

Contrary to Public Interest

**From:** Elizabeth Goli  
**Sent:** Friday, 3 March 2017 3:23 PM  
**To:** Natalie Barber  
**Subject:** FW: QAO Letter re performance audit on SPER  
**Attachments:** DMView\_1488498762655\_00813-2017\_49778\_Incoming\_corro.pdf

Hi Natalie,

FYI.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

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**From:** Katherine Woods  
**Sent:** Friday, 3 March 2017 10:10 AM  
**To:** Elizabeth Goli  
**Subject:** QAO Letter re performance audit on SPER

Hi Liz,

I have just spied this through the workflow – thought I should bring it to your attention.

If I can do anything please let me know.

Thanks  
Katherine



Page 159 redacted for the following reason:  
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Information Prohibited by an Act - Sch.3(12)

RTI RELEASE

## Lauren Martin

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**From:** Natalie Barber  
**Sent:** Friday, 3 March 2017 4:36 PM  
**To:** Elizabeth Goli  
**Cc:** Geoff Waite; Katherine Woods; Contrary to Public Interest  
**Subject:** UT Briefing Today  
**Attachments:** ut briefing 3 march.pptx

**Importance:** High

Hi Liz

I have put together a slide pack for the UT briefing today

Keeping it simple – pls let me know if you have any feedback

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

Pages 161 through 173 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Tuesday, 7 March 2017 1:54 PM  
**To:** Contrary to Public Interest Natalie Barber; David Quinn  
**Subject:** RE: Finance and Administration Committee examination of State Penalties Enforcement Amendment Bill

Thanks Contrary to Public Interest

Let me know if you need assistance.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

Web: [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



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**From:** Contrary to Public Interest  
**Sent:** Tuesday, 7 March 2017 1:12 PM  
**To:** Elizabeth Goli; Natalie Barber; David Quinn  
**Subject:** FW: Finance and Administration Committee examination of State Penalties Enforcement Amendment Bill  
**Importance:** High

Hi all,

CLLO has just provided us with the attached letter from the Finance and Administration Committee, which is seeking a departmental briefing note by next Wednesday. CLLO has requested the required information be prepared and provided to CLLO by 10am on **Monday, 13 March 2017**.

We are meeting now to plan our way forward.

Kind regards,

Contrary to Public Interest

Principal Analyst | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
☒:GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

Contrary to Public Interest

[www.sper.qld.gov.au](http://www.sper.qld.gov.au)



Queensland  
Government



Proudly working with White Ribbon to create a safer world  
Australia's campaign to stop violence against women

**From:** Rosemary Holley

**Sent:** Tuesday, 7 March 2017 12:21 PM

**To:** Contrary to Public Interest

**Cc:** RI-CLLO & Ministerial Services; Contrary to Public Interest

**Subject:** Finance and Administration Committee examination of State Penalties Enforcement Amendment Bill

**Importance:** High

Hi Contrary to Public Interest

As discussed, copy of correspondence received from the FAC in relation to its inquiry into the SPER Amendment Bill.

For immediate attention, the FAC requires the following information by 15 March 2017:

- details of departmental officer nominated to be the FAC's point of contact;
- list of departmental officers who can brief the FAC on the Bill at the public briefing to be held on 22 March; and
- written brief on the bill.

The above information should be prepared and provided (via email to [RI-CLLO@treasury.qld.gov.au](mailto:RI-CLLO@treasury.qld.gov.au)) by **10am Monday, 13 March 2017**. A template for the written brief will be included in the document set I will set up and send to you (along with additional information regarding the remainder of the FAC inquiry process and Bill book document requirements).

Further matters to note in the attached letter:

- Submissions to the inquiry will close on 24 March, with responses due to the FAC by 28 March (noting draft responses will need to be viewed and approved by UT/Treasurer's office)
- Public hearing proposed for 30 March in Brisbane, with possibility of regional hearings being held 29-31 March
- FAC is due report to Parliament by 28 April; a Government response to the FAC report may need to be drafted depending on the FAC's report recommendations.

Regards  
Rosemary

Rosemary Holley  
Manager – Cabinet Legislation Liaison Office  
CLLO and Ministerial Services  
Queensland Treasury  
Level 38, 1 William Street

Contrary to Public Interest

RTI RELEASE



## Lauren Martin

---

**From:** Natalie Barber  
**Sent:** Tuesday, 14 March 2017 10:33 AM  
**To:** Elizabeth Goli  
**Subject:** FW: Latest Channel 9 Coverage

**Importance:** High

Hi Liz

The coverage from last night on both Channels 7 and 9 are extremely concerning on a number of fronts.

It is clear that the CONFIDENTIAL VISS Tranche report has been handed to the Channel 9 reporter who actually shows it in the report.

Also they have interviewed members of the Parliamentary Committee who have indicated they will raise this in the review of the Bill.

I would like to express our concerns to Jason and the UT. We would like the Treasurer's Office to put some restraint on the information provided to the media.

Can we pls discuss.

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



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Government**

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**From:** Contrary to Public Interest  
**Sent:** Tuesday, 14 March 2017 10:22 AM  
**To:** Contrary to Public Interest SPER Leadership  
**Cc:** Contrary to Public Interest  
**Subject:** RE: Latest Channel 9 Coverage

Link to the Channel 7 coverage from last night is below.

<https://twitter.com/7NewsQueensland/status/841203951139663872>

---

**From:** Contrary to Public Interest  
**Sent:** Tuesday, 14 March 2017 8:48 AM  
**To:** SPER Leadership  
**Cc:** Contrary to Public Interest  
**Subject:** Latest Channel 9 Coverage

Hi All,

Below is a link to the latest SPER coverage on Channel 9.

Regards

Contrary to Public Interest

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**From:** Contrary to Public Interest  
**Sent:** Tuesday, 14 March 2017 8:07 AM  
**To:** Contrary to Public Interest SPER Performance and Risk Team  
**Subject:** RE: sper

[https://www.facebook.com/plugins/video.php?href=https%3A%2F%2Fwww.facebook.com%2F9NewsBrisbane%2Fvideos%2F1823092328014312%2F&show\\_text=0&width=560](https://www.facebook.com/plugins/video.php?href=https%3A%2F%2Fwww.facebook.com%2F9NewsBrisbane%2Fvideos%2F1823092328014312%2F&show_text=0&width=560)

last night on channel 9, stock footage with people telling SPER debtors to not worry unless their balance is over \$5K...

---

**From:** Contrary to Public Interest  
**Sent:** Monday, 13 March 2017 8:54 PM  
**To:** SPER Performance and Risk Team  
**Subject:** FW: sper  
**Importance:** High

Hi Team,

This was the Courier Mail, online article on SPER late last week.

Regards

Contrary to Public Interest

---

**From:** Contrary to Public Interest  
**Sent:** Thursday, 9 March 2017 2:00 PM  
**To:** Natalie Barber; Contrary to Public Interest  
**Cc:** Contrary to Public Interest  
**Subject:** FW: sper  
**Importance:** High

FYI – see below for a Courier Mail article published online this afternoon and confirmation about past information provided to the TO.

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**From:** Graham Metcalf  
**Sent:** Thursday, 9 March 2017 1:50 PM  
**To:** Lindsay.Marshall; Contrary to Public Interest; Scott.Forbes; Contrary to Public Interest  
**Cc:** Media; Contrary to Public Interest  
**Subject:** RE: sper

Lindsay

Attached are the details I can find which pretty much align with most of the numbers in the article. There were a couple of separate email strings so I have attached both of those. Hoping those includes all the details you are after.

Couple of clarifications ...

The sentence "As of February 23, it had recouped more than \$1.16 million from people who hadn't paid their fines", only refers to the VISS/vehicle clamping/seize and sale program, not the overall fine collection. As at the end of February SPER had collected \$196.1 million. The wheel clamping program is currently only running in SEQ.

The end of February information is available on the SPER website and is updated each month but doesn't go into the full detail Scott sought in the table included in one of the attached emails.

<https://www.sper.qld.gov.au/about-us/statistics/statistics-1702.php>

To clarify re imprisonment, the last person sent to jail for SPER-related debts was in 2012, while a prisoner already serving a sentence for an unrelated offence had time added in lieu of the SPER debt they had. That was in 2014.

As far as I am aware no one from the Department spoke with the Courier Mail so I assume the so-called "A department spokesman" was Scott.

Regards

Graham

---

**From:** Lindsay Marshall Contrary to Public Interest

**Sent:** Thursday, 9 March 2017 1:13 PM

**To:** Graham Metcalf; Scott.Forbes Contrary to Public Interest

**Subject:** sper

This story has gone up on the Courier-Mail website.  
Ch 9 has asked where they could get the figures.  
Are they the stats given to the Courier a couple of weeks ago?

**Lindsay Marshall**

Principal Media Advisor

**Office of the Hon. Curtis Pitt MP**

Treasurer of Queensland

Minister for Trade and Investment



**Queensland  
Government**

P 07 3719 7200 | M Contrary to Public Interest

GPO Box 611 Brisbane QLD 4001

**State Penalties Enforcement Registry push wheel clamping to recoup unpaid fines**  
By Jacinda Tutty

THREATS to send toll and fine dodgers to jail appear to be hollow with just two offenders being sent to prison in the past five years.

The State Penalties Enforcement Registry (SPER) has the power to arrest and imprison people who refuse to pay their debts as a last resort.

