

18 FEBRUARY 2004
(GENERAL PURPOSE STANDING COMMITTEE NO. 4)

PORTFOLIO
ENERGY & UTILITIES

AGENCY
SYDNEY WATER CORPORATION

Question No.1

QUESTION

Ms Gardiner asked Ms G Kibble, Chairman, Sydney Water Corporation –

Could you provide details on the recruitment process for the position of Managing Director, Sydney Water Corporation, including the date the position was advertised, the date the advertisement stated was the closing date for applications, the number of applications that were received and the number of applicants that were interviewed? (Hansard p1.; p13)

ANSWER

The position of Managing Director was advertised on 13 and 14 December 2002. No closing date was specified.

There were 90 applicants in response to the advertisement and 29 applicants from the executive search undertaken by the recruitment consultants. From this, six people were interviewed.

Legislative Council
GENERAL PURPOSE
STANDING COMMITTEES

24 FEB 2004

Hand delivered
RECEIVED

Question No: 2

QUESTION

Mr Pearce asked Ms G Kibble, Chairman, Sydney Water Corporation –

Was there a closing date for the advertisement for the position of Managing Director, Sydney Water Corporation. If so, was Mr Robinson's application received within the originally advertised time for applications to be submitted? (Hansard p 2; p13)

ANSWER

There was no closing date for the position of Managing Director.

Mr Robinson's curriculum vitae was received on 23 January 2003.

Question No: 3

QUESTION

Ms Gardiner asked Ms G Kibble, Chairman, Sydney Water Corporation –

Can you provide the documentation relating to the recruitment and appointment of Mr Robinson (to position of Managing Director), including his curriculum vitae? (Hansard p 3.)

ANSWER

A copy of Mr Robinson's appointment letter and curriculum vitae is provided.

Question No: 4

QUESTION

Mr Pearce asked Ms G Kibble, Chairman, Sydney Water Corporation -

Can you provide the Internal Audit Bureau report (which has been referred to ICAC) on its investigation into allegations of corrupt conduct concerning procurement practices to the Committee on a confidential basis? (Hansard p4.)

ANSWER

This matter has been dealt with in a letter from Mrs Kibble to the Chair of the Committee dated 20 February 2004. A copy of the letter is attached.

Question No: 5

QUESTION

Ms Gardiner asked Ms G Kibble, Chairman, Sydney Water Corporation –

Will you provide the Committee Chair or the Committee secretariat with the advice of the ICAC as to whether she (Ms Kibble) can or can not provide the Committee with the Internal Audit Bureau report? (Hansard p5.)

ANSWER

This matter has been dealt with in a letter from Mrs Kibble to the Chair of the Committee dated 20 February 2004. A copy of the letter is attached.

Question No: 6

QUESTION

Mr Oldfield asked Ms G Kibble, Chairman, Sydney Water Corporation –

To provide a list of conflicts of interest (if any) declared by the Managing Director to the Board of Sydney Water Corporation other than those involving the company that employs the Managing Director's wife (Hansard p11.)

ANSWER

All conflicts of interest disclosed to the Board by the Managing Director are recorded in a Standing Notice of Interests form and in Board Minutes. Attached are copies of:

- Standing Notice of Interests form signed by Greg Robinson and dated 28 May 2003.
- Extract from Board Minutes of 18 June 2003.
- Extract from Board Minutes of 15 October 2003.
- Extract from Board Minutes of 17 December 2003.

Question No: 7

QUESTION

Mr Pearce asked Ms G Kibble, Chairman, Sydney Water Corporation –

Could you provide the Committee with a copy of the code of conduct policy applicable to Directors of the Sydney Water Corporation Board? (Hansard p13.)

ANSWER

A copy of the Director's Code of Conduct is attached.

Question No: 8

QUESTION

Mr Cohen asked Ms A Tsoukatos, General Manager, Corporate Affairs, SWC –

**Could you provide the Committee a breakdown of the moneys from fixed charges in this budget and in the preceding budget that have gone into maintaining specific parts of infrastructure, for example, the cleaning of pipes and the stopping of water losses? If possible please add to that the harbour sewerage tunnel and any payments attributable to the safety net for pensioners or the dividends?
(Hansard p19)**

ANSWER

Sydney Water has set operating expenditure and capital expenditure budgets for each year. The revenue that needs to be collected each year to reflect these expenditures is determined by set prices for Sydney Water's core services, that is, water, sewerage and drainage services. These prices are regulated by the Independent Pricing and Regulatory Tribunal (IPART),

Sewerage and drainage revenue is basically generated from fixed charges, while the water revenue is collected from both fixed and variable charges.

The composition of fixed and variable charges is not used to determine where Sydney Water will spend the moneys.

Item	Expenditure \$2002/03 M	Budget \$2003/04 M
Leakage Reduction Program	2.0	3.0
Improved water distribution and treatment systems	60.9	65.3
Northside Storage Tunnel (maintenance)	2.0	1.6
Pensioner Rebates	67.0	66.7
Dividend Payment	115.0	115.0

Question No: 9

QUESTION

Mr Pearce asked Mr G Robinson, Managing Director, SWC –

Can you tell the Committee whether your wife has ever been employed or undertaken duties or any contract for Misho and Associates in any capacity? (Hansard p23)

ANSWER

Mrs Robinson has confirmed that she has not ever been employed or undertaken duties or any contract for Misho and Associates in any capacity.

Question No: 10

QUESTION

Mr Cohen asked Mr G Robinson, Managing Director, SWC –

Is it unusual that no proper assessment has been undertaken of the environmental impact of the primary treated sewerage that is released (from the deep ocean outfalls)? Can you provide the information relating to any studies involving those ocean outfalls, and provide any reports in relation to outfalls? (Hansard p 26, see also p31 Mr Quill)

ANSWER

The discharges from Sydney Water's treatment plants must comply with licences issued by the Department of Environment and Conservation (formerly known as the Environment Protection Authority). These licences specify the quantity and quality of treated wastewater that can be released to rivers and the ocean.

