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## JSC CROSS CITY TUNNEL

26 APR 2006

RECEIVED

17 April 2005

Ms Rachel Simpson  
Director  
Joint Select Committee on the Cross City Tunnel  
Parliament House  
Macquarie Street  
Sydney NSW 2000

### Inquiry into Cross City Tunnel

Thank you for the opportunity to review the uncorrected transcript of the evidence given by myself on behalf of Sertec Ltd on Monday 3 April 2006. The corrected transcript is included as well as our response to the question taken on notice during the hearing.

If you have any further questions please do not hesitate to contact us on 02 6492 3944.

Yours sincerely,

*Simone Coombes*

Simone Coombes  
(on behalf of Sertec Ltd.)



## CCT Hearing

3 April 2006

### Chairman to Mrs Coombes

- Are you suggesting that Partnerships UK is the model? Or is that just one approach? Have you devised a model or would you take that question on notice to supply the Committee with a suggested model, as a witness, without a fee?  
[page 67]

**Response to the question put to Mrs Coombes by the Chair, as listed on p67 of the uncorrected transcript.**

Provided by Mrs Coombes on behalf of SERTEC Ltd on Tuesday, 18 April 2006

**PART A of the response:**

**Model for a dedicated public sector advisory group:**

- An agency housed within the Premier's Office.
- The agency's executive officer/chair to report directly to the Premier.
- The remainder of the executive council (the Council) to comprise advisors from the private sector (4–6 people).
- The advisors to be selected from the legal, accounting/financial, building and environmental planning industries, eg. Corrs/Mallesons, Price Waterhouse Coopers, etc.
- The Council should implement a recruiting strategy to deliver 5-7 permanent professional full-time employees comprising the following skill sets: professional analysts, environmental planners, construction engineers, financial/investment engineers, lawyers, social planners and project managers.
- Additional skill sets to be obtained on an ad-hoc basis driven by demand.
- The Council must also appoint an executive manager (the Manager) who will report to the Council on a monthly basis and on an ad-hoc basis when required.
- All team members must be recruited from both the public and private sectors with no preference given to either sector.
- The Manager must be required to attend all strategic/steering meetings of all PPPs of State significance and his/her designated appointee must attend all strategic/steering meetings for all proposed/current PPPs designated as significant. The Manager must be a member of the Local Government Project Review Committee.
- The team members must be available to all agencies entering into or contemplating entry into PPPs.
- Where the Manager deems it necessary, a team member must be seconded to the public sector agency entering into a PPP. This appointment should be conditional on the agreement of the Council and, where necessary, subject to the agreement of the Premier.
- Team members should be made available/appointed to the public sector agency in various capacities: as a project manager, investment analyst, legal expert etc.
- **The agency is to be funded as follows:**
  1. Via a mandatory levy imposed on all private sector parties submitting expressions of interest into proposed PPPs or submitting unsolicited proposals for a PPP.
  2. Via an annual donation from each private sector group appointed as an advisor to the agency
  3. Via an annual donation from a non-profit, member-sponsored, non-partisan national PPP Body (see p3)
  4. Via an annual donation from the National PPP Forum.

## **PROPOSAL:**

**SERTEC has the capacity to define and implement the above agency on behalf of the Premier's Office. It has developed an outline project plan and estimates that such an assignment could be completed within three months.**

**SERTEC would be pleased to discuss this matter in detail on a commercial in-confidence basis.**

## **PART B of the response:**

### **Model for a non-profit, non-partisan national PPP Body (the PPP Body):**

- This National PPP Body should be private sector driven but should be initiated by the NSW State Government (Premier's Department).
- Founder members should be by invitation only and should include members from all States and Territories as well as all State and National Industry bodies and recognised leading industry experts (eg. legal, financial, construction).
- A second tier of membership should be established by allowing membership of all companies/groups/associations involved in PPPs: construction companies, consulting organisations, financial services groups etc.
- The PPP Body should be funded via annual donations from its founding and sponsoring members.
- The PPP Body must also contribute an annual donation to all dedicated public sector agencies servicing PPPs. (see p.1)
- The PPP Body must establish a charter to deliver the following:

#### **Main objectives:**

To establish an innovative approach to PPP

To serve as an advocate of PPP.

To provide complete, objective, timely and useful information on the utilisation of PPP to provide services and facilities to the general public.

To facilitate communications between public and private sector members with respect to issues related to the implementation of PPP.

To conduct education, training and other activities on PPP.

To provide input to the public dialogue in support of the use of PPP and removal of impediments to their implementation.

To facilitate an international dialogue on PPP in support of the foregoing objectives.

### **Key values:**

Full and open participation by public and private members and encouragement of frank communication between the public and private sectors.

Assistance to both the public and private sectors in PPP analysis and implementation.

Promotion of member teamwork in fulfilling the body's mission and achieving its objectives as a non-profit, non-partisan organisation.

### **Core benefits of:**

1. **An approach to PPP** that fosters, encourages and rewards innovation.
2. **A state and national business-government network** of business leaders and senior government officials, providing organisations with a dependable information source on current activities within the PPP arena.
3. **Compilation of data on all PPP.** It is important that an up to date register of all PPP initiatives throughout all States / Territories is maintained. This register should reflect the status, type and nature of each PPP. Other relevant information, such as the identity of the partners and the duration of the PPP, could be collated.
4. **Bringing people face-to-face.** By arranging conferences and seminars, participants would be brought together to tackle the spectrum of partnerships: transportation, environment, health care, education, social services, infrastructure financing, international and other topical emerging growth fields. These events would be used to attract recognised leaders in government and private business. Attendees would come from both NSW and other states /territories to ensure a broad mix of experiences and innovation. Specific industry related seminars and customized training sessions would also be presented ranging from half-day seminars on the latest initiatives to one- or two-day seminars focusing on competitive government or tailored to the specific needs of a geographic region.
5. **Resources for the individual.** A full range of print and electronic resources would be made available to both members and to the public via a web site and various other media. Relevant publications, legislation and trade related papers would be made available.
6. **Committees and task forces.** Special partnership issues would be addressed through a range of member programs. Specialist committees could be created to provide an on-going framework for monitoring and addressing concerns that impact all aspects of public-private partnerships. Task Forces could be organized for specific issues as they emerge.
7. **Speakers' bureau.** The arrangement of regular conferences and seminars would provide opportunities for members to speak on their areas of interest and expertise.
8. **Online membership directory.** This directory would contain information about each member's activities and expertise. It would serve as a ready reference for those involved in PPP initiatives.
9. **Referral service.** In response to public requests, lists of members with expertise in specific areas could be made available.

10. **Member discounts.** Appropriate discounts could be made to members on publication purchases, conference and seminar registration fees.

**PROPOSAL:**

**SERTEC has the capacity to define and implement the above agency on behalf of the Premier's Office. It has developed an outline project plan and estimates that such an assignment could be completed within four months.**

**SERTEC would be pleased to discuss this matter in detail on a commercial in-confidence basis.**