

PUBLIC ACCOUNTS COMMITTEE

INQUIRY INTO INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) PROCUREMENT AND CONTRACT MANAGEMENT

**TRANSCRIPT OF EVIDENCE
TAKEN AT PERTH
WEDNESDAY, 23 MARCH 2016**

SESSION TWO

Members

Mr S.K. L'Estrange (Chair)
Mr B.S. Wyatt (DEPUTY CHAIR)
Mr W.J. Johnston
Mr M.H. Taylor
Mrs G. Godfrey

Hearing commenced at 10.54 am

Mr REECE WALDOCK

Director General, Department of Transport, examined:

Ms NINA LYHNE

Managing Director, Transport Services, Department of Transport, examined:

Mrs ANN KING

General Manager, Driver and Vehicle Services, Department of Transport, examined:

Mr CHRISTIAN THOMPSON

Executive Director, Business Information Systems, Department of Transport, examined:

The DEPUTY CHAIR: Good morning. On behalf of the Public Accounts Committee, I would like to thank you for your appearance today. At this stage I would like to introduce myself and the other member of the committee who is with us. I am Ben Wyatt, the committee's deputy chairman and the member for Victoria Park. To my left is my fellow member Bill Johnston, who is the member for Cannington. Unfortunately, the other members of the committee have been called away at the last minute and I convey their apologies for not being able to attend. Today's hearing is a proceeding of Parliament and warrants the same respect that proceedings in the house itself demand. Even though you are not required to give evidence on oath, any deliberate misleading of the committee may be regarded as a contempt of Parliament.

Before we commence, there are a number of procedural questions I need you to answer. Have you each completed the "Details of Witness" form?

The Witnesses: Yes.

The DEPUTY CHAIR: Do you understand the notes at the bottom of that form?

The Witnesses: Yes.

The DEPUTY CHAIR: Did you each receive and read an information for witnesses briefing sheet regarding giving evidence before a parliamentary committee?

The Witnesses: Yes.

The DEPUTY CHAIR: Do you have any questions relating to your appearance before the committee today?

The Witnesses: No.

The DEPUTY CHAIR: As you will have observed in the letter requesting your appearance today, the committee is conducting an inquiry into ICT procurement and contract management. Part of this inquiry is looking at how innovative ICT solutions can be used to reduce the cost and improve the quality of services delivered by public sector agencies. It is in this context that we have a few questions we would like to ask today about the DoTDirect, Department of Transport Direct, suite of applications administered by your department. Before we commence with our series of questions, would you like to make a brief opening statement?

Mr Waldock: I might just like to say a few words, if I could, yes. About five years ago when I came back to Transport as Director General, I had seen licensing in the old licensing days, you may remember. I think they were the dark days of Transport. They were brought in about 15 years ago—the licensing from police—and I think it is fair to say that they were the poor cousins of the

department. They were large in number. They used to work in licensing centres. There was a licensing division in those days. And certainly in every respect I think they were not invested in as people, and certainly these centres were not invested in. We had many unhappy staff and, more particularly, unhappy customers. I think it is fair to say that in the last five years there has been a total transformation. In terms of the licensing division, now it is called the driver vehicle services division and we promote the issue of services. In so many respects what we have done is we have invested in our people. I think we have got trained people, motivated people. We have done an enormous amount of change in our licensing centres. We have closed old ones. We have brought in two very modern ones, both at Cannington and at Mirrabooka, but all of them have been updated. And what we have seen as part of that, I guess cultural change, is our customer satisfaction. We were too scared to measure it five years ago. We measure it regularly now, and our customer satisfaction rates are very high. Part of this has been giving our customers not just satisfaction but part of that was choice, and one of the key issues here has been the whole online strategy which we have been pursuing. And we are here to talk about that online strategy today. You have asked in your papers about DoTDirect. That is one of our suite of products we have now. But we would like to talk about online in a wider sense, and then if you wish to talk a little bit about DoTDirect and what it provides, because it is a new exciting product that has only been around about two years or so.

The DEPUTY CHAIR: I have a series of specific questions that I will go through, if I could, just so that we get those on the record in the short amount of time that we have. No doubt my colleague might intervene with a couple along the way.

Mr W.J. JOHNSTON: I would point out that the licensing centre described as Cannington is actually at Beckenham. It is in the electorate of Cannington, but that little precinct of Cannington is actually Beckenham.

