

**MINISTER FOR TRANSPORT  
HEARING: 7 NOVEMBER 2023  
QUESTIONS ON NOTICE**

**Question no: 1**

**Transcript page: 3**

The Hon. NATALIE WARD: Minister, did Mr Gartrell get a payout?

Ms JO HAYLEN: I don't think that's the case, but I'm happy to take that on notice.

The Hon. NATALIE WARD: You don't know, you don't think so or you're not sure?

Ms JO HAYLEN: As I've said, I'm happy to take that on notice.

The Hon. NATALIE WARD: If he's resigned, he wouldn't be entitled to a payout, would he?

Ms JO HAYLEN: As I've said, I'm happy to take that on notice.

**Answer:**

Ms JO HAYLEN: I have something further to add to a previous question, and that was in relation to Natalie's question, that my former chief of staff will have any remaining entitlements paid out like any resignation but will not receive a further payout.

**Question no: 2**

**Transcript page: 9**

The CHAIR: How many DLOs have you got at the moment or have you had since your appointment as Minister?

Ms JO HAYLEN: I currently have four DLOs in my office. Of course, all DLO appointments are temporary and come in and out as required for the office. I don't have in front of me, sorry, the particulars of how many DLOs were in my office at particular times. But I'm happy to provide that if the Committee requires.

**Answer:**

I am advised:

I refer you to the response to Supplementary Question 371.

**Question no: 3**

**Transcript page: 11**

The Hon. MARK BANASIAK: How much did the first court case cost taxpayers?

Ms JO HAYLEN: I would refer your question to the secretary for further information.

The Hon. MARK BANASIAK: Mr Murray, do you have that?

JOSH MURRAY: I don't have that information to hand.

The Hon. MARK BANASIAK: Can you take that on notice?

JOSH MURRAY: I am happy to take that on notice. I would just reiterate that in this matter the carriage of the matter is in the hands of the insurer in concurrence with Transport for NSW.

The Hon. MARK BANASIAK: While you're taking it on notice, can I just intimate that I won't accept an answer back saying, "Go ask Treasury." I've done this before.

Ms JO HAYLEN: It's fair enough.

The Hon. MARK BANASIAK: Someone in Transport for NSW must know how much it cost the taxpayers. Minister, were you briefed at all on the decision to appeal?

Ms JO HAYLEN: Not directly, that I recall, but I'm happy to come back to you and ensure that that's completely accurate. I have received briefings about a range of issues that we have to deal with, in particular regarding light rail. Of course, the member will recall the cracking of the light rail trams in the inner west and the subsequent impacts. Obviously, those same types of trams are also across the networks. I have been briefed on a range of those issues. But, as the secretary has made clear, the earlier matter that you refer to is before the courts and being handled by the insurers.

**Answer:**

I am advised:

The Sydney Light Rail Class Action commenced in August 2018. Transport for NSW's primary insurers for the Project confirmed indemnity and took claims control in respect of these proceedings in March 2019 and have incurred all costs associated with the proceedings since then.

**Question no: 4**

**Transcript page: 12**

The Hon. MARK BANASIAK: With all due respect, barristers yelling across the table saying, "We're going to win no matter," isn't my idea of mediation. I might move on to Kamay ferry wharves for a minute, Minister. In March 2023, following the election, your Government announced that they would be reviewing all current and future infrastructure projects to ensure they represented worthwhile investments. At that time, the Kamay ferry wharves had only received final approval from the Federal Government when the New South Wales Government was in caretaker mode. Can you confirm that this project was actually thoroughly reviewed in order, in terms of you guys giving it the go-ahead?

Ms JO HAYLEN: I can absolutely confirm that this was one of the many mismanaged projects that we inherited from the former Government. As I'm sure you're aware, Mark, this project was first estimated at a cost of \$18 million and the cost has—

The Hon. MARK BANASIAK: I spent four years outlining it to your department, how many fleas it had on it—Mr Collins would know that. What was the actual date that your Government officially decided to proceed with this project?

Ms JO HAYLEN: I'm very happy to come back to you with the specifics of that.

**Answer:**

I am advised:

The Government reviewed the project within the first weeks of coming into office.

Advice about the cost to cancel the project was received in May 2023, at which time the decision was made to continue with the project.

**Question no: 5**

**Transcript page: 19-20**

The Hon. MARK BANASIAK: Mr Murray, do you have a dollar figure as to how much value a ferry wharf without a public service ferry will deliver the community?

JOSH MURRAY: No. I'm happy to take that on notice in terms of the assessment there. Certainly I have viewed the progress of the current constructions, as I know our coordinator general has in the last week, and engaged with some of the stakeholders.

**Answer:**

I am advised:

The new wharves will provide a valuable recreational resource for the community and will allow for future ferry access between both sides of the National Park.

Information around cultural, safety, accessibility and amenity benefits for visitors and the community is publicly available on the Transport for NSW website.

**Question no: 6**

**Transcript page: 20**

The CHAIR: I wanted to go back to Sydney Metro. Mr Regan, I understand a fraud and corruption investigation unit was established at Sydney Metro. When was that?

PETER REGAN: I can't recall exactly when. It's within the last couple of years. But I'm happy to take on notice precisely.

**Answer:**

I am advised:

The team was established in November 2022 with the appointment of the Senior Manager, Fraud and Corruption Prevention and Investigations.

**Question no: 7**

**Transcript page: 21**

The CHAIR: With the fraud unit, how many formal investigations have been undertaken within Sydney Metro into allegations of—whether it's maladministration, corruption, poor behaviour or whatever, how many investigations have been undertaken so far to date?

PETER REGAN: Could I take that on notice as to the number of investigations? I'm happy to come back with that; I just don't have that number with me.

**Answer:**

I am advised:

Since the establishment of the Sydney Metro Fraud & Corruption Prevention and Investigations Unit, the team has reviewed 23 complaints and completed 10 investigations, with a number still underway.

**Question no: 8****Transcript page: 22**

The CHAIR: Can I check—when you're referring to a review, Mr Regan, is it the same wideranging review into Sydney Metro or are you saying there's a separate review into the way in which Sydney Metro works and deals with tenders and the way in which directors are employed? Is it a separate review?

PETER REGAN: Yes, it is a separate review. It is looking at—

The CHAIR: Who's undertaking it?

PETER REGAN: That is being undertaken internally within Sydney Metro. It is looking at, in multiple phases, all of the professional service contractors and their contracts. We're looking at the value for money and the longevity of those contracts and reconsidering the need for contracts, particularly those that are longer term contracts or that have involved parties who've been contracting in different capacities to metro for a long period of time. We take really seriously—

The CHAIR: Thank you. That's fine. If you could provide on notice who's undertaking that, in terms of the names of the people within the agency—I think you'll understand that's important here—in terms of the review?

PETER REGAN: I can answer that. The executive director of people and culture, the chief financial and commercial officer and myself.

**Answer:**

I am advised:

I refer to the response provided by Mr Regan in the hearing.

**Question no: 9****Transcript page: 26**

The Hon. NATALIE WARD: Will you assure this Committee that Mr Gartrell will not get a payout, given he's resigned?

The Hon. Dr SARAH KAINE: We've had this question before. Broken record.

Ms JO HAYLEN: I took that question on notice previously. You've asked me, I think, three times now. I've said I will come back to the Committee about that.

**Answer:**

I am advised:

MO to respond.

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Ms JO HAYLEN: I have something further to add to a previous question, and that was in relation to Natalie's question, that my former chief of staff will have any remaining entitlements paid out like any resignation but will not receive a further payout.

**Question no: 10**

**Transcript page: 36**

The Hon. MARK BANASIAK: I'll be more direct. Are you aware of CCHD Pty Ltd being engaged by your department to do work on this project, given that they are also made up of former Transport for NSW and RMS officials?

JOSH MURRAY: I know these matters—

The Hon. MARK BANASIAK: It doesn't seem a proper tender process was being followed.

JOSH MURRAY: I'm not aware of the companies that you mentioned. I know that matters relating to the project tendering have been asked to be looked at.

The Hon. MARK BANASIAK: So those people didn't write a letter to you outlining these concerns about CCHD Pty Ltd?

JOSH MURRAY: As I said, I've received a number of letters. I can't quote back to you exactly who's been mentioned in those letters. I know that the matters—

The Hon. MARK BANASIAK: You want to take it on notice and see whether you have been made aware of CCHD Pty Ltd, just to be completely honest and frank with this Committee?

JOSH MURRAY: Rather than that, what I'd say to you is all the letters that I've received have been referred on to be fully looked at and a proper response referred back to the letter writers.

**Answer:**

I am advised:

Transport for NSW is aware an organisation known as CCHD Pty Ltd has been engaged as a sub-contractor to the main work contractor Celtic Civil Pty Ltd, and is aware some of their employees may be former Roads and Maritime Services/Transport for NSW employees.

**Question no: 10a**

**Transcript page: 36**

The Hon. MARK BANASIAK: When we talk about proper process, do you think it's proper process or good process to advertise a tender three days out from a State election while you're in a caretaker mode? Do you think that's good process?

JOSH MURRAY: Mr Banasiak, I couldn't comment on that. I'm not aware of the timing of that detail.

The Hon. MARK BANASIAK: Generally speaking, Mr Murray. I'm not asking you to comment on specifics. Do you think it's good process to advertise a tender for a project three days before a State election during a caretaker mode, noting that one of the parties that's vying for government has said that they want to consult better on that project?

JOSH MURRAY: Since you've asked me the direct question, I don't believe that that is in keeping with the caretaker provision, but I'd have to seek advice about the procurement.

The Hon. MARK BANASIAK: Have you brought the Minister to attention on any of these issues that have been corresponded to you through these community members?

JOSH MURRAY: No, I haven't.

**Answer:**

I am advised:

I refer to the response provided by the Secretary in the hearing.

**Question no: 11**

**Transcript page: 36-37**

The Hon. MARK BANASIAK: Minister, are you aware of CCHD Pty Ltd?

Ms JO HAYLEN: No.

The Hon. MARK BANASIAK: You're not aware that they comprise of former transport and RMS officials?

Ms JO HAYLEN: I'm not aware of those issues. I'm more than happy to seek some further information in relation to it. I would just say that these projects are ones that this Government inherited from the former Government, acknowledging that the cycleway on Bridge Road is a critical link on our cycleway network.

The Hon. MARK BANASIAK: Which doesn't connect to any other cycleway on either end. I'd like to save you the embarrassment. It's not really a critical link at this point because it doesn't link up with any other cycling infrastructure on either end—unless the design is going to change under your Government.

Ms JO HAYLEN: Putting the other issues that you've raised aside—and I will endeavour to get back to you about that. But I would say that our Government is committed to improving cycling and walking connections across our city and across our State, not just in the inner city but across regional areas as well. I want to make sure that those investments are made and done correctly because we know that actually everybody wins, Mark, when we get more people out of their cars onto public transport and onto safe, connected cycleways.

**Answer:**

I am advised:

I refer you to the response to Question on Notice 10.

**Question no: 12**

**Transcript page: 37**

The Hon. DAMIEN TUDEHOPE: Minister, will you agree that when the report is, in fact, delivered to your office in respect of the manner in which DLOs were appointed and actually what their tasks were—will you make that report public?

Ms JO HAYLEN: I'm sorry, you're asking about the investigation that the department is undertaking?

The Hon. DAMIEN TUDEHOPE: At your request.

Ms JO HAYLEN: That investigation is a matter for the department. It's regarding the employment matters of a public servant. So I'd defer to the secretary about that process.

The Hon. DAMIEN TUDEHOPE: No, I'm asking you will you make it public?

Ms JO HAYLEN: I'd take that on—I'd have to take advice on that. Therefore, I'd take it on notice because we're talking about the employment arrangements of a public servant. They're obviously entitled to due process and also, I think, probably some level of privacy. But, again, I'd refer that to the secretary—and happy to take it on notice.

**Answer:**

I am advised:

Given the duties of confidentiality and privacy owed to employees, Transport for NSW will not be making the outcomes of an investigation into the actions of an individual employee public.

