



LEGISLATIVE COUNCIL

PORTFOLIO COMMITTEE NO. 8 – CUSTOMER SERVICE

BUDGET ESTIMATES 2025-2026

Supplementary questions

Portfolio Committee No. 8 – Customer Service

**Customer Service and Digital Government, Emergency Services, Youth
Justice
(Dib)**

Hearing: Wednesday 3 September 2025

Answers due by: 5.00 pm Tuesday 14 October 2025¹

Budget Estimates secretariat
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¹ The original due date was Tuesday 30 September 2025. An extension was granted by Portfolio Committee No. 8 – Customer Service on Tuesday 23 September 2025 to move the due date to Tuesday 14 October 2025.

BUDGET ESTIMATES 2025-2026

SUPPLEMENTARY QUESTIONS

Questions from Dr Amanda Cohn MLC
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EMERGENCY SERVICES

Rural Fire Service

- (1) What has been the total expenditure on the Guardian program from 1 July 2017 to present, broken down by:
 - (a) Financial year (2017-28 through to 2024-25 YTD)?
 - (b) Capital vs operating expenditure?
 - (c) Vendor(s) and contract ID(s)?
- (2) Is ServiceNow intended to become the principal platform for Guardian-related modules at its end-of-life?
- (3) Is there a projected budget shortfall for the White fleet?
 - (a) If so, what is the amount?
- (4) Is any work underway to ascertain the total number of volunteers who actively participate in training and operations?
- (5) Are Mitigation Crews provided with fire trucks?
- (6) What is the progress of the comprehensive review and update of Planning for Bush Fire Protection?
 - (a) Who is being consulted on the draft document?
- (7) How much operational use has the Chinook had this year to date?
 - (a) What have been the impacts of downtime for any mechanical issues relating to the Chinook?
- (8) Of the \$71 million allocated for the installation of Mobile Data Terminals, what is the current expenditure?
- (9) What percentage of RFS vehicles have been fitted with MDTs?
 - (a) Of these vehicles, how many were operational immediately after being fitted with the MDTs?

- (b) Of these vehicles, what percentage are operational with mobile data or internet?
- (c) What is the cost of fitting Starlink to vehicles and brigade stations?
 - i. Where is this cost being sourced from?
 - ii. Was the need to fit vehicles and brigade stations with Starlink identified prior to the installation of MDTs, or afterwards?
- (d) Now that Windows 10 based computer programs are being phased out, how is the NSW RFS going to fund the upgrade to Windows 11?
 - i. What is the timeframe for this transition?
 - ii. Is the MDT software compatible with Windows 11?

Fire and Rescue NSW

- (10) Following the 2022 Independent Flood Inquiry, FRNSW received \$34.3 million towards its flood response capability. What is the breakdown of how this money has been spent?
 - (a) Is this funding and capability intended to be recurring?

Questions from Hon Rod Roberts MLC

Question for FRNSW Commissioner Fewtrell and NSW RFS Commissioner Curtin

- (11) Commissioner Fewtrell, in December 2023 Fire & Rescue NSW (FRNSW) lost firefighter Michael Kidd to an on-duty fatality during a structural fire in Gross Vale. It is understood that FRNSW have reviewed the incident and are progressing 'actions' internally, however, neither the Fire Brigade Employees Union nor HSR's have been advised or consulted on any of these arrangements. Safe Work NSW recently issues you a provisional improvement notice concerning a failure to coordinate safety meetings. Is your Director of WHS sufficiently across the organisation's duties under WHS legislation?
 - (a) Given that these matters likely relate directly to incident safety and the safe systems of work can you explain the failure to consult?
 - (b) Safe Work NSW recently issues you a provisional improvement notice concerning a failure to coordinate safety meetings. Is your Director of WHS sufficiently across the organisation's duties under WHS legislation?

- (12) Commissioner Curtin, you were employed at FRNSW at the time of this incident, does this incident demonstrate shortfalls in FRNSW's approach to incident management or the provision of adequate training to firefighters?

Questions from Hon Emma Hurst MLC
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RFS compensation payments relating to the 2019/2020 bushfires

- (13) In respect each of the 13 compensation payments paid by the RFS to third-parties relating to the 2019/2020 bushfires (identified in answers to supplementary questions received on 13 May 2025):
- (a) How much compensation was paid to each individual third party?
 - (b) What type of entity was the third party that received payment (e.g. individual, corporation, etc)?
 - (c) What was the basis of each claim for compensation?
 - (d) When were each of the compensation payments made?
 - (e) How long after each claim was lodged was each payment made?
 - (f) Which fires, incident, type of incident and incident date did each payment relate to?
 - (g) What criteria or legal basis was used to assess whether claims were granted?
 - (h) Did any of the claims involve breaches of operational protocols, statutory or legislative obligations, agency guidelines or negligence? If so, please provide details for each incident.
- (14) What was the total amount of compensation paid overall for all 13 compensation claims?
- (15) Were any other third parties affected by the same incidents that resulted in the 13 compensation payments?
- (16) In each of the 5 compensation payments paid by the RFS relating to backburns during the 2019/2020 bushfires (identified in answers to supplementary questions received on 13 May 2025):
- (a) Which backburn did each of the claims relate to?
 - (b) What date did the backburn occur?
 - (c) What was the name of the associated fire?
 - (d) Did the backburn escape containment?

- (17) In total how many claims for compensation have been made to the RFS regarding the 2019/2020 bushfire season?
- (18) How many claims for compensation regarding the 2019/2020 bushfires have been rejected?
- (a) Which fires, incidents and dates do each rejected claim relate to?
 - (b) On what basis was each claim rejected?
 - (c) Has the RFS notified other third parties that were affected by the same incidents who have not received compensation payments?

Stockyard Flat Fire & Protocols

- (19) Was fire from backburn operations relating to the Stockyard Flat fire still alight on 7 November 2019?
- (20) On 7 November 2019, did the RFS issue a public forecast for extreme fire danger for 8 November 2019 for the area where the Stockyard Flat fire was located?
- (21) Were S.O.P #17 Backburning Protocols in effect during the 2019/2020 bushfire season?

Questions from Ms Sue Higginson MLC
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YOUTH JUSTICE

Youth Segregation

- (22) How many youth detainees placed in segregation for over 3 hours in 2023 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?

(23) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for over 3 hours in 2023 were:

- (a) 18 years old?
- (b) 17 years old?
- (c) 16 years old?
- (d) 15 years old?
- (e) 14 years old?
- (f) 13 years old?
- (g) 12 years old?
- (h) 11 years old?
- (i) 10 years old?
- (j) 18 years old or younger (total)?

(24) How many youth detainees placed in segregation for under 3 hours in 2023 were:

- (a) 18 years old?
- (b) 17 years old?
- (c) 16 years old?
- (d) 15 years old?
- (e) 14 years old?
- (f) 13 years old?
- (g) 12 years old?
- (h) 11 years old?
- (i) 10 years old?
- (j) 18 years old or younger (total)?

(25) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for under 3 hours in 2023 were:

- (a) 18 years old?
- (b) 17 years old?

- (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (26) How many youth detainees placed in segregation for over 12 hours in 2023 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (27) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for over 12 hours in 2023 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?

- (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (28) How many youth detainees placed in segregation for over 3 hours in 2024 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (29) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for over 3 hours in 2024 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?

- (30) How many youth detainees placed in segregation for under 3 hours in 2024 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (31) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for under 3 hours in 2024 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (32) How many youth detainees placed in segregation for over 12 hours in 2024 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?

- (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (33) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for over 12 hours in 2024 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (34) How many youth detainees placed in segregation for over 3 hours in 2025 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?

- (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (35) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for over 3 hours in 2025 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (36) How many youth detainees placed in segregation for under 3 hours in 2025 were:
- (a) 18 years old?
 - (b) 17 years old?
 - (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?

(37) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for under 3 hours in 2025 were:

- (a) 18 years old?
- (b) 17 years old?
- (c) 16 years old?
- (d) 15 years old?
- (e) 14 years old?
- (f) 13 years old?
- (g) 12 years old?
- (h) 11 years old?
- (i) 10 years old?
- (j) 18 years old or younger (total)?

(38) How many youth detainees placed in segregation for over 12 hours in 2025 were:

- (a) 18 years old?
- (b) 17 years old?
- (c) 16 years old?
- (d) 15 years old?
- (e) 14 years old?
- (f) 13 years old?
- (g) 12 years old?
- (h) 11 years old?
- (i) 10 years old?
- (j) 18 years old or younger (total)?

(39) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, placed in segregation for over 12 hours in 2025 were:

- (a) 18 years old?
- (b) 17 years old?

- (c) 16 years old?
 - (d) 15 years old?
 - (e) 14 years old?
 - (f) 13 years old?
 - (g) 12 years old?
 - (h) 11 years old?
 - (i) 10 years old?
 - (j) 18 years old or younger (total)?
- (40) How many youth detainees were placed in segregation in 2023 and not given any means to occupy themselves, and could you break down each instance by:
- (a) The date the segregation occurred
 - (b) How long the detainee was segregated for?
- (41) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, were placed in segregation in 2023 and not given any means to occupy themselves, and could you break down each instance by:
- (a) The date the segregation occurred
 - (b) How long the detainee was segregated for?
- (42) How many youth detainees were placed in segregation in 2024 and not given any means to occupy themselves, and could you break down each instance by:
- (a) The date the segregation occurred
 - (b) How long the detainee was segregated for?
- (43) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, were placed in segregation in 2024 and not given any means to occupy themselves, and could you break down each instance by:
- (a) The date the segregation occurred
 - (b) How long the detainee was segregated for?
- (44) How many youth detainees were placed in segregation in 2025 and not given any means to occupy themselves, and could you break down each instance by:

- (a) The date the segregation occurred
 - (b) How long the detainee was segregated for?
- (45) How many youth detainees, who identified as Aboriginal or Torres Strait Islander, were placed in segregation in 2025 and not given any means to occupy themselves, and could you break down each instance by:
- (a) The date the segregation occurred
 - (b) How long the detainee was segregated for?
- (46) When the Secretary approves youth segregation for over 3 hours what factors are used to determine this approval?
- (47) Clause 10 of the *Children (Detention Centres) Regulation* 2015 requires that the reason for a young person's segregation be recorded
- (a) For 2023, what reason/s were recorded for placing a youth detainee in segregation, and how many instances were recorded for each reason?
 - (b) For 2024, what reason/s were recorded for placing a youth detainee in segregation, and how many instances were recorded for each reason?
 - (c) For 2025, what reason/s were recorded for placing a youth detainee in segregation, and how many instances were recorded for each reason?
 - (d) In 2023, how many youth detainees had been segregated solely for swearing or offensive language?
 - (e) How many of these detainees identified as First Nations?
 - (f) In 2024, how many youth detainees had been segregated solely for swearing or offensive language?
 - i. How many of these detainees identified as First Nations?
- (48) In 2025, how many youth detainees have been segregated solely for swearing or offensive language?
- (a) How many of these detainees identified as First Nations?
- (49) What is the difference between the punishment of 'exclusion from/or confinement to, a place for a period' under section 21(1)(d) of the *Children (Detention Centres) Act* 1987 No 57 and detainee segregation?

- (50) In 2023, how many youth detainees had been confined as a punishment under section 21(1)(d) of the Children (*Detention Centres*) Act 1987 No 57
- (a) How many of these youth detainees identified as Aboriginal or Torres Strait Islander?
- (51) In 2023, how many youth detainees had been excluded as a punishment under section 21(1)(d) of the Children (*Detention Centres*) Act 1987 No 57
- (a) How many of these youth detainees identified as Aboriginal or Torres Strait Islander?
- (52) In 2024, how many youth detainees had been confined as a punishment under section 21(1)(d) of the Children (*Detention Centres*) Act 1987 No 57
- (a) How many of these youth detainees identified as Aboriginal or Torres Strait Islander?
- (53) In 2024, how many youth detainees had been excluded as a punishment under section 21(1)(d) of the Children (*Detention Centres*) Act 1987 No 57
- (a) How many of these youth detainees identified as Aboriginal or Torres Strait Islander?
- (54) In 2025 to date, how many youth detainees have been confined as a punishment under section 21(1)(d) of the Children (*Detention Centres*) Act 1987 No 57
- (a) How many of these youth detainees identified as Aboriginal or Torres Strait Islander?
- (55) In 2025 to date, how many youth detainees have been excluded as a punishment under section 21(1)(d) of the Children (*Detention Centres*) Act 1987 No 57
- (a) How many of these youth detainees identified as Aboriginal or Torres Strait Islander?

Use of force in Youth Justice NSW Centres

- (56) How many incidents of use of force by staff on young detainees were recorded in 2023?
- (a) How many incidents of use of force were against young people who identified as Aboriginal or Torres Strait islander?
- (57) How many incidents of use of force by staff on young detainees were recorded in 2024?
- (a) How many incidents of use of force were against young people who identified as Aboriginal or Torres Strait islander?
- (58) How many incidents of use of force by staff on young detainees were recorded in 2025?
- (a) How many incidents of use of force were against young people who identified as Aboriginal or Torres Strait islander?

Communications in cells (CIC)

- (59) Communications in cells exist in 36 adult facilities across the state, have you given any more thought to providing tablets to young detainees?
- (60) During Budget Estimates you said that providing in-cell communications in individual rooms would be too complex, could you expand on the complexities of this process?
- (61) On what grounds can this task be considered to have a “massive” cost, considering Goulburn jail was built in 1847 and currently has CIC, and aren’t younger, more modern buildings less of a problem?
- (62) Has the minister received a quote for the implementation of telecommunications in cells per institution?
 - (a) If so can you provide us with the quote?
- (63) Recidivism equates to unsafe communities meaning that young people are more likely to continue to commit crime into the future, harming communities. Given that the minister accepts that services and telecommunications in cells would help improve recidivism, isn’t the failure to implement telecommunications in cells a continual cost to the community in both social and financial terms?

