

353	Risk	Customer Experience	<p>Secure payment channel is one-directional and doesn't allow the CSA further interaction with the customer. Some SPER process require the CSA to perform an action for a customer after a payment is made (eg: where the customer has a licence suspension in place). If new processes transfer the customer to the IVR (or other secure payment channel) to make a payment, there is no loop-back to the CSA. The link out to the secure payment channel is one-direction only. Both SSQ and SPER have identified this as a Customer Experience risks. Scenarios: • When an upfront payment is required to set up compliance • When a payment is needed to clear part of the arrears before you alter the instalment plan • When a payment</p>	17/01/2017	AA - Andree Anderson	Service delivery		<p>24/07/17: Continued discussions with CBA, SSQ, GBU and QT ICT in relation to this. PCI Compliance continues to be investigated for suitability of solution for SSQ and SPER. Respective QSA's involved in discussions. 24/05/17: Continued discussions with CBA and SSQ occurring in relation to this. Secure Call Centre solution identified as a possible alternate, but analysis of options not progressed as PCI compliance of the Secure Call Centre solution being investigated. 23/03/17: Decision made to not manually handle credit card transactions by SPER or SSQ Operators. Change Impact Analysis underway. SSQ notified and involved. Further discussions needed with CBA in relation to</p>	Mod	P	Medium
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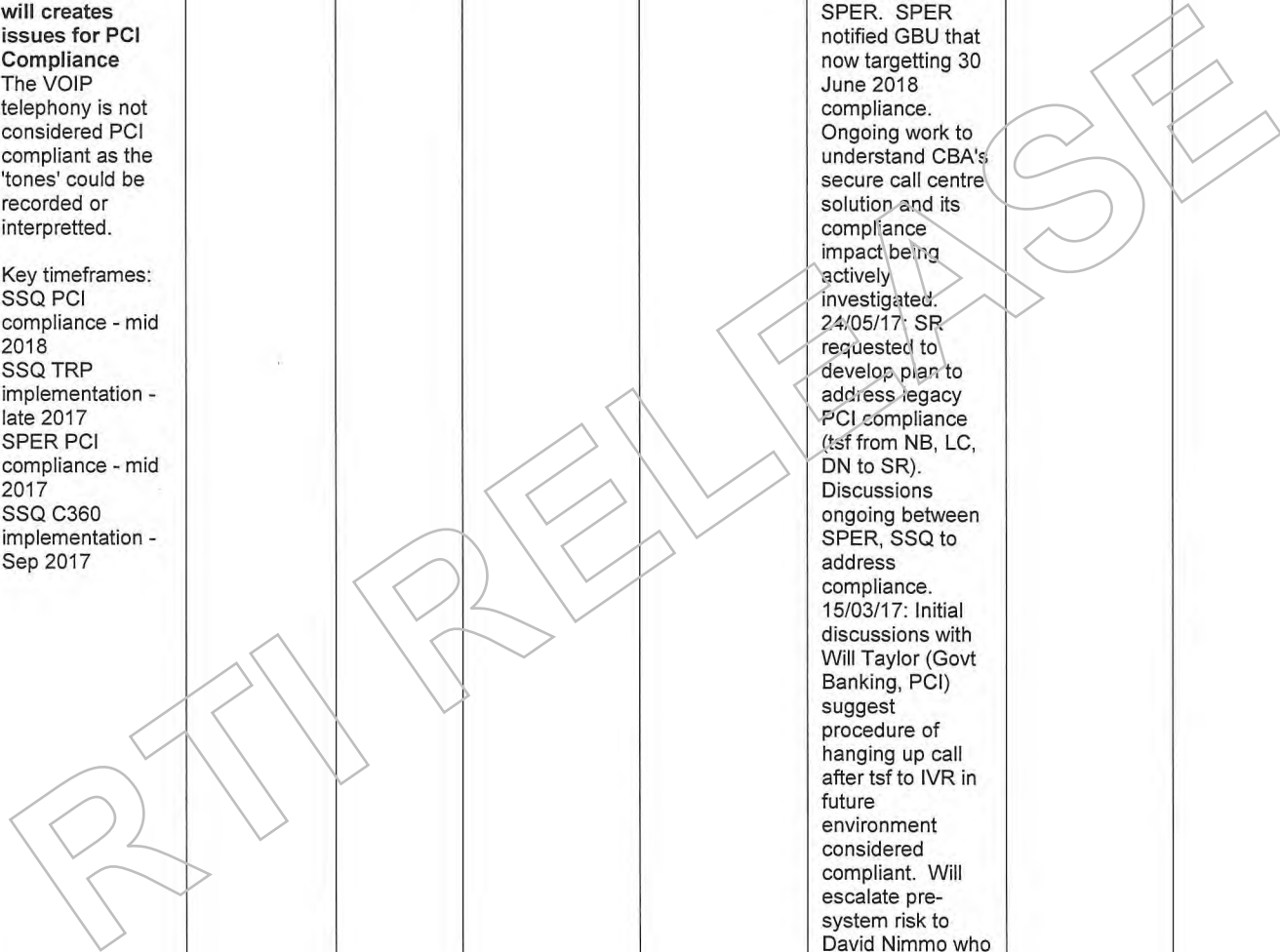
			<p>is taken to remove a DLS, you want to ensure the DLS is removed</p> <ul style="list-style-type: none"> • If the customer thinks of another question after they made the payment – wanting to know what debts on file, disputing a fine • Isn't really a good customer experience • If the payment doesn't go through, they will need to call back. 				<p>handling of recurring credit card transactions via IVR.</p> <p>17/01/17: SSQ proposed mitigation: Preliminary testing to determine if a 'conference call' with the customer and the IVR will allow the CSA to stay on the line. There are a number of technical considerations to be worked through but as a start will test if on a conference call the customers keypad entries are accepted by the IVR.</p> <p>SPER proposed mitigation: TBA</p> <p>Risk to remain at same level until mitigations further explored.</p> <p>23/01/2017 Discussed at the SPER/SSQ Project Board. SSQ requested timeframes for SPERs PCI compliance activities. AA advised: Investigations into the frequency and</p>		
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RTI RELEASE

								<p>need for a customer to be returned to the operator. JA advised: Ongoing investigation into how to transfer a call (e.g. to Payments) and then take the call back to the original operator, or allow a conference call to take place.</p>		
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RTI RELEASE