**Question no: 13**

**Transcript page: 40**

SUSAN CARROLL: There was a request made of the former secretary for a transition office to be established and for that transition office to be led by a particular Transport executive.

The Hon. NATALIE WARD: Who was the particular Transport executive requested by the ministerial office?

SUSAN CARROLL: It was one of our executive directors.

The Hon. NATALIE WARD: May I ask you to provide that to the Committee, if you can do so, privately? So that request came through. Were you aware of that at the time? Did you raise concerns about that?

**Answer:**

I am advised:

This information was previously provided in a response to a request from the Committee about staff positions at Transport for NSW.

**Question no: 14**

**Transcript page: 44**

Ms ABIGAIL BOYD: Can I ask you which events you attended on 2 June this year?

Ms JO HAYLEN: I don't have my diary in front of me, I'm sorry.

Ms ABIGAIL BOYD: Can you tell me why your ministerial diary has not been disclosed for that period between April and June? We've got a ministerial disclosure before that and

we've got one for after that, but when it comes to the period April to June 2023 there is no publicly available ministerial diary disclosure. Why is that?

Ms JO HAYLEN: All of my diaries have been declared. I'm happy to come back to you about that matter, but all of my diaries have been declared.

Ms ABIGAIL BOYD: As of today, you are not listed on the website for Ministers' diary disclosures. Why do think that is? Was it taken down, Minister? Was it ever there?

Ms JO HAYLEN: No, I think it's in the previous block. That's my understanding.

Ms ABIGAIL BOYD: So you think that it's part of—

Ms JO HAYLEN: It's in the section before.

Ms ABIGAIL BOYD: There is one of them there, from January to March 2023. Are you saying that that's actually March to June and we don't have a January to March one?

Ms JO HAYLEN: All of my diaries have been declared. I think there might be some administrative confusion, but I'm very happy to get back to you about that.

Ms ABIGAIL BOYD: If you could come back, that would be great.

**Answer:**

I am advised:

I have disclosed all events that I attended and am required to disclose in the relevant disclosure period in line with M2015-05 Publication of Ministerial Diaries and Release of Overseas Travel Information.

Issue clarified by Ms Boyd on p44:

Ms ABIGAIL BOYD: About five different people have now sent me—you're right, it was appearing.

I don't know where your earlier ones are, but the June disclosures are under the January to March tab. There's no disclosure at all for 2 June and for those events. Why would that be?

**Question no: 15**

**Transcript page: 44**

Ms ABIGAIL BOYD: About five different people have now sent me—you're right, it was appearing. I don't know where your earlier ones are, but the June disclosures are under the January to March tab. There's no disclosure at all for 2 June and for those events. Why would that be?

Ms JO HAYLEN: I don't have my diary in front of me and I'm happy to get back to you about that.

**Answer:**

I am advised:



I have disclosed all events that I attended and am required to disclose in the relevant disclosure period in line with M2015-05 Publication of Ministerial Diaries and Release of Overseas Travel Information.

**Question no: 16****Transcript page: 45**

The Hon. MARK BANASIAK: Minister, your party supported all 10 recommendations from the inquiry into land acquisitions in major public transport projects. Nine out of those 10 recommendations related directly to the New South Wales Government taking action. When will we see your Government implementing those recommendations?

Ms JO HAYLEN: I don't have that report in front of me, Mark.

The Hon. MARK BANASIAK: Perhaps on notice, can you come back and tell us a time line for that schedule of work?

Ms JO HAYLEN: I'm very happy to come back to you on that.

**Answer:**

I am advised:

This is a matter for the Minister for Lands and Property.

**Question no: 17****Transcript page: 45**

The Hon. MARK BANASIAK: This might be to Mr Murray on notice. For the last five years, can you provide details as to how much we've spent on legal costs relating to land acquisition projects specifically?

JOSH MURRAY: I'm happy to take that on notice. Also, if I could come back to you on a previous answer around the caretaker conventions that you asked me about, I should stipulate and correct the record that the caretaker convention does not prevent the government of the day taking action that it has already committed to. It does require it not to make major decisions or ones that are politically contentious. That would be a matter for the government of the day to ascertain.

**Answer:**

I am advised:

Information on NSW Government legal spend is publicly available via the NSW Government Legal Services Annual Report on the Department of Communities and Justice website, and includes information in relation to total billings by cluster, agency and sub-panel.

Annual Reports are available from 2016-17 financial year to 2021-22 financial year. The NSW Government Legal Services Panel Annual Report for 2022-23 financial year is currently being prepared and will be finalised in early 2024.

**Question no: 18****Transcript page: 45**

The Hon. MARK BANASIAK: Minister, can I switch to Maritime? How many staff does Transport for NSW have dedicated towards Maritime in FTE?

Ms JO HAYLEN: I don't have those figures in front of me. I'm happy to provide them to you.

The Hon. MARK BANASIAK: On notice? Mr Murray, you don't have those figures to hand?

JOSH MURRAY: I don't, but I'm sure I can get those to you very quickly during the hearing.

The Hon. MARK BANASIAK: If we could have that by the afternoon break, that would be really helpful.

**Answer:**

I am advised:

I refer you to the response to Question on Notice 20.

**Question no: 19****Transcript page: 46**

The Hon. MARK BANASIAK: How much money does your department receive from private moorings? I believe there are around 23,000 moorings in New South Wales. How much do we receive on average and where does that money go? Does that go into the Waterways Fund as well?

Ms JO HAYLEN: I'm happy to take that on notice, unless someone can provide that to us at this time.

The Hon. MARK BANASIAK: I'm getting a few nods from people on the side.

Ms JO HAYLEN: Does anyone have that? Mr Collins.

**Answer:**

I am advised:

The total revenue derived from private moorings in the 2022-23 financial year was around \$8.4 million.

The revenue from private moorings goes into the Waterways Fund which contributes to service delivery reforms identified in the Maritime Safety Plan 2026, Maritime Infrastructure Plan 2019-2024 and Transport for NSW's contribution to the Marine Estate Management Strategy 2018-2028.

**Question no: 20****Transcript page: 46**

HOWARD COLLINS: Yes, I can give you a bit of a run-down. You asked some questions, which I can answer for you, which my colleague took on notice. There are about 300 Transport Maritime employees, 124 vessels—

The Hon. MARK BANASIAK: Sorry, 300 FTE employees?

HOWARD COLLINS: About 300 Transport Maritime employees. I can give you whether that's equivalent full-time or break down, if you want further detail.

The Hon. MARK BANASIAK: When you use the term "Transport/Maritime", are you saying that their duties are split between doing maritime work and other transport work?

HOWARD COLLINS: No, it's a colloquial term. Maritime employees, which work for Transport for NSW—I'm reading from the text here—it says, "300 Transport Maritime employees". There's a fleet of 124 vessels. We have, as you know, boating education officers, which go out and deal with a lot of education of our boating community.

The Hon. MARK BANASIAK: If you could on notice just give me a better breakdown of those 300 FTEs—so how many are boating safety officers, how many are in the Maritime Infrastructure Delivery Office—

HOWARD COLLINS: Boating safety officers, which do the patrols; MIDO is the infrastructure delivery team—yes, I can certainly give you more of a breakdown on that.

The Hon. MARK BANASIAK: And whether there are any vacancies across those 300 positions.

**Answer:**

I am advised:

As at 7 November 2023, NSW Maritime had the following Full Time Equivalent employees (FTE), excluding Labour hire and casual employees:

- Senior Boating Safety Officers - 9.8 FTE
- Boating Safety Officers - 62.2 FTE
- Boating Education Officers - 11 FTE
- Employees in the Maritime Infrastructure Delivery Office - 36.9 FTE
- NSW Maritime - 285.5 FTE.

Currently, 22 positions are vacant within NSW Maritime.

**Question no: 21**

**Transcript page: 47**

The Hon. MARK BANASIAK: I'm more talking about the grants now. Perhaps on notice, can you tell me what the average time from approving a grant to releasing moneys is? Given that you want to improve that, what is your goal in terms of getting that down? What is the level in terms of time that you want to get to in terms of that processing and delivery of moneys?

HOWARD COLLINS: I'm always happy, as you know, Mr Banasiak, to discuss these matters. I know further items have been discussed outside of this particular meeting.

The Hon. MARK BANASIAK: Are you happy to take that on notice, in the nine seconds I've got?

HOWARD COLLINS: Absolutely.

**Answer:**

I am advised:

The average time between approving a grant for a successful NSW Boating Now project and releasing funds for a project can vary, based on factors including the size and complexity of the project, and the readiness and capacity of a delivery partner to commence and deliver to the project to completion.

Grant funding may be released to delivery partners progressively through monthly milestone payment to assist delivery partners with managing project cashflows.

To improve project delivery timeframes, Transport for NSW collaborates closely with delivery partners to ensure their project goals are realistic and achievable. Transport for NSW will continue to work with delivery partners to reduce project delivery timeframes for future rounds of NSW Boating Now.

**Question no: 22**

**Transcript page: 47**

The Hon. DAMIEN TUDEHOPE: Minister, have you travelled on the north-west rail metro?

Ms JO HAYLEN: Yes, I have.

The Hon. DAMIEN TUDEHOPE: How many times?

Ms JO HAYLEN: Three times.

The Hon. DAMIEN TUDEHOPE: When was the first, do you recall?

Ms JO HAYLEN: I think not long after it opened.

The Hon. DAMIEN TUDEHOPE: Why was one of your staff suggesting you travelled on it for the first time earlier this year?

Ms JO HAYLEN: I had previously never travelled on it all the way to Tallawong.

The Hon. DAMIEN TUDEHOPE: Do you know what the BCR for that project was?

Ms JO HAYLEN: No, I don't have that in front of me. I'm happy to take that on notice.

The Hon. DAMIEN TUDEHOPE: That's okay. Did you know what the budget for that project was?

Ms JO HAYLEN: Again, I don't have that in front of me. But, again, I can provide that to you. I assume, Mr Tudehope, you probably know it.

**Answer:**

I am advised:

This information is publicly available on the NSW Treasury and Sydney Metro websites.

**Question no: 23**

**Transcript page: 51**

The Hon. NATALIE WARD: Sorry, I will come back to that, if I may. I'm just mindful of time; I'm not trying to cut you off. In relation to the new handbook, will you provide that on notice to the Committee—the DLO handbook?

JOSH MURRAY: No concerns. I think it may have been captured in the call for papers. But if not, no problem.

The Hon. NATALIE WARD: The email referring it to you for investigation—will you produce that on notice as well?

JOSH MURRAY: Yes, that's no problem.

**Answer:**

I am advised:

This document has been provided to the Committee.

**Question no: 24**

**Transcript page: 54-55**

The Hon. MARK BANASIAK: I might just go back to the questions I was asking on the Glebe cycleway, Mr Murray. Just a general question—how long do successful tenders stay up on your website for?

JOSH MURRAY: I'd have to take the specifics of the different projects on notice. They would be different time periods based on the scale of the project.

The Hon. MARK BANASIAK: So there's not a set time period that you have to keep them publicly available on your website?

JOSH MURRAY: No, but I would ask Ms Drover, who's with us in the seats today, if she could provide extra detail.

The Hon. MARK BANASIAK: Happy for her to come up if she can shed some light on this.

CAMILLA DROVER: Sorry, just clarify the question again.

The Hon. MARK BANASIAK: The question was how long do successful tenders stay up on your website for? Is there a set time period that you have to keep them publicly available before you delete them?

CAMILLA DROVER: I'll have to check exact time frames. But, just to clarify, we put tenders on the eTender website when it's an EOI and then we announce the shortlist-for-tender process. I'm not sure that we actually put on there the successful tenderer, but I will take that away and confirm.

The Hon. MARK BANASIAK: Can you also then perhaps explain why tenders that were awarded to CCHD Pty Ltd in the last three years—they've progressively started to disappear off the website as of Sunday night. Is there an explanation as to why that would occur? Even the one for the active cycleway that we're talking about now—why that tender would disappear off the website mysteriously?