EMERGENCY SERVICES

Resilient Homes Program

- (64) Under your tenure as the Minister responsible for the Reconstruction Authority, were you aware of any political decision made to reduce the total amount of anticipated funding for the Northern Rivers Resilient Homes Program so that fewer homes than 6000 would be eligible?
- (65) Given your evidence is that “can we use some of this money from this bucket—the buybacks into the retros”, when it was in fact the other way around, where did this request come from?
- (66) Exactly who did you consult with before you cut \$100m in funding from house raises and retrofits to pay for more buybacks?
- (67) Do you concede this decision has directly placed at least 1000 homes in harm’s way?
- (68) Exactly how much of the \$150m Community Flood Restoration Fund was spent on buybacks, raises and retrofits in the Northern Rivers?

- (69) If none, why did a government media release identify that this Fund would be a “second installment” of the Resilient Homes Program?
- (70) Did you make a formal request from the Commonwealth Government to allocate an additional \$100m funding for buybacks before seeking to withdraw support?
- (a) If so, why did Labor MP Justine Elliott tell the Guardian on October 20 2023 that “In relation to additional recovery support, I’m advised that the federal government hasn’t received a formal request from the NSW state government...We stand ready to assist and work with them.”
- (71) On exactly what date was a formal request made by the state government to the commonwealth government for the additional contribution of \$180m in funding for the Resilient Homes Program?
- (72) What was the exact dollar amount requested by the state government from the Commonwealth?
- (73) What was the exact dollar amount proposed to be spent from the state government on the Resilient Homes Program?
- (74) Given the Prime Minister had previously instructed you to “consider the range of approved programs agreed by the Commonwealth under Category D of the DRFA relating to the February-March 2022 and July 2022 flood events, and write to me with options to use savings in the first instance.”
- (a) Have you made any written representations to the Prime Minister identifying savings from approved programs under Category D of the DRFA relating to the February-March 2022 and July 2022 flood events?
- i. If so, which savings were identified? Please include a list of which programs were proposed to have a reduction in funding.

Questions from Ms Abigail Boyd MLC

SIRA

- (75) How many TMF employers have a policy, form, MOU or any other arrangement with their employer regarding the use of surveillance, factual investigations or desktop reviews of certain injury types or at certain stages of a claim?
- (a) Which employers?

- i. What is the policy?
- (76) Since handing down the TMF audit report, what compliance activity has SIRA taken against TMF employers regarding their workers compensation obligations?
- (77) For each financial year from 2018/19 to 2024/25, what is the total cost of insurer requested IME's? Please provide by WPI range and for by physical or psychological injury:
 - (a) For TMF EMER
 - (b) TMF NEMER
 - (c) Nominal Insurer
 - (d) Self Insurer
 - (e) Specialised Insurer
- (78) For each financial year from 2018/19 to 2024/25, what is the total number of insurer requested IME's? Please provide by WPI range and for by physical or psychological injury:
 - (a) For TMF EMER
 - (b) TMF NEMER
 - (c) Nominal Insurer
 - (d) Self Insurer
 - (e) Specialised Insurer
- (79) For each financial year from 2018/19 to 2024/25, what is the average number of insurer requested IME's per claim? Please provide by WPI range and for by physical or psychological injury:
 - (a) For TMF EMER
 - (b) TMF NEMER
 - (c) Nominal Insurer
 - (d) Self Insurer
 - (e) Specialised Insurer
1. For each financial year from 2018/19 to 2024/25, how many claims have incurred more in IME costs than the total claim estimated liability?
 - (f) For TMF EMER
 - (g) TMF NEMER

- (h) Nominal Insurer
 - (i) Self Insurer
 - (j) Specialised Insurer
2. For each financial year from 2018/19 to 2024/25, how many claims have incurred more in insurer legal services than the total claim estimated liability?
- (k) For TMF EMER
 - (l) TMF NEMER
 - (m) Nominal Insurer
 - (n) Self Insurer
 - (o) Specialised Insurer
- (80) For each financial year from 2018/19 to 2024/25, what is the total number of workers compensation claims?
- (81) For each financial year from 2018/19 to 2024/25, what is the total number of accepted workers compensation claims?
- (82) In each year from 2020 to 2025, how many insurer-requested independent medical examinations (IMEs) were conducted?
- (a) Of those, how many were first IMEs on a claim, and how many were additional IMEs beyond the first per claim?
 - (b) What is the mean, median, and mode amount of independent medical examinations at the insurer's request per accepted claim each of those years?
 - (c) What is the average cost on the scheme of an insurer requested independent medical examination? Is that 100% of the total cost?
- (83) What is the annual cost on the scheme of insurer requested IMEs each year from 2020-2025?
- (84) What is the annual cost on the scheme of insurer requested IMEs, beyond the first insurer requested IME per claim, each year from 2020-2025?
- (85) What is the annual cost on the scheme of insurer legal services each year from 2020-2025?
- (86) Of those payments, what proportion (or how many cases) involved insurer legal costs exceeding 50% of the claim value?

- (87) What was the total dollar value of insurer legal costs exceeding 50% of the claim value, in each of those years?
- (88) For the TMF, what is the annual cost of insurer legal services each year from 2020-2025?
- (a) Of those payments, what proportion (or how many cases) involved insurer legal costs exceeding 50% of the claim value?
 - (b) What was the total dollar value of insurer legal costs exceeding 50% of the claim value, in each of those years?
- (89) For the NI, what is the annual cost of insurer legal services each year from 2020-2025?
- (a) Of those payments, what proportion (or how many cases) involved insurer legal costs exceeding 50% of the claim value?
 - (b) What was the total dollar value of insurer legal costs exceeding 50% of the claim value, in each of those years?
- (90) For self insurers, what is the annual cost of insurer legal services each year from 2020-2025?
- (a) Of those payments, what proportion (or how many cases) involved insurer legal costs exceeding 50% of the claim value?
 - (b) What was the total dollar value of insurer legal costs exceeding 50% of the claim value, in each of those years?
- (91) For specialised, what is the annual cost of insurer legal services each year from 2020-2025?
- (a) Of those payments, what proportion (or how many cases) involved insurer legal costs exceeding 50% of the claim value?
 - (b) What was the total dollar value of insurer legal costs exceeding 50% of the claim value, in each of those years?
- (92) What is the process for insurers to access scheme funds to pay for IMEs at their request? What are the eligibility requirements? Are there any barriers to reimbursement?
- (93) For each financial year from 2018/19 to 2024/25, how many claims have incurred more in insurer requested IMEs plus insurer legal services than the total claim estimated liability? What percentage of those claims have been accepted?
- (94) For each financial year from 2018/19 to 2024/25, how many claims have incurred more in insurer requested IMEs plus insurer legal services than the total claim estimated liability? What percentage of those claims have been accepted?

- (a) For the TMF EMER
- (b) For TMF NEMER
- (c) NI
- (d) Self Insurer
- (e) Specialised Insurer

(95) For each financial year from 2018/19 to 2024/25, how many claims have incurred more than 50% of the total claim estimated liability in insurer requested IMEs plus insurer legal services? What percentage of those claims have been accepted?

- (a) For the TMF EMER
- (b) For TMF NEMER
- (c) NI
- (d) Self Insurer
- (e) Specialised Insurer

(96) For each financial year from 2018/19 to 2024/25, how many claims have incurred more in insurer legal services than the total claim estimated liability? Please provide by insurer/CSP

(97) For self insurers, please fill in the below table with the number of claims per employer by declared wages. Please provide data for each financial year from 2018/19 to 2024/25.

Number of claims	Declared wages						
	\$1M or less	\$1.01M to \$2.5M	\$2.5M to \$5M	\$5.01M to \$10M	\$10.01M to \$50M	Over \$50M	Total employers
No claims							
1 claim							
2 to 5 claims							
6 to 10 claims							
11 to 20 claims							

Over 20 claims							
Total with claims							
Total							
% without claims							

(98) For specialised insurers, please fill in the below table with the number of claims per employer by declared wages. Please provide data for each financial year from 2018/19 to 2024/25.

Number of claims	Declared wages						
	\$1M or less	\$1.01M to \$2.5M	\$2.5M to \$5M	\$5.01M to \$10M	\$10.01M to \$50M	Over \$50M	Total employers
No claims							
1 claim							
2 to 5 claims							
6 to 10 claims							
11 to 20 claims							
Over 20 claims							
Total with claims							
Total							
% without claims							

Fire and Rescue NSW

- (99) Please provide a copy of the form, document, MOU, understanding, direction or agreement by any name between FRNSW and EML regarding the use of desktop investigations, factual investigations, surveillance or any other like term for the management of workers compensation claims.

Questions from the Opposition

CUSTOMER SERVICE AND DIGITAL GOVERNMENT

Business Connect / Business Concierge

- (100) When was the Minister for Customer Service first formally advised that the Business Connect program would not be funded in the 2025–26 Budget?
- (101) Was the Minister for Customer Service consulted at any stage prior to that decision, given Service NSW has hosted the program?
- (102) What discussions, if any, occurred between the Department of Customer Service and the Minister for Small Business before the announcement?
- (103) What qualifications and experience do business concierges hold, compared with the independent specialist advisers under Business Connect?
- (104) Will Service NSW publish performance data for the Business Concierge program, including the number of businesses supported, to allow comparison with Business Connect?

eConveyancing / PEXA

- (105) How many outages affecting PEXA have been reported to the Registrar General since January 2024, and what proportion were due to PEXA versus external parties?
- (106) When did the functional requirements review of the eConveyancing market commence, and when will it report?
- (107) Will the Minister commit to convening a national ministerial forum on eConveyancing in 2025 to address system reliability and pricing, as industry has requested?
- (108) Has the Department of Customer Service conducted any modelling of the cost of monopoly pricing to NSW home buyers since the mandate of electronic conveyancing?

- (109) Has the Minister, his office, or Department received any representations from Mr Morris Iemma in his capacity as a lobbyist for PEXA? If so, will the Minister table all correspondence, including emails and text messages?

AI AND ELECTRICITY DEMAND

- (110) Is the Minister aware the growth of AI in our lives and businesses will require a significant increase in electricity generation to supply AI chips and data centres?
- (111) Is the Minister assessing the state's capacity to meet this future power demand
- (112) Will electricity constraints, gaps and risks as revealed by Minister Sharpe in an earlier Budget estimates be a barrier to innovation, AI adoption and economic competitiveness in NSW?

COLLAPSE OF DIGITAL RESTART FUND

- (113) Minister, why has the Digital Restart Fund fallen from \$655 million in 2022/23 to just \$176 million in 2023/24, a reduction of nearly three-quarters? How can you claim digital transformation is a government priority when the funding has collapsed?

- (a) 2023/24: \$168m appropriated + \$8.7m contributions = \$176.7m total receipts.
2022/23: \$614m appropriated + \$41m contributions = \$655m total receipts.

That's a 73% cut in receipts year-on-year. – info in the Digital Restart Fund Annual Report 2023/24

- (114) DRF payments to projects fell from \$567m in 2022/23 to \$178m in 2023/24. Do you know what projects have been abandoned or scaled back as a result?
- (115) Why did administrative expenses climb (from \$3.7m in 2023 to \$5.0m in 2024) while total project funding has collapsed?
- (116) The Digital Restart Fund was established to make NSW a leader in digital government. Isn't it true that under your watch the Fund has been gutted, projects cut back, and NSW is now going backwards on digital ambition?

SERVICE NSW AND CUSTOMER SERVICE AGENCY

- (117) Does ServiceNSW have a work from home policy?
- (118) Have all 3 Waves of the Service NSW restructure now been completed?
- (119) How many people in total were made redundant?

- (120) Did digital transaction availability through ServiceNSW increase between 2022 and 2023? YES or NO?
- (121) Mobile Service Centres failed to reach their modest target of visiting 36 rural and remote communities, with your report noting "3 communities we were unable to visit due to connectivity issues" and "7 locations with minimal connectivity." After years of promises about regional digital access, why are basic connectivity problems still preventing service delivery?
- (122) Victoria's digital identity system is already integrated with federal MyGov, Queensland has established dedicated AI governance units, yet NSW under your leadership can't even maintain digital transaction levels from 2022. Why is NSW falling behind other states in digital government capability?
- (123) Minister Dib, was your department's 2022-23 annual report submitted on time? YES or NO?
- (124) Are NSW's digital government outcomes currently justifying the \$2.1 billion Digital Restart Fund investment? YES or NO?

NSW Digital Strategy

- (125) Minister, Mission 1 of the NSW Digital Strategy promises "easy, connected and personalised services". Yet on pages 115, 121, and 224 of the DRF Report, your key customer-facing projects are all failing — late, over budget, or not delivering benefits. How do you reconcile these failures with the Strategy's core promise?
- (126) Why has Service NSW — once the benchmark in customer experience — become a portfolio marked by declining satisfaction and failing digital initiatives under your leadership?
- (127) Mission 2 of your Digital Strategy commits to "leaving no one behind". On page 64 of the DRF Financial Report, funding for the Rural Access Gap fell by 75%. Minister, how can you claim inclusion when regional kids are being left behind by your cuts?
- (128) Isn't it the case that under Labor, the Strategy's inclusion mission has collapsed into rhetoric, with no delivery?
- (129) Mission 3 commits to "government as a platform". Yet on pages 87, 143, 168 and 170, the core programs meant to unify NSW — data, payments, fines — are not on benefits, not on budget, or even reported inconsistently. Doesn't this prove that you've abandoned this mission entirely?