Between 1988 and 1993, the Department conducted an extensive environmental monitoring program to quantify the impacts associated with the deep water ocean outfalls. The Department undertook further investigations in 1996/97.

Since 1999, Sydney Water has undertaken annual monitoring of the biota and contaminants in sediments in the vicinity of the deep water ocean outfalls, as required by the Environment Protection Licences (licence numbers 1688 Bondi, 371 Southern Systems and 378 Northern Systems) issued by the Department.

In accordance with the licence requirements, reports were provided to the Department for the years 1999, 2000, 2001, 2002 and 2003.

Water quality monitoring by the Department for its daily and monthly Beachwatch reports indicate that Sydney ocean beach water quality has vastly improved since the commissioning of the deep water ocean outfalls in the early 1990s.

Question No: 11

QUESTION

Mr Cohen asked Mr G Robinson, Managing Director, SWC –

Have there been no complaints from the Central Coast or the Illawarra about the broad plume because of the distance offshore (of the deep ocean outfalls)? And if there have been can you provide the Committee with further information? (Hansard p26)

ANSWER

A review of Sydney Water's customer complaints database has not revealed any complaints from the Central Coast or the Illawarra relating to plumes from the deep water ocean outfalls impacting on those areas.

Complaints received from customers in the Illawarra are local beach water quality issues that are not associated with the performance of the deep water ocean outfalls.

Question No: 12

QUESTION

Mr Cohen asked Mr G Robinson, Managing Director, SWC –

**What steps has Sydney Water taken to ensure that nutrients are filtered out of the water supply to prevent the skin irritations and gastrointestinal problems associated with blue-green algae?
(Hansard p26)**

ANSWER

The Sydney Catchment Authority (SCA) implements catchment management systems and processes to monitor and minimise the likelihood of blue-green algal blooms in storages. The storages are monitored and protocols and procedures are in place to ensure the best available quality of water is supplied to the water filtration plants.

As a further precaution, Sydney Water ensures that the water filtration plants are operated to produce water with less than 0.1 Nephelometric Turbidity Units (NTU) turbidity levels. The current Australian Drinking Water Guidelines provide for an aesthetic limit of 5 NTU.

North Richmond Water Filtration Plant is the only plant operated by Sydney Water that has historically experienced blue-green algae related issues. This plant draws its raw water directly from the Nepean River at Richmond and not from the SCA's storages. Dissolve Air Flootation and Granular Activated Carbon filters are used at this plant to remove blue-green algae.

Question No: 13

QUESTION

Mr Cohen asked Mr G Robinson, Managing Director, SWC –

Could you supply the Committee with details about the quantity of untreated trade waste that goes out through the deep ocean outfalls? (Hansard p28)

ANSWER

No flow bypasses the treatment process at the sewage treatment plants or the deep water ocean outfalls on a daily basis.

Sydney Water has a total of 10,144 trade waste agreements with industrial customers discharging through the deep water ocean outfall plants. These customers are allowed to discharge to Sydney Water's sewerage system subject to adherence to trade waste policy conditions. These conditions call for a variety of measures to control what is actually discharged to the sewers.

Average daily volume of trade waste discharged through the three deep water ocean outfalls is approximately 81 megalitres per day. These discharges combine with the other domestic wastewater received in the system and the combined volume is treated and discharged at the plants.

Question No: 14

QUESTION

Mr Oldfield asked Mr G Robinson, Managing Director, SWC –

What percentage of water reuse do you have from the tertiary level inland treatment plants? (Hansard p32).

ANSWER

Sydney Water has 18 inland sewage treatment plants that provide tertiary level treatment.

In this financial year, the inland tertiary plants have reused 4,014 megalitres from a total flow of 34,430 megalitres. This represents 11.6 per cent of water reuse from the tertiary level inland treatment plants.

Question No: 15

QUESTION

Mr Pearce asked Mr W Watkins, Manager, Group Property, SWC –

**(Subject to advice from ICAC to be received by Sydney Water Corporation) are you able to provide the names of SWC staff members who expressed an opinion that they should have been involved in consultancy or contract appointments but were not?
(Hansard p37)**

ANSWER

Mr Watkins has received legal advice that he must answer this question.

The names of Sydney Water staff members who expressed opinions that they should have been involved in consultancy or contract appointments but were not, were Mr Trevor Cronk, Mr Michael Massih and Mr Jeff Colenso.

Question No: 16

QUESTION

Mr Pearce asked Mr I Grey, General Manager, People and Property –

Have you engaged any consultants on the basis of a recommendation from Mr Robinson other than Misho and Associates? (Hansard p38)

ANSWER

Consultants have been engaged by Mr Ian Grey to contribute to Sydney Water's business reform program and property works. Consultants engaged by Mr Grey, that were recommended by Mr Robinson, include:

- Hewitt Associates, Hardel Consulting, Blackwattle Capital, and Strategic Solutions were used on the business reform report.
- LSM Projects was used on the first phase of the review of information technology.
- Ernst and Young was commissioned for the review of Sydney Water's property function.
- PricewaterhouseCoopers was engaged to assist Sydney Water's critical review group on financial issues.
- PressCorps and At Work Solutions were engaged to assist Sydney Water's critical review group on people issues.
- LSM Projects was commissioned to project manage the upgrade and refurbishment of the foyer and forecourt at Sydney Water's Head Office.