But SPER has only exercised that right once in 2012 and again in 2014, according to data obtained by The Courier Mail from the State Treasury's office.

Instead SPER is using other tactics to recoup more than \$1.172 billion in unpaid fines, including a wheel clamping initiative which started in June last year.

Clamped down

As of February 23, it had recouped more than \$1.16 million from people who hadn't paid their fines.

SPER recouped \$563,494 from 61 customers who had their "vehicles clamped" and 68 customers "who were subject to vehicle immobilisation operations."

A further \$493,246 was recovered from 39 seized vehicles and 19 vehicles sold at public auction.

A department spokesman said "we've acknowledged the problem with the ballooning debt following the LNP's decision to automatically transfer all tolling debts to SPER.

"We're stepping up to fix it which is why we commenced wheel clamping last year to target the worst offenders – people with outstanding fines in excess of \$5000."

Fine dodgers will also need to watch out for a new \$58.9 million IT system being rolled out later this year which will be "faster" and more "effective" at collections.

But those who genuinely can't afford to pay will be offered the chance to "work off" their debts under a new government scheme,

Tolls still make up the largest component of SPER debt at \$232.6 million, as of December 2016. That is followed by speeding fine debt at \$163.2 million and general driving offences, such as driving under the influence, unlicensed driving, mobile phone use or not using a seat belt at \$155.2 million.

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Please consider the environment before printing this email.

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Tuesday, 14 March 2017 10:57 AM  
**To:** Natalie Barber  
**Subject:** Re: Latest Channel 9 Coverage

Very concerning. I will find the email exchange in January with Scott where I told him the disaggregated could not be released to the media due to legislative constraints.

I suggest we cease providing this report and state that we are doing this due to this breach of the law.

Regards,

Liz

On 14 Mar 2017, at 10:32 AM, Natalie Barber [Contrary to Public Interest](#) wrote:

Hi Liz

The coverage from last night on both Channels 7 and 9 are extremely concerning on a number of fronts.

It is clear that the CONFIDENTIAL VISS Tranche report has been handed to the Channel 9 reporter who actually shows it in the report.

Also they have interviewed members of the Parliamentary Committee who have indicated they will raise this in the review of the Bill.

I would like to express our concerns to Jason and the UT. We would like the Treasurer's Office to put some restraint on the information provided to the media.

Can we pls discuss.

Regards,

Natalie

Natalie Barber

Registrar

State Penalties Enforcement Registry

Office of State Revenue

Queensland Treasury

GPO Box 1387, Brisbane 4001

[Contrary to Public Interest](#)

---

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)

---

**From:** [Contrary to Public Interest](#)

**Sent:** Tuesday, 14 March 2017 10:22 AM

**To:** [Contrary to Public Interest](#) SPER Leadership

**Cc:** [Contrary to Public Interest](#)

**Subject:** RE: Latest Channel 9 Coverage

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**To:** SPER Leadership

**Cc:** [Contrary to Public Interest](#)

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To: Contrary to Public Interest SPER Performance and Risk Team

Subject: RE: sper

[https://www.facebook.com/plugins/video.php?href=https%3A%2F%2Fwww.facebook.com%2F9NewsBrisbane%2Fvideos%2F1823092328014312%2F&show\\_text=0&width=560](https://www.facebook.com/plugins/video.php?href=https%3A%2F%2Fwww.facebook.com%2F9NewsBrisbane%2Fvideos%2F1823092328014312%2F&show_text=0&width=560)

last night on channel 9, stock footage with people telling SPER debtors to not worry unless their balance is over \$5K...

From: Contrary to Public Interest

Sent: Monday, 13 March 2017 8:54 PM

To: SPER Performance and Risk Team

Subject: FW: sper

Importance: High

Hi Team,

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Regards

Contrary to Public Interest

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Sent: Thursday, 9 March 2017 2:00 PM

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Contrary to Public Interest

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Cc: Media; Contrary to Public Interest

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**From:** Lindsay Marshall Contrary to Public Interest

**Sent:** Thursday, 9 March 2017 1:13 PM

**To:** Graham Metcalf; Scott.Forbes Contrary to Public Interest

**Subject:** sper

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**Lindsay Marshall**

Principal Media Advisor

**Office of the Hon. Curtis Pitt MP**

Treasurer of Queensland

Minister for Trade and Investment

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P 07 3719 7200 | Contrary to Public Interest

GPO Box 611 Brisbane QLD 4001

State Penalties Enforcement Registry push wheel clamping to recoup unpaid fines

By Jacinda Tutty

THREATS to send toll and fine dodgers to jail appear to be hollow with just two offenders being sent to prison in the past five years.

The State Penalties Enforcement Registry (SPER) has the power to arrest and imprison people who refuse to pay their debts as a last resort.

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Fine dodgers will also need to watch out for a new \$58.9 million IT system being rolled out later this year which will be "faster" and more "effective" at collections.

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Contrary to Public Interest

**From:** Elizabeth Goli  
**Sent:** Tuesday, 14 March 2017 7:00 PM  
**To:** Natalie Barber; [Redacted] Nathaniel Harris  
**Cc:** David Quinn; [Redacted]  
**Subject:** Fwd: State Penalties Enforcement Amendment Bill 2017

Dear Colleagues,

Well done, a wonderful acknowledgement from Annette. And also good to the impact on Luke.

Regards,

Liz

Begin forwarded message:

**From:** Annette O'Callaghan [Redacted]  
**Date:** 14 March 2017 at 5:28:50 PM AEST  
**To:** Elizabeth Goli [Redacted]  
**Subject:** State Penalties Enforcement Amendment Bill 2017

Dear Liz

Thank you for taking the time to write to express your appreciation for the work involved in drafting the State Penalties Enforcement Amendment Bill 2017. When I handed the letter to Luke yesterday he was so pleased that his work was appreciated and he has certainly shared his pleasure in receiving the letter with colleagues. I wanted to let you know that your kindness in writing this letter meant a great deal to him. From my perspective, it is always helpful to receive feedback and, of course, it is always more pleasant if it is as positive as it was in this case.

In return can I thank your team. From my conversations with Luke during the drafting process it was obvious your team faced a number of challenges in delivering a technically complex bill within short timeframes, not least of which was managing relations with key stakeholders. I asked Luke to give a brief overview of the bill at yesterday's drafters meeting and he specifically mentioned what a difference it made to be working with the highly professional team from OSR.

As you know, drafting legislation is a highly collaborative exercise and I am pleased to see that once again OSR and OQPC were able to work so well together.

My congratulations to you and your team on shepherding this bill through the policy and Cabinet process and into Parliament. I hope the rest of the process is a slightly less stressful one!

Regards  
Annette



Annette O'Callaghan  
Parliamentary Counsel  
Office of the Queensland Parliamentary Counsel

[Redacted]

Level 18, 111 George Street, Brisbane City QLD 4000  
PO Box 15185, City East, QLD 4002

W [www.legislation.qld.gov.au](http://www.legislation.qld.gov.au)



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RTI RELEASE

Pages 186 through 187 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE

**Lauren Martin**

---

**From:** Natalie Barber  
**Sent:** Monday, 10 April 2017 9:17 AM  
**To:** Elizabeth Goli  
**Subject:** FW: Documents to go to FAC in relation to the Inquiry on the State Penalties Enforcement Amendment Bill 2017

Dear Liz

Welcome back! FYI

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



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**From:** Kristine Gould  
**Sent:** Monday, 10 April 2017 9:15 AM  
**To:** Contrary to Public Interest; CLLO Support  
**Cc:** Kath Quigley; Natalie Barber; Contrary to Public Interest  
**Subject:** RE: Documents to go to FAC in relation to the Inquiry on the State Penalties Enforcement Amendment Bill 2017

Thanks [redacted] it is progressing – will keep you informed of progress  
Kris

Kristine Gould  
A/Director – CLLO and Ministerial Services  
Risk and Intelligence, Queensland Treasury  
Level 38, 1 William Street

Contrary to Public Interest

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**From:** Contrary to Public Interest  
**Sent:** Friday, 7 April 2017 6:51 PM  
**To:** CLLO Support  
**Cc:** Kath Quigley; Natalie Barber; Contrary to Public Interest  
**Subject:** Documents to go to FAC in relation to the Inquiry on the State Penalties Enforcement Amendment Bill 2017

Dear CLLO

Please find attached a covering letter from the Under Treasurer and the departmental responses to the additional questions from the Finance and Administration Committee (response plus one attachment), which were requested by letter following the recent public briefing.

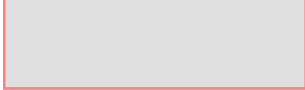
Also attached is a letter from the Under Treasurer to the Committee providing a clarification of a remark made at hearing.

Could you please arrange for these items to be progressed to the Under Treasurer for approval?

If you have any queries in relation to the attached documents, please don't hesitate to contact Richard or I.

Thanks for your ongoing assistance with the Bill process,

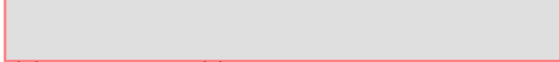
Contrary to Public Interest



Principal Policy Advisor | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury

☒: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest



☒: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



**Queensland  
Government**

RTI RELEASED

## Lauren Martin

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**From:** Elizabeth Goli  
**Sent:** Tuesday, 11 April 2017 1:15 PM  
**To:** Contra to Public Interest Natalie Barber; Contra to Public Interest  
**Cc:** Contra to Public Interest  
**Subject:** RE: Program for brisbane public hearing on SPE Amendment Bill 2017

Hello Contra to Public Interest

I understand that you all have done a sterling job thus far with the committee process.

