

INDEPENDENT COMMISSION AGAINST CORRUPTION**STATEMENT IN THE MATTER OF: Operation Gerda**

PLACE: Sydney, NSW
NAME: Greg Robinson
ADDRESS: Known to ICAC
OCCUPATION: Director
TELEPHONE NO: Known to ICAC
DATE: 31 January 2019

States: -

1. This statement made by me accurately sets out the evidence which I would be prepared, if necessary, to give in Court as a witness. The statement is true to the best of my knowledge and belief, and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.
2. I am 56 years of age.
3. I am employed as the Director of Campus Infrastructure Services at the University of Sydney. I have held this position since March 2012.
4. In my current role my responsibilities include but are not limited to; looking after the existing building assets of the University, to masterplan the university, build new and refurbish building assets for the university, all development approvals and processes, manage the heritage nature of the campus and provide protective services

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to the campus. As a broad remit, I am responsible for many different services that come within the "Infrastructure Services" framework. Some of the areas that are included are facilities management, protective services, grounds and gardens and cleaning. Typically, this suite of services is referred to as soft and hard services. Hard services typically would include maintaining air conditioning, electricity, fire services, ensuring the buildings have Disability Discrimination Act compliance, Building Code of Australia compliance and annual fire safety certificates.

5. In my current role, I report directly to Stephen Phillips, Vice-Principal of Operations. I have nine staff who report directly to me being Divisional Manager Infrastructure Delivery, Divisional Manager Corporate Services, Divisional Manager Property and Development, Deputy Director Strategy, Deputy Director Relationship Manager, Administration Manager, Deputy Director Campus Services, Divisional Manager Design Engineering and Planning, and an Executive Officer.

6. In the past, (2012 until January 2018) Steve Sullivan was in the role of Divisional Manager Facility Management Services, which included security. This meant that the structure in regard to security services initially went from myself to Steve before he left the organisation. More recently, the structure goes from myself to Ben Hoyle ("Ben") (Deputy Director Campus Services) to Simon Hardman ("Simon") (Head of Security). The Security Operations Manager, Dennis Smith ("Dennis"), now reports directly to Simon Hardman.

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7. I can say that sometime around March 2018, I met a “whistle-blower” who raised concerns with me about his experiences with the Campus Security Unit. The next day I raised these concerns initially with Stephen Phillips and then we both advised our Internal Audit team. The ‘whistle-blower’ was an UBER driver whom I rode with on 14 March 2018 between 10.34pm and 10.56pm. The conversation that ensued was a disjointed one over the duration of the journey. The driver recognised me from the University where he had worked previously as a guard for SNP. He told me something to the effect that he left SNP under duress due to being asked to do things that did not sit well with his values. He did not fully elaborate on what the ‘things’ were that he was being asked to do. The driver reinforced to me that if I wanted to verify the situation I should look at the library guarding. The situation he elaborated on regarding the library guarding entailed guards being allocated to shifts and deliberately not turning up. However, the University was being billed for the full complement of guards regardless if fewer guards were physically present. Because of the aforementioned discussion, I advised Internal Audit the next day who undertook an investigation into the library guarding which was inconclusive.
8. A number of other matters were discussed during the journey on 14 March 2018. The issues related to guards allegedly not being paid properly and money being moved around to pay guards cash in hand less than what was being billed to the University. The result being that Emir Balicevic and Daryl McCreadie were benefitting from the arbitrage and that people from the Campus Security Unit he alleged were complicit with the behaviour. I included this information in my discussion with Internal Audit.

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9. I can recall that up until that time I had started to question whether or not I had the right capability in the Security Unit. The reason was that during this period, we were under-resourced for a long time due to the fact that Morgan Andrews the then Head of Security was on long term personal leave. As a business, we were trying to do the right thing by our employee whereby I was trying to help my direct report Steve so that he could assist Dennis more as he was wearing the brunt of the impact. At that time, I had real doubt as to whether or not we had the right capability for moving forward.
10. In mid-2017 I employed Stuart Nevison, a very experienced Executive used to running significant operational services, to act for 6 months in a new role as Deputy Director Campus Services until we recruited for the role on a more formal basis. Steve Sullivan reported to Stuart with the clear understanding that the role of Divisional Manager Facilities Management would likely be made redundant when the new role (Deputy Director Campus Services) commenced. This coincided with the end of Steve's 3 year fixed term contract. The brief I gave to Stuart was to review all aspects of the business and to make recommendations on any changes needed to uplift the division and to make an assessment of whether Steve would be a capable candidate.
11. When I first arrived at the University in March 2012 and did an appraisal of the Campus Security Unit, I had what I thought were very capable and competent

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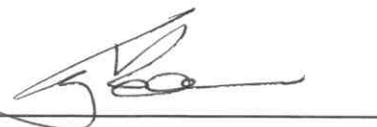


