

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

**HEARING DATE: 11 MARCH 2025  
SUPPLEMENTARY QUESTIONS**

**Question 1 – Ms. Jones**

Since March 2023, which entertainment, sport and other events has Destination NSW paid for or received boxes, seats and other spaces (A) in NSW and (B) outside NSW, and for each event, how many of its (1) own staff, (2) other public servants, (3) Members of Parliament, and (4) other have attended with free tickets?

(a) What was the cost at each event?

**Answer**

I am advised:

Destination NSW allocates hospitality to facilitate NSW Government representation at events which have received NSW Government investment. These allocations form part of strategic event investment agreements and sponsorship agreements between the event owner and Destination NSW, details of which are commercial-in-confidence. All Members of Parliament are required to make disclosures of pecuniary interests (including certain gifts) under the Constitution (Disclosures by Members) Regulation 1983.

**Question 2 – Sexual violence in licenced venues**

In previous Budget Estimates hearings, the Minister and the 24-Hour Economy Commissioner have acknowledged the issue of gendered violence being perpetrated in licenced venues, involving staff and also participants at venues. Given that according to recent BOCSAR data, 1 in 4 sexual violence offences in NSW occur in CBD venues, can you provide an update on any work being done in to address this specifically in the Sydney CBD?

**Answer**

I am advised:

A key role of the 24-Hour Economy Commissioner is to coordinate and engage across industry and government agencies to support safer nighttime environments and ensure that safety is at the heart of a good night out. Work to prevent gendered violence is essential in delivering positive and vibrant experiences for staff and patrons of licensed venues.

Since the last Budget Estimates hearing in September 2024, the Minister, the Commissioner and Liquor & Gaming NSW have met with industry association leaders, including the Australian Hotels Association NSW, ClubsNSW, Restaurant and Catering Australia and the Night-Time Industries Association (including the Independent Bars Association), to discuss issues and allegations of sexual harm, harassment and discrimination in the hospitality sector.

A key initial outcome of these discussions was an agreement to share information and resources. Following this collaboration, industry stakeholders have jointly launched a website titled RESPECT in Hospitality. This free website is available to all hospitality businesses, providing tools and resources to address harassment and create a supportive, respectful team culture.

A focus on night-time workers, including their safety, is part of the NSW 24-Hour Economy Strategy which was released late last year.

The Office of the 24-Hour Economy Commissioner also works closely with the Safer Cities team at Transport for NSW on place-based initiatives to improve experience and safety. As outlined further in answers 3 to 6, the Commissioner is working with relevant agencies and industry to drive cultural change and support improved reporting and handling of allegations.

L&GNSW continues to work closely with venues and the broader hospitality industry to ensure safety, respect and inclusiveness are the highest priority for staff and patrons. All staff and security personnel who work at licensed premises are required to undertake Responsible Service of Alcohol (RSA) training, which includes resources relating to safer drinking in licensed venues.

L&GNSW is currently working with advocacy groups such as Full Stop Australia to incorporate sexual harassment and sexual violence prevention content in Responsible Service of Alcohol training by 30 June 2025.

### **Question 3 – Sexual violence in licenced venues**

Will the NSW Government commit to fund the \$250k pilot program proposed by FullStop for the rollout of specialised sexual violence prevention and response training and accreditation for licensed venues across Sydney's CBD?

#### **Answer**

I am advised:

The NSW Government believes the best outcomes are achieved when industry, government and advocates work together to identify challenges and agree and implement solutions.

Updates to Responsible Service of Alcohol (RSA) on the topic of sexual violence prevention align with Full Stop Australia's Good Night Out program.

Liquor & Gaming NSW has attended meetings and consulted with Full Stop Australia on messaging around sexual violence prevention and the inclusion of Full Stop Australia's Good Night Out materials into responsible service of alcohol training.

This provides an opportunity for cross-promotion of Full Stop Australia's training offering. This offers a platform for a proposal to industry of a related training and support initiative for nightlife venues.

In consultation with key groups, including Full Stop Australia, the Office of the 24-Hour Economy Commissioner has incorporated sexual violence prevention information into the Special Entertainment Precinct handbook for councils and Purple Flag accreditation program documentation in order to guide best practice approaches by venues, councils and others.

The Minister's Office has also met with Full Stop Australia to discuss the program and other issues related to sexual violence.

### **Question 4 – Sexual violence in licenced venues**

In the September 2024 Budget Estimates, the 24-Hour Economy Commissioner said there was work underway across the hospitality sector and with the Women's Safety Commissioner on this issue, particularly on improving venues' systems and processes, and ensuring pathways are available for people to report abuse and harassment. Can you please provide an update on what has been achieved in relation to this?

#### **Answer**

I am advised:

The Office of the 24-Hour Economy Commissioner is in ongoing discussions with the Women's Safety Commissioner and agencies, including the Department of Communities &

Justice, Hospitality & Racing and Safe Work NSW, to ensure a coordinated approach across NSW Government and industry.

#### **Question 5 – Sexual violence in licenced venues**

In the September 2024 Budget Estimates, the 24-Hour Economy Commissioner acknowledged that the government hadn't yet engaged with unions specifically regarding the issue of gendered violence in the hospitality industry. Have you since done this?

#### **Answer**

I am advised:

The NSW Government supports a safe, inclusive and vibrant hospitality sector and night-time economy for both patrons and workers. There is zero tolerance for sexual harassment or violence towards staff and patrons.

Since September 2024, the Office of the 24-Hour Economy Commissioner has met with relevant unions in multiple forums, including through the 24-Hour Economy Advisory Council, which includes representatives from United Workers Union and Unions NSW. Liquor & Gaming NSW also continues to work closely with venues and the broader hospitality industry to ensure safety, respect and inclusiveness are the highest priority for staff and patrons. It will assist other regulators and law enforcement agencies with their inquiries, where appropriate, and take any follow-on disciplinary action that is appropriate under the Liquor Act 2007. Matters related to any investigations being undertaken in response to allegations in the media should be referred to NSW Police.

#### **Question 6 – Sexual violence in licenced venues**

What action is being taken by the 24-Hour Economy Commissioner and the Minister in relation to recent media reporting of significant allegations of criminal history and sexual assaults involving the Terzini family, owners of Icebergs Dining Room and Bar?

#### **Answer**

I am advised:

The NSW Government supports a safe, inclusive and vibrant hospitality sector and night-time economy for both patrons and workers. There is zero tolerance for sexual harassment or violence towards staff and patrons.

The allegations highlighted in media reports relating to venues in the NSW hospitality sector are extremely concerning.

Liquor & Gaming NSW continues to work closely with venues and the broader hospitality industry to ensure safety, respect and inclusiveness are the highest priority for staff and patrons. It will assist other regulators and law enforcement agencies with their inquiries, where appropriate, and take any follow-on disciplinary action that is appropriate under the Liquor Act 2007.

Matters related to any investigations being undertaken in response to allegations in the media should be referred to NSW Police.

#### **Question 7 – Sexual violence in licenced venues**

Victims of sexual assault who work in the hospitality industry are often reluctant to go to the police because they fear for their safety and careers. What action is being taken by the Minister and/or the 24-Hour Commissioner in relation to addressing this specifically?

#### **Answer**

I am advised:

Allegations of sexual violence, discrimination, unsafe work practices and/or inappropriate conduct by hospitality operators should be investigated by the appropriate body or law enforcement agency, including the NSW Police Force, Safe Work NSW, NSW Anti-Discrimination Board and/or Liquor & Gaming NSW.

The 24-Hour Economy Commissioner's role is to ensure a coordinated approach across Government to support a safe, accessible, welcoming and diverse night-time economy. As outlined in answers 2 to 6, the Commissioner is working with relevant agencies and industry in multiple ways to drive cultural change and support improved reporting and handling of alleged harms.

The Office of the 24-Hour Economy Commissioner also encourages and engages in public discourse to raise awareness of these issues and convene the right parties to work toward solutions. For example, the Office's NEON Forum in October 2024 included keynote addresses and panel sessions to raise industry awareness of these issues, including 'Spotlight: Women and gender-diverse people's experience in hospitality' and 'Women's safety in the 24-hour economy'.

In addition, the Commissioner recently participated in a panel as part of March Forward – Respect in Action, an International Women's Day 2025 event hosted by the Hon. Sophie Cotsis MP, Minister for Industrial Relations, and Minister for Work Health and Safety, and the Hon. Jodie Harrison MP, Minister for Women, Minister for Seniors, and Minister for the Prevention of Domestic Violence and Sexual Assault. The event featured Kate Jenkins, the architect of the Respect@Work reforms and one of Australia's most influential voices on workplace culture and gender equality.

#### **Question 8 – Appin Road Corridor**

Noting three Appin Road projects are currently ongoing, please specifically identify what Appin Road projects are funded through the \$3.305 million allocated in the 2024/25 NSW Budget under the Appin Road Upgrade budget item?

#### **Answer**

I am advised:

The \$3.305 million funding allocation in 2024/25 is for the Appin Road upgrades (State and Federal Funded), Appin Road Safety Improvements and St Johns Road Intersection Upgrade.

#### **Question 9 – Appin Road Corridor**

Of the \$3.305 million allocated in the 2024/25 NSW Budget, how much has been spent to date in the most recent internal Transport for NSW financial reporting? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

#### **Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers. The split between Opex and Capex is subject to accounting treatment.

Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

#### **Question 10 – Appin Road upgrade (Mount Gilead to Ambarvale)**

What funding has been spent this financial year on Appin Road upgrade (Mount Gilead to Ambarvale)? (Unless a future Budget will provide financial spend to March 2025, this should

not refer to a future budget)

(a) Opex, directly related to the Project?

- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 11 – Appin Road upgrade (Mount Gilead to Ambarvale)**

Why has the Transport for NSW most recently updated on 9 January 2025, failed to update the community that this upgrade is now being delivered under Stockland?

**Answer**

I am advised:

Lendlease and Stockland are working under a Voluntary Planning Agreement. Both parties undertake their own engagement activities with the community. Transport for NSW has updated the project web page to reflect the change in developer.

**Question 12 – Appin Road Safety Improvements**

What funding has been spent this financial year on Appin Road Safety Improvements to date? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 13 – Appin Road Safety Improvements**

The Addendum Review of Environmental Factors was undertaken in August 2024. Why has no update on the timing of the Submissions Report been provided?

**Answer**

I am advised:

The Appin Road Safety Improvements Project Addendum Review of Environmental Factors (AREF) was on public display from 18 July until 22 August 2024. Transport for

NSW expects this project to be determined and the Submissions Report to be published in Quarter 2 2025.

#### **Question 14 – Appin Road Safety Improvements**

Has Transport for NSW submitted the Appin Road Safety Improvements' Submissions Report to the NSW Department of Planning?

#### **Answer**

I am advised:

The Appin Road Safety Improvements AREF Submissions Report was assessed under Division 5.1 of the *Environmental Planning and Assessment Act 1979*. Transport for NSW is the determining authority for the work and there is no requirement to submit the Submissions Report to the Department of Planning, Housing and Infrastructure.

#### **Question 15 – Appin Road Safety Improvements**

When does Transport for NSW expect to release the Appin Road Safety Improvements' Submissions Report?

#### **Answer**

I am advised:

Transport for NSW expects the Submissions Report will be published in Quarter 2 2025.

#### **Question 16 – Brian Road Intersection Upgrade**

What funding has been spent this financial year on the Brian Road Intersection Upgrade? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

#### **Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

#### **Question 17 – Brian Road Intersection Upgrade**

In Minister Graham's 5 March 2024 Answers to Supplementary Questions Q123, Transport for NSW suggested that the Submissions Report has not yet been completed. It's now been a year, why has the Submissions Report for Brian Road Intersection Upgrade not yet been released?

#### **Answer**

I am advised:

Transport for NSW plans to publish the Submissions Report in Q2 2025.



**Question 18 – Brian Road Intersection Upgrade**

In Minister Graham's 5 March 2024 Answers to Supplementary Questions Q124, Transport for NSW failed to identify, what if, any money has been allocated to support these works. Will Transport for NSW reveal what money was spent during the 2023/24 Financial Year on the Brian Road Intersection?

**Answer**

I am advised:

The total project expenditure for the 2023/24 financial year was \$10 million.

**Question 19 – Elizabeth Drive Upgrades (State and Federal Funded)**

As made clear in a November 2024 community update, the \$800 million dollar commitment is only enough to deliver the Elizabeth Drive Upgrade – M12 Motorway to Devonshire Road section of the corridor. What funding has been spent this financial year on this section

of the Project? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

The \$800 million commitment will fund the upgrade of Elizabeth Drive from Devonshire Road toward Martin Road. In the current financial year, funding has been allocated to progressing the reference design, environmental assessments, property acquisitions, and project approvals. Additionally, an immediate safety upgrade is being delivered between Devonshire Road and Clifton Avenue at the Kemps Creek Shops and Kemps Creek United Soccer Club. To date, development of the east and west sections has progressed together with all spending covering both sections.

**Question 20 – Elizabeth Drive Upgrades (State and Federal Funded)**

When will Transport for NSW proceed to procure the Elizabeth Drive Upgrade – M12 Motorway to Devonshire Road section of the corridor?

**Answer**

I am advised:

Transport for NSW has recently finalised the project's Review of Environmental Factors and appointed a reference designer to support the development of tender documents. A design and construct tender is expected to be released in early 2026.

**Question 21 – Elizabeth Drive Upgrades (State and Federal Funded)**

What funding has been spent this financial year on the remainder of Elizabeth Drive East (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

I refer to the response to Supplementary Question 19.

**Question 22 – Elizabeth Drive Upgrades (State and Federal Funded)**

What funding has been spent this financial year on Elizabeth Drive West (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

I refer to the response to Supplementary Question 19.

**Question 23 – Epping Station Bridge Replacement (State and Federal Funded)**

The Buy NSW website indicates Transport for NSW sought expressions of interest Epping Station Bridge Replacement on 6 September 2024, which closed on 30 September 2024, with an estimated decision date on 25 October 2024. What was the outcome of this expression of interest?

**Answer**

I am advised:

Transport for NSW decided Early Contractor Involvement (ECI) would deliver an improved outcome. ECI promotes innovation by involving shortlisted contractors in developing design and construction solutions for what is a challenging project. Participants in the Expression of Interest can take part in the new procurement process.

**Question 24 – Epping Station Bridge Replacement (State and Federal Funded)**

Has the Epping Bridge Project identified a preferred tenderer?

**Answer**

I am advised:

Early works commenced mid-2024. The main delivery contract is expected to be awarded in late 2025, with construction to commence in 2026.  
An announcement of a preferred tenderer will be made upon the award of the contract.

**Question 25 – Epping Station Bridge Replacement (State and Federal Funded)**

Is the Epping Bridge Project still on track to begin construction in mid-2025 as indicated by the Transport for NSW website, updated 30 January 2025?

**Answer**

I am advised:

I refer to the response to Supplementary Question 24.

**Question 26 – Epping Station Bridge Replacement (State and Federal Funded)**

What was the purpose of the underground service and geotechnical investigations within the rail corridor during February 2025?

**Answer**

I am advised:

The underground service and geotechnical investigations within the rail corridor are part of the early works, used to inform design.



**Question 27 – Epping Station Bridge Replacement (State and Federal Funded)**

What funding has been spent this financial year on Epping Bridge Project (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 28 – Epping Station Bridge Replacement (State and Federal Funded)**

In Minister Graham's 5 March 2024 Answers to Supplementary Questions Q127, Transport for NSW failed to identify, what if, any money has been spent on the Epping Bridge Project. Will Transport for NSW reveal what money was spent to March 2024 since the beginning of that Financial Year?

**Answer**

I am advised:

I refer to the response to Supplementary Question 27.

**Question 29 – Epping Station Bridge Replacement (State and Federal Funded)**

In Minister Graham's 5 March 2024 Answers to Supplementary Questions Q128, Transport for NSW suggested that the main works contract is expected to be awarded early 2027. What changed?

**Answer**

I am advised:

The main works delivery contract is expected to be awarded in late 2025.

**Question 30 – Heathcote Road, Infantry Parade, Hammondville to The Avenue, Voyager Point**

In Minister Graham's 5 March 2024 Answers to Supplementary Questions Q133, Transport failed to identify what Quarter the Project will open in, only that it would open in 2025. The NSW 2024/25 Budget indicates it will open in 2026. What month or range of months will the Heathcote Road, Infantry Parade, Hammondville to The Avenue, Voyager Point open to traffic?

**Answer**

I am advised:

The project remains on target to open to traffic in late 2025, subject to any unforeseen delays. Motorists will begin using the upgraded road progressively until the final full road opening in late 2025. Final works, such as landscaping will continue through to full project completion in 2026, which is reflected in the forecasted expenditure for the next financial year.

**Question 31 Henry Lawson Drive Upgrade Stage 1B**

What funding has been spent this financial year on Henry Lawson Drive Upgrade 1B?  
(Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 32 – Hill Road Upgrade**

Why was only \$1.731 million spent on the Hill Road Upgrade in the 2023/24 Financial Year instead of the allocated \$7.329 million listed in the NSW 2023/24 Budget?

**Answer**

I am advised:

The Hill Road Upgrade spent \$1.73 million in the 2023/2024 financial year instead of the allocated \$7.329 million, as there were unplanned construction delays. Delays were experienced in finalising the Interface Deed with WestConnex and the Development Application with AYMC I to dedicate land as road which involved several government agencies.

**Question 33 – Hill Road Upgrade**

What activities were taking place in the Hill Road Upgrade project during the 2023/24 Financial Year?

**Answer**

I am advised:

The main activities over the 2023-2024 Financial Year included executing the Interface Deed and negotiating an interim Lease Arrangement with AYMC I so construction could start.

**Question 34 – Hill Road Upgrade**

Why did these activities cost \$5.598 million less than anticipated?

**Answer**

I am advised:

I refer to the response to Supplementary Question 32.

**Question 35 – Hill Road Upgrade**

Was the Hill Road Upgrade reprioritised?