What is the plan for Thursday in terms of our attendance? Is the hearing telecast or do we need to be in the room?

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contra to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



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**From:** Contra to Public Interest  
**Sent:** Monday, 10 April 2017 12:42 PM  
**To:** Elizabeth Goli; Natalie Barber; Contra to Public Interest  
**Cc:** Contra to Public Interest  
**Subject:** Program for brisbane public hearing on SPE Amendment Bill 2017

Hi all,

Please find attached the program for Thursday's public hearing of the Finance and Administration Committee's Inquiry into State Penalties Enforcement Amendment Bill 2017.

As with the previously scheduled Brisbane hearing, the Offices of the Information Commissioner and the Public Advocate are due to appear, along with representatives of LawRight and one individual, Ms Kristen Vink. Queensland Law Society is now also down to appear at the hearing, as well as a president of the Townsville Chamber of Commerce.

Kind regards,

Contra to Public Interest

Contrary to Public Interest

Principal Policy Advisor|Strategy and Policy  
State Penalties Enforcement Registry|Office of State Revenue|Queensland Treasury  
☒:GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

☒: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



**Queensland  
Government**

RTI RELEASE

**Lauren Martin**

---

**From:** Elizabeth Goli  
**Sent:** Wednesday, 12 April 2017 8:48 AM  
**To:** Contrary to Public Interest Natalie Barber; Contrary to Public Interest David Quinn; Contrary to Public Interest  
**Cc:** Contrary to Public Interest  
**Subject:** Weekly Stand Up - SPER Program Update - Today's stand up cancelled

Hi All,

I understand that some of you are unavailable this morning so I suggest that we cancel the stand up. I have caught up on the current position over the past couple of days and should be ok until next week.

If I don't see you I hope that you have a happy Easter.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



RTI RELEASED

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Thursday, 13 April 2017 4:13 PM  
**To:** Natalie Barber; Contrary to Public Interest  
**Cc:** David Quinn  
**Subject:** Fwd: Advice Sought - Treasurer's update meeting agenda - 19 April  
**Attachments:** image001.jpg; ATT00001.htm; image002.jpg; ATT00002.htm; Treasurer's update meeting agenda - 19 April 2017.docx; ATT00003.htm

Dear Natalie & Contrary to Public Interest

The SPER Committee Report is on the agenda. The meeting is 2pm next Wednesday 19th.

Regards,

Liz

**From:** DLO <DLO@treasury.qld.gov.au>  
**Date:** 13 April 2017 at 4:05:34 pm AEST  
**To:** DLO <DLO@treasury.qld.gov.au>, Warwick Agnew Contrary to Public Interest  
Mary-Anne Curtis Contrary to Public Interest, Dennis Molloy  
Contrary to Public Interest, Geoff Waite Contrary to Public Interest, Graeme  
Garrett Contrary to Public Interest, Elizabeth Goli  
Contrary to Public Interest, Alex Beavers Contrary to Public Interest, Drew  
Ellem Contrary to Public Interest, Tony Kulpa Contrary to Public Interest  
**Cc:** Jennifer Kindt Contrary to Public Interest, Debbie Seagrott  
Contrary to Public Interest, Mary Pereira Contrary to Public Interest, Peter  
Johnson Contrary to Public Interest, Gregory Tonks  
Contrary to Public Interest, Kristy Grant Contrary to Public Interest, Angela  
Green Contrary to Public Interest, David Jackson Contrary to Public Interest  
Katherine Woods Contrary to Public Interest, Kristine Gould  
Contrary to Public Interest, Catherine Anderson  
Contrary to Public Interest, Jim Murphy Contrary to Public Interest  
Amanda Traill Contrary to Public Interest  
**Subject: Advice Sought - Treasurer's update meeting agenda - 19 April**

Good afternoon all

Please find a draft version of the update meeting agenda for next Wednesday, 19 April.

If you have any matters you wish added please let me know by 2PM Tuesday 18<sup>th</sup> April.

Have a great Easter!

Cheers  
Jon

**Jonathan Scott**  
**Departmental Liaison Officer**  
Queensland Treasury  
Level 38. 1WS

Contrary to Public Interest



RTI RELEASE

**TREASURER'S UPDATE MEETING**

**AGENDA**

**Wednesday, 19 April 2017**

**Treasurer's Office, Level 38 1WS**

**1:45 PM – 2:30 PM**

**1. Upcoming Events, Releases or Key Decisions**

*Statistical releases:*  
This Part Out of Scope of Application

*Events & Media*  
This Part Out of Scope of Application

- SPER Committee - Committee Report due Fri, 28 April

This Part Out of Scope of Application

**3.**

This Part Out of Scope of Application

RTI RELEASED

## Lauren Martin

---

**From:** Natalie Barber  
**Sent:** Thursday, 20 April 2017 2:22 PM  
**To:** Contrary to Public Interest Elizabeth Goli  
**Cc:** Contrary to Public Interest  
**Subject:** RE: SC draft Agenda items

Hi Contrary to Public Interest

I would like to discuss with st and David this afternoon

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Contrary to Public Interest  
**Sent:** Thursday, 20 April 2017 10:38 AM  
**To:** Natalie Barber; Elizabeth Goli  
**Cc:** Contrary to Public Interest  
**Subject:** SC draft Agenda items

Good Morning all

The below outlines the current draft Agenda items for the Steering Committee to be held Wednesday 26<sup>th</sup>. Please let me know if you have additions or changes required so that we are able to formally send this out later today or early tomorrow.

### Agenda

1. Minutes and Actions
2. 2. Technology – State of Play
  - a. Program Context  
Contrary to Public Interest
3. SPER Legal Position
4. Benefits Recorded to Date + Expenditure Tracking
5. Recommendations
6. Close
7. Appendix

Kind regards

Contrary to Public Interest

Program Support Officer | SPER Program  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury

Contrary to Public Interest

Web: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



**Queensland  
Government**

*“Have you checked out the latest on the Kudos Wall; or have something you want to share?”  
Find it on the SPER team space on Nexus: <https://nexus.treasury.qld.gov.au/team/osr-sper/SitePages/Home.aspx>*

RTI RELEASE

Pages 198 through 202 redacted for the following reasons:

-----  
Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Thursday, 27 April 2017 4:29 PM  
**To:** Contrary to Public Interest Natalie Barber  
**Subject:** RE: Debate

Thanks Contrary to Public Interest

This is far more sensible in terms of responding to the committee report.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Contrary to Public Interest  
**Sent:** Thursday, 27 April 2017 4:09 PM  
**To:** Elizabeth Goli; Natalie Barber  
**Subject:** RE: Debate

Hi Liz and Natalie

We have now been advised by CLLO (and directly by Shelly Francis) that the Bill is now scheduled for the sitting on 23-25 May. There are some other Bills that need to be progressed sooner.

Final timing will depend on what comes out in Committee reports tomorrow but at this stage it appears we will have some more time.

Hopefully we can have final confirmation of this tomorrow. We will keep working on Bill book materials and forward you drafts as we go. I will send draft Q&As for review later today.

Regards,

Contrary to Public Interest

Deputy Registrar Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

---

**From:** Contrary to Public Interest  
**Sent:** Thursday, 27 April 2017 2:46 PM  
**To:** Elizabeth Goli; Natalie Barber  
**Subject:** FW: Debate

FYI.

Regards,

Contrary to Public Interest

Deputy Registrar Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

---

**From:** Contrary to Public Interest  
**Sent:** Thursday, 27 April 2017 1:17 PM  
**To:** Contrary to Public Interest  
**Subject:** Debate

Hi Contrary to Public Interest

I just spoke with Rosemary from CLLO. She indicated that Shelley Francis is expecting the Committee report to go public on Friday and for our Bill to definitely be debated in the next sitting.

Contrary to Public Interest

Principal Policy Advisor | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
☒: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

☒: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



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Government**

Pages 205 through 209 redacted for the following reasons:

-----  
Contrary to public interest - business affairs

RTI RELEASE



**Lauren Martin**

---

**From:** Natalie Barber  
**Sent:** Friday, 28 April 2017 4:52 PM  
**To:** Elizabeth Goli  
**Subject:** FW:  
<http://www.parliament.qld.gov.au/documents/tableOffice/TabledPapers/2017/5517T570.pdf>

**Importance:** High

Looks good!

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Contrary to Public Interest  
**Sent:** Friday, 28 April 2017 4:48 PM  
**To:** Contrary to Public Interest Natalie Barber  
**Subject:** <http://www.parliament.qld.gov.au/documents/tableOffice/TabledPapers/2017/5517T570.pdf>

Regards,

Contrary to Public Interest

Strategy & Policy

State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury

Contrary to Public Interest

**Web:** [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)



**Queensland  
Government**

Pages 211 through 213 redacted for the following reasons:

-----  
Contrary to public interest - business affairs

RTI RELEASE

**Lauren Martin**

---

**From:** Elizabeth Goli  
**Sent:** Wednesday, 3 May 2017 1:01 PM  
**To:** Natalie Barber; David Quinn  
**Subject:** Colin Holgate calling me tomorrow at 4-4.15

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest



**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

RTI RELEASE

**Lauren Martin**

---

**From:** Natalie Barber  
**Sent:** Wednesday, 3 May 2017 3:13 PM  
**To:** Elizabeth Goli  
**Cc:** Contrary to Public Interest  
**Subject:** RE: SPER Bill

Hi Liz

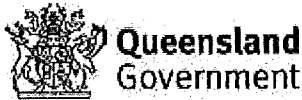
This is very frustrating for the team and gives the Treasurer no respect.

