



**The Hon. Andrew Stoner MP**  
Deputy Premier  
Minister for Trade and Investment  
Minister for Regional Infrastructure and Services

12 September 2013

The Hon. Natasha Maclaren-Jones MLC  
Chair – General Purpose Standing Committee No.3  
Legislative Council  
Parliament House  
Sydney NSW 2000

Dear Mrs <sup>*Natasha*</sup> Maclaren-Jones,

Please find attached copies of answers to questions asked of me both on and without notice by General Purpose Standing Committee No.3, as part of its inquiry into the Budget Estimates 2013-2014, on Monday 19 August 2013.

The questions cover proposed expenditure for the Trade and Investment, Regional Infrastructure and Services portfolio area.

Yours sincerely

The Hon. Andrew Stoner MP  
Deputy Premier  
Minister for Trade and Investment  
Minister for Regional Infrastructure and Services

**BUDGET ESTIMATES 2013-2014**

Supplementary Questions on Notice

General Purpose Standing Committee No. 3

**Trade and Investment, Regional Infrastructure and Services**

Monday 19 August 2013

Answers to be lodged by: Thursday 12 September 2013

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**LEGISLATIVE COUNCIL**

**GENERAL PURPOSE STANDING COMMITTEE NO. 3**

Questions relating to the portfolio of Trade and Investment, Regional Infrastructure  
and Services

Monday 19 August 2013, 2.00 pm

# Supplementary Questions - Trade and Investment, Regional Infrastructure & Services

## Cross Border Commissioner

### QUESTION 1:

1. Listening Tour Report

- a. Will The Cross Border Commissioner conduct a further Listening Tour this Financial Year?
- b. Do Trade and Investment staff accompany the Cross Border Commissioner when he travels in regional NSW? If so, how many staff accompany the Commissioner?
- c. What benchmarks and performance indicators have been established for the Cross Border Commissioner? Are these available? When are they reviewed? By whom?
- d. How often does the Cross Border Commissioner have documented meetings with the Deputy Premier?
- e. Is the Cross Border Commissioner responsible for their own budget?

### ANSWER:

- a. None are currently planned for 2013-2014. Stakeholders continue to raise issues and backlog of issues being worked on from first Listening Tour.
- b. Normally the Commissioner travels alone. One staff member has assisted with two community meetings on the Qld – NSW border.
- c. Cross-Border Commissioner has an employment contract with duties and responsibilities listed and has developed a business plan with actions listed. The business plan is available on the website. The Commissioner has agreed to provide the Deputy Premier with three monthly reporting on the business plan.
- d. The Cross-Border Commissioner has met with the Deputy Premier on a needs basis.
- e. Yes

### QUESTION 2:

2. Diary entries of meetings with Minister for North Coast

- a. Has the Cross Border Commissioner kept diary entries of meetings with the Minister for North Coast?
- b. How many times did the Cross Border Commissioner meet with the Minister for North Coast in the last financial year?
- c. How many meetings are scheduled for the 2013/2014 Financial year between the Cross Border Commissioner and the Minister for the North Coast?

### ANSWER:

- a. Yes
- b. Twice
- c. None are currently scheduled, one has occurred.

### QUESTION 3:

3. Diary Entry of meetings with Minister for Western NSW

- a. Has the Cross Border Commissioner kept diary entries of meetings with the Minister for Western NSW?
- b. How many times did the Cross Border Commissioner meet with the Minister for Western NSW in the last financial year?
- c. How many meetings are scheduled for the 2013/2014 financial year between the Cross Border Commissioner and the Minister for the Western NSW?

**ANSWER:**

- a Yes
- b Twice
- c None are currently scheduled.

## **Heliport**

### **QUESTION 4:**

4. Deputy Premier, when you made the announcement about the heliport in Sydney Harbour who advised you prior to making the announcement: your office, Trade and Investment officers or Roads and Ports officers?

### **ANSWER:**

NSW Trade & Investment.

### **QUESTION 5:**

5. Why did you make the announcement?

### **ANSWER:**

The announcement was recommended by NSW Trade & Investment due to the benefits of the investment, which included enhancing Sydney's visitor economy and the project's ability to service Sydney's business precinct.

## **Auditor General Qualified Statement on Trade and Investment**

### **QUESTION 6**

6. In the past two annual reports for Trade and Investment the Auditor General has made a qualification statement regarding the preparation of accounts. Has this been rectified for this financial year?

### **ANSWER:**

NSW Trade and Investment has been working extensively with the Audit Office of New South Wales to resolve any issues with the financial statements identified in previous Annual Reports. At this point it is not clear from the Audit Office if all items will be resolved for 2013.

## **SAP By Design**

### **QUESTION 7:**

7. Minister are you satisfied with the implementation of “SAP by Design” for the Department of Trade and Investment?

### **ANSWER:**

NSW Trade & Investment successfully completed Phase 1 of the SAP Business ByDesign implementation, with the finance, procurement, projects and assets components going live on Monday 10 December 2012, followed by the integrated HR, payroll and time-sheeting elements on Monday 4 March 2013.

The transition from project to business as usual operations and support is progressing as planned. The issues that have arisen during the overall implementation have been resolved and fine tuning of the solution for optimal performance is ongoing.

We are very pleased with the implementation to date of this innovative approach to the delivery of our ERP needs. The first payroll run was successfully completed from the new SAP Business ByDesign solution on Wednesday 13 March 2013.

### **QUESTION 8:**

8. Has there been any delays in the installation of SAP by Design?

### **ANSWER:**

NSW Trade & Investment successfully completed Phase 1 of the SAP Business By Design implementation, with the finance, procurement, projects and assets components going live on Monday 10 December 2012, followed by the integrated HR, payroll and time-sheeting elements on Monday 4 March 2013. The staggering of the finance and HR/Payroll components of the implementation was a business based decision.