**Answer**

I am advised:

No.

**Question 36 – Hill Road Upgrade**

What funding has been spent this financial year on Hill Road Upgrade? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?
- (37) Did construction for Hill Road Upgrade begin in March 2025?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 37 – Hill Road Upgrade**

Did construction for Hill Road Upgrade begin in March 2025?

**Answer**

I am advised:

Main construction work started in late March 2025.

**Question 38 – Homebush Bay Drive Upgrade**

What funding has been spent this financial year on Homebush Bay Drive Upgrade? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 39 – Homebush Bay Drive Upgrade**

The Homebush Bay Drive Upgrade's Review of Environmental Factors published in September 2024 is only for minor works, clearly Transport for NSW has only progressed

interim works. When will Transport for NSW publish the design for the real Homebush Bay Drive Upgrade that 100 million dollars was committed to?

**Answer**

I am advised:

The interim safety improvement works at the roundabout and at the Homebush Bay Drive on/off ramps were completed in December 2024. Transport for NSW plans to upgrade the roundabout to a signalised intersection to improve safety for all road users at this location. The project is currently in planning and updates will be provided to the community once available. The community will be invited to provide feedback on the project's design during consultation phases.

**Question 40 – Homebush Bay Drive Upgrade**

How much did the interim solution delivered by John Holland cost?

**Answer**

I am advised:

The interim solution was delivered by Fulton Hogan, and not John Holland, within the \$100 million allocation.

**Question 41 – Homebush Bay Drive Upgrade**

The INSW Infrastructure Pipeline indicates the Homebush Bay Drive Upgrade won't enter procurement until 2027? Is that correct?

**Answer**

I am advised:

The INSW Infrastructure Pipeline provides an indication to market of NSW Government infrastructure projects over \$50 million to attract investment and early participation in the design, construction, management and operation of major infrastructure projects across NSW.

**Question 42 – Homebush Bay Drive Upgrade**

The INSW Infrastructure Pipeline indicates the Homebush Bay Drive Upgrade won't open before 2030? Is that correct?

**Answer**

I am advised:

The INSW Infrastructure Pipeline provides an indication to market of NSW Government infrastructure projects over \$50 million to attract investment and early participation in the design, construction, management and operation of major infrastructure projects across NSW.

**Question 43 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

How much of the \$190.6 million in the NSW 2024/25 Budget is funded against King Georges Road Stage 1A?

**Answer**

I am advised:

\$160.2 million.

**Question 44 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

How much of the \$190.6 million in the NSW 2024/25 Budget is funded against King Georges Road Stage 1B?

**Answer**

I am advised:

The project only consists of three stages: 1, 2a, and 2b. Stage 1 is a single phase (not split into 1a and 1b). Funding is secured for Stages 1 and 2a, while Stage 2b is currently unfunded

**Question 45 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

How much of the \$190.6 million in the NSW 2024/25 Budget is allocated to King Georges Road Stage 2A?

**Answer**

I am advised:

This information will be available after the end of the current financial year.

**Question 46 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

What funding has been spent this financial year on King Georges Road Stage 1, inclusive of 1A and 1B? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In-year expenditure on projects has not yet progressed through the annual audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

**Question 47 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

What funding has been spent this financial year on King Georges Road Stage 1, inclusive of 1A and 1B? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In-year expenditure on projects has not yet progressed through the annual audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

**Question 48 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

What month will King Georges Road Stage 1, inclusive of 1A and 1B, open to traffic?
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**Answer**

I am advised:

In 2025.
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**Question 49 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

What quarter will King Georges Road Stage 1, inclusive of 1A and 1B, be completed?
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**Answer**

I am advised:

In 2027.
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**Question 50 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

What month will King Georges Road Stage 2A early works open to traffic?
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**Answer**

I am advised:

Preliminary works on Connells Point Road were completed and opened to traffic in May 2022. The main contract works are expected to open to traffic in 2027.
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**Question 51 – King Georges Road, Stoney Creek Road to Connells Point Road (State and Federal Funded)**

What quarter will King Georges Road Stage 2A early works be completed?
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**Answer**

I am advised:

In 2027.
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**Question 52 – Mamre Road, M4 Motorway to Erskine Park Road**

<p>What funding has been spent this financial year on Mamre Road Stage 1? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)</p> <p>(a) Opex, directly related to the Project?</p> <p>(b) Capex, directly related to the Project?</p> <p>(c) Opex, indirectly related but involving the Project?</p> <p>(d) Capex, indirectly related but involving the Project?</p>
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**Answer**

I am advised:

<p>In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.</p>
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<p>The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.</p>
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**Question 53 – Mamre Road, M4 Motorway to Erskine Park Road**

Is Mamre Road Stage 1 still on track to be completed in 2027, as indicated in the December 2024 community update?

**Answer**

I am advised:

As outlined on the project website, Mamre Road Stage 1 is expected to be completed in 2028.

**Question 54 – Mamre Road - Erskine Park Road to Kerrs Road (State and Federal Funded)**

What funding has been spent this financial year on Mamre Road Stage 2? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 55 – Mamre Road - Erskine Park Road to Kerrs Road (State and Federal Funded)**

What quarter is Transport for NSW intending to release the Review of Environmental Factors for Mamre Road Stage 2?

**Answer**

I am advised:

The Review of Environmental Factors for Mamre Road Stage 2 is expected to be released in 2025.

**Question 56 – Mamre Road - Erskine Park Road to Kerrs Road (State and Federal Funded)**

What quarter is Transport for NSW targeting the contract award for Mamre Road Stage 2?

**Answer**

I am advised:

The contract for Stage 2 is expected to be awarded in 2026.

**Question 57 – Mamre Road - Erskine Park Road to Kerrs Road (State and Federal Funded)**

Which future project will deliver improvements which connect Mamre Road from the Kerrs Road intersection to Elizabeth Drive?

- (a) Is the Devonshire Link Road actually Mamre Road-Elizabeth Drive interchange?

**Answer**

I am advised:

Devonshire Road would provide a key north-south connection - connecting Bringelly Road, Fifteenth Avenue West, Elizabeth Drive and Mamre Road.

(a) A connection between Elizabeth Drive and Mamre Road will be considered as part of future planning for Devonshire Road.

**Question 58 – Mona Vale Road, McCarrs Creek Road to Powder Works Road**

What funding has been spent this financial year on Mona Vale Road West? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 59 – Memorial Avenue, Old Windsor Road to Windsor Road (State and Federal Funded)**

What is the final total cost of Memorial Avenue, Old Windsor Road to Windsor Road? Including commercial claims against Transport for NSW.

**Answer**

I am advised:

The Memorial Avenue upgrade was completed and opened to traffic in November 2024. The approved project budget is \$224 million.

**Question 60 Mulgoa Road Stage 1 - Blaikie Road to M4 Motorway (State and Federal Funded)**

What funding has been spent this financial year on Mulgoa Road Stage 1? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised

under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 61 Mulgoa Road Stage 1 - Blaikie Road to M4 Motorway (State and Federal Funded)**

The Infrastructure Australia website indicates Mulgoa Stage 1 costs \$226.3 million dollars, why does the NSW 2024/25 Budget indicate the estimated total cost is \$409.7 million dollars?

**Answer**

I am advised:

\$409.7 million includes both Mulgoa Road Upgrade Stage 1 (Jeanette Street to Blaikie Road) and Mulgoa Road Upgrade Stage 0 (Jane Street).

**Question 62 – Mulgoa Road Stage 2 - Blaikie Road to M4 Motorway (State and Federal Funded)**

What funding has been spent this financial year on Mulgoa Road Stage 2? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 63 – Mulgoa Road Stage 2 - Blaikie Road to M4 Motorway (State and Federal Funded)**

Has a design contract been awarded for Mulgoa Road Stage 2 - Glenmore Parkway to Jeanette Street?

**Answer**

I am advised:

The design for Mulgoa Road Stage 2 is being performed by the Mulgoa Road Upgrade Alliance formed to construct Stage 1.

**Question 64 – Mulgoa Road Stage 2 - Blaikie Road to M4 Motorway (State and Federal Funded)**

Has an early works contract been awarded for Mulgoa Road Stage 2 - Glenmore Parkway to Jeanette Street?

**Answer**

I am advised:

The early works contract has not been awarded yet for Mulgoa Road Stage 2.

**Question 65 – Mulgoa Road Stage 2 - Blaikie Road to M4 Motorway (State and Federal Funded)**

Has a major works contract been awarded for Mulgoa Road Stage 2 - Glenmore Parkway to Jeanette Street?

**Answer**

I am advised:

Mulgoa Road Stage 2 is being performed by the Mulgoa Road Upgrade Alliance formed to construct Stage 1. The Alliance is currently preparing detailed design with the expectation, subject to commercial matters, that they will remain engaged to perform the delivery (construction) of Stage 2.

**Question 66 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

Will Stage 1 be delivered for \$15 million?

**Answer**

I am advised:

No.

**Question 67 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

What funding has been spent this financial year on New Richmond Bridge Stage 1? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 68 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

What funding has been spent this financial year on New Richmond Bridge Stage 2A? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 69 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

What funding has been spent this financial year on New Richmond Bridge Stage 2B? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 70 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

What is the expected cost of Stage 2B?

**Answer**

I am advised:

The cost of Stage 2B will depend on the timing of funding and whether it is delivered alongside Stage 2A or separately.

**Question 71 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

Why was shoulder widening along The Driftway descoped from Stage 1?

**Answer**

I am advised:

The full scope of the New Richmond Bridge project cannot be delivered within the available funding. To address this, Transport for NSW has worked with the NSW and Australian governments to develop a prioritised delivery strategy that maximises community benefits within the allocated budget.

The prioritised strategy was outlined in the project's Final Business Case and independently reviewed by Infrastructure NSW. It was also presented to the community

during the project's recent consultation on the Review of Environmental Factors. Any elements that are not delivered within this funding are included in Stage 2B. Stage 2B includes:

- Shoulder widening, drainage and pavement improvements on The Driftway between Londonderry Road and Reynolds Road
- A right turn lane from Bells Line of Road into Crooked Lane
- Capacity improvements to Bells Line of Road/Grose Vale Road traffic lights
- Continuing the bypass between Castlereagh Road and Londonderry Road parallel to Southee Road.

**Question 72 – New Richmond Bridge and Traffic Improvements (State and Federal Funded)**

What other scope was removed from Stage 1 and Stage 2A?

**Answer**

I am advised:

The full scope of the New Richmond Bridge project cannot be delivered within the available funding. To address this, Transport for NSW has worked with the NSW and Australian governments to develop a prioritised delivery strategy that maximises community benefits within the allocated budget.

The prioritised strategy was outlined in the project's Final Business Case and independently reviewed by Infrastructure NSW. It was also presented to the community during the project's recent consultation on the Review of Environmental Factors. Any elements that are not delivered within this funding are included in Stage 2B. Stage 2B includes:

- Shoulder widening, drainage and pavement improvements on The Driftway between Londonderry Road and Reynolds Road
- A right turn lane from Bells Line of Road into Crooked Lane
- Capacity improvements to Bells Line of Road/Grose Vale Road traffic lights
- Continuing the bypass between Castlereagh Road and Londonderry Road parallel to Southee Road.

**Question 73 – Picton Bypass (Planning) (State and Federal Funded)**

What funding has been spent this financial year on Picton Bypass? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- Opex, directly related to the Project?
- Capex, directly related to the Project?
- Opex, indirectly related but involving the Project?
- Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.



**Question 74 – Picton Bypass (Planning) (State and Federal Funded)**

What quarter will Transport for NSW release the Review of Environmental Factors for the Picton Bypass?

**Answer**

I am advised:

Transport for NSW is preparing to commence the concept design phase, with public display of the Picton Bypass' Review of Environmental Factors expected in 2026.

**Question 75 – Spring Farm Parkway Stage 1**

What is the final total cost of Spring Farm Parkway Stage 1? Including commercial claims against Transport for NSW.

**Answer**

I am advised:

The approved budget for Spring Farm Parkway Stage 1 is \$206 million.

**Question 76 – Spring Farm Parkway Stage 2**

What funding has been spent this financial year on Spring Farm Parkway Stage 2? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are treated as Opex in nature.

**Question 77 – Spring Farm Parkway Stage 2**

What quarter will Transport for NSW release the Review of Environmental Factors for the Spring Farm Parkway Stage 2?

**Answer**

I am advised:

The project is expecting to award the tender for the concept design and Review of Environmental Factors (REF) in 2025, with the REF planned to go on display for community feedback in late 2026.

**Question 78 – The Horsley Drive, M7 Motorway to Cowpasture Road (State and Federal Funded)**

How much funding will the proposed VPA deliver for delivering the Horsley Drive?

**Answer**

I am advised:

The State Voluntary Planning Agreement does not provide monetary contributions, it provides Works in Kind contributions and land dedication.

**Question 79 – Garfield Road Corridor**

Now Garfield Road East has released its submissions report, when will Garfield Road East proceed to procurement?

**Answer**

I am advised:

The Reference Design Contract was awarded on 20 March 2025, following the Request for Tender for the Design and Construct contract which is anticipated to be released in 2025. The delivery contract award for the Garfield Road East project is planned for 2026.

**Question 80 – Garfield Road Corridor**

What funding has been spent this financial year on Garfield Road East? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 81 – Garfield Road Corridor**

The Transport for NSW website was updated on 30 October 2024, however no update has been provided regarding when Garfield Road Central in years. What is the current planning status of Garfield Road Central Stage 1 and 2?

**Answer**

I am advised:

Stage 1 is at Reference Design and the Tender was let in early 2025. Stage 2 will continue once the Council-led Town Centre Master Plan is released.

**Question 82 – Garfield Road Corridor**

What funding has been spent this financial year on Garfield Road Central? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 83 – Garfield Road Corridor**

What funding has been spent this financial year on Garfield Road West? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

The recent Federal Government funding announcement for Garfield Road West project is subject to the State Government funding matching contribution, which is currently being considered in the context of statewide priorities.

**Question 84 – Garfield Road Corridor**

When is Garfield Road West programmed to finalise detailed design?

**Answer**

I am advised:

The recent Federal Government funding announcement for Garfield Road West project is subject to the State Government funding matching contribution, which is currently being considered in the context of statewide priorities. Transport for NSW will commence detailed design activities following the announcement of the State Government funding contribution.

**Question 85 – Bandon Road**

Noting the INSW infrastructure pipeline suggests Bandon Road will cost between \$250 million to \$500 million dollars. When will Transport announce delivery funding for this Project?

**Answer**

I am advised:

An Assured Final Business Case costing is planned for 2026. Subject to budget allocation for construction funding, Transport for NSW will announce the timing of commencing construction.

**Question 86 – Bandon Road**

What funding has been spent this financial year on Bandon Road? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers. The split between Opex and Capex is subject to accounting treatment.

Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 87 – Richmond Road Corridor**

What Richmond Road upgrades are currently under consideration along the length of the corridor?

**Answer**

I am advised:

Two projects are currently funded for delivery by the Australian and NSW governments: Richmond Road upgrade between Elara Boulevard and Heritage Road, Marsden Park and Richmond Road upgrade between M7 Motorway and Townson Road, Marsden Park.

**Question 88 – Richmond Road Corridor**

Richmond Road - M7 to Townson Road issued an ROI last year that closed in 31 Oct 2024. When will this Project proceed to tender?

**Answer**

I am advised:

The Richmond Road - M7 to Townson Road project went to tender for construction on 24 February 2025.

**Question 89 – Richmond Road Corridor**

When is Richmond Road, M7 to Townson Road targeting contract award?

**Answer**

I am advised:

The contract award for the Richmond Road, M7 to Townson Road is planned for 2025.

**Question 90 – Richmond Road Corridor**

What funding has been spent this financial year on Richmond Road, M7 to Townson Road?

(Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects is yet to progress through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 91 – Richmond Road Corridor**

Does Transport for NSW expect to deliver the full scope of the existing concept design for \$576 million dollars?

**Answer**

I am advised:

Transport for NSW expects to deliver the full scope of the existing concept design within the approved budget.

**Question 92 – Richmond Road Corridor**

Has Transport for NSW issued a Registration of Interest, Expression of Interest or Request for Tender to initiate the procurement process for Richmond Road, Elara Boulevard to Heritage Road?

**Answer**

I am advised:

Transport for NSW has not issued a Registration of Interest, Expression of Interest or Request.

**Question 93 – Richmond Road Corridor**

Is Transport for NSW still on target for Richmond Road, Elara Boulevard to Heritage Road to award its contract/finalise procurement in Q3 2025?

**Answer**

I am advised:

Transport for NSW is on target to award the contract and finalise procurement for Richmond Road, Elara Boulevard to Heritage Road in Q3 2025.

**Question 94 – Richmond Road Corridor**

Does Transport for NSW expect to deliver the full scope of the existing concept design for \$232 million dollars?

**Answer**

I am advised:

Transport for NSW expects to deliver the full scope of the existing concept design within the approved budget.

**Question 95 – Richmond Road Corridor**

What funding has been spent this financial year on Richmond Road, Elara Boulevard to Heritage Road? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects is yet to progress through the Annual Audit process. Expenditure on material projects is published in Transport's Annual Report and NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 96 – Wakehurst Parkway**

I note Wakehurst Parkway Improvements, Frenchs Forest to Narrabeen is not included on the most recent INSW Infrastructure Pipeline Update but is scheduled to award this calendar year? Which is correct?

**Answer**

I am advised:

Transport for NSW plans to procure and award the contract for construction work this calendar year. A registration of interest (ROI) process is planned to commence mid-2025.

**Question 97 – Wakehurst Parkway**

Has the Wakehurst Parkway Improvements, Frenchs Forest to Narrabeen entered procurement?

**Answer**

I am advised:

Transport for NSW is finalising the detailed design for the Wakehurst Parkway Improvements Project. The project has not commenced procurement for contract award.