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



---

**From:** Contrary to Public Interest  
**Sent:** Wednesday, 3 May 2017 3:01 PM  
**To:** Elizabeth Goli  
**Cc:** Natalie Barber; Contrary to Public Interest  
**Subject:** FW: SPER Bill

Hi Liz,

Shelley Francis has confirmed that the Bill is definitely up for debate next week now.

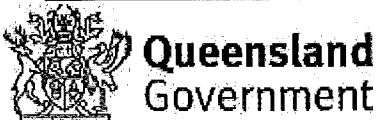
Thanks,

Contrary to Public Interest

Principal Policy Advisor | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
☎: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

**Web:** [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



---

**From:** Kristine Gould  
**Sent:** Wednesday, 3 May 2017 2:52 PM  
**To:** Contrary to Public Interest  
**Cc:** Rosemary Holley  
**Subject:** SPER

Hello

Shelley just called to confirm that SPER is definitely up instead of Trading Hours.

Kris

Kristine Gould  
A/Director – CLLO and Ministerial Services  
Risk and Intelligence, Queensland Treasury  
Level 38, 1 William Street

Contrary to Public Interest

RTI RELEASE

Pages 217 through 221 redacted for the following reasons:

-----  
Cabinet Matter - Sch.3(2)(1)(b)

RTI RELEASE

**Lauren Martin**

---

**From:** Elizabeth Goli  
**Sent:** Thursday, 4 May 2017 5:13 PM  
**To:** Contrary to Public Interest Natalie Barber; David Quinn  
**Subject:** RE: Proposed DRAFT Review Summary Slides to Share with CGI

Hello Contrary to Public Interest

Fine with me though David mentioned that he had provided some feedback to you.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

Web: [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Contrary to Public Interest  
**Sent:** Wednesday, 3 May 2017 5:31 PM  
**To:** Elizabeth Goli; Natalie Barber; David Quinn  
**Subject:** Proposed DRAFT Review Summary Slides to Share with CGI

Dear Liz, Natalie & David,

Please find attached the proposed summary slides for CGI.

Please let me know if it is ok to share them with CGI.

Thanks a lot & best regards,

Contrary to Public Interest

Enterprise Architecture Consultant  
Office of State Revenue | Queensland Treasury

Contrary to Public Interest

w: [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)

**Lauren Martin**

---

**From:** Natalie Barber  
**Sent:** Friday, 5 May 2017 9:18 AM  
**To:** Elizabeth Goli; Kath Quigley  
**Cc:** David Quinn  
**Subject:** FW: New look SPER Home Page- News Hub

Dear Liz and Kath

You may be interested in the work our team has done on the SPER Homepage to get better staff engagement. Pls visit us – they have done a great job.

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Contrary to Public Interest  
**Sent:** Thursday, 4 May 2017 6:48 PM  
**To:** Contrary to Public Interest  
Contrary to Public Interest; Natalie Barber; Contrary to Public Interest  
Contrary to Public Interest

**Subject:** New look SPER Home Page- News Hub

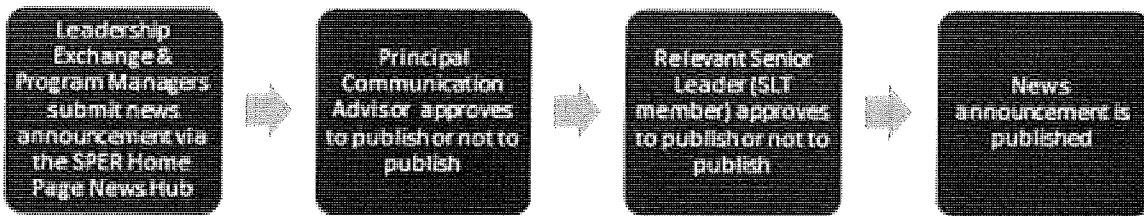
Hi everyone,

As announced previously, the SPER Home Page was due to go live this week and now is- Wahoo!!

As previously advised also, the new application called the **SPER News Hub** will now be the central source for all SPER News so **MUST** be checked by all staff on a daily basis (please remind your staff on a regular basis). There is a video available on the SPER Home Page to view, which explains what the SPER News Hub is and that the SPER News Hub should be checked daily.

The automated workflow is detailed below:





Points to note:

- When you entering in a new announcement, you **MUST** select 2. Submit to Coms Advisor for endorsement:

Source \*

Approval status \* **1. Draft**  
**2. Submit to Coms Advisor for endorsement**  
 3. Submit to SLT for final approval  
 4. Published  
 5. Item not published

SLT to approve \*

Image

- Automatic emails are sent to the people involved in the workflow throughout the process.
- The workflow will not progress without the appropriate person selecting an option to progress or not to progress the news announcement.
- The news announcements can only be edited by the administrators once the approval process (i.e. workflow) has been completed.

Please let me know if you have any questions.

Regards,

Contrary to Public Interest

Senior Policy and Procedures Officer | Strategy and Policy Team  
 State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury

Contrary to Public Interest

Web: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



Page 225 redacted for the following reason:

-----  
Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

---

**From:** Natalie Barber  
**Sent:** Monday, 8 May 2017 10:42 PM  
**To:** Elizabeth Goli  
**Subject:** David Quinn's role

Hi Liz

Re the relieving in my role while I am on leave, there are several reasons why I think the role of Registrar should be separated from the Program Director role with David as Registrar and [redacted] as Program Director:

1. [redacted] is my delegate in the Program and we have been working together for some time so [redacted] is more closely across the broader program and how the IT fits in.
2. It is important we have continuity and David is only here for a short time.
3. There are a range of important issues in the business which need direction, including the QAO Performance audit., the planning cycle, re-stabilisation of VISS with recent staff turnover, and several staff related issues.
4. OSR governance sessions are on. I would have attended most of those if I was here as [redacted] is already in place in the Program.

I have had conversations with [redacted] and today David Q. I have positioned this approach with David and it should be consistent with your message tomorrow.

He indicated he would be keen to remain involved post his contract end as he has found the project interesting. I was non committal.

I think he is trying to do the right thing and is approaching it through a different lense. Just need to ensure we remain pragmatic and balanced in our decision making.

Regards  
Natalie

Sent from my iPad

## Lauren Martin

---

**From:** Natalie Barber  
**Sent:** Monday, 8 May 2017 10:45 PM  
**To:** Elizabeth Goli  
**Subject:** Re: David Quinn's role

I meant to say David can still assist with the contract strategy and tactics and be involved in the Program. He should work with Contrary to Public Interest

Sent from my iPad

> On 8 May 2017, at 10:41 pm, Natalie Barber Contrary to Public Interest wrote:  
>  
> Hi Liz  
>  
> Re the relieving in my role while I am on leave, there are several reasons why I think the role of Registrar should be separated from the Program Director role with David as Registrar and Contrary to Public Interest as Program Director:  
>  
> 1. Contrary to Public Interest is my delegate in the Program and we have been working together for some time so st is more closely ~~across the~~ broader program and how the IT fits in.  
>  
> 2. It is important we have continuity and David is only here for a short time.  
>  
> 3. There are a range of important issues in the business which need direction, including the QAO Performance audit., the planning cycle, re-stabilisation of VISS with recent staff turnover, and several staff related issues.  
>  
> 4. OSR governance sessions are on. I would have attended most of those if I was here as st is already in place in the Program.  
>  
> I have had conversations with Contrary to Public Interest and today David Q. I have positioned this approach with David and it should be consistent with your message tomorrow.  
>  
> He indicated he would be keen to remain involved post his contract end as he has found the project interesting. I was non committal.  
>  
> I think he is trying to do the right thing and is approaching it through a different lense. Just need to ensure we remain pragmatic and balanced in our decision making.  
>  
> Regards  
> Natalie  
>  
>  
>  
> Sent from my iPad

Pages 228 through 260 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

---

**From:** Natalie Barber  
**Sent:** Tuesday, 9 May 2017 5:23 PM  
**To:** OSR-SPER; SPER Reform Program Team  
**Cc:** Elizabeth Goli; Kath Quigley  
**Subject:** Relieving Arrangements while I am on Leave

Dear SPER Team

I am taking annual leave for the next five weeks, Contrary to Public Interest

While I am away David Quinn will relieve in the role of SPER Registrar and be responsible for the operational aspects of the business, including assuming all delegations of the Registrar.

In addition, Contrary to Public Interest will continue to act as my delegate for all SPER Program activities.

Both David and st along with SLT, will continue to build on the great work we've done as a team so far this year.

I appreciate this is a busy time and I have full confidence in your ability to continue to deliver on our business priorities.

I look forward to seeing you all again on June 19.