29 APR 2003

Hand Delivered

29/04/03

Parliament
House

Ltr to Shareholders
filed 2003/00004E

The Hon FE Sartor MP
Minister for Energy and Utilities
Minister for Science and Medical Research
Minister Assisting the Minister for Health (Cancer)
and Minister Assisting the Premier on the Arts
Level 31
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

Re: Appointment of CEO

I write to you in your capacity as portfolio Minister of Sydney Water Corporation (Sydney Water).

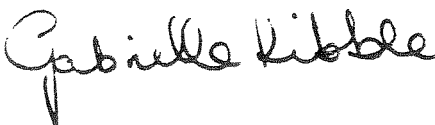
Under Section 20K of the State Owned Corporations Act 1989 (SOC Act), the Governor may appoint a Chief Executive Officer (CEO) to Sydney Water on your recommendation and that "such an appointment cannot be effected unless it is recommended by that Board" of Sydney Water.

In accordance with Section 20K and Schedule 9 of the SOC Act, the Board of Sydney Water recommends the appointment of Gregory Francis Robinson to the office of CEO of Sydney Water.

It is suggested that Mr Robinson be employed under an Employment Agreement for a term of three (3) years at remuneration of \$375,000.00, subject to a six-month performance review.

In anticipation of Mr Robinson's appointment as CEO of Sydney Water, and in compliance with clause 2 of Schedule 9 of the SOC Act, I shall arrange for Mr Robinson's Employment Agreement to be prepared and forwarded to you for your approval.

Yours sincerely



Gabrielle Kibble
Chairman

Office of the Chairman

Sydney Water Corporation ABN 49 776 225 038
Level 23, 115-123 Bathurst Street Sydney NSW 2000 Australia PO Box A53 Sydney South NSW 1232 Australia
Telephone (02) 9350 5023 Facsimile (02) 9350 5343 DX 14 Sydney Internet www.sydneywater.com.au

37414



New South Wales

MINISTER FOR ENERGY AND UTILITIES
MINISTER FOR SCIENCE AND MEDICAL RESEARCH
MINISTER ASSISTING THE MINISTER FOR HEALTH (CANCER)
MINISTER ASSISTING THE PREMIER ON THE ARTS

Mrs Gabrielle Kibble
Chairman
Sydney Water Corporation
Level 23
115-123 Bathurst Street
SYDNEY NSW 2000

- 1 MAY 2003

Dear Mrs Kibble

I write in response to your letter of 29 April 2003 regarding the appointment of Mr Gregory Robinson as Chief Executive Officer of Sydney Water.

Following consideration of the recommendation made in your letter I will forward an Executive Council Minute to Her Excellency the Governor and the Executive Council recommending the appointment. I have asked the Director General of Premier's Department to prepare the necessary minute.

In terms of Mr Robinson's employment and remuneration I will be guided by your recommendation as to the term of three years and the remuneration at \$375,000 pa.

The employment agreement and the performance review process to be developed for Mr Robinson should receive careful consideration by the Board. I would expect both to have rigorous criteria given the remuneration recommended in your letter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Frank Sartor', written over a large, stylized circular flourish.

Frank Sartor



Minute Paper for the Executive Council

Subject: - APPOINTMENT OF GREGORY ROBINSON TO THE
POSITION OF CHIEF EXECUTIVE OFFICER, SYDNEY
WATER CORPORATION

Sydney Water

Regd. No. of Papers: - Sydney, 01 MAY 2003

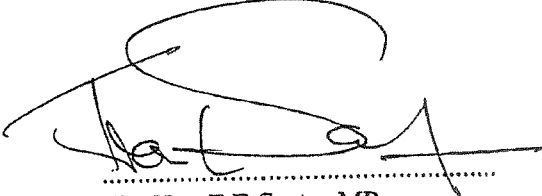
Approved by the
Executive Council,
Clerk of the Council.

I recommend that Her Excellency the Governor, with the advice of the Executive Council, pursuant to Section 20K of the *State Owned Corporations Act 1989*, appoint GREGORY FRANCIS ROBINSON to the position of CHIEF EXECUTIVE OFFICER, SYDNEY WATER CORPORATION for a period of three (3) years, effective on and from 26 May 2003.

Minute No. - - - - 16

Date 07 MAY 2003

Approved,
Anne Sashis
Governor.


.....
The Hon F E Sartor MP
Minister for Energy and Utilities,
Minister for Science and Medical
Research, Minister Assisting the
Minister for Health, and Minister
Assisting the Premier on the Arts.

Her Excellency the Governor
and The Executive Council.

EXPLANATION NOTE

APPOINTMENT OF GREGORY FRANCIS ROBINSON TO THE POSITION OF CHIEF EXECUTIVE OFFICER, SYDNEY WATER CORPORATION (SYDNEY WATER)

The attached Executive Council Minute recommends Gregory Francis Robinson be appointed to the position of Chief Executive Officer, Sydney Water Corporation (Sydney Water), in terms of Section 20K of the State Owned Corporations Act 1989, for a period of three (3) years effective on and from 26 May 2003.

In accordance with Section 20K and Schedule 9 of the State Owned Corporations Act, the Board of Sydney Water recommends the appointment of Gregory Francis Robinson to the office of Chief Executive Officer, Sydney Water Corporation (Sydney Water).

A copy of Mr Robinson's curriculum vitae is attached.

*Contact Officer: Graham Krempin
Public Sector Management Office
Premier's Department
Telephone: 9228-5222*

GAZETTE

STATE OWNED CORPORATIONS ACT 1989

APPOINTMENT

Her Excellency the Governor, with the advice of the Executive Council, pursuant to section 20K of the *State Owned Corporations Act 1989*, has appointed **GREGORY FRANCIS ROBINSON** as **CHIEF EXECUTIVE OFFICER, SYDNEY WATER CORPORATION** effective on and from 26 May 2003.