**Question 98 – Wakehurst Parkway**

What funding has been spent this financial year on Wakehurst Parkway Improvements, Frenchs Forest to Narrabeen? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 99 – M5 Motorway - Moorebank Avenue - Hume Highway Intersection Upgrade (State and Federal Funded)**

Given the Registration of Interest closed in June 2024, how long until a contract is formally awarded for the M5 Motorway Westbound Upgrade?



**Answer**

I am advised:

It is anticipated that the M5 Westbound Traffic Upgrade will be awarded its major works contract in 2025.

**Question 100 – M5 Motorway - Moorebank Avenue - Hume Highway Intersection Upgrade (State and Federal Funded)**

What funding has been spent this financial year on M5 Motorway Westbound Upgrades? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 101 – M6 Extension Stage 1**

What funding has been spent this financial year on M6 Extension Stage 1? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 102 – M7-M12 Integration (State and Federal Funded)**

What changes in scope have occurred for the M7-M12 Integration since March 2023?

**Answer**

I am advised:

There have been no scope changes for the M7/M12 since March 2023.

**Question 103 – M7-M12 Integration (State and Federal Funded)**

What funding has been spent this financial year on M7-M12 Integration? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 104 – Sydney Gateway**

What is the final total cost of Sydney Gateway? Including commercial claims against Transport for NSW.

**Answer**

I am advised:

The total cost of the Sydney Gateway project was \$2.6 billion<sup>1</sup>. The Sydney Gateway project has ongoing monitoring requirements in its initial operations and maintenance phase.

**Question 105 – Warringah Freeway Upgrade**

What changes in scope have occurred for the Warringah Freeway Upgrade since March 2023?

**Answer**

I am advised:

The Warringah Freeway Upgrade and the Western Harbour Tunnel were registered jointly as a single project when seeking planning approval. Since March 2023, only two amendments to the approved design have been submitted to the NSW Department of Planning, Housing and Infrastructure.

Modification 1 added a construction support site for the Warringah Freeway Upgrade at Wick Street, North Ryde. Modification 2 varied the construction methodology for the Western Harbour Tunnel to incorporate the use of Tunnel Boring Machines. This change in methodology led to the addition of a new construction support site at Emu Plains to manufacture precast segments, whilst removing several construction support sites along the route.

<sup>1</sup> <https://caportal.com.au/rms/sydney-gateway/about#:~:text=About%20Sydney%20Gateway,-What%20is%20Sydney&text=A%20commitment%20of%20%242.6%20billion,new%20pedestrian%20and%20cycling%20path.>

**Question 106 – Warringah Freeway Upgrade**

What funding has been spent this financial year on Warringah Freeway Upgrade? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 107 – Western Distributor Smart Motorway (State and Federal Funded)**

If the Western Distributor Smart Motorway was opened to traffic in late 2024, why did the NSW 2024/25 Budget fail to announce that it would open in 2024?

**Answer**

I am advised:

The Western Distributor Smart Motorway is listed in the 2024-25 NSW Budget Paper 3 Infrastructure Statement on page 4-56.

**Question 108 – Western Distributor Smart Motorway (State and Federal Funded)**

If the Western Distributor Smart Motorway was opened to traffic in late 2024, why did the NSW 2024/25 Budget fail to announce the total cost of the Project?

**Answer**

I am advised:

The final cost of the Western Distributor Smart Motorway project will be available post completion of the defect period which is two years from completion of construction.

**Question 109 – Western Distributor Smart Motorway (State and Federal Funded)**

What is the final total cost of the Western Distributor Smart Motorway?

- (a) Are commercial claims currently pending between Transport for NSW and the contractor?

**Answer**

I am advised:

The final cost of the Western Distributor Smart Motorway Project is forecast to be within the budget of \$179 million. The final project cost will be determined after the defect period which is 2 years from completion of construction. There are no pending claims.

**Question 110 – Western Distributor Smart Motorway (State and Federal Funded)**

Whilst the Western Distributor Smart Motorway has opened to traffic for several months, why is the Smart Motorway only now fully operational?

**Answer**

I am advised:

The Western Distributor Smart Motorway project comprises of current market smart motorway technology that needs to be integrated into transport and private motorway management systems. To ensure reliability of the systems and safety of the road users, operational trial periods were required to fully integrate the new section into the wider motorway network.

**Question 111 – Western Harbour Tunnel**

What changes in scope have occurred for the Western Harbour Tunnel since March 2023?

**Answer**

I am advised:

I refer to the response provided to Supplementary Question 105.

**Question 112 – Western Harbour Tunnel**

What funding has been spent this financial year on Western Harbour Tunnel ? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 113 – Cambridge Avenue**

What specific actions were taken on the Cambridge Avenue Project over the last 12 months?

**Answer**

I am advised:

Transport for NSW has continued to develop the Cambridge Avenue project by preparing a concept design to identify a preferred option and is preparing a Review of Environmental Factors.

**Question 114 – Cambridge Avenue**

What funding has been spent this financial year on Western Harbour Tunnel? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 115 – Castlereagh Connection**

What specific actions were taken on the Castlereagh Connection over the last 12 months?

**Answer**

I am advised:

Since January 2025, Transport for NSW has secured a funding agreement from the Federal Government to start planning for this corridor.

**Question 116 – Castlereagh Connection**

What funding has been spent this financial year on Castlereagh Connection? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 117 – Burdekin to Townson Upgrade**

What actions were taken on the Burdekin to Townson Upgrade over the last 12 months?

**Answer**

I am advised:

The Department of Planning, Housing and Infrastructure granted Special Infrastructure Contribution (SIC) funding for Transport for NSW to develop a concept design and the Review of Environmental Factors for the upgrade of Townson and Burdekin Road.

Additional traffic modelling took place to address community concern raised during the Review of Environmental Factors to determine the potential impact on journey times from the closure of Railway Terrace. This assessment is outlined in the September 2024 submissions report.

**Question 118 – Burdekin to Townson Upgrade**

What funding has been spent this financial year on Western Harbour Tunnel ? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 119 – Dapto Ramps**

What specific actions were taken on the Dapto Ramps Project over the last 12 months?

**Answer**

I am advised:

The following actions have been progressed or completed over the past 12 months:

- Registration of the project with Infrastructure NSW.
- Completion of initial community consultation, including an online survey and an in-person pop up session.
- Completion of strategic traffic modelling and commencement of further detailed "microsimulation" traffic modelling.
- Completion of a preliminary environmental study.
- Completion of a desktop-based geotechnical assessment.
- Completion of a road safety study and historical crash analysis.
- Commencement of options exploration and strategic designs for each proposed ramp location.
- Commencement of preliminary property impacts and acquisition cost assessments.
- Commencement of an Aboriginal Cultural Values Study.
- Commencement of an Options Report to be published in 2025 which summarises the findings of the early planning.

**Question 120 – Dapto Ramps (Western Harbour Tunnel)**

What funding has been spent this financial year on Western Harbour Tunnel ? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project?
- (d) Capex, indirectly related but involving the Project?



**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 121 – The Northern Road Upgrade, Borrowdale Way to Londonderry Road**

What actions were taken on the The Northern Road Upgrade, Borrowdale Way to Londonderry Road Project over the last 12 months?

**Answer**

I am advised:

Transport for NSW is progressing a strategic business case to upgrade The Northern Road between Londonderry Road and Borrowdale Way.

**Question 122 – The Northern Road Upgrade, Borrowdale Way to Londonderry Road**

What funding has been spent this financial year on Western Harbour Tunnel? (Unless a future Budget will provide financial spend to March 2025, this should not refer to a future budget)

- (a) Opex, directly related to the Project?
- (b) Capex, directly related to the Project?
- (c) Opex, indirectly related but involving the Project? (d) Capex, indirectly related but involving the Project?

**Answer**

I am advised:

In year expenditure on projects has not yet progressed through the Annual Audit process. Expenditure on material projects is published in Transport for NSW's Annual Report and forecast amounts will be included in 2025-26 NSW Budget Papers.

The split between Opex and Capex is subject to accounting treatment. Capex costs are allocated to projects when they can be directly attributable and allowed to be capitalised under Australian Accounting Standards. Indirect costs related to a project are generally treated as Opex in nature.

**Question 123 – Marketing Team Structure & Staffing**

How many full-time equivalent (FTE) staff are employed in the marketing division of Destination NSW, and how has this number changed over the past five financial years?

**Answer**

I am advised:

Current staffing numbers are around 100, including specialists and administration. There has been no material change in staffing numbers over the last five years.

**Question 124 – Marketing Team Structure & Staffing**

Can Destination NSW provide a full organisational chart of the marketing division, including job titles, reporting lines and roles?

**Answer**

I am advised:

The Consumer Marketing division is comprised of teams working in the areas of Customer Experience and Brand Strategy, Partnerships and International Marketing, PR, Influencers and Visiting Media, Content and Creative Services, and Digital Centre of Excellence, all of which have specialists and administrative staff positions allocated to them. Details of the work of each team is included in the Destination NSW annual report.  
<https://www.destinationnsw.com.au/about-us/annual-reports>

**Question 125 – Marketing Team Structure & Staffing**

What is the total annual salary expenditure for Destination NSW's marketing team, including salaries, benefits, and bonuses?

**Answer**

I am advised:

Total salary expenditure is disclosed in Destination NSW's annual report. Salaries are paid in line with the Government Sector Employment Act 2013. Destination NSW does not pay bonuses.

**Question 126 – Marketing Team Structure & Staffing**

What proportion of marketing staff are dedicated to paid media advertising, content creation, social media?

**Answer**

I am advised:

The Consumer Marketing division comprises multi-disciplined teams with staff members working across various areas of marketing activities.

**Question 127 – Marketing Team Structure & Staffing**

Has Destination NSW engaged external consultants or contractors for marketing and advertising strategy over the past two years, and if so, with who, what has been the total cost and scope of work?

**Answer**

I am advised:

Details of consultants engaged are published in the Destination NSW annual report.

**Question 128 – Marketing Team Structure & Staffing**

What is the total expenditure on digital advertising by Destination NSW over the past financial year, broken down by platform (Google Ads, Meta, TikTok, YouTube, etc.)?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report and reflects savings measures announced in the 2023-24 budget cycle as part of the NSW Government's Comprehensive Expenditure Review. Compliance certificates relating to Cabinet approved expenditure are published at: <https://www.nsw.gov.au/nsw-government/access-nsw-government-information/advertising-compliance-certificates>

**Question 129 – DNSW Advertising Campaigns**

What is the average cost per click (CPC) for each digital platform, and how does this compare to industry benchmarks for tourism advertising?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 130 – DNSW Advertising Campaigns**

What is the total spend on programmatic advertising, and what percentage of that spend went towards real-time bidding versus guaranteed placements?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report and reflects savings measures announced in the 2023-24 budget cycle as part of the NSW Government's Comprehensive Expenditure Review.

**Question 131 – DNSW Advertising Campaigns**

What were the key performance indicators (KPIs) for digital advertising campaigns, and did Destination NSW meet these benchmarks?

**Answer**

I am advised:

Destination NSW builds campaign evaluation outcomes into all advertising activities it undertakes, details of which are commercial-in-confidence.

**Question 132 – DNSW Advertising Campaigns**

What percentage of digital advertising spend was allocated to retargeting versus new customer acquisition, and what was the return on investment (ROI) for each?

**Answer**

I am advised:

This information is commercial-in-confidence. All advertising spend has the overall aim of increasing the NSW visitor economy and delivering economic and social benefits for the people of NSW in line with the Destination NSW Act 2011.

**Question 133 – DNSW Advertising Campaigns**

Domestically - How much was spent on TV advertising campaigns over the past financial year, broken down by network (Nine, Seven, Ten, ABC, SBS, STV) and time slots?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 134 – DNSW Advertising Campaigns**

Internationally - How much was spent on TV advertising campaigns over the past financial year, broken down by network and jurisdiction and time slots?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 135 – DNSW Advertising Campaigns**

What was the average cost per for TV ad placement, and how does this compare to the previous financial year?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 136 – DNSW Advertising Campaigns**

What independent measurement or tracking has been used to assess the effectiveness of TV advertising in driving tourism bookings?

**Answer**

I am advised:

Destination NSW builds campaign evaluation outcomes into all advertising activities it undertakes, details of which are commercial-in-confidence.

**Question 137 – DNSW Advertising Campaigns**

How many unique tourism bookings can be directly attributed to TV advertising campaigns, and what was the cost per booking from TV ads?

**Answer**

I am advised:

Booking data is managed by third parties and is commercial-in-confidence. The role of Destination NSW is to market Sydney and NSW to support the visitor economy and deliver social and economic benefits to the people of NSW.

**Question 138 – DNSW Advertising Campaigns**

Were any TV advertising campaigns outsourced to external agencies, and if so, what was the total amount paid to each agency for creative and media buying services?

**Answer**

I am advised:

Yes, the details and cost of outsourcing is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 139 – DNSW Advertising Campaigns**

How much has Destination NSW spent on out-of-home (OOH) advertising, broken down by billboards, transit advertising (buses, trains, ferries), and airport placements?

**Answer**

I am advised:

Advertising expenditure is disclosed in the Destination NSW annual report. Specific costs are commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 140 – DNSW Advertising Campaigns**

What was the average CPM for OOH advertising placements, and how does this compare to other states' tourism campaigns?

**Answer**

I am advised:

Advertising expenditure is disclosed in the Destination NSW annual report. Specific costs are commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 141 – DNSW Advertising Campaigns**

How does Destination NSW measure the effectiveness of OOH advertising in converting impressions into actual travel bookings?

**Answer**

I am advised:

Booking data is managed by third parties and is commercial-in-confidence. The role of Destination NSW is to market Sydney and NSW to support the visitor economy and deliver social and economic benefits to the people of NSW.

**Question 142 – DNSW Advertising Campaigns**

What proportion of OOH advertising spend was allocated to regional NSW compared to Sydney metro locations?

**Answer**

I am advised:

Advertising expenditure is disclosed in the Destination NSW annual report. Specific allocations are commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 143 – DNSW Advertising Campaigns**

What is the total spend on print advertising, broken down by publication (Sydney Morning Herald, The Australian, Daily Telegraph, regional newspapers, travel magazines, etc.)?

**Answer**

I am advised:

Advertising expenditure is disclosed in the Destination NSW annual report. Specific allocations are commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Print advertising placements align with Government Advertising Act 2011 requirements to include direct communications to multicultural and Aboriginal audiences and expenditure in independent and local print media in regional NSW.

**Question 144 – DNSW Advertising Campaigns**

What was the readership and engagement rate for print advertisements, and how does Destination NSW measure the effectiveness of these placements?

**Answer**

I am advised:

Destination NSW has media monitoring in place to measure print advertising effectiveness, however the relevant media outlets also measure effectiveness. Data and insights regarding print media are supplied by OMD, the whole-of-government media agency, who use various sources, including Roy Morgan Single Source.

**Question 145 – DNSW Advertising Campaigns**

How much of the press advertising budget was allocated to full-page versus half-page versus sponsored content formats, and what were the cost differentials?

**Answer**

I am advised:

Advertising expenditure is disclosed in the Destination NSW annual report. Specific allocations are commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace.

**Question 146 – DNSW Advertising Campaigns**

What is the total advertising budget for Destination NSW, and what percentage of that was spent on paid media versus owned or earned media?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report.

**Question 147 – DNSW Advertising Campaigns**

What is the total number of tourism bookings directly attributed to paid advertising efforts, and what was the cost per booking across each advertising channel?

**Answer**

I am advised:

Booking data is managed by third parties and is commercial-in-confidence. The role of Destination NSW is to market Sydney and NSW to support the visitor economy and deliver social and economic benefits to the people of NSW.

**Question 148 – DNSW Advertising Campaigns**

Has Destination NSW conducted any post-campaign analysis to assess the effectiveness of its advertising spend, and if so, can a full report with metrics, benchmarks, and outcomes be provided?

**Answer**

I am advised:

Destination NSW builds campaign evaluation outcomes into all advertising activities it undertakes, details of which are commercial-in-confidence.

**Question 149 – DNSW Advertising Campaigns**

Which television networks (Nine, Seven, Ten, ABC, SBS, Foxtel) have Destination NSW engaged in advertising and content partnerships with over the past two years, and what is the total spend on each? (e.g. Sunrise, Sydney Weekender)

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report. Destination NSW assesses TV networks to reach relevant audiences and places advertising accordingly to meet campaign objectives. Destination NSW works with OMD, the whole-of-Government media agency, on media booking and strategy.

**Question 150 – DNSW Advertising Campaigns**

What specific tourism-related content partnerships has Destination NSW entered into with TV networks, and what was the total financial commitment for each?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report. Destination NSW assesses TV networks to reach relevant audiences and places advertising accordingly to meet campaign objectives. Destination NSW works with OMD, the whole-of-Government media agency, on media booking and strategy.

**Question 151 – DNSW Advertising Campaigns**

What percentage of the TV advertising budget was allocated to standalone advertisements versus integrated content partnerships with TV programs?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report.

**Question 152 – DNSW Advertising Campaigns**

For each content partnership, what were the agreed-upon deliverables, including the number of episodes, segments, or mentions, and how was the effectiveness of these placements measured?

**Answer**

I am advised:

Details contained within content partnership agreements are commercial-in-confidence.

**Question 153 – DNSW Advertising Campaigns**

What criteria were used to select which TV programs or networks would receive Destination NSW advertising dollars, and was an independent tender process conducted?

**Answer**

I am advised:

Destination NSW complies with the Government Advertising Act 2011 and works with OMD, the whole-of-Government media agency, to determine the appropriate selection of programs or networks for advertising activity. This relationship is managed by the Department of Customer Service.

**Question 154 – DNSW Advertising Campaigns**

What are the details of Destination NSW's product placement deals or branded content agreements within lifestyle, travel, or reality TV shows, and what were the costs involved?

**Answer**

I am advised:

Details contained within content agreements are commercial-in-confidence.

**Question 155 – DNSW Advertising Campaigns**

Has Destination NSW paid for any promotional integration in morning shows such as Sunrise or Today, and if so, what were the costs, placement details, and audience reach?



