Geoff Waite

From:	Geoff Waite
Sent:	Thursday, 24 August 2017 12:58 PM
To:	Natalie Barber
Subject:	RE: SPER Media

Follow Up Flag:	Follow up
Flag Status:	Flagged

Thanks Natalie

I hear what you are saying – will discuss further with Liz next week

Geoff

From: Natalie Barber
Sent: Thursday, 24 August 2017 9:46 AM
To: Geoff Waite
Cc: Contrary to Public Interest
Subject: SPER Media

Hi Geoff

I see there is a dialogue occurring on the request for an on camera interview with the Commissioner.

FYI there is also a health and safety issue on this matter. As you know, we are careful not to reveal the identity of SPER Officers and where SPER is located due to the contingent threat of harm from disaffected members of the community.

That is why as the SPER Registrar I do not have a public profile and have been careful in ensuring only limited digital and online information is available on me.

We have had instances of threat of harm to the SPER Registrar and to SPER generally. I get a monthly critical incident report which indicates that on average a threat of harm is made once a month.

On this basis I think it is incumbent on Treasury Department to not put its employees in the way of potential harm – and a public profile which would arise out of on camera interviews with media outlets would certainly achieve that outcome – even if unintentional.
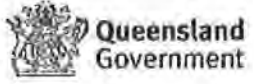
For further discussion.

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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Web: www.qld.gov.au/osr

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Pages 687 through 704 redacted for the following reasons:
- -
Executive Council Matter - Sch.3(3)(1)(e)

Geoff Waite

From:	Geoff Waite
Sent:	Friday, 25 August 2017 11:14 AM
To:	Natalie Barber
Subject:	FW: Contrary to Public Interest
Importance:	High
Follow Up Flag:	Follow up
Flag Status:	Flagged

Natalie

Any update on this one?

Geoff

From: Jonathan Scott
Sent: Friday, 25 August 2017 9:35 AM
To: Geoff Waite; Angela Green
Subject: Contrary to Public Interest
Importance: High

Hi Geoff/Angela

Contrary to Public Interest

Cheers
Jon

Jonathan Scott
Departmental Liaison Officer
Queensland Treasury
Level 38. 1WS
Contrary to Public Interest

Web: www.treasury.qld.gov.au

Queensland Government

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Lauren Martin

From:	Rebecca Lieschke on behalf of Elizabeth Goli
Sent:	Tuesday, 29 August 2017 4:42 PM
To:	Dennis Molloy [Contrary to Public Interest] Natalie Barber; Geoff Waite; [Contrary to Public Interest] [Contrary to Public Interest] pwc.com; [Contrary to Public Interest]
Cc:	[Contrary to Public Interest] Angela Green; Rebecca Lieschke; Amanda Traill
Subject:	SPER Program Steering Committee Agenda and Papers
Attachments:	SC-meeting-agenda-31-aug-17.docx

Dear All,

Please find attached SPER Program Steering Committee Agenda (with imbedded supporting documents) for the meeting this Thursday.

Please let me know if you have any queries.

Kind Regards,
 Liz

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SPER Program Steering Committee Meeting Agenda

Queensland Government

Office of
State Revenue

Queensland Treasury

Purpose

The purpose of the State Penalties Enforcement Registry (SPER) Program Steering Committee is to provide strategic direction to ensure the SPER Program is delivered on time and within budget.

Timings:	2:00 pm - 4:00pm, 31 August 2017		
Venue:	Room 20.02, Level 20, 1 William Street		
Members:	Elizabeth Goli	EG	Commissioner, Office of State Revenue (OSR), Queensland Treasury (QT) (Program Sponsor)
	Dennis Molloy	DM	Deputy Under Treasurer Fiscal Group
	Geoff Waite	GW	Assistant Under Treasurer Corporate Group
Advisers / Invitees:	Natalie Barber	NB	SPER Registrar (Program Director)
	Contrary to Public Interest	ML	SPER Program Manager
		MB	SPER Program Director Delegate & Transformation Advisor
		RE	Implementation Advisor (BDO)
		NA	QT Internal Auditor (PwC)
		VC	SPER Program Officer (Secretariat)
		AB	External Auditor (Deloitte)
		JW	CGI
		PO	Program Director, CGI
		MM	Engagement Director, CGI
Apologies:			