### **QUESTION 9:**

9. What was the original budget for the implementation of Phase 1 and Phase 2?

### **ANSWER:**

The project was originally budgeted for \$14 million being \$10 million for Phase 1 and \$4 million for Phase 2, based on completion of Phase 2 by 30 June 2013. In addition to this funding, a contingency amount of 20 per cent (\$2.8 million) was provided.

### **QUESTION 10:**

10. What is the actual cost of the implementation of Phase 1 and Phase 2? What is the variation to budget allocation?

### **ANSWER:**

Actual cost for Phase 1 was just under \$10 million. Phase 2 is still underway, due to be completed on 31 October 2013. The extension of Phase 2 from 30 June 2013 to 31 October 2013 minimised risks associated with end of financial year peak workloads but will result in increased Phase 2 costs. The value of the increase will be known once implementation of Phase 2 is completed.

## **Bill Payment by Department of Trade and Investment**

### **QUESTION 11:**

**11.** Has the Department of Trade and Investment and any of its agencies had issues with payment of bills to companies?

### **ANSWER:**

Yes. NSW Trade & Investment continues to experience issues with suppliers not providing invoices that meet the guidelines for a correctly rendered invoice. The overall payment performance has improved for small businesses since the implementation of the new SAP ByDesign system.

While there was a decline in payment performance as a direct result of the immediate post go-live issues of the SAP ByDesign system, it has not been the primary cause of payment issues. The issues associated with payment performance have arisen due to invoices not being correctly rendered to accounts payable before the due date, with 28.8 per cent of those received since 1 January 2013 being identified as invoice exceptions. The Department is continuing to work with suppliers to ensure they submit a correctly rendered invoice in a timely fashion to the appropriate team.

In 2012/13 small business registrations increased by 28 per cent with a total of 465 companies registered as small business suppliers to the Department at 30 June 2013. Payment performance improved in 2012/13 with 96 per cent of invoices received from small businesses paid on time, compared to 94 per cent in 2011/12 and higher than the average agency payment performance of 91 per cent.

### **QUESTION 12:**

**12.** Has there been any incidences where small to medium businesses have faced delays beyond 30 days in getting their bills paid by Department? Please advise of the instances where this has occurred.

### **ANSWER:**

Yes. In the June Quarter 2012/13 Small Business Payment Performance Report to the Department of Finance and Services, the NSW Trade & Investment cluster reported that a total of 1,247 invoices were paid more than 30 days after date of receipt. NSW Trade & Investment cluster improved 30 day payment performance for small to medium businesses from 94 per cent in 2011/12 to 96 per cent of invoices paid within 30 days in 2012/13. Interest has been automatically paid on 24 invoices in accordance with the NSW Treasury Circular 11/12 Payment of Accounts Policy. While payment terms require invoice age to be based on the date of receipt of a correctly rendered invoice, the Department currently calculates invoice age based on the supplier's invoice date. The Department is continuing to work with suppliers to ensure they submit a correctly rendered invoice in a timely fashion to the appropriate team and is considering revising the payment terms to be based on the date a correctly rendered invoice is received.



**QUESTION 13:**

13. Has any company raised concerns with the SAP by design program and the process of payments by the department? Please advise of when this occurred and how the concerns were treated by the Department.

**ANSWER:**

Yes. The 'go-live' of SAP ByDesign in NSW Trade & Investment in December 2013 resulted in an immediate drop off in processing performance that contributed to an initial backlog and delay in processing of invoices. This backlog was cleared by March 2013.

Formal complaints were registered with NSW Trade & Investment in relation to:

- 18 March 2013 – Elam Communications escalated issue to Deputy Premier's office regarding late payment of an invoice;
- 19 March 2013 – Nook Studios escalated an issue to the Director General regarding outstanding invoice payments; and
- 4 April 2013 – Fodder Coordinator for the Coonabarabran bushfire victims, raised concerns with the Director General of the Department of Primary Industries regarding delays in payments for invoices to local service providers.

These complaints were addressed in the normal course of operations.

In addition to the above, NSW Trade & Investment received over 5,334 status enquiries through the shared service centre since 1 January 2013 from internal staff and external customers. These enquiries were addressed in the normal course of operations.

**QUESTION 14:**

14. Please advise how many bill payments owed by your Department, exceeded the 30 day mandate period for the last financial year of 2012/13?

**ANSWER:**

Information on payment of accounts is provided in the NSW Trade & Investment Annual Report.

**QUESTION 15:**

15. How many training sessions have been conducted by the department in relation to the roll out of the SAP By Design program? Please advise where the training sessions were conducted.

**ANSWER:**

Training has included a combination of classroom based training, e-learning training, regional workshops, use of floor walkers to support on-the-job coaching and self-service tools.

All staff were required to complete online training courses as part of the initial roll-out of SAP ByDesign. In addition, 40 classroom training courses were delivered for

finance and HR/Payroll specialist and processing staff in Orange and Parramatta prior to the Phase 1 go-live.

A Service Centre (call centre) has also been implemented to provide support and guidance to end users.

**QUESTION 16:**

16. Has the SAP byDesign in-house training for staff been completed? Or is it still ongoing?

**ANSWER:**

The Department continues to provide onsite and embedded specialist support to continue on-the-job learning for staff performing specialist functions. Additional training courses have been developed and are being rolled out, including a detailed training course for project managers. Communities of practice are being formed to increase knowledge sharing across NSW Trade & Investment, including a forward schedule of communication activities to improve knowledge and use of the SAP ByDesign system.

The Department is also continuing to invest in the development of end-user support materials including Quick Reference Guides and other self-service tools. Substantial online training and how-to materials are available within the SAP ByDesign system and on the Department's intranet.

**QUESTION 17:**

17. Have any staff raised issue with operating the SAP By Design program in relation to applying for leave and reclaiming expenses? If yes, what was the corrective action?