The Hon Frank Sartor, MP
Minister for Energy and Utilities,
Minister for Science and Medical Research,
Minister Assisting the Minister for Health (Cancer), and
Minister Assisting the Premier on the Arts

8 May 2003

Mr Gregory Robinson
91 Fourth Avenue
Willoughby NSW 2068

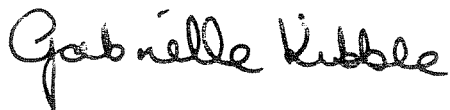
Dear Greg

I have pleasure in formally offering you the position of Managing Director with Sydney Water. In this role you will report directly to me and be a member of the Board.

The initial term of employment will be for a period of three years. Your remuneration for this role will be \$375,000 per annum. This is a total guaranteed remuneration package which, in addition to salary, includes employee benefits and superannuation. Please find enclosed your Managing Director's Employment Agreement for your review and signature.

Congratulations on your appointment Greg. I look forward to working with you as you take on the significant leadership challenges of this position and contribute to the ongoing success of our organisation.

Yours sincerely



Gabrielle Kibble
Chairman

POSTED
29/04/03

Ltr to Portfolio
minister filed
2003/00005E

29 APR 2003

The Hon MR Egan MLC
Treasurer
Minister for State Development and
Vice-President of the Executive Council
Level 33
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Treasurer

Re: Appointment of CEO

I write to you in your capacity as voting shareholder Minister of Sydney Water Corporation (Sydney Water).

In accordance with Section 20K of the State Owned Corporations Act 1989 (SOC Act), the Board of Sydney Water has recommended to its portfolio Minister that Gregory Francis Robinson be appointed to the office of Chief Executive Officer (CEO) of Sydney Water.

Under the SOC Act, the Governor may appoint a CEO to Sydney Water on the recommendation of the portfolio Minister and "*such an appointment cannot be effected unless it is recommended by the Board*" of Sydney Water.

Under Section 5A of the Sydney Water Act 1994, the shareholder Ministers are empowered to appoint a person as a Director. Accordingly, the shareholder Ministers are empowered to appoint the person holding the office of CEO, as a Director.

Under Article 20.1 of Sydney Water's Constitution, a person who is appointed as CEO by the Governor, and is also appointed as a Director by the shareholder Ministers, may be called the "*Managing Director*".

The Board recommends that Mr Robinson be appointed by the shareholder Ministers, under

Office of the Chairman

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The Board recommends that Mr Robinson be appointed by the shareholder Ministers, under Section 5A of the Sydney Water Act 1994, as a Director, subject to his formal appointment by the Governor as CEO.

Yours sincerely

Gabrielle Kibble

Gabrielle Kibble
Chairman

POSTED
29/04/03

29 APR 2003

The Hon JJ Della Bosca MLC
Special Minister of State
Minister for Commerce
Minister for Industrial Relations
Assistant Treasurer and
Minister for the Central Coast
Level 30
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

Re: Appointment of CEO

I write to you in your capacity as voting shareholder Minister of Sydney Water Corporation (Sydney Water).

In accordance with Section 20K of the State Owned Corporations Act 1989 (SOC Act), the Board of Sydney Water has recommended to its portfolio Minister that Gregory Francis Robinson be appointed to the office of Chief Executive Officer (CEO) of Sydney Water.

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Office of the Chairman

Sydney Water Corporation ABN 49 776 225 036
Level 23, 115-123 Bathurst Street Sydney NSW 2000 Australia PO Box A53 Sydney South NSW 1232 Australia
Telephone (02) 9350 5023 Facsimile (02) 9350 5343 DX 14 Sydney Internet www.sydneywater.com.au

Section 5A of the Sydney Water Act 1994, as a Director, subject to his formal appointment by the Governor as CEO.

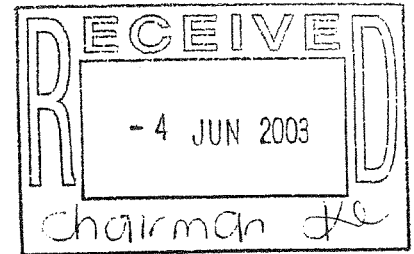
Yours sincerely

Gabrielle Kibble

Gabrielle Kibble
Chairman



Treasurer of New South Wales
Australia



Mrs Gabrielle Kibble
Chair
Sydney Water Corporation
Level 23
115-123 Bathurst Street
SYDNEY NSW 2000

Brett Turner
Phone No: 9228 4695

29 MAY 2003

Dear Mrs Kibble

The Assistant Treasurer and I in our capacity as Sydney Water's shareholders have appointed Mr Greg Robinson as a Director of Sydney Water Corporation.

Mr Robinson's appointment coincides with the term of his appointment as Sydney Water's Chief Executive Officer, as shown on the attached resolution. Mr Robinson will be considered for re-appointment towards the end of this period.

I have separately advised Mr Robinson of his appointment.

Yours sincerely

Michael Egan
Treasurer

for advice to
the Board.
EK 6/6/03.

RESOLUTION FOR THE APPOINTMENT OF A DIRECTOR TO
SYDNEY WATER CORPORATION

We

The Honourable Michael Egan

and

The Honourable John Della Bosca

being the voting shareholders of Sydney Water Corporation hereby appoint the person specified in the table below to the office of part time Director for a term as specified:

Name	Address	Remuneration	Term
Mr Gregory Francis Robinson	91 Fourth Ave WILLOUGHBY NSW 2068	n/a	Effective 26 May 2003 to 25 May 2006

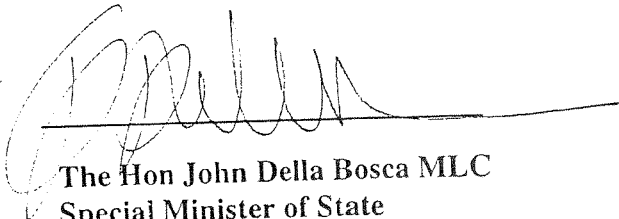
Mr Robinson is appointed pursuant to section 5A of the *Sydney Water Act, 1994* and section 14 of Sydney Water's Constitution.

