Accountability measures for decision making for the delivery of major infrastructure, contracting public services and/or the privatization of public assets in NSW

Supplementary questions – NSW Treasury

Transparency	
1.	Page 4 of the Auditor-General's report to Parliament, *Management of the Critical Communications Enhancement Program*, noted that the increasing capital cost of the Critical Communications Enhancement Program (CCEP) was not communicated to Parliament or the community until the 2021-22 NSW Budget. Can you explain why this occurred?
	The estimated total capital cost of the project was published in the Infrastructure Statement of each year's budget paper from 2015-16 to 2023-24 noting budget papers reflect the scope that has been funded at that time. The program was called the Infrastructure Rationalisation program in 2015-16 after which its name was changed to the Critical Communications Enhancement program in 2016-17.
2.	What has NSW Treasury done to improve the transparency of the CCEP's capital costs to Parliament, to the public, and to other relevant stakeholders?
	NSW Treasury includes an accurate reflection of estimated total cost and annual budget for capital projects in each year's budget papers.
Whole-of-government cost	
3.	What is NSW Treasury's role in ensuring the full cost of an infrastructure program is tracked and reported on consistently when delivery impacts multiple agencies?
	NSW Treasury ensures that there is an accurate reflection of the approved estimated total cost and annual budget in every budget paper for every agency impacted by the infrastructure program. The completion, including managing project costs and timeframes, of infrastructure projects is the responsibility of the delivery agency.
4.	What work has NSW Treasury done to improve the tracking and reporting of the whole-of- government cost for this project?
	NSW Treasury ensures that there is an accurate reflection of estimated total cost and annual budget in every budget paper for every agency impacted by the program. It also tracks the progress of the approved program budget and actual spend.

	Significant scope changes	
5.	Noting the CCEP scope changes in relation to the 'refresh of the paging network' what processes and controls does NSW Treasury have in place to oversight significant changes to business cases at a whole-of-government level, including for business cases affecting multiple agencies?	
	An agency seeking a significant scope change to any program needs to apply TC12-20 Budget Controls Capital Expenditure Authorisation Limits. They should inform NSW Treasury and seek necessary approval for the change.	
	This needs to be supported by the case for change and a revised business case as per TPG 22-04 Submission of Business Cases and TPP18-06 NSW Government Business Case Guidelines. Gateway assurance is also expected to be conducted.	
6.	How do these processes and controls identify and examine whether there is appropriate information to support a significant change?	
	As mentioned above, these changes need to be supported by a business case which is considered and assessed by NSW Treasury and the Gateway coordinating agency.	
	Cost savings and benefits realisation	
7.	Can you provide an update on the decommissioning of redundant sites, including what cost savings have been achieved to date?	
	The agency delivering the project is best placed to answer this question.	
8.	How does or will NSW Treasury track and report on the cost savings realised from the rollout of the CCEP?	
	The delivery agency should report cost savings as part of the program benefits realisation plan.	
9.	Overall how is the realisation of benefits from the CCEP measured, evaluated and reported on?	
	The benefits realisation plan will be prepared by the delivery agency and will measure, evaluate and report on the CCEP. This will be assessed by NSW Treasury and INSW.	