**ANSWER:**

NSW Trade & Investment have implemented a Service Centre which receives calls from staff, customers, and vendors in relation to system, process, and transactional support for human resource and financial processes. Since March 2013, the Service Centre has received approximately 1,300 calls related to the creation of expense claims. The majority of the enquiries have been addressed in the normal course of operations. A relatively small number of staff have experienced issues in relation to the timeliness of payment of their claims, where the claim has not been processed automatically and has required manual intervention.

The majority of staff receive expense claim reimbursement within 2-3 business days of approval by the responsible line manager, which is an improvement on payment performance before implementation of SAP ByDesign.

NSW Trade & Investment does not capture data on the number of service calls received that relate to leave applications.

**QUESTION 18:**

18. Due to the implementation of the new program have simple administrative processes, such as recording working hours increased or reduced?

a. Are you aware as to whether such processes as pay details and superannuation have not been completed correctly?

**ANSWER:**

Prior to the implementation of SAP ByDesign in NSW Trade & Investment staff submitted common leave requests and higher duty allowance claims through employee self-service systems. Time recording and other applications previously occurred through both manual and electronic mechanisms.

Staff now complete attendance through an electronic SAP ByDesign timesheet that is integrated with the flex time record. Staff can also request common leave types, claim overtime, higher duties allowance, and hours worked for casual staff through the one system.

The employee self-service system is now accessible to all staff, regardless of whether they have an agency issued computer. This has facilitated electronic time recording and approval for all staff and improved the quality and consistency of attendance records held by the Department.

There has always been an obligation on staff and their managers to request and have their leave approved, maintain a record of attendance and track flexible working hours. The Department is working with staff to ensure everyone is taking advantage of the efficiencies and benefits of the SAP ByDesign system. SAP ByDesign processing issues have not caused staff to go without pay or superannuation contributions.

**QUESTION 19:**

19. Are you aware as to whether SAP byDesign processing issues have caused staff to go without pay or superannuation contributions made due to the new system?

**ANSWER:**

SAP ByDesign processing issues have not caused staff to go without pay or superannuation contributions. Whilst NSW Trade & Investment experienced some delay in March and April 2013 in relation to the issuance of remittance advices to some superannuation funds (to allow member contributions to be allocated to member accounts) payments continued to be remitted to superannuation funds. For the majority of staff and superannuation funds this was fully resolved in early to mid-May 2013.

The subsequent delay in allocation to member superannuation accounts was not related to the SAP ByDesign implementation, but rather a process issue between the former service provider, ServiceFirst and the Superannuation Fund.

## Crown Lands Review

### QUESTION 20:

20. In relation to the review of Crown Lands by Michael Carapet

- a. Can you rule out the sale of any Crown Land assets as part of the Crown Land Review?
- b. Can you rule out the sale of Crown Land caravan parks?
- c. Can you rule out the sale of Sydney waterfront land to the jetty set through this process?
- d. As part of the Crown Lands review, can you rule out shifting land management responsibilities fully back to local Councils?
- e. Can you confirm that there will be public consultation over any proposed sale or changes to the management of public land in NSW through the Crown Lands review?
- f. What was the total revenue raised through the water front's rents in NSW for the financial years of 2010-11, 2011- 2012, 2012 -2013?

### ANSWER:

20.a-d I can advise that I have received the Crown Lands Review report, however the Government has not yet considered its response to the review.

e. Yes.

20.f.

2010-11	\$6.95 million
2011-12	\$6.86 million
2012-13	\$5.25 million

This does not include rental income from commercial marinas and other waterfront operations, nor does it include revenue received by Roads and Maritime Services for domestic and commercial waterfront leases in the Sydney Harbour, Botany Bay, Port Kembla and Newcastle Port areas.

## **Trade and Investment Website**

### **QUESTION 21:**

21. What was the total development cost of the Trade and Investment website developed in 2011?

### **ANSWER:**

The development of the NSW Trade and Investment website in 2011 involved a simple rebranding of the Industry & Investment NSW website and cost approximately \$1,100 using internal staff resources.

### **QUESTION 22:**

22. What was the total development cost of the current the Trade and Investment website?

### **ANSWER:**

The development of the current NSW Trade and Investment website in 2013 involved a refresh of the existing information and cost approximately \$5,500 using internal staff resources.

### **QUESTION 23:**

23. What was the cost of the development of the [www.now.nsw.gov.au](http://www.now.nsw.gov.au) website?

### **ANSWER:**

This question should be directed to the Premier.

## Public Reserves Management Fund

### QUESTION 24:

24. What was the total level of funding allocated Public Reserves Management Fund for the following financial years 2010-2011, 2011-2012, 2012-13?

### ANSWER:

2010-11	\$19.8 million
2011-12	\$17 million
2012-13	\$16.9 million

The PRMF is a self-financing operation. Annual funding allocations will vary from year to year depending on forecast income; the mix of applications received (ie small grants vs large loans) and the merits of each; and the need to balance current year expenditure with the long-term sustainability of the PRMF.

In the four prior years from 2006 to 2010, annual allocations from the PRMF ranged between \$10.7 million and \$13.9 million."

### QUESTION 25:

25. As of 19 August 2013, what funds are currently available within the PRMF?  
Dredging Works

### ANSWER:

25. The reconciled cash balance of the Public Reserves Management Fund (PRMF) was \$23.3 million as at 30 June 2013. Funding allocations from the PRMF for 2013-14 will be determined during the final quarter of 2013.

### QUESTION 26:

26. In 2011-12 budget how many dredging works were conducted in rivers, estuaries, lakes and harbours etc?

### ANSWER:

26. Five dredging projects were funded through the 2011-12 Crown Lands budget. The projects were at Wallis Lake, Smiths Lake, Evans River, Black Neds Bay and Swansea Channel.