Mr Waldock: Do you think we should change the signage?

Mr W.J. JOHNSTON: No.

The DEPUTY CHAIR: The first question you have basically dealt with—the rationale for DoTDirect, and I get that. What savings has DoTDirect generated for the department and what extent has the system reduced transaction costs?

[11.00 am]

Mr Waldock: I think I might start off with Ann King to answer that because Ann has been doing some work on that. Do you want to talk to that, Ann?

Mrs King: Yes, sure. We have used 2013 as a baseline year. From 2013 we have saved approximately between \$70 million and \$80 million in relation to transaction processing costs. The real saving of course is with the community, both in time and value of individual time. People now no longer have to attend the licensing centre and have an increased access to their services, which are basically 24 hours a day, give or take some down time for updating of the system.

The DEPUTY CHAIR: Are those savings effectively now pursued across the budget to increase or is that baseline saving basically what you expect to save each year compared to, I guess, prior to 2013?

Mrs King: No, they are not savings year-on-year. In fact, what we are actually seeing is the complexity of transaction time, so the complex transactions remain in our face-to-face centres. The online transactions have really constrained the cost to the community. We are a cost recovery agency. We balance our books in relation to the time and effort so we are actually able to put more effort into complex transactions and less effort into those transactions that people can do easily for themselves.

The DEPUTY CHAIR: Being a cost recovery agency, are the costs that are then passed on to the users reducing as a result of this?

Mrs King: Because the volumes have actually gone up—I am trying to draw this for you—the costs have been contained in relation to increased volumes, so in fact we actually have not increased our resources.

The DEPUTY CHAIR: What operational efficiencies has DoTDirect generated? You kind of dealt with this. Have phone and face-to-face transactions also declined? I think the answer to that is yes, without question. Have you measured that, out of interest?

Mr Waldock: I think we have actually. I have not got it on me, but certainly we do know. As Ann said, we look at complex transactions now, and face-to-face in our centres has certainly reduced. Also, as you know, as part of that choice, Australia Post has now become a partner of ours, too. So our licensing centres are very much there for people who have got a number of issues—things like identities and the like where they cannot go anywhere or they are limited where they go; they certainly cannot do it online. But if I could just pick up the earlier one, if I could, with the transactions. With transactions we have had an enormous population growth and we have actually maintained our increases. If we had not had the online, our increases would have been very substantial. We can come back with the figures. But what we have done is contain costs. The average cost per transaction, because of our online—have you got it there, Nina? You might just be able to talk a little bit about that.

Ms Lyhne: I guess the important point to make is that the peak time for us in terms of when we were really meeting pressures in our centres was around 2013–14. We at that time introduced no extra resources in terms of staff. We did not open any new centres. What we did was introduce a whole lot of new online transactions, which enabled us, as Ann has already said, to put people online where they could do those transactions simply and then use the resources that we did have to actually service the more complex transactions. So we have actually reduced the average cost of our transactions down to around \$20 to \$21 whilst the volumes have increased. So the cost of transactions was up around \$22. They have reduced but the volumes have increased. So for us it is a really positive outcome. I should also add that this online strategy has not only been about driver and vehicle services. We have also introduced online payments for things like marine vessels. We are in the process of introducing a lot of online payment strategies around things like jetty payments and pen payments for marinas and so forth, too. So that enables us, in those areas where we also have cost-recovery models that are used, to actually keep the cost to the customer as low as we possibly can.

The DEPUTY CHAIR: Thank you. That is very useful information. Just coming back to Mr Waldock—you were saying that you can get some information for us around the face-to-face transactions?

Mr Waldock: Yes, we can.

The DEPUTY CHAIR: If you could by way of supplementary information.

Mr Waldock: We will put that down as a supplementary question, yes.

The DEPUTY CHAIR: Our research officer will confirm that point. That will be something. The committee is interested in that sort of information. You might just answer this, but I am interested to see. How much further is Transport looking to expand the scope of services offered via DoTDirect?

Mr Waldock: We talk about online, because there is a whole suite of services which DoTDirect does.

Mr W.J. JOHNSTON: Can I just clarify, Mr Waldock, what is the difference between online and DoTDirect?

