



ACT
Government

Transport Canberra and
City Services

FREEDOM OF INFORMATION COVERSHEET

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI reference: 24-183

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Schedule	Published
4. Documents	Published
5. Additional information identified	Not Applicable
6. Fees	Not Applicable
7. Processing time (in working days)	67 Days
8. Decision made by Ombudsman	Not applicable
9. Additional information identified by Ombudsman	Not Applicable
10. Decision made by ACAT	Not applicable

11. Additional information identified by ACAT	Not applicable
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From: [TCCS_FreedomOfInformation](#)
To: [TCCS_CO_CityOpsTriageTeam](#)
Subject: RE: Case:00475669
Date: Friday, 13 December 2024 1:40:00 PM
Attachments: [image002.png](#)
[image003.png](#)

Hi Ellie,

Thank you again for your time and assistance.

I appreciate you sharing our process with your team. If you or they have any questions on FOI, please reach out.

Kind regards,

Sam

Samantha Irons | Director

Phone: 02 6207 9242 | Email: TCCS.FOI@act.gov.au

Information Access | Procurement, Legal and Information Access | Transport Canberra and City Services Directorate | ACT Government

480 Northbourne Avenue, Dickson 2602 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

From: TCCS_CO_CityOpsTriageTeam
Sent: Friday, 13 December 2024 1:33 PM
To: TCCS_FreedomOfInformation
Subject: FW: Case:00475669

OFFICIAL

Hi Samantha

As discussed, please see attached case information and below emails sent to TC.

I will meet with the team today and make sure everyone knows the correct procedure for FOI requests.

Thank you,

Ellie Hedley | Team Leader, Triage Team

Phone 620 74590 | Email: ellie.hedley@act.gov.au

City Operations | Transport Canberra and City Services Directorate | ACT Government

480 Northbourne Avenue, Dickson ACT 2602 | Locked Bag 2000, Civic Square ACT 2608 | www.act.gov.au

From: TCCS_CO_CityOpsTriageTeam
Sent: Tuesday, 10 December 2024 8:45 AM
To: TCCS_CustomerExperience <TCCS.CustomerExperience@act.gov.au>
Cc: Scott, Michael <Michael.Scott@act.gov.au>
Subject: RE: Case:00475669

Good morning, Team,

Could you please respond to the citizen, as they are awaiting an update on this case?

I am forwarding this case to the Transport Canberra queue for further action.

Thank you!

Kind regards,

Michael Fernando | Triage officer

Email: Michael.Fernando@act.gov.au

City Operations | Transport Canberra and City Services Directorate | ACT Government

480 Northbourne Avenue, Dickson ACT 2602 | Locked Bag 2000, Civic Square ACT 2608 | www.act.gov.au



From: TCCS_CO_CityOpsTriageTeam
Sent: Monday, 18 November 2024 9:01 AM
To: TCCS_CustomerExperience <TCCS.CustomerExperience@act.gov.au>
Cc: Scott, Michael <Michael.Scott@act.gov.au>
Subject: Case:00475669

Good morning, Team,

Please see the request below from the citizen regarding the MyWay+.

Your assistance with this case is greatly appreciated.

Thank you very much.

Account Name
[Redacted] ✎

Contact Email
[Redacted]

Contact Phone
[Redacted]

Sub Status
Unresolved

Case Number
00475669

AC Case Number
00994788

Subject
Request for information under the Freedom of Information Act ✎

Incident Address
[Redacted]

Request for information under the Freedom of Information Act

ACTCCS Description

Hello, Pursuant to the Freedom of Information Act 2016, I make the following request for information from Transport Canberra & City Services regarding the implementation of MyWay+: – A copy of any business requirements, user stories, or similar documentation specifying the solution features to be implemented in MyWay+; – A copy of any acceptance criteria, definitions of done, or similar documentation specifying how correct implementation of MyWay+ is to be assessed; – A copy of any documentation in which the business requirements (or equivalent) are assessed against the acceptance criteria (or equivalent); – A copy of any variations or other project artifacts in which changes to requirements over time are documented; – A copy of the project's risk register (or equivalent). Please note that I am only interested in documentation which already exists and am not requesting you to collate such information if it is not already recorded. Thank you.

