Submission No 77

INQUIRY INTO STRUCTURE AND FUNDING OF THE ARTS, MUSIC, NIGHT-TIME ECONOMY, AND TRANSPORT PORTFOLIOS

Organisation: Australian Services Union NSW & ACT (Services) Branch

Date Received: 25 November 2025

24 November 2025

Ms Cate Faehrmann MLC
Chair
Portfolio Committee No 6
Transport and the Arts
By email: Cate.Faehrmann@parliament.nsw.gov.au

Dear Ms Faehrmann

INQUIRY INTO IMPACT OF RESTRUCTURES INCLUDING NSW ART GALLERY, CREATE NSW AND TRANSPORT FOR NSW

The Australian Services Union (ASU) is one of Australia's largest and fastest growing unions.

The ASU NSW & ACT (Services) Branch represents workers in:

- The disability services sector
- Social and community services
- IT
- Airlines
- Transport, including passenger and freight rail transport
- The water industry

Of relevance to this Committee's current deliberations, the ASU Services branch has members in every public transport entity in NSW, including Sydney Trains, NSW Trains (Train Link), Transport for NSW, Sydney Ferries (Transdev), bus operators, shipping and ports.

ASU members are most likely to be those employed in salaried positions, including corporate functions, finance, technology, including IT, data and analytics, corporate governance, legal, fraud and corruption, broad personnel functions, asset management, procurement, project management, training, education and development and policy development.

We understand that individual ASU members may also make submissions to this Committee's Inquiry. We respect the knowledge, skill and opinions of those members.

We also understand that other unions representing works in the transport industry will make their own submissions to this Committee's Inquiry. We pay respect to those unions, their members and their submissions. In the transport industry, there will inevitably be some degree of overlap in union representation. The ASU is a member of the Combined Transport Unions caucus and supports the views of other unions representing workers in the transport industry. To the extent that there is any difference in our views, this is most likely to be on the basis of coverage only.

While we have extensive membership in the public transport industry, our comments focus on those Terms of Reference that relate to the most recent job cuts at Transport for NSW (hereinafter 'Transport' and TfNSW) and directly related issues.

The ASU remains absolutely opposed to the mass job cuts associated with the current restructure at Transport for NSW.

It is our submission that:

- The current restructure of Transport for NSW (TFNSW) is poorly planned and executed.
- We do not support the undermining of job and career security of our members and their families arising from the current programme of mass job cuts across Transport.
- We do not accept any diminution in rights or entitlements of our collective membership that arise from that process.
- The current program of mass job cuts at Transport is a clear and immediate threat to the workplace health and safety of our members, compounded by other major changes being imposed on the Transport workforce, which include the new Government Workplace Presence Policy and changes to the RMS Award.
- Outsourcing of planning and implementation of the current Transport restructure is contrary to government policy and effectively undermines government budgetary and workforce planning, in turn impacting key social and economic policy development.
- The ongoing privatisation of Transport has led to a hollowing out of the skilled Transport workforce. It establishes a highly paid 'shadow leadership' of the organisation with a powerful planning and decision-making remit, but without the constraints and transparency ordinarily expected of a public sector in a democracy. This has undermined the capacity of Transport to deliver services and comply with statutory, and regulatory standards, including safety and corporate governance.
- The impact on key stakeholders, including other agencies and the public is an immediate threat to the reputation and reliability of the organisation.

We sincerely apologise for the delay in lodging this statement to your Committee. We do not request an opportunity to address the Committee. However, we wish you well and thank you for the opportunity to contribute to your deliberations in this important Inquiry.