385	Risk	SSQ Telephony	<p>The SSQ Telephony project will introduce VOIP will creates issues for PCI Compliance The VOIP telephony is not considered PCI compliant as the 'tones' could be recorded or interpreted.</p> <p>Key timeframes: SSQ PCI compliance - mid 2018 SSQ TRP implementation - late 2017 SPER PCI compliance - mid 2017 SSQ C360 implementation - Sep 2017</p>	14/03/2017	AA - Andree Anderson	Regulatory & legal		<p>24/07/17: Continued discussions with QT, SSQ, and SPER. SPER notified GBU that now targeting 30 June 2018 compliance. Ongoing work to understand CBA's secure call centre solution and its compliance impact being actively investigated.</p> <p>24/05/17: SR requested to develop plan to address legacy PCI compliance (tsf from NB, LC, DN to SR). Discussions ongoing between SPER, SSQ to address compliance.</p> <p>15/03/17: Initial discussions with Will Taylor (Govt Banking, PCI) suggest procedure of hanging up call after tsf to IVR in future environment considered compliant. Will escalate pre-system risk to David Nimmo who is managing that side of PCI compliance. Changed Risk</p>	Mod	P	Medium
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								Owner to NB given potential for legacy system impact. 14/03/17: If the new SPER system and approach to credit cards by using secure channels is implemented prior to SSQ TRP then this risk has been mitigated. However is the new SPER system and approach to credit card payments hasn't been implemented and the new SSQ telephony system is, there will be PCI compliance issues.			
421	Risk	PCI Compliance	Due to delays in C360 implementation, effort is likely to be prioritised in relation to achieving PCI compliance of the legacy system in order to meet compliance timeframes (30 June 2018). A risk exists of any PCI mitigation activity impacting on existing activity for SPER and CGI which may limit implementation windows and	26/05/2017	SR - Scott Rowan	Organisational effort		24/07: Continued discussions with SSQ in relation to their compliance activity. Multiple meetings with both SSQ and SPER to understand potential CBA solution and impact on compliance activity. 26/05: Previous approach to compliance was focused on new system implementation. SPER's	Mod	P	Medium

			resourcing. (e.g. SSQ implementation of VOIP and call recording replacements, content management system (scripting), SPER program activity, SPER legacy activity)					compliance date was set to 30 June 2017 (original C360 go-live date). Whole of Govt required to be PCI compliant by 30 June 2018. This aligns with SSQ's compliance date. It is understood SSQ is seeking to be compliant by Feb 2018 to allow time for any rectification work by 30 June 2018.			
453	Risk	Potential limited availability of QSA to do SPER's PCI Compliance validation exercise	SPER needs to undertake a PCI Compliance validation exercise with a QSA prior to 30 June 2018. Ability for Trustwave to complete a validation exercise may not be possible due to other commitments on their behalf.	24/07/2017	SR - Scott Rowan	Reputation		24/07/17: Work continues to try and narrow the compliance footprint for SPER by minimising the processes and systems through which cardholder data is processed, transmitted or stored. Ongoing discussions with QT, QTICT, SSQ, CBA and GBU. Once compliance requirements known view would be to obtain a QSA and lock in validation dates.	Mod	P	Medium
454	Risk	Scope of SPER's PCI Compliance activity may be the highest possible.	With regards to legacy system and processes, SPER would be required to complete Self Assessment Questionnaire D to address its PCI	24/07/2017	SR - Scott Rowan	Regulatory & legal		24/07/17: Work continues to try and narrow the compliance footprint for SPER by minimising the processes and systems through which cardholder	Mod	P	Medium

			<p>Compliance. This Questionnaire is the most complex and would require significant resourcing and investment from SPER/QT. SAQ D is likely to be very difficult to achieve within the timeframes (30 June 2018).</p>					<p>data is processed, transmitted or stored. Ongoing discussions with QT, QTICT, SSQ, CBA and GBU. Ability of CBA to provide a compliant solution (Secure Call Interface) for both SSQ and SPER and its ability to reduce the compliance scope.</p>		
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RTI RELEASED

Lauren Martin

From: Elizabeth Goli
Sent: Friday, 4 August 2017 11:06 AM
To: Natalie Barber
Cc: Contrary to Public Interest
Subject: RE: PAFE nomination details SPER NBs comments_2_GW (003)
Attachments: PAFE nomination details SPER NBs comments_2_GW (003) eg.docx

Hi Natalie,

Please see my version attached. I have not changes a lot (sorry forgot the mark ups), As I told [redacted] it is more about consistency in language and removing things that would not be understood by the panel.

Good luck!

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



**Queensland
Government**

From: Natalie Barber
Sent: Thursday, 3 August 2017 5:32 PM
To: Elizabeth Goli
Cc: Contrary to Public Interest
Subject: PAFE nomination details SPER NBs comments_2_GW (003)
Importance: High

Hi Liz

Pls see our nomination submission attached.

Pls let me know if you have any feedback. Sorry for the late notice.

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



RTI RELEASE

Overview

The online nomination must contain a short summary (maximum 70 words) of the initiative, team or individual being nominated. Do not include any confidential information as the summary may be used in promotional material should the nomination be shortlisted.

The SPER Transformation initiative was established in December 2013 following SPER's transfer from the Justice portfolio to Treasury, to transform SPER from a largely transactional function to a customer oriented, contemporary enforcement agency. The initiative has involved transforming SPER's culture, leadership, reputation, capabilities, policies, relationships and its interaction with customers. It has enabled SPER's vision to be a respected leader in penalty debt management to be achieved.

The nomination must contain a description (maximum 300 words) of the initiative, team or individual being nominated, including the purpose and outcomes. Do not include any confidential information as this information may be made publicly available should the nomination be shortlisted.

SPER was established in 2000 to improve the cost effectiveness of collecting unpaid penalty debts by providing an alternative to dealing with defaulters in the courts. By 2013 SPER was considered to not be meeting Government's objectives, as evidenced by a debt pool approaching \$1 billion. At that time SPER was characterised in the community as a 'toothless tiger', with limited enforcement effectiveness, had a reputation for poor customer engagement and limited influence amongst government and community stakeholders.

Since 2013 under the SPER Transformation initiative, SPER has achieved business transformation in its governance, people, policy, legislation, system and processes. The initiative has successfully delivered foundational capability to the SPER workforce to enable it to achieve a significant uplift in the performance of the business.