Request Comments

Kind regards,

Michael Fernando | Triage officer
Email: Michael.Fernando@act.gov.au
City Operations | Transport Canberra and City Services Directorate | ACT Government
480 Northbourne Avenue, Dickson ACT 2602 | Locked Bag 2000, Civic Square ACT 2608 | www.act.gov.au

Dear [REDACTED]

Freedom of Information Request – Our reference 24-183

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act) received by Transport Canberra and City Services (TCCS) on 17 November 2024.

You have sought access to the following government information under the Act:

“Information from Transport Canberra & City Services regarding the implementation of MyWay+:

- *A copy of any business requirements, user stories, or similar documentation specifying the solution features to be implemented in MyWay+*
- *A copy of any acceptance criteria, definitions of done, or similar documentation specifying how correct implementation of MyWay+ is to be assessed*
- *A copy of any documentation in which the business requirements (or equivalent) are assessed against the acceptance criteria (or equivalent)*
- *A copy of any variations or other project artifacts in which changes to requirements over time are documented.*
- *A copy of the project's risk register (or equivalent).*

Please note that I am only interested in documentation which already exists and am not requesting you to collate such information if it is not already recorded.”

Timeframes

A decision on this application was due on 7 January 2025. I thank you for granting an extension until 27 February 2025.

Authority

I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Decision on access

A search for records has been undertaken and a total of 152 records have been identified as relevant to your request.

Upon reviewing the information identified in the records, I have found that some of the information within these documents is, on balance, contrary to the public interest to disclose. I have decided to provide you with:

- full access to 1 record; and
- refuse access to 151 records.

My decision is detailed further in the following statement of reasons. I have included a schedule of the documents at [Attachment A](#). The documents are enclosed at [Attachment B](#) with deletions applied to information which is contrary to the public interest to disclose.

Statement of Reasons

In reaching my access decision, I have taken the following into account:

- the FOI Act;
- the content of the documents that fall within the scope of your request; and
- the *Humans Rights Act 2004*.

The FOI Act has a pro disclosure bias, which requires information to be disclosed unless doing so would be contrary to the public interest. As an Information Officer, I must decide where, on balance, public interest lies in the disclosure of government information. Section 17(1) of the Act sets out the steps for completing the public interest test. As part of this process, I must identify all relevant factors in schedule 1 of the FOI Act. If no factor in schedule 1 is found relevant, I must then consider the factors listed in schedule 2 of the FOI Act and determine, on balance, where the public interest lies.

Schedule 1

- No relevant factors identified.

Public interest test (Schedule 2)

Factors favouring disclosure (Schedule 2.1)

- Schedule 2.1(a)(i) - promote open discussion of public affairs and enhance the government's accountability; and
- Schedule 2.1(viii) - reveal the reason for a government decision and any background or contextual information that informed the decision.

Factors favouring non-disclosure (Schedule 2.2)

- Schedule 2.2(a)(xi) - prejudice trade secrets, business affairs or research of an agency or person;
- Schedule 2.2(a)(xiii) - prejudice the competitive commercial activities of an agency.

In reviewing the information within scope of your application, I have identified information that is likely to reveal the reason for a government decision and any background or contextual information that informed the decision. Further, I acknowledge that disclosure may promote open discussion of public affairs and enhance government's accountability generally and contribute to an effective oversight of expenditure of public funds.

In my consideration of factors favouring non-disclosure, I have identified factors which are applicable. My considerations on the weight of these factors are discussed below.

In reviewing the relevant records, information relating to the business affairs of third parties has been identified. This includes name, financial, contractual, and operational information. I have considered that this information has come into the possession of TCCS for the purpose of contractual arrangements and was provided with the expectation that the information be held in confidence.

I have also considered that this information is not readily available to the public and is likely to reveal information that may result in a competitive disadvantage to third parties. The ability for TCCS to obtain confidential information is essential for competitive procurement processes and its ability to procure services vital to its functions. I have considered that the disclosure of information is likely to harm third party business affairs, and to prejudice the competitive commercial activities of the agency.