### QUESTION 27:

27. What was their location by State Electorate?

### ANSWER:

27. See answer to Question 26 above. Dredging project funding is not allocated on an electorate basis.

### QUESTION 28:

28. What was the cost of each of these works?

**ANSWER:**

28. Wallis Lake	\$357,000
Smiths Lake	\$8,000
Evans River	\$90,000
Black Neds Bay	\$190,000
Swansea Channel	\$260,000

**QUESTION:**

29. In 212-13 financial how many dredging works were conducted in rivers, estuaries, lakes and harbours etc?

**ANSWER:**

29. Four dredging projects were funded through the 2012-13 Crown Lands budget. The projects were at Wallis Lake (Oyster Paddock), Tuncurry Channel, Clyde River Entrance Bar and Swansea Channel.

**QUESTION 30:**

30. What was their location by State Electorate?

**ANSWER:**

30. See answer to Question 29 above. Dredging project funding is not allocated on an electorate basis.

**QUESTION 31:**

31. What was the cost of each of these works?

**ANSWER:**

31. Wallis Lake (Oyster Paddock)	\$800,000
Tuncurry Channel	\$54,000
Clyde River Entrance Bar	\$415,000
Swansea Channel	\$240,000

## **Use of Labour Hire Firms**

**QUESTION 32:**

32. Does the Department of Trade and Investment utilise the services of Labour Hire companies?

If yes, please advise:

- The names of the firms engaged.
- The total amount paid to each firm engaged.
- The average tenure period for an employee provided by a Labour Hire company.
- The longest tenure period for an employee provided by a Labour Hire company.
- The duties conducted by employees engaged through labour hire companies.
- The office locations of employees engaged through labour hire companies.

**ANSWER:**

a &amp; b

Name of Labour Hire Firm	Sum of total invoice amount (ex GST)
Bluestone Recruitment	\$22,729.20
Challenge Recruitment Ltd	\$39,283.23
Chandler Macleod Julia Ross	\$565,773.19
Clicks Recruit Pty Ltd T/A Clicks IT Recruitment	\$95,398.96
Finite IT Recruitment Pty Ltd Consortium	\$1,307,569.92
Genesis Recruitment	\$2,043.01
Greythorn Pty Ltd	\$129,633.92
Greythorn Smalls	\$1,813,851.33
Hamilton James and Bruce	\$427.95
HAYS Specialist Recruitment	\$340,667.27
IPA Personnel	\$724.92
Michael Page	\$28,823.44
Peoplebank	\$1,745,675.04
Quay Appointments	\$991,082.77
Randstad Pty Limited	\$348,953.81
Smalls & Associates Pty Ltd	\$588,149.95
Talent International (NSW) Pty Ltd	\$4,765,639.82
TRC Group	\$19,027.37

c &amp; d

The average tenure (based on the contracted duration, rather than the actual days worked) of a contingent worker engaged through a labour hire company is 250 days. The longest tenure period (based on the contracted duration, rather than the actual days worked) of a contingent worker engaged through a labour hire company is 1,889 days.

e

The duties conducted by employees engaged through labour hire companies include:

- Project Planner
- Net Developer
- Accountant / Management Accountant / Senior accountant
- Admin Grade 3/4
- Administration Support Officer
- Administrative Assistant
- Analyst Programmer / Applications Developer
- Aquatic Scientist - Senior officer
- Aquatic Scientist - technical officer
- Architect
- Assistant Accountant
- Business Analyst
- Business Analyst / Financial Analyst
- Change Management Specialist
- Collections Services Manager
- Computer Operator
- Contract / Procurement / Vendor (Officer or Manager)
- Customer Service Officer
- Data Centre Support Analyst



- Data Entry
- Data Entry Operator
- Data Modeller / Architect
- Database Administrator / Designer / Analyst
- Desktop Support
- Engineer
- Environmental Officer / Scientist
- Executive Assistant
- Finance Officer / Accounts Clerk / Bookkeeper
- Finance Specialist
- Geographic Information Specialist
- Geologist
- Help Desk Support
- HR/ Executive
- Human Resources / Training & Development / Trainers
- ICT Business Analyst
- IT Manager
- IT Specialist / ICT Consultant
- Java Developer
- Labourer - Various
- Library Assistant
- Management Info Sys Co-ordinator
- Marketing / Advertising (Officer, Manager or Specialist)
- MS Access Developer
- Office Support
- Planner
- Program (Officer, Manager or Director)
- Project (Officer, Manager or Analyst)
- Project Administrator
- Project Coordinator / Project Manager / Program Manager
- Quality Assurance Officer
- Quantity Assurance Manager
- Receptionist / Switchboard Operator
- SAP Courseware Developer/Trainer
- SAP FICO Business Analyst
- Sap HR/Payroll Business Analyst
- SAP Professionals
- Server Engineer
- Solution Architects / Designers
- Store person
- Systems Administrator
- Technical Consultant
- Technical Officer
- Test Manager / Leader / Analyst
- Web Site Designer / Consultant / Developer

f

The office locations of employees engaged through labour hire companies include:

- Albury
- Burwood
- Casino
- East Maitland
- Everleigh
- Huntingwood
- Maitland
- Newcastle
- Newcastle West
- North Ryde
- North Sydney
- Orange
- Parramatta
- Port Macquarie
- Riverwood
- St Leonards
- Sydney CBD
- Tamworth
- Tumut
- Ultimo
- Wollongbar
- Wollongong

## General

### QUESTION 1:

1. Have you met with lobbyists other than PremierState?

### QUESTION 2:

2. On how many occasions have you met with a lobbyist, and what were the dates of these meetings?

### QUESTION 3:

3. Which lobbyists have you met with, and what was discussed?

### QUESTION 4:

4. On how many occasions have you declined to meet with a lobbyist?

### QUESTION 5:

5. To deliver greater transparency and accountability, will you publish a monthly online diary of all meetings with lobbyists?