Yours faithfully

Angus McFarland
Branch Secretary

Australian Services Union
NSW & ACT (Services) Branch

Submission

Inquiry into Impact of Restructures including NSW Art Gallery, Create NSW and Transport for NSW

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Terms of Reference

That Portfolio Committee No. 6 – Transport and the Arts inquire into and report on the structure and funding of the arts, music, night-time economy, and transport portfolios, and in particular:

(a) the processes, rationale and governance structures underpinning budget, resource allocation and organisational restructure decisions within these portfolios;
(b) the role of central agencies and ministers in determining allocations and approving organisational changes;
(c) the transparency, timing and communication of decisions to affected agencies, employees and stakeholders;
(d) the operational, staffing and program impacts of budget and restructuring decisions on;
(e) the retention of professional expertise and institutional knowledge, including the adequacy of processes for knowledge transfer, mentoring and succession planning;
(f) the extent to which restructures and workforce reductions have affected technical capacity, project delivery and service quality;
(g) the reliance on external contractors and private consultants within the relevant agencies;
(h) the adequacy of consultation with employees, unions and other stakeholders during periods of change;
(i) the impact of budget and organisational decisions on services and programs across metropolitan and regional New South Wales;
(j) the alignment of government decisions with stated policy objectives in cultural development, creative industries, and the safe and sustainable operation of the transport system; and
(k) any other related matters.

Background and context

ASU and other unions were advised on 23 July that there would be a restructure at TfNSW, which would involve the loss of around 950 positions.

The Combined Transport Unions (hereinafter CTU), which includes ASU, Professionals Australia (PA), Public Sector Association (PSA) and Rail, Tram and Bus Union (RTBU) met with Minister Graham and Departmental Secretary Josh Murray on 28 July to discuss the proposed restructure.

Unions were advised that the decision to cut jobs was an operational decision of the Secretary, Mr Murray in response to budget cuts imposed on TfNSW in excess of $600million.

Since being advised of the scale and nature of the proposed job cuts, our priority has been to reduce the number of job cuts impacting permanent employees in Award and Transport Senior Service Managers (TSSM) roles, not to manage their decline into unemployment.

We are particularly aware that in the weeks before the Christmas-new year break, this is an extremely stressful time for our members, forced to make life-changing decisions over which they have very little control for themselves and their families.

A poorly planned and delivered restructure, combined with other changes threatens workplace health and safety

The Budget cuts announced to us on 23 July, and the associated programme of mass job cuts at Transport and across the public sector threaten the job, financial and career security of our members and their families.

While the number of employees is being very significantly reduced, there has been no plan or explanation of how the current workload and other responsibilities will be redistributed.

It is unclear to us how ‘the many’ will become ‘the few’ and continue to deliver a professional standard of work in a timely manner without imposing excessive and unrealistic workloads that preclude the delivery of professional work that complies with regulatory and other statutory requirements, while also maintaining ‘customer satisfaction’.

The stress associated with job cuts of this scale has led to psychological injury for individuals in addition to damaging workplace culture and morale in the organisation.

The simultaneous introduction of a new workplace presence policy has exacerbated these risks to the workplace health and safety of our members.

These circumstances present a very real threat to the wellbeing of our members and their families, their workplace and to the organisation more broadly.

The level of workforce disruption associated with poorly planned and executed mass job cuts, combined with the high incidence of acute stress and low workplace morale must inevitably impact customer service, regulatory compliance and service delivery standards.

Privatisation of the NSW Department of Transport has dire consequences

Unlike Governments, the union movement does not operate on an electoral cycle. We represent our members in the same way, regardless of the colour of the current government. It is therefore worth commenting that many of the issues that we are now confronting have their source in the poor decisions of past governments. For example, the practice of

outsourcing public sector decision and policy making to external consultants and contractors was a signal feature of the last government. The NSW public sector notoriously became a cash cow for the 'big four' accounting companies. A decade of privatisation under the last government led to significant budget over runs, in part fuelled by excessive costs associated with engagement of those private providers and a hollowing out of the public sector fuelling the currently very poor morale and change exhaustion that is a blight on the workplace health and safety of the current workforce.

While the current government has publicly sought to address this privatisation of its 'frank and fearless' public service, it is important to recognise that the pernicious impact of the last government's assault on its public sector continues. After more than a decade of outsourcing and privatisation, Transport is an exemplar of external employees being placed in significant leadership, management, policy, and decision-making roles.