I have placed significant weight on schedule 2.2(a)(xi) and 2.2(a)(xiii) as the disclosure of the information is likely to prejudice the ability to obtain confidential information in future procurement processes, by prejudicing the business affairs of the relevant third parties.

I note that, as the ACT Government did not develop MyWay+, much of the information sought in the scope of your request is predominately NEC's system development intellectual property.

I have found that the factors favouring disclosure can be satisfied by the refusal of information which is contrary to the public interest and the full release of information that is in the public interest to provide. I have attached a list of the records at [Attachment A](#) and a copy of the records with redactions at [Attachment B](#).

The publicly available contract is listed on the Tenders ACT website at <https://www.tenders.act.gov.au/contract/view?id=204268e>.

Charges

No fee applies to your application as the number of pages for release are within the fee-free threshold.

Online publishing – disclosure log

Under section 28 of the Act, TCCS maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you will be published on the disclosure log with personal information removed.

Ombudsman review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek an Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in TCCS' disclosure log or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision, you may write to the Ombudsman at:

ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601
Via email: actfoi@ombudsman.gov.au

ACT Civil and Administrative Tribunal (ACAT) review

Under section 84 of the Act, if a decision is made under section 82 on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision.

Further information may be obtained from ACAT at:

ACT Civil and Administrative Tribunal
GPO Box 370
CANBERRA CITY ACT 2601
Telephone: (02) 6207 1740
www.acat.act.gov.au

If you have any queries concerning the directorate's processing of your request, or would like further information, please contact the TCCS FOI team on (02) 6207 2987 or email to tccs.foi@act.gov.au

Yours sincerely

A handwritten signature in black ink that reads "Alison Kemp". The signature is written in a cursive, slightly slanted style.

Alison Kemp
Information Officer

27 February 2025

ATTACHMENT A - ACCESS APPLICATION SCHEDULE, FREEDOM OF INFORMATION

Reference Number: 24-183

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: https://www.cityservices.act.gov.au/about-us/freedom_of_information/disclosure-log

Factors favouring non-disclosure:

Schedule 2.2(a)(xi) - prejudice trade secrets, business affairs or research of an agency or person

Schedule 2.2(a)(xiii) - prejudice the competitive commercial activities of an agency.

Reference number	Page number	Description	Date	Status	Reason for non-release or deferral	Open Access release status	
1	1 – 40	Risk register: 2024.12.18 - MyWay+ Risk Register - Detailed Report Riskware Export	18 December 2024	Full access	Not applicable	Decision to be published on the TCCS Disclosure Log .	
Folders refused							
Folder 1	Not applicable	Folder: Change Notices *COMMERCIAL IN CONFIDENCE	Various	Access Refused	Schedule 2.2(a)(xi) Schedule 2.2(a)(xiii)		
Folder 2	Not applicable	Folder: Variations *COMMERCIAL IN CONFIDENCE	Various	Access Refused	Schedule 2.2(a)(xi) Schedule 2.2(a)(xiii)		

Total number of documents: 152

Business Unit:

ACT Government

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1129	Mark White	8/09/2023	23/11/2024	23/02/2025	Extreme	High
Risk Type		Program Risk		Linked Risk		859
Risk Description		Risk Consequence		Risk Source/Causal Factor(s)		Existing Control(s)
<p>Schedule Risk: Planned milestones or integration points not being met due to unforeseen delays, such as resourcing, time for approvals or supply chain interruption. As a program of work, scheduled activities are formulated at individual stream (project) level, then combined into an integrated schedule. These streams and their estimated contribution to the total program's effort include:</p> <ul style="list-style-type: none"> - NEC (85%); - ACT Digital Account (5%) - DDTS Integration (3%) - All other (10%), includes Communication, Org Change Management, Cybersecurity & Assurance, and Project and Program Management. 		<ul style="list-style-type: none"> • Schedule Delay. Program is likely to run later than planned. • Financial. Cost of program is likely to increase. • Reputation & Image. TCCS reputation with the public & the Minister will be impacted. • ICT Systems. Extant Systems will need to remain operational longer than planned. • Network Performance. Fare collection capability may be reduced or ceased. 		<p>Cause: NEC (hardware) solutions - supply chain issues – for example know issues such as availability of information display boards (3 months)</p> <p>Cause: NEC are overoptimistic in their plans resulting in a schedule of activities that while appears achievable is unlikely to manifest as it is built upon assumptions that do not, or cannot be met.</p> <p>Cause: Dependencies - Integrated systems.</p> <p>Noting initial project assumptions assumed seamless transition/integration of in scope systems.</p> <p>Initial in scope systems excluded ACT digital account.</p> <p>Cause: Feedback or approval cycles taking longer than planned due to internal capacity and processes and stakeholder dependencies, including access to Subject Matter Experts.</p>		<p>Control: Monitor and Control integrated program schedule. Type: Detective Control Effectiveness: Adequate</p> <p>Control: Approval of Single Phase program delivery sought through Program Governance Framework arrangements, i.e advising Ministers Office, Minister and approval through SteerCo. Type: Corrective Control Effectiveness: Adequate</p> <p>Control: Contract controls - NEC will provide transition plan to support on time deliverables. Type: Corrective Control Effectiveness: Room for Improvement</p> <p>Control: Adoption of integrated program schedule - joint partnership between TC/NEC and primary stakeholders.</p> <p>Agreement sought to revise agreed 2 phase delivery schedule.</p> <p>Implementation of a single phase delivery approach to hardware installation will allow program to stay on planned schedule. Type: Preventative Control</p>

			<p>Effectiveness: Adequate</p> <p>Control: NEC transition plan to be developed considered by SteerCo upon adoption of integration program schedule</p> <p>Type: Preventative Control</p> <p>Effectiveness: Adequate</p> <p>Control: Built mainly around monitoring and controlling schedule performance of all parties involved in the MyWay+ program. It also includes the establishment of a dedicated program control group that meets weekly to undertake its function.</p> <p>Type: Corrective Control</p> <p>Effectiveness:</p> <p>Control: Monitor and Control integrated program schedule.</p> <p>Type: Detective Control</p> <p>Effectiveness: Adequate</p> <p>Control: Monitor and Control integrated program schedule.</p> <p>Type: Detective Control</p> <p>Effectiveness:</p> <p>Control: Contract and scheduling controls provide for a 20 business day turn around in approval processes for:</p> <ul style="list-style-type: none">- Specifications documentation- Design documentation- Security architecture <p>Type: Preventative Control</p> <p>Effectiveness: Adequate</p> <p>Control: Established business processes for triaging NEC documentation, including consideration of SME advice and feedback</p> <p>Type: Preventative Control</p> <p>Effectiveness: Adequate</p> <p>Control: Resourcing: digital project streams have embedded capability and or expertise</p>
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		<p>(SMEs assigned to deliver effective integration objectives. Including TC/DDTS/CMTEDD/CIO/NEC Type: Preventative Control Effectiveness: Adequate Control: Established business processes for triaging NEC documentation, including consideration of SME advice and feedback Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Program Resources: increased from 2019 business case (FTE) from 1.5 to 5 - Appointment of Executive Program Director. - Project Manager (SOGB) - Business Analyst (2 pt) - Contract Manager - Org Change Manager</p> <p>Once fully established, increases ability of program team to develop and maintain internal and external relationships and increase outputs (deliverables) Type: Preventative Control Effectiveness: Room for Improvement</p> <p>Control: Additional recruitment underway to finalise vacancies (Project Manager and Administration Support) Type: Corrective Control Effectiveness:</p>
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Treatment Option:	Reduce Likelihood & Consequence			
Treatment Plan	Treatment Owner	Due Date	% Complete	
Weekly monitoring of Integrated Program Schedule and its constituent schedules	Mark White	6/02/2025	95%	