Mr Waldock: When you go in and transact online with the Department of Transport, there is a website and you can do lots of things through that, and we have got lots of products and services. DoTDirect is a specific service that has only been going for two years, and that is where you lock in and you have a personalised service so that you have actually got a special password to get into that. So you can register it, have an account and things like you and your vehicle licence details, paying accounts, change of address, check your demerit points, order optional plates, subscribe to SMS services, and you can see everything you do as an individual. Every licence is just there in front of you. So it is very much a personalised service. That is running at about 112 000 registered people, but there are many, many more who want to transact with us just online, and they do, and we have got other products.

Mr W.J. JOHNSTON: So to clarify, DoTDirect is a specific service available from the department but you see your online presence with all your transactions online?

Mr Waldock: Indeed, yes.

Mr W.J. JOHNSTON: Forgive me. So I have registered for that thing where I get an email when my licence is going to expire or my car rego or whatever. So that is the DoTDirect service?

Mr Waldock: You are one of the 112 000.

Mr W.J. JOHNSTON: That is the DoTDirect service. Now I did not have to attend anywhere to prove my identity on that; I just did it all online?

Mr Waldock: Yes, with security in place.

Mr Thompson: If you get a DoTDirect account, at the moment I am not pleased that it is as easy or as smooth as it could be. We are doing some work to improve it. At the moment because of the identity requirement, you have to register online, and we actually do not give you your account until we physically send you a letter in the mail.

Mr W.J. JOHNSTON: Is that right?

Mr Thompson: Yes, and that is because we are so strict about the identification of the person. Now we are looking at ways to improve that.

Mr W.J. JOHNSTON: Is there something on your renewals that allows you to register, because I cannot remember having —

Ms Lyhne: We have promoted it and we sent out letters to a whole range of customers and we are promoting it at our centres. We continue to evolve that service. We believe at the moment that the sign in is a little on the cumbersome side for many customers. So as we evolve that we will promote it more. This gets back to your original question: we have got a long-term strategy around online and DoTDirect, so is not just that we implemented and that is it. We have structured our organisation so that we put as much of our ICT resource into actually doing exactly this kind of work. So instead of being internal programs or internal systems, all of our ICT is about giving customers and doing things that are for the customers' benefit. We are constantly bringing on new online services, and that is an ongoing program. DoTDirect has been evolving since 2013. It started off as the sort of service that you have signed up for. More recently we introduced a service for organisations, which we think is a really significant service because it allows a small business to actually manage their fleet. A plumber might have 11 vehicles or vans as part of their plumbing fleet. They would have had to transact individually with us for each one of those. Now they can go on to DoTDirect and they can actually get up on their screen and the admin assistant can look at all of the vehicles, when their licences are due and actually manage it within the business. So that will save. I guess it goes back to our earlier point. A lot of the savings here are not actually departmental savings but they are savings that go to our customers that allow small businesses to save a lot of money in administration. That DoTDirect service, in a sense, is still in its infancy because there is a relatively small number of people in terms of our total customer base who have signed on. But as

we make it easier for your mums and dads, we will promote that more actively and get more customers.

Mr Waldock: Yes. DoTDirect is only probably about seven per cent, but our online is about 58 per cent of the transactions. So it is a bigger world we live in other than just DoTDirect. We have got those numbers from the centres you mentioned and the trends, and I will provide this. But what it does show, just again in terms of volumes in our centres—in June 2014, we had 77 915 through all our centres, and they are broken up per centre. In December 2015, it was 64 317, so that is probably about 20 per cent or in that order. So there is a substantial reduction in volumes. That is what we wanted to see.

[11.10 am]

The DEPUTY CHAIR: Thank you. Is there scope to expand DoTDirect into a whole-of-government portal?

Mr Waldock: I will kick that off. We see ourselves as perhaps the leaders in online licensing, and certainly we have had a number of discussions with the chief information office of government, and we believe this DoTDirect could be expanded potentially for the whole of state government. It is a vision, but it is certainly something we should look at, and that means that we could be looking at the whole issue of trade certificates, fishing licences, firearms, any area of state government that requires licensing. There is no reason why we could not make that a personalised, buy-a-licence type site, and certainly I think it could be easily on the back of what we do. We have already moved that a step further. Both Ann and Christian are working with the office of the chief information officer. It is early days, but certainly I think that we are looking to work first of all with the Department of Commerce but certainly wider than that, based on achievements really.

