

Transport
for NSW

Boating Now Review

September 2023

Boating Now Review



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Acknowledgement of Country

Transport for NSW acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

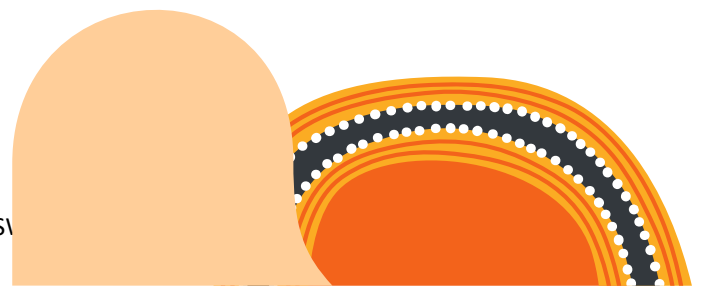
Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

Table of Contents

1.	Definitions.....	6
2.	Executive Summary.....	7
3.	Boating Now Background and Context	12
4.	Boating Now Review	13
4.1	Purpose of the Review.....	13
4.2	Approach and methodology.....	13
4.3	External stakeholder survey	14
5.	Review Findings.....	17
5.1	Theme one: Effectiveness of the program in delivering its objectives.....	17
5.1.1	Has the delivery of the Boating Now program met its objectives as outlined in the Maritime Infrastructure Plan and Boating Now Guidelines?	19
5.1.2	Does TfNSW review the effectiveness of the program to identify areas for continuous improvement?.....	23
5.2	Theme two: Suitability of the application and assessment process.....	26
5.2.1	Is the Boating Now application and assessment process, including the assessment criteria, appropriate to identify and priorities suitable projects for funding?	27
5.2.2	Is the Boating Now assessment process transparent with appropriate probity and governance controls in place?.....	30
5.2.3	Review the criteria for funding allocation and considerations for equitable distribution, environmental sustainability, and safety.....	34
5.3	Theme three: Maintenance.....	38
5.3.1	How does the Boating Now program adequately ensure grant funding recipients will maintain boating infrastructure that is funded from the program (including an assessment of the adequacy of the Boating Asset Maintenance program)?.....	39
5.3.1.1	Ongoing maintenance of programs delivered under Boating Now.	40
5.3.1.2	How does Boating Now support maintenance of Boating infrastructure?.....	41
5.3.2	Does the assessment process consider a council's ability and commitment to ongoing maintenance of proposed facilities?	42

5.4	Theme four: Ensuring funding is used for intended purpose.....	43
5.4.1	To what extent are the Boating Now processes adequate to ensure that councils and other delivery partners use Boating Now funding as intended in the announcement and consistent with the Maritime Infrastructure Plan and the Boating Now guidelines?	44
5.4.2	To what extent does TfNSW ensure projects delivered through Boating Now are delivered effectively and provide value for money?	45
6.	Details on opportunities for future improvement.....	47
6.1	Review opportunities to use other delivery models to promote additional investment within priority locations and to deliver priority assets.....	47
6.2	Conduct desktop review of current state and future demand analysis on recreational boating facilities.....	49
6.3	Ensure stronger alignment between future Boating Now programs and the NSW Disability Inclusion Plan and other state priorities such as the NSW six cities model.	50
6.4	Consider amending the Boating Now assessment criteria to consider environmental and sustainability outcomes of projects.....	51
6.5	Consider shifting Boating Now from a series of large block funding arrangements, to smaller ongoing funding provisions.....	52
6.6	Transition future Boating Now programs to the Whole of Government Grant Management System.....	53
6.7	Strengthen requirements for ongoing maintenance of projects delivered under Boating Now.....	54
6.8	Run another Boating Asset Maintenance Program as part of a future Boating Now program.....	55
6.9	Improve data capture on maintenance issues.....	56
6.10	Increased project communication.	57
7.	Appendix 1 – Stakeholder engagement plan and survey contact list	58
8.	Appendix 2–Qualitative stakeholder survey results	66
9.	Appendix 3 – Documents sighted during the review.....	74



Tables

Table 1 - Summary of opportunities for improvement	11
Table 2 - Quantitative survey feedback	16
Table 3 - Maritime infrastructure plan outcomes and objectives	19
Table 4 - Boating Now weighted assessment criteria	20
Table 5 - Completion time for Boating Now Rounds	24
Table 6 - Approval rate of Boating Now projects	35
Table 7 - Stakeholder survey response - Party responsible for ongoing maintenance of assets	40
Table 8 - Value of Boating Now project variations in last 12 months	46

Figures

Figure 1 - Stakeholder survey distribution	14
Figure 2 - Breakdown of survey responses	15
Figure 3 - Outcomes from project assessment against criteria 2 - Supports MIP strategic outcomes	21
Figure 4 - Geographical split of Boating Now projects	22
Figure 5 - Boating Now assessment process	27
Figure 6 - Boating Now governance structure	31
Figure 7 - Map of Boating Now projects	35

Document control

Authors	Neil Halls Executive Officer Planning and Performance TfNSW Maritime
Independently reviewed by	Grant Healy Director, Property Asset Management TfNSW Infrastructure & Place
Document owner	Executive Officer Planning and Performance – TfNW Maritime
Approved by	Mark Hutchings Executive Director TfNSW Maritime
Branch	TfNSW Maritime
Division	Coordinator General

1. Definitions

Term	Definition
MIDO	Maritime Infrastructure Delivery Office
MIP	Maritime Infrastructure Plan 2019-2024
ROI	Registration of Interest
TfNSW	Transport for New South Wales

2. Executive Summary

Maritime infrastructure delivers significant benefits for a range of recreational and commercial boaters and local communities, by improving amenity, safety and access outcomes, and unlocking the value of coastal and inland waterways, harbours and foreshores, and the numerous social, cultural and economic activities these support.

The purpose of the Boating Now program – which provide grant funding to local councils and other organisations – is to continue to support the improvement of recreational boating infrastructure and amenities, while helping to achieve many of the benefits and strategic outcomes set out in the Maritime Infrastructure Plan 2019-2024. It also serves as a mechanism to reinvest revenue generated from recreational boating back into boating infrastructure, with approximately 50% of annual Waterways Fund revenue generated through fees associated with recreational boating.

On 23 May a motion was passed that required TfNSW Maritime to review the Boating Now program to ensure its effectiveness. The objective of the review was to address the areas of concern which were raised, specifically relating to:

- Level of maintenance funding that councils require, and their ability and commitment to maintain facilities as part of the uplift.
- Assurances and controls currently in place to ensure councils use the funding for its intended purpose.
- Criteria for funding allocation.

To allow for a comprehensive assessment and address the concerns raised, the Boating Now review was structured across the following four themes. The outcomes across each of the themes is also briefly summarised below.

Theme one: Effectiveness of the program in delivering its objectives.

Item	Summary	Feedback/Opportunity
Does the program meet its objectives?	The NSW Maritime Infrastructure Plan 2019-2024 (MIP) sets out a strategic and coordinated approach to prioritising and delivering maritime infrastructure in NSW. At an overall level the Boating Now program demonstrates strong alignment to the MIP and its broad outcomes and objectives.	95% of the stakeholders surveyed responded that Boating Now had met its objectives. To improve investment outcomes, a current state and future demand review for recreational boating facilities across NSW could be considered, to compliment the MIP. A similar review was conducted in Queensland through the Queensland Recreational Boating Facilities Demand Forecasting Study 2017¹. Opportunity to further strengthen the linkages between boating investment and broader government and community priorities, such as disability and inclusion and place setting objectives as part of MIP update.
Ability to address targeted	In addition to providing an overarching framework the MIP also	Potential gap in grants-based programs in delivering specific infrastructure, where there is limited demand by external

¹ [Queensland Recreational Boating Facilities Demand Forecasting Study 2017 \(publications.qld.gov.au\)](https://publications.qld.gov.au/)

Item	Summary	Feedback/Opportunity
investment needs	identifies 14 priority locations across NSW for specific boating investment. While Boating Now Round 3 made a higher proportion of funding available to projects in priority areas, it is noted that: • 54% of Boating Now Round 3 projects were delivered in priority locations. • 50% of proposed projects for Boating Now Round 4 are for priority locations. • 30% of Boating Now Round 3 projects and 26% of potential Boating Now Round 4 projects address specific infrastructure needs as outlined in the MIP.	stakeholders to invest. Grants can only support project delivery once submissions are made by delivery partners. As a compliment to the current grant program, there may be a role for Boating Now to be more proactive in project delivery, to assist in delivering specific priority infrastructure where there is limited market appetite to deliver under a grant arrangement. Stakeholder feedback also identified this as an opportunity moving forward.

Theme two: Suitability of the application and assessment process.

Item	Summary	Feedback/Opportunity
Governance model	Overall, the application and assessment processes used to administer the Boating Now program is found to be fit for purpose and aligned with both the NSW Government Grants Administration Guidelines and internal TfNSW delegations and authorities.	Independent probity advisors were engaged for Boating Now Round 3 and Round 4 with no probity issues identified. Future Boating Now programs will need to transition to the Whole of Government Grant Management System to ensure ongoing compliance with the NSW grants management processes.
Environmental assessment	The current assessment criteria does not directly consider environmental benefits of Boating Now projects.	Given the growing focus on environmental and sustainable outcomes, consideration should be given to modifying the weighted assessment criteria to also consider environmental contributions. A recent Maritime Customer Satisfaction review highlighted that 41% of respondents indicated that sustainability was an area to improve on.
Funding model	Stakeholder interviews identified that a key challenge in managing the Boating Now program is aligning cashflows with delivery partner schedules.	Review delivery model and consider shifting Boating Now from a series of semi frequent big block funding pools to a smaller but regular ongoing funding stream to: • Assist delivery partners with ongoing strategic planning. • Manage project pipeline. • Provide greater funding flexibility. • Provide opportunity to rebrand program

Theme three: Maintenance.

Item	Summary	Feedback/Opportunity
Ensure adequate ongoing maintenance of projects delivered under Boating Now	Contractual clauses currently exist in the Boating Now Condition Of Grants document, which apply to all Boating Now projects. This relevant clause states that local asset owners must maintain assets delivered under Boating Now in accordance with any manufacturers' recommendations and/ or accepted standard industry practice. However, in practice there is very little scope to either enforce this clause or penalise entities who fail to comply.	Potential opportunity to strengthen asset management requirements for projects delivered under Boating Now via ongoing audits, with the audit outcomes effecting local asset owners ability to secure additional Boating Now funding in the future. 80% of stakeholder survey respondents supported the inclusion of a clause that would allow maintenance audits to be conducted on projects delivered under Boating Now.
Support local owners to maintain assets	The Boating Asset Maintenance program was launched as a subset of Boating Now Round 3. The program made \$2m available to assist local asset owners with maintenance activities. The project was under subscribed, with only \$441k paid out across 21 projects. Post implementation feedback suggests that the timing of this program may have impacted the take up, as in 2022 many local councils were focused on other issues such as flood recovery efforts and the delivery of other grants programs.	Need to better determine demand for a grants based maintenance support programs moving forward.
Improve information around asset condition	A significant issue for supporting asset maintenance is a lack of complete and consistent information regarding asset condition. The public are one of the best sources of information regarding any maintenance issues, but currently feedback is split between multiple areas, including local asset owners, as the entities responsible for asset maintenance, and TfNSW as part of their role in supporting boating across the state. This lack of complete information makes it difficult for all parties involved to identify and action asset maintenance issues.	As noted under theme one above, a current state analysis of recreational boating infrastructure may also help provide guidance of maintenance requirements, in addition to providing guidance on future investment needs. A customer facing centralised portal to track all asset condition feedback would ensure a single source of truth and allow for more comprehensive analysis and prioritisation. Opportunity to embed usage sensors in boat ramp upgrades moving forward.

Theme four: Ensuring funding is used for its intended purpose.

Item	Summary	Feedback/Opportunity
Overall Governance	Overall, it is concluded that TfNSW has appropriate processes in place to ensuring Boating Now funding is used for its intended purposes and provides value for money.	Adequate.
Assessing value for money for new projects	The fourth mandatory assessment criteria for project evaluation relates specifically to affordability, and carries a 25% weighting. Project affordability is analysed during the assessment phase by both SME input and also benchmarking against similar projects to help identify any specific cost outliers and ensure consistency in project costs.	90% of stakeholders surveyed claimed that Boating Now has delivered value for money.
Contractual terms relating to use of funds	Terms outlined in the Boating Now Condition of Grants document are explicit on use of funds, and the level and detail of financial and project documentation required for projects is adequate.	Eight out of the nine stakeholder survey respondents who have successfully secured Boating Now funding claimed they had processes in place that can demonstrate the grant funding was used for the intended purpose(s)? One respondent was unsure.
Ongoing monitoring and reporting	Delivery partners are required to submit monthly progress reports, outlining project progress and how grant funding is being spent. Prior to any money being paid by TfNSW, delivery partners are required to submit their claims by proving a suite of documentation include evidence of paid invoices and photos of completed works. TfNSW approach to partnering and working with delivery partners has proven to be effective in minimising the financial and overall impacts of project variations.	Examples were noted where, on occasions TfNSW have refused payments where relevant criteria has not been met, or where project claims were not consistent with the agreed scope of works. Evidence supplied showed that over the last 12 months TfNSW has saved over \$1.7m in variation costs by working with delivery partners to find solutions that strike the balance between meeting boating needs and being financially efficient.
Project communication	While there was no evidence to suggest that Boating Now funding has been used for purposes other than those intended in the original agreements, in some instances the way projects are communicated publicly have not accurately reflect the true nature of the work being delivered, resulting in confusion amongst the public and stakeholders.	Opportunities exist to improve project communication and improve overall transparency of projects being delivered by Boating Now. Raised as an improvement opportunity in the external stakeholder survey feedback.

As an outcome of this review the following table summarises opportunities that could be considered to help enhance the Boating Now program moving forward. More detail on each of these is provided in section 6 of this report.

Opportunities for improvement	Link to review theme
1. Review opportunities to use other delivery models to promote additional investment within priority locations and to deliver selected priority assets, as a compliment to the current grants program.	Theme one - Effectiveness of the program in delivering its objectives
2. Conduct a desktop review of current state and future demand analysis on recreational boating facilities.	Theme one - Effectiveness of the program in delivering its objectives Theme three: Maintenance
3. Ensure stronger alignment between future Boating Now programs and the NSW Disability Inclusion Plan and other state priorities including the NSW six cities model.	Theme one - Effectiveness of the program in delivering its objectives Theme two: Suitability of the application and assessment process
4. Consider amending the Boating Now assessment criteria to consider environmental and sustainability outcomes of projects.	Theme two: Suitability of the application and assessment process
5. Consider shifting Boating Now from a series of large block funding arrangements to smaller ongoing funding provisions.	Theme two: Suitability of the application and assessment process
6. Transition future Boating Now programs to the Whole of Government Grant Management System.	Theme two: Suitability of the application and assessment process
7. Strengthen requirements for ongoing maintenance requirements of projects delivered under Boating Now.	Theme three: Maintenance
8. Run another Boating Asset Maintenance program as part of a future Boating Now program.	Theme three: Maintenance
9. Improve data capture of maintenance issues. This could include elements such as: • Development of centralised portal for customers to report and track boating asset issues. • Assessment of the cost / benefit of installing usage sensors as part of future boat ramp upgrades.	Theme three: Maintenance
10. Improve communications around projects delivered by Boating Now to help improve awareness of projects, ensuring communication descriptions accurately reflect projects being delivered.	Theme four: Ensuring funding is used for intended purpose

Table - Summary of opportunities for improvement

3. Boating Now Background and Context

Boating is a significant driver of economic growth and social well-being in NSW. Around a quarter of the state population uses NSW waterways every year, and nearly one fifth own a boat or watercraft.

Maritime infrastructure delivers significant benefits for a range of recreational and commercial boaters and local communities, by improving amenity, safety and access outcomes, and unlocking the value of coastal and inland waterways, harbours and foreshores, and the numerous social, cultural and economic activities these support. A state wide customer satisfaction review commissioned by TfNSW Maritime in 2022 and conducted by EY Sweeney concluded that for recreational boaters, *“At an overall level, facilities are the most important factor in driving overall satisfaction.”*

The purpose of the Boating Now program – which provide grant funding to local councils and other organisations – is to continue to support the improvement of recreational boating infrastructure and amenities, while helping to achieve many of the benefits and strategic outcomes set out in the Maritime Infrastructure Plan. This includes seeking to more proactively support priority infrastructure needs in key regional locations, the creation of successful places through harbour and foreshore activation, and supporting economic growth from commercial boating activity, for example related to marine tourism and primary industries.

Since its inception in its current form in 2014, Boating Now has invested over \$98m in funding of local maritime infrastructure through the support of over 330 projects across the state, with 60% of the funding going to areas in regional NSW, with the remaining 40% funding projects in Metropolitan Sydney.

The targeted benefits the Boating Now program include:

- Re-investment of boating license and other maritime fees into boating infrastructure
- Improving customer satisfaction by addressing key user needs, in terms of waterway access and navigation, vessel access and storage, and boating facilities
- Enabling economic growth, particularly in regional economies by increasing boating participation and supporting growth in boating-related tourism and marine industries
- Delivers improvements in recreational boating, environmental and safety outcomes by improving the quality of infrastructure and improving safe access to waterways.
- Assisting regional communities with their place-making objectives by improving public amenity and economic development through supporting the improvement and activation of harbours and foreshores

4. Boating Now Review

4.1 Purpose of the Review

On 23 May a motion was passed, and supported by the NSW Government, that requires Maritime to review the Boating Now program to ensure its effectiveness. The objective of this review is to address the areas of concern that were raised, which related to:

- Level of maintenance funding that councils require, and their ability and commitment to maintain facilities as part of the uplift.
- Assurances and controls currently in place to ensure councils use Boating Now funding for its intended purpose.
- Criteria for Boating Now funding allocation.

4.2 Approach and methodology

To sufficiently allow for a comprehensive review and address the concerns raised, the Boating Now review was structured across the following four themes:

Theme one: Effectiveness of the program in delivering its objectives.

