticed that payments are not automatic and require reminders. ”

Revenue NSW Customer Charter - Unclaimed Money

Three areas of commitment see dramatic increase in customer satisfaction. For 'Knowledgeable', effective communication and providing relevant information at the right time pull up the overall satisfaction. For 'Accountable', the level of satisfaction boost by enough dispute, objection or review options, with 86% of positive responses. For 'Easy to Deal with', the improvement is contributed primarily by customers happy with payment, lodgement or submission options.

For 'Fair', the underlying factor for satisfaction drop is that % of customers disagree with we genuinely help people if they have trouble with payments or processes.



Knowledgeable

April 2018

71%

October 2018

88%



Accountable

April 2018

67%

October 2018

83%



Fair

April 2018

86%

October 2018

79%



Easy to Deal With

April 2018

58%

October 2018

86%

Unclaimed Money











n=405
Individual = 322
Business = 33
Authorised Agent = 23
Sponsor = 1
Advocate = 5

Key Themes

This section highlights the areas where customers showed the lowest satisfaction

Quotes

This section lists positive (in green) and constructive (in red) customer open feedback

Awareness	Notification	Research	Submission or Registration	Outcome or Disbursement	Ongoing Management
Individual customers lack of understanding of this product.	Proactive notifications to alert customers about the money.	Website is not user-friendly. System fails to complete certain request.	More flexibility on identity proof and documents supply.	Slow disbursement and limited staff responses.	Potential data-sharing on identity proof with other government organisations.
Feedback Overview					
 Education Open feedback suggest customers would like more knowledge on Unclaimed Money and the potential outcomes.	 Online Service 20% of customers feel difficult to use online services for transactions  Customer Service 20% of customers dissatisfy with staff knowledge & explanation.	 Online Service  Timeliness 17% of customers dissatisfy with time taken for response, mostly around to search and claim money	 Payment Options  Leniency & Flexibility 26% of customers dissatisfy with options provided to resolve the matter 25% of customers disagree with we genuinely help people if they have trouble with payments or processes. 17% of customers do not feel we hold everyone to the same rules and apply them without bias.	 Timeliness  Updates Open feedback indicate no to limited communication after lodgement.	 Digital Channels Streamline online process from personalised digital notifications to self-serve claim.
“ The outcome for me was good - however the process was devoid of enough communication - AND there was no contact name or phone number provided at all for me to reach out to - this is very unhelpful and stressful in the process. I can understand why you would not provide access to people - however there has to be a happier medium. ”	“ I was extremely happy with the help the customer service representative gave. However I had to call because I struggled to find where and how to lodge monies on the website, I feel this page could be made clearer and easier but overall happy with the step by step instructions and friendly help received. ”	“ Requiring proof of address (utility bill etc) for an address i resided at approx 17 years ago is ridiculous. Whilst the instructions and website are relatively easy to navigate and understand, this requirement to prove my connection with an old address is extremely difficult. ”	“ Somewhat impersonal experience no acknowledgement of receipt of application and no communication until payment made. ”	“ I am executor of my fathers estate, lots of small stale cheques went to unclaimed monies, very efficient easy to use NSW service, VIC was a little harder but excellent overall too. Sth Australia were another matter entirely, could not have made it harder and dysfunctional (just fyi...do please pass on!). ”	“ Make it easier to claim.....The government knows who I am and where I live, and who I bank with, yet I have to jump through hoop after hoop to claim? I think it is difficult on purpose so people don't claim and they keep the interest made on teh moneys. ”

Current Pain Points

Overall, 61 constructive responses reveal six top themes, representing the current pain points in interacting with Unclaimed Money. There is a strong need for convenience, easier access to information and more efficient self-claiming process. These also converge with findings from overall satisfaction - 16% satisfaction drop in options provided to resolve the matter; 10.7% drop in outcome satisfaction. Text coverage and ranking as below:

1. **Flexibility (28%)**
2. **Updates (15%)**
3. **Timeliness (13%)**
4. **Online Services (11%)**
5. **Communication (10%)**
6. **Heavy Documentation (10%)**

Issue Types:		Process	Service	Legislation	Technology	Education
Top Pain Points by Themes	Flexibility	Lack of other options for identity proof	Lack of compassion in special cases	ID signed by JP should be enough to claim	No data sharing/ matching with other organisations	
	Updates	No acknowledgment/ receipt of application	Lack of payment updates after lodgement		Lack of two-way digital engagement	Lack of reasoning & transparency on outcomes
	Timeliness	Lodgement is hard and time-consuming	Slow disbursement; slow staff response		Lack of real-time payment transfer	
	Online Services	No streamline; start process online complete via mail	Lack of subject matter knowledge page		System fails to complete certain request	Lack of step-by-step guidelines on means to claim the money
	Communication	No proactive communication and clear instructions	Lack of knowledge on international fund transfer		Limited access to info; lack of communication channels	
	Heavy Documentation	Laborious process to collect original documents	No ease of tracing old documents	Negative perception on identity proof	Limitations in proving connection with old address	

All figures are the % of text coverage

Key

Appendix A – Survey 1 Sample



Revenue NSW September Feedback Survey 1

Thank you for taking the time to complete this short survey. The survey should take approximately 3-4 minutes.