**Answer**

I am advised:

Destination NSW undertakes a range of activities to promote NSW to fulfil its principal object under the Destination NSW Act 2011 which is to support the visitor economy and deliver social and economic benefits to the people of NSW. Examples of this work are detailed on page 47 of the Destination NSW Annual Report.

**Question 156 – DNSW Advertising Campaigns**

How does Destination NSW track and report the return on investment (ROI) from content partnerships with TV networks, and what benchmarks were set for success?

**Answer**

I am advised:

Destination NSW builds campaign evaluation outcomes into all content partnership activities it undertakes, details of which are commercial-in-confidence.

**Question 157 – DNSW Advertising Campaigns**

What independent verification has been conducted to measure whether content partnerships have translated into increased tourism bookings, and can a full report be provided?

**Answer**

I am advised:

Booking data is managed by third parties and is commercial-in-confidence. The role of Destination NSW is to market Sydney and NSW to support the visitor economy and deliver social and economic benefits to the people of NSW.

**Question 158 – DNSW Advertising Campaigns**

Have any Destination NSW content partnerships been reviewed for cost-effectiveness, and if so, have any partnerships been deemed unsuccessful or discontinued due to lack of impact?

**Answer**

I am advised:

Destination NSW undertakes a range of activities to promote NSW to fulfil its principal object under the *Destination NSW Act 2011*, which is to support the visitor economy and deliver social and economic benefits to the people of NSW.

**Question 159 – DNSW Advertising Campaigns**

What is the formal approval process for Destination NSW marketing campaigns, including ad placements, sponsorships, and content partnerships?

**Answer**

I am advised:

All Destination NSW advertising expenditure complies with the requirements of the *Government Advertising Act 2011*, which are detailed at <https://www.nsw.gov.au/nsw-government/communications/government-advertising>.

**Question 160 – DNSW Advertising Campaigns**

What is the maximum threshold for marketing expenditure that can be approved by Destination NSW executives without ministerial or board approval?

**Answer**

I am advised:

The Destination NSW CEO has a delegation in place to approve marketing activities up to \$1 million. All advertising expenditure complies with the requirements of the *Government Advertising Act 2011*, which are detailed at <https://www.nsw.gov.au/nsw-government/communications/government-advertising>.

**Question 161 – DNSW Advertising Campaigns**

What governance measures are in place to ensure that advertising dollars are spent effectively and transparently, and how often is expenditure reviewed?

**Answer**

I am advised:

All Destination NSW advertising expenditure complies with the requirements of the *Government Advertising Act 2011*, which are detailed at <https://www.nsw.gov.au/nsw-government/communications/government-advertising>.

**Question 162 – DNSW Advertising Campaigns**

Have there been any instances where a proposed marketing campaign or ad placement was rejected due to concerns over cost-effectiveness or lack of alignment with strategic priorities?

**Answer**

I am advised:

Destination NSW complies with *Government Advertising Act 2011* requirements to ensure activities are cost-effective and align with the Visitor Economy Strategy and other relevant strategies to ensure the most effective channels are used to meet strategic priorities and deliver on the principal object of the *Destination NSW Act 2011*, which is to deliver social and economic benefits for the people of NSW through the development of tourism and the securing of major events.

**Question 163 – DNSW Advertising Campaigns**

Who has final sign-off authority for Destination NSW's advertising contracts, and is there a requirement for external oversight or independent review (eg. Peer review)?

**Answer**

I am advised:

Destination NSW operates within its approved delegations and activities are subject to *Government Advertising Act 2011*. All advertising campaigns above \$250,000 go through a Peer Review approval process with the Department of Customer Service, with additional requirements in place for campaigns above \$1 million. Advertising campaigns below \$250,000 are also approved by the Department of Customer Service prior to briefing OMD, the whole-of-Government media agency. Further detail is available at: <https://www.nsw.gov.au/nsw-government/communications/government-advertising>

**Question 164 – Social Media**

How many official social media accounts does Destination NSW operate across all platforms (Facebook, Instagram, X (formerly Twitter), TikTok, LinkedIn, YouTube, WeChat, WeBo, and others), their names, and their number of followers, and how do these figures compare to 2 years and what are their specific purposes?

**Answer**

I am advised:

Destination NSW manages various corporate and consumer facing social media accounts. These include the following platforms: Facebook, Instagram, X (formerly Twitter), TikTok, LinkedIn, YouTube, WeChat, Douyin, Red and Weibo. In 2023/24, Destination NSW social media platform accounts held in Australia had more than 6.8 million combined followers, attracting over 250,000 new followers year on year.

**Question 165 – Social Media**

What is the total annual budget allocated to managing Destination NSW's social media presence, including staffing, advertising, influencer partnerships, and content production?

**Answer**

I am advised:

The Consumer Marketing division comprises multi-disciplined teams with staff members working across various areas of marketing activities.

**Question 166 – Social Media**

Who has administrative control over each social media account, and what security measures are in place to prevent unauthorised access or misuse?

**Answer**

I am advised:

Administrative control is limited to select staff members who manage these channels. Destination NSW uses multi-factor authentication to prevent unauthorised access or misuse.

**Question 167 – Social Media**

What is the formal approval process for posting content on Destination NSW's social media accounts, and who has final sign-off on major campaigns?

**Answer**

I am advised:

Destination NSW has rigorous approval processes in place to ensure content published through social media platforms, has been approved by the relevant responsible officer, which for major campaigns is at a Director and/or General Manager level.

**Question 168 – Social Media**

Has Destination NSW deleted or modified any posts in response to public backlash, political pressure, or internal concerns, and if so, can details be provided on how often and why?

**Answer**

I am advised:

Destination NSW has community management in place to monitor social media channels.

**Question 169 – Social Media**

What are the key performance indicators (KPIs) used to measure the success of Destination NSW's social media strategy, and can the most recent performance report be provided?

**Answer**

I am advised:

Destination NSW builds campaign evaluation outcomes into all advertising activities it undertakes, details of which are commercial-in-confidence.

**Question 170 – Social Media**

What is the average engagement rate (likes, shares, comments) per platform, and how does this compare to industry benchmarks for government tourism bodies?

**Answer**

I am advised:

Destination NSW holds the number one position amongst Australian State Tourism Organisations. Social media performance results are published on page 42 of the Destination NSW annual report.

**Question 171 – Social Media**

Has Destination NSW conducted any independent reviews or audits of its social media performance, and if so, what were the key findings?

**Answer**

I am advised:

External suppliers review social media performance and provide details to Destination NSW to inform future activity. Performance results are published on page 42 of the Destination NSW annual report.

**Question 172 – Social Media**

What proportion of social media engagement is organic versus paid, and what has been the total cost of paid social media promotions over the past three financial years?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report.

**Question 173 – Social Media**

What is the total expenditure on influencer partnerships and sponsored social media content, and how does Destination NSW evaluate the effectiveness of these partnerships?

**Answer**

I am advised:

Specific advertising budget information is commercial-in-confidence to enable Destination NSW to operate in a highly competitive marketplace. Advertising expenditure is disclosed in the Destination NSW annual report. Destination NSW undertakes post-visit assessment to calculate the value of coverage.

**Question 174 – Social Media**

What guidelines does Destination NSW have in place to ensure influencers used in campaigns align with brand values, and have there been any breaches of these guidelines?

**Answer**

I am advised:

Destination NSW has a robust assessment and evaluation process to ensure alignment with the NSW Government and ACCC guidelines, as well as best practice advice from the Australian Influencer Marketing Council (AiMCO). Influencers must also adhere to the Destination NSW Content Creator Style Guide aligned with relevant ACCC guidelines. There have been no known breaches of these guidelines.

**Question 175 – Social Media**

Has Destination NSW paid for positive media coverage or content placement from travel bloggers, digital publications, or influencers, and if so, what were the costs and results?

**Answer**

I am advised:

Destination NSW advertising and marketing budget includes media coverage and content. The costs involved are commercial-in-confidence.

**Question 176 – Social Media**

How many formal complaints has Destination NSW received relating to social media content, advertising, or influencer campaigns, and what actions were taken in response?

**Answer**

I am advised:

Destination NSW has a complaints handling process in place to manage formal complaints received.

**Question 177 – Social Media**

What crisis management protocols are in place for handling social media backlash, viral criticism, or negative engagement trends, and have these been triggered in the past three years?

**Answer**

I am advised:

Destination NSW has a strategy in place which is activated to manage situations requiring a crisis communications response.

**Question 178 – Media and PR –**

How many full-time equivalent (FTE) staff are employed in Destination NSW's media and public relations team, and what is the total annual salary expenditure for this division?

**Answer**

I am advised:

The Consumer Marketing division comprises multi-disciplined teams with staff members working across various areas of marketing activities.

**Question 179 – Media and PR –**

Has Destination NSW engaged any external PR agencies, media consultants, or crisis management firms in the past three years, and if so, what were the contracts' total value and purpose?

**Answer**

I am advised:

Details of consultants and contractors engaged are published in the Destination NSW annual report.

**Question 180 – Media and PR –**

Can Destination NSW provide a full breakdown of all media monitoring services it subscribes to, including providers, costs, and the scope of media coverage included in each contract?

**Answer**

I am advised:

Destination NSW's media monitoring services are delivered through the whole of government contract, which is currently held by Isentia.

**Question 181 – Media and PR –**

How many press releases has Destination NSW issued over the past two years, and how many have resulted in direct media coverage versus being ignored or receiving no pick-up?

**Answer**

I am advised:

All media releases issued by Destination NSW are published at <https://www.destinationnsw.com.au/newsroom>.

**Question 182 – Media and PR –**

Has Destination NSW provided any exclusive media briefings, pre-embargo information, or background notes to specific journalists, and if so, which media outlets have received preferential access?

**Answer**

I am advised:

Media and communications strategies are determined on a case by case basis.

**Question 183 – Media and PR –**

What is Destination NSW's crisis communication strategy when responding to negative media coverage, and can the agency provide examples where this strategy has been activated?

**Answer**

I am advised:

Destination NSW has a strategy in place which is activated to manage situations requiring a crisis communications response.

**Question 184 – Media and PR –**

Has Destination NSW ever requested media outlets to amend or retract published stories, and if so, what were the details, reasons, and outcomes of these requests?

**Answer**

I am advised:

Destination NSW monitors media content to ensure reporting is accurate.

**Question 185 – Media and PR –**

What is the process for approving responses to media inquiries, and has there ever been a directive from the government or ministers to withhold information from journalists?

**Answer**

I am advised:

Destination NSW has an internal approval process in place. No directives to withhold information have been received.

**Question 186 – Media and PR –**

How often does Destination NSW coordinate its media messaging with the Minister for Tourism's office, and are PR strategies independently developed or politically influenced?

**Answer**

I am advised:

Destination NSW meets regularly with its Minister's Office to discuss media and communications strategies.

**Question 187 – Media and PR –**

Has Destination NSW been instructed to downplay, delay, or alter PR messaging for political or reputational reasons, and if so, what were the circumstances and who issued the directive?

**Answer**

I am advised:

Destination NSW meets regularly with its Minister's Office to discuss media and communications strategies.

**Question 188 – Hospitality -**

How many complimentary tickets has Destination NSW allocated over the past three financial years, and can this be broken down by event, ticket type, and recipient category (ministers, senior bureaucrats, media, business stakeholders, Destination NSW staff)?

**Answer**

I am advised:

Destination NSW receives a range of contractual benefits as part of the strategic event investment and sponsorship agreements with event owners, the details of which are commercial-in-confidence.

**Question 189 – Hospitality -**

What is the total value of complimentary tickets provided by Destination NSW over the last 2 years, and how is this justified as an expenditure within the visitor economy strategy?

**Answer**

I am advised:

Destination NSW receives a range of contractual benefits as part of the strategic event investment and sponsorship agreements with event owners, the details of which are commercial-in-confidence.



**Question 190 – Hospitality -**

What formal process exists for approving the allocation of complimentary tickets and hospitality benefits, and who is responsible for sign-off?

**Answer**

I am advised:

The General Manager – Product, Policy and Engagement, Destination NSW oversees formal procedures in place that define the process for allocating any hospitality received in strategic investment agreements.

**Question 191 – Hospitality -**

Over the last 2 years has Destination NSW provided complimentary tickets to any government ministers, ministerial staff, or senior public servants, and if so, can a full breakdown of recipients, events, and ticket values be provided?

**Answer**

I am advised:

Destination NSW allocates hospitality to facilitate NSW Government representation at events which have received NSW Government investment. These allocations form part of strategic event investment agreements and sponsorship agreements between the event owner and Destination NSW.

**Question 192 – Hospitality -**

When complimentary tickets remain unused, what is the formal process for reallocation, and do Destination NSW staff receive priority access to these tickets?

**Answer**

I am advised:

Destination NSW uses the hospitality received under strategic investment agreements to showcase the event and location to stakeholders, industry partners, Board and Government. Priority is given to these stakeholders for any hospitality.

**Question 193 – Hospitality -**

How many Destination NSW employees or contractors have received complimentary tickets over the past three years, and what policies govern staff access to such tickets?

**Answer**

I am advised:

The Destination NSW Code of Conduct applies to staff attendance and hosting guests at events.

**Question 194 – Hospitality -**

Are there any restrictions on Destination NSW staff members gifting, reselling, or passing on complimentary tickets, and has there ever been an instance where tickets were inappropriately used?

**Answer**

I am advised:

The Destination NSW Code of Conduct applies to staff attendance and hosting guests at events.

**Question 195 – Hospitality -**

What percentage of all complimentary tickets provided by Destination NSW are ultimately used by its own staff, and how does this align with the agency's mission to promote the visitor economy?

**Answer**

I am advised:

Destination NSW uses the hospitality received under strategic investment agreements to showcase the event and location to stakeholders, industry partners, Board and Government.

**Question 196 – Hospitality -**

Has any independent review or audit been conducted into the handling of complimentary tickets, and if so, can a copy of the findings be provided?

**Answer**

I am advised:

No.

**Question 197 – Hospitality -**

What measurable benefits does Destination NSW claim result from distributing complimentary tickets, and what data supports these claims?

**Answer**

I am advised:

Destination NSW uses the hospitality received under strategic investment agreements to showcase the event and location to stakeholders, industry partners, Board and Government.

**Question 198 – Hospitality -**

How many ticket recipients (ministers, public servants, media representatives, business stakeholders) are required to provide feedback or economic impact analysis after attending an event?

**Answer**

I am advised:

Destination NSW uses the hospitality received under strategic investment agreements to showcase the event and location to stakeholders, industry partners, Board and Government.

**Question 199 – Hospitality -**

Has Destination NSW ever been unable to justify the economic return on complimentary tickets provided, and if so, what changes were made to the allocation process?

**Answer**

I am advised:

Destination NSW receives a range of contractual benefits as part of the strategic event investment and sponsorship agreements with event owners, the details of which are commercial-in-confidence.

**Question 200 – Hospitality -**

Over the last 2 years has there been any instances where high-value complimentary

tickets were distributed but not used, and if so, how many and what was the estimated cost to taxpayers?

**Answer**

I am advised:

Destination NSW receives a range of contractual benefits as part of the strategic event investment and sponsorship agreements with event owners, the details of which are commercial-in-confidence. Destination NSW uses the hospitality received to showcase the event and location to stakeholders, industry partners, Board and Government.

**Question 201 – Hospitality -**

Does Destination NSW track whether individuals who receive complimentary tickets go on to contribute to the visitor economy (e.g., via tourism investments, promotional commitments, business partnerships), or is the allocation process purely discretionary?

**Answer**

I am advised:

Destination NSW receives a range of contractual benefits as part of the strategic event investment and sponsorship agreements with event owners, the details of which are commercial-in-confidence. Destination NSW uses the hospitality received to showcase the event and location to stakeholders, industry partners, Board and Government.

**Question 202 – Proposals to Government -**

Does Destination NSW track whether individuals who receive complimentary tickets go on to contribute to the visitor economy (e.g., via tourism investments, promotional commitments, business partnerships), or is the allocation process purely discretionary?

**Answer**

I am advised:

Destination NSW receives a range of contractual benefits as part of the strategic event investment and sponsorship agreements with event owners, the details of which are commercial-in-confidence. Destination NSW uses the hospitality received to showcase the event and location to stakeholders, industry partners, Board and Government.

**Question 203 – Proposals to Government -**

For each proposal rejected by the government, can Destination NSW provide a detailed breakdown, including the proposal title, intended purpose, projected costs, and expected economic return.

**Answer**

I am advised:

Destination NSW operates in a highly competitive environment which requires information remaining pertaining to proposals rejected to remain commercial in confidence.

**Question 204 – Proposals to Government -**

What was the total combined value of Destination NSW proposals that were knocked back by the government, and how does this compare to the value of those approved?

**Answer**

I am advised:

Destination NSW operates in a highly competitive environment which requires information relating to event investment value to remain commercial in confidence.

**Question 205 – Proposals to Government -**

Can Destination NSW provide specific reasons given by the government for rejecting each proposal, and were any of these reasons related to budget constraints, strategic misalignment, or political considerations?

**Answer**

I am advised:

Destination NSW operates in a highly competitive environment which requires information remaining pertaining to proposals rejected to remain commercial in confidence.

**Question 206 – Proposals to Government -**

Did Destination NSW conduct independent economic modelling or risk assessments for the rejected proposals, and if so, what were the projected tourism benefits that the government ultimately declined to support?

**Answer**

I am advised:

Event assessment processes undertaken by Destination NSW include economic modelling and risk assessment which are conducted in line with NSW Treasury guidelines.

Destination NSW operates in a highly competitive environment which requires information remaining pertaining to proposals rejected to remain commercial in confidence.

**Question 207 – Proposals to Government -**

Have any of the rejected proposals been revised and resubmitted, and if so, what changes were made and what was the government's final response?

**Answer**

I am advised:

Unsuccessful event organisers are offered feedback and can submit proposals for future events.