Mr W.J. JOHNSTON: Can I ask, if you were to move down that path, you would have to have a higher level of identity check, would you not? You would have to have up to a 100 point-style check-in.

Mr Waldock: Ann, do you want to kick off with that?

Ms Lyhne: I will let Ann expand on it. But one of the really significant issues for our department, because we are actually, I guess, the guardians of the citizen's identity—drivers' licences are actually much more significant identity documents than passports, anyway, so identity security is actually one of our pillars. That is one of the reasons you have to go through that process to sign on to DoTDirect. We believe we have got very secure identities, and that is one of the things that allow us to deliver the services in the way that we do, because we have already done those checks as people come into our system. I will ask Ann, who is actually responsible for the security identity, just to expand on that. It is a very significant issue.

Mrs King: In fact, the expansion of DoTDirect will not need any greater form of security identity. The greater form of security identity is actually issued in the driving licence. We are by far the strongest agency in subscribing to the national guidelines in relation to this. Once you actually have your driving licence, there are many security features. The key will be to actually link other licences to that form of identity. So rather than a 100-point check, perhaps some back-end system changes that will then allow the customers to decide who has the access to their identity or not. They view very much the Department of Transport as a trusted service at this point in time, and in that level of trust they may allow us to extend their DoTDirect account or have the ability to do it themselves. So if we look at DoTDirect as an account similar to your internet banking account, if we give permission to let other services in, such as a building licence or a firearms licence, then that will be allowed to go into the service. In fact, the proof of identity around that will become more secure for government and more secure for the individual.

The DEPUTY CHAIR: Can I just ask then, what user details are stored in DoTDirect and how is that data secure?

Mr Thompson: DoTDirect is the front-end that the customers use. The actual database is TRELIS, which is the system that we have used for years, and the security in there is very, very tight. There are police clearances for our staff, guidelines and policies. We also record every change for any record, so we are able to identify who changed what and when. So what Ann was saying was exactly right. I think the issue for us is actually not that we need to increase security or tighten up identification. It is actually about introducing tiered identification, because when we go to people like Commerce, who have got licences like very simple systems for retaining bond in premises, we do not need a 100-point check for a lot of that. They do not currently have it. But the restrictions we put on our customers, because it is a driver's licence, are more severe. So we are looking at a more tiered approach, so that when you get a DoTDirect licence, you are able to transact with us or with any department in the government up to the level of your authorisation.

The DEPUTY CHAIR: Was DoTDirect designed and built in-house or did the department contract out much of the required work?

Ms Lyhne: In the early days we did a lot of the work ourselves in terms of what we wanted to do and the design and so forth. It was actually, I guess, an evolution. It started off as a website and then we decided to make a part of our website DoTDirect. So that was all in-house creativity, if you like. The question of what sort of contracting did we use to actually do the IT side of it —

The DEPUTY CHAIR: While you are answering that, I am just looking at some of the questions that I have got. You might want to think about this as you are answering it. How much did DoTDirect cost to roll out and did it come in on budget? While you are answering the question, you might like to think about those two as well.

Mr Thompson: In answer to the first question of whether we did it in-house, I am a little bit biased and I would say yes, we did it all in-house. We designed it, we architected it and we understand the business rules. Did we have staff, public servants, doing all of that work? No, we did not. We have got a process where we employ a panel contract for companies and we get staff on demand. We put out a request for three testers and four analysts for the next three months and we get them, and they do a lot of the programming work. That approach we have used is simply to reduce costs. I cannot employ developers on the salaries, and I do not want to because I do not need them for 12 months. So I would like to think we have done it ourselves and that we have used contractors where necessary.

The DEPUTY CHAIR: I am just trying to understand them. Is DoTDirect something that four or five years before 2013 you said that this is what you were going to do or is it an evolved DoTDirect?

Ms Lyhne: It has evolved. All of this is about how we can deliver better services to customers. The original motivation for DoTDirect was actually not around saving dollars; it was around providing a better service to our customers, recognising that our customers interact with banks and all sorts of other organisations that delivered a far more sophisticated service than we, as the Department of Transport, were able to deliver. So it started out as a "my account". We wanted our customers to have an account like you might have at a bank and be able to transact with us, because many people have multiple transactions with this. That was the beginning of the journey. We went from a website to thinking, "Well, we need to have an account-type arrangement." Hence, all of that work is really done with the very clever people that we have, either communications people or IT people. We put together the concept and developed it. Then, as Christian said, we needed to bring in whatever expertise on the technical side to make it happen. It is a journey. It continues to evolve. The next big step, as I said before, is to make it easier for mums and dads to access it, because there are a couple of hurdles there, whilst maintaining all the secure identities that we need to. I guess as an organisation we are very proud of what we have done with DoTDirect, because it is not a big IT solution. It never was. It was about service delivery for our customers.