Pages 709 through 715 redacted for the following reasons:
- -
Contrary to public interest - business affairs

QUEENSLAND TREASURY

SPER Program

Steering Committee Meeting Minutes

25 July 2017
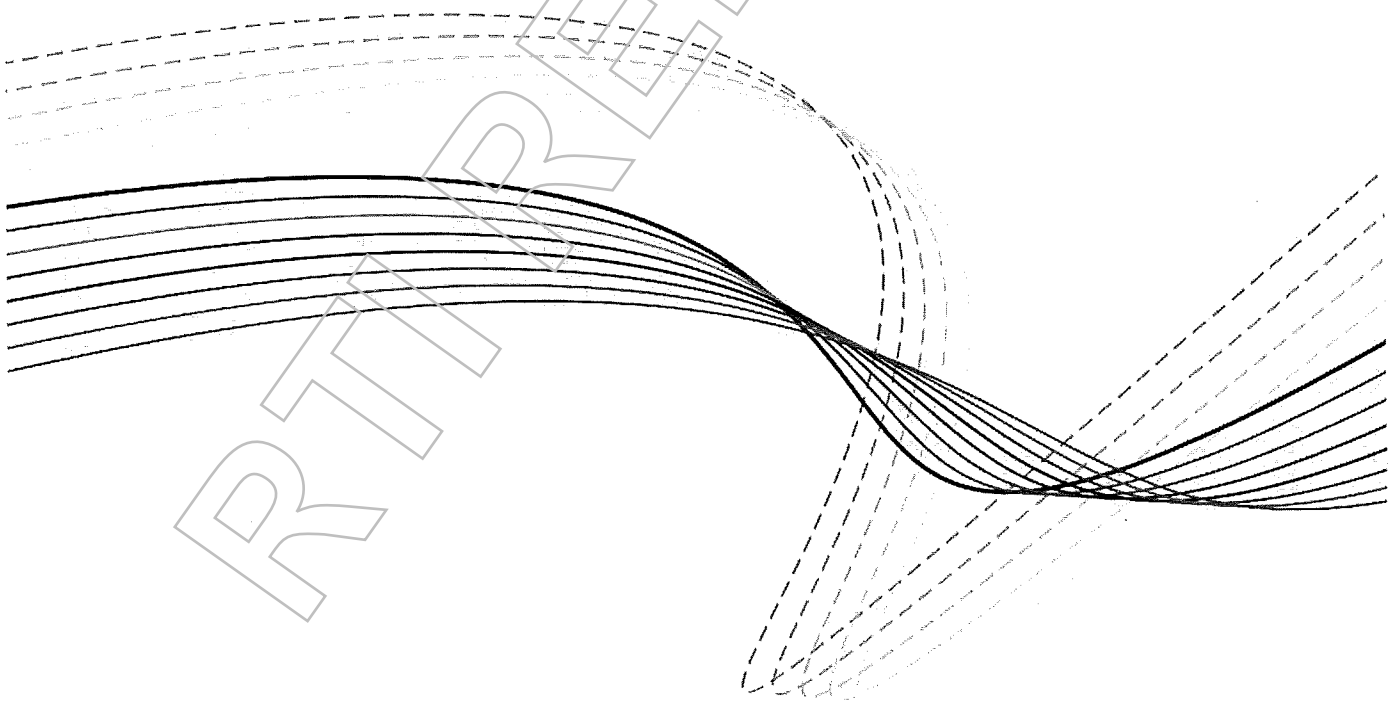
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Purpose

The purpose of the State Penalties Enforcement Registry (SPER) Program Steering Committee is to provide strategic direction in order to ensure the SPER Program is delivered on time and within budget.