### QUESTION 6:

6. In order to deliver greater transparency and accountability, as promised by the Premier, will you commit to keeping a record of all lobbying activities and documentation and allow them to be subject to the Government Information (Public Access) Act?

### ANSWER QUESTIONS 1-6:

Meetings with lobbyists are in accordance with the NSW Lobbyist Code of Conduct

### QUESTION 7:

7. Since becoming a Minister, have you taken any interstate or intrastate trips involving overnight accommodation or flights?

**ANSWER:** Yes

### QUESTION 8:

8. Will you provide a list to the committee of the details of all travel?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

Travel is in accordance with the 'Policy on Official Travel within Australia and Overseas' available at

[http://www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0020/156026/Official\\_Travel\\_Policy\\_within\\_Australia\\_and\\_Overseas\\_-\\_August\\_2013.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0020/156026/Official_Travel_Policy_within_Australia_and_Overseas_-_August_2013.pdf).

**QUESTION 9:**

9. Have you taken any trips intrastate or interstate to attend Liberal/National Party functions? What are the details of the trips including dates and costs?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

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**QUESTION 10:**

10. Have you taken any trips intrastate or interstate to attend lobbyists' functions? What are the details of the trips including dates and costs?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

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**QUESTION 11:**

11. Were these trips paid for by the taxpayer?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

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**QUESTION 12:**

12. Were these trips booked through the government travel management system?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

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**QUESTION 13:**

13. Since becoming a Minister, have you paid back money to the state because you booked unauthorised travel with the government travel management system? How much? When did you travel? When did you pay back the money? How many occasions has this happened?

**ANSWER:**

Information regarding reimbursement payments is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

**QUESTION 14:**

14. Have you had meetings scheduled interstate or intrastate on Fridays or weekends which involved you staying overnight?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

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[http://www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0020/156026/Official\\_Travel\\_Policy\\_within\\_Australia\\_and\\_Overseas\\_-\\_August\\_2013.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0020/156026/Official_Travel_Policy_within_Australia_and_Overseas_-_August_2013.pdf).

**QUESTION 15:**

15. Did you take your spouse/partner on these trips?

**ANSWER:**

Information regarding travel is available on the Department of Premier and Cabinet Disclosure Log at

[http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

Travel is in accordance with the 'Policy on Official Travel within Australia and Overseas' available at

[http://www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0020/156026/Official\\_Travel\\_Policy\\_within\\_Australia\\_and\\_Overseas\\_-\\_August\\_2013.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0020/156026/Official_Travel_Policy_within_Australia_and_Overseas_-_August_2013.pdf).

**QUESTION 16:**

16. Have any members of your staff made complaints to or raised concerns with you, your Chief of Staff or the Department of Premier and Cabinet about bullying in your office?

**ANSWER:**

Information on Department of Premier and Cabinet Memorandum 'Dignity and Respect: Policy and Guidelines on Preventing and Managing Workplace Bullying' can be found at

[http://www.dpc.nsw.gov.au/announcements/ministerial\\_memoranda/2007/m2007-02](http://www.dpc.nsw.gov.au/announcements/ministerial_memoranda/2007/m2007-02).

**QUESTION 17:**

17. If so, have any members of your staff resigned or been removed from their position after making such a complaint or raising such concerns?

**ANSWER:**

Information on Department of Premier and Cabinet Memorandum 'Dignity and Respect: Policy and Guidelines on Preventing and Managing Workplace Bullying' can be found at

[http://www.dpc.nsw.gov.au/announcements/ministerial\\_memoranda/2007/m2007-02](http://www.dpc.nsw.gov.au/announcements/ministerial_memoranda/2007/m2007-02).

**QUESTION 18:**

18. How many blackberries or smart phones are assigned to your staff?

**ANSWER:**

169 phones have been issued to the Premier's Office and Ministers Offices.

**QUESTION 19:**

19. For each phone, how much was each bill in the 2012/13 financial year?

**ANSWER:**

The total expenditure on all phone types by the Premier's office and Ministers' offices as represented in the department's financial system is set out in the table below. Please note that this expenditure may include mobile phone purchase costs as the financial system does not separate the purchase costs and mobile usage charges.

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
<b>TOTAL</b>	\$483,310	\$578,691	\$434,854	\$188,761	\$197,226	\$232,286

Note. 2010-11 figures are a combination of 9 months of Keneally Government and 3 months of O'Farrell Government.

**QUESTION 20:**

20. How many have phones have been lost in your office?

**ANSWER:**

For Premier's Office and Ministers' offices, the number of phones lost was 5.

**QUESTION 21:**

21. What is the cost of replacing those phones?

**ANSWER:**

The cost is the normal contract price and this cost is claimed through the NSW Treasury Managed Fund.

**QUESTION 22:**

22. How many iPads or tablet computers does DPC assign to your Ministerial office and to whom have they been issued?

**ANSWER:**

The number of iPads issued for the Premier's office and Ministers' offices for 2012/13 is 75.

**QUESTION 23:**

23. How many iPads or tablet computers have you purchased for your office and to whom have they been issued?

**ANSWER:**

iPads are supplied by DPC.

**QUESTION 24:**

24. How many iPhones or other smart phones does DPC assign to your Ministerial office and to whom have they been issued?

**ANSWER:**

169 phones have been issued to NSW Ministerial Offices.

**QUESTION 25:**

25. How many iPhones or other smart phones have you purchased for your office and to whom have they been issued?

**ANSWER:**

iPhones or Smart Phones are supplied by DPC.

**QUESTION 26:**

26. How many iPhones or other smart phones have been lost in your office?

**ANSWER:**

For Premier's Office and Ministers' offices, the number of phones lost was 5.