Date :

Signed :



The Hon Michael Egan MLC
Treasurer
Minister for State Development
Vice President of the Executive Council



The Hon John Della Bosca MLC
Special Minister of State
Minister for Commerce
Minister for Industrial Relations
Assistant Treasurer
Minister for the Central Coast

Curriculum Vitae

Name: Gregory Francis Robinson
Address: 91 Fourth Avenue, Willoughby NSW 2068
Birth Date: 10 December 1962
Marital Status: Married, Laurel Anne – Child, Toby Francis - 8yrs

QUALIFICATIONS

Bachelor of Civil Engineering, 1986 - Queensland Institute of Technology
Master of Business Administration, 1994 - University of New South Wales
Graduate Australian Institute of Company Directors (Diploma), 1997
Department of Fair Trading - Gold Contractor Licence 1995 – 2003
Captain - Army Reserve – Royal Australian Engineers 1981 – 1990 (Inactive)

BOARD MEMBERSHIPS

Previous:

Sydney Airport Board (Executive Director) '96-'97
City West Development Corporation (General Manager)'97-'98
Sydney Cove Redevelopment Authority (General Manager) '98-'99
Sydney Marketing and Media Centre '99 – '01 (Founding Partner – Director)

Current:

Sydney Harbour Foreshore Authority '99 (CEO)
Sydney Convention and Visitor's Bureau '99 (Director – Retail)
Cooks Cove Development Corporation '01 (General Manager)
Luna Park Trust '00 (CEO)
Australian Technology Park Sydney Limited '00(Managing Director)
Tourism Sydney '01 (Founding Partner – Director)

MEMBERSHIPS

Member of the Institute of Engineers '84
Member Australian Institute of Project Managers '97
Graduate of the Institute of Company Directors '97
Member Property Council of Australia '97
Member State Chamber of Commerce '95
Member Tourism Task Force '98
Gold Member Sydney Convention and Visitors Bureau '98
Member of CEO Major Venues Taskforce '02

EXECUTIVE SUMMARY

Greg Robinson is Chief Executive Officer of Sydney Harbour Foreshore Authority, which has responsibility for the commercial and public management of 400 hectares of some of the most valuable, prestigious and historically significant real estate in Australia.

Prime sites within the legislative boundaries include The Rocks, Darling Harbour, Circular Quay, the Australian Technology Park at Eveleigh, as well as significant sites in Pyrmont, primarily on the foreshore, Rozelle and White Bay. Sydney Harbour Foreshore Authority also place manages the Circular Quay promenades and wharves and King Street Wharf promenade, the upgraded Conservatorium of Music and is the Trustee of Luna Park.

Sydney Harbour Foreshore Authority is now the second largest landowner in the City of Sydney. Its combined assets have a conservative market value of \$3.5 billion

Sydney Harbour Foreshore Authority's total economic contribution is almost \$9 billion per annum and it directly and indirectly creates employment for approximately 52,000 people in the local economy.

Prior to the establishment of the authority on 1 February 1999, Greg was General Manager of City West Development Corporation and acting General Manager of the Sydney Cove Authority, both of which were dissolved on the formation of the new statutory authority.

Before joining City West Development Corporation, Greg was Executive Director of the Sydney Airport Board and, as Commercial Development Manager at the airport, he was responsible for all commercial activity, asset planning and management and a major redevelopment program.

As CEO of Sydney Harbour Foreshore Authority, Greg is a member of the authority's Board of Management. He is also Managing Director & member of the Board for the Australian Technology Park Precinct Management Limited, a member of Luna Park Reserve Trust and is a Director, Sydney Convention and Visitors Bureau. Greg has a civil engineering degree and a Masters of Business Administration. He is a member of the Institute of Engineers and the Institute of Company Directors.

WORK HISTORY

January 1999 – Current

Sydney Harbour Foreshore Authority SHFA (CEO)
Cooks Cove Development Corporation CCDC (GM)
Australian Technology Park Sydney Limited ATPSL (MD)
Luna Park Trust LPT (CEO)

Role – Chief Executive Officer

Responsibility

As Chief Executive Officer of the Sydney Harbour Foreshore Authority SHFA it has been my responsibility to create a statutory Authority to manage the land and property of three forerunner organisations, City West Development Corporation, Sydney Cove Redevelopment Authority and the Darling Harbour Authority. The Sydney Harbour Foreshore Authority adds \$9 billion per annum to the NSW economy via direct and indirect benefits. Its revenue in 2002 was \$189 million and employs 250 people. The Authority is the owner of significant assets such as the Sydney Convention and Exhibition Centre, the Entertainment Centre, the Australian Technology Park, and the Rocks.

The SHFA reports to an independent Board and is accountable to the Deputy Premier and Minister for Urban Affairs and Planning. The organisation is responsible for the sustained development and ongoing management of all Government owned land in a 400 hectare geographic area on Sydney Harbour. Included into the statutory role is the need to harness the strategic assets in the portfolio for economic, cultural, heritage and tourism benefit. With the organisations now all successfully merged together the SHFA is a self funding entity that is looking for further growth in its core asset management business.

Australian Technology Park

The Sydney Harbour Foreshore Authority in its responsibilities is also the land owner of the Australian Technology Park at Eveleigh. This site is 10 hectares that is to be developed into 230,000 sqm of hi tech multi use incubators and business creators. The Park in its 10th year of operation already occupies over 90,000 sqm and employs over 1,000 people. The responsibilities include the property management and day to day operation of the Park. SHFA as the owner are involved in the infrastructure provision including the building of new space to meet demand from growth in tenant needs at the Park. As Managing Director I am a member of the Advisory Council of the Park that guides the areas of future growth in technologies that are being pursued by the state and Federal Governments.