The DEPUTY CHAIR: I will press, but it is not a point of import to the committee, I guess. Has this result meant you have been able to go back and capture the cost getting there or not?

Ms Lyhne: I think it would be difficult to capture all of the costs, because there have been communications costs. We have had advice from communications experts along the way. I could recall a few of those sorts of meetings and exercises. We would have had workshops. They would have been facilitated. But it would be difficult to capture all of the costs. We could probably capture the ICT costs in terms of contractors. But it is actually not that meaningful anyway because the cost is also a department cost of our staff and resources. So a program of work, I guess, is the way to think of it.

The DEPUTY CHAIR: Again, it might be another question for Mr Thompson. Did the department procure all the relevant goods and services—I think it was a range of short-term services by the sounds of it—for the development of DoTDirect from common-use arrangements or were exemptions required?

Mr Thompson: No standard common-use agreements.

Mr Waldock: Yes. We worked under Department of Finance procurement arrangements, so it was certainly all signed off by them.

Mr W.J. JOHNSTON: Can I ask in that regard, Mr Waldock, what level of visibility did you have on the expenditure by the ICT?

[11.20 am]

Mr Waldock: I think pretty close. We had monthly meetings of the corporate executive, and Christian has always been held to account on every IT project and he delivers a report to us, which we spend some time on at times. So we have a pretty tight project management arrangement at the senior level. There are a number of reasons I have brought Ms Lyhne here today, but it is one of the few executive groups—I do not chair the information committee. Nina has chaired that over the last five years. Clearly these people lead their staff and take it very seriously.

Mr W.J. JOHNSTON: I am not asking whether there was a blowout or any of those things because parameters change, but you would have had complete visibility on that project because Mr Thompson was always accountable.

Mr Waldock: Without question, and we take this very seriously.

Ms Lyhne: We have a certain governance arrangement in place around purchase of ICT and ICT programs. So we have a corporate executive and a subcommittee of the corporate executive, called the technology and information management committee, which I chair, runs a program of works for that group. We meet regularly and report to corp ex on a quarterly basis, a PMO basis, so there are the red and green lights on projects to do with their budgets and timeliness and those sorts of things.

Mr Waldock: And when they are red we put a bit of time into them.

The DEPUTY CHAIR: Again, it sounds as though it has been an evolving project, so this question may not be able to have a specific answer but I will ask it. Were the intended benefits of DoTDirect scoped at the outset of the project; and, if so, what were those intended benefits and have they been realised? I am probably asking you to repeat yourself but I ask anyway.

Ms Lyhne: We probably did not have numeric targets that we set and sought to achieve. It was about bringing our customers online. So we monitor closely the online transactions. We started from a base, but we do not really have a set target. We are at about 58 per cent now. We would like it to be more. So the answer to your question is no, there were not set targets. The project has evolved. And we have done things like, for example, put the maritime people on there. That is an evolution about customer convenience. We did not have a target for how many people with boats we wanted to sign up to DoTDirect or how many of those transactions should happen through there.

It was an offering to the customers and then, I guess, we do our best to promote it and get as many on-board as we can.

Mr W.J. JOHNSTON: Recognising that we are basically asking about DoTDirect, you are excited about the entire online platform. You again do not have specific targets for the online platform but obviously the more transactions there, it is better for it.

Ms Lyhne: Exactly.

Mr Waldock: And it is not just IT. Ann has actually got a target for what she envisages for online, but it is a combination, not just the technology products; it is a communication. Certainly, we have spent a bit of time on where we are going with online and what we hope to achieve.

Ms Lyhne: We do tend to soft launch our online products as soon as we get an opportunity to test it with the consumers and before we go out with a big bang, which is not very beneficial.

The DEPUTY CHAIR: Transport is one of the nine agencies that has committed to transitioning into the GovNext ICT program. In what way does Transport plan to leverage of the GovNext ICT program to improve its operations and reduce costs?