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



## Lauren Martin

---

**From:** Katherine Woods on behalf of Elizabeth Goli  
**Sent:** Thursday, 11 May 2017 11:36 AM  
**To:** David Quinn; Contrary to Public Interest  
**Subject:** FW: Significant ICT System Project Reporting for next Parliamentary sitting - Due midday 17 May 2017  
**Attachments:** Minister's ICT Project Parliamentary Briefs Template.docx

For your action.

Katherine Woods  
Executive Officer to the Commissioner  
Office of State Revenue  
Queensland Treasury  
Contrary to Public Interest

---

**From:** Kristine Gould  
**Sent:** Thursday, 11 May 2017 11:10 AM  
**To:** Elizabeth Goli; Geoff Waite; Warwick Agnew; Simon.blackwood Contrary to Public Interest  
**Cc:** Natalie Barber; Tony Kulpa; Rob McGuire; Kieran Deane; Adrian Noon; RI-CLLO & Ministerial Services Contrary to Public Interest  
**Subject:** Significant ICT System Project Reporting for next Parliamentary sitting - Due midday 17 May 2017

Good morning

DPC have requested that we provide our Ministers (Treasurer and Minister Grace) with a short brief on significant ICT system projects in the portfolio as part of the Parliamentary briefing process prior to each sitting period.

In addition to our Ministers, the briefs will also be provided to the Premier and to QGCIO who will prepare a consolidated brief for Minister Enoch.

Projects to be reported include all those which are red and amber of the ICT dashboard, and anything considered contentious. The following have been nominated for the sitting scheduled on 23 – 25 May 2017:

**Treasurer:**

- OSR – SPER Reform Program
- This Part Out of Scope of Application
- 
- 

**Minister Grace:**

- Nil

The attached one page template (where new brief requested) or the brief from last sitting will be inserted into your area's PPQ document set.

Could you please complete the attached template for your project/s and email to [CLLO support/update](#) the Nexus document set (as per your regular PPQ process) by no later than **midday Wednesday 17 May**.

Regards  
Kris

Kristine Gould  
A/Director – CLLO and Ministerial Services  
Risk and Intelligence, Queensland Treasury  
Level 38, 1 William Street

Contrary to Public Interest

RTI RELEASE



Pages 264 through 281 redacted for the following reasons:

-----  
Contrary to public interest - business affairs  
State Budgetary Processes - Sch.3(2)(1)(c)

RTI RELEASE

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Friday, 19 May 2017 4:14 PM  
**To:** Contrary to Public Interest David Quinn; Geoff Waite  
**Cc:** Contrary to Public Interest  
**Subject:** RE: The Bill received royal assent today!

Hi Contrary to Public Interest

Good to hear.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Contrary to Public Interest  
**Sent:** Friday, 19 May 2017 3:46 PM  
**To:** Contrary to Public Interest Elizabeth Goli; David Quinn; Geoff Waite  
**Cc:** Contrary to Public Interest  
**Subject:** The Bill received royal assent today!

Hi all,

We've just discovered that the State Penalties Enforcement Amendment Bill 2017 received royal assent today.

Kind regards,

Contrary to Public Interest

Principal Policy Advisor | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
☒: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

☒: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



RTI RELEASE

Pages 284 through 433 redacted for the following reasons:

-----  
Contrary to public interest - business affairs

RTI RELEASE

**Lauren Martin**

---

**From:** Elizabeth Goli  
**Sent:** Thursday, 1 June 2017 5:46 PM  
**To:** David Quinn; **Contrary to Public Interest**  
**Cc:** Jonathan Scott; Graham Metcalf  
**Subject:** Fwd: Courier: SPER response

Hello David and **Contrary to Public Interest**

Please see the follow up questions from today's media enquiry.

Regards,

Liz

Sent from my iPad

Begin forwarded message:

**From:** Jonathan Scott **Contrary to Public Interest**  
**Date:** 1 June 2017 at 5:41:33 pm AEST  
**To:** Elizabeth Goli **Contrary to Public Interest**  
**Subject:** Fwd: Courier: SPER response

Hi Liz

See below advice from scott re: a SPER constituent and a media inquiry relating to it.

Happy to discuss.

Cheers  
Jon

Sent from my iPhone

Begin forwarded message:

**From:** Scott Forbes **Contrary to Public Interest**  
**Date:** 1 June 2017 at 5:25:58 pm AEST  
**To:** Media <media@treasury.qld.gov.au>, Jonathan Scott  
**Contrary to Public Interest**, Natalie Barber  
**Cc:** Jason Humphreys **Contrary to Public Interest**, Lindsay  
Marshall **Contrary to Public Interest**, Katherine Iddles  
**Contrary to Public Interest**, George Hasanakos  
**Subject:** RE: Courier: SPER response

Hi Guys,

Given the level of detail the journalist has and the privacy sensitivities at play, I think it's will be most effective for SPER to respond directly on their efforts to recoup this money and pursue the offender.

Please let us know the proposed responses. Below is the journalist's email and list of questions...

This Part Out of Scope of Application



Thanks,  
-Scott

**From:** Graham Metcalf Contrary to Public Interest  
**Sent:** Thursday, 1 June 2017 3:38 PM  
**To:** Scott Forbes Contrary to Public Interest; Lindsay Marshall  
Contrary to Public Interest  
**Cc:** Media <[media@treasury.qld.gov.au](mailto:media@treasury.qld.gov.au)>; Jonathan Scott  
Contrary to Public Interest Jason Humphreys  
Contrary to Public Interest  
**Subject:** FW: Courier: SPER response



- Imprisonment as the punishment of last resort is a longstanding policy of the Queensland Government. Section 9(2)(a) of the Penalties and Sentences Act 1992 gives legislative force to this longstanding policy and binds the courts. The SPER charter, under section 9(d) of the SPE Act, similarly binds SPER to ensure that imprisonment is the punishment of last resort. SPER uses its enforcement powers to prioritise the collection of the debt owed, over imprisonment. Therefore, SPER must always attempt collection first, including through voluntary payments by the debtor and then through enforcement action.
- The SPER Registrar has substantial enforcement powers including the power to suspend the debtor's driver licence, immobilise their vehicle, seize and sell that vehicle or other property of the debtor, and collect the debt directly from their wages or bank accounts.
- SPER has invested in new programs targeted to recover debt, like the highly successful Vehicle Immobilisation, Seizure and Sale Program, which has recovered more than \$1 million since being introduced last year. SPER has also instigated successful outbound call campaigns to remind people of the consequences of not paying their fine on time and to encourage payment.
- These initiatives and others have seen SPER collect over \$150 million in the first six months of the 2016/17 financial year, off the back of last financial year's record collection of \$298 million.

*Please note, this email contains personal confidential information held by SPER which may be likely to identify a person. This information is provided only for the purpose of briefing the Treasurer in relation to the administration, enforcement and operation of the State Penalties Enforcement Act 1999 (SPE Act).*

*It is an offence for a SPER official, or a person who receives personal confidential information from a SPER official, to disclose that information other than for the limited purposes specified in the SPE Act. Therefore, any personal confidential information in this document may not be disclosed to any other person outside the Treasurer's office for any purpose.*

---

**From:** Scott Forbes Contrary to Public Interest  
**Sent:** Wednesday, 31 May 2017 6:19 PM  
**To:** Media  
**Cc:** Lindsay.Marshall Contrary to Public Interest  
**Subject:** Courier: SPER

Hi Guys,

Is SPER familiar with the attached case?

I don't want to engage the journalist without the relevant information to hand.

Cheers

This Part Out of Scope of Application



RTI RELEASE

Unless stated otherwise, this email represents only the views of the sender and not the views of the Queensland Government.

Please consider the environment before printing this email.

\*\*\*\*\*  
\*\*\*\*\*  
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\*\*\*\*\*  
\*\*\*\*\*

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Unless stated otherwise, this email represents only the views of the sender and not the views of the Queensland Government.

Please consider the environment before printing this email.

Page 440 redacted for the following reason:

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Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Friday, 2 June 2017 4:18 PM  
**To:** David Quinn; **Contrary to Public Interest**  
**Cc:** **Contrary to Public Interest**; Graham Metcalf  
**Subject:** FW: Media request re SPER  
**Attachments:** 20170602 mr response re SPER concerns Sunday Mail final.docx

David & **Contrary to Public Interest**

Is this possible?

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

**Contrary to Public Interest**

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Graham Metcalf  
**Sent:** Friday, 2 June 2017 4:14 PM  
**To:** Elizabeth Goli  
**Cc:** David Quinn; **Contrary to Public Interest**  
**Subject:** RE: Media request re SPER

Thanks for your assistance.

The Ministerial office has approved this version to go to the media.

They have suggested the response goes from a generic "SPER" email account. If that is not possible we have a communications@treasury account that can be used.

Regards

Graham

---

**From:** Elizabeth Goli  
**Sent:** Friday, 2 June 2017 3:19 PM  
**To:** Graham Metcalf

**Cc:** David Quinn; Contrary to Public Interest

**Subject:** RE: Media request re SPER

Hi Graham,

Yes.

See attached – just fixed a couple of typos ( from my original not st version)

Regards,

Liz

**Elizabeth Goli**

Commissioner of State Revenue

Office of State Revenue

Queensland Treasury

Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Graham Metcalf

**Sent:** Friday, 2 June 2017 3:17 PM

**To:** Contrary to Public Interest

**Cc:** Elizabeth Goli; David Quinn; Contrary to Public Interest

**Subject:** RE: Media request re SPER

Thanks for that. Are you OK if I provide this on to the Ministerial office and DLO for their input?