Cooks Cove

Cooks Cove is a 100 hectare site that is opposite Sydney Airport that SHFA have been working with various stakeholders in the last 4 years to gain Government support to Develop. The NSW Government has established a new entity, Cooks Cove Development Corporation CCDC to be responsible for the economic development of this vital area. SHFA Board have been appointed as the CCDC Board and will sign agreements to administer and deliver a new 20 hectare commercial IT business park on the site.

Luna Park

The Luna Park Trust was recently changed in its composition to be the SHFA Board and is now operating as a subsidiary company. The change was instigated to bring about a consistency of place management on Sydney Harbour following the lengthy debate between the proponent and North Sydney Council over their redevelopment proposal.

Sydney Cove Redevelopment Authority March 1998 – January 1999

Role – Acting General Manager

Responsibility

Acting General Manager in charge of Australia's oldest and most recognised Heritage precinct. The Rocks is made up of a property portfolio of 91 buildings which are owned by the Authority . The Authority manages some 270 retail and commercial leases within the buildings and is responsible for their ongoing adaptive reuse. The Rocks like Darling Harbour is in the top four most frequented places by tourists to Sydney and Australia, as such the Authority has a very important role to play in the Tourism industry.

City West Development Corporation September 1997 – January 1999

Role - General Manager

Responsibility

- General Manager in charge of Australia's largest inner city urban renewal project. The City West Development Corporation is a State Government initiative aimed at stopping the urban sprawl of Sydney. The General Manager is to ensure the successful redevelopment of 300 hectares of land and water in the inner city of Sydney precincts of Pyrmont, Ultimo, Eveleigh, Rozelle, White Bay, and Blackwattle Bay. In achieving the land sales programme and delivering the infrastructure for the area, the challenge is to ensure that the result is a well balanced community.

- Establish an organisation structure that would balance out the competing priorities between areas such as land development, capital works, community and urban design.
- Develop and maintain and strategically manage CWDC's external relationships with key stakeholders to help facilitate the achievement of Corporate objectives through communication and resolution of issues, clarification of roles, definition of direction and the development of partnerships with those stakeholders to achieve desired outcomes.
- Prepare Business Plans and Budgets covering all activities of the Corporation, and monitor performance on a regular basis. Ensure the achievement of the City West Program's performance targets as by the Board.
- Ensure the integrity of CWDC's financial position through the management of expenditures and the generation of revenue stream from land sales, the leasing of properties under management, developer contributions and other sources, which achieve agreed financial performance targets and provide positive cash flow to fund capital and operating expenditures.
- Ensure compliance of financial and management controls set up to control the Corporations performance and to provide Corporate governance.
- Monitor and report to the Board on the Corporation's activities.
- Establish a work environment which promotes excellence and creativity, recognises performance, empowers staff and attracts high calibre individuals wishing to contribute to the achievement of Corporate goals.
- Prepare development strategies for government lands within City West, incorporating feasibilities budgets and financial strategies development/disposal programs to ensure the momentum of the program is maintained and the critical project and Government objectives are achieved.
- Co-ordinate the planning and phased construction of infrastructure elements (roads, parks, foreshore structures, services etc) to ensure proper integration with the overall disposal/development program and the achievement of Better Cities milestones to agreed budgets.
- Achieve the creation of a diverse and mixed use community (existing and future) enjoying a high quality of lifestyle.
- Strategically manage CWDC's relationships with its stakeholders including Commonwealth, State and Local Government, community groups, media, professional organisations and the development community etc, so as to facilitate the achievement of Corporation objectives through communication and resolution

of issues, clarification of roles, definition of direction and the development of partnerships with those stakeholders to achieve desired outcomes.

- Check that all relevant Government statutes, regulations and directions are complied with to ensure maximum cooperation from other Departments and avoidance of program delays and adverse public relations.
- To implement initiatives designed to fulfill CWDC's vision that Pymont be publicly recognised as an outstanding place to live, work and visit offering a high quality of life within a vibrant, diverse and robust local economy.

Federal Airports Corporation February 1995 - September 1997

**Role - Director Sydney Airport Board,
Manager Commercial Development**

Responsibility

Asset planning, land use planning, Airport Masterplanning, Management and Development, Carpark Management, Terminal and Airport Retail, Property Management and Development, Concession Planning and Development, Terminal Planning and Development.

- Develop Commercial plans for the exploitation of Sydney Airport across all revenue areas.
- Establish an Airline sales and marketing division to promote new business into Sydney Airport from airlines that do not currently fly to Australia, or existing that are considering expansion.
- Create an asset development plan to reflect the masterplan for the Airports growth over the next 20 years to maximise revenue generation and blue sky opportunities.
- Work with Corporate finance to create a 'Strategic Financial Planning Model' that can allow for the Airport to test various growth and business case scenarios to see which add value, to what extent, and how should capital works and revenue generating projects be prioritised to maximise wealth.
- Provide the input to establish the required data architecture for a revenue supportive MIS that takes usable operational data and turns it into key performance indicators to track revenue trends to base decision making upon.
- Manage the operation, planning and development of the retail portfolio which was responsible for the generation of \$500M in turnover per annum.
- Manage the operation, planning and development of the Sydney Airport carpark and rental car business which is responsible for \$60M in annual revenue.

- Manage the negotiating, leasing, and development of all on and off airport properties which made up some 800 leases and licences.
- Ensure that all commercial development opportunities including the design of new terminal capacity, hotels, etc were carried out in a just in time manner to suite the markets needs.