- (130) Minister, why should citizens trust you to deliver “platform government” when your Department can’t even provide consistent reporting on its own programs?
- (131) Mission 4 commits to building trust in digital government. Yet on pages 73, 224, and 301, your cyber projects are not on benefits, not on schedule, or lack any reporting at all. Minister, how can citizens trust you with their data when your own cyber projects are failing?
- (132) Do you accept that by underfunding and underdelivering on cyber, you’ve put NSW at greater risk of a catastrophic data breach?
- (133) Mission 5 is about “harnessing technology to drive prosperity”. Yet your own budget papers show the DRF has been cut by nearly 75%. How is slashing investment consistent with driving the digital economy?
- (134) Minister, unlike Victoria and the Commonwealth, NSW has no AI strategy, no AI adoption framework, and no workforce plan. Why have you completely failed to integrate AI into NSW’s digital ambition?
- (135) How can you claim NSW is preparing for the future economy when you dismiss AI as irrelevant to the public service, despite overwhelming evidence that it will transform workforces worldwide?

CUTS TO SPECIFIC PROGRAMS WITHIN THE DIGITAL RESTART FUND 2024 V 2023

- (136) Cyber Security Uplift – Customer Service: \$19.1m (2023) → \$4.9m (2024). Minister, why has core cyber security funding in your own department collapsed by 75% when cyber incidents are escalating?
- (137) If the Government is so committed to using Digital to improve planning and unlock housing, then why has funding for the Spatial Digital Twin gone from \$21.8m to \$1.5m (It was a flagship smart cities and planning tool) Has the project failed?
- (138) Minister, on page 224 of the Digital Restart Fund 2024 Project Payments Report, the Park n Pay – Disability Parking project is marked Not on schedule, Not on budget, and Not on benefits. Why is a core customer service initiative for people with disabilities failing on every single delivery measure under your watch?
- (139) On page 115, the *Licensing Program* — your flagship digital reform worth \$115 million — is marked Not *on schedule*. Why have you failed to keep this project on track when licensing reform was promised as the centrepiece of Service NSW’s digital agenda?

- (140) Minister, on page 121, the *Digital Birth Certificate – National Rollout* is recorded as *Not on track to deliver benefits*, even though the project is fully funded. Why has this project failed to deliver outcomes, and how can you defend spending millions with no benefits achieved?
- (141) Minister, on page 168, the *Future of Fines* project is reported as *Not achieving objectives, Not on budget, and Not on benefits*. Yet on page 170 of the same report, the same project is reported as *On schedule, On budget, and On benefits*. How can you explain this contradiction in your own Department's reporting, and isn't this evidence of a governance collapse in the DRF under your watch?
- (142) On page 301, the *State Archives and Sydney Living Museum Cyber Uplift* project has no attestations at all for objectives, schedule, budget, or benefits. Minister, how can you justify signing off on a DRF report where projects have no accountability information whatsoever?
- (143) Minister, isn't it the case that the DRF — once the engine of NSW's digital government ambition — is now riddled with projects that are off-schedule, over budget, failing to deliver benefits, or missing accountability data altogether

Cyber Security

- (144) Minister, how many agencies have failed to meet the mandatory Cyber Security Policy maturity targets this year?
- (145) Has your Government cut or redirected any cyber funding in this budget compared to last year?
- (146) How many vacancies currently exist in Cyber Security NSW, and what is the average time to fill those roles?
- (147) Has your department ever rejected or delayed agency cyber uplift projects due to lack of budget?
- (148) Did the Auditor-General or the State Audit Office raise concerns with you personally about cyber readiness in NSW agencies this year?
- (149) How many ransomware incidents have affected NSW agencies in the past 12 months, and were any ransoms paid?
- (150) Has the Government conducted a state-wide penetration test of critical systems in the past year — and if not, why not?

- (151) Is it correct that citizen-facing platforms like Service NSW and Revenue NSW remain high-risk targets according to your own threat assessments?
- (152) How much funding has been specifically allocated to protect local councils from cyber threats, given their access to state systems?
- (153) Can you guarantee no sensitive citizen data was exfiltrated in cyber incidents reported in the past year?

Service NSW

- (154) Are you aware that Minister Kamper's sister Ms Kamper currently works in the Department of Customer Service – are you aware of how that conflict of interest is managed?
- (155) How many customer complaints has Service NSW received in the past 12 months, broken down by category (delays, outages, billing errors, etc.)?
- (156) Minister, is Service NSW still relying on legacy systems built over a decade ago — and if so, how many?
- (157) How much did Service NSW spend last year on advertising and marketing campaigns?
- (158) Can you confirm whether Service NSW met all its service level agreements with other agencies?
- (159) Has Service NSW been directed to absorb additional functions from other agencies without receiving matching budget support?
- (160) Minister, how many regional Service NSW centres have closed or had their hours reduced since 2023?
- (161) How many identity theft or fraud incidents linked to Service NSW systems have been detected in the past year?
- (162) What proportion of Service NSW digital transactions fail and require customers to attend a branch in person?
- (163) Can you table the top 10 systems outages at Service NSW by duration and customer impact over the past 12 months?
- (164) What is the average wait time for customers on the Service NSW phone line, and how does that compare to the previous year?

Behavioural Insights Unit

- (165) How many full time equivalent staff does the Behavioural Insights Unit currently employ across all roles?
- (166) Can you list all the current managerial positions within the Behavioural Insights Unit and the specific responsibilities each holds?
- (167) How many roles have been filled through temporary or acting arrangements, and what is their duration?
- (168) What proportion of staff are dedicated to trial design and evaluation, and how is that determined?
- (169) Since April 2023, how has the number of staff in the Behavioural Insights Unit changed overall?
- (170) What is the breakdown of staff across the roles of senior and junior staff?
- (171) Can you specify how many staff are involved in capability building such as workshops and clinics and in what capacity?
- (172) Of the staff delivering rapid evidence checks, sludge audits, or Behaviour Smart Bootcamps, how many are dedicated exclusively to each service?
- (173) How many staff are involved in developing and maintaining the do it yourself guides and other public resources?
- (174) What is the staff headcount assigned to evaluating trials such as those focused on missed hospital appointments or increasing women applying for senior roles?
- (175) What behavioural science or economics qualifications do staff in each role category hold?
- (176) Who is responsible for ethics and privacy oversight within the Behavioural Insights Unit, and how is that structured?
- (177) Are there designated staff who manage relationships with external stakeholders such as academia or the UK's Behavioural Insights Team, and if so how many and in what capacity?
- (178) Which staff lead the analysis and technical assurance of randomised controlled trials, and how are they held accountable?
- (179) How often do staff receive professional development in emerging behavioural methodologies, and who organises that?

- (180) Who is ultimately accountable for trial integrity and ethical compliance across Behavioural Insights Unit programs?
- (181) How is workload for major trials allocated across staff, and how do you ensure no one is overloaded?
- (182) What processes exist to ensure that plain English outputs such as guidance materials are reviewed for clarity and accessibility, and by whom?
- (183) How many staff hours per annum are dedicated to stakeholder engagement, and how is that tracked?
- (184) Who reviews the public blogs and guides before publication to ensure accuracy and transparency, and how many staff are involved in that process?
- (185) What personnel are responsible for the weekly Behavioural Insights clinics and the monthly Behavioural Insights Champions workshops, and what proportion of their time is dedicated to those activities?
- (186) Can you provide the staff breakdown between project delivery versus capability building such as training or public resources?

OneCX Program

- (187) How many full-time equivalent staff are currently assigned to the One CX Program, and how many are funded on a temporary or contingent basis?
- (188) What changes have occurred to the One CX Program team since December 2024, when the most recent blog post appeared? (For example, have any roles been created, converted to ongoing, or disbanded?)
- (189) How many roles within the One CX Program were converted from temporary to ongoing, and when did that conversion occur? (The PSA advised that 49 roles were converted in mid-2023, but what has changed since then?)
- (190) Which positions exist to manage stakeholder engagement and communications, and how many staff fill these roles now?
- (191) What is the current staffing structure for discovery, definition and delivery phases, capability uplift, and ongoing support services as outlined in the service catalogue?
- (192) Who leads the agile delivery efforts using the Scaled Agile Framework, and how many team members are dedicated to agile roles such as product owner, scrum master, or delivery lead?

- (193) How many staff focus solely on accessibility improvements and audits, and how is that expertise structured across the team?
- (194) What roles are responsible for continuous improvement activities like retrospectives, process adjustments, and tool enhancements, and who leads those retrospective sessions?
- (195) How many people are engaged in research, analytics and data-driven content decisions, for instance, measuring accessibility uplift or monitoring performance like uptime, readability, and navigation improvements?
- (196) Who manages training and capability building across the NSW Government, for example, the 365 staff trained in 2024, and how many staff deliver those sessions?
- (197) How many people coordinate the Help Hub support portal, Help Hub tickets (33 292 in 2024), and maintain customer satisfaction at 98 per cent, and what are their titles?
- (198) Which staff are responsible for newsletter production (31 newsletters, 3,142 subscribers) and stakeholder events, and how many hours are devoted to communications?
- (199) Who manages the infrastructure elements, including uptime, security, performance, CMS platform operations, and how many technical staff are allocated to platform reliability?
- (200) How many people maintain and update the CX Toolkit, content guidance, service catalogue, and all-of-government standards and toolkits?
- (201) Who is responsible for case study delivery, migration coordination across portfolios, and maintaining relationships with agency partners?
- (202) What team size is responsible for implementing translation and in-language experiences such as Easy Read, multilingual content, and inclusive design?
- (203) Which roles support SEO, search boosting, AI summary implementation, and search optimisation across the platform?
- (204) How many staff work on content strategy, archives, retirement of outdated pages (11,010 since commencement, 3,511 in 2024), and documentation strategy?
- (205) Who leads user experience design, information architecture and navigation improvements across nsw.gov.au, and how many designers or UX specialists are assigned to the One CX Program?
- (206) What staffing is dedicated to platform enhancements like HTML-to-PDF solution, immersive experiences, page-speed improvements and payment gateway discovery?

- (207) Which staff manage research guidelines, privacy-by-design integration, PIA actions and related governance across the program?
- (208) How many staff are focused on template, component, and CMS component catalogue management, and the creation of the design system and style guide?
- (209) Which staff support ongoing optimisation for global UX, accessibility compliance (WCAG 2.1 AA level) and translation for CALD users, and how many are allocated versus ad hoc?
- (210) What internal roles focus on archiving and managing decommissioned sites content with the State Library of NSW, and who coordinates with records-management units in agencies?
- (211) Who is accountable for inclusivity and accessibility outcomes such as accessibility uplift of 23.6 per cent, and how is ownership of those metrics assigned in the team?
- (212) How many staff are dedicated to innovation initiatives, pilot tools, AI-driven search enhancements, and future-facing digital projects flagged in the roadmap?
- (213) What measures exist to ensure continuous capability uplift with agile practice, tool training or retrospectives, and who enforces those standards across the team?

Cyber Security NSW

- (214) What changes have occurred to Cyber Security NSW staffing since September 2024, following the restructure reported by the PSA, and what positions have been eliminated, downgraded or altered in scope?
- (215) How many ongoing roles were cut in that restructure, and what were their titles or functional areas?
- (216) How many vacant positions were delimited in the restructure and what areas do they pertain to?
- (217) How many temporary roles were affected by the restructure and what positions were they?
- (218) How has the restructure affected Cyber Security NSW's capability to deliver core functions such as coordinated incident response, advisory services and policy guidance.
- (219) Which staff now lead incident response coordination for significant cyber events across the NSW Government, and how many staff support that function.
- (220) How many staff across Cyber Security NSW are dedicated to producing Intelligent Threat Bulletins, and what proportion of overall staffing does that represent.

- (221) How many intelligence products did Cyber Security NSW circulate in 2024 and how many staff-hours did that work consume?
- (222) Which roles were responsible for the integration of ID Support NSW and how many staff were involved in that integration?
- (223) What staffing supports the enhanced Cyber Portal, including development, user support, customisations and incident submissions?
- (224) Who manages the annual NSW Government Cyber Threat Report, what team supports that, and how is its production resourced?
- (225) How many staff coordinate the implementation and monitoring of the NSW Cyber Security Policy requirements across government agencies?
- (226) Who chairs or supports the Cyber Security Steering Group and what staffing underpins that governance structure?
- (227) How many staff are dedicated to stakeholder and law enforcement collaboration, such as work with NSW Police and ACSC?
- (228) Who is in charge of managing Circulars and guidance documents, and how many staff are involved in developing those publications?
- (229) How many staff provide outreach and support under the NSW Cyber Ambassador Program and Accelerator initiatives?
- (230) How is the cyber workforce skills development portfolio staffed, including traineeships, Ambassador Program support and workforce pipelines?
- (231) What resources and staffing are committed to local government and other jurisdictions, especially for councils that are not bound by the policy?
- (232) How many staff are tasked with implementing DMARC tool rollouts and monitoring email fraud across agencies and councils?
- (233) Which staff monitor legacy systems in agencies to address the vulnerabilities highlighted in the 2025 audit, and what staffing supports compliance remediation?
- (234) What teams are assigned to third-party risk oversight, given the rise in incidents stemming from external systems?
- (235) Which staff track and support agencies to close the 152 significant cyber risks flagged in the Auditor's 2025 Insights report?