Mr Waldock: We have already had a few initiatives there. You want to talk about it?

Mr Thompson: GovNext is a fundamental change to the way the government will expend ICT moneys in future. I know Reece is probably tired of hearing me say this. There are three implications for that. One is that my capital expenditure will come down; the second is that my operating expenditure will go up; and the third is that my overall total IT expenditure will come down slightly over time. Those are the three key things. It is a major change for us. We have committed to GovNext; in fact, I am part of the board that is driving that. The first cab off the rank for us will be in 2018 when we move our data centres in. Following that we will move into a pay-as-you-go service for things like servers and storage, which is an industry model that I am used to, coming from a private industry. It is the right direction. But as I keep telling Ms Lyhne, it is about selling that to the government, because those three things need to be understood and I do not want Reece or anybody coming to me, saying, “Why is my operating budget going up?” My total costs will come down.

Mr W.J. JOHNSTON: Where is your data centre now?

Mr Thompson: We are actually in the process of doing a move. We have got our own production data centre in Murray Street in the old police building. Now, unfortunately, the police are moving out of that building, so we have to vacate. We tried leasing the floor that the data centre was on but we cannot. So we have got a project to move that. It will be going to Metronode in Shenton Park, which is an IT data centre—probably the best in Perth. The data recovery centre—we have two data centres—is currently at PTC in our own premise, and to call it a data centre is probably stretching it. It is a climate-controlled room with a number of air conditioners. We are moving that to a separate data centre, with Fujitsu, in Malaga.

The DEPUTY CHAIR: Is this by 2018?

Mr Waldock: We are moving that this weekend, so I am not having a holiday over Easter! If you recall, we went to Health —

Mr W.J. JOHNSTON: You got some extra racking free!

Mr Waldock: A lot of the them aren't my size!

Mr Thompson: Unfortunately, it was not as easy as that. We are still paying market rates for that.

The DEPUTY CHAIR: Somebody has to pay.

Mr Thompson: That is right. The government cost is down because we are actually going to use that space.

The DEPUTY CHAIR: And by 2018 do you know all your data will go to where or is that still to be resolved?

Mr Thompson: The GovNext project—we have just finished EOI and we have narrowed it down to six. The RFDP will go out shortly, and that is where we will be specifying exactly what we will be looking for. In terms of data centres, we will not have a contract with a data centre; we will have a contract with a provider that provides multiple services. They will have the contract with the data centres. Strategically I have chosen carefully where we are putting our data centres now because the GovNext project is not ready to take us at the moment. We have got a priority. We have got to move out by certain times. So I am banking that the data centres we are choosing, certainly for production—in fact, I am very confident that it will be one of the GovNext approved data centres. So we will not be moving the production. I do not want to move production twice, basically.

Mr Waldock: Particularly in the disaster recovery area where we are looking at a portfolio approach to that as well, so we just need to get that ideally right.

Mr W.J. JOHNSTON: Is it possible that your data centre will actually end up being virtual and perhaps in New South Wales or wherever? Is that a potentiality or you do not know?

Mr Thompson: Not in the short term, no. We have got latency/bandwidth issues between there. So certainly not for things like TRELIS where I want key performance and I want it immediately. The GovNext project, though, does have a public cloud element to it. So for services that do not require identity or any confidential information, yes, we may use that and we may use other services like Amazon or the Microsoft cloud.

The DEPUTY CHAIR: You will be pleased to know that all of the questions I have been given have been asked. Do you want to say anything else before I conclude it?

Mr Waldock: Other than to say I am retiring shortly and this is the most friendly parliamentary committee I have ever been to! Can I place that on the record?

The DEPUTY CHAIR: You are one of the departments that is doing well in IT. It has not all been like this.

Mr W.J. JOHNSTON: Our reputation is very much for being friendly and engaging.

The DEPUTY CHAIR: Yes, that is right.

Thank you for your evidence before the committee. A transcript of this hearing will be forwarded to you for correction of minor errors. Please make these corrections and return the transcript within 10 working days of the date of the covering letter. If the transcript is not returned within this period, it will be deemed to be correct. New material cannot be introduced via these corrections and the sense of your evidence cannot be altered. Should you wish to provide additional information or elaborate on particular points, please include a supplementary submission for the committee's consideration when you return your corrected transcript of evidence. Thank you again.

Hearing concluded at 11.29 am