CAMILLA DROVER: I'm not aware of the general issue you raise. I do have some information on the cycleway.

The Hon. MARK BANASIAK: There were 15 tenders, from what I could see, that were awarded to CCHD Pty Ltd in the last three years. As of Monday morning, only 10 of them were up. Five had been removed.

One of the five that had been removed was the tender covering the work on the Bridge Road cycleway. It seems strange, if that work still hasn't been completed, that you would remove that from the website.

CAMILLA DROVER: I'm happy to take that question on notice and see what information we can bring back.

**Answer:**

I am advised:

This is a matter for the Minister for Customer Service and Digital Government.

**Question no: 25**

**Transcript page: 54-55**

The Hon. MARK BANASIAK: Sure. Perhaps on notice and to help you—with limited detail, can you provide all the successful tenders that have been awarded to CCHD Pty Ltd by Transport for NSW? When I say "limited detail", all I want is the name, the dollar amount and a loose description of what it's for.

CAMILLA DROVER: Yes, happy to provide that. Just one point of clarification, I understand—and this is information I've received this morning—that CCHD was a subcontractor to Celtic Civil, who was appointed for the concept and detailed design phase of that project.

The Hon. MARK BANASIAK: Sorry, what was that main contractor's name?

CAMILLA DROVER: Celtic Civil. Their engagement was not directly to Transport. It was via a subcontract to Celtic Civil. subcontract to Celtic Civil.

The Hon. MARK BANASIAK: So you have no oversight when a contractor subcontracts the work at all?

CAMILLA DROVER: I don't have that information with me today, but happy to take on notice and see what information we can bring back. But in that particular instance it was a subcontract, not a direct engagement.

The Hon. MARK BANASIAK: When you're coming back with that detail, can you just break it down to how many times were they awarded without a full tender process, a competitive tender process, versus the other modes of awarding limited tender—I think is the phrase or term.

CAMILLA DROVER: Yes, there's a select tender process, but generally it's an open tender process for any material project.

**Answer:**

I am advised:

Information around tenders awarded to CCHD Pty Ltd with a contract value of more than \$150,000 is publicly available on the NSW eTendering website.

Subcontracting of work is at the discretion of a Head Contractor engaged by Transport for NSW. The nature of the work, the project delivery model and form of head contract determines the extent to which Transport for NSW may be involved in the engagement and/or approval of subcontractors.

For example, under the widely used GC21, a Head Contractor is solely responsible for any obligation subsequently contracted on to another party as a sub-contractor. The Head Contractor is required to ensure compliance of subcontractors with relevant legislation, regulations and guideline.

A Head Contractor must provide Transport for NSW with a register of all subcontractors, consultants or suppliers engaged by the Head Contractor in connection with work being carried out.

**Question no: 26**

**Transcript page: 55-56**

The Hon. MARK BANASIAK: Are you the person to ask about the cycleway in general? Or should I—

CAMILLA DROVER: I have some limited information about the project.

The Hon. MARK BANASIAK: Was there an independent road safety audit completed on the proposed design?

CAMILLA DROVER: That is part of our normal concept design and design development process. I anticipate that did occur, but I'm happy to take that on notice and confirm that was undertaken.

The Hon. MARK BANASIAK: Just on notice, can we get the date that that was done, who it was done by, whether there were any elements excluded from that independent safety audit and the reasons why you would've excluded elements from that safety audit, and, as part of that safety audit, whether there was any work done on night-time road safety as well? That would be good.

CAMILLA DROVER: Yes.

**Answer:**

I am advised:

The most recent independent road safety audit carried out on the proposed design of the Glebe Bridge Road Cycleway (the Project) was completed by CCHD Pty Ltd on 19 June 2023.

The independent road safety audit considered the existing street scape and proposed design of the Project. All design information relevant to a detailed design stage was provided to the auditor and a night audit was not carried out as a part of this audit.

Night audits are typically carried out during and after construction, not during the design phase. As the proposed design does not consider removing or otherwise lessening any existing street lighting, a night audit is not necessary at this stage.

**Question no: 27**

**Transcript page: 56**

The Hon. MARK BANASIAK: Back to the ferry service, you said there's a long-term strategy to provide a ferry service. What do we mean by long term?

HOWARD COLLINS: I understand we have been asked to look at a proposal, to look at the opportunity of providing a future ferry service. That doesn't mean to say that that will be in place on day one of the wharves opening next year. But this Government has asked us to have a look at what those possibilities could be. It could be an Aboriginal immersion ferry service. I know my good friends in Tribal Warrior have done it on the Sydney Harbour. It could be a number of other, as we do on the Gunnamatta service—provide sunset cruises and morning teas. It could be something similar to that nature. It's a pretty beautiful spot, which obviously the national parks are very keen to improve upon.

The Hon. MARK BANASIAK: Just to be clear, when we talk about a public ferry service, we are not necessarily talking about a regular one that you are exploring. It could be a regular one, it could be the Rainbow Warrior model, it could be—

HOWARD COLLINS: Absolutely. I think the important thing is, obviously, the consultation with a number of groups—the Aboriginal Land Council and local councils—because in June of this year Randwick council did support the construction of the wharf. I know you mentioned earlier that in March they were concerned about it, but in June I understand that they were supportive of the wharf now that they understood the benefits. But I think this is a very open and early stage exploration of what services could be provided between—I think it took me 55 minutes to drive around from La Perouse to Kurnell. I think it will take about 10 minutes on a ferry service of the future. For a lot of people that might be a benefit.

The Hon. MARK BANASIAK: Particularly if it was a regular ferry service, not just a sporadic—

HOWARD COLLINS: Absolutely. We want to explore what those options could be and obviously understand the costs and the operational criteria.

The Hon. MARK BANASIAK: Do you have a time line for that exploration?

HOWARD COLLINS: No. We've initially started that investigation. I can certainly share later, on notice, if there are time lines involved, but I'm not aware of any, personally.

**Answer:**



I am advised:

A Transport for NSW working group is investigating the most appropriate operating model and entity to run a potential future ferry service.

Transport for NSW will keep the community updated on any proposed plans.

**Question no: 28**

**Transcript page: 58-59**

The CHAIR: I just wanted to ask a couple of questions about buses and U-Go Mobility's contract. Who should I direct that to?

JOSH MURRAY: It's likely to be the coordinator general, who has been liaising with U-Go Mobility over the last few months.

The CHAIR: Great. I understand that they needed 70 more drivers to meet the requirements of their contract with Transport for NSW; this is dated 9 August. I am wondering how that has gone, how many drivers they have now and whether they've met those conditions.

HOWARD COLLINS: Certainly I've spent a lot of time dealing with U-Go Mobility. We have a twice-weekly meeting. I've attended a number of those meetings as well to ensure that they have now focused on the delivery of the bus services for the combined regions. I can share with you the detail, but it is progressing. They have now—I will give you the number. I will come back to you before we finish with the actual number of vacancies, but it's around about 50. They have a lot of people in recruitment as well, following a number of incentives to encourage people to sign up, bonus payments for arriving and also they've done a lot of recruitment campaigns along with ourselves, trying to encourage more people to attend. U-Go Mobility at the moment, on 29 October, was 60 and we have 47 drivers in training. That goes down by two or three a week, the numbers of people who actually—vacancies appealing at that stage. We have changed some of their routes. We've given some of the work to Transit Systems. We've shared some of the other activities with other providers. They're now starting to perform not as I expect but in a better direction, as I think the local Leader paper said two weeks ago, that things have somewhat improved. They've flown in a couple of really good people from Singapore and a couple from Ireland who've really focused the attention on this.

**Answer:**

I am advised:

I refer to the response provided by Mr Collins in the hearing.

**Question no: 29**

**Transcript page: 60**

The Hon. NATALIE WARD: That was the first time you were aware—I'm sorry to go over this, but it's necessary for this purpose. Personally, I thought you would have been very good, Mr Collins, but it is what it is.

HOWARD COLLINS: I have no worries discussing this whatsoever, as my colleague does as well.

The Hon. NATALIE WARD: So that was the first time you were aware you wouldn't be appointed?

HOWARD COLLINS: Yes. I'd applied for the role and—

The Hon. NATALIE WARD: Yes, that's alright. That's fine.

HOWARD COLLINS: —I knew. That was the first time.

The Hon. NATALIE WARD: What was your level of contact between the date of the announcement and the date of Mr Murray starting in the role?

HOWARD COLLINS: I do remember that I was given my colleague Josh Murray's phone number. I think I spoke to him probably one or two days after that, and we agreed prior to him starting that we'd get together and have a discussion.

The Hon. NATALIE WARD: So the week prior to him starting? What dates?

HOWARD COLLINS: I'd have to check what that was. It might have been before that.

The Hon. NATALIE WARD: Mr Murray, do you recall the dates?

JOSH MURRAY: Yes. I just checked the note. It was 13 July that the public announcement was made. Before the end of that week Mr Collins and I had had, I think, a phone call.

HOWARD COLLINS: Yes.

**Answer:**

I am advised:

Mr Murray and Mr Collins spoke regularly over the phone in the four weeks prior to Mr Murray commencing in the role on Monday 14 August 2023.

Mr Murray and Mr Collins also met in person on 19 July, 25 July, 27 July and 10 August 2023 to plan their handover

**Question no: 30**

**Transcript page: 64**

The Hon. NATALIE WARD: Thank you. Mr Collins, when did you receive the Bus Industry Taskforce interim report?

HOWARD COLLINS: I would have to take that on notice, but, as you know, very shortly after the taskforce produced their findings, I was asked to chair the weekly meeting which reviews the progress of those findings. I could give you the date of when I received the report.

The Hon. NATALIE WARD: Will you take that on notice?

HOWARD COLLINS: Yes, definitely.

The Hon. NATALIE WARD: Sorry, I'm just in a rush and don't have much time. Did you read that report?

HOWARD COLLINS: I have, yes, and looked at the recommendations, and certainly a part of those—

The Hon. NATALIE WARD: At the time you were acting secretary, when you received that?

HOWARD COLLINS: I will need to validate that, but certainly I was aware that—

The Hon. NATALIE WARD: So you will come back to us with the date you received it and your role at the time—potentially as acting secretary, potentially not.

HOWARD COLLINS: Yes.

**Answer:**

I am advised:

In his capacity as Acting Secretary Transport for NSW, Mr Collins received a final copy of the Bus Industry Taskforce interim report on 24 July 2023.

**Question no: 31**

**Transcript page: 64-65**

The Hon. NATALIE WARD: Mr Murray, when did you first see the report?

JOSH MURRAY: I'm not sure when I saw the report, but I was aware in the discussions with Mr Collins that the announcement would be coming on my first day—also on my first day in the job.

The Hon. NATALIE WARD: Could you take on notice when you first saw the report?

JOSH MURRAY: I'll attempt to find out when I first saw it, yes.

The Hon. NATALIE WARD: Sorry, will you take it on notice and provide the Committee with the date on which you first saw the report?

JOSH MURRAY: Yes, of course.

The Hon. NATALIE WARD: Thank you.

**Answer:**

I am advised:

The final documentation for the Bus Industry Taskforce First Report was provided to the Secretary on 11 August 2023.

**Question no: 32**

**Transcript page: 66**

The CHAIR: Mr Regan, just some more questions on Sydney Metro, if I may. The position of "director interface and project delivery"—does that make sense to you?

PETER REGAN: I think so.

The CHAIR: That's a position, is it, "director interface"?

PETER REGAN: There is an interface management team; that's correct.

The CHAIR: So the role description "director interface", who's in that position within Sydney Metro?

PETER REGAN: I'm not sure at the moment. I will have to take that on notice.

The CHAIR: I think it's—this is one of the PSCs. I think it's James Hayward in this position; is that correct?

PETER REGAN: Can I come back on that? I'm not sure that is the case. I just want to check that.

The CHAIR: Okay. If you're able to come back, because I can't keep going on any of those questions until you do get back to me. If you can get back to me this afternoon, that would be appreciated.