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people in the roles. There was very little noise coming out of the 'machinery' and in the normal course of any business (and from my experience and that gleaned from others) if something within the University was annoying somebody I would get a call or an email post-haste with it and I can recall that there was just nothing coming from the Campus Security Unit. Instead, every time we had an incident I would receive 'love' mail about Morgan about Steve and about Dennis, about the professionalism of the Campus Security Unit and the work, they were doing. So, I felt I didn't have any reason for concerns coming in this area, but once I started seeing that there was a resourcing issue (under-resourced in my view) I had to keep going in and saying words to the effect of "Is Dennis okay? Does he need additional support? Is there something else we could be doing in this space to support?"

12. I can recall I had another incident, which really rocked me in relation to the Campus Security Unit, which was in relation to a locksmith. This was a situation in which Internal Audit had raised a concern that we had a locksmith who was in charge of our locksmith area engaging in secondary employment. In the process of conducting that investigation and concluding it, I lost confidence in the way the locksmith was and had been managed. Part of the process that was undertaken, raised concerns about the level of administration (including checks and balances) that was going on in the Campus Security Unit. It was at this point that warning bells started for me to look even further into it. This incident investigation led to disciplinary warnings being issued to both Steve and Dennis as they attempted in

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my view to interfere in the disciplinary process. The outcome was that the locksmith's employment was terminated in February 2017 as his response to allegations confirmed that he had colluded with Dennis.

13. The warning bells for me at this time were also around traffic, parking, and the management of how those revenues were working as there did not seem to be a consistency of approach in how charges for permits were being applied (a subsequent Internal Audit investigation into parking and traffic in 2018 has validated those concerns). Despite numerous requests of Steve to undertake an independent consultant review of how to improve parking and address potential revenue leakage he did not take action which led to my diminishing confidence in his management. In mid-2016 I established a coach for Steve to support him and to work on improving his management style, administration and approach after dealing with a bullying claim from his Facilities Manager who had been hired in early 2016 to reform the facilities area and bring a stronger approach to accountability and reporting via KPI's from the Managing Contractor and she felt that Steve was blocking her from making changes accusing her of interfering which led to verbal altercations. My concerns also led to me setting up the Campus Services Board in February 2017 to improve my visibility, and Steve's accountability.

14. I did not know what was going on between all of the Campus Security Unit team and as the aforementioned "whistle-blower" had said there may be potential for

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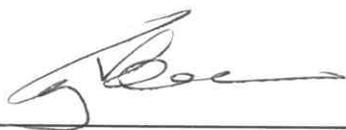
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leakage going on in the unit, I started thinking to the effect that are these people are too close. The reason behind my suggesting to the ICAC investigators who were collecting evidence that they may need to go to other staff members computers was around my concern with the tightness of members of the Campus Security Unit with SNP managers and the claims by the Uber driver that members of the Campus Security Unit were complicit in the SNP practices he had flagged.

15. A pattern of behaviour that I had observed over a period of time (2016 onwards), including whilst Morgan was Head of Security, was that there would be regular meetings of the SNP contractors and members of the Campus Security team at the Poolside Café, which was explained to me as a meeting to go through the operational report handover from the night shift and what was on the work slate for the day. The SNP team were embedded into our organisation (ie; they sat next to the Campus Security team and ran the duty managers and the operational control room) and whilst they were not the only embedded group within the University meeting regularly with consultants and contractors in cafes, the regularity of it did attract my attention. I personally avoid café meetings with contractors and prefer sitting across the table doing business in a structured meeting room environment.

16. In my experience the scope on how to manage when dealing with embedded contractors is about best practice, procedures, and tight management. It is the whole nexus of a partnering exercise in which working closer together can deliver superior results, effectively treating the embedded personnel as an extension of staff. The

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challenge is on the one hand where you should be working closely and sharing information and on the other hand where you keep your distance and manage the contract by metrics/KPI's, effectively by the book.

17. The Campus Security team members and SNP Contractors that I would see attend the Poolside Café meetings would include Daryl McCreadie, Emir, Steve, Duane Ledford, Morgan Andrews (when not absent), Colin Bowman, and occasionally Connie McGarry and Helen. Mostly it would be Dennis, Steve, and Daryl McCreadie.

18. Connie had a specific role in reconciling the parking and other things and it did not make sense to me as to why she would be there at those café meetings (unless taking minutes). Although I did not raise these concerns, I did make a mental note of it not being the approach that I would take and left it as a style issue amongst the already mentioned issues I was dealing with Steve on. I had already commenced a process of lifting expectations and reporting requirements in his Division through the introduction of Stuart and the Boards that led to his unsuccessful application for the new role of Deputy Director Campus Services and Ben Hoyle being appointed to the position.