Destination NSW operates in a highly competitive environment which requires information remaining pertaining to proposals rejected to remain commercial in confidence.

**Question 208 – Proposals to Government -**

Has Destination NSW received any direct instruction from the government not to pursue certain initiatives, events, or funding applications, and if so, can details be provided?

**Answer**

I am advised:

Event assessment processes undertaken by Destination NSW include economic modelling and risk assessment which are conducted in line with NSW Treasury guidelines.

Destination NSW operates in a highly competitive environment which requires information relating to event investment value to remain commercial in confidence.

**Question 209 – Proposals to Government -**

Have any rejected proposals been subsequently pursued by private sector partners or other state tourism bodies, and if so, has NSW lost out on potential tourism investments?

**Answer**

I am advised:

Event proposals may be offered to or pursued by other state tourism organisations or seek other funding sources.

**Question 210 – Proposals to Government -**

Has Destination NSW conducted any internal review into the reasons behind government rejections, and has it adjusted its strategic planning as a result.

**Answer**

I am advised:

Destination NSW has a clear set of criteria in place which support the principal object of the *Destination NSW Act 2011* to deliver economic and social benefits to the people of NSW through the development of tourism and the securing of major events.

**Question 211 – Proposals to Government -**

Can Destination NSW confirm whether any of the rejected proposals were later repackaged and approved under different branding or funding streams, and if so, what were the key changes?

**Answer**

I am advised:

Unsuccessful event organisers are offered feedback and can submit proposals for future events. Destination NSW operates in a highly competitive environment which requires information remaining pertaining to proposals rejected to remain commercial in confidence.

**Question 212 – Race of Champions**

The Race of Champions - "The chance to see a \$1.5million track built inside Accor stadium". Not a government initiative but were any attempts made to engage with promoters given the scale – millions of dollars investment by the organisers - and the potential opportunity of it, including into the future?

**Answer**

I am advised:

Destination NSW supported this event with promotion through Destination NSW owned consumer marketing channels.

**Question 213 – Community Benefits of Golf Report**

Is the Minister aware of the Community Benefits of Golf report and the research done into the benefits of golf from an economic and social perspective?

- (a) And specifically for the tourism sector, the critical nature of golf to areas like Barooga, NSW, which boasts a 36-hole championship golf course that's in the Top 40 golf courses in Australia?
- (b) What is the Labor Government doing to support and assist sustain such critical regional tourism initiatives?

**Answer**

I am advised:

Golf, along with many other sports enjoyed by those in NSW, contribute to the economic, social and cultural wellbeing of our state.

Destination NSW promotes golf as an experience for visitors to NSW via its consumer website, VisitNSW.com. Destination NSW has a strategic partnership with Golf NSW to stage a series of Men's and Women's State Championship Golf Tournaments across regional NSW.

**Question 214 – Braidwood Heritage Centre**

The Braidwood Heritage Centre is a major part of tourism in the Braidwood region, and more than half of a \$3.75million grant gone in unfinished expansion project because of "bureaucratic ineptitude". Will the Labor Government commit to providing the necessary support to see this critical tourism project completed?

**Answer**

I am advised:

Braidwood Heritage Centre received funding from the Bushfire Local Economic Recovery Fund as part of bushfire support measures implemented by the Australian and NSW Governments. The program was administered for the NSW Government by the Department of Primary Industries and Regional Development therefore this question should be referred to the Hon. Tara Moriarty MLC, Minister for Regional NSW.

**Question 215 – General Questions – CFMEU meetings**

Given ministerial diary disclosures do not include all meetings and provide exceptions to disclosures, since 28 March 2023, have you met with the CFMEU?

**Answer**

I am advised:

In accordance with the Premier's Memorandum 2015-05, all Ministers publish extracts from their diaries summarising details of scheduled meetings held with stakeholders, external organisations, third-party lobbyists and individuals. Ministers are not required to disclose details of the following meetings:

- meetings involving Ministers, ministerial staff, parliamentarians or government officials (whether from NSW or other jurisdictions)
- meetings that are strictly personal, electorate or party political
- social or public functions or events
- meetings held overseas (which must be disclosed in accordance with regulation 6(1)(b) of the Government Information (Public Access) Regulation 2018 and Attachment B to the Memorandum), and
- matters for which there is an overriding public interest against disclosure.

Ministers' diary disclosures are published quarterly on The Cabinet Office's website (<https://www.nsw.gov.au/departments-and-agencies/the-cabinet-office/access-to-information/ministers-diary-disclosures>).

**Question 216 – ETU meetings**

Given ministerial diary disclosures do not include all meetings and provide exceptions to disclosures, since 28 March 2023, have you met with the ETU?

**Answer**

I am advised:

In accordance with the Premier's Memorandum 2015-05, all Ministers publish extracts

from their diaries summarising details of scheduled meetings held with stakeholders, external organisations, third-party lobbyists and individuals. Ministers are not required to disclose details of the following meetings:

- meetings involving Ministers, ministerial staff, parliamentarians or government officials (whether from NSW or other jurisdictions)
- meetings that are strictly personal, electorate or party political
- social or public functions or events
- meetings held overseas (which must be disclosed in accordance with regulation 6(1)(b) of the Government Information (Public Access) Regulation 2018 and Attachment B to the Memorandum), and
- matters for which there is an overriding public interest against disclosure.

Ministers' diary disclosures are published quarterly on The Cabinet Office's website (<https://www.nsw.gov.au/departments-and-agencies/the-cabinet-office/access-to-information/ministers-diary-disclosures>).

#### **Question 217 – Ministerial disclosures to The Cabinet Office**

On what date did you last update/make a ministerial disclosure to The Cabinet Office?

#### **Answer**

I am advised:

The Ministerial Code of Conduct (Ministerial Code) requires Ministers to make certain disclosures to the Premier and the Secretary of The Cabinet Office. I comply with my obligations under the Ministerial Code.

#### **Question 218 – General Questions - Department(s)/Agency(s) Employees**

How many redundancies were processed by each Department(s)/agency(s) within your portfolio responsibilities since 28 March 2023?

- (a) Of these redundancies, how many were:
  - i. Voluntary?
  - ii. Forced?
- (b) What was the total cost of all redundancies in each Department/agency within your portfolio responsibilities?
- (c) On what page are redundancies published in the respective Department(s)/Agency(s) Annual Reports?

#### **Answer**

I am advised:

Transport for NSW: Redundancies are publicly available and published in the respective Department(s)/Agency(s) Annual Reports under employee related expenses.  
 Details for the 2023-24 Financial Year have been published, and details for the 2024-25 Financial Year will form part of the 2024-25 annual report.  
 Museums of Applied Arts & Sciences: 20  
 Museums of History NSW: N/A  
 State Library: 1  
 Sydney Opera House: 15  
 Destination NSW: 2  
 DCITHS: 5

ii. Forced?  
 Art Gallery of NSW: 10  
 Australian Museum: nil  
 Museums of Applied Arts & Sciences: 1



Museums of History NSW: N/A  
 State Library: nil  
 Sydney Opera House: 1  
 Destination NSW: nil  
 DCITHS: 1

(b) What was the total cost of all redundancies in each Department/agency within your portfolio responsibilities?

Art Gallery of NSW: \$740,000  
 Australian Museum: \$439,000  
 Museums of Applied Arts & Sciences: \$2,182,709.54  
 Museums of History NSW: N/A  
 State Library: \$32,448.45  
 Sydney Opera House: \$1,039,077  
 Destination NSW: \$151,239  
 DCITHS: \$459,414

\* All figures are Gross, and excludes payout of leave balance entitlement pay out)

(c) On what page are redundancies published in the respective Department(s)/Agency(s) Annual Reports?

Art Gallery of NSW: page 117 of the Art Gallery's FY24 Annual Report  
 Australian Museum: page 128 of the Australian Museum Annual report for 2022 – 2023, and page 133 of the Australian Museum Annual report for 2023 - 2024.  
 Museums of Applied Arts & Sciences: Page 53 of the MAAS Annual Report 2022-2023 and page 134 of MAAS Annual Report 2023 - 2024.  
 Museums of History NSW: N/A  
 State Library: Non-executive redundancies are not published in the Annual Reports  
 Sydney Opera House: SOH does not report on redundancies in its annual report.  
 Destination NSW: this data is confidential and not public information and not reported in the annual report  
 DCITHS: Redundancies are published under section 'Consolidated Financial Statements for the year ended 30 June 2024' on page 10.

#### **Question 219 – General Questions - Department(s)/Agency(s) Annual Reports**

On what date were the annual report(s) from 2023-24 for each department / agency in your portfolio published?

#### **Answer**

I am advised:

The Transport for NSW annual report from 2023 – 24 was published on 22 November 2024.

The Department of Enterprise, Investment and Trade 2023-24 annual report was published in December 2024.

<https://www.nsw.gov.au/sites/default/files/noindex/2024-12/deit-annual-report-2023-2024.pdf>

#### **Question 220 – General Questions - Department(s)/Agency(s) Annual Reports**

Were the annual report(s) from 2023-24 for each department / agency in your portfolio printed?

(a) If yes, what was the printing cost(s) for each department / agency?

**Answer**

I am advised:

Annual reports should be prepared in accordance with the NSW Treasury Policy and Guidelines TPG23-10 Annual Reporting Requirements. TP23-10 also requires that an agency's annual report contain the total external costs incurred in the production of the report, including printing costs.

**Question 221 – General Questions - Department(s)/Agency(s) Annual Reports**

Did the annual report(s) from 2023-24 for each department / agency in your portfolio use in part or full an external production / body / consultant to draft?

(a) If yes, what was the cost(s) for each department / agency?

**Answer**

I am advised:

Transport for NSW did not use an external production / body / consultant for the 2023-24 Annual Report.

The drafting of the Department of Enterprise, Investment and Trade 2023-24 annual report did not use an external production / body / consultant. Following publication of the annual report an external agency was engaged to provide an accessibility layer to the report for publication on the web.

(a) The cost of creating the accessibility layer was approximately \$800.

**Question 222 – General Questions - Department(s)/Agency(s) Annual Reports**

In what month will the 2024-25 annual report(s) for each department / agency in your portfolio be published?

**Answer**

I am advised:

Consistent with GSF Act, s7.12, the Department of Creative Industries, Tourism, Hospitality and Sport 2024-25 annual report will be made publicly available no later than 5 months after it is tabled in Parliament.

As per NSW Treasury's Annual Reporting Requirements (TPG23-10), the annual reports for 2024-25 will be published on the Transport for NSW website as soon as is practicable after they have been tabled in Parliament, and by 30 November 2025.

**Question 223 – General Questions - Department(s)/Agency(s) Annual Reports**

Will the 2024-25 annual report(s) for the department / agency in your portfolio include a printed copy?

(a) If yes, how much is budgeted for printing in 2024-25 for each department / agency?

**Answer**

I am advised:

The Transport annual reports are digital publications. Two copies of each will be printed for the purpose of tabling in each House of Parliament. No budget has been set aside for printing.

The Department of Creative Industries, Tourism, Hospitality and Sport 2024-25 annual report will be printed in accordance with The Cabinet Office Circular on NSW Government Publications (C2023-04), or any replacement Circular or Treasurer's Direction.

(a) The printing costs for the Department of Creative Industries, Tourism, Hospitality and Sport 2024-25 annual report are expected to be under \$5,000.

#### **Question 224 – General Questions – State Records Act**

Have you and your ministerial office had training and/or a briefing about the State Records Act from State Records NSW and/or The Cabinet Office and/or Premier's Department?

(a) If yes, when?

#### **Answer**

I am advised:

The Ministers' Office Handbook provides guidance in relation to recordkeeping obligations under the State Records Act 1998. The Cabinet Office also provides guidance, advice, training and support on these obligations for Ministers' offices. Further information is available on State Records NSW's website ([www.nsw.gov.au/departments-and-agencies/dciths/state-records-nsw](http://www.nsw.gov.au/departments-and-agencies/dciths/state-records-nsw)). I expect my office to comply with their obligations under the State Records Act 1998.

#### **Question 103 – General Questions – Advertising**

On what page is advertising published in the respective Department(s)/Agency(s) annual report(s)?

#### **Answer**

I am advised:

In Transport for NSW's annual report, 'advertising and marketing expenses' are reported in Volume 2 on page 14 of the Department of Transport financial statements and page 12 of the Transport for NSW financial statements. In NSW TrainLink's annual report, 'advertising and marketing expenses' are reported in Volume 2 on page 14 of the NSW Trains financial statements.

Annual reports are published on the website of the relevant department or agency and are also held by the Parliamentary Library.

Department and agency expenditure is also published at [data.nsw.gov.au](http://data.nsw.gov.au)

Agency expenditure must be reported in accordance with TD23-11 Annual reporting requirements and TPG23-10 Annual Reporting Requirements.

#### **Question 225 – General Questions – Department(s)/Agency(s) Gifts and Hospitality Register**

Does your portfolio department(s)/agency(s) have a gifts and/or hospitality register?

(a) If yes, is it available online?

i. If yes, what is the website URL?

#### **Answer**

I am advised:

The Cabinet Office gifts and hospitality register is available at:

<https://www.nsw.gov.au/departments-and-agencies/the-cabinet-office/accessto-information/giftsandhospitalityregister#:~:text=The%20Cabinet%20Office%20publishes%20its,Gifts%20and%20Benefits%3A%20Minimum%20Standards>

The Department of Creative Industries, Tourism, Hospitality and Sport gifts and benefits register is managed and held centrally. The Department's gift and benefit policy is publicly available at: <https://www.nsw.gov.au/departments-and-agencies/dciths/policies-plans-and-procedures/gifts-benefits-and-hospitality>.

The Transport for NSW gifts and benefits register is managed and held centrally. Transport for NSW's gift and benefit policy is publicly available at: gift and benefit policy is publicly available at:  
<https://www.transport.nsw.gov.au/system/files/media/documents/2024/conflicts-of-interest-and-gifts-and-benefits-policy.pdf>.

**Question 226 – General Questions – Ministerial staff disclosure of gifts and/or hospitality**

Does your ministerial office keep a register of gifts and/or hospitality for staff to make disclosures?  
 (a) If yes, what is the website URL?

**Answer**

I am advised:

All Ministerial staff are required to comply with the Gifts, Hospitality and Benefits Policy for Office Holder Staff attached to the Ministers' Office Handbook and available on the NSW Government website.

**Question 227 – General Questions – Ministerial staff disclosure of gifts and/or hospitality**

Have any staff members in your office been the recipient of any free hospitality?  
 (a) What was the total value of the hospitality received?  
 (b) Are these gifts of hospitality declared?

**Answer**

I am advised:

All Ministerial staff are required to comply with their disclosure obligations under the Gifts, Hospitality and Benefits Policy for Office Holder Staff and I expect them to do so.

A breach of the Policy may be a breach of the Office Holder's Staff Code of Conduct. The Policy includes disclosure obligations for Ministerial staff in respect of gifts, hospitality and benefits over \$150.

If a Ministerial staff member is required by their role to accompany their Office Holder at an event that the Office Holder is attending as the State's representative, or where the Office Holder has asked the staff member to attend, then attendance at that event would not constitute a gift or benefit for the purposes of the Policy.

**Question 228 – General Questions – Ministerial Code of Conduct**

Since 28 March 2023, have you breached the Ministerial Code of Conduct?  
 (a) If yes, what was the breach?

**Answer**

I am advised:

All Ministers are expected to comply with their obligations under the NSW Ministerial Code of Conduct (Ministerial Code) at all times. The Ministerial Code sets the ethical standards of behaviour required of Ministers and establishes practices and procedures to assist with compliance. Among other matters, the Ministerial Code requires Ministers to:

- disclose their pecuniary interests and those of their immediate family members to the Premier

- seek rulings from the Premier if they wish to hold shares, directorships, other business interests or engage in secondary employment (known as 'prohibited interests')
- identify, avoid, disclose and manage conflicts of interest
- disclose gifts and hospitality with a market value over \$500.

A substantial breach of the Ministerial Code (including a knowing breach of any provision of the Schedule) may constitute corrupt conduct for the purposes of the Independent Commission Against Corruption Act 1988.

#### **Question 229 – General Questions – Credit Cards**

Have you ever been issued with a credit card by a NSW Government department(s) and/or agency(s) since 28 March 2023?

- (a) If yes, under what circumstance?  
 (b) If yes, what items and expenditure was undertaken?

#### **Answer**

I am advised:

Ministers and Ministerial Staff are not eligible to receive Departmental credit cards except in the case of overseas travel. In cases of overseas travel short-term cards will be issued and returned at the completion of official travel together with a travel diary for fringe benefit tax purposes.

Where a NSW Government-issued credit card is provided the credit card must only be used for official overseas business trips and official business purposes, this includes for transport to/from the airport when departing/returning from the trip.

NSW Government-issued credit cards for official business trips overseas will be held with government contract bankers and used within credit limits imposed.

Credit cards are a useful means of expenditure control, but their use should never be for personal purposes. Costs associated with overseas travel are published on the NSW Government website in line with M2015-05.

#### **Question 230 – General Questions – Credit Cards**

Do public servants in your portfolio department(s)/agency(s) been issued with department/agency credit cards?

#### **Answer**

I am advised:

The use and management of purchasing (credit) cards for official purposes is in accordance with standard procurement arrangements of the NSW Government.

#### **Question 231 – General Questions – Credit Cards**

If yes, what is the website URL of the credit card policy?

#### **Answer**

I am advised:

The Transport for NSW Purchasing Card Policy can be found via [https://www.transport.nsw.gov.au/system/files/media/documents/2024/purchasing-cardpolicy\\_May-2024.pdf](https://www.transport.nsw.gov.au/system/files/media/documents/2024/purchasing-cardpolicy_May-2024.pdf)

Government Sector Finance Agency Purchasing Card Policy can be found via <https://arp.nsw.gov.au/assets/ars/attachments/TPP21-02-Use-and-Management-of-NSWGovt-Purchasing-Cards.pdf>

**Question 232 – General Questions – Department(s)/agency(s) desk or office**

Do you have a desk or office in your portfolio department(s)/agency(s) building(s)?