* 1. I have most recently interacted with Revenue NSW regarding:

- ☐ An Ambulance Fee ☐ Jobs Action Plan
- ☐ A Fine ☐ A Grant or Assistance Scheme (First Home, New Home and Small Business)
- ☐ Land Tax ☐ Transfer Duty (previously Stamp Duty)
- ☐ Payroll Tax ☐ Unclaimed Money Services

☐ Other (please specify)

If selected Fines and Fees

* 2. The interactions were to:

- ☐ Make a payment in full ☐ Set up a payment plan
- ☐ Request a review ☐ Make an enquiry
- ☐ Nominate another driver ☐ Set up a WDO
- ☐ Provide health fund details
- ☐ Other (please specify)

If selected Land Tax, Payroll Tax, Duties, Grants and Jobs Action Plan

* 3. The interactions were regarding:

- ☐ Registration or a new application ☐ An objection or dispute
- ☐ An enquiry ☐ Making a payment in full
- ☐ A lodgement ☐ A payment plan
- ☐ An exemption application
- ☐ Other (please specify)

If selected Unclaimed Money

4. The interactions were to:

- ☐ Search and claim money ☐ Register unclaimed money with Revenue NSW
- ☐ Other (please specify)

5. For the purpose of the interactions, I am an:

- ☐ Individual Customer ☐ Sponsor
- ☐ Business Customer ☐ Advocate
- ☐ Authorised Agent (accountant, solicitor etc. acting on behalf of a third party)

6. Overall, how satisfied are you with the:

	Extremely Dissatisfied	Dissatisfied	Satisfied	Extremely Satisfied	N/A
Outcome of your interactions with Revenue NSW?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service provided by Revenue NSW?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Options provided to resolve your matter?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff knowledge and explanations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time taken for response?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please rate the extent to which you agree with the following statements.

	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
Revenue NSW listened to me and understood my situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel Revenue NSW will genuinely help people if they have trouble with payments or processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel Revenue NSW holds everyone to the same rules and applies them without bias.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please add any other feedback you would like to provide on our services.

9. Please select your most preferred payment method.

- ☐ Credit card ☐ Cash or credit card at a Service NSW location
- ☐ BPay ☐ Direct debit
- ☐ PayPal
- ☐ Other (please specify)

10. Please rank these service improvements in order of what would be most valuable to least valuable for you.

1	<input type="text"/>	Creating a single account for all your Revenue NSW interactions - all your state fines, taxes and grants information in one place for you to manage
2	<input type="text"/>	Providing you a consistent service across a range of channels of your choice - you can move between channels at any time without repeating yourself
3	<input type="text"/>	To be able to complete more Revenue NSW transactions through Service NSW

11. Please tell us more about your above rankings?

Thank you for completing this survey. At Revenue NSW we use these survey results to understand what you would like to see improved.

We also conduct other research, such as interviews, focus groups and product testing, to further understand your needs. Some activities are compensated based on time and travel requirements.

Please note your participation is voluntary and will not affect any current matters you have with Revenue NSW.

If you would be happy to be contacted when further research is being conducted please leave your details below.

12. Details:

Name	<input type="text"/>
Company	<input type="text"/>
City/Town	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

Appendix A – Survey 2 Sample



Revenue NSW September Feedback Survey 2

Thank you for taking the time to complete this short survey. The survey should take approximately 3-4 minutes.

* 1. I have most recently interacted with Revenue NSW regarding:

- ☐ An Ambulance Fee ☐ Jobs Action Plan
- ☐ A Fine ☐ A Grant or Assistance Scheme (First Home, New Home and Small Business)
- ☐ Land Tax ☐ Transfer Duty (previously Stamp Duty)
- ☐ Payroll Tax ☐ Unclaimed Money Services

☐ Other (please specify)

If selected Fines and Fees

* 2. The interactions were to:

- ☐ Make a payment in full ☐ Set up a payment plan
- ☐ Request a review ☐ Make an enquiry
- ☐ Nominate another driver ☐ Set up a WDO
- ☐ Provide health fund details
- ☐ Other (please specify)

If selected Land Tax, Payroll Tax, Duties, Grants and Jobs Action Plan

* 3. The interactions were regarding:

- ☐ Registration or a new application ☐ An objection or dispute
- ☐ An enquiry ☐ Making a payment in full
- ☐ A lodgement ☐ A payment plan
- ☐ An exemption application
- ☐ Other (please specify)

If selected Unclaimed Money

4. The interactions were to:

- ☐ Search and claim money ☐ Register unclaimed money with Revenue NSW
- ☐ Other (please specify)

5. For the purpose of the interactions, I am an:

- ☐ Individual Customer ☐ Sponsor
- ☐ Business Customer ☐ Advocate
- ☐ Authorised Agent (accountant, solicitor etc. acting on behalf of a third party)

6. How easy did Revenue NSW make it for you to:

	Extremely Difficult	Difficult	Somewhat Easy	Easy	Extremely Easy	N/A
Resolve your issue or query	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make a payment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understand our written communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complete transactions using online services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interact with and understand our staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. If you answered 'Difficult' or 'Extremely Difficult', what did you find difficult?