'Labour hire' and 'Professional Service Consultants/Contractors' (PSC) employees are now engaged throughout Transport in key decision-making positions. The current restructure of Transport is being designed, led and implemented by a team that comprises an almost entirely external workforce. There are 26 labour hire employees, including the key leadership post, and six PSC employees from one of the 'big four' engaged in a team of forty-two that is designing, leading and implementing the entire restructure of Transport. While a Deputy Secretary oversights the process at its highest level, the person with day-to-day decision-making responsibility, responsible for engaging other staff and directing the restructure, including the design of new roles and position descriptors is a labour hire employee, who has benefited from rolling contracts at Trains and Transport over several years.

Engaged under the previous government on an ungraded salary well above their colleagues, the privatising agenda of the last government continues to undermine the current public Transport agency in a manner akin to placing 'Dracula in charge of the blood bank'. Those who benefit from a privatised Transport agency are clearly content to wait until there is a more sympathetic government. Utilizing their workforce planning and budgetary decision-making power, well-placed external employees in the organisation are now designing the organisation and its workforce in a manner that best suits them for the future.

Adding insult to injury, while the proposed Transport restructure will lead to more than 1,000 permanent Award and TSSM employees losing their jobs, the agency continues to advertise and recruit new employees, including external employees. While this has been a matter of dispute in the Industrial Relations Commission (IRC), the agency is continuing to advertise and recruit a range of roles, only some of which could be considered 'safety critical' as the current restructure and associated job losses continue.

The practical impact of the current restructure of Transport for NSW

Job losses

- More than 1,000 experienced, skilled and committed employees will lose their jobs, impacting the financial security of those employees and their families within weeks of the Christmas – new year period.
- Because of the widespread nature of current public sector job cuts, impacting multiple agencies, it is highly unlikely that those workers will be redeployed within the public sector.

Workplace health and safety issues compounded by multiple layers of change

- Change exhaustion due to multiple layers of change over an extended period across the agency, beyond those immediately impacted by job losses.

- Collapsing morale of the workforce beyond those losing their jobs.
- Acute psychological injury in individuals beyond those losing their jobs.
- Excessive fatigue related to unrealistic workloads in those who will remain after job losses, without adequate staff resources to fulfil agency requirements, likely in new roles, with new position descriptions designed without consultation by external employees without any experience or knowledge of the actual work required.
- Coincidence of introduction of workplace presence policy increasing bullying, anxiety and fear that job and career security will be linked to application for flexible work arrangements.

Reduced capacity to maintain services standards, regulatory and statutory requirements; risking corporate governance and reputational damage

- Loss of corporate experience and leadership responsible for maintaining and leading regulatory response, including key corporate governance requirements.
- Lack of sufficient staff with experience and skill to deliver key corporate responsibilities.
- Lack of sufficient staff with experience and skill to deliver high standards of customer and stakeholder service.

Risks to the independence of key economic and social infrastructure

- Well placed external employees continue to undermine the independence of an agency responsible for the development and implementation of key government infrastructure policy.
- Well placed external employees are empowered to influence budget and workforce decisions, impacting the agency and other key stakeholder agencies. For example, Transport provides key functions for Trains, Maritime and Bus operations. Key decisions about policies and budgets, including financial management and workforce planning will be made by the restructured Transport.
- There will be insufficient staff, with inadequate experience and other resources, in roles designed by external employees.

Response of the Combined Transport Unions to the restructure of Transport for NSW

Having lodged a dispute with the NSW Industrial Relations Commission, the ASU, as part of the Combined Transport Unions has been working to identify savings that could reduce the number of permanent employees losing their jobs in the current restructure. This is a strategy that has been understood and supported by the Commission as being sensible and reasonable.

However, unions have felt very frustrated by la ack of access to reliable information and data to support us in making sensible proposals to Transport. While we wrote to Transport on 28 July, presenting an orderly list of sensible questions that would enable us to provide alternatives to job losses, the information we requested has only been provided over a period of almost four months while in discussions facilitated by the IRC, in the presence of a commissioner. A further frustration has been the presentation of information that is often incomplete, opaque and imprecise.

A priority for unions has been identifying details of the external workforce, which we strongly believe can and should be largely replaced by permanent recruitment, prioritising the current workforce. Unions repeatedly asked for details of the labour hire and Professional Consultant/contractor workforce, including what skills or training would be needed for those external employees to be replaced by the existing workforce. We also asked for the grade or classification of those employees and were told that they were largely 'ungraded'. This has made it difficult to engage in a practical way with transport about how the current workforce

can by upskilled to replace the external workforce, and to understand what salaries would be involved, so that savings can be assessed.