**Answer**

I am advised:

I make use of an office at 52 Martin Place and at NSW Parliament.  
When travelling, Ministers may make ad hoc arrangements to work for periods in Departmental offices.

**Question 233 – General Questions – Senior Executive Drivers**

As at 1 February 2025, how many senior executives in your portfolio department(s) / agency(s) have a driver?

**Answer**

I am advised:

No Transport for NSW or Department of Creative Industries, Tourism, Hospitality and Sport senior executive service employees have a dedicated driver.

**Question 234 – General Questions – GIPA Applications – Ministerial Office**

Has your Ministerial Office received a GIPA Application(s) since 28 March 2023?

- (a) If yes, how many?
- (b) If yes, what is the website URL of the disclosure log?

**Answer**

I am advised:

Yes. The Ministerial Office has received two valid GIPA applications since 28 March 2023, one of which has not yet been determined.

1. DCITHS Disclosure log - <https://www.nsw.gov.au/departments-and-agencies/dciths/policies-plans-and-procedures/access-to-information/disclosure-log>
2. DNSW - <https://www.destinationnsw.com.au/access-to-information>
3. Art Gallery - <https://www.artgallery.nsw.gov.au/about-us/corporate-information/policy-documents/right-to-information-foi/disclosure-log/>
4. Museum of Applied Arts and Sciences (Powerhouse Museums) - <https://powerhouse.com.au/governance>
5. Museums of History - <https://mhns.w.au/about-us/access-to-information/>
6. State Library - <https://www.sl.nsw.gov.au/right-information/right-information-disclosure-log>
7. State Records - <https://www.nsw.gov.au/departments-and-agencies/dciths/state-records-nsw/access-to-information>
8. Sydney Opera House - <https://www.sydneysydneyhouse.com/about-us/how-we-work/governance-policies-and-corporate-information/obtaining-information>
9. Transport for NSW - <https://www.transport.nsw.gov.au/about-us/access-to-information/disclosure-logs>

**Question 235 – General Questions - GIPA Applications – Department(s)-Agency(s)**

Since 28 March 2023, have you and/or your ministerial office given instructions to your portfolio department(s)/agency(s) in relation to Government Information (Public Access) Act application(s)?

**Answer**

I am advised:

Under the Government Information (Public Access) Act 2009: An agency is not subject to the direction or control of any Minister in the exercise of the agency's functions in dealing with a particular access application. My office complies with the Government Information (Public Access) Act 2009.

**Question 236 – GIPA Act – Disclosure Log Website URL**

What is the website URL for the GIPA Act disclosure log each of your portfolio department(s) / agency(s)?

**Answer**

I am advised:

Disclosure Logs are maintained in accordance with the *Government Information (Public Access) Act 2009* for TfNSW, Sydney Trains, NSW Trains, Minister for Transport, Minister for Roads, Point to Point Commissioner, Sydney Metro and State Transit Authority and the previous agency, Roads and Maritime Services on the following website:

<https://www.transport.nsw.gov.au/about-us/access-to-information/disclosure-logs>

DCITHS have the following Disclosure Logs/Website and URL's:

<https://www.nsw.gov.au/departments-and-agencies/dciths/policies-plans-and-procedures/access-to-information/disclosure-log>

**Question 237 – General Questions - TikTok**

Are you on TikTok?

(a) If yes, do you access TikTok from a NSW Government device?

**Answer**

I am advised:

The Circular DCS-2025-01 Cyber Security NSW Directive - Restricted Applications List advises how NSW Government agencies are required to appropriately manage risks to NSW Government information on government-issued devices, or personal devices that are used for government business.

**Question 238 – General Questions - Signal**

Are you and/or your ministerial staff on Signal?

(a) If yes, do you and/or your ministerial staff access Signal from a NSW Government device?

(b) If yes, does Signal comply with the State Records Act

**Answer**

I am advised:

Like the former Coalition Government, a range of communications are used by the NSW Government. I comply with the State Records Act 1998 and I expect all staff members to comply with their obligations under the State Records Act 1998.

**Question 239 – General Questions - Training**

Since 28 March 2023, have you had training from an external stakeholder that included an invoice and payment paid for using your ministerial budget?

(a) If yes, what is the description of training?

(b) If yes, how much



**Answer**

I am advised:

Ministers have undertaken a program of Ministerial induction training. Ministers have undertaken Respectful Workplace Policy Training. Members of Parliament are provided with a Skills Development Allowance that may be used in a manner consistent with the Parliamentary Remuneration Tribunal Annual Determination. Ministerial Office Budgets are managed in accordance with the Ministers' Office Handbook.

**Question 240 – General Questions - Cabinet documents**

Since 28 March 2023, have you shared Cabinet documents with your Parliamentary Secretary?

**Answer**

I am advised:

The conventions and practice for access to Cabinet documents are outlined in Premier's Memorandum M2006-08 - Maintaining Confidentiality of Cabinet Documents and Other Cabinet Conventions (M2006-8). M2006-08 provides that the unauthorised and/or premature disclosure of Cabinet documents undermines collective ministerial responsibility and the convention of Cabinet confidentiality. It is essential that the confidentiality of Cabinet documents is maintained to enable full and frank discussions to be had prior to Cabinet making decisions.

**Question 241 – General Questions – Parliamentary Secretary**

Does your Parliamentary Secretary have pass access to your ministerial office?

**Answer**

I am advised:

Security passes for the parliamentary precinct and 52 Martin Place are required to be issued in accordance with the Parliament House Security Pass Policy and 52 Martin Place security procedures and the associated Privacy and Surveillance Statement.

**Question 242 – General Questions – Parliamentary Secretary**

Does your Parliamentary Secretary have a desk in your ministerial office?

**Answer**

I am advised:

No

**Question 243 – General Questions – Parliamentary Secretary**

Has your Parliamentary Secretary ever used your Ministerial Vehicle?

**Answer**

I am advised:

The Ministers' Office Handbook provides that:

- the Premier's Department will provide each Minister with a designated vehicle, which may be used by other drivers nominated by the Minister from time to time.
- the Premier's Department transport services may be used by Parliamentary Secretaries for official business trips in connection with their duties as Parliamentary Secretaries, with costs paid from the Ministers' office budget.

**Question 244 – General Questions - Media releases and statements**

Are all the ministerial media releases and statements issued by you publicly available at <https://www.nsw.gov.au/media-releases>?  
(a) If no, why?

**Answer**

I am advised:

The Department of Customer Service (DCS) is responsible for managing [www.nsw.gov.au/media-releases](https://www.nsw.gov.au/media-releases) and the publication of media releases.

**Question 245 – General Questions- Overseas Travel**

As Minister, do you approve overseas travel for public servants from your portfolio department(s)-agency(s)?

**Answer**

I am advised:

The NSW Government Travel and Transport Policy provides a framework for NSW Government travelling employees and covers official air and land travel by public officials using public money. Section 2.1 of that Policy sets out approvals required in relation to overseas travel. Further information in relation to the Policy can be found here: <https://www.info.buy.nsw.gov.au/policy-library/policies/travel-andtransport-policy> NSW Treasury Policy and Guidelines – Annual Reporting Requirements (TPG-10) requires agencies to include information on overseas visits by officers and employees in agency annual reports.

**Question 246 – Data Breaches**

Does your portfolio department(s)/agency(s) keep a register of data breaches in accordance with the Privacy and Personal Information Protection (PPIP) Act?

**Answer**

I am advised:

Transport for NSW keeps a register of data breaches in accordance with the PPIP Act.

Department of Creative Industries, Tourism, Hospitality and Sport keeps an internal register of eligible data breaches as required by section 59ZE, Part 6A of the Privacy and Personal Information Protection Act 1998 (PPIP Act). Agencies are required by section 59ZD to prepare, publish and make publicly available a data breach policy. The PPIP Act does not provide for the internal register to be made public.

Under clause 17, of Schedule 1 to the Government Information (Public Access) Act 2009, it is conclusively presumed that there is an overriding public interest against disclosure of information contained in a document prepared for the assessment of an eligible data breach under the PPIP Act, Part 6A, if the information could worsen a public sector agency's cyber security or lead to further data breaches.

**Question 247 – Data Breaches**

If yes, what is the website?

**Answer**

I am advised:

Transport for NSW's website for the public notification register is: <https://www.transport.nsw.gov.au/about-us/transport-privacy/data-breaches>

Department of Creative Industries, Tourism, Hospitality and Sport keeps an internal register of eligible data breaches as required by section 59ZE, Part 6A of the Privacy and Personal Information Protection Act 1998 (PPIP Act). Agencies are required by section 59ZD to prepare, publish and make publicly available a data breach policy. The PPIP Act does not provide for the internal register to be made public.

Under clause 17, of Schedule 1 to the Government Information (Public Access) Act 2009, it is conclusively presumed that there is an overriding public interest against disclosure of information contained in a document prepared for the assessment of an eligible data breach under the PPIP Act, Part 6A, if the information could worsen a public sector agency's cyber security or lead to further data breaches.

#### **Question 248 – General Questions - Discretionary Fund**

As Minister, do you have a discretionary fund?

(a) If yes, what department(s) / agency(s) administer it?

(b) If yes, what is the website URL detailing expenditure?

#### **Answer**

I am advised:

No, DCITHS and TfNSW does not hold a Ministerial Discretionary Fund.

#### **Question 249 – General Questions - Qantas Chairman's Lounge**

Are you a member of the Qantas Chairmans Lounge?

#### **Answer**

I am advised:

The Constitution (Disclosures by Members) Regulation 1983 (Regulation) sets out Members' obligations to disclose relevant pecuniary and other interests in periodic returns to Parliament.

The Legislative Assembly Standing Committee on Parliamentary Privilege and Ethics Report on Review of the Code of Conduct, Aspects of Disclosure of Interests, and Related Issues (December 2010) notes that:

"Advice has been received from the Crown Solicitor that use of the Chairman's Lounge by invitation is not a "gift" for the purposes of clause 10 of the Regulation, as it does not involve disposition of property. However, when the membership leads to an upgrade valued at more than \$250, it becomes disclosable as a contribution to travel, and should be reported under clause 11 of the Regulation."

Clause 16 of the Regulation allows a Member to, at their discretion, disclose any direct or indirect benefit, advantage or liability, whether pecuniary or not.

Relevant disclosures have been made to The Cabinet Office and to the NSW Parliament.

#### **Question 250 – General Questions – Local Government Councillors**

How many of your Ministerial staff is a local government councillor(s)?

#### **Answer**

I am advised:

Ministerial staff are employed by Ministers, on behalf of the State, in their capacity as "political office holders" under Part 2 of the Members of Parliament

Staff Act 2013. All Ministerial staff are required to comply with the NSW Office Holder's Staff Code of Conduct, including obligations to seek approval for secondary employment, and to take reasonable steps to avoid, and in all cases disclose, any actual or potential conflicts of interest (real or apparent).

### Question 251 – Board Positions

Please provide a list of the members of the following boards as well as payment/stipend/fees/expenses paid to those members as well as for the positions of chair and deputy chair for 1) 2024, and 2) 2025 year to date:

- (a) Creative Communities Council
- (b) Create NSW Artform Boards
- (c) Creative Communities Youth Advisory Board
- (d) 24 Hour Economy Advisory Board
- (e) Sound NSW Advisory Board
- (f) Screen NSW Advisory Board

### Answer

I am advised:

#### (a) Creative Communities Council

Member	Remuneration - 2024 (including travel costs for regional members)	Remuneration - 2025 (including travel costs for regional members) as at 25 March 2025	Total Remuneration (as at 25 March 2025)
Ms Louise Herron AM			\$-
Ms Elizabeth Mildwater			\$-
Dr Caroline Butler-Bowdon			\$-
Ms Kerri Glasscock	\$2,500.00		\$2,500.00
Ms Anne Loxley	\$2,500.00		\$2,500.00
Mr Benjamin Lee	\$2,500.00		\$2,500.00
Mr Darren Dale	\$2,500.00		\$2,500.00
Dr Tim Kurylowicz	\$4,005.94	\$607.19	\$4,613.13
Ms Julia Robinson	\$2,500.00		\$2,500.00
Mr Nicholas Pickard	\$2,500.00		\$2,500.00
Ms Erin Madeley	\$2,500.00		\$2,500.00
Totals	\$21,505.94	\$607.19	\$22,113.13

#### (b) Create NSW Artform Boards

ARTFORM BOARD	ROLE	NAME	PAYMENT 23/24
ABORIGINAL ARTS & CULTURE	CHAIR	JAMIE LEA TRINDALL	10,000.00
ABORIGINAL ARTS & CULTURE	BOARD MEMBER	JANNALI ROBYN JONES	5,000.00

ABORIGINAL ARTS & CULTURE	BOARD MEMBER	LEHA, DAVID	5,000.00
ABORIGINAL ARTS & CULTURE	BOARD MEMBER	MURPHY-OATES, ALISON	5,000.00
ABORIGINAL ARTS & CULTURE	BOARD MEMBER	RACHEL MAREE CHEETHAM	5,000.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	CRESSIDA GRIFFITH	5,000.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	HUME , LINDY	2,500.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	JACK MAURICE SYMONDS	5,000.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	JOHN MURRAY PETERSON	5,000.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	LUKE RYLEY GILLEN	2,500.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	SIMON MOORE	5,000.00
CLASSICAL MUSIC, OPERA AND CHORAL	CHAIR	BRETT WEYMARK	10,000.00
CLASSICAL MUSIC, OPERA AND CHORAL	BOARD MEMBER	DAVID BOYCE	5,000.00
CONTEMPORARY MUSIC	CHAIR	JOHN ODDY	10,000.00
CONTEMPORARY MUSIC	BOARD MEMBER	MARIA MITAR	5,000.00
CONTEMPORARY MUSIC	BOARD MEMBER	DANIEL ZILBER	5,000.00
CONTEMPORARY MUSIC	BOARD MEMBER	GEOFF BELL	7,500.00
CONTEMPORARY MUSIC	BOARD MEMBER	KALEENA LOWANNA SMITH	5,000.00
CONTEMPORARY MUSIC	BOARD MEMBER	MORWENNA ROSE BAXENDELL COLLETT	2,500.00
CONTEMPORARY MUSIC	BOARD MEMBER	ZOE PAMELA HAUPTMANN	5,000.00
DANCE & PHYSICAL THEATRE	CHAIR	BETHWYN LEAH SEROW	10,000.00
DANCE & PHYSICAL THEATRE	BOARD MEMBER	CADWELL , ALICE M	5,000.00
DANCE & PHYSICAL THEATRE	BOARD MEMBER	CARL STEVEN SCIBERRAS	5,000.00

DANCE & PHYSICAL THEATRE	BOARD MEMBER	ANNI DAVEY	5,000.00
DANCE & PHYSICAL THEATRE	BOARD MEMBER	CADI MCCARTHY	5,000.00
DANCE & PHYSICAL THEATRE	BOARD MEMBER	JAMIE LEE SHEPPARD	5,000.00
DANCE & PHYSICAL THEATRE	BOARD MEMBER	RICHARD JOSEPH CILLI	5,000.00
FESTIVALS	BOARD MEMBER	ADAM F DEUSIEN	5,000.00
FESTIVALS	BOARD MEMBER	BRIAN LINDSAY	5,000.00
FESTIVALS	BOARD MEMBER	CHRISTOPHER MICHAEL TOOHER	7,500.00
FESTIVALS	BOARD MEMBER	HANLEY , CHRISTOPHER JOHN	5,000.00
FESTIVALS	BOARD MEMBER	MARY JOSEPHINE CAPPS	5,000.00
FESTIVALS	CHAIR	NOEL STAUNTON	10,000.00
LITERATURE	BOARD MEMBER	FELICITY HOPE CASTAGNA	2,500.00
LITERATURE	BOARD MEMBER	FIONAL MCGREGOR	5,000.00
LITERATURE	BOARD MEMBER	JOHANNA CATHERINE FEATHERSTONE	5,000.00
LITERATURE	BOARD MEMBER	KERRI ELIZABETH GLASSCOCK	5,000.00
LITERATURE	BOARD MEMBER	IAN DAVID	5,000.00
LITERATURE	BOARD MEMBER	PETER POLITES	5,000.00
LITERATURE	CHAIR	PICKARD , NICHOLAS	10,000.00
LITERATURE	BOARD MEMBER	ROSEMARIE MILSOM	7,500.00
LITERATURE	BOARD MEMBER	RICHARD WALSH	5,000.00
MULTI-ARTS	BOARD MEMBER	JOSH BUTT	5,000.00
MULTI-ARTS	BOARD MEMBER	DAVID EDWARD FRANCIS	5,000.00
MULTI-ARTS	BOARD MEMBER	GRAY , ANDREW	5,000.00
MULTI-ARTS	BOARD MEMBER	LOXLEY , ANNE	5,000.00
MULTI-ARTS	CHAIR	ROSS BOWEN HARLEY	10,000.00
MULTI-ARTS	BOARD MEMBER	ZAYLAH, MOUNA	5,000.00