PETER REGAN: Will do.

**Answer:**

I am advised:

I refer to the response provided by Mr Regan in the hearing.

**Question no: 33**

**Transcript page: 67**

The CHAIR: When you have a company like Bellgrove Advisory, plus others, applying where there are senior managers in place, surely that must be managed to avoid a perception of bias or favouritism.

PETER REGAN: Yes.

The CHAIR: Why aren't probity advisers involved in this?

PETER REGAN: Absolutely, and I totally agree with you. The reference to probity advisers is in relation to the use of external probity advisers—specialist probity advice firms—who tend to deal on larger transactions. You asked earlier today around the fraud and corruption prevention team that we have. We also have a probity and integrity team. We have insourced some of the functions that historically were outsourced to probity advisers so that we have an internal capability to provide probity advice. We also have systems set up to ensure separation of the people making decisions around appointments, of contractors and companies to provide advice, from the people who are the ones who are requesting the work. I will also answer that the three individuals you mentioned before, they are no longer working with Sydney Metro—the contracts you mentioned before, the interface managers. That information is historic, but they are no longer in those roles.

The CHAIR: So those contracts have not been extended?

PETER REGAN: The contracts have either not been extended or alternative resources have been provided by those companies. I could come back and confirm that on notice but, just to be clear, that information is historic.

**Answer:**

I am advised:

I refer to the response provided by Mr Regan in the hearing.

**Question no: 34**

**Transcript page: 68-69**

The Hon. MARK BANASIAK: We heard some pretty startling news before the lunchbreak that that fund, which should have accrued at least \$300 million—possibly closer to \$440 million—has been mismanaged to the point where it has a deficit of \$17 million by 2025. That is the Minister's evidence. My question is what level of oversight was Mark Hutchings applying to the management of those funds to the point where it got itself into that position?

JOSH MURRAY: As we've said, we'll take the exact treatment of those funds and the progress of that account on notice.

The Hon. MARK BANASIAK: Are you questioning the Minister's answer? She seemed pretty confident. She even outlined some examples of maladministration or misallocation of funds from that fund. She seemed pretty confident in her critique of it.

JOSH MURRAY: That would have to be a question for the Minister. I'm not aware of the ins and outs of that fund over that recent period. Ms Hoang, did you have further information on that regard?

BRENDA HOANG: Perhaps I can provide some clarification there. I think the Minister was talking about the Boating Now program and not necessarily the Waterways Fund. To the best of my knowledge, the Waterways Fund is not in deficit.

The Hon. MARK BANASIAK: But the money that's accrued for the Boating Now program comes from boating registration fees. I put to the Minister that every year that should accrue around \$55 million, and that goes into the Waterways Fund. What's the current financial position of the Waterways Fund?

BRENDA HOANG: Did you want year by year or just this financial year?

The Hon. MARK BANASIAK: Let's start with this year and then I'll see if my concerns are satisfactorily allayed.

BRENDA HOANG: For the current financial year, we are forecasting a surplus of \$348.3 million in the Waterways Fund, \$192 million in FY 24 and I can continue on. At this point in time, the closing balance for the foreseeable future is not in deficit.

The Hon. MARK BANASIAK: So when the Minister was talking about a deficit of \$17 million, she was talking about the Boating Now—

BRENDA HOANG: Program, not the Waterways Fund in general. There are a number of funding sources that go into the Waterways Fund.

The Hon. MARK BANASIAK: My understanding is there is only one source that goes into the Boating Now program, which is the registration or licence fees for boats, which should accrue \$55 million a year, which would put us up around that \$300 million to \$440 million. So my question remains, how has that been whittled down to have a deficit of 17 million?

JOSH MURRAY: Perhaps Mr Collins could come in on some of this detail.

HOWARD COLLINS: Yes. Forecasts for next four-year revenue breakdown—boating fees actually only account for 47 per cent of the revenue income; 4 per cent comes from the Queenslanders paying for the sand bypass recovery; mooring lease is 8 per cent; channel fee is 8 per cent.

The Hon. MARK BANASIAK: What is the total figure per annum on average?

HOWARD COLLINS: It's around about 100-and-something million a year. I think for the forecast 2024 to 2027 is 561, that's the forecast. I share with you what I think—

The Hon. MARK BANASIAK: How much of that goes into the Boating Now program?

HOWARD COLLINS: We start off with an opening balance, I think, for year 2023 of \$400 million. So that's a surplus—\$413 million. Revenue for year 2023 was \$123 million, expenditure was almost \$200 million—\$194 million—obviously a lot of maintenance activities and new wharves and all sorts of stuff. The closing balance, as my colleague has indicated, is \$348.3 million.

The Hon. MARK BANASIAK: Are you talking about the Waterways Fund or the Boating Now?

HOWARD COLLINS: This is the Waterways Fund. This is what the Maritime hypothecated fund does. All the income, including boating fees, which is about 47 per cent, comes in to Mark Hutchings and the Maritime team and they use that fund for funding obviously a lot of activity when it comes to expenditure, whether that's maritime activities or even other activities. But the closing balance this year was \$348 million.

The Hon. MARK BANASIAK: But I'm specifically looking at the Boating Now component. I want to know how that's been whittled down to being \$17 million in debt by 2025?

HOWARD COLLINS: Let's double-check that figure for the Boating Now fund. We'll take that on notice and give you an accurate figure of what has been spent on those various activities. I don't believe, unless Ms Mares is able to tell me from the days of her being responsible, that the fourth round has been budgeted so far this year.

TRUDI MARES: Thank you, Mr Collins. I think we'll need to clarify the Minister's comments because the data I have on Boating Now is that of the \$98 million allocated, 84.2 has been spent up to the end of last financial year through rounds one, two and three. One and two are closed. Three—there's outstanding projects that are in construction, but not complete, and as you know, round four has not been allocated. So 86 per cent of the \$98 million has been spent for Boating Now.

**Answer:**

I am advised:

Since the inception of the NSW Boating Now Program in 2014, the program has delivered more than 250 boating projects across NSW.

As at 30 June 2023, \$98 million has been allocated to Boating Now rounds one, two and three, of which \$84.2 million has been spent. This investment supports the needs of recreational and commercial boaters and enables broader economic and social benefits for communities.

**Question no: 35****Transcript page: 71**

The Hon. MARK BANASIAK: I know you've tried to take it on notice, Mr Collins, how many people are within MIDO. I put it to you when people from the amateur fishing association were liaising with MIDO, they actually asked the then manager of the Boating Now program how many personnel reported to him and the manager's answer was, "None." Can you explain if MIDO is a very small team—I accept it's a very small team—how does a manager have no-one reporting to him?

HOWARD COLLINS: Maybe I can clarify that. There was a manager responsible for boating now. MIDO is the Maritime infrastructure office which delivers a lot of those infrastructure projects. I will, before I leave today, provide to you the number of people who are currently in MIDO and Nicole Watts has taken up that responsibility in the last week or so. As Mr Murray suggested, we've had a change of personnel and there are a number of people in that team, and I will find that number for you and provide it for you.

**Answer:**

I am advised:

I refer to the response to Question on Notice 20.

**Question no: 36****Transcript page: 71**

The Hon. MARK BANASIAK: That would be good. Obviously, there's been talk of an audit or a review of that program. Can you on notice come back to us with how many councils have actually responded to that review? The correspondence that I've had with several councils, they didn't indicate they even knew about it. So I'd be interested to know how many have actually received that call for review, and how many have actually responded.

HOWARD COLLINS: Certainly. I think I said earlier, following your concerns about the time scale, that I would certainly look at that and provide information about how long those requests had taken and processed. I'll certainly do that. Again, as I said, outside of these meetings, obviously we can understand and work with you on any other concerns you have regarding the use and applications of the local councils.

**Answer:**

I am advised:

In accordance with the NSW Boating Now Program stakeholder engagement plan, 155 councils in NSW were invited to participate in a stakeholder survey.

Though the responses were anonymous, eight responses (or 40 per cent of total respondents) self-identified as representing a local government agency. This represents five per cent of all councils who were invited to participate in the survey.

**Question no: 37****Transcript page: 73**

The Hon. NATALIE WARD: In relation to the budget, Ms Hoang—thank you for coming today. Employee-related expenses are increasing by \$200 million this year compared to last year. Why is that?

BRENDA HOANG: Without knowing the specifics, I'd like to take that on notice if that's okay. What I would say generally—as you can appreciate, we've had a number of flood-related items in the last financial year. That's caused some increase in additional labour-related costs. In addition, we also have capital projects as well. That will very much be dependent on the capital projects' needs at any point in time. But I'm happy to take that on notice and come back to you on the specifics of what's driving that.

The Hon. NATALIE WARD: If you could take that on notice, that would be helpful. If you could perhaps also take on notice—do the forwards expect a year-on-year 15 per cent increase on employee expenses by Transport for NSW? That would be helpful, thank you.

**Answer:**

I am advised:

The Transport for NSW operating Statement as published on page 11-2 of Budget Paper 2, includes the Transport Staff Agency known as The Transport Service.

As the Transport infrastructure (capital) program increases, labour costs are first recognised in The Transport Service and then cross-charged to the relevant Transport entity. A cost recovery is then recognised through the revenue line of “Sales of Goods and Services”, which has also increased year-on-year. This accounts for almost \$150m of the increase in employee related expenses. Remaining increases relates to wages escalation for award staff and additional resourcing for Natural Disaster related works.

Future Employee Expenses will be impacted by a range of factors including the Government's commitment to freeze senior executive wages.

**Question no: 38****Transcript page: 77**

Ms ABIGAIL BOYD: I understand. When you mentioned in previous answers—and I think the Minister mentioned as well—that there is a disability reference group, does that consist of disability advocacy group representatives or is it individuals representing?

JOSH MURRAY: I'm going to ask my colleague Ms Mares to come in on this one.

TRUDI MARES: We have an Accessible Transport Advisory Committee. Representatives are from both disability and aging organisations, and individuals. We also consult with our own Enabled network within Transport. We work with them on programs, do site walks and visits but also project-specific, so it's a mixed group that we engage with. The Wayfinding team would have accessed that committee also.

Ms ABIGAIL BOYD: Does that committee, for example, include a representative from People with Disability New South Wales or the Physical Disability Council?



TRUDI MARES: I would need to take the composition of the committee on notice, but we can certainly provide that.

Ms ABIGAIL BOYD: Did you consult with the Council for Intellectual Disability in relation to the wayfinding changes?

TRUDI MARES: I'm not sure on that particular one. Mr Host? No, he doesn't know. We'll have to take that on notice also.

**Answer:**

I am advised:

People with Disability Australia, the Physical Disability Council of NSW and The Disability Council of NSW are represented on the Transport for NSW Accessible Transport Advisory Committee (ATAC). The full membership as per the terms of reference is as follows:

- Arthritis NSW
- Blind Citizens Australia
- Carers NSW
- Combined Pensioners and Superannuants Association of NSW
- Community Transport Organisation
- Council on the Ageing NSW
- Deaf Australia
- Deafness Forum of Australia
- Dementia Australia
- Disability Council NSW
- Forward Ability Support
- Guide Dogs NSW/ACT
- NSW Council for Intellectual Disability
- NSW Office of Veterans' Affairs
- People with Disability Australia
- Physical Disability Council of NSW
- Self Advocacy Sydney
- Spinal Cord Injuries Australia
- Stroke Recovery Association NSW
- Synapse Australia
- Vision Australia
- Deafblind Association NSW
- NSW Council of Social Service
- Assistance Dogs Australia
- Multicultural Disability Advocacy Association of NSW
- Multiple Sclerosis Plus.

The Transport for NSW Wayfinding team consulted with the ATAC at the time the Wayfinding system was updated. The Council for Intellectual Disability is a long standing member of the ATAC.

**Question no: 39****Transcript page: 78**

Ms ABIGAIL BOYD: Can I ask what kind of disability awareness training is given for Transport staff?