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1230	Mark White	4/06/2024	12/08/2024	12/02/2025	Medium	Medium
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
Schedule Risk: The program has in place, industry and Territory best-practice program management governance. Additionally, the program is well progressed (time = 66% progressed, and ~60% effort), entering a critical period that should be focussed on delivery and working towards a successful implementation. Should additional governance or unforeseen reviews, requiring program resources attention, be required, then there is a possible impact on delay, due to inadequate resourcing and insufficient time required to service both needs.	Should the risk manifest, the program will likely be delayed as these activities will pull away fully engaged resources from critical delivery and implementation activities.	Cause: The request to implement a new governance structure requiring input or service from the program's resources. Cause: The request to conduct program assurance activity, such as a Gateway review requiring input and service from the program's resources.		Control: The role of the Steering Committee is to establish and endorse governance structures and is reliant on the committee's capability to balance this risk against any benefit to be gained. Type: Detective Control Effectiveness: Room for Improvement Control: The role of the Steering Committee is to establish and endorse governance structures and is reliant on the committee's capability to balance this risk against any benefit to be gained. Type: Detective Control Effectiveness: Room for Improvement		

Treatment Option:

Accept the Risk

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1154	Mark White	12/04/2024	12/08/2024	12/02/2025	Medium	Low
Risk Description		Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)	
<p>Integration Risk - Should the Systems Integration Platform (SIP) not perform to the expected quality and availability expected of it, integrating data feeds could be corrupted or unstable leading to sub-optimal MyWay+ performance. This risk is magnified as the supplier of the SIP is the ACT Government's DDTS and outside of usual warranty and back-to-back vendor warranty, it is not under any formal performance agreement between directorates.</p>		<p>Instability of MyWay+ functionality, through to system non-performance.</p>	<p>Cause: Poor design and/or build</p>		<p>Control: DDTS and the MyWay+ program are following ICT best practices, including expressing functional and non-functional requirements in the SIP Design Type: Preventative Control Effectiveness: Adequate</p>	

Treatment Option:	Reduce Likelihood & Consequence		
Treatment Plan	Treatment Owner	Due Date	% Complete
Review and testing of SIP before acceptance into MyWay+ production	Mark White	6/02/2025	50%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1139	Mark White	8/09/2023	12/08/2024	12/02/2025	Medium	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Privacy risk: Personal information is accessed due to it not being appropriately secured, stored or managed in MyWay+</p>	<p>Significant Reputational Damage</p>	<p>Cause: unauthorised access to system by external or internal threat.</p>		<p>Control: Design principles implemented to mitigate risk factors</p> <ul style="list-style-type: none"> - Minimal set of PII in NEC system <p>Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Decoupled systems reduce risk of access through linked systems. Security of integrated systems already vetted with controls in place commensurate of individual system risk profiles. (including where PII is held)</p> <p>Type: Effectiveness:</p> <p>Control: Security risk management plan in place considering:</p> <ul style="list-style-type: none"> - Data classification - Controls identification <p>Type: Preventative Control Effectiveness: Adequate</p> <p>Control: System Security Risk Assessment considers penetration testing to identify vulnerabilities.</p> <p>Type: Detective Control Effectiveness: Adequate</p> <p>Control: IT Security consultants and providers appointed to program (CIO/DDTS) to establish compliance requirement and artifacts to manage risk and compliance obligations (establishing control documentation and advisory support)</p> <p>Type: Preventative Control Effectiveness: Adequate</p>		