- Has the delivery of the Boating Now program met its objectives as outlined in the Maritime Infrastructure Plan and Boating Now Guidelines?
- Does TfNSW review the effectiveness of the program to identify areas for continuous improvement?

Theme two: Suitability of the application and assessment process

- Is the Boating Now application and assessment process, including the assessment criteria, appropriate to identify and prioritise suitable projects for funding?
- Is the Boating Now assessment process transparent with appropriate probity and governance controls in place?
- Review the criteria for funding allocation and considerations for equitable distribution, environmental sustainability, and safety.

Theme three: Maintenance

- How does the Boating Now program adequately ensure grant funding recipients will maintain boating infrastructure that is funded from the program (including an assessment of the adequacy of the Boating Asset Maintenance program)?
- Does the assessment process consider a council's ability and commitment to ongoing maintenance of proposed facilities?

Theme four: Ensuring funding is used for intended purpose.

- To what extent are the Boating Now processes adequate to ensure that councils and other delivery partners use Boating Now funding as intended in the announcement and consistent with the Maritime Infrastructure Plan and the Boating Now guidelines?
- To what extent does TfNSW ensure projects delivered through Boating Now are delivered effectively and provide value for money?

The review focused on the delivery of Boating Now from 2019 onwards, which captured projects currently in progress, and those delivered as part of third round of the Boating Now program. It

also assessed any processes and procedures used for reviewing initial project submissions as part of a potential fourth round of the Boating Now program.

Although established as an internal review, the work was conducted by NSW Maritime's Insights and Operations Team. This team was deemed best placed to lead the internal review given they are able to provide a level of independence and objectivity during the review process, as this team has had no direct association or history with any aspects of the Boating Now program.

In addition, at the draft review stage and again at the finalisation stage, the report was peer reviewed for the purposes of independent validation, and to provide an additional layer of transparency and independence. The peer review focused on the process used to conduct the Boating Now review, as well as the suitability of key findings and any recommendations for future improvement. The peer review was conducted by the TfNSW Infrastructure and Places Division.

The review was conducted via direct engagement with the TfNSW teams and subject matter experts involved across the entire Boating Now process including the assessment of applications, awarding of grants, ongoing administration of the Boating Now program, and program review. Specifically, the process reviewed key documents including any policies, processes and procedures directly related to the governance of the Boating Now program, focusing on the scope outlined above.

The review also obtained feedback on the Boating Now process from a variety of external stakeholders, primarily through the use of a survey.

4.3 External stakeholder survey

In order to obtain a diverse cross section of feedback, the review also conducted a survey to obtain the thoughts, feedback and sentiments of external stakeholders. The survey was distributed to over 200 stakeholders, with requests that industry groups and associations forward the survey to their respective members, to help maximise the survey reach. The survey used both qualitative and quantitative questions and was structured along the same four themes as the broader review as outlined in 4.2 above. It served as an opportunity to provide an additional layer of insight when assessing each of the four themes. A breakdown of the initial survey distribution is as follows, with the stakeholder list supplied in Appendix 1:

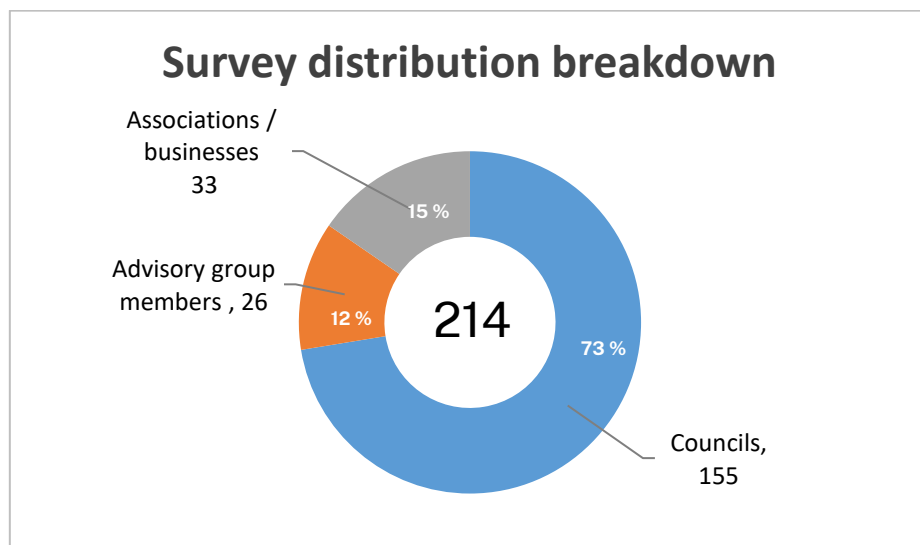


Figure 1 - Stakeholder survey distribution

Initially the survey was scheduled to run for a two week period. However, based on stakeholder requests the survey period was extended by an additional week to facilitate the best possible

response rate. While the survey was primarily established as an online tool, based on stakeholder requests, the review team also offered the option of accepting written submissions to help improve accessibility of the survey to all demographics.

Overall, 20 complete responses were received by the cut-off date. 17 submissions were received online, and three written submissions were also received. This represents a response rate of 9.3%. SME advice suggested that the average unsolicited survey rate in marketing is generally closer to 3%. In this context the response rate to the Boating Now survey is seen as a positive outcome. A breakdown of the respondents is given below.

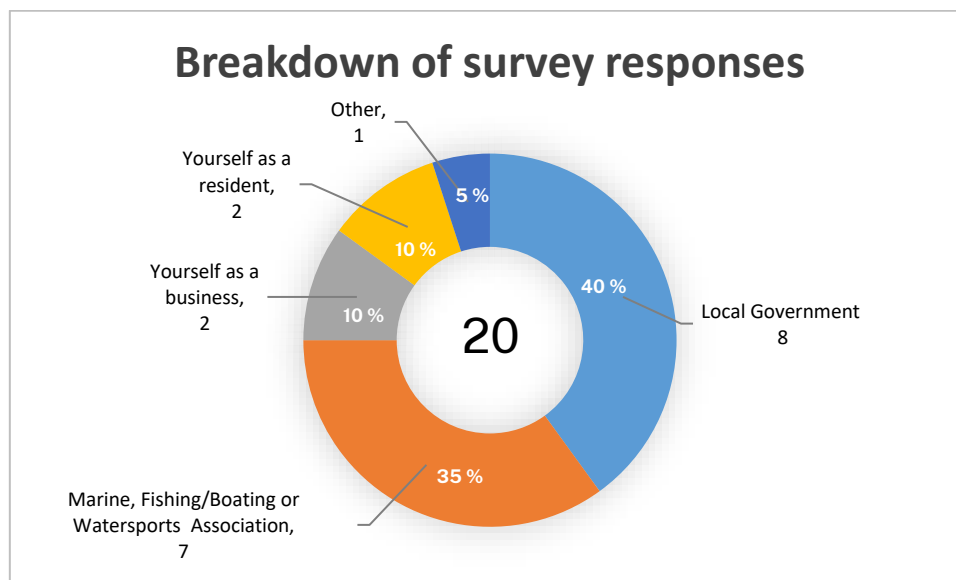


Figure 2 - Breakdown of survey responses

A summary of the quantitative responses is provided in the table below.

Survey question	Yes	No	Did not respond / question not applicable
The <i>Boating Now</i> program has the following objectives: To improve the boating experience for customers by identifying projects that give waterway users better access, storage and boating facilities To improve safety by improving the quality of infrastructure and improving safe access to NSW waterways To enable economic development by supporting increased boating participation and growth in boating-related tourism and marine industries To shape successful places by improving public amenity and facilitating the improvement and activation of harbours and foreshore precincts In your opinion, has the <i>Boating Now</i> program met these objectives?	19	1	-
In your opinion, has the Boating Now program resulted in higher levels of satisfaction with boating infrastructure and facilities among boaters?	18	2	-
Based on your experience, has the Boating Now program delivered value for money?	18	1	1
Has the NSW Boating Now program made a difference for recreational and/or commercial boaters in your area?	16	4	-

Survey question	Yes	No	Did not respond / question not applicable
The Boating Now Program places onus on local organisations (Councils, local associations and clubs etc.) to apply for funding which acknowledges that the people best placed to decide what maritime infrastructure is required in a given local area are local associations. The assessment process ensures the project meets the assessment criteria and provides the greatest benefit to boaters. Do you think the Boating Now program is an effective way to provide funding for local maritime infrastructure?	17	2	1
Have you applied for a Boating Now grant before?	8	12	-
Was your application successful?	1	2	17
Do you intend to apply for funding in the future?	13	6	1
Based on what you know about the Program, is the assessment process transparent and handled well?	9	2	9
For any assets that you have successfully built from Boating Now funds, do you maintain that asset?	9	1	10
If a criterion for a successful application was contingent on you agreeing to a formal asset maintenance schedule /agreement, would this affect whether or not you would apply for any future funding?	3	10	7
Based on your experience, have Boating Now funded infrastructure items been maintained to a reasonable standard?	16	3	1
If a grant request includes a mandatory maintenance clause, would you consider it reasonable for audits to be conducted to ensure maintenance occurs as required?	16	3	1
Do you have process in place that can demonstrate the grant funding was used for the intended purpose(s)?	10	1	9

Table 1 -Quantitative survey feedback

Feedback obtained through the qualitative component of the survey is included in Appendix 2

5. Review Findings

5.1 Theme one: Effectiveness of the program in delivering its objectives.

Summary

The overarching objectives and principles for the Boating Now program are defined by the Maritime Infrastructure Plan 2019-2024. The Boating Now guidelines then interpret this strategic direction and define four specific benefits that the program seeks to achieve, being:

- **Improving the boating experience** for customers by identifying projects that give waterway users better access, storage and boating facilities.
- **Improving safety** by improving the quality of infrastructure and improving safe access to NSW waterways.
- **Enabling economic development** by supporting increased boating participation and growth in boating-related tourism and marine industries.
- **Shaping successful places** by improving public amenity and facilitating the improvement and activation of harbours and foreshore precincts.

At an overall level the Boating Now program demonstrates strong alignment to the Maritime Infrastructure Plan and its broad outcomes and objectives. This was reinforced with 95% of the stakeholders surveyed responding that Boating Now had met its objectives.

During the project assessment phase, 25% of weighted assessment criteria is assigned to assessing alignment with the Maritime Infrastructure Plan. The average score in Boating Now Round 3 for this criteria was 6.3, noting this result increased to 6.5 for projects assessed as a potential Boating Now Round 4.

However, at a more granular level, there are opportunities to improve alignment of Boating Now projects with both key investment locations and specific infrastructure types. The Maritime Infrastructure Plan outlines 14 priority locations across NSW for boating investment. During Boating Now Round 3, a maximum of 75% grant funding was made available for projects in priority locations to help promote investment in these areas, compared to maximum 50% funding allocation to projects in all other areas.

Analysis of project delivered under Boating Now Round 3 highlight that 54% of projects were delivered in priority locations. This general trend continues with the proposed Boating Now Round 4, with 50% of potential projects assessed being in priority locations. Looking at the specific infrastructure being delivered by Boating Now, 30% of Boating Now Round 3 projects and 26% of potential Boating Now Round 4 projects address specific infrastructure needs as outlined in the Maritime Infrastructure Plan.

This indicates that there is a potential gap in grants based programs in delivering selected infrastructure which other stakeholders or the general market have little appetite to help co deliver, as grants can only support project delivery once submissions are made by delivery partners. Consistent with feedback from the stakeholder survey, under selected circumstances, there may be a role for Boating Now to play a more active and holistic role in project delivery, (in addition to its primary role as a grants program) to assist in delivering selected priority infrastructure that the market currently has no appetite to deliver under a partnership arrangement.

Additionally, while the Boating Now program has demonstrated overall alignment to the objectives outlined in the Maritime Infrastructure Plan, moving forward there is an opportunity to further strengthen the linkages between boating investment and broader government and community priorities, such as disability and inclusion and place setting objectives. Given the guiding role the Maritime Infrastructure Plan plays in setting the strategic direction for Boating Now, the scheduled update of the Maritime Infrastructure Plan provides a natural opportunity to strengthen this alignment and provide enhanced broader community benefits.

The review noted that TfNSW has embedded a continuous improvement methodology to the management of the Boating Now program. Apart from adopting an ongoing partnering approach with delivery partners to ensure a continuous feedback cycle, other improvement initiatives implemented for Boating Now Round 3, based on previous feedback and lessons learned include:

- 2 stage application process to enable TfNSW and delivery partners to work together and develop more holistic project proposals.
- Making 25% of grant funding available up front to help delivery partners accelerate the delivery of projects.
- Engaging the Institute for Public Policy and Governance to conduct an independent review of Boating Now program.

Summary of opportunities for improvement:

1. Although the Boating Now program demonstrates an overall high level of alignment to the Maritime Infrastructure plan and is generally well received by stakeholders, there are opportunities to promote additional investments for high priority infrastructure as identified in the Maritime Infrastructure Plan. Consideration should be given to exploring the cost /benefit of other delivery options to compliment the current grant based approach, in an effort to help deliver high priority infrastructure other stakeholders or the market currently has no appetite to deliver under a grant funding arrangement.
2. To help better target future investment, and compliment the Maritime Infrastructure Plan, consideration should be given to conducting a current state and future demand review for recreational boating facilities across NSW. It is noted that a similar review was conducted in Queensland in 2017, with the purpose of identifying potential opportunities for boating infrastructure within each LGA over the next 20 years. A similar desktop review could be applied in NSW to help ensure future investment in boating facilities is aligned and prioritised to future boating needs. This could also provide an evidence point to help inform future maintenance funding.
3. The review noted that TfNSW is scheduled to commence reviewing the Maritime Infrastructure Plan. Given this is one of the guiding documents for the delivery of Boating Now, there is opportunity to ensure alignment between a revised Maritime Infrastructure plan, and other strategic government priorities such as the NSW Disability Inclusion Plan and the six cities model. For Boating Now, this will help to ensure future boating investment is aligned to broader state based priorities and needs.

5.1.1 Has the delivery of the Boating Now program met its objectives as outlined in the Maritime Infrastructure Plan and Boating Now Guidelines?

In order to assess the effectiveness in meeting its objectives, it is important to also understand the importance boating infrastructure plays in the overall satisfaction of recreational boaters. In 2022 TfNSW engaged EY Sweeny to conduct a state wide review to understand the key drivers of customer satisfaction for boaters. The survey highlighted two key points:

- Facilities and NSW foreshores are the biggest drivers of customer satisfaction for recreational boaters.
- The review highlighted that 75% of the 1,200 recreational vessel users surveyed across the state are either satisfied or neutral with facilities on NSW waterways.

The NSW Maritime Infrastructure Plan 2019-2024 (MIP) sets out a strategic and coordinated approach to prioritising and delivering maritime infrastructure in NSW. The approach is built on coordination of funding and investment from the state and local governments and the private sector. The aim is to maximise the benefits of investment in maritime infrastructure for recreational and commercial boaters, including the commercial fishing, aquaculture and tourism sectors, and provide certainty to industry. More specifically the Maritime Infrastructure Plan focuses on the following outcomes and objectives:

Maritime Infrastructure Plan outcome	Maritime Infrastructure Plan objective
Enable safe and environmentally sustainable access, use and navigation of NSW waterways	Adopt a strategic approach to investment in maritime infrastructure, identifying clear priorities to maximise benefits for users, communities and the economy
Enable great recreational and tourism experiences on our waterways	Effectively manage and maintain important maritime infrastructure assets owned and managed by the state on a whole-of-life basis
Support a strong and diverse NSW economy, growing tourism and commercial fishing and aquaculture	Support local government, the private sector and other organisations to improve and maintain maritime infrastructure where this supports priority needs
Facilitate increased investment in maritime infrastructure and facilities by others (including the private sector)	Improve coordination of the funding, planning and delivery of maritime infrastructure between state agencies, local government and industry.
Facilitate the improvement and activation of our harbours and foreshore precincts and improve public amenity for the community.	

Table 2 - Maritime infrastructure plan outcomes and objectives

In addition, The MIP identifies 14 strategically significant locations where investment in enhancing state-owned and other maritime infrastructure will deliver the greatest overall

benefits for recreational boating, the commercial fishing and aquaculture industry and tourism in NSW.

In the context of Boating Now, the MIP notes that “*Council and delivery partner owned maritime infrastructure support will continue to be provided for boating infrastructure owned by councils and other delivery partners through the Boating Now program. Future grant funding will be targeted to support the delivery of the outcomes identified in the priority locations, including maritime infrastructure and amenity improvements that benefit and attract recreational and commercial boaters, complement the activation of foreshore precincts and support broader economic, social and commercial outcomes for state and local government, communities and industry. Strategic opportunities will also be explored with other NSW government agencies, councils (through joint organisations) and private industry to align objectives and integrate investments.*

Funding will continue to be provided for boating infrastructure outside of the locations identified at section 6.1, including inland waters such as the Murray River. For projects that primarily deliver local benefits, a greater funding contribution will generally be expected from councils and deliver partners.

At an implementation level, the Boating Now guidelines interpret this strategic approach set out in the Maritime Infrastructure Plan into the following program specific benefits:

- **Improving the boating experience** for customers by identifying projects that give waterway users better access, storage and boating facilities.
- **Improving safety** by improving the quality of infrastructure and improving safe access to NSW waterways.
- **Enabling economic development** by supporting increased boating participation and growth in boating-related tourism and marine industries.
- **Shaping successful places** by improving public amenity and facilitating the improvement and activation of harbours and foreshore precincts.

In an effort to ensure alignment between projects delivered under Boating Now and the Maritime Infrastructure Plan, the review notes that the one of the four elements of the Boating Now assessment criteria is specifically positioned to assess such alignment (criteria two in table four below). Based on the evidence supplied during the review, all projects considered for funding from the Boating Now program are subject to the same review criteria.