The transformation initiative has effectively delivered the following key government outcomes:

- A significant uplift to debt finalisation of 94% compared to a historical average of 65%.
- A reduction in the growth rate of the debt pool to 4% from almost 15%.
- Record collections over the past two years.
- A stronger public perception of SPER due to the higher public profile delivered by activities as such Vehicle Immobilisation, Seizure and Sale (VISS), outbound contact campaigns and improved business operations.

These outcomes are a consequence of the reforms delivered under the Program to date including:

- An active approach to enforcement through targeted wheel clamping and the seizure and sale of vehicles.
- Commencement of active outbound calls to customers.
- Key policy adjustments with an agreement between the Department of Transport and Main Roads, SPER and Transurban to limit tolling offences referred to SPER and similarly with Victims Assist Queensland.
- Leadership in improving end to end processes in penalty debt management across the whole of government.
- A strong focus on leadership development and culture resulting a highly engaged and enabled workforce.

Quantitative and/or qualitative and/or comparative data and information specifically relevant to the achievements and outcomes of the initiative, team or individual is highly desirable to demonstrate the effectiveness of outcomes. Evidence of the extent to which the aims and objectives were accomplished, details of the evaluation methodology and planned future directions must be provided. If a nomination has links to other award categories this should be addressed here.

The evidence of SPER's transformation is represented under the key categories of penalty debt leadership, new enforcement processes, outstanding financial achievements and a new workforce.

Penalty debt leadership

Through its establishment of the Penalty Debt Management Council (PDMC), SPER is now leading the whole-of-Government penalty debt policy consultation process and has already reached landmark agreements in relation to tolling and offender debt recovery. It has, for the first time, provided visibility of the collective accountability of all agencies involved in the penalty debt management process across government.

As a result of policy changes there is a reduced requirement for tolling infringements to be issued, significantly reducing the flow of this poorly performing debt into the SPER debt pool. In addition, changes to the policy governing offender debt recovery have reduced the rate of unrecoverable debt entering the debt pool.

As a result, SPER's overall debt finalisation rate has increased markedly. This higher finalisation rate has allowed SPER to save \$300M in the Consolidated Fund over the next four years.

SPER has invested significant effort in developing a legislative and policy framework to support its new contemporary service delivery model. Parliament has recently passed the *State Penalties Amendment Act 2017* which supports the new business model by moving from:

- managing a debtor's individual debts to managing debtors holistically in a case management approach
- paper based communications to digital self-service
- a 'one size fits all' service approach to a more tailored and targeted treatment of debtors – recognising hardship and expanding hardship options to balance enforcement actions.

SPER is now working on implementing a Work and Development Order (WDO) scheme, offering Queenslanders experiencing genuine hardship with alternative ways to reduce or pay off their debt. The WDO scheme will be open to people who are experiencing domestic or family violence, homelessness or financial hardship, or those with a mental illness, intellectual or cognitive disability or serious substance use disorder and who are unable to pay their debt. SPER will work with government and community-based sponsors who would then manage the activities undertaken by the person.

New enforcement processes

SPER has invested significant effort to deliver professional field enforcement. This has involved developing expertise in dedicated field enforcement officers, addressing risk through Workplace Health and Safety procedures, and developing rigorous case management and investigation processes to support field operations. SPER has worked closely with the Queensland Police Service to establish clear protocols and operational processes to undertake vehicle immobilisation and seizure and sale activities in the field and has drawn significant learnings from other jurisdictions, such as Victoria, in establishing its field presence. In addition, SPER has procured and is managing professional towing and auctioning services for the sale of seized vehicles.

Since May 2016, SPER has been successfully conducting vehicle immobilisation, seizure and sale operations. A total of \$1.6M has already been recovered under this activity. There has been significant media interest in this activity and, although difficult to measure, it can be reasonably expected to have raised and improved SPER's public profile as a serious law enforcement agency, thereby influencing future customer decision making in relation to paying SPER debt.

Under SPER's direction, Smart Service Queensland (SSQ), SPER's partner and customer contact centre, has commenced active outbound (debt recovery) call campaigns (OCC). This is the first time outbound calls have been initiated in the area of penalty debt recovery in Queensland. To date, the OCC has accounted for an additional \$3.5M in debt recoveries. In the process, SPER and SSQ have developed a mature partnership to better support SPER's operational objectives, including developing and implementing campaigns for specific customer segments. This has had positive flow-on impacts on SSQ's management of SPER's inbound calls.

Together with SSQ, SPER is preparing to scale up its case management approach which will tailor enforcement actions to the circumstances of the individual and their case history with SPER. SPER is employing behavioural analysis and insights to determine the most appropriate enforcement actions for each customer under this approach.

Outstanding financial achievements

Through the range of initiatives implemented, SPER has delivered the following outstanding financial achievements:

- In 2016/17, the debt finalisation rate was 94%, compared to a historical average of 65%.

- Growth in the debt pool has slowed significantly. The impact of improved finalisation rates is that the annual growth of the debt pool has been reduced from 8% in December 2015 to 1.7% in December 2016. It is projected the SPER debt pool will grow by \$80M less per annum than had previously been expected
- SPER has achieved record collections over the past two financial years, exceeding the annual target of \$275M. SPER collected \$298m in 2015/16 and \$283m in 2016/17 (this figure would have been higher had it not been for temporary suspensions related to natural disasters).

'Adding value through our people' - an agile, engaged and revitalised workforce

The operational business has undergone significant change relating to the capability of the SPER workforce. Time and effort has been taken to develop a considered workforce transition strategy, underpinned by deliberate change management and support activities which have been informed by the Working for Queensland Survey (WFQS) results. The key focus areas included:

- Ensuring SPER has the right workforce, with the right resources in the right roles.
- Building and optimising leadership and staff capability through ongoing training and development.
- Ensuring people are well informed with the right communication at the right time to build organisational trust and enhance SPER's reputation, both internally and externally.
- Building a collaborative and revitalised workforce where people enjoy work and feel they are a valued contributor.
- Aligning change activities that realise our vision for the future which support 'Building the New SPER'.

Results from the annual WFQS between 2014 and 2016 demonstrate a significant improvement in the positive ownership of actions, successes and learnings across SPER during the transformation. Overall engagement has increased from 32% to 57% and organisational leadership increased from 48% to 69% over the same period. The survey response rate has always been high, but it was exceptional in 2016 at 99%. Examples of improvements include:

- 'I would recommend my organisation as a great place to work' – more than doubled from 28% to 57%.
- 'My organisation inspires me to do the best in my job' – 34% to 63%.