8. Please add any other feedback you would like to provide on our services.

9. Please select your most preferred payment method.

- ☐ Credit card ☐ Cash or credit card at a Service NSW location
- ☐ BPay ☐ Direct debit
- ☐ PayPal
- ☐ Other (please specify)

10. Please rank these service improvements in order of what would be most valuable to least valuable for you.

1	Creating a single account for all your Revenue NSW interactions - all your state fines, taxes and grants information in one place for you to manage
2	Providing you a consistent service across a range of channels of your choice - you can move between channels at any time without repeating yourself
3	To be able to complete more Revenue NSW transactions through Service NSW

11. Please tell us about your above rankings?

Thank you for completing this survey. At Revenue NSW we use these survey results to understand what you would like to see improved.

We also conduct other research, such as interviews, focus groups and product testing, to further understand your needs. Some activities are compensated based on time and travel requirements.

Please note your participation is voluntary and will not affect any current matters you have with Revenue NSW.

If you would be happy to be contacted when further research is being conducted please leave your details below.

12. Details:

Name

Company

City/Town

Email Address

Phone Number

Appendix A – Survey 3 Sample



Revenue NSW September Feedback Survey 3

Thank you for taking the time to complete this short survey. The survey should take approximately 3-4 minutes.

* 1. I have most recently interacted with Revenue NSW regarding:

- | | |
|--|--|
| <input type="radio"/> An Ambulance Fee | <input type="radio"/> Jobs Action Plan |
| <input type="radio"/> A Fine | <input type="radio"/> A Grant or Assistance Scheme (First Home, New Home and Small Business) |
| <input type="radio"/> Land Tax | <input type="radio"/> Transfer Duty (previously Stamp Duty) |
| <input type="radio"/> Payroll Tax | <input type="radio"/> Unclaimed Money Services |

☐ Other (please specify)

If selected Fines and Fees

* 2. The interactions were to:

- | | |
|---|---|
| <input type="radio"/> Make a payment in full | <input type="radio"/> Set up a payment plan |
| <input type="radio"/> Request a review | <input type="radio"/> Make an enquiry |
| <input type="radio"/> Nominate another driver | <input type="radio"/> Set up a WDO |
| <input type="radio"/> Provide health fund details | |
| <input type="radio"/> Other (please specify) | |

If selected Land Tax, Payroll Tax, Duties, Grants and Jobs Action Plan

* 3. The interactions were regarding:

- | | |
|---|--|
| <input type="radio"/> Registration or a new application | <input type="radio"/> An objection or dispute |
| <input type="radio"/> An enquiry | <input type="radio"/> Making a payment in full |
| <input type="radio"/> A lodgement | <input type="radio"/> A payment plan |
| <input type="radio"/> An exemption application | |
| <input type="radio"/> Other (please specify) | |

If selected Unclaimed Money

4. The interactions were to:

- ☐ Search and claim money ☐ Register unclaimed money with Revenue NSW
- ☐ Other (please specify)

5. For the purpose of the interactions, I am an:

- ☐ Individual Customer ☐ Sponsor
- ☐ Business Customer ☐ Advocate
- ☐ Authorised Agent (accountant, solicitor etc. acting on behalf of a third party)

6. The following statements are regarding Revenue NSW's communication with you, both written (letters, emails and the website) and verbal (phone or face to face). Rate the extent to which you agree with the statement.

	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
Revenue NSW communication channels suit my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue NSW provided the relevant information at the right time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue NSW clearly outlined what I needed to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue NSW clearly explained their decisions regarding my situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. This question is regarding the options you were provided to resolve your matter. Select the extent to which you agree with the following statements.

	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
The options for payment were suited to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sufficient options for dispute, objection or review.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The options for lodgement or submission were suited to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please add any other feedback you would like to provide on our services.

9. Please select your most preferred payment method.

- ☐ Credit card ☐ Cash or credit card at a Service NSW location
- ☐ BPay ☐ Direct debit
- ☐ PayPal
- ☐ Other (please specify)

10. Please rank these service improvements in order of what would be most valuable to least valuable for you.

1	Creating a single account for all your Revenue NSW interactions - all your state fines, taxes and grants information in one place for you to manage
2	Providing you a consistent service across a range of channels of your choice - you can move between channels at any time without repeating yourself
3	To be able to complete more Revenue NSW transactions through Service NSW

11. Please tell us more about your above rankings?

Thank you for completing this survey. At Revenue NSW we use these survey results to understand what you would like to see improved.

We also conduct other research, such as interviews, focus groups and product testing, to further understand your needs. Some activities are compensated based on time and travel requirements...

Please note your participation is voluntary and will not affect any current matters you have with Revenue NSW.

If you would be happy to be contacted when further research is being conducted please leave your details below.

12. Details:

Name	<input type="text"/>
Company	<input type="text"/>
City/Town	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>