Weighted Assessment Criteria		Maximum score	Weighting (%)
1	Direct benefits to current and potential waterway users	10	35
2	Supports the strategic outcomes of the Maritime Infrastructure Plan	10	25
3	Delivery confidence	10	15
4	Affordability	10	25
	Total	40	100%

Table 3 - Boating Now weighted assessment criteria

The Boating Now grant application assessment also provides additional guidance on how this particular element should be assessed:

4.3.2 Guidance to Assessment Panel on Assessment Criteria:

Supports the strategic outcomes of the Maritime Infrastructure Plan

The Panel should consider the extent to which proposed projects align with and positively contribute to one or more of the following strategic outcomes identified in the Maritime Infrastructure Plan:

- enable safe and environmentally sustainable access, use and navigation of NSW waterways.
- enable great recreational and tourism experiences on our waterways.
- support a strong and diverse NSW economy, including growing tourism and commercial fishing and aquaculture.
- facilitate increased investment in maritime infrastructure and facilities by others. (including the private sector)
- facilitate the improvement and activation of our harbours and foreshore precincts and improve public amenity for the community.

In relation to project performance against this specific criteria, a review of the Boating Now Round 3 assessment results shows that the average score against criteria two “Support the strategic outcomes of the Maritime Infrastructure Plan” was 6.3 out of 10, noting average results against the other three criteria was 6.2. Results for projects assessed as part of a potential Boating Now Round 4 exhibited a slightly stronger result, with an average score of 6.5 for this criteria. Based on the definitions in the Boating Now assessment criteria, a score of 6 is defined as “Fair, where requirements are met to a reasonable standard in all areas, claims are well substantiated in most areas and proposals credible.

More detail analysis shows that while the average assessment score between Round 3 and Round 4 projects is fairly similar, the individual assessment rating of potential Round 4 projects are more heavily concentrated around an assessment score of 6 and 7, with only 3 projects scoring outside this range. In contrast Round 3 projects exhibit a much wider spread with individual projects scoring between 4 and 9. This indicates that at an overall portfolio level Round 4 projects exhibit less variation and a stronger alignment to the MIP, suggesting a potential improvement in this area between Boating Now Round 3 and Boating Now Round 4.

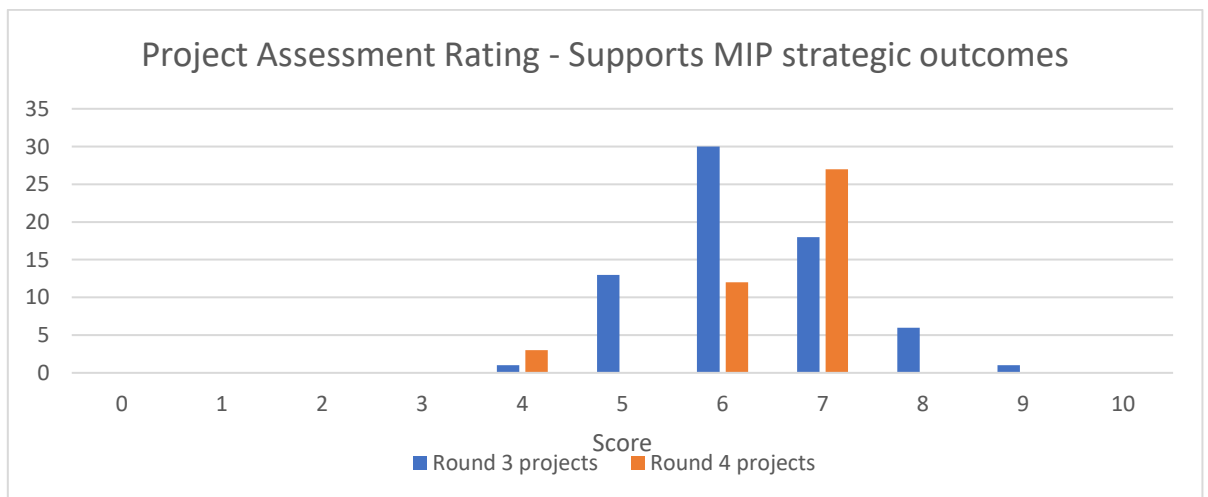


Figure 3-Outcomes from project assessment against criteria 2-Supports MIP strategic outcomes

At a more granular level, it is noted that the Boating Now program has attempted to attract investment within the 14 key Maritime Investment Plan locations by providing a higher level of funding contribution. For Boating Now Round 3 there was a maximum 75% funding contribution for projects that were implemented in priority areas, compared to a maximum 50% grant funding contribution for projects in non priority areas. Despite this effort, it is noted that in Boating Now

Round 3, of the 69 projects recommended for funding, 37 projects (or 54%) were in key investment locations as outlined in the MIP. In relation to projects that have gone through initial assessment for a potential Boating Now Round 4, of the 42 projects recommended for potential funding, 21 projects (50%) are in MIP priority locations.

Furthermore, the MIP outlines specific asset investments that are needed in priority locations to further improve boating outcomes. A review of projects approved under Boating Now Round 3 show 21 projects (30%) respond directly to the MIP priority infrastructure outcomes. This trend continues with projects assessed as part of a potential Boating Now Round 4 program, with 11 projects (or 26%) responding directly to priority infrastructure outcomes.

While it is acknowledged that grant funding can only be supplied when applications are lodged by delivery partners, these results indicate that there is a potential gap in the effectiveness of grants based programs in delivering selected infrastructure which other stakeholders or the general market have limited appetite to help co deliver under a grants scheme. Under selected circumstances, there may be a role for Boating Now to complement its current grants funding structure with a more proactive and holistic role in infrastructure delivery, to assist in delivering the selected priority infrastructure that the market has limited appetite to deliver under current arrangements.

Geographically, Boating Now Round 3 resulted in more Boating Now projects delivered within the Sydney Metropolitan area compared to other parts of the state. It should be clarified that this is not a result of the assessment process, but rather a reflection of the split of grant funding requests submitted for this round of the Boating Now program. More detail on this is provided in section 5.2.3. However, projects potentially approved as part of a proposed Boating Now Round 4 program exhibit a far more equitable split across the state, with the South Coast seeing the highest number of projects (12 projects, or 28%), compared to 10 projects across each of the other regions. This indicates that if a longer term portfolio view is taken, Boating Now has generally supported projects equally across the state.

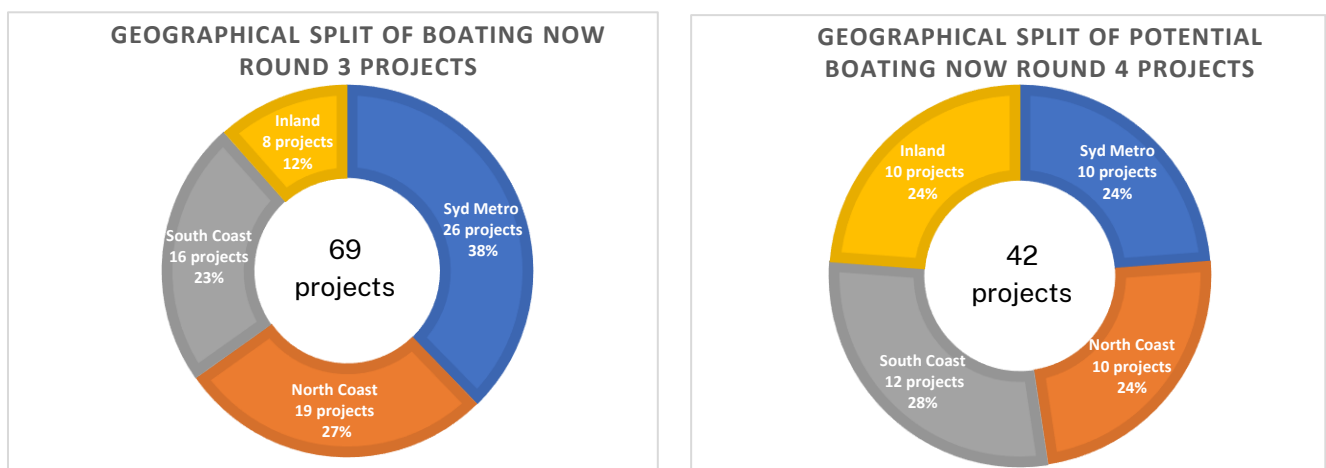


Figure 4 - Geographical split of Boating Now projects

It is also worth noting that the University of technology' Institute for Public Policy and Governance was commissioned in 2021 to provide an independent review of the Boating Now Round 3 program. In relation to alignment with the Maritime Investment Plan, the UTS review drew similar conclusions to those outlined above, specifically noting:

"While overall Round 3 can be considered reasonably successful in aligning to MIP priorities (e.g., in applications received and funding being invested), there were some noticeable gaps. This included significant geographical variations – with a strong concentration around Sydney and some MIP locations that attracted no applications. There

were also noticeable gaps in investment or types of improvement both in MIP locations and more generally across the state. For example, there was limited take-up of Destination Boat Ramp funding or applications for boating facilities such as sewage pumpouts. This may warrant a more targeted approach to attracting and prioritising projects for Round 4.”

While the Boating Now program has demonstrated overall alignment to the objectives outlined in the Maritime Infrastructure Plan, moving forward there is an opportunity to further strengthen the linkages between boating investment and broader government and community priorities, such as disability and inclusion and place setting objectives. It is noted that many of the current strategies and policies in these areas were developed after the current Maritime Infrastructure Plan was released in 2019. Given the guiding role the Maritime Infrastructure Plan plays in setting the strategic direction for Boating Now, the scheduled update of the Maritime Infrastructure Plan provides a natural opportunity to strengthen this alignment and provide broader community benefits.

5.1.2 Does TfNSW review the effectiveness of the program to identify areas for continuous improvement?

Throughout the review it was demonstrated the TfNSW has adopted a continuous improvement mindset as the Boating Now program has progressed through its various rounds. In response to feedback and lessons learned from earlier iterations of the Boating Now program, some of the key changes that were implemented for Boating Now Round 3 included:

- 2 stage application process.** This was implemented to drive improvements for both applicants seeking grant funding and also to assist TfNSW with the application process. Under this approach applicants are first required to submit a registration of interest, which is then followed by a formal application. The recently introduced registration of interest allows TfNSW to review potential submission and provide feedback and advice to help potential delivery partners refine proposals ahead of the formal application stage. This helps to ensure applicants are proposing projects that most likely meet the needs of the broader boating public and have considered all aspects of project delivery. It also helps provide more equitable access to the program by helping ensure all formal applications are submitted to a consistent level of quality. From TfNSW perspective it helps to improve process efficiency as once applications move to the formal review stage, all necessary documentation is available, and projects not aligned to the overall Boating Now philosophy are often culled prior to the formal application stage.
- Part payment upfront to help with project delivery.** This was first implemented for Boating Now Round 3. Earlier rounds of Boating Now had struggled to get approved projects completed in a timely manner. The issue was also raised during the stakeholder survey, with some respondents noting that in some cases there have been extended periods between the awarding of grants and the delivery of projects. The intent of the upfront contribution was to facilitate an early start to projects and encourage timely project completion. Applicants were able to request up to 25 per cent of the grant value to be available as soon as the grant funding deed was finalised. The majority of successful applicants took up this opportunity for Boating Now Round 3. From an outcome perspective, it is noted that the final Boating Now Round 3 projects are scheduled for completion by June 2024, noting 95% of projects will be completed by December 2023. The table below compares the completion time for various rounds of Boating Now.

Boating Now Round	Number of projects in Round	Total time for round completion
Boating Now Round 1 – <i>No upfront payment</i>	177	97 months
Boating Now Round 2 – <i>No upfront payment</i>	70	59 months
Boating Now Round 3 – <i>upfront payment available</i>	69	• Forecast 47 months (all project due for completion by June 2024) • 95% of projects forecast for completion by December 2023 - 41 months

Table 4 - Completion time for Boating Now Rounds

- **Engagement of UTS to complete independent review** In 2021 The University of Technology (UTS) Institute for Public Policy and Governance (IPPG) was engaged by TfNSW to conduct an independent process evaluation of Boating Now Round 3 between July and September 2021. The evaluation aimed to inform the 'health check' required following Boating Now Round 3 as part of the program's investment assurance process and identify specific opportunities for improvement for future rounds of Boating Now. The report made 22 recommendations for future improvement, structured along the four general themes:
 - Program scope and planning.
 - Funding contribution and investment priorities.
 - Application and assessment process.
 - Delivery.

Off the back of this review there is evidence to indicate that TfNSW have started incorporating some of the recommendations into Boating Now Round 4, noting that funding for Round 4 has not been formally approved and as such has not progressed into the project award and delivery phase, limiting the ability to implement some of the recommendations. Specific recommendations which have been incorporated into Boating Now Round 4 to date include:

- Offer grant funding for up to 75% of project costs for all eligible projects in Round 4.
- Retain the ability for applicants to request 25% grant funding upfront.
- Retain the two-stage application process for future rounds, examining specific opportunities to further refine the process based on the evaluation findings.
- Registration of Interest (ROI) forms and applications forms were updated to create clearer delineation between the ROI and formal application stages and limit the level of essential detail required at the ROI stage.

- Develop more detailed guidance and information for applicants, especially around: program scope and eligibility; information expected to be provided in ROI vs formal applications; the assessment process; and how alignment to MIP priorities is assessed. For Boating Now Round 4, additional information was included in Round 4 guidelines and FAQs plus the online briefings.

It is also acknowledged that some of the recommendations made will be better suited to implementation as part of the revised Maritime Infrastructure Plan which TfNSW has indicated will commence in FY24.

- **Ongoing delivery partner feedback** TfNSW seeks feedback from its delivery partners. There are two primary avenues for this. The first is via an online survey which is sent to delivery partners at project completion, however it is noted that survey completion is non-mandatory. The second avenue is through less formal communication channels (such as emails, phone calls etc) as part of ongoing partnering arrangements between TfNSW and delivery partners. Discussions with Transport employees involved in the Boating Now process indicated that this is where the majority of feedback is sourced.
- **Update of MIP** A previously noted the NSW Maritime Infrastructure Plan 2019-2024 sets out a strategic and coordinated approach for the Boating Now program. TfNSW has indicated it is set to review the Maritime Infrastructure Plan in FY24 to ensure its ongoing relevance and alignment to broader government strategies and boating needs across the state.

5.2 Theme two: Suitability of the application and assessment process.

Summary:

Overall the application and assessment processes used to administer the Boating Now program are found to be fit for purpose and aligned with both the NSW Government Grants Administration Guidelines and internal TfNSW delegations and authorities. It is also noted that during Boating Now assessments an independent probity advisory is engaged. A review of the probity reports for both Boating Now Round 3 and Round 4 assessments show that the probity advisor did not find any issues of note from an overall probity perspective.

The assessment process is based on a two stage application process which was first introduced as a process improvement for Boating Now Round 3. Under this approach Registrations Of Interest are first lodged with TfNSW. During this phase TfNSW are able to work with potential delivery partners to refine and enhance their submissions prior to being lodged for formal assessment. This gives applicants the best opportunity to ensure their applications are developed to an acceptable and consistent standard while ensuring project assessments are conducted with relevant and complete information, allowing for the prioritisation of the most suitable projects.

The official assessment criteria is based on a weighted assessment criteria shown below:

- Direct benefits to current and potential waterway users (35%)
- Supports the strategic outcomes of the Maritime Infrastructure Plan (25%)
- Delivery confidence (15%)
- Cost and affordability (25%)

While overall the above criteria is comprehensive, it is noted that the current criteria does not directly factor in the environmental benefits of Boating Now projects. Given the growing focus on environmental and sustainable outcomes both at a TfNSW level and boarder state and society level, there may be opportunities to adjust the project assessment criteria to also consider the environmental contribution of projects.

During stakeholder interviews it was highlighted that one of the key challenges in managing the Boating Now program related to cashflow management and specifically trying to align TfNSW annual Boating Now funding allocation with the delivery schedules of Boating Now delivery partners. Similar to points touched on by UTS during their 2021 review, shifting Boating Now from a series of round based funding pools to a regular ongoing funding stream, may assist in providing a stable project pipeline, while helping to provide a more consistent expenditure profile. Ongoing smaller funding allocations as opposed to semi frequent larger funding blocks may also benefit TfNSW by allowing for a more flexible allocation of funding for Boating Now, while also assisting delivery partners by providing certainty and consistency and allowing them to factor in Boating Now opportunities into their ongoing strategic planning.

Summary of opportunities for improvement:

4. Consider amending the Boating Now assessment criteria to consider environmental and sustainability outcomes of projects to complement the existing criteria.
5. A long term position on Boating Now should be developed. If it is agreed that ongoing support will be provided to local boating infrastructure owners, then consideration should be given to transitioning Boating Now from a series of large block funding arrangements, to smaller ongoing funding provisions. This will help to:
 - Build a constant pipeline of projects.
 - Give delivery partners confidence and allow them to plan around Boating Now.
 - Improve cashflow management.
 - Provide greater flexibility to adjust funding allocations to address the most relevant needs of the business and boating community.
 - Provide opportunity to rebrand the program moving forward.
6. The Secretaries Board recently endorsed the proposed roll out of the Whole of Government Grant Management System (GMS) to meet the compliance requirements outlined in the Grants Administration Guide and enable full auditability of outcomes. TfNSW should transition future Boating Now programs to this GMS to provide increased consistency between the Boating Now program and other government grant based programs, and ensure ongoing compliance with the NSW grants management processes.

5.2.1 Is the Boating Now application and assessment process, including the assessment criteria, appropriate to identify and priorities suitable projects for funding?

Overall the processes that TfNSW use to assess Boating Now applications is aligned to the broader NSW Government Grants Administration Guidelines. The current process is deemed to be fit for purpose and overall appropriate for the assessment of Boating Now applications. Stakeholder survey results showed that 89% of respondents who replied to the question *How did you find the application process?* said the process was simple or fairly straight forward.