An key foundational capability requirement identified early in the process, was strong, visible and authentic leadership. This commenced with the appointment of the SPER Senior Leadership Team (SLT) in early 2015, the establishment of the broader Leadership Exchange (L.E) in late 2015 and the establishment of the Aspire Leadership Program (for emerging leaders at the AO4 and AO5 level) in late 2016. Recognition of the impact of these initiatives is demonstrated in the responses to the following WFQS questions between 2014 and 2016:

- 'In my organisation, the leadership is of high quality' –improved from 45% to 72%.
- 'My organisation is well managed' – improved from 40% to 64%.
- 'My organisation motivates me to help it achieve its objectives – improved from 40% to 70%.

To help build a more agile workforce, SPER implemented performance management initiatives, involving all staff in the analysis of the WFQS outcomes and development of the action plan, and put in place training programs to enhance and build an adaptable and flexible workforce.

There has been a concerted effort to upskill, cross-skill and build capability, within the existing workforce as well as addressing capacity and capability gaps. This has been centred on 'setting people up to be successful'. New and enhanced business capabilities have also been implemented within SPER, covering performance leadership, strategic policy development, business Intelligence, compliance training, contract management, stakeholder management, and Vehicle Immobilisation, Seizure and Sale (VISS). Recognition of the impact of these initiatives is demonstrated in the responses to the following WFQS questions between 2014 and 2016:

- 'I am able to access relevant learning and development opportunities' – has more than doubled 33% to 75%.
- 'Learning and development activities I have completed in the last 12 months have helped improve my performance' – improved from 32% to 59%.

A key focus for SPER has been ensuring staff understand how the outputs from their individual roles contribute to the over-arching objectives of the organisation and community outcomes. Performance planning has now shifted from a 'tick and flick' compliance activity to more meaningful conversations on a regular basis which focus on work achievements, what could be done differently and/or better and what has been identified as skill gaps. Clear articulation of expectations and measures are not only critical for determining how well people are performing but also to ensure performance sustainability and how the contribution of individuals and teams is connected to the

ongoing success of the organisation. Recognition of the impact of these initiatives is demonstrated in the responses to the following WFQS questions between 2014 and 2016:

- 'I have had productive conversations with my manager on my performance in the past 12 months' – improved from 45% to 66%.
- 'My performance is assessed against clear criteria' – improved 37% to 49%.
- 'I understand how my work contributes to my organisation's objectives' – improved from 85% to 91%.

Criteria

CRITERIA 1: Please outline how the initiative, team or individual has demonstrated commitment to professional excellence and high performance in service delivery.

Committing to a new direction

In December 2013, SPER's business model was experiencing a number of significant challenges. The debt pool was approaching \$1B; there was a rapidly increasing volume of tolling debt referrals; advancing technologies were being introduced by infringement issuing agencies that enabled faster, more efficient and more accurate detection and notification; and SPER's ICT system was aged, unsupported and lacked a range of capabilities, including business intelligence. As a consequence, the capacity and capability gap between what SPER was originally resourced to do, and what it was faced with doing, had grown to the point where SPER had to modernise if it was to be effective.

The leadership team made the difficult decision to change the way the organisation operates and committed to a path forward. In addressing the capability gaps, we reconfigured our business to move from an operations function to a fully supported frontline team, enabled by strategy and policy, business intelligence and data analysis, stakeholder and business partnerships, a whole of business approach.

To achieve a high performing frontline team, we moved from function-based teams to one team cross-skilled in all functions. This transition has reduced silos, created a collaborative and fully trained frontline team resulting in increased capacity to deliver service. Capability development was identified as a critical mechanism to support and enhance our frontline staff; therefore we have introduced an annual Learning Needs Analysis and Skills Matrix to assess where the learning needs are. A training calendar has been developed containing technical skill development training as well as soft skill programs (e.g. negotiation, managing difficult conversations, personality profiling, developing and understanding Achievement & Development Planning processes and tools). To ensure our training program is contemporary, we have implemented e-learning software and upskilled staff to develop e-learning modules – therefore providing flexibility of delivery channels. This ensures a confident, competent workforce ready to transition to a new business system, procedures and processes.

In addition to improving training capability, we have also implemented a professional induction framework which includes induction and buddying elements to ensure all new staff have access to the necessary information/tools immediately. To drive improvements in culture, SPER celebrates success at various levels, individual (celebrate achievements locally), team (share success stories within our teams), organisation (showcase our wins through the department and the public sector). Recognising individual excellence can range from a genuine thank you – simple but powerful and you can do this any way you like (e.g. conversation, postcard, email, being creative with other ideas) or via our kudos wall and the person with the most kudos throughout the year wins the People's Choice Award at our annual awards event. We also recognise team achievements through value shares and recognition from the SPER leadership team, as well as at the organisation level. These feed into seven broader award opportunities, with the most popular being the annual SPER Excellence Awards. These awards recognise team members who embody our Public-Sector values and guiding principles and the Culture Team, which is organised by staff is responsible for promoting wellbeing, social events and inclusiveness at SPER.

In consultation with interjurisdictional partners, SPER has led the establishment and implementation of the Australian and New Zealand Fines Enforcement Reference Group (ANZFERG) Awards Program. This award promotes enhanced information sharing across jurisdictions and amongst peers, while rewarding and developing high performing staff. It provides the opportunity to work alongside and gain experience from other jurisdictions, and to share those learnings to enhance business practices through new approaches and innovative solutions, as well as promoting positive development opportunities.

It's all about the customer

By reframing our business to a customer-oriented model, we have changed the way our workforce thinks about SPER's 'debtors' who are now considered to be 'customers'. Through this initiative SPER has achieved a step

change in our philosophy. We identified the gaps between SPER's existing situation and what was required for success. We developed a visionary document 'The SPER Blueprint' to serve as a cornerstone for the business and set about making it a reality. This document highlights the challenges of increased fines volumes and customer service expectations experienced in SPER's operating environment since its establishment under the *State Penalties Enforcement Act 1999*. The Blueprint details our role in penalty debt management and delivering our new customer experience, new options for those customers unable to pay, and the people, systems and processes that would help us achieve debt resolution. The Blueprint articulates the future as we see it and supports our vision to be a respected leader in penalty debt management. Importantly, it includes a set of customer commitments that are central to our business approach; to treat customers with respect, provide customers with realistic options to repay their penalty debt, use measured and targeted enforcement actions when necessary and be firm if customers choose not to do the right thing.