- (236) Who oversees the new \$87.7 million funding announced for cyber resilience, and what positions manage allocation and outcomes?
- (237) What measures are in place to ensure staffing remains fit for purpose amid changing threat environments and budget constraints?
- (238) How many staff are responsible for measuring, tracking and reporting on agency compliance rates with the NSW Cyber Security Policy?
- (239) How has the NSW Cyber Security Strategy (2021) been updated or replaced since its launch, particularly in relation to the imminent 2025 update following initial consultations?
- (240) What commitments are being carried forward from the 2021 Strategy around leading by example in cyber resilience and progressive workforce expansion?
- (241) How is Cyber Security NSW measuring progress against the Strategy's goal to widen the pipeline, enhance workforce diversity and facilitate regional participation?
- (242) What steps are being taken to grow the NSW cyber security industry through procurement clarity, innovation ecosystem development and connections with major precincts or global markets?
- (243) Which specific programs, like the Cyber Ambassador Program, Open P-Tech, or TAFE micro-learning, are directly linked to delivering the Strategy's workforce and talent objectives?
- (244) How has the NSW Cyber Ambassador Program performed in terms of outreach and engagement, and what staffing resources support it?
- (245) What is the current state of partnerships between Cyber Security NSW, the Innovation Node, IBM and the Department of Education under the Open P-Tech initiative?
- (246) How is the Cyber Skills Study and Pathway Mapping progressing, and has it informed any workforce planning or education reform?
- (247) What agencies or entities are accountable for ensuring meaningful implementation of Strategy objectives like gender and neuro-diverse recruitment, and how is accountability enforced?
- (248) How is industry and academic input being incorporated into Strategy delivery to improve cyber training relevance?
- (249) How is the Strategy being aligned with the 2023-2030 Australian Cyber Security Strategy?

- (250) What enhancements have been made to the Cyber Portal to support Strategy goals like improved metrics, reporting, and threat briefings?
- (251) How will features like PROTECTED file transfer, engagement metrics, and threat distribution in the next Cyber Portal iteration support resilience and delivery?
- (252) How did the integration of ID Support NSW into Cyber Security NSW strengthen the Strategy's objective of continuity and citizen protection?
- (253) How is the updated 2024 Cyber Security Policy delivering on the Strategy's vision of government services continuity and resilience?
- (254) What mechanisms are in place to translate the Strategy's intention of shifting from compliance to resilience into real culture and governance reform?
- (255) How is Cyber Security NSW supporting agencies to close the 69 per cent compliance gap in basic protective measures flagged by the 2025 Audit?
- (256) What structures ensure independent assurance of agency compliance, as called for by audit findings?
- (257) How are third-party provider risks being managed, especially where agencies rely on external ICT services, as warned in the 2025 Audit?
- (258) How is staffing being scaled or adjusted to secure emergency response capability consistent with the Strategy and recent insights?
- (259) What governance structures are in place to allocate and oversee the new \$87.7 million funding and its alignment with Strategy goals?
- (260) How will the new funding support practical delivery of the Strategy's commitment around resilience, diversity, workforce pipeline and industry support?
- (261) How will Cyber Security NSW track whether the Strategy's goals, like trusted services and coordinated responses, are achieved through outcomes or metrics?
- (262) What timeline is expected for the release of the updated Cyber Security Strategy and how will public transparency be maintained?
- (263) What accountability exists if Strategy objectives like improved procurement access or agency compliance, fail to materialise within stated timeframes or resource envelopes?
- (264) How does the Strategy plan to ensure small businesses and regionally based organisations benefit from cyber resilience support and industry growth initiatives?

Cost of Living hub

- (265) How many people have contacted DCS via the “call us” or “send us an email” options under Get in Touch for the Savings Finder or cost-of-living help, and how is that volume tracked.
- (266) How many formal complaints have been received via those contact channels regarding changes to Active and Creative Kids vouchers, First Lap vouchers, Back to School assistance, or other Hub supports.
- (267) Which staff manage the inboxes or call lines connected to the Cost of Living Hub’s Get in Touch functionality, and what team do they belong to.
- (268) How many staff members were added or removed in the Hub support team since it launched.
- (269) What roles in the Customer Experience Unit or DCS are responsible for triaging and responding to complaints about voucher access or changes in eligibility.
- (270) When did DCS receive the first complaints about tougher conditions being applied to Active and Creative Kids or First Lap vouchers.
- (271) What changes to staff resourcing were made in response to spikes in user contacts or complaint volumes.
- (272) How many user contacts related specifically to eligibility or conditions for the Active and Creative Kids voucher.
- (273) How many contacts were about difficulties with the First Lap swim voucher or confusion around term windows.
- (274) How many contacts addressed issues with the Savings Finder tool failing to capture entitlements correctly.
- (275) How many front-line DCS staff receive training to support Hub users and respond to cost-of-living enquiries.
- (276) How often does the Minister’s office receive briefings or summaries of complaints or contact volumes relating to the Cost of Living Hub.
- (277) Which DCS officials prepare those briefing notes or reports for the Minister’s office, and how frequently.
- (278) Was any advice provided to the Minister’s office that the Active and Creative Kids voucher eligibility conditions were generating confusion, and when was that advice first sent.

- (279) When did DCS first advise the Minister's office of a significant increase in user contacts related to voucher rollouts or changes.
- (280) What documentation exists of advice from DCS to the Minister's office about public feedback on the First Lap voucher or Active and Creative Kids changes.
- (281) Has DCS advised the Minister's office about demographic patterns in user contacts for example, parents of primary school-aged children and voucher confusion.
- (282) How many staff hours are spent weekly by the Hub team processing Get in Touch communications, and which team members are responsible.
- (283) How does DCS record and monitor sentiment in those contacts, such as frustration about increased complexity or reduced access.
- (284) What support do staff receive when dealing with emotionally charged or high-volume customer enquiries about cost-of-living stress.
- (285) Has the Minister's office requested updates from DCS on voucher usage rates and the Hub's support impact, and if so when.
- (286) How many times between 2023 and 2 September 2025 has the Minister's office flagged content or tool changes based on their own constituents' feedback.
- (287) Which DCS digital content staff update the Hub pages or tools in response to Ministerial feedback, and how is that tracked.
- (288) How often do DCS and Ministerial staff meet (virtually or in person) to discuss the status of the Hub or upcoming content changes.
- (289) How many content updates to the Hub since 2023 were initiated following feedback passed from the Minister's office to DCS.
- (290) What changes were made to improve clarity about voucher eligibility or term dates, and who authorised those changes.
- (291) How many complaints did DCS log about voucher rollouts that ended at odds with public expectations or media coverage.
- (292) Which staff coordinate with Service NSW to resolve Get in Touch contacts about voucher access or application errors.
- (293) How many Get in Touch contacts were escalated to Service NSW staff, and how many were resolved completely within DCS.

- (294) How many duplicate or repeated contacts came in about the same issue, indicating systemic confusion.
- (295) Which staff in DCS lead the user research or surveys exploring how easy or hard the Hub is to use.
- (296) What evidence has DCS collected on the most confusing elements of the Hub, and how has that informed updates.
- (297) How many usability improvements have been made since launch to simplify navigation for vouchers and calculators.
- (298) Which staff were responsible for those usability updates and what changes were implemented.
- (299) How does DCS measure performance of Get in Touch response times, and who monitors those metrics.
- (300) What is the average response time to emails or calls logged via the Hub, and has that improved over time.
- (301) Which staff log and review media or social media feedback related to cost-of-living tool changes, and how many such inputs are actioned for site updates.
- (302) How many requests have been made by community groups or advocacy organisations for changes to voucher conditions, and who within DCS engaged with them.
- (303) Was advice given to the Minister's office about plans to change eligibility or rollout timing of vouchers like Back to School supports.
- (304) Which staff had carriage of stakeholder liaison or community engagement around voucher changes.
- (305) How many internal meetings were held in DCS about managing the rollout of the new combined Active and Creative Kids voucher.
- (306) How many additional staff resources were allocated to the Hub at the height of voucher contact demand, such as back-to-school or term start periods.
- (307) How many contacts related to language comprehension or translation requests were received, and which languages were most frequently requested.
- (308) How many translation or interpreting requests were fulfilled via TIS for Hub-related enquiries.

- (309) Which staff track translation usage and ensure accurate multilingual support for cost-of-living tools and pages.
- (310) How many contacts requested financial hardship support beyond calculators such as accessing food or energy rebates and who in DCS handles these referrals.
- (311) How many submitted feedback forms rated the Hub “not helpful” or “difficult to use” and have those been reported to the Minister’s office.

Government brand advertising, communications and social media

- (312) What is the current total headcount of the Advertising and Communications unit at the Department of Customer Service?
- (313) How many of the Advertising and Communications staff are employed on an ongoing basis and how many are on temporary or contingent contracts?
- (314) How many executives are included in the Advertising and Communications unit headcount and what roles do they perform?
- (315) How has the overall headcount of the unit changed in each of the past two financial years?
- (316) What proportion of the unit’s headcount is dedicated to campaign design, campaign effectiveness, and campaign evaluation respectively?
- (317) How many staff in the unit are responsible for stakeholder engagement and agency liaison compared to those working on technical or creative outputs?
- (318) How many positions in the unit are currently vacant and how long have those vacancies been unfilled?
- (319) What is the average staffing cost per full time equivalent in the Advertising and Communications unit?
- (320) How many contractors or consultants are engaged in the unit in addition to the internal headcount?
- (321) How does the headcount of the Advertising and Communications unit compare with equivalent communications teams in other NSW Government departments?
- (322) How many executives lead the Brand and Communications function within DCS?
- (323) What are the titles and responsibilities of each executive in the Brand and Communications team?

- (324) Which executive is accountable for the Diverse Communications Team?
- (325) Which executive is accountable for the Digital Campaigns Leadership Team?
- (326) Which executive is accountable for the Campaign Effectiveness Team?
- (327) Which executive is accountable for the Campaign Performance Team?
- (328) Which executive runs the Sector Capability Team?
- (329) How many executives oversee the Brand and Communications team and what does each of them do?
- (330) How is executive oversight divided across the various sub-teams listed?
- (331) What specific deliverables are each of those executives responsible for delivering?
- (332) How often do these executives report internally to DCS senior leadership or the Secretary?
- (333) How many senior-level staff sit under each executive across those sub-teams?
- (334) Which of the listed Brand and Communications sub-teams undertake the same or overlapping responsibilities as communications staff in other departments or agencies?
- (335) Where do the Digital Campaigns Leadership Team and agency-specific digital teams overlap in roles?
- (336) Is there duplication between the Campaign Effectiveness Team and internal communications functions in major agencies?
- (337) Does the Campaign Performance Team conduct work that mirrors advertising procurement teams in other clusters?
- (338) Are there overlapping functions between the Diverse Communications Team and multicultural roles in agencies like Multicultural NSW?
- (339) How does the Sector Capability Team's training content compare with the GovComms Capability Program events?
- (340) Is there duplication between the Multicultural and Aboriginal advertising policy enforcement and cultural inclusion roles in other departments?
- (341) Does the Regional media guidance overlap with communications roles in Regional NSW or agencies focused on regional engagement?
- (342) Does the Brand and Communications team perform functions that are duplicated by Service NSW communications staff?

- (343) Do any responsibilities of the Brand and Communications team overlap with Treasury or Premier's Department communications work?
- (344) Is there role duplication where Brand Framework or logo placement conflicts with agency-specific brand teams?
- (345) What support services does the Diverse Communications Team provide and how many staff deliver them?
- (346) What support services does the Digital Campaigns Leadership Team provide and how many staff deliver them?
- (347) What support services does the Campaign Effectiveness Team provide and how many staff deliver them?
- (348) What support services does the Campaign Performance Team provide and how many staff deliver them?
- (349) What support services does the Sector Capability Team provide and how many staff deliver them?
- (350) How many campaigns annually does each sub-team support?
- (351) How are client agencies onboarded to work with each of these sub-teams?
- (352) How does DCS ensure each team's services are unique and not duplicated by other agencies?
- (353) Which teams provide peer review of campaign proposals?
- (354) Which team makes recommendations to Cabinet on advertising proposals?
- (355) Which team provides feedback on creative concepts and campaign briefing documents?
- (356) Which team monitors evidence of likely effectiveness and behavioural insights?
- (357) Which teams manage learning and development for government communications professionals?

DCS - Advertising accountability, governance and compliance

- (358) How does the Brand and Communications team ensure compliance with the Government Advertising Act 2011?
- (359) Which team ensures apolitical content in all government advertising?
- (360) How does DCS enforce accessibility standards for people living with disabilities across campaigns?

- (361) How is Indigenous or multicultural representation enforced across campaigns?
- (362) Which team ensures that at least 26 per cent of regional campaign spend targets regional media?
- (363) How is regional media engagement tracked and enforced?
- (364) Which team tracks compliance with Disability Inclusion Act requirements in campaign design?
- (365) Which team ensures that compliance certificates are signed and publicly available?
- (366) Who tracks whether agencies have completed peer review for campaigns above budget thresholds?
- (367) Who verifies that post-campaign effectiveness reports are submitted in time?
- (368) Which team ensures campaigns over \$1 million have cost-benefit analysis?
- (369) How is the Advertising and Digital Communications Services Scheme managed?
- (370) Which team deals with procurement-related queries and suppliers under that scheme?
- (371) Which team liaises with OMD or media buying services?
- (372) How is the All-of-Government Communications Framework applied in practice?
- (373) Which team supports implementation of the Brand Framework across agencies?
- (374) How is consistency of NSW Government branding enforced across all government communications?
- (375) Who monitors use of masterbrand, co-brand and independent brand categories?
- (376) Which team issues guidance on logo use, including TV endframes and visual style?
- (377) Who ensures adherence to the NSW Government Visual Identity System?
- (378) What role does the Branding function play beyond advertising, such as in social media or events?
- (379) Who resolves disputes between agency branding and masterbrand requirements?
- (380) How often do these sub-teams meet with cluster communications teams in major agencies?
- (381) Who coordinates between DCS Brand and Communications and other departments' communications?
- (382) Which staff manage cross-agency advertising planning and shared campaigns?