Summary of assessment process

TfNSW uses a two stage application process to assess all Boating Now applications . The specific assessment process is comprised of six steps which are summarised below:

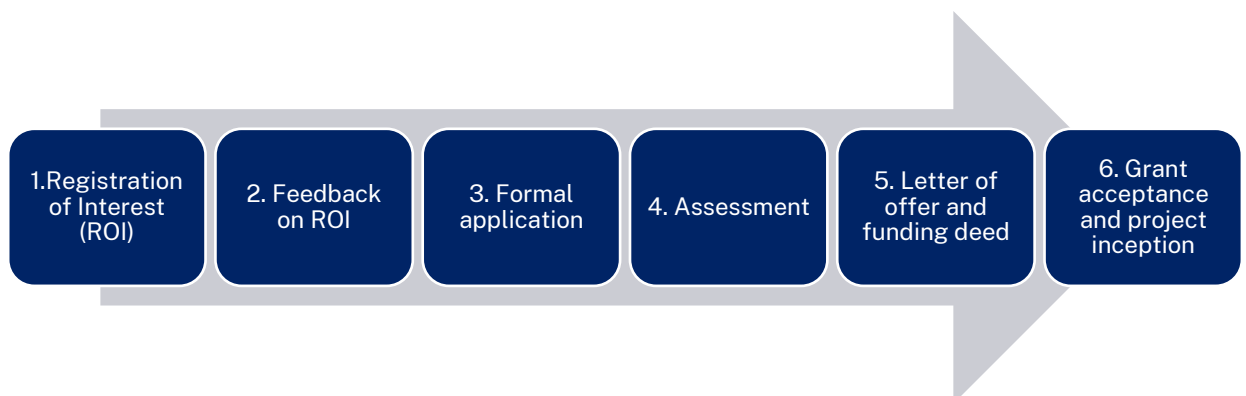


Figure 5 -Boating Now assessment process

1. **Registration Of Interest (ROI)** this first step was included as a process improvement for Boating Now Round 3. At this point organisations are invited to submit initial proposals for project(s). During the ROI stage, TfNSW offer on-line briefings with potential applicants throughout NSW to promote the program, explain the process and engage with potential applicants. It is noted that potential applicants unable to attend the scheduled on-line briefing sessions are welcome to contact TfNSW to make an appointment to discuss the briefing session information, helping to improve accessibility of the program and ensuring consistent information amongst all applicants. ROI forms are made available on the internet via the TfNSW Boating Now website.
2. **Feedback on ROI** – Once a ROI submission has been received, TfNSW engage with applicants to provide feedback to assist in developing proposals before the formal application stage. To ensure consistent advice is provided by subject matter experts to applicants, standard guidelines are used to ensure a structured and consistent approach to providing feedback.

In providing advice to applicants on ROI forms, it is noted that this advice does not constitute any form of formal assessment of the project against the assessment criteria. Applicants are encouraged to use this feedback as general advice only to assist the development of a more complete formal application.
3. **Formal application** - Applicants who have submitted ROI forms will be invited to prepare and submit formal applications for funding. This should incorporate feedback received during the ROI stage. Formal applications forms are also made available on the internet via the Transport for NSW Boating Now website.
4. **Application assessment** - TfNSW consider applications that best meet the assessment criteria (outlined below), and which individually or in combination demonstrate the greatest value for money and benefit to boaters. Applications are assessed by an evaluation panel against a weighted assessment criteria.
5. **Letter of offer and funding deed** – At this point TfNSW advise all applicants on the success of their application in writing.
6. **Grant acceptance and project inception** – Applicants formally accept position on Boating Now program and commence project delivery.

Assessment methodology

Prior to the commencement of a new round of Boating Now an application assessment plan is developed and signed off by relevant TfNSW staff. The evaluation plan formalises specific roles and responsibilities of all individuals who will be involved in the application assessment process as well as key assessment milestones and the assessment criteria.

The Boating Now program utilises a weighted assessment criteria to assess all Boating Now applications, noting this type of assessment criteria is common practice amongst many grant programs. The criteria is intended to provide the basis for a fair assessment of the relative benefits and costs between different projects applying for funding. The specific criteria used for the assessment of Boating Now Round 3 and 4 applications is shown below.

Weighted Assessment Criteria		Maximum score	Weighting (%)
1	Direct benefits to current and potential waterway users	10	35
2	Supports the strategic outcomes of the Maritime Infrastructure Plan	10	25
3	Delivery confidence	10	15
4	Affordability	10	25
	Total	40	100%

More specifically the above criteria look to assess:

1. **Direct benefits to current and potential waterway users (35%)** - considers the extent to which the project is expected to deliver direct benefits to current and potential waterway users. This should include consideration of:
 - Direct sustainable benefits such as more capacity to meet demand (eg more trailer parking or boat ramp lanes), improved efficiency (eg faster vessel launching and retrieval), safer and easier access to NSW waterways (eg improved standard/accessibility of access facilities) and improved amenities for boaters (eg toilet facilities where there are none)
 - The popularity and significance of the facility such as who uses and/or is expected to use the facility, number of users if available, relative popularity/significance of the facility compared to others nearby and other factors that may increase usage in the future (for example new landside development, installation of artificial fishing reef in the area, alignment with a local tourism plan by council)
 - Local stakeholder support for the project.
2. **Supports the strategic outcomes of the Maritime Infrastructure Plan (25%)** - considers the extent to which proposed projects align with and positively contribute to one or more of the following strategic outcomes identified in the Maritime Infrastructure Plan:
 - Enable safe and environmentally sustainable access, use and navigation of NSW waterways.
 - Enable great recreational and tourism experiences on our waterways.
 - Support a strong and diverse NSW economy, including growing tourism and commercial fishing and aquaculture.
 - Facilitate increased investment in maritime infrastructure and facilities by others. (including the private sector)
 - Facilitate the improvement and activation of our harbours and foreshore precincts and improve public amenity for the community.

The Panel also considers whether the project supports a priority infrastructure outcome in a Maritime Infrastructure Plan key investment location.

3. **Delivery confidence (15%)** - assess confidence of proposed projects to be delivered successfully to time and to budget, taking into account, with the advice of SMEs as required, factors including –but not necessarily limited to:
 - Project complexity –including the anticipated technical complexity of the proposed project, and the extent to which the project or program’s success will depend on the management of complex dependencies.

- Credibility of proposals –based on quality and level of detail provided in the funding application.
 - The applicant's capacity and capability (including previous performance in delivering projects on time and to budget)
 - Any advice from SMEs on deliverability and risk, including any further information or mitigating factors identified during the ROI engagement process, and the extent to which any previous MIDO advice on proposals has been considered.
 - The ability and willingness of the applicant to help measure/monitor the benefits of the project.
4. **Cost and affordability (25%)** - evaluates the affordability of the project, by considering factors including –but not necessarily limited to:
- The level of grant funding required for the project.
 - The cost of the project relative to the anticipated benefits to be delivered.
 - The proportion of grant funding sought versus co-funding pledged by delivery partners.
 - Any justification provided should the applicant not be able to make the minimum funding contribution.

Scoring statements accompany the assessment criteria which is used as a guide to ensure consistency in project scoring.

All project scoring and assessment is completed via an evaluation panel. It is noted that the panel is comprised of three voting members, including an independent panel member. The panel is also supported by a number of SMEs and other non voting members who provide technical guidance on each of the project proposals to ensure all projects are assessed in an informed manner.

All evidence sighted as part of this review indicates that all Boating Now projects were reviewed and assessed in accordance with the above mentioned criteria.

5.2.2 Is the Boating Now assessment process transparent with appropriate probity and governance controls in place?

Governance structure

TfNSW has implemented a multi layer governance framework for the oversight of the Boating Now program. This is seen as a positive step in ensuring appropriate program oversight while also ensuring appropriate segregation of duties through key stages of the program lifecycle. The Governance Framework for the program, as per the Boating Now Probity Plan is described in the diagram below: -

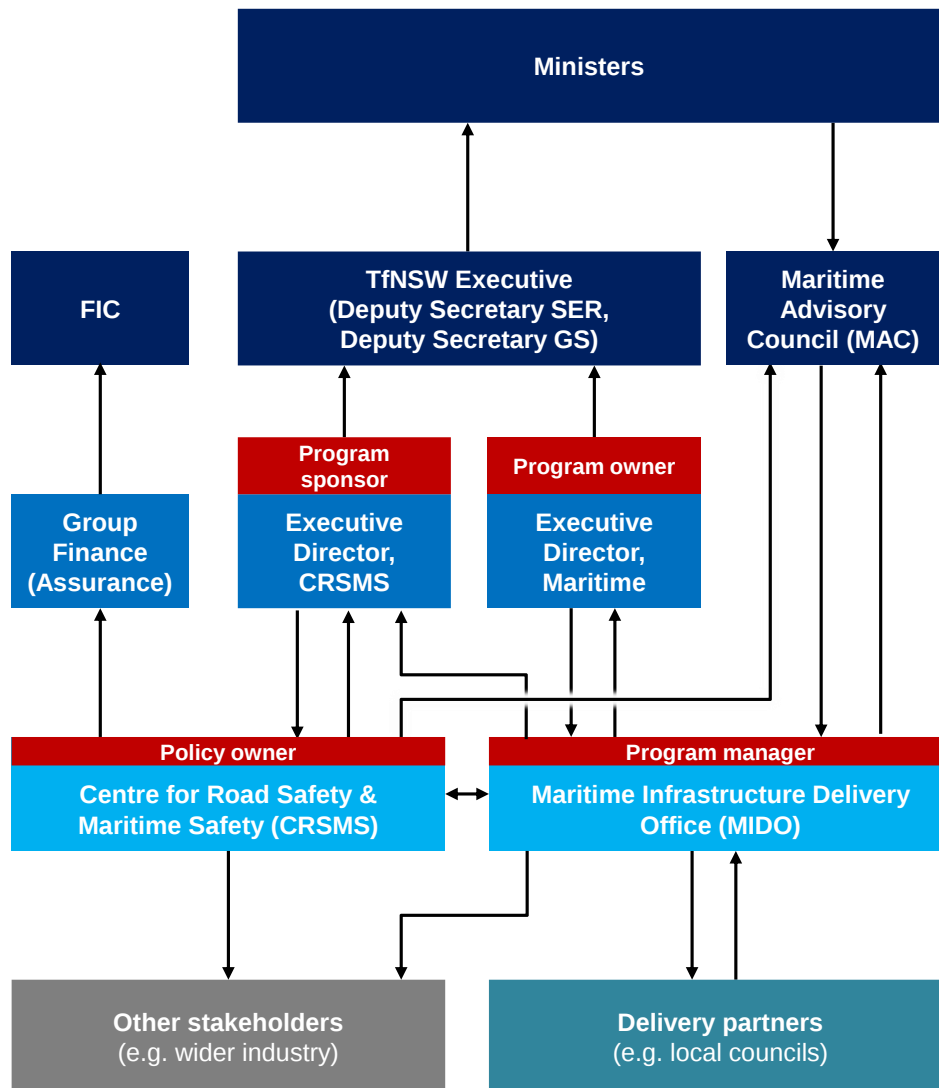


Figure 6 - Boating Now governance structure

Assessment Panel

The assessment panel includes two or more representatives from TfNSW (Maritime and Transport Safety, Strategy and Policy) and one or more independent panel members (i.e. TfNSW employee not affiliated with Maritime functions). Each member of the panel assesses each application against each element of the assessment criteria outlined above.

The panel may ask for further clarification from the applicant, seek advice from other parties such as NSW Maritime operational staff, commission independent studies or undertake site inspections where more information is required. To ensure segregation of duties, staff involved in providing feedback at the registration of interest (ROI) stage do not assess formal applications, although, they may provide advice to the panel as required.

Ministers

The Minister has statutory duties and functions under the Ports & Maritime Administration Act for the provision of maritime infrastructure and services to the boating public, and are both legally and publicly accountable for policy decisions relating to maritime infrastructure funding and provision.

In respect to Boating Now, the Minister has a role in approving the policy, announcement of and approach for the program. However, the Minister has no role in approving individual projects for funding. This is seen as an important segregation to ensure transparency and separation between broader political outcomes and the outcomes of the Boating Now program. The Minister will be notified of the outcome of the assessment process for announcements.

Maritime Advisory Council (MAC)

The MAC has a formal role established under the Ports & Maritime Administration Act to provide advice to the Minister on issue relating to the provision of maritime infrastructure and services.

In respect to Boating Now, the MAC has a role in providing independent external stakeholder advice and scrutiny to the program. The MAC receive reports as required on the program and its delivery progress according to the MAC meeting schedule. The MAC has no role in approving individual projects for funding.

TfNSW Executive

The TfNSW Executive are responsible for providing leadership, direction and accountability for policy development, implementation, funding and delivery, and ensuring compliance with applicable laws, policies and standards of good governance, in the performance of its functions. In respect to Boating Now, the Deputy Secretary Strategy Environment and Regulation (SER) oversees the development of maritime strategic policy and the implementation of the Maritime Investment Plan, while the Deputy Secretary Greater Sydney oversees the delivery. Both Deputy Secretaries will approve the final funding allocations for the Boating Now program including the allocations to individual projects as recommended by the Assessment Panel.

Finance, Investment and Assurance Committee (FIAC)

FIAC assures and supports decision making on investment proposals, funding allocations and financial management of capital and operational budgets across the cluster.

In respect of the Boating Now program, FIAC provides Executive-level assurance of the funding for the development of the business case and for the program itself, and will receive annual updates on progress and health check reports as part of the ongoing assurance of Boating Now.

Executive Director, Maritime

The Executive Director NSW Maritime is responsible for providing leadership, direction and accountability for the maritime operations, services and infrastructure functions of the Transport cluster. In respect of the program, the ED Maritime acts as the program Owner and oversees the business unit delivering the Boating Now program. The Executive Director Maritime will endorse successful projects recommended by the Assessment Panel and will co-sign Conditions of Grants documents with successful applicants.

Group Finance and Investment Division

The Assurance & Evaluation team in the Group Finance and Investment Division supports the evaluation assurance of investment proposals and decision-making across the cluster, and provides advice to business areas and to FIAC as required on investment assurance and the evaluation of funded projects and programs.

In respect of the program, the Group Finance and Investment Division support the assurance of the program business case and the release of funding for the program, provides advice to FIAC and periodic assurance of the rolling program based on annual reporting and the program Health Check by Maritime and Transport Safety, Strategy and Policy.

Maritime and Transport Safety, Strategy and Policy

The Maritime and Transport Safety, Strategy and Policy in Safety, Environment and Regulation Division is responsible for leading the development and implementation of strategic policy on maritime safety, infrastructure, sustainability and access, including policy responsibility for the Maritime Infrastructure Plan and Maritime Safety Plan.

In respect of the program, Maritime and Transport Safety, Strategy and Policy is the policy owner responsible for defining the purpose, objectives and benefits of the program, and progressing it through business case gate 0/1 assurance to secure funding. Maritime and Transport Safety, Strategy and Policy performs the day-to-day Sponsor role for the program on behalf of the Head Transport Safety, Security and Emergency Management, provides support to Maritime on policy matters related to the program, and reports to the Deputy Secretary SER and to the MAC as relevant to its responsibilities for the program.

Head Transport Safety, (SER Division)

The Head Transport Safety is responsible for providing leadership, direction and accountability for Maritime and Transport Safety, Strategy and Policy, which leads the development and implementation of strategic policy in relation to maritime safety, access, sustainability and infrastructure matters. In respect of the program, the Head Transport Safety acts as the Program Sponsor and will receive reports on progress, issues and risks as required. The Head Transport Safety will also endorse successful projects recommended by the Assessment Panel.

Maritime Infrastructure Delivery Office (MIDO)

The MIDO in NSW Maritime branch of Greater Sydney Division is responsible for leading and managing the collaborative planning and delivery of maritime infrastructure functions, investments, programs and programs.

In respect of the program, the MIDO acts as Program Manager and is responsible for managing and delivering the program, and reporting regularly on progress, issues and risks to the Program Sponsor, the Program Owner, and – with the support of the Centre for Maritime Safety – to the Maritime Advisory Council, the Executive and to Ministers as required.

Delivery partners

Delivery partners are typically local councils, but include other public or private organisations such as boating clubs and fishing co-operatives. Delivery partners are responsible for developing and submitting applications for funding, for seeking advice from the MIDO on proposals and adhering to the terms of the funding deed agreements (managed by the MIDO) – as well as for the ongoing management, maintenance and operation of assets.

Other stakeholders

Other stakeholders represent wider government and industry organisations with an interest in the program – for example, other NSW Government agencies with policy interests in the program, as well as industry stakeholders such as the Boating Industry Association and other bodies, including those represented on the Maritime Advisory Council (MAC), and the Recreational Vessel and Commercial Vessel Advisory Groups (RVAG, CVAG).

Probity of Boating Now program

At the commencement of a new round of Boating Now TfNSW develops a program specific probity plan. The purpose of the Probity Plan is to ensure the program meets the probity principles of integrity, fairness, honesty and transparency.

The framework follows the better practice probity principles to identify, assess and mitigate probity risks having regard to the probity principles of:

- Accountability of the participants and transparency of the process;
- Management of actual, potential and perceived conflicts of interest;
- Maintenance of confidentiality and security of documentation and information; and
- Attaining value for money under the prevailing circumstances.

For both Boating Now Round 3 and Round 4, it is noted that TfNSW engaged O'Connor Marsden & Associates (OCM) to act as independent probity advisors for each program respectively. OCM notes that *"The objective of our role was to assist TfNSW to identify, assess and manage probity risks arising during the application assessment process, such that probity compliance with the relevant TfNSW policies and Boating Now guidelines is achieved in all material respects."* The scope of OCM's engagement included review of the records and observation of the process to confirm compliance with the probity principles.

Outcomes from the review dated 7 March 2023 concluded that:

1. *This Probity Report covers the period from 4 August 2022 to the date of this report, and finds that, with reference to our services scope, no material breaches of probity have been identified in the receipt, assessment and recommendation of grant outcomes for the NSW Boating Now Round 4 program.*
2. *Key issues and outcomes relevant to our probity findings are:*
 - a. *There are no observed or reported outstanding probity issues*
 - b. *The recommendations relating to NSW Boating Now Round 4 program are considered defensible from a probity perspective and align to our observations at the Assessment Panel meetings we attended, the records reviewed and are based on relevant considerations*
 - c. *There are no probity impediments to the Deputy Secretary Safety, Environment & Regulation Division and the Deputy Secretary Greater Sydney Division acting on the recommendations of the Assessment Panel for the NSW Boating Now Round 4 program.*

These outcomes are consistent with the earlier probity review conducted for Boating Now Round 3 dated 30 June 2020 which noted:

The Boating now Program Round 3 assessment procedures followed by the Panel, leading to their June 2020 recommendations to the Deputy Secretaries, have not breached the probity principles described in the scope in all material respects.