SPER will introduce its new brand in the coming year, which represents our commitments to our customers. We are designing new, convenient self-service options which make it easier than ever to do the right thing. Using best practice behavioural insights, we are designing a new suite of customer correspondence that clearly communicates the right course of action for people with SPER debts, the consequences of not taking action and how to get help if they need it. These messages are carried across all platforms, including our digital presence and in conversations with customers to create a consistent customer experience. We are using market research, including focus groups to better understand our customers and how to communicate with them and the insights gained are helping us to improve overall service delivery.

CRITERIA 2: Please outline how the initiative, team or individual has continuously sought and effectively acted upon others' input.

Leading a holistic approach to penalty debt management

Cabinet endorsed SPER to lead the whole-of-government approach to penalty debt. Our integral role within the Penalty Debt Management Council (the Council) is the basis on which we lead a more holistic, whole-of-Government approach to penalty debt. The Council was established in 2014 and its members are drawn from Deputy Director-General level across the key Government agencies involved in penalty debt. The Council's role is to ensure that agencies work together to deliver on agreed improvement initiatives.

Through the Council we work with the key Government agencies to identify and prioritise opportunities to improve policies and processes and influence better policy outcomes for Government. SPER has, for the first time, provided visibility of the collective accountability of all agencies involved in the penalty debt management process across whole of government by producing the Integrated Penalty Debt Management Report which is submitted annually to Cabinet.

We share with the key Government agencies an understanding of the entire process for managing penalty debt, including cost-drivers at various stages of the process. We work collaboratively with all agencies to provide a seamless experience for our customers when dealing with Government to ensure a more effective penalty debt process.

SPER established the Fines Recovery Working Group (FRWG) for both fine-issuing, government agencies and those bodies external to the government that refer debt to SPER (i.e. universities and hospitals). These bodies allow us to understand the approach in penalty debt management being used across Queensland, from the fines and penalties imposed to the way in which different authorities communicate with their customers. Through these forums, we reach out to upstream agencies to share any insights gained and have used lessons learned from others to inform our business approach. They also provide an opportunity to collaborate and work towards shared solutions. Our philosophy is not that we have all the answers, but that each agency has skin in the game and a shared accountability; we all have a role to play in designing systems and processes to that best address penalty debt.

Key to enabling our business changes was a change in legislation. So, when it came time to design and draft legislative amendments, we adopted the same collaborative attitude. We worked with a multitude of stakeholders, in and outside of government, to make sure that what we put into law would achieve the outcomes we sought.

The centrepiece of these legislative changes was the introduction of a new program for people in hardship, called Work and Development Orders (WDO). To design this initiative, we looked extensively at the successful model delivered in NSW and extracted learnings. We carried out consultation with government agencies, and advocacy groups and service providers from within the community sector who would be critical to delivering the program. There was 100% support for the proposed program and the team has since established a consultative committee with a broad representation to develop the details of the scheme.

The consultative manner in which the team went about shaping these important changes garnered accolades and positive feedback from a variety of parties, including the Local Government Association of Queensland (LGAQ), Queensland Ombudsman, and the Queensland Privacy Commissioner.

The consultation with other agencies led us to design legislation that enhanced information sharing between SPER and other prescribed agencies for penalty debt management purposes and improved SPER's information collection and disclosure provisions. The initiative also facilitated a greater data sharing between Brisbane City Council and Department of Transport and Main Roads, which will assist debtors by ensuring that they receive notifications of their fines earlier and have a greater opportunity to pay.

We have also collaborated with agencies to capture value in existing penalty debt infrastructure. By working with parties such as the Department of Transport and Main Roads and Victims Assist Queensland, we have optimised policy outcomes. This value capture extended to one of our most important business partnerships – with SSQ. As SPER's partner and contact centre, they have a number of frontline staff constantly engaging with customers. We have established a partnership with SSQ that is seamless to the public.

SPER is introducing a case management approach with customers and the feedback of SSQ's staff at the coalface is essential in designing both the approach and the framework that is needed for complex and dynamic conversations with customers to help them resolve their debt.

We've also sought feedback from our staff through internal forums to promote the sharing of ideas for improvement. These include staff briefing sessions and information sharing sessions within SPER, as well as participating in partner and department initiatives. Recognition of the impact of these initiatives is demonstrated in the responses to the following WFQS questions between 2014 and 2016:

- 'I am encouraged to make suggestions about improving work processes and/or services' – improved from 72% to 86%.
- 'Management is willing to act on suggestions to improve how things are done' – improved from 54% to 67%.

SPER has also gained feedback and insights from industry peers through the Australia and New Zealand Fines Enforcement Recovery Group (ANZFERG). ANZFERG is comprised of all the fine enforcement agencies in the Australian States and Territories and New Zealand, and is a forum for sharing of best practice information and progressing initiatives that enhance fine collection and resolution. ANZFERG holds an annual conference and has been an important source of feedback for SPER in designing its own transformation initiative. The forum allows us to share and gain information on enforcement-related approaches, legislative initiatives, business intelligence and benchmarking, and workforce culture initiatives.

CRITERIA 3: Please outline how the initiative, team or individual has contributed to an environment that encourages positive ownership of actions, successes and learnings.

Business ownership of key transformation outcomes

The SPER Transformation initiative helped establish an environment that values positive ownership from within its own team. To deliver the initiative across SPER, the team set up a dedicated SPER Program team to support the transformation agenda. The Program team facilitated changes in partnership within the business.

The collaboration between the Program team and the business units was critical to our success. Subject matter experts from within the business were seconded to the program team to provide expertise in designing new business processes. They have continued to be involved in leading the transition to the new system by developing and documenting new procedures, training material and leading user acceptance testing.

Initiatives that were developed moved from the Program and were embedded into business-as-usual operations. These include the strategic policy function, business intelligence capabilities, stakeholder management and flagship enforcement activities such as the Vehicle Immobilisation, Seizure and Sale (VISS) program, outbound call campaigns. What this achieved was to lock in sustained improvements to the business, which would take responsibility for engraining them into operations.

One of the most important outcomes from the Transformation initiative was instilling within the workforce the capability to evolve and adapt to the changing requirements of the business. Throughout the substantial workforce, process and system changes that were required, the business adopted an ownership of new initiatives and improvements, and a willingness to meet the challenge. During this period of change SPER was required to continue to operate its business-as-usual activities. The challenges posed from this environment make outcomes such as SPER's record collections and finalisation rate even more impressive.