JOSH MURRAY: I would have to take that on notice. As Ms Mares has said, we have a network within the organisation and we have, obviously, communication of significant engagement. But I'd have to get formal advice for you on exactly what's done from a formal basis.

Ms ABIGAIL BOYD: That would be really useful. Again, if you could confirm whether there is specific training in terms of awareness for people with intellectual disability as well as physical disability?

JOSH MURRAY: Yes, happy to do that.

**Answer:**

I am advised:

Transport for NSW staff have access to a range of formal training, and other learning and support materials to drive awareness of all types of disability, including Hidden Disabilities training.

By the end of 2023, Transport for NSW will also provide further training for leaders which was developed by the NSW Public Service Commission, after cross-government consultation, including those with lived experience, which covers all aspects of disability.

Various Transport for NSW staff members have also completed Disability Confident Recruiter training which was developed by the Australian Network on Disability. This training has qualified Transport for NSW as an organisation with Disability Confident Recruiter accreditation.

Transport for NSW also provides staff members with tailored training to meet specific needs, including working with Auslan to provide Deaf Awareness Training to teams which engage with individuals who are hearing impaired.

Transport for NSW also has an Executive sponsor for disability who further promotes the importance of understanding disability across Transport for NSW.

**Question no: 40****Transcript page: 79**

The Hon. MARK BANASIAK: Can I go to disability access as well, but obviously more from a maritime perspective? I note that in 2023 there was supposed to be a Maritime Infrastructure Plan review, and that was supposed to include an inclusion plan as well. I don't believe anything has happened in that regard. I draw your attention to a GIPAA request raised by the Recreational Fishing Alliance on 9 January 2023, and they received a reply on 7 February. They asked for all information available on every public boat ramp in New South Wales. It came back with "not held". They asked for information relating to the advertisement of specifications of boat ramp facilities. You said you didn't have that. They asked for information relating to the engagement with disabled trailer boat owners. You said you don't have that either. They asked for any information relating to the

representation of disabled trailer boat owners on committees or advisory groups for Transport for NSW and other agencies handling boating and marine. You said you didn't have that either. They asked for policy and planning documents and any publicly available information relating to trailer boats and disabled people. You didn't have any of that. Information relating to the process of engaging with the disabled community with regard to boat ramps—you didn't have any information on that. Information from the disabled community with regard to the lack of disabled access—you said you didn't have any information regarding that. And detail of how disabled access is dealt with and managed within the NSW Boat Ramp Facility Guidelines—that was also "not held". The question to whoever it's relevant to—perhaps Mr Murray, as the secretary—is how can you develop a Maritime Safety Plan, which includes an inclusion plan and Boat Ramp Facility Guidelines, when you clearly don't have any data with regard to these matters? How can you develop an inclusion plan when you don't hold any data regarding disabled access in your policies regarding that? It seems to be a bit difficult.

JOSH MURRAY: As I said a little bit earlier, I'm very happy to come back and answer your questions. I don't have that information in front of me at the moment, but agree that we need some further data to answer those and also hope to put together a comprehensive position for you by the end of the session.

**Answer:**

I am advised:

The review of the Maritime Infrastructure Plan is due to commence by early 2024 which will inform the Government on the development of a new Plan by the end of next calendar year.

The review will consider how future investment in maritime infrastructure can support improved disabled access outcomes. The review will be informed by consultation with relevant stakeholders such as Sailability and will be aligned with principles outlined in the Transport for NSW Disability Inclusion Action Plan.

The 2015 NSW Boat Ramp Facility Guidelines, which outlines a number of provisions to support disabled access to boat ramp facilities, will also be reviewed by Transport for NSW's Maritime Infrastructure Delivery Office in early 2024. Transport for NSW will also explore options to address gaps in data associated with disabled access needs for boaters.

Transport for NSW is continuing to make transport on water more accessible for everyone, with information on more than 700 public boat ramps publicly available on the Transport for NSW website.

**Question no: 41**

**Transcript page: 79-80**

The Hon. MARK BANASIAK: Can I go to the Coffs Harbour boat ramp, because, Mr Collins, you raised it in earlier questioning. What's the total cost so far to deliver that boat ramp?

HOWARD COLLINS: I will have to take that on notice. Obviously, it not only delivers a boat ramp. There are other facilities there as well which we share with the fishery and other parties. But it is certainly a vast improvement from the much-neglected area of Coffs

Harbour. I understand—to add to Mr Murray's comments—that there is a meeting tomorrow, I believe, with the Australian fishing association. I think Dennis is attending tomorrow. Certainly, the Recreational Fishing Alliance meets every quarter as well. But I'm happy to take on notice the total cost of the Coffs Harbour facility—it's not just a boat ramp—and share that with you in due course.

The Hon. MARK BANASIAK: My understanding, according to the website, is that you're at stage two, which includes car parking facilities, but you're still trying to resolve the sand build-up issue, which I think is obviously the biggest—

HOWARD COLLINS: I think there's been quite a useful discussion with the experts in terms of permanent sand removal. As you know, you're as knowledgeable as I am—

The Hon. MARK BANASIAK: The latest news from September 2023 says there's a sand pump trial continuing. Is that the permanent solution?

HOWARD COLLINS: As you know, quite often sand pumps of a permanent nature are very useful for dealing with the continual build-up of sand. Certainly, I understand from the latest discussions I had with Mr Hutchings only a couple of weeks ago that they're exploring the possibility of this being a more permanent feature and are working with the local community to ensure the minimum impact on boaters who need to access that area.

The Hon. MARK BANASIAK: Perhaps on notice while you're taking some of the details, how much is that sand pump costing us on a monthly basis to run? Do you foresee that changing or being reduced if we go to a more permanent solution?

HOWARD COLLINS: I think you're dead right. It's almost a given that if you're doing something on a temporary basis, it often costs more than if you provide capital funding.

The Hon. MARK BANASIAK: On notice, what is it costing us now versus what would it—

HOWARD COLLINS: I'll find that information for you and take that on notice. I'm certainly happy to share that with any of the interested parties.

**Answer:**

I am advised:

To date, the total cost to deliver the Coffs Harbour Boat Ramp is \$14.2 million.

Transport for NSW is currently undertaking a direct negotiation and evaluation process with a contractor for the provision of sand management services following the completion of the Coffs Harbour Boat Ramp and the installation of Gallows Beach pipeline. As this process is currently underway TfNSW is still evaluating costs and they therefore remain confidential however, they will be published in Q1 2024 in line with Government requirements.

**Question no: 42**

**Transcript page: 85**

The Hon. NATALIE WARD: When was the executive director appointed?

SUSAN CARROLL: I'd have to take that on notice.

The Hon. NATALIE WARD: If you could get back to us on that, that would be helpful. I'm assuming it wasn't months after and it was, from memory, weeks after or days after.

SUSAN CARROLL: It wasn't months after.

The Hon. NATALIE WARD: So weeks after. How long was the recruitment process run for?

SUSAN CARROLL: I'd have to take that on notice.

The Hon. NATALIE WARD: From your recollection, was it days, weeks?

HOWARD COLLINS: Do you want me to answer that question?

The Hon. NATALIE WARD: No, I'm asking Ms Carroll. I can come back to you, if you like.

The CHAIR: She said she needed to take it on notice.

The Hon. NATALIE WARD: Certainly, that's fine. But the actual process, was it weeks, days?

The Hon. Dr SARAH KAINE: Point of order—

SUSAN CARROLL: I can't recall. I'd have to take that on notice.

The Hon. NATALIE WARD: That's fine. Was it later than mid-April?

SUSAN CARROLL: I'm sorry, I can't recall. I'd have to take that on notice.

**Answer:**

I am advised:

The recruitment process for the Executive Director Transition Office took six weeks.

**Question no: 43**

**Transcript page: 88**

The Hon. MARK BANASIAK: .....Can I go to the waterways funding. In 2020 Minister Constance withdrew \$205 million from that fund to do various projects. Perhaps on notice, can you come back with the breakdown of what that was spent on? Some of the projects listed were Bermagui Harbour and channel dredging, Brunswick Heads boat harbour upgrade, Coffs Harbour Marine Precinct, Coffs Harbour regional boat ramp—which you already took on notice—Crowdy Head boat harbour upgrade, Eden safe harbour, Greenwich Point wharf upgrade, Double Bay wharf, Darling Point wharf upgrade, Manning River entrance, Narooma wharf replacement, Port Macquarie breakwall, Swansea channel dredging, Tuncurry boat maintenance facility, the demolition of Marineland in Manly and the Manly wharf upgrade. Perhaps on notice?

HOWARD COLLINS: Take it on notice, thank you.

JOSH MURRAY: Happy to take it.

The Hon. MARK BANASIAK: This is just a bit of mopping up.

JOSH MURRAY: Thank you for the detail. We will summarise.

**Answer:**

I am advised:

As at October 2023, more than \$145 million of the \$205 million stimulus provided from the Waterways Fund has been expended, as follows:

- \$14.1 million on the Coffs Harbour Regional Boat Ramp upgrade
- \$2.5 million on breakwater crest sealing and repairs at Moruya, Narooma, Yamba, Dunbogan and Swansea
- \$2.2 million on the Port Macquarie Southern Breakwall Repair
- \$300,000 on the Nambucca Heads Breakwater upgrade
- \$400,000 on the Narooma Wharf replacement
- \$1.5 million on the Nelson Bay Unloading Wharf extension
- \$9.8 million on the Tweed Heads boat maintenance facility upgrade (travel lift)
- \$300,000 on the Tuncurry boat maintenance facility upgrade (travel lift)
- \$2.4 million on the Eden Mooring Jetty improvements
- \$500,000 on the Crowdy Head Jetty replacement
- \$300,000 on the Brunswick Heads Harbour upgrade
- \$2.9 million on the Manly Cove West upgrade (former Manly Sea Life site)
- \$4.1 million on the Darling Point Wharf upgrade
- \$5.4 million on the Greenwich Point Wharf upgrade
- \$10.1 million on the Double Bay Wharf upgrade
- \$31.7 million on the Kamay Ferry Wharves
- \$1.5 million on the Coal Loader Wharf upgrade
- \$2.1 million on the Woollooware Bay Aquaculture Precinct
- \$4.9 million on the Manly East Wharf Upgrade
- \$3 million on the Wentworth Point maritime facilities
- \$5 million on the regional harbour services and amenity upgrades
- \$4 million on regional dredging
- \$200,000 on the Baragoola Gangway Access upgrade
- \$200,000 on the Marine Rescue seawall upgrade
- \$200,000 on King Street Wharf promenade
- \$200,000 on the Rozelle Bay Maritime Precinct
- \$3.1 million on the Manning River Entrance
- \$32.7 million on the Eden Safe Harbour Project.

**Question no: 44****Transcript page: 88**

The Hon. MARK BANASIAK: Can I pick up on Ms Faehrmann's questions around emissions. How many vehicles within the Transport for NSW fleet actually comply with the vehicle emissions standards of Euro 5? Perhaps on notice.

JOSH MURRAY: I think it probably is on notice, but in regards to the Transport fleet, you mean the passenger fleet or the operational side fleet?

The Hon. MARK BANASIAK: Let's go both. I imagine there are some sedans running around emblazoned with the logos.

JOSH MURRAY: We do, and we have different targets for both types of vehicles. We'd be best to come back to you on notice on those targets.

The Hon. MARK BANASIAK: Sure.

**Answer:**

I am advised:

More than 2,500 contracted buses in Greater Sydney comply with or exceed the Euro 5 vehicle emissions standard. The remainder of the approximately 1,200 contracted buses comply with the relevant legislated Euro standard applicable at time of first registration. Around 1,700 zero emissions buses are expected on Sydney's roads by 2028.

Transport for NSW light motor (passenger and light commercial) vehicles are procured through the NSW Treasury Prequalification Scheme: Motor Vehicles.

Under the scheme, the NSW Government will follow the Australian Design Rules mandate around the progressive tightening of emission limits for all light motor vehicles sold in Australia. The adoption of Euro 5 and Euro 6 emission standards in Australian Design Rules represents the continued convergence of emission standards for petrol and diesel motor vehicles.