It is our understanding that many external employees are paid well above the salary of the permanent workforce and those external employees who are directing the current restructure would have no incentive to disclose those details, or other details of their contracts. Reinforcing this belief, when unions did ask specific questions about external employees, Transport responded by 'carving out' a large section of those employees from discussion or consideration as potential redeployment options.

An equal priority for unions has been the identification of Transport Senior Executive Employees (TSSE's) who occupy positions that cannot be justified. In our view, the money that can be saved by reducing an excessive number of TSSE's should be counted against the total quantum being demanded as workforce savings. A rough guide on the financial savings accruing to TSSE's indicates that one TSSE's income equals approximately two to two- and one-half Award positions, depending upon the individuals concerned.

It is worth noting that under the former Coalition government, the number of Senior Executives employed at Transport was larger than any other state agency, amounting to approximately 20%- 25% of the entire public sector workforce.

All unions in the Combined Transport Unios identified TSSE positions where there was duplication of their roles, and roles without reporting lines, or only intra band reporting. When these examples were presented to Transport, there were responses provided that justified almost all of these positions being retained, with the exception of those positions identified as election commitments in 2022.

In our view this is a wholly unsatisfactory response by Transport. Unions were told that if we identify savings outside workforce costs, these will not be a means to save jobs. When we identify a highly paid Senior Executive Service and external workforce, whose roles we believe could and should be eliminated in the first instance and filled by the permanent workforce in the second, including as redeployment opportunities, those options were denied or excluded. These glaring examples have underpinned the union position that the current restructure, with its mass job losses as a 'spill'.

Workplace Presence

Mass job cuts, amounting to a 'spill' at Transport and the Government's new Workplace Presence Policy have been imposed simultaneously on the workforce. The Transport restructure' was announced on 23 July 2025. The imposition of a new Workplace Presence Policy announced on 8 August 2024 was announced via Livestream as a Policy for implementation by Transport Secretary Murray on 28 October 2025.

Remote working (*Working from Home)* was a highly successful innovation during the Covid pandemic. These arrangements continued to be an important part of a suite of flexible working arrangements offered in many public sector workplaces, including Transport. The benefits of working entirely from home, or in a hybrid arrangement are numerous, most particularly for those who may not have previously been able to enter the workforce.

Young parents often find it overwhelming to organise babies and young children to be awake, fed and dressed in time to catch public transport or drive to childcare and then be at work on time – if they can find childcare that opens sufficiently early to even make this an option. A similar problem occurs at the end of the day, when exhausted parents must break the land speed record to be at the childcare centre before it closes, or risk paying a penalty.

Older workers caring for older children, grandchildren, partners or parents confront the same problems. Managing a household, including dependent family members, and travelling to and from work on time, can be an overwhelming prospect. It has only been the capacity to work from home that has enabled them to cope with what would otherwise be impossible.

The people most likely to be trying to manage these herculean tasks are women workers, who continue to be the main providers of care in families, while in the workforce. However, it is worth noting that the opportunity to work from home has also been an important part of the cultural change enabling male partners to share more of the caring and other family responsibilities. This has been a powerful tool in the culture change towards gender equity, providing opportunities for women to enter or re-enter the workforce and commit to careers. The impact of the changes are therefore falling disproportionately upon these women impacted or who perceive they are at risk in the current restructure.

The benefits of working from home on a full time or hybrid basis have been well researched. There is clear evidence that this sort of arrangement has benefited the physical and mental health of workers, providing better work-life balance, accompanied by fewer workplace injuries and illnesses. Managers have also seen the benefits of this working arrangement, noting higher levels of productivity, less absenteeism and fewer workplace disputes. These benefits have been clear at Transport, where most managers regularly work remotely.

In the current cost of living crisis, working from home arrangements have also allowed people to consider living outside the most expensive inner-city ring, finding more affordable and appropriate accommodation for their family, while still being able to work and commit to a career. This is significant at Transport, where the offer to work from a local Transport office is highly restricted for anyone living outside the inner metropolitan area., reinforcing the disproportionate impact of the restructure on people in regional areas.