The change is not done for SPER yet. As we introduce the case management approach, further responsibility will be placed in the hands of our frontline staff to make informed decisions. Through continued capability development, we are preparing them for the ultimate outcome, where they are empowered and confident to take on these responsibilities.

Staff involvement in improving the organisation

Leadership is encouraged across all levels of the business and this includes the implementation of improvements which does not merely happen at the formal leadership levels. All staff are encouraged to actively participate in coming up with ideas to make our workplace better – ‘You told us, together we did’. The Leadership Exchange (LE) coordinates the Working for Queensland survey process. This includes communication processes which encourage participation in the initial survey, to the rollout of the survey results, as well developing and implementing the action plan in consultation with staff. Staff involvement is essential in this process to ensure that there is a clear understanding of the feedback received from staff and to ensure that the proposed actions are targeted effectively. LE representatives present at each of our staff briefing sessions (bi-monthly) to provide updates on the progress of actions. A comprehensive review is conducted at the conclusion of each cycle to measure the effectiveness of the actions implemented as well as safeguarding those areas which needed to be maintained. SPER has found that the key to these improvements, albeit there will always be a need to improve, has been the organisational commitment to this process which has built trust through demonstration of action not just talk.

One of the most successful initiatives implemented from the Working for Queensland survey has been the annual SPER Expo. This expo provides another opportunity for showcasing team successes, cross-team collaboration, information sharing and an effective opportunity to learn about other teams. . Recognition of the impact of this initiative is demonstrated in the responses to the following WFQS questions between 2014 and 2016:

- ‘Have you noticed any action your organisation has taken as a result of last year’s Working for Queensland survey?’ – improved from 17% to 74%.
- ‘How satisfied are you with your organisation’s action in response to last year’s Working for Queensland survey?’ – improved from 47% to 78% (period 2015 to 2016 – new measure).

Supporting documentation

Material may be supplied as follows:

1. Upload JPEG or PDF files. Please ensure photos are high quality with a minimum file size of 5MB. A maximum of five photographs or documents can be uploaded with your entry.
2. Video attachments may be hosted on a video site such as YouTube or Vimeo.
3. Provide website URLs to the publicly accessible campaign or active URL of a landing page. Please ensure any applicable usernames and passwords are provided and active.
4. Please do not upload any further written material as the judges will not consider these. The written component of your entry should be fully explained within the provided text fields.

Photos

- A minimum of one photo of the nominated team, individual or initiative is required, and may be used in the award ceremony video production and award website.
- A maximum of five photos will be accepted.
- Please ensure photographs are high quality with a minimum file size of 5MB.
- You will need to ensure that any identifiable persons appearing in photographs have consented to their name and image being used in connection with the Awards.

Supporting documentation

If appropriate, provide a maximum of five supporting materials relevant to key aspects of the nomination. This includes newspaper articles, letters of appreciation, publicity photos or videos demonstrating the

achievements of the initiative, team or individual. These materials must be uploaded via the online nomination portal as prompted and will not be accepted by any other means.

Five letters of appreciation – LGAQ, Privacy Commissioner, Treasurer (Hansard), Ombudsman's Office
Powtoon

Referees

Provide the names and contact details of two referees representing the clients or key stakeholders of the initiative, team or individual who agree to be contacted by the judging panel to support the nomination if deemed necessary. The referees should preferably be external to the agency, familiar with the nominee's work and readily available for potential questions from the judging panel. The referees should not be team members or project supervisors of the nominated initiative, individual or team.

Matthew Nye

Geoff Waite

RTI RELEASE

Lauren Martin

From: Elizabeth Goli
Sent: Friday, 4 August 2017 1:22 PM
To: Natalie Barber; **Contrary to Public Interest**
Subject: FW: Mediaportal Alert - Treasury State Penalties Enforcement Registry Pres

Hi Natalie & **Contrary to Public Interest**

Did you see the article related to **Contrary to Public Interest** below. I am quoted as having admitted to a flaw in the way that the SPE Act and the Penalty and Sentences Act interact. I don't recall ever saying that.

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



**Queensland
Government**

This Part Out of Scope of Application

Pages 648 through 649 redacted for the following reasons:

This Part Out of Scope of Application

RTI RELEASE

Lauren Martin

From: Elizabeth Goli
Sent: Tuesday, 8 August 2017 10:26 AM
To: Natalie Barber; Contrary to Public Interest
Cc: Rebecca Lieschke
Subject: FW: Penalty Debt Management Council

Hello Natalie & Contrary to Public Interest

FYI – is this ok?

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



**Queensland
Government**

From: Rebecca Lieschke
Sent: Tuesday, 8 August 2017 9:37 AM
To: Elizabeth Goli
Subject: Penalty Debt Management Council

Dear Liz,

The most mutually convenient time for this meeting between the agencies at this stage is 1 September (10am-12noon).

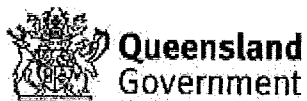
DC Pointing will be in Melbourne on that day, and have suggested a proxy can attend.

Please let me know if this is ok with your or alternatively you would like me to reschedule?

Kind Regards,

Rebecca Lieschke
Executive Officer to the Commissioner | Office of State Revenue
Queensland Treasury

Contrary to Public Interest



RTI RELEASE

Lauren Martin

From: Elizabeth Goli
Sent: Friday, 11 August 2017 9:33 AM
To: Natalie Barber
Subject: RE: Spark Solutions Purchase Requisition

Hi Natalie,

Thanks, Bec is going to sort it out for me. My issue is that Mark sends me a pdf to approve and then asks me to forward the "completed" form on. I am not sure what the completed form is, it may simply be an email saying approved.

If so then I reckon a Nexus workflow would be a better way to go because we would be able to track all the approvals. I am using workflows for all the legal expenses in OSR and it works a treat.

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



**Queensland
Government**

From: Natalie Barber
Sent: Friday, 11 August 2017 9:30 AM
To: Elizabeth Goli
Subject: RE: Spark Solutions Purchase Requisition

Hi Liz

Yes agree – this may be a new process with Treasury Finance taking over the financial processing.

We will clarify with them an appropriate process to seek your authorisations.