Timings:	10:30am-12:30pm, 25 July 2017		
Venue:	Room 20.02, Level 20, 1 William Street		
Members:	Elizabeth Goli	LG	Commissioner, Office of State Revenue (OSR), Queensland Treasury (QT) (Program Sponsor)
	Geoff Waite	GW	Assistant Under Treasurer Corporate Group
	Natalie Barber	NB	SPER Registrar (Program Director)
Advisers / Invitees:	Contrary to Public Interest	ML	SPER Program Manager
	Tony Kulpa	TK	Treasury Chief Information Officer
	Contrary to Public Interest	MB	SPER Program Director Delegate & Transformation advisor
		NA	QT Internal Auditor (PwC)
		BM	SPER Program Officer (Secretariat)
		RE	Implementation Advisor, Partner, BDO
	Dennis Molloy	DM	Deputy Under Treasurer Fiscal Group
Apologies:	Nil		
Presentation	Steering Committee Meeting Agenda presentation 25 July 2017 SC-presentation-25-jul-17.pptx		

Item	Item	Who	Discussion	Outcomes/ Actions	Who	By When
1 & 2	Welcome and Apologies	LG	Chair welcomed the committee members. Minutes of the previous Committee meeting were endorsed.	Nil		
3	Review of Actions Arising	ML	Action Items reviewed SPER Legacy System Proposal is currently being reviewed with the Contracts and Procurement team to ensure clear direction moving forward. TQ has escalated to DG for review and will advise accordingly. ICT Dashboard. ICT Dashboard was discussed with the Treasurer, which has proved to be very useful. Program costs and ICT costs have been considered and reflected in the ICT Dashboard. DM confirmed timing Q1 2018 and public airing of this.	Nil		
4	Program Status Report 4.1	ML	Program Achievements 1. Process Modelling Architecture of the processes is being undertaken and there is clear accountability driving this initiative. The approach has been fully integrated into SPER's implementation methodology reset. 2. WDO interim solution It has been agreed that the most cost-effective way of delivering an interim WDO solution by Q4 17 is by leveraging off the SPER Legacy System reducing complexity and risk. NB confirmed that the WDO solution represents a low cost solution, utilising existing resources whilst not diverting resources off the CGI solution. Contrary to Public Interest 4. Solution brief status Solution briefs have been requested by SPER to provide a common understanding of key functional issues which will inform Contract negotiations. Of the six solution briefs required, three have been completed. These briefs and have been worked through in a collaborative manner.			

| Item	Item	Who	Discussion	Outcomes/ Actions	Who	By When
			The three outstanding items include the interfaces that will support go-live, data conversion and data enrichment. TK noted the need for SPER to understand and align with One Stop Shop initiatives including payment platforms, identity management and client centric portals. NB confirmed that the Program was connecting with and where possible aligning to these activities. **Progress on other activities** <u>Program Structure and Governance</u> On track and expected to be completed by 31 July 2017. <u>In flight activities</u> On track and aligned with the Letter of Agreement. <u>Data activities</u> Activities are progressing with data migration and data enrichment being considered collectively.			
	4.2	ML	<u>Program Structure and Governance</u> Key purpose is to safeguard the delivery of the service delivery model whilst considering Program quality, costs and schedule ensuring that existing capabilities are harnessed. LG noted the importance of knowledge transfer. MB noted that the new governance arrangements will be supported by clear roles and accountabilities.	Nil		
	4.3		<u>Business Process Modelling</u> The Business Process Modelling briefing paper was noted. NB advised that the activity is proving to be very beneficial in validating existing functional designs and identifying gaps. It was noted that the production of future state business process maps in consultation with both SPER and CGI will allow for a fit gap analysis to be undertaken in parallel. The SC agreed that it was important to ensure that the business process modelling exercise aligns with the objectives of the SPER Program.	Update Business Process Modelling Briefing paper to reflect alignment with Program Objectives.	ML	31 Aug 17
					ML	When required