For all these reasons, many workers have now negotiated employment contracts, enterprise agreements and other workplace policies that provide the structure and implementation of working from home arrangements. Many people would simply not be able to continue in their current work without these arrangements. Recently there have been multiple public sector enterprise agreements and awards negotiated in which working from home arrangements are a matter for bargaining.

Impact of changes to workplace presence policy at Transport

A recent survey of ASU members indicates that there is overwhelming concern about the impact of the new workplace presence policy. These results have been mirrored in surveys conducted by other unions representing workers at Transport.

Of great concern to the ASU is the increasing number of members contacting the union to report physical symptoms of acute stress and anxiety associated with the imposition of the new workplace presence policy, at the same time as mass job cuts are being implemented across TfNSW.

Members are reporting sleeplessness, general malaise and sense of being unwell, increased reliance upon alcohol and other self-medication along with family disruption, a reluctance to socialise and other stress related behaviours. There has also been an increase in workplace disputation, underpinned by the new experience of ‘competitiveness’ with colleagues as they vie for the decreasing number of job opportunities at TfNSW.

While the Transport Employee Assistance Program (EAP) was initially completely overwhelmed, after unions raised their concerns, the service has been expanded to provide more contact opportunities. However, we remain concerned that neither the EAP nor

managers at Transport with supervisory responsibility, have the capacity to deal with the very high numbers of acute anxiety and stress that is being reported.

Our concerns about the impact of the new Workplace Presence Policy have been raised at many levels since it was first introduced. We have also raised it in relation to its compounding impact, associated with the mass job cuts at Transport. This anxiety was fuelled when Transport Secretary announced the transport Restructure and associated job cuts in a workforce bulletin that also discussed the introduction of the new workplace presence policy. Given the seriousness of our concerns, the CTU has notified an industrial dispute and made a formal report to SafeWork NSW.

Concerns about Workplace Presence Policy raised by ASU members in our survey include:

- The cost of additional travel to and from the workplace, including public transport fares, parking fees, tolls, and fuel, particularly for t hose who have moved to less expensive metropolitan and regional areas, where remote working arrangements have allowed them to find appropriate housing.
- The difficulty and cost associated with finding and securing childcare with 'out of hours' care available to allow workers to travel to and from places of work.
- The difficulty and cost associated with securing additional hours of care for parents, partners and others who require care and support, including those with disability.
- Difficulty in attending education and training, because of the time and travel requirements associated with the requirement to attend a TfNSW workplace. This is a major issue for women and workers who have not previously been able to enter the workforce or commit to a career and are seeking to upskill to improve their job and career opportunities.
- Overwhelming obstacles for those with physical and psychological disability who are unable to travel, particularly at peak hour with private or public transport.

While unions have worked with Transport management to develop a policy that would minimise these issues, it remains the prerogative of managers to authorise remote working arrangements.

Particularly for those at lower income levels it is a *Sophie's Choice* for many of our members: should they prioritise their job, which provides sufficient income to feed and house their family, and therefore seek to be 'invisible', avoiding the gaze that could result in them being declared 'redundant', or should they risk becoming a 'problem employee' by seeking to have flexible working arrangements that allow them to fulfil their caring, study and housing arrangements. Needless to say, the employees most at risk of this dilemma are likely to be women, young parents, those with disability and those without sufficient savings and entitlements to allow them to live without an income for any period.

In these circumstances, it is not difficult to understand the more sinister issue, which is the weaponizing of authority to approve remote work. When job security and the right to work from home are so important, unscrupulous managers can utilise their new power to bully and harass the more desperate of those over whom they exercise managerial prerogative.