MUSEUMS & HISTORY	BOARD MEMBER	BILL HARRIS PROJECTS PTY LTD	5,000.00
MUSEUMS & HISTORY	BOARD MEMBER	CHRISTINE ISABEL YEATS	5,000.00
MUSEUMS & HISTORY	CHAIR	JULIE BAIRD	10,000.00
MUSEUMS & HISTORY	BOARD MEMBER	TRISTAN SHARP	5,000.00
MUSEUMS & HISTORY	BOARD MEMBER	BRETT ADLINGTON	5,000.00
MUSEUMS & HISTORY	BOARD MEMBER	LEANNE HALL	10,000.00
THEATRE & MUSICAL THEATRE	BOARD MEMBER	DANIEL DAVID GRAHAM	3,750.00
THEATRE & MUSICAL THEATRE	BOARD MEMBER	DAVID BERTHOLD	5,000.00
THEATRE & MUSICAL THEATRE	BOARD MEMBER	SUZANNE JONES	2,500.00
THEATRE & MUSICAL THEATRE	CHAIR	SARAH PARSONS	10,000.00
THEATRE & MUSICAL THEATRE	BOARD MEMBER	DANIEL POTTER	5,000.00
THEATRE & MUSICAL THEATRE	BOARD MEMBER	JOANNE KEES	5,000.00
THEATRE & MUSICAL THEATRE	BOARD MEMBER	POTTS , CHRISTINA MARION	5,000.00
VISUAL ARTS	BOARD MEMBER	MICHELLE NEWTON	5,000.00
VISUAL ARTS	BOARD MEMBER	GRIFFITHS, BLAKE HAYDEN	5,000.00
VISUAL ARTS	BOARD MEMBER	JOHN WAIGHT	2,500.00
VISUAL ARTS	BOARD MEMBER	KEITH MUNRO	2,500.00
VISUAL ARTS	BOARD MEMBER	MICHAEL MORAN	5,000.00
VISUAL ARTS	CHAIR	NEWTON , MICHELLE LOUISE	5,000.00
VISUAL ARTS	BOARD MEMBER	SABSABI, KHALED	5,000.00
			-15,000.00
		<b>Grand Total</b>	<b>363,750.00</b>



**(c) Creative Youth Network (established February 2025)**

<b>Member</b>	<b>Remuneration - 2024 (including travel costs for regional members)</b>	<b>Remuneration - 2025 (including travel costs for regional members) as at 25 March 2025</b>	<b>Total Remuneration (as at 25 March 2025)</b>
Ms Akala Newman	n/a		\$-
Ms Brittany Green	n/a		\$-
Ms Chanel Urbano	n/a		\$-
Mr Dominic Lui	n/a		\$-
Mr Dylan Goh	n/a		\$-
Ms Ebony Wightman	n/a		\$-
Ms Eliza Cooper	n/a		\$-
Ms Ella Watson-Heath	n/a		\$-
Ms Emah Guihot	n/a	\$452.00	\$452.00
Ms Emily Johnson	n/a		\$-
Mr Emmanuel Asante	n/a		\$-
Ms Faid Mazin	n/a		\$-
Ms Gillian Kayrooz	n/a	\$110.00	\$110.00
Ms Lily Hayman	n/a		\$-
Mr Marco Rinaldi	n/a		\$-
Ms Marlee Silva	n/a		\$-
Ms Maybelline San Juan	n/a		\$-
Ms Michelle Huynh	n/a		\$-
Ms Morgan Hogg	n/a	\$110.00	\$110.00
Ms Nina Longfellow	n/a		\$-

Mr Peter Sabagh	n/a		\$-
Mr Remy Faint	n/a		\$-
Totals	\$-	\$672.00	\$672.00

**(d) 24-Hour Economy Advisory Board**

<b>Name</b>	<b>Organisation</b>
James Boyce	Grumpy Sailor Studio
Anthony Byrne	United Workers Union
Naysla Edwards	American Express
Michael Gibb	Night Time Industries Association
Sofia Gibson	City of Wollongong
John Green	Australian Hotels Association NSW
David Harding	Business NSW
Serena Hardwick	Business NSW
Libby Harris	City of Sydney Council
Lucy Joseph	Live Music Office
Carolyn Lenehan	Business Events Sydney
Matt Levinson	Committee for Sydney
Gemma Lloyd	Sacred Country Consulting
Paula Maling	First Nations Media Australia
Joe Muller	MusicNSW
Beau Neilson	The Vanguard
Ash Nicholson	CBRE
Todd Pinkerton	Unions NSW
Aileen Robalino	City of Parramatta
Karl Schlothauer	House of Pocket/YCK Laneways/Independent Bars Association NSW
Jane Slingo	VibeLab/EMC
Elliot Solomon	Solotel
Alicia Talbot	Blacktown City Council
Alison Tehan	ClubsNSW
James Thorpe	Odd Culture Group

Natalie Turmine	Service and Creative Skills Australia (ScCSA)
Phillip Wadds	UNSW Sydney
James Winter	Brand X Productions

Council members receive no remuneration and have claimed no expenses to 26 March 2025.

**(e) Sound NSW Advisory Board (term expired 28 February 2025)**

Name	Fees per annum
Jessica Ducrou (Chair)	\$10,000
John Watson (Deputy Chair)	\$5,000
Annabelle Herd	\$5,000
Dean Ormston	\$5,000
Jane Slingo	\$5,000
Kristy Lee Peters	\$5,000
Lucy Josephs	\$5,000
Matthew Jeffrey	\$5,000
Tanya Ali (became a NSW Public Sector employee during her term)	\$5,000
Tim Leha	\$5,000
Tyla Dombroski	\$5,000
Vyvienne Abla	\$5,000

Sound NSW paid \$430 of accommodation expenses in 2024.

**(f) Screen NSW – Film and Television Advisory Committee**

Name	Fee per annum
Patrick Fair (Chair)	\$10,000
Fadia Abboud	\$5,000
Troy Lum	\$5,000
Jodi Matterson	\$5,000
Gillian Moody	\$5,000
Josh Pomeranz	\$5,000
Debra Richards	\$5000

**Question 252 – Powerhouse Museum**

What is the reason and amount of the additional dollars that were added to the MAAS 2023- 2024 budget just months after the 2023-2024 budget was approved?

**Answer**

I am advised:

Page 125 of the Powerhouse 2023/24 Annual Report states that \$15 million in funding was approved in Quarter 4. This funding was to support expenses related to the museum responsibilities for the revitalisation of Powerhouse, Ultimo. This includes relocation of collection objects and preparatory building works.

**Question 253 – Powerhouse Museum**

Has the Powerhouse Ultimo Revitalisation project been approved?

**Answer**

I am advised:

The State Significant Development Application for the revitalisation of Powerhouse Ultimo was approved on 24 March 2025.

**Question 254 – Powerhouse Museum**

What is the total budget for the Powerhouse Ultimo Revitalisation and has expenditure been committed?

**Answer**

I am advised:

The total project budget is \$300 million as per the NSW Budget Papers 2024-2025.

**Question 255 – Powerhouse Museum**

If not approved, why have funds been spent when the project is not approved?

**Answer**

I am advised:

The project is approved. On September 2, 2023, the NSW Government announced a \$300 million heritage revitalisation for the museum. Expenditure to date is for the relocation of the collection and early works, carried out in parallel with the SSDA's detailed planning and design process. Any delays would have jeopardised the project's scope, increased costs through escalation, and postponed the museum's reopening. The project secured planning approval in March.

**Question 256 – Powerhouse Museum**

What is the total demolition contract worth for the Powerhouse Ultimo Revitalisation project and when was the contract let?

- (a) Has the total contract been let or is it staged?
- (b) What are the costs of each stage?
- (c) What is the planned timeline for delivery?
- (d) What is the opportunity cost if this demolition planned under the Powerhouse Ultimo Renewal does not proceed but instead the Powerhouse Museum is renewed with a program of repairs and maintenance and, exhibition and facilities renewal and reopened to the public as promised by Labor before the last election?

**Answer**

I am advised:

The early works contract for Powerhouse Ultimo Revitalisation project is part of the total project budget of \$300 million. Infrastructure NSW has advised the early works contract was awarded in October 2024 to the value of \$5,756,700.40 (including GST) as per buy.nsw. Early works comprises site establishment, investigation works, some demolition and any required remediation.

(a) Infrastructure NSW has advised the early works contract has been let.

(b) All stages of the project will be delivered within the total project budget of \$300 million.

(c) Infrastructure NSW has advised the revitalisation of Powerhouse Museum Ultimo is expected to take up to three years, with timing to be confirmed following preparation of a detailed construction program.

(d) There has been no significant capital investment in the Ultimo Powerhouse Museum since the museum opened in 1988. Rectification works are now required to prevent further degradation, remove previously unidentified hazardous material, preserve the museum's structural integrity and heritage, ensure the safety of the Powerhouse collection, support a quality visitor experience and upgrade accessibility compliance.

The revitalisation will provide world-class exhibitions spaces focused on the applied arts and sciences and a major new public domain. The project recently reached a major milestone with the State Significant Development Application now determined. The project is moving forward with a main works contractor award and construction to start mid-year.

**Question 257 – Powerhouse Museum**

What is the budget for undertaking the repairs, maintenance and renewal of the Powerhouse Museum given this program has been previously specified and unnecessarily delayed?

**Answer**

I am advised:

The total project budget for the Powerhouse Museum Ultimo Revitalisation project is \$300 million.

**Question 258 – Powerhouse Museum**

What is the budget post the planned Powerhouse Ultimo Revitalisation to retro fit the remnant buildings with exhibition galleries and public facilities given the scale of the Museum's demolition?

**Answer**

I am advised:

The budget to operate, program and maintain the museum post-revitalisation will be determined through NSW treasury processes.

**Question 259 – Powerhouse Museum**

Please separately detail the costs of dismantling/extracting the Museum's objects from the exhibitions after the museum was closed in February 2024 and, the costs of the removal of objects from the Powerhouse Museum Ultimo premises to storage, either on Museum premises or third-party premises.

**Answer**

I am advised:

The costs to relocate the Collection objects to date is \$7.3 million. Costs include documentation, conservation, digitisation, specialist rigging, logistics transport and staffing.

**Question 260 – Powerhouse Museum**

Please detail any damage to Museum objects which occurred during their removal from display and/or transport and installation in storage and/or display storage.

- (a) What were the costs of any treatment/repairs of damaged objects?
- (b) Please specify any incidents of damage which resulted in an insurance claim.

**Answer**

I am advised:

There was no damage to objects during their relocation from Powerhouse Ultimo to Castle Hill.

- (a) N/A
- (b) N/A

**Question 261 – Powerhouse Museum**

What are the costs, up front and recurrent, of storing and/or displaying Museum objects which have been removed from the Powerhouse Museum since February 4, 2024, in Museum storage/display.

**Answer**

I am advised:

Costs to store Collection objects at Powerhouse Castle Hill are covered by the museum's recurrent funding. The estimated facilities cost to operate Powerhouse Castle Hill where the Collection is stored is \$3.3m p.a.

**Question 262 – Powerhouse Museum**

What are the costs, up front and recurrent, of storing and/or displaying Museum objects which have been removed from the Powerhouse Museum since February 4, 2024, in third party storage/display facilities.

**Answer**

I am advised:

\$323,500.00

**Question 265 – Powerhouse Museum**

Please provide the Risk Assessment Plan and all documentation for the dismantling and removal of the Museum's Collection from the exhibitions in the Powerhouse Museum Ultimo the costs of preparing the plan and who the consultant was if not prepared by Museum staff.

**Answer**

I am advised:

The Powerhouse Museum has one of the world's most highly skilled teams who are experts in taking care of the Collection. This includes extensive experience in registration, conservation and logistics. Utilising plans from 1988 install and object documentation from the museum's Collection Management System, the Powerhouse developed individual Object movement plans and risk assessments for the large and complex objects. Informed by the Powerhouse Collection Management, Storage and Access and Conservation

policies, these plans were developed with input from Registration, Conservation, Powerhouse Logistics and specialist advisors and contractors as required. A copy of the relevant policies are provided.

**Question 266 – Powerhouse Museum**

What is the total number of staff that have been lost since the commencement of the Powerhouse Ultimo Revitalisation project.

**Answer**

I am advised:

11 ongoing Visitor Services roles (FTE) were affected by the closure of the museum. These positions were made redundant.

**Question 267 – Powerhouse Museum**

How many temporary staff, casual and contractors are currently employed by the Museum?

**Answer**

I am advised:

82 staff are temporary employees, and the museum has 111 casual staff.

**Question 268 – Powerhouse Museum**

Why has the Powerhouse Museum increased the use of both consultants and contractors, including the employment of Powerhouse Associates who will be in residence for a 12-month period to develop and deliver projects including workspaces, digital studios, the Powerhouse collection, Research and Library and activities.

**Answer**

I am advised:

Powerhouse engages consultants and contractors to provide specialist expertise, support key projects, and ensure the successful delivery of Powerhouse Parramatta and the revitalisation of Ultimo.

The Associates program engages practitioners of the applied arts and sciences to enrich their practice and professional standing through collaboration with Powerhouse curatorial, collections, writing, exhibitions and public program teams.

**Question 269 – Powerhouse Museum**

What is the cost in the contract for the Powerhouse Associates?

**Answer**

I am advised:

In 2023/24, Powerhouse expended \$614,314 on Powerhouse Associate fees. Total costs to date for 2024/25 are \$1.4m

**Question 270 – Powerhouse Museum**

Why is there a need to engage this range of external stakeholders given the breadth of skills held by staff across the Museum?

**Answer**

I am advised:

External contractors complement internal capabilities and resources. The specialised expertise and services provide flexible and project specific resourcing that may not be sustainably maintained or required as permanent staff.



**Question 271 – SxSW**

What were the physical attendance numbers for SxSW for each of the years 2023 and 2024?

**Answer**

I am advised:

Physical attendance data is managed by the event organiser and third parties. The role of Destination NSW is to secure major events for Sydney and NSW to support the visitor economy and deliver social and economic benefits to the people of NSW.

**Question 272 – SxSW**

What were the ticketed attendance numbers, less complimentary tickets, for each of the years 2023 and 2024?

**Answer**

I am advised:

Ticketing data is managed by the event organiser.

**Question 273– SxSW**

What is the breakdown of ticketed attendance numbers in each of the years 2023 and 2024 into physical NSW, interstate and international attendees?

**Answer**

I am advised:

Ticketing data is managed by the event organiser.

**Question 274– SxSW**

Please provide a list of and number of venue numbers for 2023, 2024 and planned for 2025.

**Answer**

I am advised:

Event programming and venue selection is managed by the event organiser.

**Question 275– SxSW**

Please provide the projections for physical audience numbers for 2025.

**Answer**

I am advised:

Projections for physical audience attendance is the responsibility of the event organiser.

**Question 276– SxSW**

What additional support and subsidies have been provided to the operators of SxSW by Destination NSW or any other government agency, outside the commercial licensing agreement, for 2023, 2024, and planned for 2025? Please provide a breakdown of all support by amount, what the funding was for, the agency giving the funding and the year it was given/promised.

**Answer**

I am advised:

Details of support provided to South by Southwest Sydney by government agencies is a matter for individual agencies. Destination NSW's agreement with South by Southwest Sydney is commercial in confidence.

**Question 277– SxSW**

Please detail any revenue that was payable to the Government for the years 2023 and 2024 and the date any revenue was paid.

**Answer**

I am advised:

Questions relating to revenue payable, including fees or payments made by South by Southwest Sydney are a matter for the event organiser.

**Question 278 – Arts Funding**

With regard to the Create NSW Arts and Cultural Funding Program (ACFP), for each of the last three Annual Funding for Organisations grant rounds

- a. How many applications did Create NSW receive from organisations?
- b. What was the average amount of funding requested?
- c. What was the total amount of funding available?
- d. How many applications were recommended by the advisory board(s) to receive funding?

**Answer**

I am advised:

	Annual Funding for Organisations 24/25 Final transitional Round	Annual Funding for Organisations 23/24 Round two	Annual Funding for Organisations 23/24 Round one	TOTALS / AVG
(a) Eligible applications from organisations	133	104	99	Total of three rounds 336
(b) Avg. funding requested	\$117,545.32	\$124,821.07	\$120,980.09	*avg. of three rounds \$120,809.37
(c) Total funding available	\$7,505,000.00	\$3,402,432.00	\$5,355,089.00	Total of three rounds \$16,262,521.00
(d) Applications recommended for funding by advisory boards	81	44	61	Total of three rounds 186

**Question 279 – Arts Funding**

Regarding successful applications in the last three Annual Funding for Organisations grant rounds:

- a. How many organisations received funding?
- b. What was the average amount of funding received?

- c. What was the highest amount of funding received by one organisation each year?
- d. What was the lowest amount of funding received by one organisation each year?

**Answer**

I am advised:

	Annual Funding for Organisations 24/25 Final transitional Round	Annual Funding for Organisations 23/24 Round two	Annual Funding for Organisations 23/24 Round one	TOTALS / AVG
(a) How many organisations received funding	52	25	53	Total of three rounds 130
(b) Avg. amount of funding received	\$144,326.92	\$136,097.28	\$101,039.42	*avg. of three rounds \$125,096.32
(c) Highest amount of funding received by one organisation each year	\$200,000.00	\$200,000.00	\$200,000.00	N/A
(d) Lowest amount of funding received by one organisation each year	\$40,000.00	\$50,000.00	\$23,009.00	Total of three rounds 186

**Question 280 – Arts Funding**

Regarding applications recommended for funding by the advisory board in the past three Annual Funding for Organisations grant rounds:

- (a) What was the total sum of funding requested by recommended applicants each year?

**Answer**

I am advised:

Annual Funding for Organisations 24/25 Final transitional /Round	\$10,428,922.00
Annual Funding for Organisations 23/24 Round two	\$5,891,011.00
Annual Funding for Organisations 23/24 Round one	\$7,617,613.00
Total	\$23,937,546.00

**Question 281 – Create NSW**

How many staff are there within Create NSW? (Separate to Sound NSW and Screen NSW)

**Answer**

I am advised:

As at 28 February 2025, Create NSW had 105 staff.

**Question 282 – Create NSW**

What is the organisational structure of Create NSW?

**Answer**

I am advised:

	Number of staff
Senior Executive Band 3	1
Senior Executive Band 2	0
Senior Executive Band 1	5
Grade 11/12	21
Grade 9/10	27
Grade 7/8	34
Grade 5/6	11
Grade 3/4	5
Trainee	1
TOTAL	105

**Question 283 – Create NSW**

What proportion of Create NSW's role is as a grant making body?