Graham

---

**From:** Contrary to Public Interest

**Sent:** Friday, 2 June 2017 3:08 PM

**To:** Graham Metcalf

**Cc:** Elizabeth Goli; David Quinn; Contrary to Public Interest

**Subject:** RE: Media request re SPER

Hi Graham,

Following on from Liz's email, SPER has a couple of further suggested amendments to the proposed response.

Kind regards,

Contrary to Public Interest

---

**From:** Elizabeth Goli

**Sent:** Friday, 2 June 2017 1:32 PM

**To:** Graham Metcalf

**Cc:** David Quinn; Contrary to Public Interest

**Subject:** RE: Media request re SPER

Graham and SPER team,

Can you please check my changes in the attached. I changed this because we had not addressed what appeared to be a critical question. ie how SPER can "ignore" an order of the Magistrates Court.

We have to be 100% correct on this point so please carefully check my changes.

Regards,

Liz

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Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Graham Metcalf  
**Sent:** Friday, 2 June 2017 1:04 PM  
**To:** Elizabeth Goli  
**Cc:** David Quinn; Contrary to Public Interest  
**Subject:** RE: Media request re SPER

Liz, team.

Thanks for that I am also comfortable with this details going to the reporter as well regarding the question below.  
Provided by Contrary to Public Interest (thanks ST for chasing that)

Can you give me any statistics on debts registered with SPER and debts finalised with SPER, regarding court-ordered restitution in 2016-17, 2015-16 and 2014-15?

Year	Total Value of Compensation & Restitution Order Referrals	Total Volume of Compensation & Restitution Order Referrals
2014-15	\$ 12,208,214.31	15,682
2015-16	\$ 14,581,037.74	15,797
2016-17 YTD (as at Mar 2017)	\$ 9,026,122.68	10,517

---

**From:** Elizabeth Goli  
**Sent:** Friday, 2 June 2017 12:54 PM

**To:** Graham Metcalf  
**Cc:** David Quinn; **Contrary to Public Interest**  
**Subject:** RE: Media request re SPER

Will have something to you within 30 mins

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

**Contrary to Public Interest**

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Graham Metcalf  
**Sent:** Friday, 2 June 2017 12:13 PM  
**To:** Elizabeth Goli  
**Cc:** David Quinn; **Contrary to Public Interest**  
**Subject:** RE: Media request re SPER

Please find attached a proposed response regarding the Sunday Mail response.

Can I please get any suggestions back asap.

I understand the reporter has again contacted the Ministerial office.

Regards

Graham Metcalf  
A/Media Manager  
Strategic Communications  
Queensland Treasury  
Level 25, 1 Williams Street

**Contrary to Public Interest**

**Team email:** [media@treasury.qld.gov.au](mailto:media@treasury.qld.gov.au)

**Web:** [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)



**Queensland  
Government**



---

**From:** Graham Metcalf  
**Sent:** Friday, 2 June 2017 11:51 AM  
**To:** Elizabeth Goli  
**Cc:** David Quinn; Contrary to Public Interest  
**Subject:** RE: Media request

Thanks for those words I am currently preparing a suggested response based on letter and this will certainly have a strong bearing on the draft response. This will come your way before I send anything to the ministerial office.

Regards

Graham

---

**From:** Elizabeth Goli  
**Sent:** Friday, 2 June 2017 11:46 AM  
**To:** Graham Metcalf  
**Cc:** David Quinn; Contrary to Public Interest  
**Subject:** FW: Media request

Hi Graham,

This is particularly important in relation to the current media enquiry, as the person who approached the media and provided them with the information is not the SPER debtor.

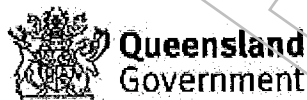
Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



---

**From:** Contrary to Public Interest  
**Sent:** Friday, 2 June 2017 10:58 AM  
**To:** Graham Metcalf  
**Cc:** Elizabeth Goli; David Quinn; Contrary to Public Interest  
**Subject:** Media request

Hi Graham



I understand from st that you were looking for some details about the legislative provisions that prevent the release of personal details about a debtor to a person owed restitution.

All information held or obtained by SPER under the *State Penalties Enforcement Act 1999 (the Act)* is confidential. A SPER official or any other person who obtains personal information from SPER cannot disclose personal information about a SPER debtor without authority under the Act. Section 134H creates an offence of unlawful disclosure of personal confidential information with a maximum penalty of 100 penalty units (\$12,190), other than limited circumstances in which disclosure is permitted. Personal information includes any information that identifies the person or discloses matters about their affairs. Therefore, SPER is unable to provide information to a person who is owed restitution about the debtor, as this would involve the disclosure of personal information.

Kind regards,

Contrary to Public Interest

Principal Policy Advisor | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
☒: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

☒: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



**Queensland  
Government**

RTI RELEASE

Pages 447 through 448 redacted for the following reasons:

-----  
This part Out of Scope of Application

RTI RELEASE

**Lauren Martin**

---

**From:** Elizabeth Goli  
**Sent:** Friday, 2 June 2017 6:11 PM  
**To:** David Quinn  
**Cc:** [Redacted]  
**Subject:** Fwd: Media request re SPER

Hello David,

The media interest in this case arose in part because [Redacted] was told by the SPER operator during a call that the [Redacted] took exception to the fact that the debtor was being given extra time to pay [Redacted] compensation, particularly because [Redacted] considered the area the debtor lived in [Redacted]

I consider that this information should not have been shared with [Redacted] and potentially disclosed where the debtor was located. It was not necessary to tell [Redacted] this and in fact could be seen as a minor breach of the debtor's privacy.

Can we please ensure that no information about debtor's are given out to third parties, including to the party that they owe compensation to.

Regards,

Liz

Sent from my iPad

Begin forwarded message:

**From:** Graham Metcalf [Redacted]  
**Date:** 2 June 2017 at 4:41:34 pm AEST  
**To:** [Redacted]  
**Cc:** David Quinn [Redacted]  
[Redacted]  
[Redacted]  
Elizabeth Goli [Redacted]  
**Subject:** RE: Media request re SPER

Sorry, in trying to sort the other stuff out I forgot to pass on Scott Forbes' other recommendation below in red

Has anyone in SPER made contact with [Redacted] to keep [Redacted] abreast of how this is progressing? I would recommend doing that.

Note that if someone does contact [Redacted] the reference in the media response regarding the letter to the Treasurer has now been removed.

Regards

Graham

**From:** Contrary to Public Interest  
**Sent:** Friday, 2 June 2017 4:20 PM  
**To:** Graham Metcalf  
**Cc:** David Quinn; Contrary to Public Interest  
Elizabeth Goli  
**Subject:** RE: Media request re SPER

Hi Graham,

SPER would support the response going from the communications@treasury account, as SPER's generic email account is used for customer inquiries only.

Regards,

Contrary to Public Interest

Principal Policy Advisor | Strategy and Policy  
State Penalties Enforcement Registry | Office of State Revenue | Queensland Treasury  
☒: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

🌐: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



**Queensland  
Government**

---

**From:** Graham Metcalf  
**Sent:** Friday, 2 June 2017 4:14 PM  
**To:** Elizabeth Goli  
**Cc:** David Quinn; Contrary to Public Interest  
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**Subject:** RE: Media request re SPER

Thanks for your assistance.

The Ministerial office has approved this version to go to the media.

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Regards

Graham

---

**From:** Elizabeth Goli  
**Sent:** Friday, 2 June 2017 3:19 PM  
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**Cc:** David Quinn; Contrary to Public Interest  
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**Subject:** RE: Media request re SPER

Hi Graham,

Yes.

See attached – just fixed a couple of typos ( from my original not [redacted] version)

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street  
Contrary to Public Interest

Web: [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

---

**From:** Graham Metcalf  
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Contrary to Public Interest

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We have to be 100% correct on this point so please carefully check my changes.

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**Queensland  
Government**

---

**From:** Graham Metcalf  
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**Subject:** RE: Media request re SPER

Liz, team.

Thanks for that I am also comfortable with this details going to the reporter as well regarding the question below. Provided by Contrary to Public Interest (thanks St for chasing that)

Can you give me any statistics on debts registered with SPER and debts finalised with SPER, regarding court-ordered restitution in 2016-17, 2015-16 and 2014-15?

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**Queensland  
Government**

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Regards

Graham Metcalf  
A/Media Manager  
Strategic Communications  
Queensland Treasury  
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Contrary to Public Interest

**Team email:** [media@treasury.qld.gov.au](mailto:media@treasury.qld.gov.au)

**Web:** [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)



**Queensland  
Government**



---

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Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



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**To:** Graham Metcalf  
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**Subject:** Media request

Hi Graham

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Principal Policy Advisor | Strategy and Policy  
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☒: GPO Box 1387, Brisbane, Qld 4001

Contrary to Public Interest

☒: [www.sper.qld.gov.au](http://www.sper.qld.gov.au)



**Queensland  
Government**

RTI RELEASE

Pages 456 through 471 redacted for the following reasons:

-----  
Contrary to public interest - business affairs

RTI RELEASE

**Lauren Martin**

---

**From:** David Quinn  
**Sent:** Wednesday, 7 June 2017 5:17 PM  
**To:** Elizabeth Goli  
**Subject:** RE: Urgent: SPER media response

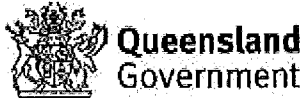
Hi Liz

In mtg with Contrary to Public Interest so we are preparing something

David Quinn  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



---

**From:** Elizabeth Goli  
**Sent:** Wednesday, 7 June 2017 5:16 PM  
**To:** Contrary to Public Interest  
**Cc:** David Quinn; Contrary to Public Interest Lindsay.Marshall; Contrary to Public Interest Julian Elliott; Scott.Forbes; Contrary to Public Interest Jason.humphreys; Contrary to Public Interest  
**Subject:** FW: Urgent: SPER media response

Richard,

Can you please respond to Lindsay's questions?