Item	Item	Who	Discussion	Outcomes/ Actions	Who	By When
			TQ noted that there would be value in SPER sharing outcomes with the Treasury IT Advisory Group at an appropriate time.	SPER to share learnings with the QT IT Advisory Group when appropriate.		
	4.4	ML	<u>CGI Implementation Methodology</u> ML confirmed that there is an agreed approach to the implementation methodology which aligns expectations and terminology on process, inputs and outputs reflecting a collaborative approach. This supports an improved understanding of the iterative and collaborative process required for testing and training associated with the implementation of the Program.	Nil		
	4.5	ML	<u>Implementation Plan on a Page</u> ML spoke to the slide and noted that work continues in relation to building an in depth understanding of key implementation milestones and supporting activities for reaching each of the milestones agreed. MB stressed that the plan on a page being presented to the Steering Committee has not been validated by CGI.	Nil		
	4.6	ML	Contrary to Public Interest	Nil		
	4.7	ML	<u>ICT Dashboard Report</u> Reviewed and noted	Nil		
	4.8	ML	<u>4.8 Program risks and issues</u> Reviewed and noted, with LG requesting that future risks/issues are presented with a	LG to provide PMO with 'dials' which will then be incorporated into subsequent	LG	31 Aug 17

| Item	Item	Who	Discussion	Outcomes/ Actions	Who	By When
			an indication of the trend of the assessment.	Program Status Reports		
5	Contrary to Public Interest					
6	Recommend ations and consideration s	ML	The Steering Committee noted the following briefing papers: • Business Process Mapping Contrary to Public Interest	Nil		
7	Next Meeting		Thursday 31 August 2017			
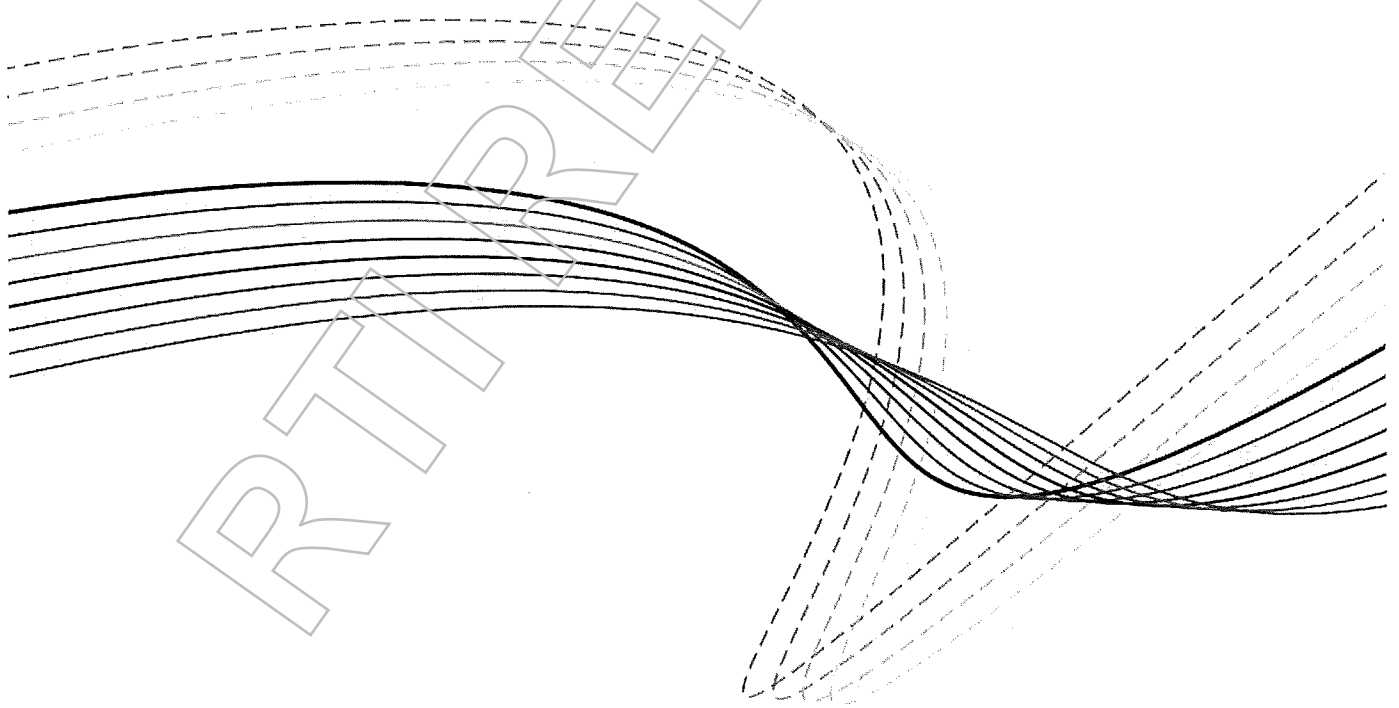
QUEENSLAND TREASURY