**Answer**

I am advised:

Create NSW focuses a significant proportion of its resources to grant programs supporting the NSW Arts, Culture and Creative Industries. The major grant programs it administers are the Arts & Culture Funding Program, Creative Capital, Community Local Infrastructure Rescue Package-Arts Stream. Its deliverables in grant programs across the division, include sector engagement, program design, coordination of independent assessment Artform Boards, contract management, acquittals and payments, program data collection and program evaluation. It also provides grant administration expertise to other divisions, including the Office of 24 Hour Economy, Screen NSW and Sound NSW.

**Question 284 – Sound NSW**

What is the current makeup of the Sound NSW Board?

**Answer**

I am advised:

The terms of the Sound NSW Advisory Board expired on 28 February 2025. The appointment of new Board members, in accordance with the new *Sound NSW Advisory Board Act 2025*, is currently underway.

**Question 285 – Sound NSW**

How many board meetings are held each year?

- a. Are members able to submit agenda items?
- b. What notice must be provided?

**Answer**

I am advised:

A minimum of four meetings are held per year.

- (a) Board members can propose agenda items to the Chair.
- (b) Agenda items must be provided at least seven days before a meeting.

**Question 286 – Sound NSW**

What is the Sound NSW budget allocation by dollar figure and percentage across operations, staff, and grant programs across the 23/24 and 24/25 financial years

**Answer**

I am advised:

Sound NSW's budget allocation for 2023-24 was \$31,227,000 and 2024-25 is \$18,937,000. The budget allocation includes operations, staff, and grant programs.

**Question 287 – Sound NSW**

Please provide the organisational chart for Sound NSW.

**Answer**

I am advised:

Grade	Number of staff
SE Band 1	1
Grade 11/12	2
Grade 9/10	4
Grade 7/8	6 (includes 2 roles in Create NSW)
Grade 5/6	2

**Question 289 – NSW Speed Zoning Program**

Does NSW have a Speed Zoning Program?

**Answer**

I am advised:

Yes, the Speed Management Program as part of Towards Zero delivers upgrades to road safety infrastructure and speed management initiatives. Speed limits are set in accordance with the NSW Speed Zoning Standard. Speed Management Program initiatives include setting and reviewing speed zones, conducting community consultations, and educating drivers about the importance of complying with speed limits.

**Question 290 – NSW Speed Zoning Program**

If so, what is the funding allocation for:

- (a) 2024-25  
(b) 2025-26

**Answer**

I am advised:

The funding allocated for the Speed Management Program:

- (a) Financial Year 2024/25 - \$5 million  
(b) Financial Year 2025/26 - \$4.5 million.

**Question 291 – NSW Speed Zoning Program**

Who administers the Program?

**Answer**

I am advised:

Transport for NSW manages the Speed Management Program to ensure strategic direction, governance and safe speed outcomes are aligned to achieve the program's objectives under the Towards Zero Safer Roads Program.

**Question 292 – NSW Speed Zoning Program**

What roads, streets, or areas were reviewed under the Program in 2024-25, and what were the outcomes?

**Answer**

I am advised:

A significant number of requests for speed zone reviews are received from councils and the community. Transport for NSW completes numerous speed zone reviews across the state based on community requests (reactively) or risk-based (proactively).

For the current Financial Year 2024/25, as of 13 March 2025, Transport for NSW has completed 324 speed zone reviews, with 259 reviews completed in rural areas and 65 reviews completed in urban areas. Note that this program year is still underway.

**Question 293 – NSW Speed Zoning Program**

What roads, streets, or areas are scheduled for review in 2025-26?

**Answer**

I am advised:

Transport for NSW continues to work closely with communities on how safer speeds can be achieved for NSW. The speed practitioners of Transport for NSW have a clear direction on how to strategically deliver safer speed outcomes by focusing on the program's speed zoning priorities. This is largely through conducting risk-based speed zone reviews coupled with community-based requests that align with the highest risks on the road network.

**Question 294 – Alcohol Licensing**

How many alcohol licensees are in NSW in each of the following categories in the three most recently available years of reporting:

- a. On-premises
- b. Off-premises
- c. Commercial delivery
- d. Home/private address delivery
- e. Community/special event

**Answer**

I am advised:

The number of licenses held in NSW at the end of the last 3 financial years (by license type) is contained in the publicly available ILGA Annual Report <https://www.ilga.nsw.gov.au/sites/default/files/2024-11/ILGA-Annual-Report-2023-2024.pdf>

**Question 295 – Alcohol Licensing**

It is recognised that there may be some 'overlap' as a licensee might operate in more than one of the categories. There is no need to "de-duplicate" the numbers.

**Answer**

I am advised:

See response to 294.

**Question 296 – Alcohol Licensing**

In each one of those categories, for each of the three most recently available years of reporting, how many inspections of licensees' RSA registers were carried out by the Department of Liquor and Gaming?

**Answer**

I am advised:

Liquor and Gaming NSW (L&GNSW) conducted the below number of inspections of incident registers at licensed venues that trade past midnight, incident registers being a mandatory requirement for those venues.

Licence Type	FY22/23	FY23/24	FY24/25 (to 5 March 2025)
Hotel	1,712	2,033	1,777
Club	517	943	869
On-premise	160	95	71
Small Bar	32	18	29
Grand Total	2,421	3,089	2,746

**Question 297 – Alcohol Licensing**

How many incidents of refused service were indicated in those RSA registers in each category, for each of the three most recently available years of reporting?

**Answer**

I am advised:

L&GNSW does not hold this information.

**Question 298 – Alcohol Licensing**

How many incidents of refused service were self-reported to Liquor and Gaming by licensees in each category, for each of the three most recently available years of reporting?



**Answer**

I am advised:

Licensees are not required to report incidents of refused service to L&GNSW. Licensees may enter these incidents into their incident register and these records can be made available to L&GNSW or NSW Police on request.

**Question 299 – Powerhouse Christmas Party December**

Please provide the total of the museum's self-generated revenue for the 2024 calendar year and how it was raised eg via box office or merchandising?

(a) What proportion of money raised that year went to the celebration?

**Answer**

I am advised:

From January to December 2024, the museum raised \$354,925 through the sale of goods and services.

\$21,350+GST equates to 6.0% of the Dec YTD self-generated revenue.

**Question 300 – Powerhouse Christmas Party December**

Please provide a full list of catered events invoiced to the Powerhouse by John Wilson and his companies and subsidiaries. This should include the event dates, purpose, numbers catered for and full costs including food, drinks, event production, floristry, ice and entertainment invoiced by caterer John Wilson or his companies and subsidiaries for each of the calendar years;

- a. 2019
- b. 2020
- c. 2021
- d. 2022
- e. 2023
- f. 2024.

**Answer**

I am advised:

The breakdown of these costs is commercial in confidence. If this information were made public, it would reduce the competitive position of the supplier and the commercial value of their work.

(a) 2019 - \$71,294: Sydney Science Festival Opening, Australian Geographic Photography Exhibition Opening, Jeanne Gang Reception, Digitisation Project Launch, Curatorial Department Reception and end of year events.

(b) 2020- \$0

(c) 2021- \$0

(d) \$580 - end of year event.

(e) \$5,000 - 1001 Remarkable Objects, New Normal MP Pavilion receptions.

(f) \$99,821 - Volunteers' lunch, Dame Sandra Rhodes reception, stakeholder events and end of year events.

**Question 301 – Powerhouse Christmas Party December**

Was this work subject to tender? If so, detail the tender to which the caterer responded?

**Answer**

I am advised:

All engagements were procured in accordance with the NSW government procurement framework.

**Question 302 – Powerhouse Christmas Party December**

Please provide date, destination, duration, purpose, costs itemised for accommodation, airfares and any stipend for all overseas and interstate trips undertaken by the;

- a. CEO
- b. Artistic associates including but not limited to Zane Wimberley's trip to Indonesia
- c. Members of its executive for each of the years 2019, 2020, 2021, 2022, 2023 and 2024.

**Answer**

I am advised:

(a) As detailed on page 112 of the Museum of Applied Arts and Sciences 2023/24 Annual Report and page 104 of the Museum of Applied Arts and Sciences 2022/23 Annual Report, the Chief Executive made the following international trips:

- 22–26 March 2023, Hong Kong. To speak at the Museum Summit 2023 at the invitation of the Leisure and Cultural Services Department of the Government of the Hong Kong Special Administrative Region. Costs: Accommodation: \$ 1,840.56, Airfare: \$ 5,380.90 Incidentals: \$ 756.27 TOTAL: \$ 7,977.73
- 18–28 October 2023, London, UK. To present a keynote address at the Museums of the Future Conference at the V&A Museum in South Kensington, London, at the invitation of the Director of V&A East. Costs: Accommodation: \$ 5,266.70, Airfare: \$ 11,417.57, Incidentals: \$ 1,299.53 TOTAL: \$ 17,983.80
- 24–29 January 2024, Taipei, Taiwan. To deliver a keynote address at the 2024 Fubon Art Museum International Directors Forum, at the invitation of the Director of the Fubon Art Foundation. Cost: Accommodation: \$ 2,462.56, Airfare: \$ 5,990.95, Incidentals: \$ 408.79 TOTAL: \$ 8,862.30
- 2–8 June 2024, London, UK. To participate in the Western Sydney Leadership Dialogue's 2024 East London Study Tour at the invitation of the Western Sydney Leadership Dialogue. Costs: Accommodation: \$ 12,500.00 (including meals, transfers, tours and activities), Airfare: \$ 13,326.56, Incidentals: \$528.13 TOTAL: \$ 26,354.69

There was no overseas travel by the Chief Executive during the periods of 2021/22, 2020/21 or 2019/20.

(b) Artistic Associate Zane Wimberley travelled to Melbourne in March/April 2024, Burleigh Heads and Indonesia in May 2024 at a total cost of \$ 5,445.70. Artistic Associate Agatha Gothe Snape travelled to Melbourne on in November 2023 at a total cost of \$793.07.

(c) The Chief Executive is the only executive to have travelled internationally since 2019. Domestic Travel for the period 2019 to 2024 by the Chief Executive included 12 trips at a total cost of \$14,356.45.

Name	Category	Destination	Travel dates
Lisa Havilah	CEO	Melbourne	13-14/10/19
Lisa Havilah	CEO	Melbourne	14-15/11/19
Lisa Havilah	CEO	Perth	11-14/06/22

Lisa Havilah	CEO	Melbourne	30/04-01/05/22
Lisa Havilah	CEO	Adelaide	24-26/06/22
Lisa Havilah	CEO	Melbourne	13/10/2022
Lisa Havilah	CEO	Ballina	25-26/11/22
Lisa Havilah	CEO	Melbourne	18-19/05/23
Lisa Havilah	CEO	Canberra	27/07/2023
Lisa Havilah	CEO	Orange	29-30/11/23
Lisa Havilah	CEO	Melbourne	15-16/11/23
Lisa Havilah	CEO	Adelaide	16-17/09/24

Domestic Travel From 2019 to 2024 by the Powerhouse Executives was a cost total of \$6,772.90

Name	Category	Destination	Travel dates
Lisa Ffrench	Executive	Melbourne	15-16/11/23
Matthew Connell	Executive	Narromine	14/10/2023
Lisa Ffrench	Executive	Melbourne	24/09/2024
Matthew Connell	Executive	Melbourne	20-21/09/24
Mark Wilsdon	Executive	Melbourne	19-20/02/24
Mark Wilsdon	Executive	Melbourne	23-26/05/24
Mark Wilsdon	Executive	Lightning Ridge	11-14/11/24

### Question 303 – Powerhouse Christmas Party December

What was the museum's total spending on contractors and contractor services for each of the years: 2019, 2020, 2021, 2022, 2023, and 2024?

### Answer

I am advised:

The total spend on contractors and their services is published in the Museum's annual reports.

**Question 304 – Art Gallery NSW**

What trips has Michael Brand, Director of the Art Gallery NSW made in the lead up and after last year's November announcement, he will leave?

**Answer**

I am advised:

Mr Brand undertook the following travel during the relevant period:

19-20 November 2024	Canberra, ACT	Attend the meeting of the Council of Australasian Museum Directors at the National Gallery of Australia.
1-8 December 2024	Paris and Lyon, France	Attend the annual meeting of the International Group of Organisers of Major Exhibitions (the Bizot Group).
19-21 February 2025	Melbourne, VIC	Attend Melbourne Art Fair.
17-18 March	Hobart, TAS	Attend the meeting of the Council of Australasian Museum Directors at the Tasmanian Museum and Art Gallery.

The former Director Michael Brand also travelled to Bhutan on 3-7 February 2025. Dr Brand took annual leave to travel privately, and the travel was not funded by the NSW Government or the Art Gallery of New South Wales.

**Question 305 – Art Gallery NSW**

Have interviews for his replacement begun?

**Answer**

I am advised:

Interviews for the replacement of Mr Brand have been completed. The new Director, Ms Maud Page, was announced on Friday 21 March 2025 and commenced in the role on Friday 28 March 2025.

**Question 306 – Art Gallery NSW**

How many overseas candidates have applied and been interviewed?

**Answer**

I am advised:

An international executive search firm was engaged to support the recruitment of the Director role, specifically to conduct an international search and source candidates from various jurisdictions. Details regarding the candidates who applied for this role remain confidential.

**Question 307 – Richmond Bridge Upgrade**

What assessments of the heritage impacts of the Richmond Bridge and its approach roads have been carried out?

**Answer**

I am advised:

In 2019, Transport for NSW prepared a Heritage Impact Strategy which reviewed eight route options for duplicating Richmond Bridge, including the current project route.

In 2024, Transport for NSW produced a comprehensive Statement of Heritage Impact as part of the project's Review of Environmental Factors.

### Question 308 – Richmond Bridge Upgrade

What investigations of the impacts on the 1820 stock route attributed to William Cox and the pre-Macquarie cultural landscape were carried out?  
(a) Where can concerned members of the community find this information?

### Answer

I am advised:

Discussion and assessment of the early cultural landscape, including 19th century stock routes, is included in Sections 3.5 and 6.3 of the project Statement of Heritage Impact.

### Question 309 – Richmond Bridge Upgrade

Can a copy of the 2019 Heritage Impact Study be made public?  
(a) What were the recommendations of the study and did TfNSW follow them?

### Answer

I am advised:

Transport for NSW prepared the 2019 Heritage Impact Study as an internal working document to inform route selection. The study was not intended to be published. However, findings from the study are included in the 2021 Preferred Option Report published to the community.

This study recommended Transport for NSW pursue a route option that minimises impacts to significant heritage and potential archaeology when compared to other route options. The current project route was recommended as having the least impact of all proposed options.

A further recommendation was to prepare a detailed non-Aboriginal Archaeological Impact Assessment and Statement of Heritage Impact. Transport for NSW has followed both recommendations.

The Statement of Heritage Impact, published as part of the Review of Environmental Factors, supersedes the 2019 study and is publicly available on the project website at: <https://www.transport.nsw.gov.au/system/files/media/documents/2024/New-Richmond-Bridge-and-traffic-improvements-Stage-2-Heritage-impact-report.pdf>

### Question 310 – Richmond Bridge Upgrade

What responsibility does Transport for NSW have under section 5.1 of the EP&A Act regarding assessments?  
(a) Has an EIS been carried out?  
(b) If not, why not?

### Answer

I am advised:

Under Division 5.1 of the *Environmental Planning and Assessment Act 1979*, Transport for NSW is required to examine and consider to the fullest extent possible all matters affecting or likely to affect the environment by reason of that activity.

Transport for NSW prepared a Review of Environmental Factors which was displayed for community comment. Transport for NSW is also the determining authority for the assessment under the Act. An Environmental Impact Statement was not prepared, as the

project was not considered to have a significant impact on the environment as defined by the Act.

**Question 311 – Richmond Bridge Upgrade**

Why will the bridge provide a 1 in 20 flood immunity when the approach roads are below that level?

**Answer**

I am advised:

The project will provide both a new bridge and bypass with 1 in 20 year flood resilience. This will allow travel from North Richmond town centre to the Richmond flood evacuation route on Castlereagh Road during a 1 in 20 year flood event.

**Question 312 – Richmond Bridge Upgrade**

How long after the bridge is complete does TfNSW intend to wait to build the proper approaches?

**Answer**

I am advised:

The bridge and approaches are included in Stage 2A which will be built at the same time.

**Question 313 – Richmond Bridge Upgrade**

Who will pay for the maintenance of the approach roads?

**Answer**

I am advised:

Transport for NSW will continue to maintain all State roads and Hawkesbury City Council will maintain local roads. No new local roads are intended to be built as part of this project.

**Question 314 – Richmond Bridge Upgrade**

How will TfNSW mitigate the road and pedestrian danger to the community for the years that it is likely to take to finish this project?

**Answer**

I am advised:

Transport for NSW's delivery partner will prepare a Construction Traffic Management plan to manage vehicle and pedestrian movements and safety during construction.

**Question 315 – Richmond Bridge Upgrade**

What sound mitigation measures will TfNSW provide to the residents affected by the approach routes?

(a) What is the radius of the properties offered?

**Answer**

I am advised:

Transport for NSW prepared a Noise and Vibration Impact Assessment as part of the project's Review of Environmental Factors. This assessment shows many properties will qualify for noise mitigation improvements on their properties.

Eligibility for property improvements is not determined by a fixed radius but by comparing the operational traffic noise levels before and after the project is built.

Transport for NSW will finalise details of which properties require noise mitigation, and to what standard these mitigations must meet during the project's detailed design.

**Question 316 – Richmond Bridge Upgrade**

How much fill will be added to the Hawkesbury-Nepean floodplain to build the bridge and approach roads?

(a) What impact will that have on flooding in neighbouring areas?

**Answer**

I am advised:

Around 300,000 tonnes of fill will be required to complete the bridge and bypass.

(a) The project's flood modelling shows that increases in flood levels upstream of the bridge when built would typically be less than 50 millimetres on top of existing flood levels. The existing flood levels range from about one metre during a one in five chance per year flood event to an average depth of about six to seven metres during a one in 100 chance per year flood event.

Transport for NSW will continue to refine the flood modelling, bridge design and drainage during detailed design to further reduce potential impacts.