In line with the Australian Design Rules, the NSW Government will therefore only allow motor vehicles onto the scheme which are under the maximum carbon dioxide (CO<sub>2</sub>)/grams per kilometre rating per category.

Approved vehicles under the scheme are placed onto the Approved Vehicle List. Of the 2,698 Transport Fleet all vehicles, except two light vehicles, were listed on the Approved Vehicle List at the time of acquisition.

**Question no: 45**

**Transcript page: 88**

The Hon. MARK BANASIAK: I won't get them to have a stab. Ms Webb, you were talking about some work around this in terms of electric vehicles et cetera. As part of that work, what's been done to understand the financial impact on the general public if you, as an agency, go all electric? Obviously that is going to place an upward pressure on the cost of charging vehicles across the board. Just market forces will generally tell you that, if you are prepared to pay a higher amount, that will force everyone to pay that higher amount. I am just wondering whether you've done any work in that space as to how much that would increase the overall average cost of people charging these electric vehicles for private use?

SALLY WEBB: In relation to all of our investments, we need to undertake business cases and spend the money to ensure there is value for money for the amounts that we spend. We have a number of renewable energy electricity contracts in place already and get very good value from those contracts. I will, however, defer to—we may need to take on notice the details of those contracts, as my colleagues here are unavailable.

The Hon. MARK BANASIAK: I'm just interested in terms of whether you've done any work on what the upward pressure on prices will be for the average consumer who's using an electrical vehicle for their private use, given that you're going to transfer your fleet over to a whole electric fleet.

JOSH MURRAY: I think we can take that on notice. Treasury has done some whole-of-government work around that, and we are feeding into that process.

The Hon. MARK BANASIAK: Thank you. Anything will be good.

**Answer:**

I am advised:

The volume of electricity which will be required by Transport for NSW's electrified vehicle fleet is small compared to the total market capacity. Once fully electrified, Transport for NSW's passenger vehicle fleet will consume around one gigawatt-hour per year, which compares to the NSW market which averages more than 70,000 gigawatt-hours per year. Electrification of Transport for NSW's passenger fleet is expected to bolster the emerging used electrical vehicle market, providing affordable electric vehicles options for consumers.

**Question no: 46**

**Transcript page: 89**

The Hon. MARK BANASIAK: Thank you. Anything will be good. Just on cameras, obviously there's lots of different cameras floating around for various purposes. Are those images that have been taken from the various cameras—whether it's speed cameras, mobile phone cameras or just the general traffic safety cams—being fed into AI or machine learning programs? For what purposes, if they are?

JOSH MURRAY: No. There are strict operating protocols around the different cameras. I should state that they all have different purposes. Our private motorway operators have different operating procedures around their cameras to the ones that we do. We obviously have the operational cameras on major intersections that feed into our traffic management.

The Hon. MARK BANASIAK: Those ones that feed into your traffic management system, are they being put through any AI programs for learning or modelling?

JOSH MURRAY: We have some systems like the SCATS smart traffic light system, which I wouldn't classify as AI, but we certainly use the data and then operate an optimised network through those cameras.

The Hon. MARK BANASIAK: How long is that data held for?

JOSH MURRAY: I'd have to seek that information. Many of the cameras don't allow us to actually keep data.

**Answer:**

I am advised:



None of the Closed Circuit Television Camera (CCTV) feeds that are accessible from the Transport Management Centre for road and transport network monitoring purposes are currently connected to AI system(s) for subsequent data processing. Trials have previously been conducted utilising AI with mobile cameras across a range of use cases such as estimating crowd numbers at large outdoor events with data only being used for the purpose of the trial and not retained.

**Question no: 47****Transcript page: 89**

The Hon. MARK BANASIAK: Mr Wing, I don't want to leave you without having answered a question. During the regional transport hearing we heard from the Minister. She referenced that you've been out and about in the countryside talking to taxi operators and rideshare operators specifically around disabled taxis. Could you provide some detail as to where you've been and what you've heard? I'm happy for you to take some of this on notice if you'd like. What is the current state of play with the taxi industry in the regions and the disabled taxis?

ANTHONY WING: Thank you for asking a question. I'm delighted to have a chance to speak to it. I've been going around New South Wales, both regional and metro areas, talking about the changes to the taxi licensing regime, which began on 1 August. Generally, overall the industry has bounced back. The whole of industry is back to pre-COVID levels now, which is good. I am concerned a little bit about the number of wheelchair taxis on the road; those have not come back to the same level as was before the pandemic. I could get you some exact numbers here, but I can give you rough numbers.

The CHAIR: We did get some.

ANTHONY WING: We had perhaps 950 or so wheelchair taxis back in 2019, registered and on the road across New South Wales; we have a bit over 700 as of September.

The Hon. MARK BANASIAK: What was the figure just prior to the legislation passing, at the end of last year—perhaps on notice.

ANTHONY WING: I'll have to take that one on notice, yes.

**Answer:**

I am advised:

On 17 November 2022, the *Point to Point Transport (Taxis and Hire Vehicles) Amendment Bill 2022* was passed by the NSW Parliament. The number of registered wheelchair accessible taxis prior to the passing of the Bill was 709.



# Department Liaison Officer Handbook

September 2023



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## Terms and Abbreviations

Term/Abbreviation	Description
CoS	Chief of Staff
DLO	Department Liaison Officer
DMOs	Divisional Management Offices
MO	Ministerial Office
OSec	Office of the Secretary
TfNSW	Transport for NSW

# 1. Overview

## 1.1 Welcome!

Congratulations on your appointment as a Department Liaison Officer (DLO). You are now part of Office of the Secretary within Transport for NSW (TfNSW).

DLOs have a unique opportunity to see how the work carried out across TfNSW influences the decisions of Government.

The role of a DLO is important and challenging. This fast-paced, dynamic position provides staff with an opportunity to form new and influential working relationships across Government as well as develop a deep understanding of how NSW Parliament, Government and Ministerial Offices (MO) operate. It also provides an opportunity to improve on your knowledge of the key issues and priorities of the Transport portfolios.

A DLO role is a valuable development opportunity, and can significantly enhance your skills and experience. As a DLO, you are instrumental in the delivery of timely, accurate and responsive advice to the Transport portfolio MOs as well as ensure effective relationships and appropriate communication between TfNSW and the MOs.

## 1.2 Purpose of this document

The purpose of this document is to provide guidance and support to DLOs in fulfilling their role and responsibilities. It provides best practice for DLOs and a consistent approach to meeting the expectations and standards of MOs. The Handbook documents the key functions, policies and procedures, and other relevant information for a new DLO.

The Handbook aligns with the overarching NSW Government policy around DLOs as articulated in the Department of Premier and Cabinet (DPC) Circular – [C2021-07 Department Liaison Officers](#).

The specific roles and responsibilities of Transport portfolios DLOs may vary according to the requirements of individual portfolio Ministers and their advisors but in accordance with *C2021-07 Department Liaison Officers*, DLOs must remain politically neutral and impartial while assisting the Minister and his/her staff, and must avoid party political activities in the performance of their duties.

Any queries regarding the Handbook should be directed to the Senior Manager Office of the Secretary.

## 1.3 Our Ministers

The make up of portfolio Ministers changes over time. The structure and number of Cabinet ministers will vary based on the needs of the Premier of the day. Currently, TfNSW reports to three Ministers:



**The Hon. Jo Haylen MP**

Minister for Transport

Member of the Legislative Assembly; Member for Summer Hill

Further details: <https://www.parliament.nsw.gov.au/members/Pages/Member-details.aspx?pk=111>



**The Hon. John Graham MLC**

Special Minister of State, Minister for Roads, Minister for the Arts, Minister for Music and the Night-time Economy, and Minister for Jobs and Tourism

Member of the Legislative Council; Deputy Leader of the Government in the Legislative Council

Further details: <https://www.parliament.nsw.gov.au/members/Pages/Member-details.aspx?pk=2224>



**The Hon. Jenny Aitchison MP**

Minister for Regional Transport and Roads

Member of the Legislative Assembly; Member for Maitland

Further details: <https://www.parliament.nsw.gov.au/members/Pages/Member-details.aspx?pk=120>

### 1.3.1 Parliamentary Secretaries

Currently, the Transport portfolios are served by two Parliamentary Secretaries:



**Dr Marjorie O'Neill**

Parliamentary Secretary for Transport

Member of the Legislative Assembly; Member for Coogee

Further details: <https://www.parliament.nsw.gov.au/members/Pages/Member-details.aspx?pk=2246>



**Ms Anna Watson**

Parliamentary Secretary for Roads, and Parliamentary Secretary for Regional Transport and Roads

Member of the Legislative Assembly; Member for Shellharbour

Further details: <https://www.parliament.nsw.gov.au/members/Pages/Member-details.aspx?pk=72>

## 2. DLO role and responsibilities

DLOs are Government sector employees assigned to a MO from Departments and agencies within a Ministers' portfolio. As DLOs are public service employees and not Ministerial staff, they must avoid assisting Ministers and their staff in ways which are or could be perceived to be politically partisan.

The primary role of the DLO is to provide the MO with a readily accessible source of knowledge and skills regarding the operations of the Department/agency within the Minister's portfolio.

DLOs may also assist with establishing key processes within an MO for the review and approval of a number of products, including Parliamentary Questions and Briefing Notes.

DLOs provide an important communication link between the MOs and the Transport portfolios, working closely with the Ministers' policy advisors and senior staff across the Transport cluster.

**Key responsibilities:**

- Demonstrate the high level of impartiality, integrity and ethical conduct required of the NSW Public Service and appropriate for a Department Liaison Officer, particularly when handling confidential and sensitive information
- Ensure the delivery of timely and accurate Ministerial and executive products including Ministerial briefings, correspondence, Parliamentary and Cabinet support
- Manage issues raised directly with the MO by members of the public, electorate offices, constituents, or stakeholders and facilitate resolution in consultation with TfNSW divisions and other MOs
- Coordinate requests for advice on various documents including Cabinet minutes, briefing notes, speeches, House Folder Notes, Budget Estimates notes, questions on with and without notice

- Provide sound parliamentary support on policy and legislation, and review correspondence, briefing notes, meeting briefs and speeches for accuracy and consistency with Government policy, legislation, and current position and messaging
- Manage the workflow of correspondence in the MO and review incoming Ministerial correspondence, liaise with relevant Divisions regarding responses
- Maintain excellent working relationships with TfNSW and other MOs
- Monitor emerging issues, trends and changes in the environment to anticipate shifts in the information and knowledge management needs of the MO, and to proactively meet stakeholder and customer requests.

**Key challenges:**

- Deliver high quality products and services within a high volume, high pressure environment to strict deadlines and with limited resources
- Ability to exercise judgment and discharge tasks with a high level of confidentiality and discretion
- Operate in a politically sensitive environment in which deadlines and priorities change at short notice.

Senior DLO responsibilities and challenges are as reflected in the role description for a Senior DLO.

DLOs may be asked to undertake other appropriate duties during the course of their assignment by either the MO or TfNSW. Duties must be apolitical in nature and any concerns should be raised with the Senior Manager Office of the Secretary.

DLOs have a duty to respond promptly and professionally to MO requests for advice in ways which are consistent with the relevant policies and procedures of TfNSW. Where a DLO cannot resolve an issue which arises in their dealings with MO staff, they should promptly refer the issue to the Senior Manager Office of the Secretary, who can manage or escalate it directly.

A DLO must avoid assisting Ministers and their staff in ways which are or could be perceived to be politically partisan, and should not:

- Be involved in electorate office matters or any other party political activities (including initiating communication with stakeholders for a purpose which is, or could be perceived to be, politically partisan).

## 3. Transport for NSW

Transport for NSW's role is to set the strategic direction for transport across the State.

This involves consolidating the planning, policy, strategy, regulation, resource allocation, and other service and non-service delivery functions for all modes of transport in NSW.