**QUESTION 27:**

27. How many iPads or tablet computers have been lost in your office?

**ANSWER:**

For Premier's office and Ministers' offices the number of iPads lost was 2.

**QUESTION 28:**

28. What is the cost of replacing those phones or iPads or tablet computers?

**ANSWER:**

The cost is the normal contract price and this cost is claimed through the NSW Treasury Managed Fund.

**QUESTION 29:**

29. How many media or public relations advisers are employed for each of your portfolio agencies?

**ANSWER**

<b>Agency</b>	<b>Number of media or public relations advisers (2012-2013)</b>
Department of Primary Industries (DPI)	20
Food Authority	4
Game Council of NSW	1.6
Destination NSW	10
Art Gallery of NSW	1.6
Australian Museum	4.5
Sydney Opera House	2.6
State Library	1
Powerhouse Museum	2.35
Screen NSW	2
NSW Trade & Investment (excluding the above)	6
<b>TOTAL</b>	<b>55.65</b>



**QUESTION 30:**

30. What is the forecast for 2013/14 for the number of media or public relations advisers to be employed and their total cost?

**ANSWER:**

<b>Agency</b>	<b>Number of media or public relations advisers Forecast 2013-14</b>	<b>Media or public relations advisers 2013-14: total estimated cost</b>
Department of Primary Industries (DPI)	20	\$1,913,073
Food Authority	4	\$480,486
Game Council of NSW	1.6	\$155,003
Destination NSW	10	\$1,486,000
Art Gallery of NSW	1.6	\$170,276
Australian Museum	4.5	\$556,129
Sydney Opera House	2.6	\$337,542
State Library	1	\$126,840
Powerhouse Museum	2.35	\$256,859
Screen NSW	2	\$186,989
NSW Trade & Investment (excluding the above)	6	\$676,984
<b>TOTAL</b>	<b>55.65</b>	<b>\$6,346,181</b>

**QUESTION 31:**

31. Have any of your overseas trips in the past year been paid for in part or in full by using public money?

**ANSWER:**

Information regarding travel Information regarding Ministerial travel is available on the Minister's appropriate agency website, in accordance with Ministerial Memorandum M2009-10 "Release of Overseas Travel Information".

**QUESTION 32:**

32. If so, did any of your relatives or friends accompany you on these trips?

**ANSWER:**

Information regarding travel Information regarding Ministerial travel is available on the Minister's appropriate agency website, in accordance with Ministerial Memorandum M2009-10 "Release of Overseas Travel Information".

**QUESTION 33:**

33. What is the annual remuneration package for your chief of staff

**ANSWER:**

Ministerial staff numbers and salary bands are available on the DPC website at: [http://www.dpc.nsw.gov.au/about/publications/premiers\\_and\\_ministers\\_staff\\_numbers](http://www.dpc.nsw.gov.au/about/publications/premiers_and_ministers_staff_numbers).

**QUESTION 34:**

34. What is the annual remuneration package for your head media advisor?

**ANSWER:**

Ministerial staff numbers and salary bands are available on the DPC website at: [http://www.dpc.nsw.gov.au/about/publications/premiers\\_and\\_ministers\\_staff\\_numbers](http://www.dpc.nsw.gov.au/about/publications/premiers_and_ministers_staff_numbers)

**QUESTION 35:**

35. What is the annual remuneration package for each of your staff?

**ANSWER:**

Ministerial staff numbers and salary bands are available on the DPC website at: [http://www.dpc.nsw.gov.au/about/publications/premiers\\_and\\_ministers\\_staff\\_numbers](http://www.dpc.nsw.gov.au/about/publications/premiers_and_ministers_staff_numbers)

**QUESTION 36:**

36. What is the estimated expenditure for your office budget in 2012-13?

**ANSWER:**

Information regarding Premier's Office and Ministerial Offices budget and expenditure is available on the Department of Premier and Cabinet Disclosure Log at [http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

**QUESTION 37:**

37. Have any office renovations or fit outs been undertaken in your ministerial office since April, 2011?

**ANSWER:**

Information on the assets balances for leasehold improvements are available in the Department of Premier and Cabinet Annual Report.

**QUESTION 38:**

38. If so, could you give details of contracted costs?

**ANSWER:**

Information on the assets balances for leasehold improvements are available in the Department of Premier and Cabinet Annual Report.

**QUESTION 39:**

39. What is your Ministerial office budget for 2013/14?

**ANSWER:**

Information regarding Premier's Office and Ministerial Offices budget and expenditure is available on the Department of Premier and Cabinet Disclosure Log at [http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

**QUESTION 40:**

40. How many political advisors are in your office?

**ANSWER:**

Ministerial staff numbers and salary bands are available on the DPC website at: [http://www.dpc.nsw.gov.au/about/publications/premiers\\_and\\_ministers\\_staff\\_numbers](http://www.dpc.nsw.gov.au/about/publications/premiers_and_ministers_staff_numbers)

**QUESTION 41:**

41. How many administration staff?

**ANSWER:**

Ministerial staff numbers and salary bands are available on the DPC website at: [http://www.dpc.nsw.gov.au/about/publications/premiers\\_and\\_ministers\\_staff\\_numbers](http://www.dpc.nsw.gov.au/about/publications/premiers_and_ministers_staff_numbers)

**QUESTION 42:**

42. How many Department Liaison Officers are assigned to your office?

**ANSWER:**

Number of Department Liaison Officers (DLOs) are:

	Number of DLOs as at 5/09/2012	Number of DLOs as at 30/06/2013
Premier	1	1
Ministers	57	54
TOTAL	58	55

**QUESTION 43:**

43. How many staff in the Department are assigned to Ministerial support duties

**ANSWER:**

As at 19 August 2013 there are 27 staff members in the Ministerial Liaison Office in NSW Trade & Investment.