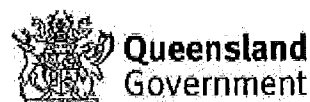
Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**From:** Lindsay Marshall Contrary to Public Interest  
**Sent:** Wednesday, 7 June 2017 5:02 PM  
**To:** Julian Elliott; Scott.Forbes Contrary to Public Interest  
**Cc:** Jason.humphreys Contrary to Public Interest; Media; Elizabeth Goli; David Quinn  
**Subject:** RE: Urgent: SPER media response

OK.

What is the description that will replace “in compliance” once the pause in enforcement action from the cyclone ends?

Are there any other such terms that need to be explained?

And what exactly will happen once the pause from the cyclone ends?

LM

**From:** Julian Elliott Contrary to Public Interest  
**Sent:** Wednesday, 7 June 2017 3:02 PM  
**To:** Scott Forbes <Scott.Forbes Contrary to Public Interest> Lindsay Marshall  
Contrary to Public Interest  
**Cc:** Jason Humphreys Contrary to Public Interest; Media <[media@treasury.qld.gov.au](mailto:media@treasury.qld.gov.au)>; Elizabeth Goli Contrary to Public Interest David Quinn Contrary to Public Interest  
**Subject:** Urgent: SPER media response

Scott/Lindsay,

We've received another email in the communications inbox today from the Sunday Mail re. SPER – see below.

This Part Out of Scope of Application

Liz would prefer not to do an interview noting that the new information we are proposing to the response should be sufficient and she does not want to be drawn into making comments on this particular case.

Can you please confirm that you are OK with the proposed text I sent through yesterday and also confirm that we can respond to the latest email with yesterday's suggested response and decline the interview request.

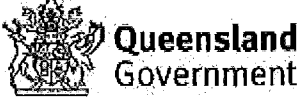
Regards,

Julian

Julian Elliott  
Executive Director  
Strategic Communications  
Queensland Treasury  
Level 25, 1 William Street, Brisbane

Contrary to Public Interest

Web: [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)



---

**From:** Julian Elliott  
**Sent:** Tuesday, 6 June 2017 1:51 PM  
**To:** Scott.Forbes<sup>Contrary to Public Interest</sup>; Lindsay.Marshall<sup>Contrary to Public Interest</sup>  
**Cc:** Media; Jason.humphreys<sup>Contrary to Public Interest</sup>  
**Subject:** FW: SPER media response

Scott/Lindsay

We now have further advice from SPER (approved by Liz Goli) to answer the follow up questions from the Sunday Mail.

As with Friday's response, these answers could again come from a SPER Spokesperson and from our generic communications email address:

**Question**

How many times have the arrest and imprisonment warrants been used in the last five years?

**Answer**

In the past five years one person has been issued a warrant to arrest and imprisonment, while a warrant for a person to serve further time in custody was also issued.

**Question**

If someone is told that the person ordered to pay restitution is said to be "in compliance" does that mean no other enforcement action is being taken by SPER, or could you be in compliance if some other action is being taken?

**Answer**

The term 'in compliance' indicates that the debt is not currently subject to enforcement action.

**Question**

The table is said to show details of debts registered with SPER and debts finalised with SPER, for court-ordered restitution for 2014-15, 2015-16 and 2016-17. I'm confused about that. Does that mean all those figures are for finalised debts relating to restitution in those years, in other words, in 2017, more than \$9 million worth of restitution has been paid, as a result of 10,517 referrals to SPER this year, or there were 10,517 new referrals regarding restitution?

**Answer**

The total value of compensation and restitution order referrals relates to the amounts referred to SPER during the Financial Year.

Note, we understand a letter is with Jason now for review, responding to an email from Adam Ransley to the Treasurer.

Please let me know your thoughts on the above proposed response and how you'd like us to proceed.

Regards,

Julian

Julian Elliott  
Executive Director  
Strategic Communications  
Queensland Treasury  
Level 25, 1 William Street, Brisbane

Contrary to Public Interest

Web: [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)



This Part Out of Scope of Application

RTI RELEASE

RTI RELEASE

RTI RELEASE



RTI RELEASE

Pages 479 through 482 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE



**From:** OSRCommOffice <[OSR\\_Comm\\_Office@treasury.qld.gov.au](mailto:OSR_Comm_Office@treasury.qld.gov.au)>

**Date:** 13 June 2017 at 10:03:54 am AEST

**To:** Contrary to Public Interest

Contrary to Public Interest

**Cc:** Elizabeth Goli Contrary to Public Interest

Contrary to Public Interest

**Subject:** FW: Letter from the Office of State Revenue

Please find response from Contrary to Public Interest sent to OSR comms email.

Many thanks,

Contrary to Public Interest

***“Have you checked out the latest on the Kudos Wall; or have something you want to share?”***

***Find it on the SPER team space on Nexus: <https://nexus.treasury.qld.gov.au/team/osr-sper/SitePages/Home.aspx>***

Contrary to Public Interest

RTI RELEASE

RTI RELEASE

Contrary to Public Interest

RTI RELEASE

Pages 487 through 503 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

---

**From:** Elizabeth Goli  
**Sent:** Monday, 3 July 2017 12:57 PM  
**To:** Simon McKee; Natalie Barber  
**Cc:** Nina McKinlay  
**Subject:** FW: Budget 2017 priority work: dates (OSR)  
**Attachments:** Copy of 2017-06-28 - Budget 2017 Priority worklist (OSR).xlsx

Hello Simon & Natalie,

The UT has asked for a priority project worklist to be established for reporting to the ELT on significant projects from the Budget or in the case of SPER CBRC funding.

Can you please provide a description ( the OSR transformation text I have put in is from the Budget papers) and the next milestone. I am not quite sure at this point what it would be for the OSR project – perhaps finalisation of plans?

Could I have your response by Thursday please.

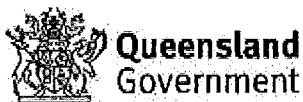
Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



---

**From:** Ismael Perez-Smith  
**Sent:** Wednesday, 28 June 2017 11:23 AM  
**To:** Elizabeth Goli  
**Cc:** Katherine Woods  
**Subject:** Budget 2017 priority work: dates (OSR)

Dear Liz,

Thank you for giving me information about your current budget priority work. I've added your material to the **attached** spreadsheet.

When you can, could I ask you to supplement the spreadsheet by adding dates (as can be determined) in the "Aspirational Date of Next Milestone/Completion" column?

Thank you,



Ismael Perez-Smith  
Treasury Analyst  
Office of the Under Treasurer  
Queensland Treasury

Contrary to Public Interest

Web: [www.treasury.qld.gov.au](http://www.treasury.qld.gov.au)



**Queensland  
Government**

RTI RELEASE

Project Name	Group	Lead	QT Responsible Officer	Focus/Approval Status	Description/Notes	Aspirational Date of Next Milestone/Completion
This Part Out of Scope of Application						
SPER Program	OSR	SPER	Natalie Barber, Registrar SPER		CBRC initiative from 2014	

RTI RELEASE

Pages 507 through 508 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE

**Lauren Martin**

---

**From:** Elizabeth Goli  
**Sent:** Monday, 10 July 2017 10:37 AM  
**To:** Simon McKee; Melinda Kross; Natalie Barber  
**Subject:** Fwd: OSR Operation Plan - Draft for SET review  
**Attachments:** 2017-18 OSR Operational Plan v2.docx; ATT00001.htm

As discussed at SET meeting

Sent from my iPad

Begin forwarded message:

**From:** "Gai McLean" <[redacted]> *Contrary to Public Interest*  
**To:** "Elizabeth Goli" <[redacted]>  
**Cc:** "Rebecca Lieschke" <[redacted]> *Contrary to Public Interest*; "Judy Shannon" <[redacted]>  
*Contrary to Public Interest*  
**Subject:** OSR Operation Plan - Draft for SET review

Hello Liz,

Please find attached the draft OSR Operational Plan for review by the SET before it recirculated to EMT for final feedback.

I understand that SET is meeting on Monday morning. If you wish to discuss the plan at that meeting, I am happy to come along to assist with explanations, notes from the day and to understand what to do next. The final plan is due on Monday 17 July

Also Paul Murray suggested (subject to your approval) that I look at the CBRC decision minute to assist with populating the Plan with accurate information.

For your consideration.

Regards  
Gai

Gai McLean  
Performance and Capability  
Office of State Revenue  
Queensland Treasury  
Level 2.1, 1 William Street

*Contrary to Public Interest*  
[redacted]

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



QUEENSLAND TREASURY

# Business Operational Plan

Office of State Revenue

2017- 2018

RTI RELEASE



# 1.0 Our vision

Grow the Queensland economy and improve the well being of Queenslanders

## 2.0 Our purpose

Leverage our Government-wide perspective to provide trusted, impartial and influential advice to clients, and partner for better outcomes in matters relating to the economy and state finances, revenue and commercial services and support for fair, safe and productive workplaces.