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



From: Elizabeth Goli
Sent: Friday, 11 August 2017 9:22 AM
To: Natalie Barber Contrary to Public Interest
Subject: FW: Spark Solutions Purchase Requisition

Hi Natalie,

I would prefer to receive these requests from your office or via a Nexus workflow if 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



From: Mark Davey
Sent: Friday, 11 August 2017 8:44 AM
To: Elizabeth Goli
Cc: Tulia Koroivawai-Gauna
Subject: Spark Solutions Purchase Requisition

Hello Liz,

Please approve the attached purchase requisition for the engagement of Spark Solutions Pty Ltd Contrary to Public Interest in SPER Program for Business Analysis for the amount of \$101,428.80 (incl. GST).

In support of this I have attached the approved contract previously authorised by yourself.

Once approved please email the completed form directly to accountspayable@treasury.qld.gov.au with cc to me.

Thanks,
Mark Davey.

M V Davey
Senior Management Accountant
Finance, Operations and Change
Queensland Treasury
Level 25, 1 William Street

Contrary to Public Interest

Web: www.treasury.qld.gov.au



**Queensland
Government**

RTI RELEASE

Geoff Waite

From: Natalie Barber
Sent: Thursday, 17 August 2017 7:50 AM
To: Geoff Waite
Subject: Accepted: Geoff/ Natalie Barber

RTI RELEASE

Geoff Waite

From: Geoff Waite on behalf of Elizabeth Goli
Sent: Thursday, 17 August 2017 1:38 PM
To: Natalie Barber
Cc: Rebecca Lieschke
Subject: FW: Penalty Debt Management Council

Follow Up Flag: Follow up
Flag Status: Flagged

Natalie

Is a Courts proxy OK?

Geoff

From: Ashley Hill Contrary to Public Interest
Sent: Thursday, 17 August 2017 12:25 PM
To: Elizabeth Goli
Cc: Contrary to Public Interest
Subject: Penalty Debt Management Council

Good morning, Elizabeth

You, no doubt, received an Out of Office response from Julie Steel, who is currently on leave and will not be back in her role until 11 September.

Your message requested personal attendance. Considering Julie's absence, are you prepared to accept a proxy to represent the Courts?

Kind Regards,

Ashley Hill

a/Executive Director
Supreme, District & Land Courts' and
Industrial Relations Commission's Service Queensland Courts Service

Contrary to Public Interest



From: Elizabeth Goli Contrary to Public Interest
Sent: Thursday, 10 August 2017 10:40 AM
To: Elizabeth Goli; Natalie Barber; Contrary to Public Interest; Joel Cooper; Graham.Fraire Contrary to Public Interest
walter.vandermerwe Contrary to Public Interest; Mike Stapleton; Kerrith McDermott; Pointing BrettM;
Crack.AnthonyS Contrary to Public Interest Julie Steel
Cc: Rose DiCarlo
Subject: Penalty Debt Management Council
When: Wednesday, 6 September 2017 1:00 PM-3:00 PM (UTC+10:00) Brisbane.
Where: 1 William Street (20.02)

Dear Colleagues,

A draft of the 2015-16 Integrated Penalty Debt Management Report is ready to be considered by the Penalty Debt Management Council.

You may recall my last email to you in August 2016 outlining the change to the governance of the Penalty Debt Management Council. This change was prompted by the difficulty in convening all the Council members several times a year, which in practice led to attendance by proxies. I have reduced the call on Council members by convening a meeting once a year to consider the annual Integrated Penalty Debt Management Report and other strategic issues. A sub-Council has been established that meets more frequently with a focus on more operational issues. This revised arrangement has been in place since June 2016 when the Council last considered the 2014-15 report.

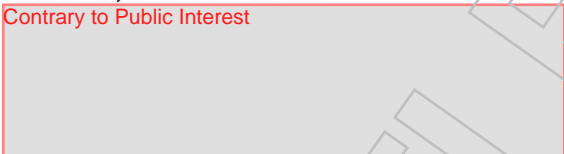
I have asked my Executive Officer, Rebecca Lieschke, to liaise with your officers to schedule the meeting in the next few weeks, and the meeting invitation, agenda and draft 2015-16 report will be issued shortly thereafter. Please note that the agenda will include a presentation by the Queensland Audit Office which is currently undertaking an penalty debt management performance audit, the scope of which includes most of the Council agencies. The meeting will provide an opportunity to discuss emerging findings in advance of the QAO draft report.

As the agenda will also include consideration of the Council's report to the Treasurer, who reports annually to Cabinet on whole-of-Government penalty debt management outcomes, I would greatly appreciate your personal attendance at the meeting.

Regards,

Liz

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



Web: www.qld.gov.au/osr

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RTI RELEASE

Geoff Waite

From: Contrary to Public Interest on behalf of Natalie Barber
Sent: Friday, 18 August 2017 3:42 PM
To: Geoff Waite
Subject: Accepted: SET Fortnightly Meeting

RTI RELEASE

Geoff Waite

From: Contrary to Public Interest on behalf of Natalie Barber
Sent: Friday, 18 August 2017 3:42 PM
To: Elizabeth Goli
Subject: Declined: SET Fortnightly Meeting

RTI RELEASE

Geoff Waite

From: Contrary to Public Interest on behalf of Natalie Barber
Sent: Friday, 18 August 2017 3:42 PM
To: Geoff Waite
Subject: Declined: SET Fortnightly Meeting

RTI RELEASE

Lauren Martin

From: Geoff Waite on behalf of Elizabeth Goli
Sent: Friday, 18 August 2017 9:51 AM
To: Natalie Barber
Cc: Rebecca Lieschke
Subject: FW: Penalty Debt Management Council

Natalie

FYI for the next meeting

Geoff

From: Ashley Hill Contrary to Public Interest
Sent: Friday, 18 August 2017 8:42 AM
To: Elizabeth Goli
Cc: Rebecca Lieschke; Amanda O'Brien
Subject: RE: Penalty Debt Management Council

Good morning, Elizabeth

Ms Amanda O'Brien will attend the PDMC as proxy for Julie Steel.

Kind Regards

Ashley Hill
A/Executive Director

Contrary to Public Interest

From: Geoff Waite Contrary to Public Interest **On Behalf Of** Elizabeth Goli
Sent: Thursday, 17 August 2017 4:14 PM
To: Ashley Hill Contrary to Public Interest Elizabeth Goli Contrary to Public Interest
Cc: Karen Baines Contrary to Public Interest Rebecca Lieschke Contrary to Public Interest
Subject: RE: Penalty Debt Management Council

Hi Ashley

Thanks for your email regarding Julie's leave and the PDMC Meeting.