- 5.2.3 Review the criteria for funding allocation and considerations for equitable distribution, environmental sustainability, and safety.

Equitable distribution – geographical distribution

Since its inception in its current form, the Boating Now program has supported over 330 projects at a total cost of over \$98m. Overall 60% of all Boating Now project funding has been in regional NSW areas, with the remaining 40% in metropolitan Sydney. The geographical distribution of projects is shown below.

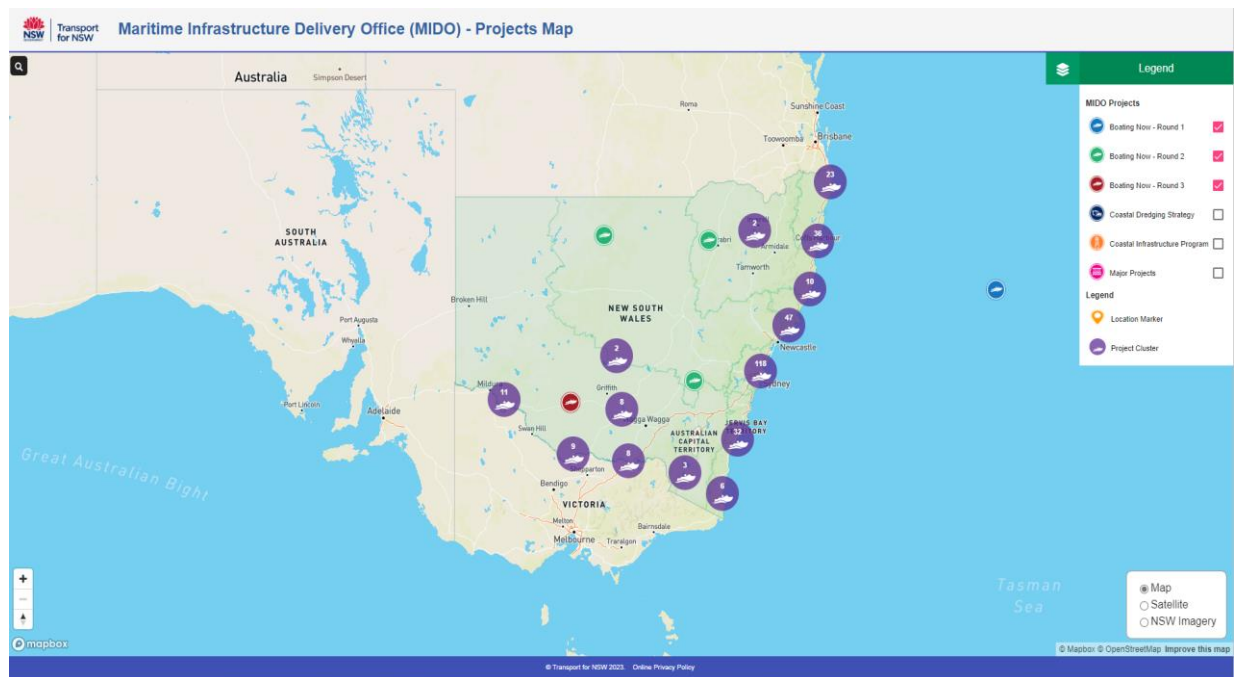


Figure 7 - Map of Boating Now projects

Looking more specifically at Boating Now Round 3 and 4, the table below shows the % of projects approved compared to the number of compliant applications received per region.

	Boating Now Round 3			Boating Now Round 4 (potential)			Combined		
	Applications	Approved	% Approved	Applications	Approved	% Approved	Applications	Approved	% Approved
North	28	19	58%	11	10	91%	39	29	74%
Sydney	33	26	79%	15	10	67%	48	36	75%
South	19	16	84%	15	12	80%	34	28	82%
Inland	10	8	80%	11	10	91%	21	18	86%
TOTAL	90	69	77%	52	42	81%	142	111	78%

Table 5 - Approval rate of Boating Now projects

This highlights the following key points:

- While the greatest number of Boating Now projects have been delivered in the Sydney region, the greatest number of grant applications have also come from this area.
- While there may be variances at a geographic level in relation to the percentage of projects that are approved in each Boating Now program, if a longer term portfolio view is adopted, these variances tend to level out to create a more balanced portfolio.
- In terms of success rate for applications awarded compared to applicants submitted, inland waterways have the highest success rate, despite having the lowest number of projects delivered.

Overall, it is concluded that the Boating Now program and assessment criteria facilitate equitable distribution amongst all valid projects that apply for grant funding.

Equitable distribution – improved accessibility.

In addition to the geographical distribution of projects, equitable distribution was also assessed in the context of how Boating Now supports boaters with a disability or limited mobility.

The first component of the project assessment criteria “*Direct benefits to current and potential waterway users*” looks to assess overall project benefits and explicitly references *safer and easier access to NSW waterways (eg improved standard/accessibility of access facilities)* as one of the elements to consider under this criteria. This assessment criteria has a 35% weighting (the highest individual weighting).

Additionally, the Boating Now Condition Of Grant requires delivery partners to follow the accessibility guidelines provided by Maritime, NSW, and the local council for people of all abilities. Specifically, clause 10.1d of the Condition Of Grants notes:

The project complies with:

- i) all applicable Commonwealth, State and local authority laws and regulations regarding the environment, heritage and planning, as well as any applicable Building Codes of Australia and Australian Standards;*
- ii) all applicable Conditions of approval, conditions of licences and conditions of permits;*
- iii) any other standards, procedures or Guidelines specified by TfNSW from time to time; and*
- iv) internal standards and policies of the Delivery Partner (other than any which are inconsistent with this Agreement).*

Where there is any inconsistency between any of the requirements set out in clause 10.1(d) above, the requirement listed first prevails to the extent of the inconsistency;

During the review of the drawings, TfNSW SMEs assess the drawings against Australian standards such as AS 1428, AS_3962-2020 AS_3996-2019, all of which reference accessibility in some context, along with other documents such as the commonwealth and state guides.

In regards to specific project delivered, evidence supplied shows that 14 Boating Now projects that contained a disability specific component have been delivered, at a total value of \$4.9 million. In addition Sailability have also received three grants at a combined cost of \$395,000

While all projects currently delivered under Boating Now are compliant with minimum accessibility standards, there are potential opportunities to further improve accessibility outcomes under Boating Now moving forward. As mentioned in 5.1 above, TfNSW is about to commence a review of the Maritime Infrastructure Plan which was originally released in 2019. This presents an opportunity to further strengthen the alignment between maritime investments, including Boating Now, and the broader NSW Disability Inclusion Plan which was launched in 2021. Stronger alignment between the two plans should lead to improved accessibility outcomes for boaters and the broader community moving forward.

Environmental sustainability

While many of the projects delivered under Boating Now proved some sort of environmental contribution, during the review there was little evidence to suggest that these environmental outcomes are explicitly considered during the application and assessment process. This was also acknowledged by selected TfNSW staff during the interview process.

Under the current framework, environmental benefits are treated as a positive externalities as opposed to having stand alone consideration of their broader benefit. This represents an area of improvement for future rounds of the Boating Now program, especially given the increasing awareness of, and focus on environmental and sustainability outcomes both at a NSW government level, but also across society more broadly.

Moving forward consideration should be given to including environmental benefits into the assessment criteria. This approach would also be consistent with feedback obtained during the statewide Maritime customer satisfaction survey which noted that the third most important factor in determining Maritime customer satisfaction was quality of the natural environment, with 41% of respondents indicating that sustainability was an area to improve on.

This approach also aligns with TfNSW's commitment and involvement with the Marine Estate Management Authority. More specifically, the NSW Marine Estate Management Authority is collaborating with partners in the Boating Now grants program to enhance environmentally sustainable access to the marine estate and effectively address conflicting usage issues. The initiative aims to support responsible boating practices, safeguard the ecosystem, and promote harmony among various marine stakeholders for a more sustainable future.

Safety

Safety outcomes are intrinsically woven into both the Maritime Infrastructure Plan and also the Boating Now guidelines as outlined in 6.2.1 above.

At an implementation level, the first two weighted assessment criteria of the Boating Now program make reference to improving boating safety. The net result is that 60% of the assessment criteria contains some link to improving Maritime safety outcomes. Specifically:

- **Criteria one Direct benefits to current and potential waterway users (35%)** - includes
 - Direct sustainable benefits such as more capacity to meet demand (eg more trailer parking or boat ramp lanes), improved efficiency (eg faster vessel launching and retrieval), safer and easier access to NSW waterways (eg improved standard/accessibility of access facilities) and improved amenities for boaters (eg toilet facilities where there are none)
- **Criteria two Supports the strategic outcomes of the Maritime Infrastructure Plan (25%)** includes:
 - enable safe and environmentally sustainable access, use and navigation of NSW waterways.

From a stakeholder perspective, when asked *To what extent has the Boating Now program improved the quality and safety of boating infrastructure and facilities?*

- 45% of respondents claimed that Boating Now had made a large difference.
- 25% of respondents claimed that Boating Now had made a small difference.
- 30% noted that the benefit was area specific.

It is noted that no respondents claimed that Boating Now has not helped support safety outcomes in at least some capacity.

5.3 Theme three: Maintenance.

Summary

To effectively understand how Boating Now considers asset maintenance, two separate perspectives were covered, the first being how the program ensures projects delivered under the Boating Now program are sufficiently maintained, and the second looked to assess how Boating Now is used to support local infrastructure owners in helping maintain their assets. It is important to note upfront that in most instances the responsibility for the ongoing maintenance of local boating assets rests with the asset owner, which in most cases is local councils or other local associations or entities.

In relation to ongoing maintenance of assets delivered by Boating Now, there was no evidence sighted to suggest that specific projects delivered by the Boating Now program have fallen into disrepair at this point. However, it is not possible to determine whether this is attributed to ongoing maintenance practices by local asset owners, or simply a function of time, as the impacts of poor asset maintenance can take extended periods to come to light.

From a project management perspective, clause 5.1 in the Condition Of Grants stipulates that the delivery partner must be:

responsible for the ongoing maintenance of the Project works during and following completion of the Project(s) in accordance with any manufacturers' recommendations and/ or accepted standard industry practice.

While this contractual clause exists, in practice there is very little scope to either enforce this clause or penalise entities who fail to comply. Again the ineffectiveness of this clause is largely attributed to the fact that asset maintenance issues take extended periods to be noticeable, at which point the relevant grant program has concluded.

Moving forward, there is potential opportunity to strengthen asset management requirements for projects delivered under Boating Now. Boating Now conditions of grants could be updated to allow for a provision of spot audits of maintenance activities for projects delivered under Boating Now. While no immediate action may be possible for failure to comply, local asset owners who fail in their ongoing maintenance responsibilities could be disadvantaged if they seek future Boating Now funding.

In relation to how Boating Now is used to support local infrastructure owners in helping maintain their assets, as a direct response to concerns around the condition of some boating infrastructure, the Boating Asset Maintenance Program was launched as a subset of Boating Now Round 3. The program made \$2m available to assist local asset owners to help with maintenance. Overall the project was under subscribed, with only \$441k paid out across 21 projects (noting only 23 applicants were received). It is noted that the timing of this program, may have impacted the take up, as in 2022 many local councils were focused on other issues such as flood recovery efforts and the delivery of other grants programs, therefore this may not be an accurate reflection of the ongoing demand for this program.

Part of the challenge in TfNSW helping to addressing infrastructure maintenance issues in a more targeted way lies in the fragmented feedback model. While TfNSW currently receives some feedback on asset conditions across the state, the majority of assets are maintained by local asset owners with feedback on the condition of these assets also directed to the asset owners themselves. Consequently, it is currently difficult for either party to develop a holistic understanding of localised maintenance issues or adopt a more targeted and strategic approach to assisting with asset maintenance funding.

Summary of opportunities for improvement:

- 7) Opportunity to strengthen requirements for ongoing maintenance of projects delivered under Boating Now. While maintenance clauses currently existing within Boating Now Conditions of Grants there is currently limited ability to enforce such requirements. Consideration could be given to:
- Requesting that all applicants to lodge asset maintenance plans as part of forming a complete Boating Now submission.
 - Modifying the terms in the Condition of Grants in future rounds to allow for the conducting of random audits to assess if appropriate maintenance is being completed. Local asset owners who fail to meet ongoing asset maintenance requirements could be disadvantaged or excluded from securing grant funding in the future.

Recommendation two makes reference to considering conducting a state wide review and future demand forecast for recreational boating infrastructure. If this recommendation is adopted, part of the current state analysis should include a condition assessment of existing infrastructure. These outcomes can then be used to help better target future maintenance expenditure.

- 8) In response to asset maintenance concerns, the Boating Asset Maintenance programs was launched in August 2022. Feedback from councils suggested that during this period council were pre-occupied with other priorities such as flood recovery, impacting their ability to take on additional grant projects, resulting in the program being undersubscribed. The Boating Asset Maintenance program should be run again in the next round of Boating Now, to establish a more accurate understanding of the industry demand for this program. This could serve as an interim step until a more comprehensive review and condition assessment (as outlined above) is able to be completed.
- 9) If TfNSW decides it will to keep assisting local asset owners with maintenance funding in the future, consideration should be given to establishing a centralised portal to capture feedback on local asset conditions. Currently feedback channels are fragmented between local asset owners and TfNSW, resulting in incomplete information by all parties, and limited abilities to conduct any significant analysis. A centralised portal would form a single source of truth in relation to feedback on asset conditions, where asset owners are notified once concerns are raised by the public. TfNSW can then use this same information to conduct analysis and tailor any future maintenance support funding to higher priority areas.

Additionally, TfNSW could also assess the cost / benefit of installing usage sensors as part of future boat ramp upgrades to allow the monitoring of actual Boat Ramp usage. In addition to maintenance benefits, this could also provide enhanced safety benefits by providing TfNSW Maritime with access to real time usage data and facilitate better deployment and utilisation of operational resources.

5.3.1 How does the Boating Now program adequately ensure grant funding recipients will maintain boating infrastructure that is funded from the program (including an assessment of the adequacy of the Boating Asset Maintenance program)?

To adequately address this, the analysis was broken down into two separate components. The first being how does the Boating Now program ensure projects delivered under the program are sufficiently maintained moving forward, with the second component assessing how the Boating Now program helps local asset owners maintain local boating infrastructure.

It should be pointed out upfront that currently the responsibility for ongoing maintenance of local boating infrastructure is the responsibility of local asset owners. Feedback captured in the stakeholder engagement survey suggest that the majority of stakeholders are also aware of where these asset maintenance obligations currently sit. The following question was asked, with the corresponding responses: “Once funding has been obtained and the asset built who do you consider to be responsible for ongoing maintenance?:

Party responsible for ongoing maintenance of assets delivered under Boating Now	% response
Local Councils or clubs	65%
NSW Maritime	15%
Combination of Local councils, clubs and Maritime	10%
State Government	5%
Other	5%

Table 6 -Stakeholder survey response -Party responsible for ongoing maintenance of assets

5.3.1.1 Ongoing maintenance of programs delivered under Boating Now.

Ongoing maintenance of assets delivered under the Boating Now program is taken into consideration as part of the program governance. During the project ROI and assessment and feedback stage applicants are encouraged to submit ongoing maintenance plans to help strengthen their overall submission. Project submissions that include ongoing maintenance plans are deemed to be stronger submissions by the assessment panel, compared to submissions that do not contain maintenance plans.

Section 5 of the Conditions of Grant Funding which is applicable to all grants issued under the Boating Now program, contains clause 5.1n that states that the delivery partner must:

be responsible for the ongoing maintenance of the Project works during and following completion of the Project(s) in accordance with any manufacturers’ recommendations and/ or accepted standard industry practice.

However, it is noted that there is limited opportunity for TfNSW to enforce this clause, as any maintenance issues would only come to light once the project is completed and all agreed grant funding has been paid out.

Furthermore, it is noted that many assets that are delivered by the program (such as Pontoons etc) come with a manufacture warranty and defect period. Generally, a condition of this warranty is that asset owners conduct routine maintenance in accordance with manufactures specifications. This provides another incentive for asset owners to commit to ongoing maintenance.

However, opportunities exist to review requirements for ongoing maintenance of assets delivered under the Boating Now program. As an additional step, to help ensure assets continue to be maintained moving forward, consideration should be given to conducting random audits or similar on the maintenance activities of projects delivered under Boating Now. As a consequence for poor asset maintenance there could be potential for asset

owners who do not meet asset maintenance conditions to be disadvantaged if they seek funding for additional projects in the future.

5.3.1.2 How does Boating Now support maintenance of Boating infrastructure?

The maintenance of local boating infrastructure across NSW is generally the responsibility of local asset owners. However, in response to concerns raised by elements of the boating public in relation to the condition of some boating assets, in August 2022 the Boating Asset Maintenance program (a sub program to Boating Now Round 3) was announced. The program committed \$2 million to help boating infrastructure owners across NSW undertake minor repairs and maintenance works on boating infrastructure. The following boating infrastructure types were deemed eligible for funding:

- Boat ramps
- Pontoons
- Wharves
- Jetties
- Boat ramp car and trailer parking.

This was the first time a state-wide boating infrastructure repair and maintenance grants program had been offered under Boating Now. In total, 23 applications were received from 11 applicants. After all projects were assessed against relevant eligibility and assessment criteria, 21 projects were recommended for funding at a total value of \$447,148. This represents only 22% of the potential funding allocation.

It was noted that in recognition of the low number of applications, TfNSW reached out to councils seeking advice on the program and why they did or did not apply for funding. It was understood that at the time a number of councils were preoccupied with flood recovery efforts and the delivery of other projects including a number of other NSW Government grant programs (such as stimulus programs post COVID) which reduced their capacity to apply for funding or deliver additional projects.

Moving forward there may be merit in running a future round of the Boating Asset Maintenance program. This will serve as a more accurate litmus test to understand the demand for maintenance assistance programs moving forward.