19. The Campus Security Unit would be left to administer the adhoc hours under the contract for guarding services. In this case, during the period covering the current investigation this person was primarily Dennis Smith.

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20. After the allegations concerning the guarding services became known, the University very consciously went back to SNP and said, *"Demonstrate to us where you had approval from the University for SIG services to be provided,"* because they were required under the contract to have sought our approval for any subcontracting.
21. Whether or not there had been verbal discussions and a kind of a pattern of acceptance that has happened between the Campus Services Unit and SNP that is irrelevant from my perspective given that the authority to approve such an action should as a minimum include me. As far as I was concerned contractually, SNP required a written sign off on SIG as a subcontractor. SNP then endeavoured to switch SIG with Multiworks as a subcontractor. The University refused to accept Multiworks. SNP went ahead anyway and just changed over subcontractors overnight, from SIG to Multiworks without the University's approval. This change threw us into chaos.
22. I believed that at the time this occurred, the University was still questioning the use of SIG as a subcontractor.
23. Ben and I have been jointly dealing with this issue and I let Ben take the stewardship of it. From my recollections of my conversations with Ben, we have been black and white about the fact that SIG is not an approved sub-contractor.

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24. The University was in a process of trying to get more understanding of how laminated SIG and SNP actually are, because we have a situation in which people who are in SIG are also employees on occasions inside SNP and they are flipping back and forward.
25. When it comes to the provision of the service the priority issue for us is what are the requirements we want in terms of the capacity of the actual guard, some of whom were known performers, and of a lesser issue is whether or not the arrangements in place are with SNP or SIG, however, I had understood (and had no knowledge or reason to think differently until the disclosure from the Uber driver) that all guards were employed by SNP, and whilst we may have favourably considered a proposal on subcontracting surge guarding, I believed we had signed up to SNP only and that is what we wanted.
26. In effect if SNP requested the University to allow subcontracting to SIG it would need to come to me for authorisation. I would be expecting that Dennis could not authorise that without actually formalising it under the contract if he was managing the contract to the letter.
27. I was not aware that SNP were using subcontractors prior to the allegations about guarding services becoming known. Consequently, I do not know whether Dennis was or had conducted due diligence on SIG.

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28. In relation to gifts and benefits, I can say that the University has a Code of Conduct, which incorporates the "Acceptance of Gifts and Benefits". The policy is applicable to staff and affiliates. Under the Code of Conduct "Affiliates" are defined to include "*a consultant or contractor to the University*" amongst others.
29. I can say that I have a zero tolerance for the acceptance of gifts or benefits relating to any contractors. Even though the University has a Gift's and Benefits Policy, I operate a zero gift policy in CIS and I have a view that you don't go anywhere with any contractors and you don't have approval to go and have a celebration after a major event with a contractor unless you have my specific sign off which you will find from my track record is extremely rare if ever.
30. A recent example of this is we have just finished a building and the builder would love to take the team who worked on it to lunch and I have said, "*That's fine, you guys can go to lunch to celebrate. You guys from the University of Sydney, you will need to personally pick up your bill.*" That would be the only way that I would authorise them to go to lunch with a contractor including ensuring the event permission is clearly recorded with those conditions stipulated.
31. I can say that I have heard scuttlebutt that despite my stance and directive regarding gifts that there is a potential that some of the Campus Security Unit (CSU) team may have availed themselves to entertainment and other things from SNP. If this

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has happened, it has taken place behind my back and without my knowledge or authorisation and in defiance of the very clear CIS policy.

32. I am very adamant about the Gifts and Benefits Policy and I send a written communication and talk to staff every year in the lead up to Christmas and reinforce this.

33. Since the ICAC investigation I recall Ben Hoyle saying to me "*Dennis is a bit worried because, you know, he thinks there could be issues over what he's done with the entertainment.*" This was because Dennis had allegedly gone to a corporate box for the football or other events and a boat cruise on the harbour.

34. I do not have direct knowledge of Dennis accepting gifts and/or benefits.

35. To the best of my recollection, I had been trying to get Dennis to be co-operative in terms of providing information. He has been less than co-operative since he had a neck operation and during his recovery period. Both Dennis and Simon (Hardman) are known to each other because they are both ex-police officers and both albeit at different times have served within the same local area command.

36. The allegations outlined above have shocked me. During 2018, and moving forward, I am supporting Ben Hoyle as part of my leadership team in CIS in driving the transformation of our campus services and our contract management regime. The current procurement process for the guarding services and other Operations service lines will introduce a much tighter KPI management approach to our contract management, along with a quality assurance regime. This will be fully

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implemented with the conclusion of the transition in period for the new contractors currently being sourced.

37. As of 28 January 2019, Dennis Smith tendered his resignation from his employment at the University with an effective date of 8 February 2019.

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