We would greatly appreciate a proxy for Julie for this meeting – please let us know who will be attending.

Regards

Geoff

Geoff Waite
Acting Commissioner of State Revenue
Office of State Revenue
Queensland Treasury
Level 21, One William Street
Contrary to Public Interest

Contrary to Public Interest

Web: www.treasury.qld.gov.au

From: Ashley Hill Contrary to Public Interest
Sent: Thursday, 17 August 2017 12:25 PM
To: Elizabeth Goli
Cc: Karen Baines
Subject: Penalty Debt Management Council

Good morning, Elizabeth

You, no doubt, received an Out of Office response from Julie Steel, who is currently on leave and will not be back in her role until 11 September.

Your message requested personal attendance. Considering Julie's absence, are you prepared to accept a proxy to represent the Courts?

Kind Regards,

Ashley Hill
a/Executive Director
Supreme, District & Land Courts' and
Industrial Relations Commission's Service Queensland Courts Service

Contrary to Public Interest



From: Elizabeth Goli Contrary to Public Interest
Sent: Thursday, 10 August 2017 10:40 AM
To: Elizabeth Goli; Natalie Barber, Contrary to Public Interest Joel Cooper; Graham.Fraire Contrary to Public Interest
walter.vandermerwe Contrary to Public Interest Mike Stapleton; Kerrith McDermott; Pointing BrettM;
Crack.AnthonyS Contrary to Public Interest Julie Steel
Cc: Rose DiCarlo
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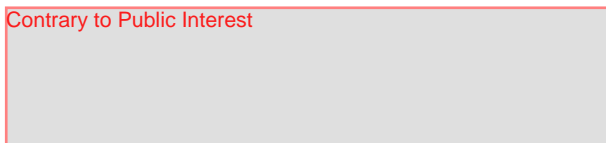
I have asked my Executive Officer, Rebecca Lieschke, to liaise with your officers to schedule the meeting in the next few weeks, and the meeting invitation, agenda and draft 2015-16 report will be issued shortly thereafter. Please note that the agenda will include a presentation by the Queensland Audit Office which is currently undertaking an penalty debt management performance audit, the scope of which includes most of the Council agencies. The meeting will provide an opportunity to discuss emerging findings in advance of the QAO draft report.

As the agenda will also include consideration of the Council's report to the Treasurer, who reports annually to Cabinet on whole-of-Government penalty debt management outcomes, I would greatly appreciate your personal attendance at the meeting.

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

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RTI RELEASED

Geoff Waite

From: Geoff Waite
Sent: Friday, 18 August 2017 9:58 AM
To: Natalie Barber; Contrary to Public Interest
Contrary to Public Interest
Cc: Rebecca Lieschke
Subject: Contrary to Public Interest

Follow Up Flag: Follow up
Flag Status: Flagged

Hi all

In Natalie's absence, let me know if I can help with anything today

Cheers

Geoff

Geoff Waite
Acting Commissioner of State Revenue
Office of State Revenue
Queensland Treasury
Level 21, One William Street

Contrary to Public Interest

RTI RELEASE

Geoff Waite

From: Natalie Barber
Sent: Monday, 21 August 2017 8:13 AM
To: SPER Leadership; Contrary to Public Interest Geoff Waite;
Subject: Contrary to Public Interest
Follow Up Flag: Follow up
Flag Status: Flagged

Hi team

Contrary to Public Interest

I am aware this will be an issue for meetings planned for today and the events this week.

We will have to regroup tomorrow.

I will be reviewing my diary and emails today.

Regards
Natalie

Geoff Waite

From: Geoff Waite
Sent: Tuesday, 22 August 2017 2:33 PM
To: Natalie Barber; Melinda Kross; Simon McKee
Cc: Rebecca Lieschke
Subject: FW: Treasurer's Update Meeting Agenda
Attachments: Treasurer's update meeting agenda - 23 August 2017.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Hi all

FYI attached is the agenda for tomorrow's catch-up with the Treasurer.

Cheers

Geoff

Geoff Waite
Acting Commissioner of State Revenue
Office of State Revenue
Queensland Treasury
Level 21, One William Street

Contrary to Public Interest

Web: www.treasury.qld.gov.au

From: Jonathan Scott
Sent: Tuesday, 22 August 2017 2:29 PM
To: ELT; ELT-Secs
Cc: Katherine.Iddles Contrary to Public Interest; Kerrie.Kahlon Contrary to Public Interest
George.Hasanakos Contrary to Public Interest; Jason.humphreys Contrary to Public Interest; Kobi Winsbury; Alison Peattie;
Geraldine.Cavallo Contrary to Public Interest; jzfras
Subject: Treasurer's Update Meeting Agenda

Good afternoon all,

Please find attached the agenda for tomorrow's update meeting.

Cheers
Jon

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

Contrary to Public Interest

Web: www.treasury.qld.gov.au



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

RTI RELEASE

**TREASURER'S UPDATE MEETING
AGENDA
Tuesday, 15 August 2017
Treasurer's Office Boardroom, Level 38, 1WS
10:30AM – 11:00AM**

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

2. Projects Update

This Part Out of Scope of Application

This Part Out of Scope of Application

6. Risk and Intelligence and OSR (Geoff Waite)

- Expansion of SPER Vehicle Immobilisation Seizure and Sale Program

Geoff Waite

From: Geoff Waite
Sent: Tuesday, 22 August 2017 4:23 PM
To: Natalie Barber
Subject: RE: Treasurer's Update Meeting Agenda

Follow Up Flag: Follow up
Flag Status: Flagged

You are welcome!

Its 11:00 on level 38

From: Natalie Barber
Sent: Tuesday, 22 August 2017 3:51 PM
To: Geoff Waite
Subject: RE: Treasurer's Update Meeting Agenda

Hi Geoff

Do I need to be there for any questions?

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



From: Geoff Waite
Sent: Tuesday, 22 August 2017 2:33 PM
To: Natalie Barber Contrary to Public Interest; Melinda Kross Contrary to Public Interest
Simon McKee Contrary to Public Interest
Cc: Rebecca Lieschke Contrary to Public Interest
Subject: FW: Treasurer's Update Meeting Agenda

Hi all

FYI attached is the agenda for tomorrow's catch-up with the Treasurer.

Cheers

Geoff