- (383) Does the Campaign Effectiveness Team collaborate with Premier's Department communications for election-related guidelines?
- (384) How are A-government communication frameworks shared across agencies?
- (385) Which team supports communities of practice like GovComms?
- (386) Who liaises between the GovComms Capability Program and Brand and Communications team?
- (387) What is the total headcount across all Brand and Communications sub-teams together?
- (388) How many FTEs are allocated to the Diverse Communications Team?
- (389) How many FTEs are allocated to the Digital Campaigns Leadership Team?
- (390) How many FTEs are allocated to the Campaign Effectiveness Team?
- (391) How many FTEs are allocated to the Campaign Performance Team?
- (392) How many FTEs are allocated to the Sector Capability Team?
- (393) How has staffing changed in these teams since 2023?
- (394) Have any roles been added or eliminated in that timeframe?
- (395) Which teams require external consultant support versus internal capacity?
- (396) How does DCS measure the success of each support function?
- (397) Which metrics are tracked by Campaign Effectiveness Team?
- (398) Which metrics are tracked by Digital Campaigns Leadership Team?
- (399) Which metrics are tracked by Sector Capability Team?
- (400) Are these metrics publicly reported or included in annual reporting?
- (401) Which teams review and act on post-campaign effectiveness reports?
- (402) How are lessons learned shared across clusters?
- (403) Which team handles continuous improvement of advertising processes?
- (404) Which DCS senior leader authorised the official switch of infrastructure wrap-around colours from blue to red?
- (405) What specific date was the decision to change the government colour palette made?

- (406) Which Minister signed off on the decision to change the colour of hoarding and fencing covers?
- (407) What documented rationale was provided to justify switching the colour palette from blue to red?
- (408) What consultation was carried out with agencies before confirming the change of colour?
- (409) What specific briefing notes or cost assessments were prepared by DCS before the switch was approved?
- (410) How many kilometres of existing blue shade cloth and hoarding were in stock when the decision was made to change to red?
- (411) What is the total dollar value of blue shade cloth and fencing wraps still in storage or active use as of September 2025?
- (412) Has any existing stock of blue fencing or hoarding been discarded or written off, and if so, what was the cost?
- (413) How many new red fencing covers, shade cloths or hoarding sheets have been procured since the switch was announced?
- (414) What is the cost per square metre of red shade cloth compared to the previous blue stock?
- (415) How much money has been spent since the announcement on producing new red branding assets, including cloth, hoarding, fencing, and ribbons?
- (416) Which contractors or suppliers are responsible for manufacturing and supplying the new red branding materials?
- (417) Were any new tenders issued to procure the red fencing covers, and if so, when were those tenders released?
- (418) How many contracts have been updated or varied to include red rather than blue branding assets?
- (419) What due diligence was carried out to confirm there would be “no additional cost” to taxpayers as stated by DCS?
- (420) Can DCS provide a breakdown of all staff hours and internal resources used to implement the red rebrand?
- (421) What communications were sent to agencies to enforce the change of colour, and on what dates?

- (422) Which teams within DCS are responsible for overseeing rollout of the red colour branding across worksites?
- (423) How many agencies have already transitioned their worksite branding from blue to red as of September 2025?
- (424) What timeline has been set for all agencies to complete the colour switch on hoarding and fencing?
- (425) How will DCS monitor compliance with the red colour branding across hundreds of work sites?
- (426) Have any agencies reported difficulties or increased costs in implementing the red colour branding?
- (427) What guidance has been given to agencies about using up remaining blue stock before switching to red?
- (428) How will the red Waratah logo be adapted or altered for visibility on a red background?
- (429) What advice did branding specialists provide on the risk of logo visibility when placed on red fencing?
- (430) Has any analysis been done on whether red colour branding could create public confusion with political party colours?
- (431) How many ceremonial ribbons have been purchased in red since the change, and what has been the cost?
- (432) Was the switch of ceremonial ribbons from blue to red subject to any procurement variation or new purchase order?
- (433) What monitoring or reporting mechanism is in place to track all costs associated with the red rebrand across NSW agencies?

All of Government Communications Framework

- (434) What is the full list of communications themes under the All-of-Government Communications Framework as presented on the NSW Government site (such as Aboriginal information, Community services, Driving, Education, etc.)?
- (435) Which team or division within DCS is responsible for managing and overseeing this Communications Framework across clusters?

- (436) How is responsibility divided between DCS and individual agencies for delivering communications under each theme?
- (437) Which agency communications teams retain autonomy over their messaging even when using the broader Framework?
- (438) How many communications staff are deployed government-wide to support this Framework, and how many FTEs does that represent?
- (439) How many executives or senior managers are assigned to maintain or govern the Communications Framework?
- (440) What reporting lines exist from those executives to the Secretary of Customer Service or another senior leader?
- (441) How often is the Communications Framework reviewed for currency and relevance?
- (442) Has the Framework been updated since 2023, and if so, what changes were made and when?
- (443) Is there duplication in content creation where multiple agencies publish overlapping messages under the same theme?
- (444) How is consistency maintained in messaging for themes like "Health and wellbeing" when shared across clusters?
- (445) What mechanisms exist to prevent contradictory or duplicated campaigns, for example, between DCS and the Health cluster on emergency messaging?
- (446) Which themes are most prone to duplication across agencies, and how is that tracked?
- (447) How are communications resources, such as creative assets or templates, shared across agencies through this Framework?
- (448) Who tracks usage of shared templates or guidance across government agencies?
- (449) Which team in DCS liaises with agency communications leads to coordinate multi-agency campaigns?
- (450) What governance or committee structures support the Framework's implementation?
- (451) Are agencies required to submit campaign proposals under themes to DCS for approval before release?
- (452) If so, what criteria are used to approve or reject cross-agency communications?
- (453) How is performance of cross-agency communications measured, and by whom?

- (454) Which team is accountable for ensuring accessibility standards are applied across all theme messaging?
- (455) Which team oversees multicultural or inclusive communications within each theme?
- (456) What are the accountability pathways if a campaign under a theme fails to meet compliance or quality standards?
- (457) Has DCS been instructed to include the phrase “Minns Labor Government” in media releases or public communications?
- (458) If so, which office or individual issued that directive, was it the Premier’s office, a ministerial adviser, or DCS leadership?
- (459) On what date was the directive first communicated to DCS communications staff?
- (460) Is there a formal memo, briefing note or mandate directing communications to reference “Minns Labor Government”?
- (461) Have DCS communications staff raised any concerns or objections about that naming requirement, and if so, who and when?
- (462) What budget is allocated to maintain the All-of-Government Communications Framework, and how is that distributed across themes?
- (463) How many staff hours per week are devoted to coordinating the Framework across agencies?
- (464) What training is provided to agency communications staff on using the Framework effectively?
- (465) Has the Framework generated cost savings by reducing duplicated assets or messaging, and if so, how much?
- (466) If any themes require external agencies, such as multicultural or Aboriginal communications specialists, how are they sourced and contracted?
- (467) How are conflicts between DCS-driven Framework messaging and agency-specific priorities resolved?
- (468) Is there a performance report or evaluation available that measures outcomes from cross-agency communications under the Framework?
- (469) What mechanisms allow agencies to input new theme areas or propose changes to existing Framework categories?

- (470) Are agencies required to contribute reporting on their use of the Framework, and if so, how frequently and through what system?
- (471) Which stakeholders or external partners (such as community groups or stakeholders) are consulted in developing the Framework themes or guidance?

Social Media

- (472) Which division inside the Department of Customer Service is responsible for owning and updating the Social Media Guidelines?
- (473) How many full time equivalent staff are dedicated to managing these Guidelines across the NSW Government?
- (474) Who within DCS signs off on updates or revisions to the Guidelines before they are published?
- (475) How often are the Guidelines reviewed and when was the last review completed?
- (476) Which executives in DCS are directly accountable for ensuring agencies comply with the Social Media Guidelines?
- (477) What training is provided to agency social media officers to ensure they understand their obligations?
- (478) How do agencies confirm that they are compliant with the Guidelines and who checks compliance?
- (479) What is the process for approving a new NSW Government social media account under these Guidelines?
- (480) Which team in DCS provides advice to agencies when they are unsure how to apply the Guidelines?
- (481) How many times since 2023 has DCS been asked to provide advice on account creation or content under the Guidelines?
- (482) How many official NSW Government social media accounts are currently active and who tracks this number?
- (483) What reporting requirements do agencies have to meet when using government social media accounts?
- (484) How are accessibility requirements such as captions and alt text enforced under these Guidelines?

- (485) Which team checks whether agencies are meeting accessibility obligations on their social media channels?
- (486) What rules exist in the Guidelines for managing privacy and data security on social media platforms?
- (487) Who in DCS is responsible for overseeing compliance with privacy and security standards?
- (488) How are social media posts archived and recorded to meet government record keeping laws?
- (489) Which team manages the archiving of NSW Government social media accounts and how is that funded?
- (490) What measures exist in the Guidelines to deal with inappropriate or abusive comments on government accounts?
- (491) Who in DCS supports agency staff wellbeing when dealing with abusive or threatening interactions on social media?
- (492) What restrictions or guidance are included in the Guidelines regarding the use of artificial intelligence or automated content?
- (493) How are influencers approved for use in NSW Government campaigns and who oversees that process?
- (494) What guidance is provided on disclosure and transparency when government uses influencers in campaigns?
- (495) Which team monitors whether government agencies are correctly identifying paid partnerships on social media?
- (496) What guidance exists on the use of hashtags or campaign tagging in official NSW Government posts?
- (497) How do agencies ensure consistency of branding and tone across all official NSW Government social media channels?
- (498) Which team manages cross agency coordination to prevent duplication or conflicting messages?
- (499) What rules exist about agencies running closed groups or private communities under government branding?
- (500) How is sentiment monitoring or social listening incorporated into the Guidelines and who carries it out?

- (501) What budget has been allocated to maintaining and enforcing the Social Media Guidelines since 2023?
- (502) How many complaints have been made about agency use of social media and who investigates them?
- (503) Has DCS been formally instructed to include the phrase “Minns Labor Government” in social media posts?
- (504) If DCS has been instructed to include that phrase who issued the directive and on what date?
- (505) Is there a written directive requiring agencies to use the phrase “Minns Labor Government” in social media content?
- (506) Have any agency communications teams raised concerns about being required to use the phrase “Minns Labor Government”?
- (507) What steps does DCS take to ensure that social media communications remain factual and apolitical if such a directive exists?
- (508) Have any staff in ministerial offices lodged complaints through NSW Government social media channels, and if so who lodged them and when?
- (509) Have any members of the public lodged serious complaints through NSW Government social media channels, and if so what was the subject matter and when were they received?
- (510) What processes exist to record, categorise and escalate complaints that are submitted through official NSW Government social media accounts?
- (511) How many complaints from members of the public have been deemed serious enough to require formal investigation since 2023?
- (512) When ministerial staff make complaints via social media channels how are those handled differently to complaints made by the general public?
- (513) Which teams within DCS are responsible for receiving, triaging and resolving complaints that arrive through government social media channels?
- (514) What role, if any, does the Premier’s Office play in being notified about complaints made through NSW Government social media accounts?
- (515) Has the Premier’s Office ever intervened directly in resolving a complaint received via a government social media channel, and if so when and why?

- (516) What is the average time taken to resolve a serious complaint submitted via government social media accounts, and who is accountable for ensuring resolution?
- (517) Are agencies required to report complaints raised via their official social media accounts to DCS or the Premier's Office, and if so how frequently and through what mechanism?

EDM Marketing –

- (518) How frequently does Service NSW send out EDMs from news@comms.service.nsw.gov.au?
- (519) Who in Service NSW or DCS decides the content included in each EDM?
- (520) What process governs how topics are selected for inclusion in the newsletters?
- (521) Are content calendars planned and approved in advance, and if so who approves them?
- (522) What criteria determine which announcements or updates qualify for inclusion in an EDM?
- (523) What has been the most clicked item or link across all EDMs over the past year?
- (524) Which types of content, such as rebates, service updates, or event announcements, regularly attract the highest click-through rates?
- (525) Where (geographically or by demographics) are recipients engaging most with EDM links?
- (526) Does Service NSW conduct A/B testing or experiments to optimise EDM content or timing?
- (527) How are performance metrics from EDMs shared internally, and does DCS receive reports?
- (528) To what extent do ministerial offices review or influence the content of EDMs before they are issued?
- (529) Who in the Minister's office typically requests content be added, changed, or removed?
- (530) How often does ministerial feedback result in edits to draft or scheduled EDMs?
- (531) Does the Premier's or relevant Minister's office receive advance copies of EDMs before they are sent?
- (532) Is there an official policy explaining how ministerial input must be balanced with consumer value?
- (533) Why was EDM content from the Coalition government halted from December 2022 due to the caretaker conventions prior to the 2023 election?

- (534) What advice or policy directed Service NSW or DCS to pause or modify EDM content during that period?
- (535) From what date in December 2022 did the restriction on Coalition content begin, and when did it end?
- (536) Will DCS or Service NSW apply the same pre-election (from December 2026) or caretaker period restrictions to the Minns Labor Government?
- (537) If yes, from what date will the EDM content be restricted or paused under those arrangements?
- (538) Will ministerial or political branding be removed from EDMs during the upcoming caretaker period?
- (539) Who is accountable for managing compliance with election caretaker rules in EDM distribution?
- (540) What documentation exists of communications between DCS, Service NSW, and ministerial offices regarding EDM policy and content during election periods?
- (541) If there were concerns about EDM content in the lead-up to elections, how were they escalated and resolved?
- (542) Will these policies and restrictions be applied transparently to the public or subject to internal reporting?

Service NSW

- (543) How many Service NSW centres are currently operating across NSW and how many are planned to open, close, consolidate or relocate in the next 18 months?
- (544) What formal strategy or plan guides decisions on Service NSW centre openings, closures and relocations, and when was it last approved?
- (545) How many centre leases are due to expire within the next 18 months and how many of those leases will not be renewed?
- (546) For each lease that will not be renewed in the next 18 months, which specific Service NSW locations are affected and on what dates do the leases end?
- (547) What is the stated rationale for each lease non renewal decision, including cost, utilisation, building condition, co tenancies, or footprint changes?