Major Negotiations

- New Southern Railway (Airport link) \$600M, Development Agreement with the State Rail authority, Bouygues SA, and Transfield.
- Qantas Jetbase - 25 year lease for 34 hectares at Sydney Airport.
- Ansett Development Zone Agreement - 25 year lease, 8 year option 25,000 sqm.
- Appointed Project Manager Design and Construct \$350M Terminal redevelopment.
- Elevated Roadway \$42M Transfield Contracting.

Major Studies

- Sydney International Terminal Olympic Facilitation Study to masterplan requirements to 2010 with Commercialisation required to provide investment capital.
- Hotel (5 star, 240 rooms) to be integrated with commercial synergies into the International Terminal.
- Freight and ground handling study and industry reform programme including acquisition of vital land from the State Government.
- South East Sector land planning and redevelopment strategy of a parcel of 50 hectares of vital airside land.

Lend Lease Corporation March 1987 - January 1995

Role. - Various; Project Director/Project Manager/Site Manager/Site Engineer

Responsibility

In my time with Civil and Civic/ Lend Lease duties carried out were many and varied depending on the need of the organisation as well as the stage in career growth. The majority of the experience can be summarised as project based across a broad range of industries. In this time a number of roles were fulfilled for the Corporation in Brisbane, Sydney, and Melbourne providing exposure within each of these geographic, politically and industrially different cities.

Project Management/Site Management

- Greensborough Plaza Redevelopment \$123M March 1994 - January 1995.
- Como Centre Retail Redevelopment \$25M May 1993 - October 1993.
- Prospect Water Filtration Plant Development 4,200ML, \$300M October 1993 - March 1994.
- Bankstown Shopping Square Redevelopment \$25M November 1992 - May 1993.

Bid Teams for Projects

- New South Wales Waterboard Privatisation - build, own, operate, transfer projects.
- Downing Centre Law Courts \$70M.
- Moorebank Defence Storage \$130M.
- Nan Tein Tssu (Temple) \$20M.
- Warringah Mall Refurbishment \$13M.
- Erina Fair Shopping Centre \$65 M.

Site Management/Site Engineer

- Nikko Heritage Building Fitout, Retail \$6M July 1991 - December 1991.
- Hotel Nikko Darling Harbour \$125M January 1990 - July 1991.
- Queensland Police Headquarters, Commercial \$65M October 1988 - January 1990.
- Kenmore Village Shopping Centre, Retail \$8.5M October 1987 - October 1988.
- Golden Circle Cannery, Industrial \$2M May 1987 - October 1987.
- Dalgety Warehouse, Industrial \$6M March 1987 - May 1987.

20 February 2004

The Hon J Gardiner MLC
Chairman
General Purpose Standing Committee No. 4
Legislative Council
NSW Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Chairman

Re: Committee's Request for Production of IAB Report

I refer to my attendance before the Committee on Wednesday, 18 February 2004.

I note the request from the Committee for Sydney Water to produce the report from IAB Management Consulting Group dated February 2004 (IAB report).

The position taken by me in my evidence before the Committee in relation to production of the IAB report was made in good faith and on the basis of advice which I then had about the status of documents provided to the Independent Commission Against Corruption (ICAC) as part of an ICAC investigation. Subsequent to my appearance before the Committee I sought to clarify the position with the ICAC investigation and the status of the IAB report. I am now aware that the ICAC is of the view that it has no property in the IAB report and has no view about preventing production of the IAB report to the Committee.

However, Sydney Water may have a claim for privilege in relation to the IAB report. The form of privilege falls within the ambit of 'Public Interest Immunity'. The claim relates to Sydney Water's obligation against disclosure to protect those persons who have provided information to the investigator. You will appreciate that persons who have assisted in the IAB investigation may not have contemplated that their identities or words would be disclosed to persons other than the Board of Sydney Water and the ICAC. Accordingly, to disclose the IAB report voluntarily, or without the requirement of any compulsion of law may expose Sydney Water to claims of breach of confidence.

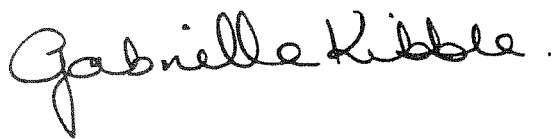
The Legislative Council has clear and unambiguous powers to make orders compelling production of the IAB report. Further, the relevant Standing Orders provide for a process to deal with Sydney Water's claim for privilege.

Office of the Chairman

Sydney Water Corporation ABN 49 776 225 038
Level 23, 115-123 Bathurst Street Sydney NSW 2000 Australia PO Box A53 Sydney South NSW 1232 Australia
Telephone (02) 9350 5023 Facsimile (02) 9350 5343 DX 14 Sydney Internet www.sydneywater.com.au

In the circumstances, it is requested that the Committee refers the matter to the Legislative Council for a formal order for production of the IAB report to be made pursuant to the Standing Orders.

Yours sincerely

A handwritten signature in black ink that reads "Gabrielle Kibble". The signature is written in a cursive, flowing style with a period at the end.

Gabrielle Kibble
CHAIRMAN

STANDING NOTICE OF INTERESTS

Name of Director: **Gregory Francis Robinson**

I understand that as a Director of the Company, I must give the other Directors notice of any material personal interest in a matter that relates to the affairs of the Company (conflict).