Part of the ongoing challenge in TfNSW helping to addressing infrastructure maintenance issues lies in the fragmented feedback model. While TfNSW currently receives some feedback on asset conditions across the state either via its existing customer channels and first hand experience from field staff, the majority of assets are maintained by local asset owners. As a result of community feedback on the condition of these assets is often directed to the local asset owners themselves. Consequently, it is currently difficult for TfNSW to understand localised maintenance issues or adopt a more targeted and strategic approach to assisting with asset maintenance funding. Conversely it could be argued that local asset owners do not necessarily have access to complete customer feedback either, potentially resulting in extended delays before corrective action is taken.

As noted earlier, a current and future state analysis on recreational boating infrastructure could also provide insight into helping prioritise any future maintenance funding. Additionally, if moving forward, TfNSW decide they wish to continue supporting local infrastructure owners in maintain boating assets, consideration should be given to establishing processes to better capture boater feedback on local asset condition. An example may include setting up a centralised portal where boaters can share concerns around local asset conditions. This information can then be shared with local asset owners so corrective actions can be undertaken in a timely manner but also be analysed by TfNSW to more strategically target asset

maintenance grant funding, while ensuring all stakeholders have access to complete information.

5.3.2 Does the assessment process consider a council's ability and commitment to ongoing maintenance of proposed facilities?

Ongoing maintenance obligations exist for all assets that are delivered under the Boating Now program. Currently, asset maintenance does not form an explicit part of the formal weighted project assessment criteria as outlined in section 5.2.1 above. However, it was highlighted that during the ROI feedback phase, applicants are encouraged to supply details around their long term asset maintenance plans for the assets seeking grant funding. Inclusion of such plans are seen as contributing to a stronger overall application, with applications containing this information often scoring higher in area of delivery confidence.

As previously noted, section 5 of the Boating Now Condition Of Grants document states that delivery partners are responsible for *"the ongoing maintenance of the Project works during and following completion of the Project"*. However, the effectiveness of this clause is questionable with very little avenue for practical enforcement or recourse, given any maintenance issues would not surface until the end of the program.

Moving forward, to strengthen alignment between the Boating Now program and ongoing maintenance of assets delivered under the program, TfNSW could consider requesting all applicants to lodge asset maintenance plans as part of forming a complete submission. During the stakeholder survey, the question was posed *"If a criterion for a successful application was contingent on you agreeing to a formal asset maintenance schedule /agreement, would this affect whether or not you would apply for any future funding?"*. It was noted that 15% of respondent claimed it would impact whether they would apply for future funding, while 50% said such criteria would make no difference and 25% were unsure on whether this would impact their likelihood of applying for future funding.

As outlined above, these plans could then form the basis of spot audits moving forward. While the outcomes of the audit would have little impact on the current grants program, asset owners who fail to meet ongoing maintenance obligations could be assessed less favorably in future Boating Now rounds.

5.4 Theme four: Ensuring funding is used for intended purpose.

Summary:

Overall it is concluded that TfNSW has processes in place to ensure Boating Now funding is used for its intended purposes and provides value for money.

During the project assessment phase, the fourth mandatory assessment criteria relates specifically to affordability, and carries a 25% weighting. Project affordability is analysed during the assessment phase through both SME input and also benchmarking against similar projects to help identify any specific cost outliers.

Contractual terms as outlined in the Boating Now Condition Of Grants, which apply to all Boating Now projects are very explicit on how grant funding is to be used, and the level and detail of financial and project documentation that is required for all projects.

From an ongoing tracking and monitoring perspective each delivery partner is required to submit monthly progress reports, outlining project progress and how grant funding is being spent. Prior to any money being paid by TfNSW, delivery partners are required to submit their claims by proving a raft of documentation include evidence of paid invoices and photos of completed works.

It was also noted during the review that in selected instances TfNSW have withheld grant payments in instances where delivery partners have delivered assets that were outside of the agreed project scope.

TfNSW approach to partnering and working with delivery partners has proven to be effective in minimising the project and financial impacts of project variations. Evidence supplied showed that over the last 12 months TfNSW has saved over \$1.7m in variation costs by working with delivery partners to find solutions that strike the balance between meeting boating needs and being financially efficient.

While there was no evidence to suggest that funding has been used for purposes other than those intended in the original agreements, in some instances the way projects are communicated publicly has not accurately reflected the true nature of the work being delivered, resulting in confusion amongst the public and stakeholders. Additionally, stakeholder feedback has indicated that there are opportunities to improve the communications around the projects being delivered under Boating Now to help improve the overall transparency of the program and demonstrate how boaters funds are being used.

Summary of opportunities for improvement:

10. Improve communications around projects delivered by Boating Now to help build awareness and benefits of project, ensuring communication descriptions accurately reflect projects being delivered.

5.4.1 To what extent are the Boating Now processes adequate to ensure that councils and other delivery partners use Boating Now funding as intended in the announcement and consistent with the Maritime Infrastructure Plan and the Boating Now guidelines?

The appropriate use of Boating Now funding by local infrastructure owners is clearly outlined in the Boating Now Condition Of Grants document which all successful Boating Now programs are bound by. The document makes specific note of how the grant funding can be used by deliver partners. Specifically, section nine of the Boating Now Condition Of Grants states:

The following conditions apply to the use of Grant funds by the Delivery Partner:

- a) *the Grant is made to the Delivery Partner solely for the approved Project(s) specified in the Letter of Offer;*
- b) *the Grant may be immediately revoked and recalled by TfNSW, if the Delivery Partner uses it for an Unauthorised purpose. If this occurs the Delivery Partner must immediately repay to TfNSW the full Grant monies received to date;*
- c) *any Grant funds which are not used within the time prescribed in clause 5.1(c) must be repaid to TfNSW within fourteen (14) days of a written request being made;*

Furthermore, section 12 of the Boating Now conditions of grants relates specifically to financial record requirement, and notes:

12.1 The Delivery Partner must keep financial records that separately identifies Grant funds from other income for the Project and enables expenditure on the Project to be verified. The Delivery Partner must permit these records to be inspected at any reasonable time by TfNSW.

12.2 The Delivery Partner must keep financial records that detail all of the expenditure on all major elements of the Project, as specified in the Grant Application Form (or subsequently agreed payment schedule).

Throughout the project life, these requirements are monitored via monthly progress reports, which all delivery partners are required to submit for each of their projects. The requirements for the monthly report are stipulated in the Boating Now conditions of grants. Section 13.2 of the Condition Of Grants states that *“The monthly reports must provide details on how both upfront and progress Grant payments are being spent and include photographic evidence of the Project progress, where applicable.”*

Prior to payment of any funding by TfNSW to delivery partners the following documentation is needed to support all claims

1. A signed Certificate of Expenditure Page
2. A tax invoice including:
 - a. Value equivalent to the amount in “Requested Boating Now Payment”
 - b. Project ID
 - c. Purchase order number
 - d. Project Description
 - e. Delivery Partners Payment details and ABN
 - f. Address invoice to Transport for NSW at 33 James Craig Road, ROZELLE NSW 2039
 - g. Attention to your nominated TfNSW grant officer

3. Paid invoices for major project transactions (>\$10K for large projects, >\$5K ex GST for small)
4. Ledger of all transactions in the Ledger tab – the sum of the ledger must be equal to the “Project Costs incurred to Date” figure
5. Photos of works completed (signage installed for final claim)

The effectiveness of these processes was noted as during the review it was also highlighted that in the past TfNSW have refused payment in instances where works have been outside the agreed scope. More specifically, during Boating Now Round 3, a delivery partner completed work outside the agreed project scope and budget, and subsequently submitted a payment claim. This resulted in rejection of the claim by TfNSW. As a result the claim was later modified to remove elements from the claim that related to works that were outside the approved scope.

The review also highlighted that while there is no evidence that grant funding has been used for purposes other than those intended in the original agreements, in some instances the way projects are communicated do not accurately reflect the nature of the work being delivered. As an example, one project in Boating Now Round 3 publicly describe work to be completed as an *Upgrade of the existing boat ramp to comply with current standards and guidelines*. Whereas the actually works agreed to and delivered related to the upgrade on non-power vessel launching facilities. While the work completed was aligned to the original funding agreement, the vague communication and branding may have led to perception issues around the delivery of this project compared to the original announcement. Moving forward there is an opportunity to ensure project communication accurately reflects the work being delivered.

5.4.2 To what extent does TfNSW ensure projects delivered through Boating Now are delivered effectively and provide value for money?

Initial project assessment

Value for money of projects delivered under Boating Now is constantly being assessed and monitored throughout the project lifecycle. The two-stage application process implemented for Boating Now Round 3 and carried over into Boating Now Round 4 has helped in improving value for money outcomes. The ROI process allows TfNSW to review initial project costs and provide initial feedback to applicants. This helps to ensure that when final submissions are made, complete costing information is available to the assessment panel for evaluation.

During the assessment phase, the fourth mandatory assessment criteria relates specifically to affordability, and carries a 25% weighting. During the assessment phase, cost estimates and tender documents are assessed by the review panel. Additionally, subject matter experts are consulted to provide their views on suitability and accuracy of cost estimates put forward in grant submissions. While it is acknowledged that all projects are unique in nature, largely due to variances in geographical and localised conditions, projects of a similar nature are benchmarked against each other to provide a further sanity check of proposed project costs.

Ongoing monitoring and variation requests

All variations to projects (be it time, cost or scope) need to be agreed between TfNSW and the delivery partner. Similar to the original assessment, any requests for variation are assessed by TfNSW for suitability and reasonableness. When variation arise, TfNSW look to work with delivery partners to achieve the goal of the Boating Now program, while ensuring value for money. This partnership approach also helps ensure increased transparency in relation to changes in project costs. Internally any variation to a project cost can only be approved by a TfNSW employee with appropriate financial delegation, often causing a natural segregation of duties between the grants officers working with delivery partners and the employees with final approver responsibilities.

Evidence supplied by TfNSW shows that in the last 12 months, \$2.0m in variation requests were raised by delivery partners. After discussions with delivery partners, TfNSW approved the funding of \$358k, represents saving of over \$1.7m against the original variation request amount, demonstrating the effectiveness and financial benefits of TfNSW current project monitoring processes.

Project*	Requested Variation	Negotiated & Approved	Difference
1	\$ 90,000.00	\$ 30,000.00	\$ 60,000.00
2	\$ 500,000.00	\$ 41,250.00	\$ 458,750.00
3	\$ 300,000.00	\$ 287,500.00	\$ 12,500.00
4	\$ 1,200,000.00	\$ 0	\$ 1,200,000.00
Total	\$ 2,090,000.00	\$ 358,750.00	\$ 1,731,250.00

*Note projects have been deidentified for the purpose of this report

Table 7 - Value of Boating Now project variations in last 12 months

6. Details on opportunities for future improvement

6.1 Review opportunities to use other delivery models to promote additional investment within priority locations and to deliver priority assets.

Recommendation

Consideration should be given to exploring the cost / benefit of other delivery options to compliment the current Boating Now grants based approach, to help deliver high priority infrastructure that other stakeholders or the general market have little appetite to help co deliver under a grant system

Context and Background

- Overall, at a strategic level the Boating Now program demonstrates a high level of alignment to the outcomes and objectives of the Maritime Infrastructure plan and is generally well received by stakeholders.
- However, at a more granular level, there are opportunities to improve alignment of Boating Now projects with key investment locations and specific infrastructure types. Analysis of project delivered under Boating Now Round 3 highlight that 54% of projects were delivered in MIP priority locations. This general trend continues with the proposed Boating Now Round 4, with 50% of potential projects assessed being in priority locations.
- Looking at the specific infrastructure being delivered by Boating Now, 30% of Boating Now Round 3 projects address specific infrastructure needs as outlined in the MIP. 26% of projects assessed as a potential Boating Now Round 4 we assessed as address specific infrastructure needs as outlined in the Maritime Infrastructure Plan.
- This indicates that there is a potential gap in grants based programs in delivering selected infrastructure which other stakeholders or the general market have limited appetite to help co deliver, as grants can only support project delivery once submissions are made.
- Consistent with feedback from the stakeholder survey, under selected circumstances, they may be a role for Boating Now to play a more active and holistic role in project delivery, (in addition to its primary role as a grants program) to assist in delivering selected priority infrastructure that the market has limited appetite to deliver under a

Strengths and Opportunities	Weaknesses and Threats
• Help accelerate the delivery of high priority infrastructure, especially in areas where the market and local infrastructure owners have previously failed to supply priority assets. • Takes reliance away from local asset owners needing to request grant funding before assistance can be given to help deliver priority infrastructure. • Increase customer satisfaction across boating community.	• May increase cost of project delivery to TfNSW as project costs may not be shared with delivery partners. This may result in less money available in Boating Now program to support other projects. • In some instances, shifts focus away from the current Boating Now philosophy around local asset owners upgrading local assets for local communities to a more centralised approach. • Could increase complexity around long term asset ownership on ongoing maintenance responsibilities.

6.2 Conduct desktop review of current state and future demand analysis on recreational boating facilities.

Recommendation

Consideration should be given to conducting a current state and future demand review for recreational boating facilities across NSW. This will help ensure future investment in boating facilities is aligned and prioritised to future boating needs.

Context and Background

- To help better target future investment, and compliment the MIP, consideration should be given to conducting a desktop review of current state and future demand for recreational boating facilities across NSW.
- A similar review was conducted in Queensland in 2017, with the purpose of identifying existing capacity, current and future demand, and potential opportunities for boating infrastructure within each LGA over the next 20 years.
- A similar review could be applied in NSW to help ensure future investment in boating facilities is aligned and prioritised to future boating needs.
- If TfNSW continues to provide financial support local infrastructure owners for their asset maintenance activities, this insight could also be used to help better prioritise and allocate maintenance funding.

Strengths and Opportunities	Weaknesses and Threats
• Would provide an independent current state analysis of recreational boating infrastructure across the state. • Future demand forecasts can be used as an additional tool to further help prioritise future funding and ensure longer term needs are met. • Scoping project as a desktop review will help to minimise costs, compared to conducting an on site review of all assets • Similar reviews have been completed in other states, highlighting research methodology already exists.	• Would require additional funding as external assistance would be required. • Once high priority areas are identified, no guarantee that asset owners in these areas will apply for Boating Now funding, or commit to upgrading facilities.

6.3 Ensure stronger alignment between future Boating Now programs and the NSW Disability Inclusion Plan and other state priorities such as the NSW six cities model.

Recommendation

In light of revised strategic priorities and vision for NSW, there is a need to ensure alignment between future investment in boating infrastructure and broader NSW Government investment priorities such as the NSW Disability Inclusion Plan six and cities strategy.

Context and Background

- The Maritime Infrastructure Plan, which provides guidance to the Boating Now program was launched in 2019.
- Since this time the strategic landscape of NSW and broader strategic priorities have changed, primarily through the release of key state based planning documents such as the NSW Disability and Inclusion Plan, the NSW six cities model and other overarching strategies. These documents outline key focal areas (including geographical priorities) for government investment moving forward.
- Moving forward it will be critical to demonstrate strong linkages between maritime investment and broader NSW Government policies.
- The Boating Now review noted that TfNSW is scheduled to commence reviewing the Maritime Infrastructure Plan. In this context, there is opportunity to ensure alignment between future Boating infrastructure investment and broader state wide priorities.
- For Boating Now, this will help to ensure future boating investment is aligned to broader state based priorities and needs.

Strengths and Opportunities	Weaknesses and Threats
• Will ensure ongoing alignment between Maritime investment and broader government priorities. • Improve accessibility of maritime infrastructure to the broader community. • Helps strengthen boating’s role in contributing to broader state based outcomes. • Will help ensure visibility and that boating needs are considered when state based strategies move into implementation phase.	• Revised guidance not possible for a potential Boating Now Round 4, as initial assessment has already commenced. • NSW elected a new government in March 2023. Current state based strategies may be revised in due course.

6.4 Consider amending the Boating Now assessment criteria to consider environmental and sustainability outcomes of projects.

Recommendation

Consider amending the Boating Now assessment criteria to consider environmental and sustainability outcomes of projects.

Context and Background

- Environmental and sustainability outcomes are becoming more topical both within government and across society as a whole. Customer satisfaction analysis recently commissioned by NSW Maritime highlighted that the third most important factor in determining Maritime customer satisfaction was quality of the natural environment, with 41% of respondents indicating that sustainability was an area to improve on.
- Many of the projects delivered under Boating Now naturally contribute to broader environmental and sustainable outcomes (such as projects to delivered improved wastewater pump out facilities for vessels).
- However, the current assessment criteria does not specifically consider the environmental benefits of projects delivered by Boating Now.
- Moving forward, opportunities exist to strengthen the alignment between the projects funded through Boating Now and broader environmental benefits.

Strengths and Opportunities	Weaknesses and Threats
• Provides stronger alignment between Boating Now and broader environmental objectives. • Aligned with maritime customer feedback and expectations. • Consistent with broader project assessment criteria that consider environmental benefits. • May lead to more projects being proposed and delivered improved environmental and boating benefits.	• May impact the overall assessment of some types of traditional projects. • May increase cost of project delivery as factoring in improved environmental benefits in addition to traditional benefits may increase the scope and costs of projects. • Not all projects provide an environmental outcomes and these projects should not be disadvantages as a result.

6.5 Consider shifting Boating Now from a series of large block funding arrangements, to smaller ongoing funding provisions.

Recommendation

If it is decided that ongoing support will be provided to local boating infrastructure owners, then consideration should be given to transitioning Boating Now from a series of large block funding arrangements, to smaller ongoing funding provisions.