- (548) Who signed off on each decision not to renew a lease and on what date was that approval given?
- (549) What consultation has been undertaken with local communities and MPs for each location facing closure, consolidation, or relocation, and when did that consultation occur?
- (550) What alternative access arrangements will be in place for communities affected by a centre closure or relocation, including mobile hubs, extended hours, or digital assistance?
- (551) What criteria are used to determine whether a location remains viable, including foot traffic thresholds, transaction mix, and demographic needs?
- (552) How many centres are operating under temporary or month to month lease arrangements and where are they located?
- (553) What is the projected net saving or additional cost from the set of lease non renewals and relocations planned over the next 18 months?
- (554) How many staff roles will be moved or made redundant as a result of lease non renewals, and how will affected staff be supported?
- (555) Has Service NSW modelled the impact on wait times and customer experience for neighbouring centres when one centre closes or consolidates, and what are the results?
- (556) What service continuity plans exist for regions that would otherwise be left with long travel times to the nearest centre if a lease is not renewed?
- (557) What commitments exist to maintain a Service NSW presence in rural and regional communities where there is limited digital connectivity?
- (558) How many incidents of customer on staff violence or threats have been recorded in Service NSW centres since March 2023 and in which centres did they occur?
- (559) What are the categories of incidents recorded in centres, such as physical assault, threats, harassment, or damage to property, and how many incidents fall into each category?
- (560) What measures have been implemented to mitigate violence in centres, including security staffing, design changes, duress alarms, or police liaison, and when were these measures rolled out?
- (561) How many staff compensation claims or lost time injuries have arisen from violent incidents in centres since March 2023 and what support was provided to affected staff?

- (562) How many substantiated incidents of fraud or misconduct by Service NSW staff have been identified since March 2023 where staff assisted or were alleged to assist criminals to obtain identity documents or credentials?
- (563) In the substantiated cases of staff related fraud, what were the circumstances, which processes were compromised, and what controls failed?
- (564) For each substantiated fraud or misconduct case involving identity assistance, what disciplinary action or prosecution followed and on what dates were outcomes finalised?
- (565) What changes to identity proofing, counter procedures, dual controls, or system flags have been implemented since January 2023 to prevent staff enabled fraud and how are these audited?
- (566) How many attempted or suspected cases of third party coaching or collusion at counters have been detected since March 2023 and how many were escalated to police?
- (567) What proportion of identity related transactions at centres require secondary verification or back office review, and how has that proportion changed since March 2023?
- (568) How are centre managers trained to recognise red flags for identity fraud and what refresher training cadence is mandated across all locations?
- (569) What is the current vacancy rate for frontline roles across Service NSW centres and how does staffing adequacy correlate with incident rates and customer wait times?
- (570) How many complaints have been received from the public about reduced hours, closed counters, or longer wait times linked to lease changes or staffing levels and how were these complaints resolved?
- (571) What external assurance or independent review has examined Service NSW location strategy, lease decisions, violence mitigation, and anti fraud controls since January 2023 and what were the key findings?

Disaster Recovery – DCS

- (572) What is the current total headcount of the Disaster Management team within the Department of Customer Service?
- (573) How many of these roles are ongoing, how many are temporary, and how many are contingent or seconded staff?

- (574) How has the headcount of the Disaster Management team changed since March 2023, and what are the reasons for any reductions?
- (575) Who within DCS authorised any staff reductions or reassignments in the Disaster Management team?
- (576) Did the directive for any reduction in the Disaster Management team come from the Premier's Department, and if so when and in what form?
- (577) Has there been any instruction from the Premier's Office to reduce, restructure, or redirect staff within the Disaster Management team?
- (578) What consultation occurred with staff, unions, or external stakeholders before any reduction or change to the team was implemented?
- (579) How many positions in the Disaster Management team are currently vacant, and how long have those vacancies been unfilled?
- (580) What impact assessments were conducted to determine the effect of staff reductions on disaster readiness and response capability?
- (581) How many roles are specifically dedicated to community preparedness programs such as "Get Ready", and have those numbers changed since March 2023?
- (582) How many staff are responsible for overseeing recovery programs across flood, bushfire, and storm affected communities, and have those resources been reduced?
- (583) What is the current staffing allocation to manage the "Get Ready" campaign, including community engagement, communications, and outreach?
- (584) Who within DCS is accountable for ensuring that recovery information on the NSW Government website is accurate and up to date?
- (585) What role does the Premier's Department play in reviewing or approving content for disaster preparedness or recovery information published by DCS?
- (586) Have any staff from the Disaster Management team been seconded into the Premier's Department or vice versa, and if so how many and when?
- (587) What reporting lines exist between the Disaster Management team in DCS and senior executives in the Premier's Department?
- (588) Has the Premier's Department requested regular updates from DCS on the staffing, performance, or output of the Disaster Management team, and if so how often?

- (589) How many staff are directly responsible for liaising with local councils and community groups as part of the disaster recovery process?
- (590) How many positions have been reclassified, downgraded, or merged in the Disaster Management team since March 2023, and why?
- (591) Who determines the budget allocation for staffing in the Disaster Management team, and has the Premier's Department had input into these decisions?
- (592) How many staff are dedicated to communications and public engagement within the Disaster Management team, and has this number changed since March 2023?
- (593) What measures are in place to ensure staff cuts or reallocations do not compromise disaster readiness or recovery delivery?
- (594) Has the Disaster Management team received any direction from the Premier's Office to prioritise certain disasters or regions over others, and if so when and why?
- (595) Have any staff raised concerns internally about reductions in disaster management capability, and how were those concerns escalated?
- (596) What external reviews, audits, or inquiries have assessed staffing levels or capability of the Disaster Management team since March 2023, and what did they conclude?

Telecommunications Purchasing Arrangements (TPA)

- (597) When exactly was the decision made to allow the TPA C2210 contract to expire on 30 June 2025?
- (598) Who within the Department of Customer Service authorised the expiry of contract C2210 without an active replacement panel in place?
- (599) How many general order forms were signed under contract C2210 before 30 June 2025, and what is their total dollar value?
- (600) What controls are in place to ensure those general order forms are honoured until their expiry without disruption to agencies?
- (601) Which agencies are most exposed to risk by the gap between C2210 expiring and the TPA 2.0 replacement panel being established?
- (602) What steps were taken to prevent service disruption for agencies reliant on telecommunications procurement during the transition?

- (603) How many vendors that were on contract C2210 have been invited to participate in the TPA 2.0 replacement panel process?
- (604) What is the timeline for the TPA 2.0 replacement panel to be finalised, and who is accountable for delays in its implementation?
- (605) Has the Premier's Department or Treasury been briefed on the risks of contract expiry and the timing of TPA 2.0, and if so when?
- (606) What lessons were identified from the management of C2210 that will be applied to the establishment and governance of TPA 2.0?

Office of AI

- (607) Was the decision to create the Office for Artificial Intelligence driven by a Cabinet resolution or administrative direction, and on what date was approval given?
- (608) Which individual within the Minister's Office or Department of Customer Service first proposed establishing the Office for AI, and is there a briefing document backing that proposal?
- (609) Who first engaged with Design and Digital NSW leadership about this new Office, and when did those discussions occur?
- (610) Which agencies beyond Digital NSW were consulted about the establishment of the Office, and on what dates did those consultations take place?
- (611) Was the Premier's Office briefed prior to public announcement, and if so on what date and what was their feedback?
- (612) Who here in the Department or Minister's Office drafted the media release and who approved the text, including the quotes from the Minister and the Chief Information and Digital Officer?
- (613) Were there internal discussions recorded about the risk of overlap between the new Office and the existing AI Review Committee, and can we see those minutes?
- (614) What governance structure applies to the Office, including reporting lines, accountability, oversight bodies, and how does this relate to the AI Review Committee?
- (615) How many staff have been allocated to the Office for AI, and how many have been transferred from existing roles versus newly recruited?

- (616) What is the total budget allocated for the Office for AI over the initial two-year term and what funding line was it drawn from?
- (617) Can you provide copies of communications or agreements outlining the collaboration with CSIRO on the updated AI Assessment Framework?
- (618) What criteria defined the seven expert committee members' selection and who made the final appointments?
- (619) Were there any alternate candidates considered for those roles, and what documentation supports that process?
- (620) Who first proposed the Hunter smart school zone signs trial and what data was used to justify its inclusion in the media release?
- (621) What was the exact remit of the Office in building AI literacy across the public service and who is responsible for overseeing those training initiatives?
- (622) How will the success of the Office be measured publicly or internally and when will those metrics be reported?
- (623) How will the Office avoid duplication with existing ethical, assurance and capability functions within Digital NSW and government-wide governance?
- (624) Why is the Office limited to an initial two years and what are the conditions for extension or early termination?
- (625) Who will hold the Office to account for mission creep or straying beyond oversight into delivery or project management?
- (626) Has any agency raised concerns internally about overlapping remits or confusion of responsibility with the new Office, and if so when and how was that handled?
- (627) Was the creation of the Office for AI communicated or expedited in response to the Opposition's budget reply pledge to establish a Minister for AI?
- (628) Did the Department conduct any analysis or produce a briefing note comparing the Office for AI with the Coalition's proposed approach to an AI Minister?
- (629) Has the Opposition's plan for responsible AI across the public service informed the mandate or design of the Office in any way?

(630) Is there any correspondence between the Premier's Department or Minister's Office regarding AI policy in the lead-up to the Office announcement based on the Oppositions budget in reply speech relating to a Minister responsible for AI?

Mobile Phone / Provider – DCS/Whole of Government

(631) Who is the contracted mobile phone provider used by the Department of Customer Service to manage whole of government mobile devices and when was that contract entered into?

(632) How many active mobile phone contracts and devices are currently being managed across the whole of NSW Government under this arrangement?

(633) What is the total monthly cost of mobile phone services across all NSW Government agencies under the DCS-managed contract since March 2023?

(634) How many mobile phones and tablets have been reported lost or stolen by NSW Government staff since March 2023, and what has been the replacement cost?

(635) Which agencies recorded the highest number of lost or stolen devices, and what accountability measures were taken in each case?

(636) How many executives or senior staff across government are provided with multiple devices such as a mobile phone and a tablet, and who approved those allocations?

(637) What is the average monthly cost per device under the contract, and how does that compare with the lowest available rate negotiated with the provider?

(638) How many upgrades or replacements of devices have been approved since March 2023 across NSW Government, and what was the total cost of those upgrades?

(639) What measures are in place to prevent personal or non-official use of devices under the DCS-managed whole of government contract, and how many breaches have been identified since March 2023?

(640) What oversight role does the Premier's Department or Treasury have in monitoring costs, losses, or procurement decisions related to the whole of government mobile phone contract?

DCS Roles / Human Resources

(641) Who authorised the creation of the new "Director of Systems Capability" role overseeing Government Technology Platforms and on what date was that decision made?

(642) What is the full job description or criteria for the director of systems capability?

- (643) What prompted the restructuring of the GTP division and how was the headcount reduction of 112 roles justified in terms of financial risk and fiscal responsibilities?
- (644) Which GTP roles were moved from ongoing to temporary status, and how many were ultimately removed from the structure entirely?
- (645) What internal assessment was undertaken to determine whether such a significant reduction in roles would impair the delivery of core whole-of-government platforms like Licence NSW, Regulation NSW and GovDC?
- (646) Can DCS provide a breakdown of the FTE count before and after the restructure, especially for engineering disciplines such as full-stack developers, API developers, data engineers, and quality assurance testers mentioned by the spokesperson?
- (647) What governance mechanisms ensure that the new value-based operating model implemented by the new director aligns with broader whole-of-government digital strategies?
- (648) Has the Public Service Association been engaged about the ongoing impacts of the restructure, particularly concerning staff morale, retention, or service continuity, and if so when and how was that engagement conducted?
- (649) Which platforms among Licence NSW, Regulation NSW, and GovDC are considered most at risk of disruption during the transition, and what mitigation strategies are in place?
- (650) What measures are in place to ensure that the new role does not unintentionally centralise control over Government Technology Platforms without appropriate oversight, especially given that the existing GTP division manages critical shared infrastructure?
- (651) A SEEK review for the profile of the NSW Department of Customer Service from the last 12 months that states “Worst career mistake I ever made in my life was joining SafeWork NSW as an Inspector” highlights hopeless management, low morale, high turnover, clunky IT, and not enough Inspectors to do the work. What is the Department’s response to this specific public criticism?
- (652) Why do SEEK reviews for the profile of the NSW Department of Customer Service in the last 12 months consistently describe overall management in the Department of Customer Service as hopeless and morale as very low, and what accountability has been applied to those managers?

- (653) SEEK reviews on the public record for the profile of the NSW Department of Customer Service within the last year highlight high staff turnover across the Department. What are the Department's turnover figures for the last 12 months and what measures are being taken to address the trend?
- (654) What is the Department's explanation for SEEK reviewers for the profile of the NSW Department of Customer Service in the last 12 months stating that the recruitment process is complicated and overly lengthy, and what reforms have been made to streamline it?
- (655) A SEEK review posted for the profile of the NSW Department of Customer Service in the past year states that IT systems across the Department are old and clunky. What investment has been made since March 2023 to modernise the systems used by staff?
- (656) A SEEK review for the profile of the NSW Department of Customer Service titled "Mission is great but leadership lacking" states that incompetent managers contradict each other, delegate responsibility, and are not held accountable for poor decisions. What action has been taken to deal with this culture?
- (657) Why are SEEK reviews for the profile of the NSW Department of Customer Service in the last 12 months stating that leaders have only ever worked in government and are making average and short-sighted decisions, and how is executive capability being assessed independently?
- (658) A SEEK review for the profile of the NSW Department of Customer Service says they "WOULD NEVER RECOMMEND!" claims no support from management, stressful working conditions, and that stress from restructures was pushed onto new staff. How is the Department ensuring staff wellbeing during restructures?
- (659) Why do SEEK reviews for the profile of the NSW Department of Customer Service in the last year repeatedly claim that team leaders did not know what was happening, and what training or accountability processes exist for team leaders across the Department?
- (660) A SEEK review for the profile of the NSW Department of Customer Service titled "Could not get out of there fast enough" describes very toxic management, saying the job was not worth the pay or the impact on mental health. What monitoring has the Department undertaken to track psychosocial risks in its workplaces?
- (661) Another SEEK review for the profile of the NSW Department of Customer Service within the last year states "It was an awful experience"* with a lack of clear vision from senior

management and inexperienced junior management creating a toxic environment. How does the Department reconcile this with its public claims of strong leadership?