**QUESTION 44:**

44. Are any contractors or consultants working in your ministerial office?

**ANSWER:**

Financial statements, including expenditure on consultants, are available in agency annual reports.

**QUESTION 45:**

45. If so, in what capacities?

**ANSWER:**

Financial statements, including expenditure on consultants, are available in agency annual reports

**QUESTION 46:**

46. How much did your Ministerial office spend on contractors or consultants?

**ANSWER:**

Financial statements, including expenditure on consultants, are available in agency annual reports

**QUESTION 47:**

47. How much did your Ministerial office spend on taxi fares, including Cabcharge in the 2012/13 financial year?

**ANSWER:**

Taxi expenditure by the Premier's office and Ministers' offices as represented in the Department's financial system is represented in the table below.

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>TOTAL</b>	\$160,155	\$175,776	\$60,277	\$96,094	\$92,829

Note. 2010-11 figures are a combination of 9 months of Keneally Government and 3 months of O'Farrell Government.

**QUESTION 48:**

48. Are any of your portfolio agencies undergoing a restructure?

**ANSWER:**

NSW Trade & Investment has an ongoing program of organisational review, it is expected that this process will continue in 2013/14.

**QUESTION 49:**

49. How many jobs are expected to be cut as a result of that restructure?

**ANSWER:**

Where the organisational review program identifies that changes are required to organisational structure, a change plan is developed. The majority of staff affected by the change plan are able to be redeployed or transferred to new locations. The implementation of a series of change plans to meet savings targets would be dependent on the saving that had been identified.

The majority of change plans deliver savings to the agency as well as aligning resources and organisational structures to operational goals and achievement of state plans or government priorities. Some change plans are in place to manage government service delivery decisions and do not deliver savings to the Department. The change plans are one of the strategies in addressing our budget allocation, for this financial year and over the forward estimates along with procurement savings, ICT savings and other operating cost reductions.

**QUESTION 50:**

50. How many people are expected to have their wages cut as a result of that restructure?

**ANSWER:**

No NSW Trade & Investment staff are expected to have their wages cut as a result of change plans.

**QUESTION 51:**

51. How many voluntary redundancies were offered in your Departments since April 2011?

**QUESTION 52:**

52. How many voluntary redundancies were accepted from employees in your Departments since April 2011?

**QUESTION 53:**

53. How many voluntary redundancies are expected to be offered in 2013/14?

**ANSWER QUESTIONS 51-53**

The Government's program of voluntary redundancies remains on track.

This includes the target of 5,000 positions announced in the 2011/12 Budget and the labour expense cap introduced in the 2012/13 Budget. Directors General will be given as much flexibility as possible to achieve the Labour Expense Cap savings in the most appropriate way to meet the service requirements of their agencies. Nurses, police officers and teachers in schools have been quarantined from this measure.

**QUESTION 54:**

54. How much did your Department(s) spend on catering in 2012/13?

**ANSWER:**

NSW Trade & Investment spent \$882,706 on catering in 2012/2013.

**QUESTION 55:**

55. How much did your Department(s) spend on stationery in 2012/13?

**ANSWER:**

NSW Trade & Investment spent \$1,436,770 on stationery in 2012/2013.

**QUESTION 56:**

56. What is your Department's catering budget?

**ANSWER:**

Based on nature and materiality, the Department does not allocate a specific budget for catering. Catering expenses are typically funded from general business unit or specific project budgets.

**QUESTION 57:**

57. What is your Department's stationery budget?

**ANSWER:**

Based on nature and materiality, the Department does not allocate a specific budget for stationery. Stationery expenses are typically funded from general business unit or specific project budgets.

**QUESTION 58:**

58. Since April 2011 have any of the agencies in your Department(s) changed their branding?

**ANSWER:**

Yes

**QUESTION 59:**

59. If so, how much was spent on rebranding the agency?

**ANSWER:**

In total, since April 2011 NSW Trade & Investment has spent \$53,913 rebranding the agency.

**QUESTION 60:**

60. How long is the average turnaround for responding to correspondence in your Department(s)?

**ANSWER:**

The Department's recommended time frame for completing responses to correspondence from Ministers, Members of Parliament and members of the public is 20 working days from the Department's receipt of the correspondence.

However, it is not always possible to comply with this time frame for any number of reasons including: the nature and complexity of the matter; stakeholder consultation; or further information required from other Departments and sources.

**QUESTION 61:**

61. How many pieces of correspondence have been outstanding for more than 60 days?

**ANSWER:**

The Department's recommended time frame for completing responses to correspondence from Ministers, Members of Parliament and members of the public is 20 working days from the Department's receipt of the correspondence.

However, it is not always possible to comply with this time frame for any number of reasons including: the nature and complexity of the matter; stakeholder consultation; or further information required from other Departments and sources.

**QUESTION 62:**

62. In 2012/13 how many invoices has your Department(s) failed to pay a supplier or contractor for more than 30 days?

**ANSWER:**

Information regarding "30 days to pay" policy is available at <http://www.finance.nsw.gov.au/30days/how-government-will-report-policy>.

**QUESTION 63:**

63. As a result of late payment, how much penalty interest has been paid to contractors since 1 January 2011?

**ANSWER:**

Information regarding "30 days to pay" policy is available at <http://www.finance.nsw.gov.au/30days/how-government-will-report-policy>.

**QUESTION 64:**

64. How many invoices have been outstanding for longer than 60 days?

**ANSWER:**

Information regarding “30 days to pay” policy is available at <http://www.finance.nsw.gov.au/30days/how-government-will-report-policy>.