Context and Background

- Currently Boating Now funding is structured around a series of big block grant program announcements, with specific rounds announcements as follows:
 - Round 1 - 2014
 - Round 2 - 2017
 - Round 3 - 2019
 - Potential Round 4 - 2021
- Prior to Boating Now, grant funding was supplied via the Better Boating Program. A long term position on Boating Now, or the ongoing commitment to provide grant funding to local infrastructure owners should be derived.
- If it is decided that ongoing support will be provided to local boating infrastructure owners, then consideration should be given to transitioning Boating Now from a series of large block funding arrangements, to smaller ongoing funding provisions. Note this similar to a recommendation made during the UTS review which stated:

“Consider the potential feasibility, benefits and risks of ‘locking in’ a fixed two-year cycle for the Program”
- This will help to build a more constant pipeline of projects and give delivery partners increased confidence and certainty allowing them to better plan and develop project submission and factor in Boating Now into their border program of works.
- Traditionally TfNSW has had issues matching its anticipated cashflows for Boating Now with the delivery profile of local asset owners. A smaller, but more consistent pipeline of projects will help with this aspect of financial management.
- Ongoing annual Boating Now provisions, as opposed to big block grant announcements gives TfNSW the flexibility to adjust annual funding provisions to respond to the most relevant and up to date boating needs
- Could be seen as an opportunity reset and rebrand the program moving forward, aligned to new government position/

Strengths and Opportunities	Weaknesses and Threats
- Helps build a stable and ongoing pipeline of maritime infrastructure projects. - Gives local asset owners more time and certainty to prepare submissions and factor in Boating Now as part of their ongoing business activities. - Helps TfNSW with financial management. - Allows for more dynamic funding provisions. - Allows for opportunity to rebrand the program.	- Program may lose some impetus and drive that comes with “big event” funding announcements. - May increase complexity of navigating through TfNSW financial assurance processes, as ongoing funding arrangements can have more complex assurance requirements compared to one off payments. - May increase the administrative burden of running the program by conducting application and assessment processes every year.

6.6 Transition future Boating Now programs to the Whole of Government Grant Management System

Recommendation

Transition future Boating Now programs to this Whole of Government Grant Management System to provide increased consistency between the Boating Now program and other government grant based programs, and ensure ongoing compliance with the NSW grants management processes.

Context and Background

- The 2022 Review of Grants Administration in NSW made a number of recommendations to improve how the NSW Government delivers grants.
- The Secretaries Board recently endorsed the proposed roll out of the Whole of Government Grant Management System (GMS) to meet the compliance requirements outlined in the Grants Administration Guide, and enable full auditability of outcomes.
- Benefits for customers:
 - Single view of grants with core data from the GMS being uploaded into the Grants Discovery Portal.
 - More consistent application experience.
 - Pre-population of application forms with authenticated data and the ability for Recipients to upload core information such as Insurances etc.
 - Decreased in the evaluation and processing time.
- Benefits for grant administrators:
 - More streamlined processes and standard templates and workflows.
 - Enhanced reporting and impact assessment functionality.
 - Ability to share core data between Agencies.
 - Portability of grants across Agencies / clusters.
 - Removal of duplicated effort across the end to end process and enhanced functionality thereby freeing up stretched resources to focus on more value add activities.
- All agencies required to transition onto this platform by end of December 2024.

Strengths and Opportunities	Weaknesses and Threats
• Ensure ongoing compliance with NSW Government Grants Administration Guide. • More consistent application experience for customers and more streamlined processing of grants. • Enhanced reporting functionality, removal of duplicated effort, and enable improvements in decision making and grants administration across the grant lifecycle.	• Nil

6.7 Strengthen requirements for ongoing maintenance of projects delivered under Boating Now.

Recommendation

Include provision in future Boating Now Condition Of Grants to allow for random audits of maintenance activities for assets delivered under Boating Now.

Context and Background

- Maintenance clauses currently existing within Boating Now Conditions of Grants, however there is currently limited ability to enforce such requirements, as the grants program has generally concluded by the time any maintenance issues are revealed.
- Consideration should be given to:
 - Requesting that all applicants lodge asset maintenance plans as part of forming a complete Boating Now application.
 - Modifying the terms of grants in future rounds to allow for the conducting of random audits to assess if appropriate maintenance is being completed.
- Results from the stakeholder survey completed as part of this review showed that 80% of respondents consider it reasonable for audits to be conducted to ensure maintenance occurs as required on projects delivered under Boating Now.
- While it is acknowledged that in the short term there is still limited scope for repercussions for those failing to meet asset management obligation, in the long term local asset owners who fail to meet ongoing asset maintenance requirements could potentially be penalised when trying to secure future grant funding.

Strengths and Opportunities	Weaknesses and Threats
• Places more emphasis on local asset owners to maintain assets delivered under Boating Now. • Ongoing asset maintenance is currently a requirement of Boating Now. This approach does not ask delivery partners to do anything new. • Introduces possible consequences for local asset owners who fail to meet ongoing maintenance obligations. • Stakeholder survey suggest support for adopting an audit approach.	• Would require additional administrative effort to conduct audits. • No consequence for local asset owners who fail to meet maintenance obligations, if they don't seek future funding.

6.8 Run another Boating Asset Maintenance Program as part of a future Boating Now program.

Recommendation

Re run the Boating Asset Maintenance program as part of a future round of Boating Now to better assess the actual demand for this style of funding moving forward.

Context and Background

- In response to asset maintenance concerns, the Boating Asset Maintenance program was launched in August 2022.
- While the original program made \$2m available to assist local asset owners with the costs of corrective maintenance, the program was under subscribed only with only \$441k paid out across 21 projects (noting only 23 applicants were received).
- Off the back of this TfNSW contacted local councils to try and better understand the low take up rate. It was noted that during this period many local councils were focused on other issues such as flood recovery efforts and delivery of other grants programs such as stimulus projects, impacting their ability to take on more grants programs.
- To try and get a better understand of the true demand for this program, The Boating Asset Maintenance program should be run again in the next round of Boating Now, to establish a more accurate understanding of the industry demand for this program.
- This could serve as a short term action until a more detail current state analysis is completed on recreational boating assets as per section 6.2.

Strengths and Opportunities	Weaknesses and Threats
• Opportunity to test actual demand for the program under normal conditions. • Provides a second opportunity for local asset owners to access funding to help with maintenance activities. • Opportunity to better communicate program to build awareness and demand. • Can be implemented quickly while more comprehensive review on boating infrastructure is conducted.	• Demand for the program is unknown. High risk future program may also be under subscribed. • Will not address any potential maintenance issues if asset owners do not apply for funding

6.9 Improve data capture on maintenance issues.

Recommendation

Improve data capture on maintenance issues. This could include:

- The development of centralised portal for customers to report and track boating asset issues.
- Assessing the cost / benefit of installing usage sensors as part of future boat ramp upgrades.

Context and Background

- Currently there is very little complete information around the condition of public boating infrastructure across the state. Boaters and the public are often the best source of information in relation to local asset condition.
- Feedback channels are currently fragmented between local asset owners, as those responsible for asset maintenance and TfNSW with its role in supporting boating activates across the state. This is currently resulting in incomplete information by all parties, and limited ability to conduct any significant analysis.
- If TfNSW decides it will to keep assisting local asset owners with maintenance funding in the future, consideration should be given to establishing a centralised portal to capture feedback on local asset conditions.
- A centralised portal would form a single source of truth in relation to feedback on asset conditions, where asset owners are notified once concerns are raised by the public. TfNSW can then use this same information to conduct analysis and tailor any future maintenance grant funding to higher priority areas.
- TfNSW could also consider the requirement to install usage sensors in future Boat Ramp upgrades conducted under Boating Now to provide an evidence base of usage patterns at various boating locations. This could also provide enhanced safety benefits by providing TfNSW Maritime with access to real time usage data and facilitate better deployment and utilisation of operational resources.

Strengths and Opportunities	Weaknesses and Threats
• Would provide a single source of truth in relation to concerns raised about the condition of boating infrastructure. • Would allow for improved analytics and prioritisation of maintenance funding. • Would give customers a consistent channel to report any issues. • May provide real time data on where boaters are and enable enhanced safety outcomes	• Would require funding to establish and administer. • Would need correct automated processes to ensure feedback is diverted to relevant asset owners for action. • No guarantee that owners of assets needing corrective maintenance will take appropriate action. • May create an expectation that maintenance issues are TfNSW's responsibility and that all maintenance issues will be addressed.

6.10 Increased project communication.

Recommendation

Improve communications around projects delivered by Boating Now to help build awareness of project, ensuring communication descriptions accurately reflect projects being delivered.

Context and Background

- Results from the stakeholder survey indicated that there are opportunities to improve the overall communications around the projects being delivered by Boating Now.
- While respondents had some idea of projects being delivered locally, they were less aware of other projects across the state.
- Improving communication around Boating Now projects will also help address questions on how revenue received from boaters is being re invested back into the boating community.
- As part of its communication strategy, TfNSW could help facilitate broader public engagement and buy in into potential Boating Now projects, by publicly listing all proposals at the ROI stage, to facilitate increased feedback from the boating community.

Strengths and Opportunities	Weaknesses and Threats
- Helps build profile of Boating Now program. - Obtain broader buy in into Boating Now projects. - Increased transparency as it helps show how boating fees are being re-invested into Maritime infrastructure across the state.	Need clear delineation between local delivery partners role in engaging with the public and communicating projects and TfNSW role in engagement and communicating with the boating community.

7. Appendix 1 – Stakeholder engagement plan and survey contact list

Stakeholder Engagement Plan

Target audience <i>Who do you want to inform?</i>	Purpose for engaging with this audience <i>What do you want to tell them?</i>	Engaged as part of Boating Now Survey	Communication methods <i>How are you going to tell them?</i>	Who is responsible for engaging?	Deadline <i>By when it needs to happen?</i>	Date completed
Internal to TfNSW						
Centre for Maritime Safety	Seek evidence of Boating Now compliance against review criteria		One on one interviews	Review Team	25/8/2023	25/8/2023
Maritime Infrastructure Delivery Office	Seek evidence of Boating Now compliance against review criteria		One on one interviews	Review team	25/8/2023	25/8/2023
TfNSW Finance	Seek feedback on effectiveness of Boating Now		One on one interviews	Review team	25/8/2023	8/9/2023
External to TfNSW						
Recreational Vessel Advisory Group (RVAG) members	- Brief on Boating Now review purpose and objectives - Seek feedback on effectiveness of Boating Now	✓	- In person briefing at RVAG meeting - Boating Now Stakeholder survey	- Review Team - Maritime Communications and Engagement Team	- In person briefing at RVAG meeting 4/8/2023 - Survey will commence week commencing 14/8/2023 and close week commencing 28/8/2023	- In person briefing completed on 4/8/2023 - Stakeholder survey closed COB 11/9/2023

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Target audience <i>Who do you want to inform?</i>	Purpose for engaging with this audience <i>What do you want to tell them?</i>	Engaged as part of Boating Now Survey	Communication methods <i>How are you going to tell them?</i>	Who is responsible for engaging?	Deadline <i>By when it needs to happen?</i>	Date completed
Commercial Vessel Advisory Group (CVAG) members	- Brief on Boating Now review purpose and objectives - Seek feedback on effectiveness of Boating Now	✓	- In person briefing at CVAG meeting - Boating Now Stakeholder survey	- Review Team - Maritime Communications and Engagement Team	- In person briefing at CVAG meeting 3/8/2023 - Survey will commence week commencing 14/8/2023 and close week commencing 28/8/2023	- In person briefing completed on 3/8/2023 - Stakeholder survey closed COB 11/9/2023
Amateur Fishermen's Association of NSW members	Seek feedback on effectiveness of Boating Now	✓	Boating Now Stakeholder survey	- Review Team - Maritime Communications and Engagement Team	Survey will commence week commencing 14/8/2023 and close week commencing 28/8/2023	Stakeholder survey closed COB 11/9/2023
Recreational Fishing Alliance of NSW members	Seek feedback on effectiveness of Boating Now	✓	Boating Now Stakeholder survey	- Review Team - Maritime Communications and Engagement Team	Survey will commence week commencing 14/8/2023 and close week commencing 28/8/2023	Stakeholder survey closed COB 11/9/2023

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Target audience <i>Who do you want to inform?</i>	Purpose for engaging with this audience <i>What do you want to tell them?</i>	Engaged as part of Boating Now Survey	Communication methods <i>How are you going to tell them?</i>	Who is responsible for engaging?	Deadline <i>By when it needs to happen?</i>	Date completed
Boating Now applicants (local councils and clubs)	Seek feedback on effectiveness of Boating Now	✓	Boating Now Stakeholder survey	- Review Team - Maritime Communications and Engagement Team	Survey will commence week commencing 14/8/2023 and close week commencing 28/8/2023	Stakeholder survey closed COB 11/9/2023
Minister's Office	Update on review Progress		As part of Regular Maritime ED / MO meeting	ED Maritime	Ongoing through project delivery	Ongoing

Stakeholder survey distribution list

Associations and advisory groups

Amateur Fishermen's Association of NSW	Manly Boatshed	South Sydney Amateur Fishing Association
Buckenderra Holiday Village	Mannering Park Amateur Sailing Club inc.	Sydney Flying Squadron
Cavmarine PTY LTD	Manning Landcare inc (friends of browns creek)	Tea Gardens Slipway assoc inc
Concord Ryde Sailing Club	Manning River Rowing Club	TfNSW/Dept of Industry - Lands
Copeton Waters Holiday and Recreation Park	NPWS	Top Deck Marine
Double Bay Sailing Club	NSW Crown Holiday Parks Trust	Top Lake Sunsets pty ltd
Escape Boating ltd	Parks Victoria	Wallis Lake Fishing Cooperative
Goulburn Murray Water	Queens Lake Sailing Club	Water NSW
Inland Waters Holiday Park Copeton Waters	Recreational Fishing Alliance of NSW	Wee Waa Fishing Club
Kiama Harbour Boat Owners Association	Sailability NSW inc - Port Macquarie Branch	Wentworth Angling Club
Lord Howe Island Board	Saratoga Sailing Club	Woollahra Sailing Club

Councils		
Albury City Council	Forbes Shire Council	Orana Regional Organisation of Councils (OROC)
Armidale Regional Council	Georges River Council	Orange City Council
Ballina Shire Council	Gilgandra Shire Council	Parkes Shire Council
Balranald Shire Council	Glen Innes Severn Council	Penrith City Council
Bathurst Regional Council	Goldenfields Water County Council	Port Macquarie-Hastings Council
Bayside Council	Goulburn Mulwaree Council	Port Stephens Council
Bega Valley Shire Council	Greater Hume Shire Council	Queanbeyan-Palerang Regional Council
Bellingen Shire Council	Griffith City Council	Randwick City Council
Berrigan Shire Council	Gunnedah Shire Council	Richmond Valley Council
Blacktown City Council	Gwydir Shire Council	Riverina and Murray Regional Organisation of Councils (RAMROC)
Bland Shire Council	Hawkesbury City Council	Riverina Eastern Regional Organisation of Councils (REROC)
Blayney Shire Council	Hawkesbury River County Council	Riverina Water County Council
Blue Mountains City Council	Hay Shire Council	Rous County Council
Bogan Shire Council	Hilltops Council	Shellharbour City Council
Border Regional Organisation of Councils (BROC)	Hunter Councils Group	Shoalhaven City Council

Councils

Bourke Shire Council	Inner West Council	Shoalhaven Illawarra Pilot Joint Organisation
Brewarrina Shire Council	Inverell Shire Council	Singleton Council
Broken Hill City Council	Junee Shire Council	Snowy Monaro Regional Council
Burwood Council	Kempsey Shire Council	Snowy Valleys Council
Byron Shire Council	Ku-ring-gai Council	South Sydney Regional Organisation of Councils (SSROC)
Cabonne Council	Kyogle Council	Strathfield Municipal Council
Camden Council	Lachlan Shire Council	Sutherland Shire Council
Campbelltown City Council	Lake Macquarie City Council	Sydney Coastal Councils Group Inc
Canberra Region Joint Organisation	Lane Cove Municipal Council	Tamworth Regional Council
Canterbury Bankstown Council	Leeton Shire Council	Temora Shire Council
Carrathool Shire Council	Lismore City Council	Tenterfield Shire Council
Castlereagh-Macquarie County Council	Liverpool City Council	The Council of the Municipality of Hunters Hill
Central Coast Council	Liverpool Plains Shire Council	The Council of the Municipality of Kiama
Central Darling Shire Council	Lockhart Shire Council	The Council of the Shire of Hornsby
Central Murray County Council	Macarthur Regional Organisation of Councils (MACROC)	The Hills Shire Council
Central NSW Councils (CENTROC)	Maitland City Council	Tweed Shire Council

Councils

Central Tablelands Water Council	Mid North Coast Regional Organisation of Councils (MIDROC)	Upper Hunter County Council
Cessnock City Council	Mid-Coast Council	Upper Hunter Shire Council
City of Canada Bay Council	Mid-Western Regional Council	Upper Lachlan Shire Council
City of Lithgow Council	Moree Plains Shire Council	Upper Macquarie County Council
City of Parramatta Council	Mosman Municipal Council	Uralla Shire Council
Clarence Valley Council	Murray River Council	Wagga Wagga City Council
Cobar Shire Council	Murrumbidgee Council	Walcha Council
Coffs Harbour City Council	Muswellbrook Shire Council	Walgett Shire Council
Coolamon Shire Council	Nambucca Shire Council	Warren Shire Council
Coonamble Shire Council	Namoi Regional Organisation of Councils (Namoi ROC)	Warrumbungle Shire Council
Cootamundra-Gundagai Regional Council	Narrabri Shire Council	Waverley Council
Council of the City of Ryde	Narrandera Shire Council	Weddin Shire Council
Council of the City of Sydney	Narromine Shire Council	Wentworth Shire Council
Cowra Shire Council	New England Group of Councils (NEGOC)	Western Sydney Regional Organisation of Councils (WSROC)
Cumberland Council	New England Tablelands (Noxious Plants) County Council	Willoughby City Council

Councils		
Dubbo Regional Council	Newcastle City Council	Wingecarribee Shire Council
Dungog Shire Council	North Sydney Council	Wollondilly Shire Council
Edward River Council	Northern Beaches Council	Wollongong City Council
Eurobodalla Shire Council	Northern Rivers Regional Organisation of Councils (NOROC)	Woollahra Municipal Council
Fairfield City Council	Northern Sydney Regional Organisation of Councils (NSROC)	Yass Valley Council
Federation Council	Oberon Council	