- (662) Why do SEEK reviews for the profile of the NSW Department of Customer Service posted in the last 12 months claim there is an absence of clear vision from senior management and inexperienced junior management, and what changes in leadership capability are being implemented?
- (663) The SEEK review for the profile of the NSW Department of Customer Service titled “Awful toxic environment” describes poor managers who do not care, no accountability for slack workers, overloaded workloads, no training, and zero support. How does the Department explain this criticism?
- (664) What is the Department’s response to SEEK reviews for the profile of the NSW Department of Customer Service in the last 12 months stating that staff are overloaded with work and have no support at all from management, and what workforce planning has been undertaken to fix this?
- (665) Why do SEEK reviews for the profile of the NSW Department of Customer Service written in the past 12 months repeatedly describe a lack of training, no reward for hard work, and a toxic culture, and what is being done to publicly address this reputation?

DCS Leadership

- (666) How many current executives in the Department of Customer Service have previously worked in ministerial offices, and which offices were they employed in?
- (667) Have any current executives in the Department of Customer Service disclosed personal or family relationships with current ministers or their staff, and if so when were those disclosures made?
- (668) What process exists within the Department of Customer Service to record and publish potential conflicts of interest between executives and ministers or ministerial advisers?
- (669) How many executives in the Department of Customer Service are known to be current or former members of the Labor Party, and have they declared this affiliation?
- (670) What assurances are in place to ensure that executive decisions in the Department of Customer Service are not influenced by political relationships with ministers or their offices?
- (671) Have any executives in the Department of Customer Service declared close family members who are staffers in ministerial offices, and if so when were those declarations made?

- (672) Have any executives in the Department of Customer Service declared close family members who are sitting Labor MPs, and if so when were those declarations made?
- (673) Has the Department of Customer Service ever briefed the Premier's Office on executive level conflicts of interest or political affiliations, and if so on what dates?
- (674) What safeguards exist to ensure that ministerial offices do not attempt to influence the promotion, appointment or role of Department of Customer Service executives with Labor Party ties?
- (675) Have any executives been required to stand aside or recuse themselves from decisions due to declared connections with ministers, ministerial staff, or the Labor Party, and if so which executives and when?

NSW Government Leadership on AI

- (676) When did the Minister first become aware of Minister Scully's intention to announce the AI planning system tender?
- (677) Was the Minister for Digital Government consulted during the development of this AI initiative before the public announcement was made?
- (678) Did the Minister's department provide any input into the technical specifications or procurement strategy for this AI planning tool?
- (679) Has the Minister been briefed on whether the AI system will store sensitive commercial and personal information, given the massive implications of data privacy and AI?
- (680) Is the AI planning system using an Australian AI platform or one reliant on overseas data and services?
- (681) Will the AI planning system be integrated with existing government digital infrastructure that falls under the Minister's portfolio responsibility?
- (682) What cybersecurity protocols from the Minister's Digital Government portfolio will apply to this new AI system?
- (683) Can the Minister produce any written correspondence between the Minister's Department and the Department of Planning on the use of AI in this initiative?
- (684) Is the Minister aware of the NSW Data Leadership Group, comprising Chief Data Officers of various agencies, and were they involved in the AI planning decision?
- (685) Why does NSW no longer have a Chief Data Scientist?

(686) Has the Minister met with the NSW Data Leadership Group?

AI Implementation More Broadly

(687) Are there established protocols for how different ministerial portfolios should implement AI solutions?

(688) Is the Minister aware of other NSW agencies currently implementing AI solutions without the Minister's oversight?

(689) What is the Government's target for AI-related jobs created in NSW by 2030?

(690) Does NSW currently have any confirmed hyperscale AI data centre projects in development?

(691) Has the Minister considered establishing any sovereign AI compute capabilities or partnerships?

(692) Has the NSW Government developed any AI supply chain or ecosystem development strategies?

(693) Can the Minister name three specific, measurable improvements to government digital services that have been delivered under the Minister's leadership, beyond strategy documents and media releases?

Regulations and Ethics Relating to AI and Digital

(694) How many agencies are currently using AI tools without any state-level guidelines or oversight?

(695) Has the Minister established a mechanism for transparency around AI use in government decision-making?

(696) What safeguards are in place to protect citizens' data from AI misuse by government or private contractors?

(697) How does NSW coordinate with the Commonwealth on AI regulation, and what role has the Minister personally played in that coordination?

Dealing with the Changing Workforce as a Result of AI

(698) Can the Minister confirm whether it is still the Minister's position that Artificial Intelligence will not affect the size of the NSW public service?

- (699) Has the Minister read the Commonwealth Productivity Commission’s findings on the likely impact of AI on public sector workforces?
- (700) Is the Minister aware of the Victorian Government’s AI strategy which specifically addresses public service workforce change?
- (701) Has the Minister commissioned any modelling of how many roles could be displaced, changed, or created in the NSW public service as a result of AI?
- (702) Has any contingency planning been undertaken by the Government to redeploy staff whose roles will inevitably change?
- (703) Does the Minister have a timeline for AI workforce readiness across the public service?
- (704) Has the Minister consulted with unions about how AI will affect public service roles?

SIRA

- (705) Does SIRA have any protocols that would be relevant to how research involving unsolicited contact by a Nominal Insurer claims provider with former claimants, with a psychological injury whose claims had been finalised?
- (706) Does SIRA consider such research requires approval by an ethics committee?
- (707) Does the use of a person’s private telephone number, obtained by the claims provider in relation to handling the claim, for the purpose of research comply with privacy legislation?
- (708) Was SIRA advised prior to 18 July 2025 that EML was conducting a survey of former claimants “where the WPI was 21-30% and the worker had received a Work Injury Damages (WID) settlement”, and if so, did SIRA take any action on this matter?

EMERGENCY SERVICES

North Strathfield

- (709) Does the Government/FRNSW intend to close North Strathfield fire station? Why?
- (710) Is there an alternate site?
- (711) Will it be an outright closure?
- (712) Why hasn’t there been any consultation with the community or local member?
- (713) Why is there no transparency
- (714) Will you guarantee that North Strathfield fire station will not close?

- (715) Is the Government/FRNSW looking to close Rhodes fire station?
- (716) Will there be an alternate site?
- (717) Where is the location of that site?
- (718) Has a site been found yet?
- (719) When does FRNSW have to vacate the current station?
- (720) Does the Government/FRNSW have any plans to open new fire stations in the surrounding areas?
- (721) Can you provide an update on the plans to purchase a new site for Rhodes fire station.

Gender and Disaster Australia

- (722) With the ongoing risk of devastating floods and fires- and the impact on women and children – will the NSW Government finally work with [Gender and Disaster Australia](#) to incorporate the National Gender and Emergency Management Guidelines into NSW disaster recovery?
- (a) If not, why not?

Rural Fire Service volunteers

- (723) At present, how many volunteers are currently in the RFS?
- (a) How many are in active or operational firefighting roles?
- (b) Separately and by region:
- i. How many members are over 50 years of age?
 - ii. How many members are over 60 years of age?
 - iii. How many members are over 70 years of age?
 - iv. How many members are under 50?
- (724) Separately for each RFS Region, how many volunteers have joined the service in the last 12 months that are under 30?
- (725) Separately for each RFS Region, how many volunteers have joined the service in the last 12 months that are aged between 30 and 50?
- (726) Separately for each RFS Region, how many volunteers have joined the service in the last 12 months that are aged over 50?

- (727) How many volunteers have departed the RFS in the last 12 months?
- (a) What was the reason most cited for departure?
- (728) In each of the 13 compensation payments paid by the RFS to third-parties relating to the 2019/2020 bushfires:
- (a) How much compensation was paid to each individual third party?
 - (b) In each case what type of entity was the third party that received payment?
 - (c) What was the total amount of compensation paid overall?
 - (d) What was the basis of each claim for compensation?
 - (e) When were each of the compensation payments made?
 - (f) How long after each claim was lodged was each payment made?
 - (g) Which fires, incident, type of incident and incident date did each payment relate to?
 - (h) What criteria or legal basis was used to assess whether claims were granted?
 - (i) Did any of the claims involve breaches of operational protocols, statutory or legislative obligations, agency guidelines or negligence? Please provide details for each incident?
- (729) In each of the 5 compensation payments paid by the RFS relating to backburns during the 2019/2020 bushfires:
- (a) Which backburn did each of the claims relate to?
 - (b) What date did the backburn occur?
 - (c) What was the name of the associated fire?
 - (d) Did the backburn escape containment?
- (730) In total how many claims for compensation have been made to the RFS regarding the 2019/2020 bushfire season?
- (731) How many claims for compensation regarding the 2019/2020 bushfires have been rejected?
- (a) Which fires, incidents and dates do each rejected claim relate to?
 - (b) On what basis was each claim rejected?
- (732) Were any other third parties affected by the same incidents that resulted in the 13 compensation Payments?

- (a) Has the RFS notified other third parties that were affected by the same incidents who have not received compensation payments?

State Emergency Service volunteers

(733) Separately for each SES Region, at present, how many volunteers are currently in the SES?

- (a) How many members are over 50 years of age?
- (b) How many members are over 60 years of age?
- (c) How many members are over 70 years of age?
- (d) How many members are under 50?

(734) How many volunteers have joined the SES in the last 12 months?

(735) How many volunteers have departed the SES in the last 12 months?

- (a) What was the reason most cited for departure?

(736) Provide a list of areas that have a fuel load rated High, Very High or Extreme.

Response Types

(737) Separately for each RFS Station, how many and what type of incidents were responded to?

(738) Separately for each RFS Station, how many and what type of incidents were unable to be responded to due to a lack of crews?

(739) Separately for each Fire + Rescue Station, how many and what type of incidents were responded to?

(740) Separately for each Fire + Rescue Station, how many and what type of incidents were unable to be responded to due to a lack of crews?

(741) Separately for each SES Unit, how many and what type of incidents were responded to?

(742) Separately for each SES Unit, how many and what type of incidents were unable to be responded to due to a lack of crews?

Fire + Rescue

(743) How many Fire + Rescue Appliances are:

- (a) Under 10 years old
- (b) Over 10 years old

- (c) Over 15 years old
- (d) Over 20 years old

Black Hawks

- (744) What is the status of the two ex-army BlackHawk helicopters gifted to the RFS in October 2023?
- (745) How much in total has been spent refurbishing these helicopters?
- (746) Have they been approved to carry personnel yet?
- (747) What have you done as Minister to assist these aircraft getting the right accreditations?

Hazard Reduction

- (748) Minister, what new technologies have you introduced in the last two and a half years to help with Hazzard Reduction targets?
- (749) What new technologies are you looking into?
- (750) How many new technology providers have you met with?

Coulson's Contract

- (751) Does the contract with Coulson's include pilot's wages?
- (752) Does the contract with Coulson's include maintenance including parts and components?

Goulburn 4WD Truck

- (753) Can you confirm the Yass-based CAFS tanker (CT511) will be removed from the Yass Valley station?
- (754) Are you aware this is the only 4WD firefighting appliance in the community?
- (755) Did you consult with local fire fighters or zone management before this decision was signed off?
- (756) When did you advise local firefighters that this resource would be removed?
- (757) What factors were considered in making this decision?
 - (a) Are you concerned this will impact FRNSW ability to respond to bushfires / fires on farms?

Spontaneous Volunteers

(758) What process do you undergo to choose which group is selected?

(759) Reflecting on the volunteer program in the Mid North Coast, when was this officially dissolved?

(760) What happened with the transition from Response to recovery?

RFS Starlink

(761) Last Budget Estimates the committee was informed the RFS was on track to install about 700 of the Starlink units on trucks by October this year. How many have been installed? –

(762) How many more Starlink units are there to remaining to install?

(763) When will the installation of the Starlink units be completed?

(764) Have we seen these units have an effect in the field yet?

(765) Once the program is complete what percentage of the fleet will be connected to Starlink?

Fire and Rescue Staffing

(766) Last estimates the committee was informed in an answer to questions on notice that in the past 12 months 20 Fire and Rescue stations were taken offline in the previous 12 months due to staff shortages, could I please get an update since then?

(767) What has been done to try and address these shortages?

GKNP

(768) Do you support the importation of timber from countries with less environmental standards than NSW?

(769) Can you confirm what advice your departments gave with regards to the creation of the Great Koala National Park with regard to the bushfire risk to Mid-North Coast Communities?

(770) How many additional resources are being allocated to the Mid-North Coast in light of the increased bushfire risk of the Great Koala National Park?

(771) Did you provide input into the cabinet submission for the Great Koala National Park?

(772) Did your office provide input into the cabinet submission for the Great Koala National Park?

(773) Did your agencies provide input into the cabinet submission for the Great Koala National Park?

Fire Trails

(774) How many kilometres of fire trails exist across New South Wales?

(775) What proportion of these trails are currently accessible and operational for firefighting purposes?

(776) How many trails are classified as “strategic” fire trails?

(777) When was the last statewide audit of fire trail accessibility and condition undertaken?