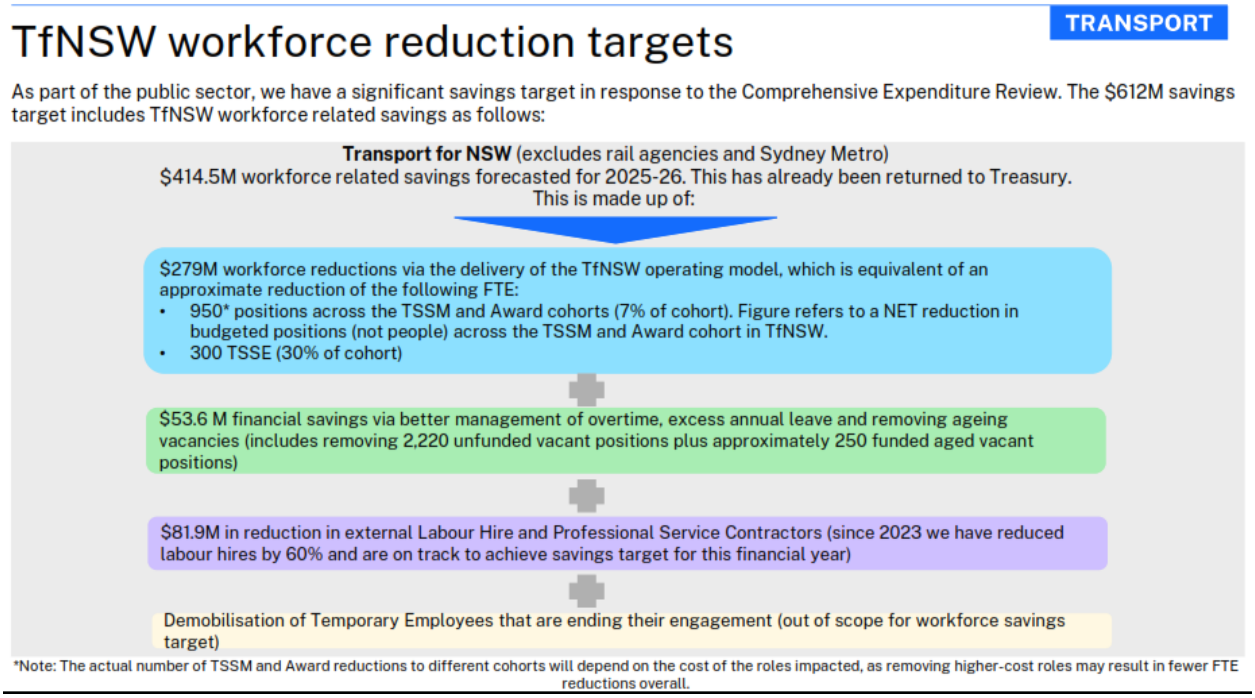
Issues presented to Transport in July, following announcement of mass job cuts at Transport

While Transport has responded to some questions over a period of months during facilitated discussions in the IRC, it has been a source of immense frustration and anger among union members that Transport has been so reluctant to provide this information, which we believe could assist to identify the means to increase savings and reduce job losses.

The $600m 'black hole'

- Who identified the black hole.
- What is the size of the 'black hole'.
- When was this black hole identified?
- Specifically, where is this itemised in the recent NSW State Budget.
- What has happened to create the urgency of this Budget saving and restructure. We note there have also been significant job cuts in TAFE, Primary Industries and other agencies.
- When was it decided that the $1bn black hole would be addressed by deleting $600m worth of positions at TfNSW.
- Who made this decision?
- What other options have been considered as an alternative to job losses, and specifically why were these accepted or not accepted.
- What capacity is there for other savings to be identified now that could reduce the number of job losses?

Restructure design



- Who determined the specific workforce reduction targets and operating model for Transport for NSW, Treasury, TfNSW itself, or an external consultancy?
- Were any external firms (e.g. KPMG, Deloitte, PwC, EY, or others) engaged to design, model, or validate the workforce reduction figures or operating model? If so, please provide details of the contracts, scope of work, and costs.
- Did Treasury provide a formula or model for determining dollar value savings?
- What underlying assumptions were used to calculate the $279 million in workforce reductions?
- How was the "7% of cohort" figure for TSSM and Award employees derived?
- Was scenario modelling undertaken to test outcomes from different redundancy ratios between Award, TSSM and TSSE cohorts?
- Please provide all documents, modelling papers, and correspondence between Treasury and TfNSW relating to workforce reduction targets and design of the new TfNSW Operating Model.