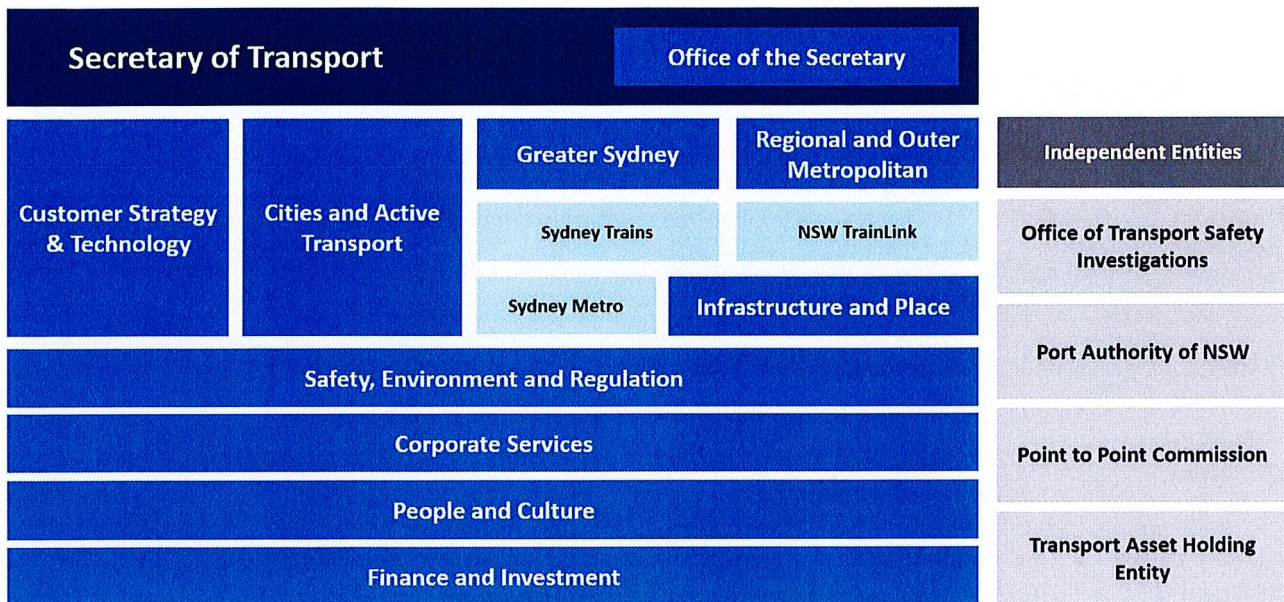
This work supports the safe and seamless movement of people and goods on roads, metro services, trains, buses, ferries, light rail, point to point transport vehicles, on demand services, community transport, and walking and cycling.

TfNSW also oversees the delivery of transport infrastructure across NSW through our project experts and industry partners.

### 3.1 Transport portfolio operating model

The Transport portfolio is made up of an extended network of Government agencies and independent entities which work together to deliver transport services and infrastructure.





## 4. Ministers Offices

MOs are fast paced, constantly changing, always busy and present a daily set of competing and often complex priorities.

Ministers are supported by their Ministerial staff. Every MO has a different make-up of staff, both in terms of the roles and number of employees. Some of the most common roles can include:

Role	Key duties
<b>Chief of Staff</b>	<ul style="list-style-type: none"> <li>• Manage the office, supervise staff, control the office budget</li> <li>• Coordinate and organise the Minister’s parliamentary program</li> <li>• Arrange briefings for the Minister</li> <li>• Oversee events and developments in the portfolio to update the Minister</li> <li>• Liaise with other Ministers, members of Parliament, Department/agency staff and members of the community</li> </ul>
<b>Policy Advisor</b>	<ul style="list-style-type: none"> <li>• Examine, analyse and advise the Minister on policy proposals and recommendations, participate in policy discussions, develop policy proposals</li> </ul>
<b>Policy Officer / Research Officer</b>	<ul style="list-style-type: none"> <li>• Assist preparation of advice on portfolio issues, policy development consistent with the Government’s agenda, consultation with portfolio Departments/agencies, interest groups, industry bodies and members of the community</li> <li>• Prepare briefing notes, submissions, speeches, etc</li> <li>• Liaise with other Ministers, members of Parliament, Department/agency staff, industry groups and constituents</li> <li>• Research emerging issues, monitor Hansard and Parliamentary debates</li> <li>• Special projects as required</li> </ul>
<b>Media Advisor</b>	<ul style="list-style-type: none"> <li>• Prepare editorial work, press releases and speeches</li> <li>• Answer media enquiries</li> </ul>

	<ul style="list-style-type: none"> <li>• Control media diary, identify media opportunities and the need to respond to adverse media</li> <li>• Liaise with other Ministers, members of Parliament, Department/agency staff and members of the community</li> </ul>
<b>Research Assistant</b>	<ul style="list-style-type: none"> <li>• Conduct research, prepare background notes and other papers</li> <li>• Liaise with other Ministers, members of Parliament, Department/agency staff and members of the community</li> </ul>
<b>Private Secretary / Executive Assistant</b>	<ul style="list-style-type: none"> <li>• Maintain the Minister's Cabinet file and other confidential papers</li> <li>• Maintain the Minister's diary and arrange necessary appointments</li> <li>• Liaise with other Ministers, members of Parliament, Department/agency staff and members of the community</li> </ul>
<b>Administrative Assistant / Office Manager</b>	<ul style="list-style-type: none"> <li>• Coordinate the Chief of Staff's diary and appointments, administrative support to the Chief of Staff, relieve receptionist when necessary</li> <li>• Liaise with other staff regarding allocation of work</li> <li>• Coordinate requests for briefing notes, speech notes, etc</li> <li>• Liaise with other Ministers' offices and members of Parliament on behalf of the Chief of Staff</li> </ul>
<b>Receptionist</b>	<ul style="list-style-type: none"> <li>• General administration, office management, handle enquiries, receive visitors, arrange appointments</li> </ul>
<b>Parliamentary Liaison Officer</b>	<ul style="list-style-type: none"> <li>• Knowledge and skills relating to the operations of Parliament, liaises with Parliament and Departments/agencies regarding the Minister's needs for Parliament</li> </ul>

## 5. Parliament of NSW

The Parliament of NSW is the law-making body for the State of NSW, directly elected by the people to make state laws, control state finances, and discuss matters of importance to the people of NSW. It consists of two democratically elected Houses:

- [Legislative Assembly](#) (Lower House)
- [Legislative Council](#) (Upper House).

Parliamentary elections determine the State Government which is formed by the party with majority support in the Lower House. Functions of Parliament includes:

- Forming Government
- Making laws
- Representing voters and citizens
- Scrutiny of the Government.

It is highly recommended DLOs familiarise themselves with the Parliament of NSW's [How Parliament Works resources](#) and the below information as soon as practical:

<b>Legislative Assembly</b>	<a href="#">NSW Legislative Assembly Practice, Procedure and Privilege</a>
	<a href="#">A Typical Sitting Week</a>
	<a href="#">Parliamentary Committees</a>
<b>Legislative Council</b>	<a href="#">NSW Legislative Council Practice, Procedure and Privilege</a>
	<a href="#">A Typical Sitting Week</a>
	<a href="#">Questions without Notice</a>
	<a href="#">Parliamentary Committees</a>
<b>Both Houses</b>	<a href="#">Questions on Notice</a>
	<a href="#">Petitions</a>
	<a href="#">All current members</a>

## 6. Employment conditions and agreements

### 6.1 Reporting relationships

Once appointed to an MO, DLOs report to the MO CoS or nominated representative for day-to-day matters.

DLOs report to the Senior Manager Office of the Secretary on all employment related matters including leave approvals, career development, training, process and procedure matters, Department related matters, and expenses.

The Senior Manager Office of the Secretary is responsible for:

- Recruiting and placing DLOs into MOs
- Induction and training of DLOs
- Approving DLO leave and organising relief DLO arrangements
- Performance management and professional development
- Coordinating DLO team meetings
- Providing DLOs with support and resources
- Supporting DLO health and wellbeing.

The TfNSW CoS also has a key role to play with respect to Senior DLOs.

### 6.2 Award/loading

DLOs remain employees of their home agency under their agency terms and conditions of employment.

Employee-related costs of DLOs are met from the budgets of TfNSW. Other costs, for example, mobile telephone, office equipment, transport and accommodation for official business, are to be met from Ministers' office budgets. This does not preclude a DLO from using existing agency administered assets in the

performance of their duties (i.e. laptops, tablets, phones etc).

DLOs are appointed at either a Grade 8 level or their substantive Grade (if their substantive role is above Grade 8 and continues to be covered by their Award employment conditions). In addition to their salary, an additional 7.5 per cent loading is paid to DLOs who are appointed to a DLO position within Office of the Secretary, in lieu of all overtime and flex leave, accrued days off and to compensate for additional duties.

The additional 7.5 per cent loading is not applicable to non-Award agency staff members (i.e. TSSM or TSSE staff).

Information about awards, agreements, salary, wages and allowances which apply to Transport employees can be accessed via [Awards and agreements – TfNSW](#).

### 6.3 Length of employment

DLO assignments are temporary and should generally not exceed 18 months.

Assignments beyond 18 months may be approved by the Secretary where a specific need is identified and recorded.

At the completion of a DLO assignment, DLOs return to the substantive role they held prior to the assignment.

### 6.4 Work hours and location

DLOs do not have to complete timesheets due to the irregular hours they may work. There is an option to place a flexsheet on hold for the duration of the DLO assignment by emailing a request via Transport Equip which will negate back capture of times upon a DLO's return to TfNSW and cease email reminders about flexsheets.

Due to IT firewalls and restricted access of Ministerial emails and datasets, flexible work arrangements are subject to the operational requirements of MOs and the approval of the relevant MO CoS.

In most cases, DLOs are required to be physically present at the MO to deal with unexpected and urgent issues. Any working from home arrangements will be in accordance with office and business practices within the MO. The DLO may be required to work from two locations – Ministerial offices at 52 Martin Place and NSW Parliament on Macquarie Street.

### 6.5 Leave

Regular and punctual attendance is essential for duties to be carried out efficiently and to ensure the best performance from DLOs. Attendance is managed in accordance with Transport awards.

All leave must be recorded to ensure accurate records are maintained in Transport Equip. The Senior Manager Office of the Secretary is responsible for approving all requests for leave in Transport Equip (including annual leave and sick leave).

The TfNSW CoS will approve all Senior DLO leave requests.

#### **Planned leave**

All requests for leave must be discussed with both the MO and the Senior Manager Office of the Secretary prior to applying in Transport Equip to allow for planning of relief DLO arrangements.

DLOs should submit these requests via email to the MO and once approved by MO in writing, DLOs should forward the approval to the Senior Manager Office of the Secretary, after which leave should be applied for in Transport Equip.

All planned leave should be discussed with other DLOs in the same MO to establish whether any other DLO leave is planned for the period.

## Unplanned leave

From time to time, DLOs may need to take unplanned leave. In these instances, they are required to inform their MO CoS (or other designated person in the MO) as well as the Senior Manager Office of the Secretary at the earliest opportunity, preferably before 9am.

## 6.6 Travel

Travel by DLOs should only occur where necessary to facilitate liaison between the Department and the MO, or if asked to accompany the Minister for a Departmental site visit. As a matter of general practice, DLOs should not accompany a Minister on official travel.

In instances where travel is proposed, DLOs must seek approval from the Senior Manager Office of the Secretary prior to any travel being organised. Employee-related costs of DLOs are to be met from the budgets of home agencies. Other costs, for example, mobile telephone, office equipment, transport and accommodation for official business, are to be met from Ministers' office budgets. This does not preclude a DLO from using existing agency administered assets in the performance of their duties (for example, laptops, tablets, phones etc).

## 6.7 Learning and development

From time to time, DLOs may participate in learning and development programs for Transport staff as notified by the appropriate TfNSW team.

Decision making is based on the following criteria:

- The program is relevant to the staff member's work, or required for the operational needs of the MO
- Sufficient funds are available in the appropriate TfNSW budget.

