

# Tenix Solutions

SAFER. FAIRER. SMARTER.

## Partnering for Success - Victoria's Safety Camera Program

CONSULTING • TECHNOLOGY • OUTSOURCING

CASE STUDY

### A Public and Private Sector Partnership Approach

Since 1989, Victoria has introduced a wide range of activities as part of an integrated approach to addressing the rising road toll. Speed camera enforcement has played a significant role in this approach, following widespread implementation of speed cameras in 1991.

Victoria's Road Safety Camera Program employs a mix of covert and overt enforcement using a mix of mobile and fixed speed camera detection, as well as on-road policing.

Prior to 1998, Victoria Police operated the Road Safety Camera Program, involving 187 dedicated staff and over 70 police resources. In 1996, it was identified that outsourcing the program would allow for the reallocation of these resources to higher police priorities, and improve operational efficiencies.

In an innovative partnership approach, Tenix Solutions was awarded the contract to deliver these services on behalf of the Victorian Government and Victoria Police to help improve the efficiency and effectiveness of the program.

Tenix Solutions took over the operation of the contract in November 1998. The scope of the services covered the end-to-end operation of the program, from on-road enforcement and evidence management through to management of the infringement lifecycle, debt collection and the execution of warrants.

### Adding Value – The Victorian Experience

Since the contract commenced, Tenix Solutions has delivered a number of significant benefits for the State of Victoria.

### Adapting To Change

Throughout the transition process, Tenix Solutions worked in close partnership with the Government and Victoria Police to ensure that employment rights were handled with care, risks were minimised, changes were transparent, and most importantly, that the program continued to operate without disruption.

Tenix Solutions' focus was to pursue strategies that reduced risks, encouraged compliance with speed limits, provided access to new and innovative technology, increased value and enhanced customer service options.

### Reducing the Risks

Minimising the risk of issuing incorrect infringements is a top priority in ensuring credibility and integrity of road safety camera programs, as is reducing the costs associated with correction or withdrawal of incorrect infringement notices.

When Tenix Solutions took over the contract, five disparate systems were used to manage infringement processing and the enforcement lifecycle, exposing system users to a number of operational and technological risks as a result of users switching between different interfaces.

To address this, Tenix Solutions developed an integrated Infringement Management System, streamlining the infringement management process from end-to-end. The system was designed specifically to meet the requirements of Victoria’s enforcement environment, including its complex business rules and legislative requirements.

Not only did the system reduce the risks associated with interfacing between systems, it significantly reduced the opportunity for human error and the issuance of incorrect infringements.

The integrated system enabled Tenix Solutions to respond to change requirements efficiently and cost effectively, taking full responsibility for software development and customisation.

New performance standards were introduced to provide a benchmark that effectively assessed system performance, leading to ongoing enhancement of design, integration, and operation.

### Minimising Errors

Tenix Solutions continually worked to minimise the instances of errors through the introduction of technology improvements, training programs and automation of processes.

Between July 2005 and June 2007, Tenix Solutions’ mobile camera operators carried out 48,000 camera sessions throughout Victoria. Of these, 13 sessions were incorrect for various reasons. This represents less than 0.03% error in camera sessions – or 99.97% accuracy.

In the 13 sessions, 1100 infringements were recorded from a total of 140,000 infringements captured by Tenix Solutions’ operators over the same two year period. This represents an error rate of 0.08% – or 99.92% accuracy.

### Enhancing Integrity

An effective road safety camera program must be able to sustain public confidence and withstand legal scrutiny to allow prosecution.

In the four year period from July 2003 to June 2007, Tenix Solutions achieved an average of 85% of infringements fit for prosecution.

### Reducing the Road Toll

The most important objective of a road safety camera program is to reduce the incidence of speed related road deaths and serious injuries by encouraging compliance with speed limits and changing driver behaviour.

Tenix Solutions facilitated the achievement of these objectives by increasing mobile camera enforcement across the State to a maximum of 7000 mobile camera hours a month. This supported the Government’s ‘anywhere, anytime’ enforcement objective - if the chance of detection was so high and the certainty of penalty so great, speeding is not worth the risk.

It is proven that the efficiency of infringement processing has a direct impact on the degree of voluntary compliance of drivers - the more immediate the sanction, the greater the deterrence. A new performance standard was introduced to reflect this and help increase compliance - 90% of infringement notices were to be mailed within 10 days from incident capture.

### Reducing the Debt Pool

Tenix Solutions has developed and initiated a number of strategies to recover outstanding debt and reduce Victoria’s growing debt pool.