8. Appendix 2–Qualitative stakeholder survey results

✓ - Positive comments ✗ - Negative comments

Survey Question	Responses
The Boating Now program has the following objectives: • To improve the boating experience for customers by identifying projects that give waterway users better access, storage and boating facilities • To improve safety by improving the quality of infrastructure and improving safe access to NSW waterways • To enable economic development by supporting increased boating participation and growth in boating-related tourism and marine industries • To shape successful places by improving public amenity and facilitating the improvement and activation of harbours and foreshore precincts In your opinion, has the Boating Now program met these objectives? Why / Why not	• Yes but unsure if it meets objectives to the NSW scale since it is such large coastline ✓ • The constant roll of funding has made this possible at a manageable rate but there is a need for it to continue ✓ • While limited in extent, it has improved access to boating activities ✓ • Enabling strategic locations to improve water access. We are a private enterprise and it was refreshing to see TfNSW engage with private enterprise meeting the eligibility criteria. ✓ • Better facilities ✓ • Because everything it undertakes seems positive ✓ • It has delivered positive outcomes by offering accessible infrastructure to boaters. It is a good use of boating taxpayer funds. Keep it going. ✓ • The guidelines relating the availability of funds is far to extensive in attempting to improve the activation of Harbours and foreshore projects, also growth in tourism, the marine industry, where as the original focus of the Waterways Fund was to farm a minimum of 50% back into recreational boating. The perception from recreational boaters are that they want boating infrastructure improved especially safe access to our waterways. If you review the current revenue from recreational boating licences and registrations, less than 25% is available for the BNP projects. The in 2020 \$205 Million was extracted from the Waterways Fund for stimulus projects, where the majority of the projects had no real benefit for recreational boaters. (example) - Kamay Ferry Wharves, Demolition of Manly Sea-World, upgrading of ferry wharves on Sydney Harbour that are used by commuters who pay for the use. Wharves for commercial purposes, when the revenue from commercial users is not deposited in the Waterways Funds. ✗ • It supported our project to improve boat access ✓ • Provides infrastructure that suits additional boating and waterway activities. ✓ • Significant contribution to boat ramp renewal projects ✓ • Because of the funding received under this program, Council was able to upgrade a pontoon down at Donnelly Park – a major location for maritime activities along the Georges River. It meant improved amenity and accessibility, especially for those who are less-abled to navigate down to the pontoon. ✓ • Boating Now is a successful program which delivers positive outcomes for the boating public across NSW in the provision of safe, convenient and accessible infrastructure. It is a successful and appropriate use of boater's funds collected under the Waterways Fund for use in such purposes ie., ploughing boating revenue back into products, programs and services to support boating. It is a program that must continue in

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Survey Question	Responses
	this effort under a hypothecated Waterways Fund and to support growth and participation in boating. ✓ • By prioritising necessary infrastructure programs to suit the boating public's needs. ✓ • improved and added facilities for boating in our areas ✓
How and to what extent has the program enhanced access to NSW waterways and boating facilities among boaters?	• I know if a new boat ramps being built ✓ • Addresses old aging facilities and demand for new facilities for the growing boating community ✓ • There is limited number of projects in and around Sydney Harbour where I use my 9m Sloop, so it is difficult to comment on value. I appreciate it is a state wide program, I think you spend some effort on communicating on what was achieved ✗ • This program has allowed some of the most sought after waterways to be accessed by members of the community that would otherwise have no access to waterways and craft. ✓ • A large extent but must keep up to boat registrations in the future. ✓ • Increased boat ramp access ✓ • Improved more modern jetties and boat ramps are the answer to enjoying time on the water ✓ • By increasing facilities for boaters, making the use of boats on our waterways safer ✓ • We have built a new recreational ramp at Uhrs Point which removes competition for space at our trailer boat ramps . The maintenance cleaning grant we receive has been fantastic as it allows Council to meet the level of service demanded by the users ✓ • The projects I have seen - boat ramps, dinghy storage facilities; have improved people's access to their local waterways. ✓ • The improvements have been very limited as unfortunately, TfNSW-Maritime and the majority of councils that own boating infrastructure have absolutely no data relating to usage patterns, type of vessels,, the frequency of use during the four seasons, and really poor consultation with users of the facilities. ✗ • It has supported our efforts to improve water access ✓ • Supporting local councils to provide improved infrastructure ✓ • Safety, better access, controlling access, applying design standards • The funding received meant the replacement of a key public facility and to be more readily accessed. For example, the community events hosted by Connells Point Sailing club and Sea Scouts. ✓ • Increased user group satisfaction of key waterways in Narrandera like lake Talbot ✓ • by using revenue from boating to support safe, convenient and accessible facilities for people of all ages and abilities ✓ • by directing money into necessary maritime infrastructure ✓ • better boat ramp and mooring facilities catering for launching and retrievals ✓

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Survey Question	Responses
Has the NSW Boating Now program made a difference for recreational and/or commercial boaters in your area? Why / why not ?	• Navigational markers are maintained specially after the floods ✓ • The funding has gone to adjacent areas ✗ • It has significantly upgraded the jetty structure and provides a safer berthing location for recreational and commercial boat operators. ✓ • Limited projects. Little done to improve foreshore access for keel boats in Sydney Harbour ✗ • Primarily for recreational boaters to engage with land-based infrastructure. Our location has enabled recreational boating access for many visiting boat users. From a Commercial Boating point of view, infrastructure such as public wharves in Sydney Harbour is desperately inadequate. ✗ • Not a lot of difference ✗ • Better ramp access and parking ✓ • As I said, improved launching facilities ✓ • It has increased recreational access to the river. Our boat ramps are structurally unsuitable for commercial loading. Commercial operators regularly damage our ramps which then removes the ramp from service. ✓ • There are several Boating Now projects in my area (Central Coast) that have improved access to the waterways for boats. ✓ • Whilst there have been some improvements the differences are not that significant, especially in regard to safe access from the land to our waterways. Indeed, floating pontoons have been installed at various locations, however what they really provide is improved movement of launching and retrieving of boats also the tethering whilst parking of collecting a trailer. They do not provide any safety what so ever for people with a slight disability, the aged or children to embark and disembark from the deck of the pontoon to the floor of a boat and vice versa. There are no hand rails, ladders or steps. The BNP has not provided funding to the owners of boating facilities being mainly councils thereby very limited maintenance is attended thereby marine growth occurring and debris accumulating on the boat ramp. The BAM program was introduced as announced by Mr Elliot of \$2 Million for the maintenance of boating infrastructure. Less than \$400k has been sought by less than 10 councils in NSW. There are more than 120 councils in NSW. Basically, surely, this is a message to TfNSW-Maritime that councils are not interested! Teh there is the silting on waterways which impacts on navigation. Councils do not have sufficient funds available for dredging and to date it would appear that "ROW" was not the solution to resolve safe navigation., however where there is State Owned Infrastructure Dredging is attended with funding provided directly from the government. ✗ • It has supported our preliminary analysis ✓ • Safety, better access, controlling access, applying design standards ✓ • The composition of the new asset is Fibre-Reinforced Polymer (FRP) which meant it can last much longer and ease of future maintenance programs. Given this, it made a difference for recreational boating. For example, it enhances the quality and frequency of events for the Connells Point Sailing Club such as regattas. ✓

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Survey Question	Responses
	- Increased user groups and also safety ✓ - By allowing a critical piece of maritime infrastructure to remain open to the public and provide emergency response facilities ✓ - Better access to rivers ✓
The Boating Now Program places onus on local organisations (Councils, local Associations and clubs etc.) to apply for funding which acknowledges that the people best placed to decide what maritime infrastructure is required in a given local area are local associations. The assessment process ensures the project meets the assessment criteria and provides the greatest benefit to boaters. Do you think the Boating Now program is an effective way to provide Funding for local maritime infrastructure? Why / why not	- Councils have the expertise to build infrastructure although the program could help better with permit requirements. Council also has the local Knowledge of what is needed ✓ - Yes, but some Councils are under resourced and TfNSW should assist more. ✓ - The funding size and strong relationship between local and state government makes the Boating Now program an effective way to ensure that funds are utilised in appropriate local facilities. ✓ - As long as organisations know of it they can make use of it ✓ - The process is great, however, there is a large opportunity for targeted infrastructure proposals .. such as seeking out private enterprise that could improve their facilities (that may not have done so due to the cost/red tape) to greater benefit the wider boating public. ✓ - Not a lot of difference in Tweed Heads area considering, Queensland boat registrations on water apparently try have not been taken into account. ✗ - Yes, as long as a full review of submissions is undertaken and the red tape is not insurmountable ✓ - Residential areas are parochial and not necessarily welcoming of boaters arriving to make use of local waterways ✗ - The community can decide level of service it wishes to achieve. This is a whole of community not just the boating community ✓ - Local organisations are the best placed to know what facilities would make the most difference. ✓ - The current assessment process is flawed. The front end process needs to be revised. Indeed council submit application/s for funding, however in may instances through encouragement from Maritime. The consultation process is totally inadequate as councils on some occasions record details on their website for about 28 days advising of potentially intended works associated with marine infrastructure. The problem is that the majority of recreational boaters do not access councils websites on a regular basis, hence there is very limited input from the recreational boating community. The percentage of the contributions from councils varies where in round 3 the Eurobodalla Shire Council was not required to contribute, whereas the majority of councils are required to contribute 50%. Many council do appear to project finances required for short and long term in their budget forecasting to develop or maintain boating infrastructure. Many councils have indicated that hey do not want the responsibility of the cost in providing and maintaining boating infrastructure in their LGA. Some councils have applied a levy to ratepayers with a percentage directed toward boating. Is this appropriate that ratepayers who do not participate in boating are required to contribute. ✗ - Local organisations know what is needed locally ✓

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Survey Question	Responses
	- Allows local government. to work with local stakeholders to deliver local priority projects. ✓ - Directly relates boating registration fees to facilities improvements ✓ - The Boating Program is an effective avenue to provide funding for local maritime infrastructure because Council is the long-term custodians of marine assets for community use. Being strategically located, Council is the default point of contact when community concerns are flagged. ✓ - More effective in regional areas, however, not so in metro areas where councils do not share the same 'greater good' approach eg., they get concerned about residents objecting to 'outsiders' coming to their locale and adding to congestion etc ✓ - Far too much money is granted to Councils who are slow at delivering and really do not understand boating facilities like NSW Maritime does. - local decision making ✓
If you answered "No" to question above how would you suggest funding should be delivered? <i>(due to nature of question, responses not assessed as positive or negative)</i>	- Larger projects to be delivered by TfNSW - Target upgrade to existing facilities - As previously advised the front end process is flawed. The consultation with councils and the public is totally insufficient. There needs to be an audit of all boating infrastructure in NSW. Indeed there are some 700 boat ramps in NSW, A list needs to be developed identifying the high usage facility there being the highest priority for upgrading, etc.. Potentially, areas need to be identified such as:- Sydney Basin, Illawarra, Central Coast, South and North Coast, also inland. We believe there are more boating facilities and a higher usage in the Sydney Basin and coastal regions than inland. We understand that the NSWBRFG document commenced being revised in 2020 and the MIP. These document need to form part of the application process and not be guidelines, however the criteria. There needs to be greater involvement in communications with boating and fishing associations who in the main are probably the highest users of boating facilities. OR - an alternative is to remove the responsibility from council of developing and maintaining of boating infrastructure in their LGA. The majority of boat ramps managed / owned by councils are on Crown Land. Councils would still have the responsibility for maintaining above the mean high water mark, being car parking toilets blocks, landscaping, however the majority of facilities at boat ramps are not exclusive to boaters, thereby various government departments can contribute toward the cost of the council providing the maintenance above the mean high water mark. The maintenance of the boating infrastructure would be put out to tender as would the building or upgrading of boating facilities. This would ensure that there were particular standards of designs / manufacturing of facilities with potentially grading according to the usage, rather than the current lack of standards. - funding in metro could be 100% of the facility cost esp as they need an incentive to put projects forward and the fact that new sites are rare and most need is to save what we have by way of upgrades to existing - MIDO does a good job of delivering money, but delivery of projects is slow through Councils causing waste (of time) and therefore inefficiency. Once a project is approved and money made available,

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Survey Question	Responses
	private enterprise should take on the job under NSW Maritime supervision.
Based on what you know about the Program, is the assessment process transparent and handled well? Why / why not	- As mentioned before the program should specify the need to talk to NSW DPi fisheries as in most cases a permit is required and if not engaged from the beginning the projects have the potential of stalling or becoming more expensive in order to address fisheries requirements - Information is presented online but the decision in prioritising areas is unclear ✖ - Handled well, but very difficult to determine how much to apply for -ie: what percentage of overall cost to apply for ✔ - The staff a very helpful in delivering very difficult marine projects ✔ - Have a look at the Inter-active Maritime Web site where details are not correct. We were advised that it would be closed down until it reflected more accurate details. With the BNP, the majority of time the public is unaware of councils intentions relating to upgrading. Then, the public normally realise what is happening once the works commence. There is basically no real transparency with the BNP or the BAM. We had to continually ask questions about grants irrespective whether the BNP or the BAM, or just general matters about the assessment processes. - There seemed to be transparency around the process and results ✔ - Haven't heard of any concerns ✔ - Yes but we are still waiting on outcomes of the current funding round ✔ - The guidelines are clear so as to know which project is most relevant for Council to consider for the grant application. ✔ - suggest more transparency of the program available online; ongoing details of how boater's money is being ploughed back into facilities under the Waterways Fund as intended under the Act ✖ - I ultimately learned why I was initially unsuccessful and understood what I needed to do to be successful ✔
If a grant request includes a mandatory maintenance clause, would you consider it reasonable for audits to be conducted to ensure maintenance occurs as required? Why / why not?	- Because it goes unchecked ✔ - If it is a mandatory maintenance clause, the grant provider should have every right to ensure that this clause is held true. ✔ - Ensure the asset is maintained as agreed ✔ - As long as it is performed in a partnering way, instead of policing as public ultimately benefit. ✔ - Transparency. ✔ - Councils have good maintenance programs ✖ - Too labour intensive ✖ - Safety ✔ - The performance of maintenance manages risk and maintains levels of service ✔ - Ratepayer and public funding from the Waterways fund is contributed and the longevity must be achieved as suggested by the designer / engineer / manufacturer with the appropriate frequency of

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Survey Question	Responses
	preventative and routine maintenance activities. Also to ensure that the infrastructure is safe for public use. ✓ • It is important that the value of the asset to the community be maintained ✓ • Will ensure adequate asset management ✓ • Maintain service standards ✓ • Council's CSP stipulates that the community aspires to have the waterways to be accessible (Strategy 2.2.2). Audits to ensure maintenance occur as required is one avenue to achieving this vision. ✓ • Because all facilities must be maintained to keep them safe, viable and for the protection of the asset. ✓ • need to demonstrate compliance with grant programme and transparency of public \$ ✓
Do you have process in place that can demonstrate the grant funding was used for the intended purpose(s)?	• Grant income and expenditures are documented and recorded ✓ • We have a very simple water access facility ✓ • Council has transactions record's against the grant income ✓ • Surly, the processes must be place to comply with the terms of the application. ✓ • Essential for confidence in the grant system ✓ • All projects have acquittal process ✓ • Standard with all grant funding submissions, it must undergo several authorisations i.e. via manager & director. These documents that require reviewal are then saved on CM9 as record keeping or during audits. ✓ • Because their was/is a contract in place between the parties. ✓
Is there anything else you'd like to tell us about the Boating Now program?	• The funding is a great initiative by the state government and should continue. ✓ • Upon successful application, it would be very beneficial for TfNSW staff to assist in establishing the admin/finance methodology with the business. In our experience, we had a lot of support from TfNSW staff once the project was well established which was a huge help, however, we had to change how invoices and information was captured in excel to be input into TfNSW templates. With some initial collaboration, it would remove a lot of admin headache down the track. ✓✗ • Tweed Heads has been neglected considering number of NSW and QLD boats on water. ✗ • As soon as laws are introduced to limit jet skis to defined waterways and reduced speeds in shared waterways the better. This by far and away the number one complaint of the general public today. Needs to be addressed NOW!! • Boat ramps are regional facilities and Councils would encourage Maritime to clean and maintain these boating facilities. ✓✗ • There are major issues, and new eyes need to review the policies and processes. ✗ • Keep it going please! ✓

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Survey Question	Responses
	• Good to see the current round is extending to related facilities which are also very important to users. Parking and amenities ✓ • It must keep going and look to provide/ support maintenance where appropriate ✓ • Great program but the delivery by the grant recipients is too slow. ✓

9. Appendix 3 – Documents sighted during the review

- Assurance Report – Boating Now Round 3 and 4 business case
- Boating Now - Boating Asset Maintenance Sub-Program guidelines
- Boating Now Conditions Of Grants
- Boating Now formal application form
- Boating Now letter of offer
- Boating Now Program Manual
- Boating Now registration of interest form
- Boating Now Round 3 and Round 4 business case
- Boating Now Round 3 guidelines
- Boating Now Round 4 guidelines
- Briefing Note – Boating Now Round 4 proposed successful projects
- Briefing Note- Boating Asset Maintenance Sub Program successful projects
- Briefing Note- Boating Now Round 3 funding allocations
- Grant Application Assessment Plan – Boating Asset Maintenance Sub-Program
- Grant Application Assessment Plan – Boating Now Round 3
- Grant Application Assessment Plan – Boating Now Round 4
- Maritime Infrastructure Plan 2019-2024
[NSW Maritime Infrastructure Plan | Transport for NSW](#)
- NSW Government Grants Administration Guide
[Grants Administration Guide | NSW Government](#)
- OCM probity report of TfNSW Boating Now Round 3
- OCM probity report of TfNSW Boating Now Round 4
- Probity Plan – Boating Now Round 3
- Probity Plan – Boating Now Round 4
- Queensland Recreational Boating Facilities Demand Forecasting Study 2017 –
[Queensland Recreational Boating Facilities Demand Forecasting Study 2017 \(publications.qld.gov.au\)](#)
- Report on successful Boating Asset Maintenance projects
- Report on successful Boating Now Round 3 projects and proposed funding allocations
- Report on successful Boating Now Round 4 projects and proposed funding allocations
- Transport for NSW – Maritime CSAT research
- UTS Boating Now program evaluation
- Whole of Government (WoG) Grant Management System (GMS) – Cluster Briefing Pack



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