SPER Program Steering Committee meeting

31st August 2017

Agenda Item 5.3:

Briefing Paper for Noting: Business Process Mapping
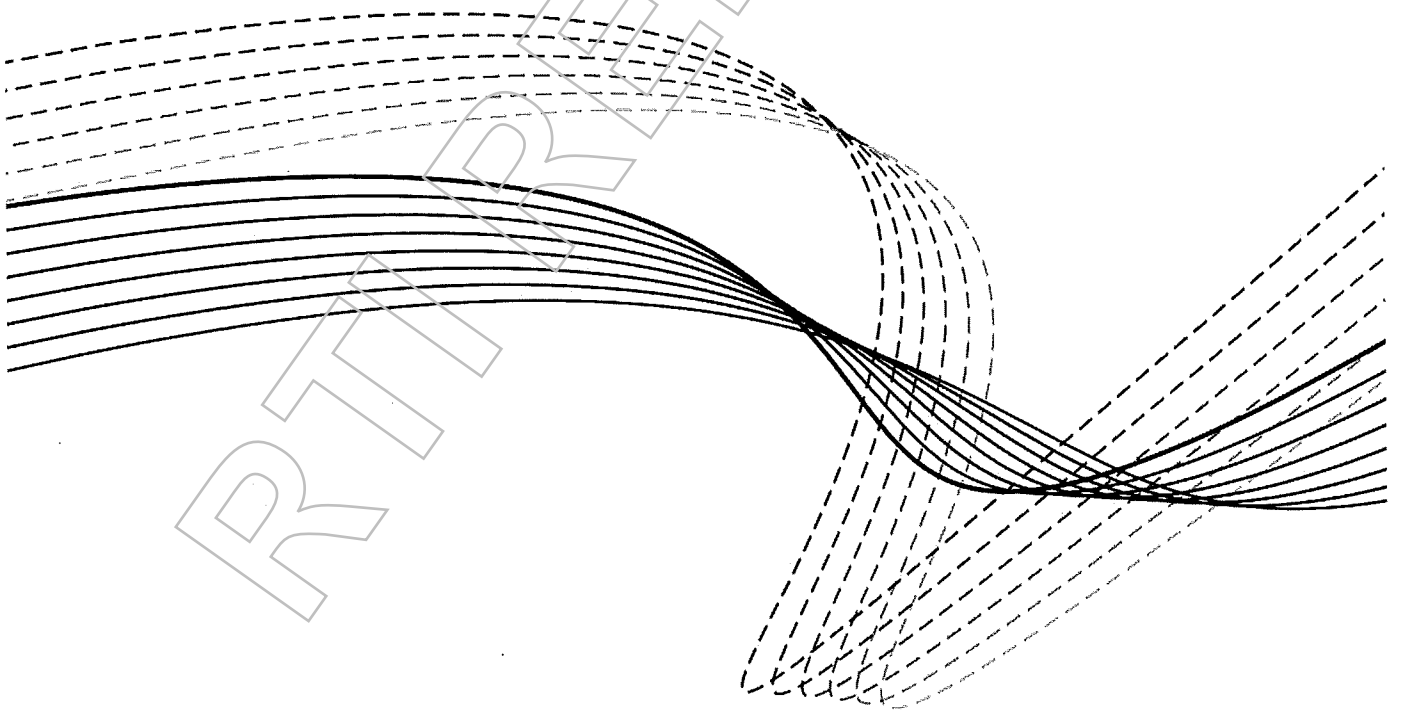
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Contents

1.0 Subject

To provide the Steering Committee with an update on the progress of the business process mapping (BPM) activity, which is being led by Leonardo Consulting on behalf of SPER. This initiative is centric to the Program Implementation Methodology reset.

2.0 Purpose

The purpose of the engagement of a business process specialist was to:

- Produce future state business processes in consultation with SPER and CGI.
- Provide confidence to SPER that the current CGI solution design adequately enables SPER to perform its Business and to identify potential gaps in current designs.
- Enable SPER to understand its process architecture and become a process led organisation.
- Enable an industry best practice standard approach to business process modelling to be adopted by SPER.
- Provide advice to SPER on appropriate tools to enable business process management.