I give notice of the following interests:

A	Shares, debentures and other securities which may give rise to a conflict		
	Name of company	Number of shares, debentures and other securities	Nature and extent of interest
	<ul style="list-style-type: none"> ▪ G.F. Robinson Holdings Pty Limited 	5 B class shares	
B	Rights or options to dispose of shares, debentures or other securities which may give rise to a conflict		
	Name of company	Number of rights/options	Nature and extent of interest

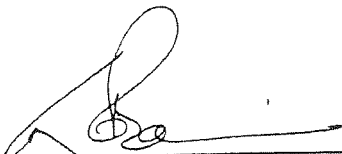
C	Contracts with the company		
	Parties	Description of contract	Nature and extent of interest
D	Real property which I hold, or a body in which I have an interest holds, which may give rise to a conflict		
	Address of property	Description of interest	Nature and extent of interest
	223 Lawrence Wargreave Drive	About to be sewerred by Sydney Water	Ownership of property
E	Other corporate offices which I hold where a conflict may arise		
	Name of body corporate	Office held	Nature and extent of interest
	<ul style="list-style-type: none"> ▪ Australian Technology Park Precinct Management Limited ▪ G.F. Robinson Holdings Pty Limited ▪ G.F. Robinson Holdings Pty Limited ▪ Sydney Convention & Visitors Bureau Ltd ▪ Sydney Marketing and Media Centre Pty Limited 	<ul style="list-style-type: none"> ▪ Director ▪ Director ▪ Secretary ▪ Director ▪ Director 	<p>Resigned 23/5/03</p> <p>Superfund Family trust</p> <p>Family trust</p> <p>Resignation being considered by SCVB Chairmen</p> <p>Resigned 23/5/03</p>

F	Firms/partnerships I am a member of which may give rise to a conflict	
	Name of firm/partnership	Nature and extent of interest
G	Other interests (including, for example, as a trustee or beneficiary of any trusts, any intellectual property rights or other business interests) which may give rise to a conflict	
	Description	Nature and extent of interest

Undertaking

I undertake to notify the Company immediately of:

- (a) any material change in the facts set out in this Notice; and
- (b) any material personal interest I have in a matter that relates to the affairs of the Company, unless I have already given a standing notice of the nature and extent of the interest and the notice is still effective in relation to the interest.



 Signature of Director

28 / 5 / 03

 Date

Extract from Board Minutes - 18 June 2003

1.0 Apologies and Declaration of Conflicts of Interest

The Managing Director advised of a conflict of interest that would be relevant if the Board was considering matters associated with Lend Lease.

Extract from Board Minutes – 15 October 2003

1.0 Apologies and Declaration of Conflicts of Interest

Mr Robinson advised of a potential conflict of interest concerning an item within the Managing Director's Report entitled *Priority Sewerage Program: Coalcliff, Stanwell Park, Stanwell Tops and Otford Sewerage Scheme*, because of his ownership of a residential property in Coalcliff.

4.0 Managing Director's Report

Priority Sewerage Program: Coalcliff, Stanwell Park, Stanwell Tops and Otford Sewerage Scheme

As discussed earlier, the Board noted the Managing Director's potential conflict of interest for this item.

The Board noted the review of the approved design of the servicing scheme and discussed the potential savings of capital costs. Discussion focused on the review of servicing options currently underway, and potential impacts for other priority sewerage areas.

Extract from Draft Board Minutes – 17 December 2003

1.0 Apologies and Declaration of Conflicts of Interest

It was noted that Mr Robinson had declared a potential conflict of interest concerning item 6.5 *Priority Sewerage Program: Northern Towns Sewerage Scheme*, because of his ownership of a residential property in Coalcliff. It was further noted that Mr Robinson had declared a potential conflict of interest in relation to his wife's employment with the Lend Lease Group, and that this does not require future noting.

6.4 Priority Sewerage Program: Northern Towns Sewerage Scheme

As discussed earlier, the Board noted the Managing Director's potential conflict of interest for this item.

The Board noted that in December 2002 it had approved the total project cost for delivering the Northern Towns Sewerage Scheme comprising Coalcliff, Stanwell Park, Stanwell Tops and Otford under an Alliance agreement. It was noted that at that time, the Board requested advice on the inclusion of Coalcliff in the scheme, and requested a review of the servicing arrangements, following the completion of the design phase and prior to the commencement of construction. The Board noted and discussed the results of the review, and the situation in relation to this program and having considered and examined the alternatives, reaffirmed its commitment to the original decision to include Coalcliff in the scheme. It was noted that construction is scheduled to commence in Coalcliff in May 2004 with connections commencing from October 2004.

Code of Conduct

The Code of Conduct for Directors of Sydney Water is an adaptation of principles developed by the Australian Institute of Company Directors. The following Code is intended to provide you with guidance to carry out your duties and responsibilities, and defines the standard of conduct expected of you as a Director of Sydney Water. The Code is not an exhaustive statement of your obligations.

CODE OF CONDUCT

Directors of Sydney Water Corporation are required and expected to comply with the following Code of Conduct:

1. To act honestly, in good faith and in the best interests of Sydney Water Corporation as a whole.
2. To use care and diligence in fulfilling the functions of office and exercising the powers attached to that office.
3. To use the powers of office for a proper purpose, in the best interests of Sydney Water Corporation as a whole.
4. To recognise responsibility and accountability to the State of New South Wales, the Shareholder Ministers and other stakeholders of Sydney Water Corporation.
5. Not to make improper use of information acquired as a Director.
6. Not to take improper advantage of the position of Director.
7. Not to allow personal interests, or the interests of any associated person, to conflict with the interests of Sydney Water Corporation.
8. To be independent in judgment and actions and to take reasonable steps to be satisfied as to the soundness of decisions taken by the Board of Directors.
9. To ensure that confidential information received in the course of directorial duties remain the property of Sydney Water Corporation and not to disclose it, or allow it to be disclosed unless that disclosure has been authorised by Sydney Water Corporation or the person from whom the information was provided, or as required by law.
10. Not to engage in conduct likely to bring discredit upon Sydney Water Corporation.
11. To comply, in good faith, with the spirit, as well as the letter of this Code.