Consultation

- When was the WHS Risk Assessment conducted in relation to the proposed loss of more than 1,000 positions at TfNSW?
- Who conducted this risk assessment?
- What consultation with unions took place as part of that risk assessment?
- What consideration was made as part of that assessment of excessive workloads, fatigue and stress related injures for remaining employees when approximately 1500 positions are removed from TfNSW.
- Unions would like a copy of that Risk Assessment report, since no union appears to have been consulted in this process (if it has been undertaken).
- What consultation was done with unions about the additional job losses, which now appear to be closer to 1500 than 950.
- When will consultation with employees commence.
- Who will make decisions about 'early exit', job mobility/redeployment' and 'voluntary redundancy'.
- What factors will be considered in those decisions.
- When will those decisions be made.
- What is the form and process, and what is the timetable.
- When was the State Opposition briefed and by whom? (Media reports of 950 job losses appeared around 11 hours prior to unions being informed.

The decision to shed jobs

- What is the total staff establishment at TfNSW.
- What are the categories – TSSM, TSSE, Fixed Term, Award, other (consultants etc).
- When was the decision made to shed jobs.
- Who made the decision.
- What other options have been considered other than to shed jobs.
- How was the number 950 determined.
- Over what period will these cuts be made.
- Will voluntary redundancies apply, or only targeted redundancies.
- Who makes these decisions about VR and targeted redundancies.

Categories of job cuts

- How many TSSM employees – what categories or roles.
- How many TSSE employees – what categories or roles.
- How many Award employees – what categories or roles.
- How many Budgeted and Un Budgeted vacancies exist – what categories or roles.
- How many of the planned approx. 1000 – 1500 job losses are 'vacant' positions – what categories or roles.
- How many of the 'vacancies' are 'aged vacancies' and how many of these will be deleted as part of the current restructure?
- How many Budgeted and Un Budgeted 'vacant' positions will remain.
- Will these remaining 'vacant' positions be available for redeployment to people whose positions have been removed in the current restructure?

TSSE positions

- How many TSSE positions are there at Transport?
- How many will remain when the current restructure is completed?
- What is the average cost of separation entitlements for TSSE positions relative to those in TSSM and Award roles?

- How many TSSE roles would need to be removed to achieve the anticipated savings ($600m) currently being sought through reducing the workforce by 950 positions?
- We note that TSSE and TSSM positions are still being advertised. Does this mean that the positions being advertised arising from the restructure are still available for redeployment.
- Have the 200/300 TSSE roles already eliminated been deducted from the $600m black hole?
- What is the cost and savings from those 200/300 reductions? Over what period?
- How many of these 300 TSSE roles are included in the 'vacant' role.
- How many TSSE and other executive roles have been 'red circled' as TSSM or level 9 roles, with their current salary being red circled?

Vacant positions

- How many Budgeted and Un Budgeted roles currently exist at TfNSW?
- What categories and roles are these 'vacant' positions?
- What is the number of vacant roles to be cut – both Budgeted and Un Budgeted.
- What proportion of the total 950 is this?
- What are the categories of vacant roles to be cut.
- What work groups do these come from?
- Are these vacant positions available for redeployment/mobility options?

Fixed term positions and entitlements

- What separation entitlements accrue to TSSM and TSSE and other executive positions that are subject to the current restructure.
- What is the cost of those entitlements and over what period.
- When you refer to 'fixed term' positions, related to capital expenditure, what is the nature of those contracts (i.e. name the key projects).
- Where are these positions located (workgroup).
- What separation entitlements apply to those workers.
- How many of those employees are likely to move on to other projects, i.e. not be restructured out of TfNSW.
- How many fixed term positions exist at TfNSW.
- How many of those workers will be eligible for redeployment or will they be transferred to other fixed term employment projects at TfNSW?
- Do these people have separation entitlements?
- What is the cost of paying entitlements to these person-filled positions?

