

Queensland Better Regulation (QBR) Annual Report 2018–19 – Queensland Treasury

Title of reform project/activity/initiative

OSR Transformation Program

Description

In June 2017, CBRC approved the Office of State Revenue (OSR) Transformation Program, to provide next generation tax and revenue management capabilities that are client centric, digitally enabled and data driven, to improve services and outcomes for taxpayers, staff, government and the Queensland community.

With approved funding of \$80.9 million (incl. GST) over five years, the program is aligned with the *Advancing Queensland's Priorities* responsive government priority, with the key objective of making it easier for taxpayers to do business with the state's revenue department.

The digital solutions will be delivered over 46 individual initiatives, being managed as discrete projects or products over three years to realise the program goals.

Specifically, the program will offer taxpayers:

- an online digital chat service that will respond to routine enquiries 24 hours a day, 7 days a week
- an online taxpayer web portal that will enable self-service
- personalised taxpayer services that are enhanced by data analytics and machine learning
- a low touch taxation approach through targeted education campaigns and improved data quality and client validation
- increased internal efficiencies that will remove work backlogs and lead to more efficient and value-adding client services.

Through the program, services are being automated and tailored to taxpayer needs. Campaigns are being re-aligned to focus on how best the Office of State Revenue can support taxpayers to meet their obligations and receive their correct entitlements.

Current status

To date, OSR has delivered 23 individual digital initiatives that vary in size and complexity as part of the Program. Examples include:

- OSR Online for land tax. This project delivered online capability to land taxpayers not previously available, allowing taxpayers to receive and pay assessments online, claim exemptions online, and have full transparency over taxable landholdings. Over the next twelve months, the capability of OSR Online will be extended across all revenue lines, implementing streamlined online processes with more pre-filled forms and enhanced automation, providing greater transparency to taxpayers of obligations and entitlements.
- A machine learning solution that is delivering insights into taxpayers behaviours and drivers, enabling the Office of State Revenue to transform their interactions with taxpayers and improve revenue outcomes for Queensland. In April 2018, OSR won an SAP global innovation award for this initiative.

- An Intelligent Virtual Assistant ‘Sam’ providing a new digital channel for clients to engage with the Office of State Revenue 24/7 on routine enquiries. Sam went live on Payroll Tax related webpages in February 2018 and all remaining revenue lines (Land Tax, Duties and Grants, Betting Tax, Mining and Petroleum Royalties) in July 2018. Sam has now logged more than 16,000 taxpayer interactions, with over 81 per cent of enquiries being resolved at the first contact.
- An automated approval process for processing Land Tax primary place of residence exemptions. Standard approvals which previously were processed in weeks, can now be provided back to the taxpayer near real time via the new portal, OSR Online.
- An enhanced debt management solution that is introducing greater system flexibility to enable targeted actions that address high risk and high value matters more efficiently and effectively. The solution will allow OSR to execute earlier interventions and tailored communications through system automation.
- A self-service business intelligence visualisation product to support all aspects of OSR’s reporting. The product uses machine learning capability to deliver smart insights that identify and predict trends, and will allow OSR to quickly discover data patterns and drive improved business intelligence outcomes.

The delivery of the digital solutions as part of the Program are on track for completion by the end of financial year 2019–20.

Benefits to business

The program is aligned to the government response to the Better Regulation Taskforce: by reducing red tape and making it easier to do business with OSR, small businesses will be better able to focus on running their business.

The program is also linked to *Advancing Queensland's Priorities* responsive government priority.

Promotional activity

- The initiative is regularly reported on via QGCIO ICT dashboard.
- OSR is often invited to conferences and summits to present on the Transformation Program.
- There have also been a number of media releases with respect to the program:
 - [Innovation in government: not just talking the talk](#)
 - [Improving customer empathy with machine learning](#)
 - <https://www.computerworld.com.au/article/649570/queensland-office-state-revenue-chooses-nina-virtual-assistant-sam/>
 - [Sapphire Now 2018 - How the Queensland Treasury is using SAP Leonardo to predict tax delinquency](#)

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