## 6.8 Performance management

The Senior Manager Office of the Secretary provides DLOs with feedback, monitors their performance and has regular and honest conversations about performance and development needs.

If DLOs require further assistance with performance management, they can access resources via MyTransport, contact the TSS Service Centre on 13 31 48 or contact their People and Culture Business Partner.

# 7. Work health and safety

## 7.1 Safety and security

All individuals working within an MO, including staff and contractors, must be fully aware of all security, emergency management and business continuity requirements which apply to 52 Martin Place and Parliament House, as appropriate. They must comply with security directions that may impact on standard business operations.

## 7.2 Employee Assistance Program

TfNSW is committed to maintaining a safe and healthy work environment. As part of this commitment, TfNSW provides an [Employee Assistance Program](#) (EAP) for employees and their immediate families. This service is a free confidential counselling/coaching service for personal and/or work-related problems.

If DLOS are experiencing personal or work-related issues, they and their immediate family can access the EAP for short-term, solution-focused counselling through face-to-face or telephone meetings, and online through LiveChat. TfNSW's EAP provider, Benestar, has two key services available – MyCoach and Benehub.

The Senior Manager Office of the Secretary is also a point of support for DLOs.

**Contact the EAP:**

- TfNSW, and Sydney Metro: 1300 360 364
- Sydney Trains and NSW TrainLink: 1300 364 213
- Aboriginal and Torres Strait Islander support line: 1800 816 152

## 8. DPC guidelines

The Cabinet Office has published a Circular ([C2021-07 Department Liaison Officers](#)) to outline a number of key guidelines in relation to Department Liaison Officers and their assignment to a MO:

The below guidelines apply to the assignment of DLOs to MOs:

- Payroll and leave administration for DLOs will be provided by the home agency, with leave and other matters affecting the performance of the DLO role considered in consultation with the MOs.
- Day to day, DLOs will be supervised by the Minister's CoS.
- Employee-related costs of DLOs are to be met from the budgets of home agencies. Other costs, for example, mobile telephone, office equipment, transport and accommodation for official business, are to be met from Ministers' office budgets. This does not preclude a DLO from using existing agency administered assets in the performance of their duties (for example, laptops, tablets, phones etc).
- DLOs must be politically neutral and impartial while assisting the Ministers to achieve their objectives. DLOs must avoid party political activities in the performance of their duties.
- DLOs may remain in a MO during the caretaker period before an election should their position continue to be required at the time. Particular care should be taken to ensure duties remain politically neutral.
- DLOs should be identified by Government sector agencies having regard to the skills, knowledge and experience required, in accordance with the relevant employment framework applying to the Government sector agency.
- Commencing DLOs should be advised in writing, and accept the terms and conditions applying to the assignment (for example, pay rate, employment status and end date). At the completion of a DLO assignment, ongoing agency staff return to a role in their agency at the same grade as they held prior to the assignment.
- DLO assignments are temporary and should generally not exceed 18 months. Assignments beyond 18 months may be approved by the agency head.
- DLOs are not to be issued with agency credit cards and must not exercise any agency financial delegations.
- It is the responsibility of the employing home agency to ensure that the Cabinet Office is notified of all DLO assignments:
  - Notifications must be made prior to commencement and must include commencement date, home agency employment status, home agency salary or grade, full-time equivalency (FTE), end date, and emergency contact details.
  - A DLO Notification Form must be completed by the home agency and returned no later than the day of commencement.
  - Where a DLO assignment is extended, The Cabinet Office must be notified via an updated DLO Notification Form.

- Early departures should be notified via email to The Cabinet Office.
- Commencements, extensions and departures (including early departures) should be notified via email to [People&Employment@mins.dpc.nsw.gov.au](mailto:People&Employment@mins.dpc.nsw.gov.au).

## 9. Key Transport for NSW policies

TfNSW's Corporate Policy Library is the single source of truth for all enterprise wide (i.e. whole of Transport or TfNSW) corporate policies, procedures and standards. Within this library, DLOs can find all TfNSW policies which are developed under the Corporate Policy Framework.

DLOs are responsible for familiarising themselves with TfNSW's [policies, procedures and standards](#), and complying with them.

### 9.1 Conduct and behaviour

#### 9.1.1 Transport Code of Conduct

TfNSW is a value-based organisation committed to maintaining public confidence and trust in our work. The [Transport Code of Conduct](#) outlines the standards of behaviour expected of our people and provides a framework for our interactions with customers, stakeholders and each other.

It also guides our decisions, actions and ethical behaviour in the performance of our duties and applies to all permanent, temporary and casual staff.

DLOs must also familiarise themselves with [Code of Ethics and Conduct for NSW Government sector employees](#).

Additionally, the [Speak Up reporting platform](#) is also available for TfNSW employees to report instances of misconduct or wrongdoing, including bullying, fraud and corruption, and discrimination. Speak Up can be contacted 24/7 on 1800 814 813, via the online form, via email ([transportspeakup@coreintegrity.com.au](mailto:transportspeakup@coreintegrity.com.au)) or via post (PO Box 730, Milsons Point 1565).

#### 9.1.2 Fraud and corruption prevention

TfNSW has a zero-tolerance approach to fraud and corruption, and expect all of its people to call out behaviour which may be corrupt or unethical. The Code of Conduct outlines staff responsibility to report any unethical, dishonest, or corrupt conduct.

Under the Transport Code of Conduct, DLOs are obligated to declare perceived or actual conflicts of interest. Conflict of interest declarations can be made via the [online declaration portal](#) and further information around conflicts of interest can be found [here](#).

Additionally, under the Transport Code of Conduct, gifts and benefits, including those which are declined, must be declared in accordance with relevant agency procedures. Gifts and benefits declarations can also be made via the online declaration portal.

## 9.2 Records management

TfNSW is also committed to creating and maintaining a best practice records management.

DLOs must keep and manage records in compliance with the [State Records Act 1998](#), Australian Standard AS ISO 15489 and the [Transport records management policy](#).

## 10. Processes/contact details

DLOs interact with a breadth of stakeholders across TfNSW.

Below are the common contact details for key services in the MO. Prior to commencement or as soon as practical, incoming DLO meetings will be set with the below teams to provide overview of team's services, fact sheets and processes:

Team	Key functions
<b>Government Relations (Office of the Secretary)</b>	<p>The Government Relations team leads Machinery of Government activities, providing a whole of Government and Transport portfolio view.</p> <p>Government Relations also manages high level issues and acts as an entry point for external requests from MOs, industry and Government agencies (State and Federal).The team manages the interaction between Transport for NSW, NSW Parliament and other Government agencies, including parliamentary services.</p> <p><b>Contact:</b> <a href="mailto:governmentrelations@transport.nsw.gov.au">governmentrelations@transport.nsw.gov.au</a></p>
<b>Parliamentary Services (Office of the Secretary)</b>	<p>The Parliamentary Services team sits within the Government Relations team and manages the preparation of products for Parliament, including tracking Parliamentary activity relevant to the Transport portfolios, House Folder Notes, Notice of Motion speeches, responses to parliamentary questions and petitions, Transport portfolio participation in Parliamentary Inquiries, as well as Budget Estimates project management across Transport for NSW and Sydney Metro.</p> <p><b>Contact:</b> <a href="mailto:parliamentaryservices@transport.nsw.gov.au">parliamentaryservices@transport.nsw.gov.au</a></p>
<b>Briefings (Office of the Secretary)</b>	<p>The Briefings team manages and coordinates briefing notes initiated by MOs, Transport for NSW and Sydney Metro, and provide analysis of issues to assist with decision making. The team also coordinates meeting briefs, and speaking points requested by MOs.</p> <p><b>Contact:</b> <a href="mailto:briefings@transport.nsw.gov.au">briefings@transport.nsw.gov.au</a></p>
<b>Strategic Issues and Engagement (Office of the Secretary)</b>	<p>The Strategic Issues and Engagement team identifies and provides advice on emerging risk and strategic opportunity, prepares the Secretary's internal and external communications, and briefs the Secretary on all stakeholder engagements.</p> <p><b>Contact:</b> <a href="mailto:strategicissues@transport.nsw.gov.au">strategicissues@transport.nsw.gov.au</a></p>
<b>Cabinet Services (Office of the Secretary)</b>	<p>The Cabinet Services team supports the Secretary, the Transport Executive, Ministers and Transport agencies in navigating the Cabinet process to deliver the Transport portfolio Ministers' Cabinet agenda.</p> <p>The team also ensures the Secretary has the necessary support to approve Cabinet submissions and is briefed ahead of attendance at the Expenditure Review Committee.</p> <p><b>Contact:</b> <a href="mailto:cabinet@transport.nsw.gov.au">cabinet@transport.nsw.gov.au</a></p>
<b>Customer Response team, Customer Strategy and Technology</b>	<p>The Customer Response team manages Ministerial correspondence, customer feedback, escalations and NSW Ombudsman cases on a diverse range of subjects.</p> <p>The team acts on behalf of our Ministers and Transport divisions to deliver high quality customer service through a range of customer response channels on topics spanning the entire Transport cluster. The Customer Response team liaises with other teams and subject matter experts across</p>



Transport to source advice, resolve customer concerns, and ensure customers receive timely and reliable responses.

DLOs should contact the Customer Response team for any questions about customer feedback or Ministerial correspondence.

**Contacts:** Terry McSweeney ([terry.mcsweeney@transport.nsw.gov.au](mailto:terry.mcsweeney@transport.nsw.gov.au)) and Eva Lewkowicz ([eva.h.lewkowicz@transport.nsw.gov.au](mailto:eva.h.lewkowicz@transport.nsw.gov.au))

**Please note:** HR matters deemed not appropriate to go through the Ministerial Correspondence process (any investigations or conduct allegations) should be sent through directly to the Office of the Chief People Officer inbox ([OfficeofCPOPeopleandCulture@transport.nsw.gov.au](mailto:OfficeofCPOPeopleandCulture@transport.nsw.gov.au)).

In addition to the above individual team meetings, the below regular forums will be in place to discuss and mitigate issues:

- Fortnightly meetings as a whole team with the Senior Manager Office of the Secretary, Briefings team representative, Parliamentary Services team representative and Ministerial Correspondence team representative
- Meetings with individual teams such as the Parliamentary Services, Briefings and Ministerial Correspondence teams, as agreed and required
- Additionally, the Senior Manager Office of the Secretary is available to meet with individual DLOs to provide support and discuss issues as required.

## 11. Appendix

### 11.1 Tools and equipment

DLOs will continue to maintain their TfNSW mobile phone and equipment (including laptops). DLOs should place an out of office message on their TfNSW email address and occasionally check their TfNSW emails.

The Cabinet Office will provide a laptop for use within the MO, which will be set up with Ministerial (@minister) email.

Access to Ministerial systems (including email), Ministerial buildings/offices, and Parliament House will also be organised.

Some MOs may have already established a shared DLO mailbox – if a shared DLO inbox has not been established, DLOs are strongly encouraged to organise for this to occur so there is a central point of contact for all DLOs.

### 11.2 DLO Notification Form

Prior to a DLO commencing with a MO, a DLO Notification Form must be completed by the home agency (TfNSW - Senior Manager Office of the Secretary) and returned no later than the day of commencement.

Where a DLO assignment is extended or an early departure occurs, The Cabinet Office must be notified via an updated DLO Notification Form.

The Cabinet Office must be notified of all DLO assignments by emailing the completed DLO Notification Form to [People&Employment@mins.dpc.nsw.gov.au](mailto:People&Employment@mins.dpc.nsw.gov.au).

## 11.3 Factsheets

A number of factsheets are available to assist DLOs with their day to day activities, including processes around Parliamentary products (i.e., House Folder Notes, Parliamentary Questions):

- Appendix A – Briefings
- Appendix B – Budget Estimates
- Appendix C – Cabinet and Executive Council
- Appendix D – Correspondence
- Appendix E – Parliament overview (HFNs, NOMs, Petitions)
- Appendix F – Parliamentary Committees and Inquiries
- Appendix G – Parliamentary Questions