Work groups already restructured

- In areas where there have already been restructures, such as Finance, Fraud and Compliance – are these workgroups subject to further restructure or are they considered to have already been restructured in terms of the proposed restructure?
- How were these decisions made?
- What savings have been made as an outcome of those areas already restructured.
- Are the jobs removed as part of these restructures considered as part of the 950 positions, or in addition to the 950 positions?
- Is it the case that senior exec roles have been 're labelled' to appear that these jobs have been deleted, when they continue as 'red circled' people in a job by another name, such as a TSSM or Level 9 position, but with salary red circled at TDDE or exec level?
- The email sent to all TfNSW employees refers to an additional 3,000 employees. Does this include the (approx. 1500) positions that already existed at

Trains, but were moved across arising from the Coalition Government's Corporate Functions Review? This includes functions such as Fraud & Corruption Control, Payroll, IT, Finance, Procurement, Legals, HR and Comms. These are not new or 'additional' positions or people. Given their roles, they cannot be considered to be 'non-operational'.

Metro Authority

- How many of the 3,000 additional roles relate to the ongoing expansion of Metro services and/or infrastructure commenced by the former Coalition Government?
- How many TSSE roles are there in the Metro Authority?
- How many have been removed from Sydney Metro Authority as part of the ongoing TSSE reductions?
- What are their separation entitlements?
- How many remain?
- How many are expected to move on to other projects.
- Will these employees have access to mobility and redeployment rights?

Labour Hire

- Please provide a full list of labour hire positions at TfNSW (both Award and non-Award positions as well as Senior Services positions).
- Please set out the position title and position/role description and salary for these positions.
- Specify how long these positions have been filled or been vacant and how long they are intended to be funded.
- How many of these positions are currently filled.
- How many of these positions are funded or unfunded vacancies.
- Specify the branch to which labour hire positions are attached.
- Specify why these positions remain, either as filled, vacant, funded or unfunded in light of projected job losses among other employees at all levels across Transport.
- Specify why these positions are not or cannot be filled through internal recruitment or regular engagement processes, including any 'specialist' skills that are not currently available among the current workforce.
- Specify what training would be required to uplift any skills not currently available in the current workforce that would enable them to fill jobs currently held by labour hire.
- Specify why these positions cannot be or are not open as redeployment positions, within regular engagement practices to other Transport employees.
- What is the cost of retaining 313 Labor Hire positions identified as non-Award positions?
- What is the cost of retaining 395 labour hire Award positions.
- What is the cost of retaining 46 Labour Hire positions occupying Senior Service positions within the TfNSW agency.
- Are these 46 Senior Service Labour Hire positions excluded from the overall numbers of Senior Executives employed by TfNSW?
- How many of these 46 Senior Service Labour Hire positions were previously directly employed by TfNSW?
- What is the cost of retaining these 46 Senior Service Labor Hire positions?
- How many of the total number of labour hire positions are proposed to be cut as part of the current restructure, which anticipates the loss of approximately 950 positions.
- How does the proposal to cut Award roles before cutting Labor Hire resources comply with the requirements of the TfNSW Award?

Workplace Presence

- The Circular sent to 15,000 TfNSW employees included a lengthy section on workplace presence.
- How is workplace presence relevant to job losses?
- What impact will an employee's workplace presence, and/or requests for flexible working arrangements have in consideration of their place in the restructure?
- Who decided it was relevant to include reference to workplace presence in an all-employee bulletin about job losses?
- What role will the proposed restructure have on plans to commence consultation towards developing a new workplace flexibility policy and procedure?
- Can we be assured that there will be no pressure placed on people to abandon their workplace flexibility arrangements/applications as a feature of the proposed restructure?
- Can we be assured that people who have workplace flexibility arrangements in place will not be adversely assessed or targeted as part of the proposed restructure?

Where to from here

- Unions are seeking a clear commitment that nothing will proceed by way of implementing exits of any kind and by any mechanism within the Award and TSSM classifications until we have worked through all of the detail outlined above and engaged in the structural discussions related to TfNSW.
- What role will be played in the redesign of TfNSW, and its constituent parts by external providers, including 'specialist organisational designers'.
- What companies have been engaged to provide these services
- Specifically, why have external providers been engaged, rather than conducting consultation with unions and internal management.
- What access and consultation will be provided for unions with these external providers.
- How were these external providers selected.
- What are the terms of reference for their appointment.
- Who made the decision to engage these external providers.
- When was this decision made.