## 3.0 Our objectives

### 3.1 Enable sustainable growth that supports current and future government objectives

- Lead the development of frameworks to attract sustainable investment, manage state finances and reduce debt
- Shape policies to support employment growth, increase workforce participation and ensure safe, productive and fair workplaces
- Maintain and improve the State's revenue base integrity

### 3.2 Partner proactively to facilitate better outcomes for the community

- Partner with agency clients to guide mid to long-term policy solutions that improve services for all Queenslanders
- Maximise access to programs that deliver jobs, grow Queensland businesses and support home ownership
- Lead whole of government initiatives through adopting a robust program management approach

### 3.3 Ensure our services are tailored, fit-for-purpose and easy to access

- Implement client-centric strategies to improve how we interact with our partner agencies and clients to achieve better outcomes
- Ensure an appropriate balance of quality and timeliness in the work we do
- Improve our service delivery standards by taking advantage of digital technologies

### 3.4 Develop a capable and flexible workforce that can lead in policy development and service delivery

- Develop a diverse and inclusive workplace reflective of the communities we serve
- Equip our people with modern and effective policies, data, systems, processes and tools, and the skills to use them
- Create an environment that drives accountability and performance

## 4.0 Our projects and initiatives

### 4.1 Enable sustainable growth that supports current and future government objectives

OSR OBJECTIVE	Highly expert in risk based revenue management		
NO.	PROJECT/INITIATIVE	ACCOUNTABILITY	KEY RESULTS
This Part Out of Scope of Application			
*	Deliver SPER CBRC outcomes	Director SPER	Targets met
This Part Out of Scope of Application			
	Provide effective debt management services	Director SPER	2017-18 SDS measures met
		This Part Out of Scope of Application	
This Part Out of Scope of Application			

\* Mark those activities to be elevated to Treasury's Portfolio Performance Plan and reported to ELT each quarter.

### 4.2 Partner proactively to facilitate better outcomes for the community

Using a client centric filter, we proactively engage with our clients, industry and other government agencies

OSR OBJECTIVE	Trustworthy customer centric administration		
NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS
This Part Out of Scope of Application			

			satisfaction of government agencies
*	Strengthen collaboration and strategic liaison and partnerships with Government and community stakeholders	Registrar SPER	<p>MoUs established for all SPER prescribed agencies</p> <p>* Produce <i>Integrated Penalty Debt Management Report</i></p> <p>* Implement stages 1 and 2 of development of Work and Development orders as per project plan</p> <p>Biannual report to SET on the effectiveness of quarterly meetings with the Penalty Debt Management Council, State Government Fine Retaining and IT Referral Fines Recovery</p>
This Part Out of Scope of Application			This Part Out of Scope of Application
	Work with community partners to improve information accessibility for clients	Director SPER	Increase the number of disadvantaged debtor education partners by 100%

\* Mark those activities to be elevated to Treasury's Portfolio Performance Plan and reported to ELT each quarter.

#### 4.3 Ensure our services are tailored, fit-for-purpose and easy to access



OSR  
OBJECTIVE

Enhanced services through the smart use of digital methods

NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS
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This Part Out of Scope of Application

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\* Mark those activities to be elevated to Treasury's Portfolio Performance Plan and reported to ELT each quarter.

**4.4 Develop a capable and flexible workforce that can lead in policy development and service delivery**

<b>OSR OBJECTIVE</b>	<b>Capable and change responsive workforce and partners</b>
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NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS
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This Part Out of Scope of Application

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\* Mark those activities to be elevated to Treaury's Portfolio Performance Plan and reported to ELT each quarter.

## 5.0 Our services

### 5.1 Service Delivery Statements

#### Service area objective

Statement about each business group's objective to be written here (direct copy from the current SDS)

#### Service area description

List of services provided by each business group listed here (direct copy from the current SDS).

SERVICE	Revenue Management (revenue services, penalty debt services)						
	NO.	KEY RESULTS	TARGET	QTR 1	QTR 2	QTR 3	QTR 4
	This Part Out of Scope of Application						
	<b>Penalty debt services</b> <i>Effectiveness measures</i>						
	SPER clearance rate (finalisations/lodgements)		75%				
	<i>Efficiency measure</i>						
	Average cost of case management by SPER customer		\$49				

\* Measured annually

# 6.0 Managing our opportunities

## 6.1 Strategic partnering

CAPABILITY			
Increasing our strategic partnering across the sector			
NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS
This Part Out of Scope of Application			
	Engage with other government agencies to improve the efficiency of end-to-end penalty debt management	Registrar SPER	Quarterly meetings occur with the Penalty Debt Management Council, State Government Fine Retaining and IT Referral Fines Recovery Working Groups
This Part Out of Scope of Application			

\* Mark those activities to be elevated to Treauy's Portfolio Performance Plan and reported to ELT each quarter.

## 6.2 Digital service delivery

CAPABILITY			
Increasing digital service delivery			
NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS
This Part Out of Scope of Application			

\* Mark those activities to be elevated to Treauy's Portfolio Performance Plan and reported to ELT each quarter.

### 6.3 Data and intelligence

CAPABILITY	Leveraging data and intelligence		
NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS
This Part Out of Scope of Application			

\* Mark those activities to be elevated to Treasury's Portfolio Performance Plan and reported to ELT each quarter.

### 6.4 Service delivery

CAPABILITY	Expanding Treasury's capability in direct service delivery		
NO.	INITIATIVE	ACCOUNTABILITY	KEY RESULTS

\* Mark those activities to be elevated to Treasury's Portfolio Performance Plan and reported to ELT each quarter.

RTI RELEASES



Pages 520 through 526 redacted for the following reasons:

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Contrary to public interest - business affairs

RTI RELEASE

## Lauren Martin

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**From:** Elizabeth Goli  
**Sent:** Wednesday, 12 July 2017 12:00 PM  
**To:** Natalie Barber  
**Cc:** Contrary to Public Interest Rebecca Lieschke; CLLO Support; Kristine Gould  
**Subject:** Sch. 3(2)(1)(b)  
**Attachments:**

Hello Natalie,

Approved. Can you please load to the CLLO Estimates site.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

Contrary to Public Interest

**Web:** [www.qld.gov.au/osr](http://www.qld.gov.au/osr)



**Queensland  
Government**

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**From:** Natalie Barber  
**Sent:** Tuesday, 11 July 2017 5:42 PM  
**To:** Elizabeth Goli  
**Cc:** Contrary to Public Interest  
**Subject:** Sch. 3(2)(1)(b)  
**Importance:** High

Hi Liz

I have redrafted the confidential section of the TBBN as requested by Kris Gould.

Could you pls review and let me know if you are comfortable with it proceeding to CLLO.

Thanks & Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury



GPO Box 1387, Brisbane 4001

Contrary to Public Interest

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Pages 529 through 530 redacted for the following reasons:

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Cabinet Matter - Sch.3(2)(1)(b)

RTI RELEASE

## Lauren Martin

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**From:** Elizabeth Goli  
**Sent:** Thursday, 13 July 2017 12:30 PM  
**To:** Natalie Barber  
**Subject:** RE: Request to Recruit a Business Analyst - SPER Program

Hello Natalie,

I will approve, and appreciate the background.

Regards,

Liz

**Elizabeth Goli**  
Commissioner of State Revenue  
Office of State Revenue  
Queensland Treasury  
Level 21, 1 William Street

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**Queensland  
Government**

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**From:** Natalie Barber  
**Sent:** Thursday, 13 July 2017 12:29 PM  
**To:** Elizabeth Goli  
**Subject:** Request to Recruit a Business Analyst - SPER Program  
**Importance:** High

Dear Liz

You will today be receiving a brief seeking your approval to hire a contractor for the SPER Program.

I have held off any recruitment until we get better visibility of our funding position, however I am seeking your approval for this resource as an exception.

Contrary to Public Interest has previously been on the Program but left in December 2017. Contrary to Public Interest was an excellent resource and we got great value from [redacted] is back on the market and is keen to re-join SPER and we would love to have [redacted]. We can use [redacted] skill set across a variety of areas but particularly in either the WDO or Business Process Mapping activities.

[redacted] is however also being offered other roles, so we would like to lock [redacted] in – hence this request.

There are 7 remaining BAs on the Program, including 2 OSR BAs. We have had up to 20 BAs at various points in time, however have lost 13, with 9 exiting over the last 6 months during our churn period with CGI – largely due to frustration. We will need to replenish some of those roles to complete the work required.

I am fully aware of the need to maintain strict discipline in the Program to enable us to continue for longer. This request is not done lightly as I consider **Contrary to Public Interest** to be a quality resource that will deliver good value.

Can I therefore request your positive consideration of the contract for **Contrary to Public Interest**

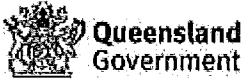
Sorry for the email but I couldn't get a time to see you to discuss and didn't want the brief to hit you cold.

Regards,  
Natalie

Natalie Barber  
Registrar  
State Penalties Enforcement Registry  
Office of State Revenue  
Queensland Treasury  
GPO Box 1387, Brisbane 4001

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