Drawing on extensive knowledge and experience of the enforcement process and the governing legislative and policy regime, Tenix Solutions developed targeted collections activities aimed at reducing the level of debt from unpaid infringements.

The key objectives of the collections strategies were to:

- Improve cash clearance rates
- Improve overall clearance rates
- Encourage earlier payment of debt.

Tenix Solutions’ experience and intimate knowledge of Victoria’s debtor base, together with a sound knowledge of approaches and tools employed in the private sector, enabled the development of a range of debt collection activities.

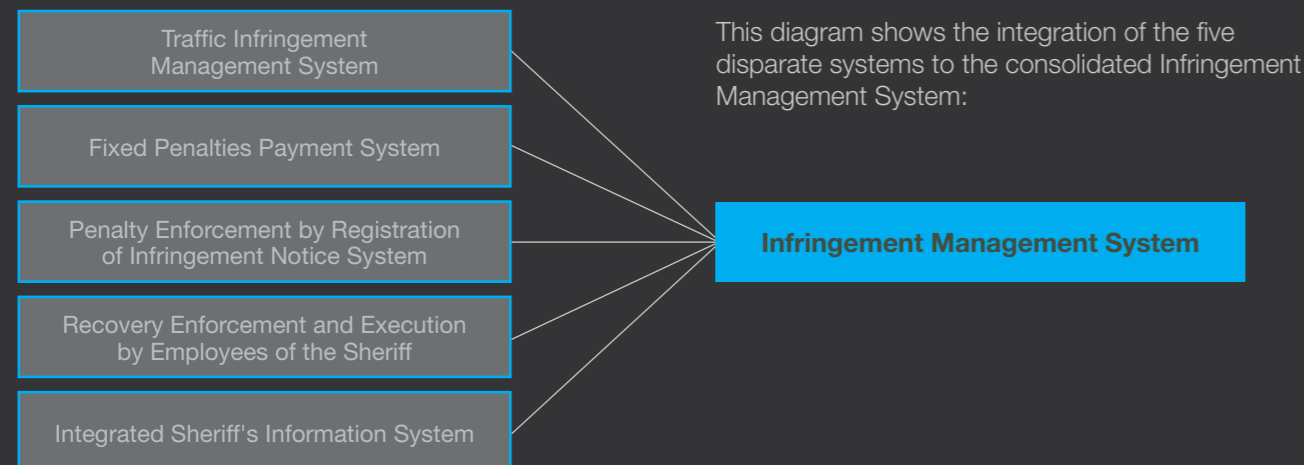
Below is an example of collections activities undertaken by Tenix Solutions for the Victorian State Government:

Collections Activity	Estimated Clearance Rate Improvement
Proactive outbound phone calls to offenders at the pre-Court stage	<b>\$2.1 million</b>
Additional Final Warning Letters to offenders at the pre-Court stage	<b>\$7.8 million</b>
Proactive outbound phone calls to debtors on Instalment Payment Plans	<b>\$1.04 million</b>

### Enhancing Customer Service

Tenix Solutions established a Customer Service Centre to support superior customer service delivery throughout the infringement lifecycle. Previously, customers had to interact with three separate Government agencies to resolve matters. This enabled a quality service that enhanced the public’s opinion of all parties involved in the program.

Tenix Solutions remains committed to excellence in staff training, ensuring Customer Service Officers and Collections Officers have a comprehensive understanding of all types of customer obligations from police infringements, through to Court Orders and Sheriff’s warrants.



## Delivering Results

Before Outsourcing to Tenix Solutions	After Outsourcing to Tenix Solutions
187 dedicated staff – Police & Civilian Operators	27 dedicated staff – Police to Operational duties
5 Databases	1 Integrated System
4,000 Mobile camera hours per month	6,000+ Mobile camera hours per month
58 - 65% of images fit for prosecution	82 – 90% of images fit for prosecution
1997/98 – 420,000 infringements processed	2005/06 – 1.5 million infringements processed
60% of infringement notices issued within 14 days	90% of infringement notices issued within 10 days

## Continuing the Vision

As Tenix Solutions enters into the next phase of its partnership with the Victorian Government, it will continue to enhance its service offerings and develop initiatives to ensure the delivery of an even higher level of service and outstanding results.

Of significance is the integrated management system upgrade to a new platform to enable the delivery of online service and access anywhere, at any time. Additionally, the increased focus on a new debt reduction strategy will help improve clearance rates and recover outstanding debt to reduce Victoria’s growing debt pool.

These new initiatives will continue to support the State’s vision to deliver a firm, yet fair enforcement program to the State of Victoria in order to deter repeat offenders and further build community confidence and support.

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