(778) How does the government define “fit for purpose” in relation to a fire trail?

(779) What agency is responsible for maintaining fire trails on National Parks estate?

(780) What agency is responsible for fire trails on State Forests?

(781) Who holds responsibility for trails crossing local government areas?

(782) How is responsibility divided for fire trails that cross multiple tenures, such as Crown land and private land?

(783) Are there Memoranda of Understanding (MOUs) in place between agencies regarding fire trail maintenance?

(784) What is the total budget allocation for fire trail maintenance in 2025–26?

(785) How does this compare to allocations over the last five years?

(786) What proportion of fire trail funding goes to National Parks versus Forestry Corporation versus local government?

(787) Has any additional fire trail funding been allocated since the 2019–20 Black Summer bushfires?

(788) What is the projected funding for fire trail upgrades under forward estimates?

(789) What is the government’s standard for fire trail maintenance frequency?

(790) How many fire trails were inspected for condition in the last financial year?

(791) What proportion of trails inspected were deemed to be in “poor” condition?

- (792) What percentage of trails currently meet the required fire appliance access standards?
- (793) Has the government established KPIs for agencies responsible for fire trail upkeep?
- (794) How does the Rural Fire Service coordinate with National Parks regarding fire trail accessibility?
- (795) What processes are in place for inter-agency dispute resolution when trail maintenance responsibilities are unclear?
- (796) Are volunteer brigades consulted before fire trail closures or access restrictions are applied?
- (797) Has the government considered a single, centralised agency to oversee all fire trail networks?
- (798) What role does local government play in identifying priority fire trails for maintenance?
- (799) Do volunteer firefighters have input into which trails need upgrading?
- (800) What mechanisms exist for communities to report blocked or overgrown fire trails?
- (801) Are farmers or private landholders consulted regarding trails crossing their land?
- (802) How many complaints about inaccessible fire trails have been logged by the RFS in the last year?
- (803) How quickly are reported fire trail blockages or damage typically resolved?
- (804) Does the government have a long-term strategic plan for the statewide fire trail network?
- (805) How many kilometres of new fire trails are planned for construction over the forward estimates?
- (806) Has the government considered converting disused forestry roads into strategic fire trails?
- (807) What modelling has been done on the adequacy of current fire trail coverage under future climate change scenarios?
- (808) Are future housing developments required to consider fire trail access in planning approvals?
- (809) Is there a single, updated digital map of all fire trails in NSW accessible to frontline firefighters?
- (810) How frequently is the statewide fire trail map updated?
- (811) Are GPS coordinates for all trails integrated into RFS operational systems?
- (812) What investment is being made in aerial or drone surveys to monitor fire trail conditions?

- (813) Has the government considered public-facing maps to assist in community awareness and reporting?
- (814) What is the average cost per kilometre of fire trail maintenance?
- (815) What is the average cost of constructing a new kilometre of fire trail?
- (816) How much has been spent on repairing trails after flooding events in the past three years?
- (817) Has the government conducted cost-benefit analysis comparing trail maintenance to increased aerial firefighting costs when trails are inaccessible?
- (818) What penalties, if any, exist for agencies that fail to maintain fire trails to standard?
- (819) How many recommendations about fire trails made in the NSW Bushfire Inquiry have been implemented?
- (820) How many fire trail blockages delayed firefighting responses during the 2019–20 bushfires?
- (821) Has the government undertaken any simulation exercises testing firefighting response with current fire trail coverage?
- (822) What lessons have been learned from other jurisdictions, such as Queensland or Victoria, about fire trail management?
- (823) What new measures are being introduced this year to improve statewide fire trail preparedness?

YOUTH JUSTICE

- (824) As of June 2025, BOCSAR reported a 34% increase in young people in custody since June 2023, with almost 70% on remand. What new funding or additional supports (beyond existing diversion programs) have been allocated for this rising remand cohort?
- (825) What specific post-release supports (housing, education, NDIS access, culturally safe health care) are funded for children released from remand or detention?
- (826) Of the \$100m+ in new diversion funding, how much is specifically allocated to Aboriginal community-controlled organisations?
- (827) Has Youth Justice undertaken any evaluation to measure whether these diversion programs are offsetting the impact of the harsher bail laws?
- (828) What measurable targets has the Government set for reducing Aboriginal overrepresentation in youth detention, and by what timeframe?

- (829) How many young offenders have been accommodated in the Moree bail accommodation?
- (a) Well then where are young offenders being housed?
 - (b) This was announced a year and a half ago – to accompany a 12 month time limited, targeted bail change. That bail change has now been extended, and we still don't have bail accommodation?
 - (c) Seven months ago (7 Feb 2025) you announced that tenders for the new bail accommodation had been awarded. What has happened since then?
 - (d) When will it open?
 - (e) What will be the total cost?
 - (f) How much of the additional \$2million announced in February this year is going to the bail accommodation?
 - (g) What is the size of the block of land set aside for the accommodation?
 - (h) Has construction commenced?
 - (i) Do you have a location and land committed for the bail accommodation?
 - (j) So only an EOI has gone out?
 - (k) Is it true you are looking at leasing land after difficulties finding a location?
 - (l) I understand the issues with 'separation' but have you considered buying rather than leasing a site further out of town where land could be easier to locate?
- (830) Looking at the bail accommodation facility in Dubbo, how many young offenders on bail been referred to the Dubbo facility in the last 12 months?
- (a) Why only that number?
 - (b) With the Dubbo facility so drastically underutilised, are you deliberately delaying Moree because you are not confident it will work?
- (831) Why has the Government been able to deliver operating pilots in the Riverina and Western Sydney, but not the bail accommodation service promised for Moree in March 2024?
- (832) What accountability exists for the timeline slippage in Moree?
- (833) Given Aboriginal young people are most over-represented in Moree, why is this community still waiting for consistent delivery of diversionary programs?

(834) What steps will you take to ensure Moree is not left behind while other regions see early intervention programs fully operational?

Child Safe Action Plan Implementation

(835) Staff and Official Visitor Training

- (a) How many Youth Justice staff and Youth Justice Official Visitors have completed child safe training in each financial year since the plan's launch?
- (b) What proportion of current staff and Official Visitors have completed the training?
- (c) How many training sessions have been delivered specifically on the Child Safe Standards and child protection obligations?

(836) Inspection and Compliance

- (a) How many inspections of youth justice centres have been conducted under the updated inspection standards that incorporate the Child Safe Standards?
- (b) What proportion of the recommendations from these inspections have been implemented by Youth Justice NSW?
- (c) Have any inspections or Official Visitor reports in the past 12 months identified breaches or deficiencies in meeting the Child Safe Standards?

(837) Complaints and Reporting

- (a) How many complaints were made to Official Visitors by children and young people in the past 12 months, and what proportion related to safety concerns or allegations of abuse?
- (b) How many matters have been referred by ICS staff or Official Visitors to the Office of the Children's Guardian, NSW Ombudsman, or other statutory bodies since the plan commenced?

(838) Aboriginal Official Visitors

- (a) Are Aboriginal Official Visitor positions currently filled at all youth justice centres, and if not, where are vacancies?
- (b) How is cultural safety training being embedded in the Youth Justice workforce in line with the plan's commitments?

(839) Awareness and Engagement

- (a) How is the department ensuring that children and young people in detention understand their rights under the Child Safe Standards?
- (b) What child-friendly resources have been developed and distributed to children in custody, and how is their effectiveness being measured?

(840) **Monitoring and Evaluation**

- (a) What specific data points are being collected to measure progress against the objectives in the Child Safe Action Plan?
- (b) Has the department undertaken any evaluation of whether the plan has reduced incidents or improved responses to child safety concerns?

Numbers in Custody

- (841) According to the Australian Institute of Health and Welfare, “25% of those under youth justice supervision in 2022–23 had been in out-of-home care in the last 10 years”¹. Can you outline long-term KPIs or mechanisms to evaluate the long-term outcomes for children transitioning between child protection and youth justice systems?
- (842) How many young people were refused bail in 2024–25 due to lack of suitable accommodation?

Conditions in Youth Justice Detention Centres

- (843) Minister, the Northern Territory Government has recently moved to re-introduce the use of spit hoods on children in custody with the aim of protecting detention workers. Are you considering the re-introduction of spit hoods in youth justice centres in NSW?
- (844) What are the minimum guaranteed daily education hours for detainees at each centre in 2025–26, and what is the attendance rate?
- (845) What is the ratio of psychologists, caseworkers, teachers and youth officers per 10 young people, by centre, and how will this change under the 2025–26 Budget?
- (846) What is the ratio of youth officers to young people on each shift at each centre, and how often is the staffing ratio below policy minimum?

Miscellaneous

- (847) How many FTE youth justice caseworker positions are currently vacant? What is the average caseload per worker, and how has it changed since last year?

- (848) Please list 2025–26 capital and maintenance allocations across each Youth Justice centre (security upgrades, classrooms, health clinics, cultural spaces) and the criteria used.
- (849) How much of the Youth Justice NSW budget is spent on contracted services (security, health, education, training), and who are the top five contractors by value?
- (850) Please provide the average hours of classroom-based education delivered per detainee per week at each centre, along with attendance rates.
- (851) Please provide the average overtime hours per youth officer per week, by centre, for the past 12 months.
- (852) How many young people entered custody in 2024–25 due to breach of bail conditions rather than new offences?
- (853) How many Bail and Accommodation Support Service (BASS) beds are available statewide, and what is the occupancy rate?
- (854) Please list all diversionary programs currently funded and operating in Youth Justice NSW, with their annual budgets, locations, and providers.
- (855) Provide the most recent evaluation results for Youth on Track, including reoffending rates at 6 and 12 months post-program.
- (856) What proportion of young people eligible for diversion under the Young Offenders Act in 2024–25 actually received a warning, caution, or conference? Break down by police district.
- (857) How many young people in custody have a diagnosed mental health condition, and what proportion are receiving ongoing treatment?
- (858) Please provide the total number of critical incidents (assaults, self-harm, escapes, contraband finds) in 2024–25, broken down by centre.
- (859) How many uses of separation or isolation lasted more than 24 hours in 2024–25? Please provide the longest duration recorded.
- (860) What are the policy requirements for reviewing CCTV footage after an incident, and how many reviews were conducted in the past 12 months?
- (861) What internal targets and monitoring mechanisms are in place to meet Closing the Gap Target 11 (youth detention rate reduction)?
- (862) How many Aboriginal community-controlled organisations currently deliver Youth Justice programs, and what is their share of the diversionary funding pool?

- (863) What KPI indicators are used by Youth Justice NSW?
- (864) When was the last time Youth Justice NSW publicly released a KPI dashboard, and why is it not published regularly?
- (865) What funding or programmatic supports are being invested in bail support services for Aboriginal children, including therapeutic bail support or bail hostels?

CFMEU meetings

- (866) Since 28 March 2023, have you met with the Construction, Forestry and Maritime Employees Union (CFMEU) that was not disclosed in accordance with the Premier's Memorandum M2015-05 Publication of Ministerial Diaries and Release of Overseas Travel Information?

ETU meetings

- (867) Since 28 March 2023, have you met with the Electrical Trades Union (ETU) that was not disclosed in accordance with the Premier's Memorandum M2015-05 Publication of Ministerial Diaries and Release of Overseas Travel Information?

Ministerial disclosures to The Cabinet Office

- (868) On what date did you last update/make a ministerial disclosure to the Premier and the Secretary of The Cabinet Office?

Department(s)/Agency(s) Employees

- (869) In relation to redundancies, will this be made available in your respective Department(s)/Agency(s) Annual Reports?

Department(s)/Agency(s) Annual Reports

- (870) Do you have plans to print the 2024-25 annual report(s) for each department / agency in your portfolio?
- (a) If yes, what is the budgeted expenditure for printing for each department / agency?

State Records Act

- (871) 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?

Department(s)/Agency(s) Gifts and Hospitality Register

(872) 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?

Ministerial staff disclosure of gifts and/or hospitality

(873) 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?

(874) 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?

Ministerial Code of Conduct

(875) Since 28 March 2023, have you breached the Ministerial Code of Conduct?

- (a) If yes, what was the breach?

Senior Executive Drivers

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

GIPA Act - Disclosure Log & Ministerial Offices

(877) Does your Ministerial Office have a disclosure log in accordance with the Government Information (Public Access Act) 2009?

- (a) If yes, what is the URL?

GIPA Act - Disclosure Log & Departments/Agencies

(878) What is the website URL for the Government Information (Public Access Act) 2009 disclosure log each of your portfolio department(s) / agency(s)?

TikTok

(879) Are you on TikTok?

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

Signal

(880) Are you on Signal?

- (a) If yes, do you access Signal from a NSW Government device?
- (b) If yes, does Signal comply with the State Records Act?

Training

(881) 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?

Parliamentary Secretary & Ministerial Vehicle

(882) Has your Parliamentary Secretary ever used a Ministerial driver from the pool?

- (a) If yes, why?

Media releases and statements

(883) 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?

Overseas Travel

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

Data Breaches

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

- (a) (a) If yes, what is the website?

Discretionary Fund

(886) 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?

Airline Lounges

(887) Are you a member of the Qantas Chairmans Lounge?

(888) Are you a member of the Virgin Beyond Lounge?

Ministerial Overseas Travel

(889) Since 28 March 2023, have you formally applied to the Premier to travel overseas?

- (a) If yes, was this application accepted?

Private Jet Charter

(890) Have you travelled on a private jet charter in your Ministerial capacity?

- (a) If yes, was this value for money for taxpayers?

Ministerial Office renovations

(891) Since 28 March 2023, has your Ministerial Office at 52 Martin Place been renovated?

- (a) If yes, how much was the expenditure?

Conflict of Interest

(892) Since 28 March 2023, have you formally written to the Premier with a conflict of interest?

- (a) If yes, why?