**QUESTION 65:**

65. Does your department provide recurrent grant funds to non-government organisations? If yes,
- What are the names of all organisations in receipt of funding?
  - What is the total amount of funding received by each organisation including goods and services tax?
  - On what date was the funding advanced?
  - What was the purpose for each grant or funding advance?
  - Was any funding withheld or returned?
  - If so, what were the reasons for withholding or requiring the funding to be returned?
  - What is the indexation rate applied to non-recurrent grant funds in 2013/2013?
  - What are the details of any costs involved in each study, audit, taskforce or review?
  - Have any provisions been included in grant agreements to prohibit these organisations from criticising the Government or any of its policies?

**ANSWER:**

a – i  
Yes.

NSW Government agencies provide grants to local government councils and a range of non – government, non – profit organisations for the purpose of providing a service to the community or undertaking a project of benefit to the community.

Grants administration in NSW occurs within the legal and regulatory framework in which the NSW Government operates.

All Government Departments and authorities are required to publish details of grants made to non – government organisations in their annual report. The requirements are set out in Premier’s Memorandum 91 – 34.

**QUESTION 66:**

66. How many contractors has your Department(s) retained since 1 July 2013 and at what cost?

**ANSWER:**

This information is not held centrally for the Department. The number of contractors fluctuates.



**QUESTION 67:**

67. What is the current level of Aboriginal employment within your Department(s)?

**ANSWER:**

The Public Service Commission collects workforce data from the NSW public sector, including regarding levels of Aboriginal employment. An estimate of the level of Aboriginal employment in the sector at June 2013 will be included in the Workforce Profile 2013 Report, due to be released with the 2013 State of the Public Sector Report in November 2013. NSW Treasury Circular 11/03 outlines Equal Employment Opportunity (EEO) Disclosure Requirements, requiring that NSW public sector agencies include EEO data in their annual reports.

**QUESTION 68:**

68. How has that changed since 1 July 2012?

**ANSWER:**

An estimate of the level of Aboriginal employment in the NSW public sector at June 2012 can be found in the Workforce Profile 2012 Report. This report is available on the PSC website on the Workforce Profile page: <http://www.psc.nsw.gov.au/About-the-Public-Sector/workforce-profile>.

**QUESTION 69:**

69. Since 1 July 2011, how much has been spent on charter air flights by your Department(s)?

**ANSWER:**

Travel is in accordance with the 'Policy on Official Travel within Australia and Overseas' available at [http://www.dpc.nsw.gov.au/data/assets/pdf\\_file/0020/156026/Official\\_Travel\\_Policy\\_within\\_Australia\\_and\\_Overseas\\_-\\_August\\_2013.pdf](http://www.dpc.nsw.gov.au/data/assets/pdf_file/0020/156026/Official_Travel_Policy_within_Australia_and_Overseas_-_August_2013.pdf). Details regarding travel costs are published in the Department's Annual Report.

**QUESTION 70:**

70. Is your department currently undertaking any feasibility studies, audits, taskforces or reviews? If so; then;

- What are the terms of reference or details of each study, audit, taskforce or review?
- Who is conducting the study, audit, taskforce or review?
- Was each study, audit, taskforce or review was publically advertised seeking expression of interest or competitive tenders?
- Is there a contract in place detailing terms of engagement for the study, audit, taskforce or review?
- What is the timeline of each study, audit, taskforce or review?
- What are the details of any costs involved in each study, audit, taskforce or review?

**ANSWER:**

As with previous NSW Governments, the Government undertakes feasibility studies, audits, taskforces and reviews to inform government decision making. A number of feasibility studies, audits, taskforces and reviews are currently being undertaken across the NSW Government.

**QUESTION 71:**

71. Can you please list all travel related costs for your Parliamentary Secretaries incurred in their capacity as Parliamentary Secretary since 1 July 2012

- a. kilometres travelled
- b. accommodation,
- c. air fares
- d. meals/entertaining?

**ANSWER:**

Information regarding Premier's Office and Ministerial Offices budget and expenditure is available on the Department of Premier and Cabinet Disclosure Log at [http://www.dpc.nsw.gov.au/about/accessing\\_dpc\\_information/dpc\\_disclosure\\_log](http://www.dpc.nsw.gov.au/about/accessing_dpc_information/dpc_disclosure_log).

**QUESTION 72:**

72. Can you please provide details of the following activities undertaken by your Parliamentary Secretaries since 1 July 2012;

- a. meetings attended in their capacity as Parliamentary Secretary?
- b. functions attended in their capacity as Parliamentary Secretary?

**ANSWER:**

Parliamentary Secretaries provide assistance to the Premier and other Ministers, including signing correspondence; receiving deputations; undertaking special tasks; officiating at functions; and relieving the Premier and Ministers of some of their duties. The duties to be performed are those allocated by the Premier and/or Minister, or which have the Premier's and/or Minister's endorsement.

**QUESTION 73:**

73. How often do you meet with your Parliamentary Secretaries?

- a. Are these meetings documented?
- b. Who attends these meetings?

**ANSWER:**

Parliamentary Secretaries provide assistance to the Premier and other Ministers, including signing correspondence; receiving deputations; undertaking special tasks; officiating at functions; and relieving the Premier and Ministers of some of their duties. The duties to be performed are those allocated by the Premier and/or Minister, or which have the Premier's and/or Minister's endorsement.

**QUESTION 74:**

74. Who provides instructions and direction to your Parliamentary Secretaries, you or your Chief of Staff?

**ANSWER:**

Parliamentary Secretaries provide assistance to the Premier and other Ministers, including signing correspondence; receiving deputations; undertaking special tasks; officiating at functions; and relieving the Premier and Ministers of some of their duties. The duties to be performed are those allocated by the Premier and/or Minister, or which have the Premier's and/or Minister's endorsement.

**QUESTION 75:**

75. Have the Parliamentary Secretaries been provided with Speech, Voice or Media Training since becoming Parliamentary Secretary? If so, then;

- a. Who conducted the training?
- b. When was it conducted?
- c. Where was it conducted what were the costs of the training?
- d. Who paid for the training?

**ANSWER:**

No.