This BPM activity is a subset of the Program Implementation methodology reset and therefore aligns with the existing SPER Program vision and supporting objectives.

SPER's vision is to transition to a service delivery model that will optimise the effectiveness and efficiency of the collection of unpaid fines and court ordered penalties in Queensland.

The core business goals are to:
- Maintain the integrity of fines as an effective sanction;
- Uphold confidence in the justice system; and
- Deliver efficient and innovative debt management practices which provide value for money to the state.

To achieve this vision, the following objectives will need to be realised:
- Deliver a more timely debt recovery and an improved net yield in the collection of debt;
- Achieve a reduction in aged debt;
- Be scalable and responsive to increases (or decreases) in the volume of debts referred;
- Adopt innovative and best industry practice approaches to debt collections;
- Deliver value for money to the state;
- Allow SPER to focus on core debt collection activities which are supported by the use of statutory power;
- Provide a balanced approach to collecting revenue, while meeting expectations of the community and improving the integrity of unpaid fines and court imposed penalties as effective deterrents;
- Provide mechanisms to deal with disadvantaged people for whom infringement penalties are ineffective or counter-productive; and
- Align with principles, objectives and outcomes set out in the Queensland Government ICT Strategy.

-

3.0   Key Activities

A detailed BPM implementation schedule has been jointly developed by SPER and CGI.

The following provides a summary overview of the key activities involved in undertaking the BPM activity:

Activity	Status	End Date	Commentary
Review the current process decomposition and propose a new best practice Process Architecture.	Completed	7 Jul 17	
Assist in the creation of a project plan	Completed	7 Jul 17	
Recommend best practice Business Process Management software	Completed	7 Jul 17	
Adapt the Leonardo Process Methodology Framework to the SPER environment	Completed	21 Jul 17	
Set up the Business Process Management Tool for process architecture and mapping activities	Completed	21 Jul 17	
Lead and facilitate the development of future state business processes, through to approval	On track	13 Oct 17	Development of draft future state processes are on track for this date, however fit-gap confirmation, decisions and final approvals are likely to extend until mid-November for 3 process categories.
Participate in system fit-gap analysis with CGI document outcomes, including process amendments where required	On track	10- 17 Nov 17	SPER BA resources to be used to finalise this activity and gain final approval of remaining processes.
Document full traceability between process activities, business requirements, user stories and system functions/gaps	On track	10- 17 Nov 17	This will be subject to finalising fit gap.
Transfer methodology and tool skills to existing SPER Business Analysts and selected business users	On track	13 Oct 17	
Provide advisory paper on Business Process Management for future consideration and implementation	Not started	20 Oct 17r	
Final reconciliation and handover	Not started	3 Nov 17r	

4.0 Risks

Description	Consequence	Likelihood	Risk Assessment	Mitigation
The capacity of the team to finalise fit-gap responses is being hampered by the lack of involvement of CGI in BPM sessions, as they are involved in Contract increment/decrement discussions.	Moderate	Possible	Medium	SPER is working with CGI to schedule these and maintain momentum
There will be a need for some fit-gap outcomes to be raised as change requests and tabled at the Design Authority for formal go/no go decisions. The Change Register is not yet ready and the Design Authority sessions have not yet been scheduled	Moderate	Possible	Medium	Both parties agree on the importance of this activity and are jointly undertaking fit-gap triage sessions to ensure only relevant items are tabled for decisions.
The new write off guidelines are still being finalised by the business, yet the BPM workshops relating to same are underway, which may result in changes to business processes because the existing business process have been finalised based on various assumptions.	Minor	Likely	Medium	The business and program has been madeaware of this risk and have accepted that there may be 'rework' at a point in time.

5.0 Conclusion

The SPER Program is confident that this activity is progressing well. It is requested that the Steering Committee note this Briefing Paper.

Pages 729 through 737 redacted for the following reasons:
- -
Contrary to public interest - business affairs
Parliamentary Privilege - Sch.3(6)(c)(i)