			<p>Control: Annual ACT Audit Office Audit (financial audit program) considers compliance with financial and IT security requirements. Type: Detective Control Effectiveness: Adequate</p>
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Treatment Option:	Reduce the Consequence		
Treatment Plan	Treatment Owner	Due Date	% Complete
Continual development of security risk assessment and response and recovery plans	Mark White	6/02/2025	75%
Conduct Privacy Impact Assessment	Mark White	6/02/2025	50%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1134	Mark White	8/09/2023	12/08/2024	12/02/2025	Medium	Medium
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Integration Risk: Unanticipated integrated system/asset compatibility issues experienced during installation/testing.</p>	<ul style="list-style-type: none"> Schedule Delay. Program is likely to run later than planned. Financial. Cost of program is likely to increase. Reputation & Image. TCCS reputation with the public & the Minister will be impacted. Reputation & Image. It is likely there will be considerable re-work which may also affect the ongoing relationship with support arrangements. ICT Systems. Extant Systems will need to remain operational longer than planned. ICT Systems. The whole of system's cyber-security may be compromised and should not be allowed to be released as an operable system, resulting in a possibility the program would be cancelled resulting in considerable loss of funds. Performance and delays. Should the systems not integrate as expected, this could delay the development of the core systems or result in performance issues with an operational MyWay+ system 	<p>Cause: Unanticipated integrated system/asset compatibility issues experienced during installation/testing.</p> <p>Cause: Should the quality of integration or sub-contract resources not be of sufficient quality due to not being adequately vetted, this may negatively impact the quality of the MyWay+ solution.</p>		<p>Control: Establishing a testing protocol for all forms of integration. Type: Preventative Control Effectiveness:</p> <p>Control: Planning and design works in progress with technical leads accounting for know risks in the design process, higher risk integrations identified for prioritisation include Hastus (upgrade TCO) Oracle (older system, likely to be upgraded - DDTS/CMTEDD) Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Decouple systems approach, Nil system dependencies – SIP (nil impact) use of API tech. Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Conceptual design process - Ability to test early potential issues Type: Detective Control Effectiveness: Adequate</p> <p>Control: Technical design resources appointed to program, and at project stream level</p> <p>Cyber resources through CIO/DDTS appointed to manage systems security risk and compliance with ACTPS/best practice ICT requirements Type: Preventative Control Effectiveness: Adequate</p>		

			<p>Control: Adequate project governance structure in place to manage technical risk, issues and change Type: Corrective Control Effectiveness: Adequate</p> <p>Control: Proposed Integrated program schedule – provides a platform for joint NEC / integration partnership with project stream (system) SMEs Type: Preventative Control Effectiveness:</p> <p>Control: Project (Software) resources vetted through procurement and contract processed (contract design) with NEC - Contract manager in place to manage performance Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Resourcing within DDTS - adequate buy in from DDTS, technical expertise applied to program and project streams Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Resourcing within CIO - cyber security advisor and CIO engagement Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Established protocols TC Ops (Hardware) Subcontract contract requirements clearly identified Type: Preventative Control Effectiveness: Adequate</p>
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Treatment Option:	Reduce Likelihood & Consequence
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Treatment Plan	Treatment Owner	Due Date	% Complete
Systems Integration Testing	Mark White	6/02/2025	95%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1133	Mark White	8/09/2023	11/09/2024	11/03/2025	Medium	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Resource Risk: The program is inadequately resourced with the requisite skills and experience as a result of shortages or staff turnover which may result in the project making sub-optimal decisions, delays and/or increased costs.</p>	<ul style="list-style-type: none"> Schedule Delays. Program is likely to run later than planned. Financial. Cost of program is likely to increase. Reputation & Image. TCCS reputation with the public & the Minister will be impacted. ICT Systems. Extant Systems will need to remain operational longer than planned. Network Performance. Fare collection capability may be reduced or ceased. 	<p>Cause: The program is inadequately resourced with the requisite skills and experience as a result of shortages or staff turnover. Cause: Loss of experienced resources and institutional knowledge may result in the project making sub-optimal decisions, including those that result in delay and increased costs.(retention) Cause: Program staff and SMEs also involved in operational support, cannot provide timely contribution due to de-prioritisation of program work. (particularly systems administration)</p>		<p>Control: Recruit Organisational Change Manager role Type: Corrective Control Effectiveness:</p> <p>Control: Approval to increase program resources (FTE) increased from 1.5 to 5 Type: Corrective Control Effectiveness: Adequate</p> <p>Control: Appointment of executive level Program Director - 2x business analysts (technical specialists/IT advisory) - Org Change manager - outsourced Contract management services Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Recruit Project Administrator role Type: Preventative Control Effectiveness:</p> <p>Control: Recruit resources Type: Corrective Control Effectiveness:</p> <p>Control: Recruit Contract Manager role Type: Corrective Control Effectiveness:</p> <p>Control: Management and recruitment of staff will be (is) undertaken considering whole of government and directorate specific policies and procedures (controls)</p>		

			<p>Natural attrition and market capacity and know variables, however it is envisaged finalising outstanding vacancies will elevate pressures on existing resources and risk of burnout and fatigue, resulting in a stable team environment. Type: Preventative Control Effectiveness: Adequate Control: Recruit Project Manager role Type: Corrective Control Effectiveness:</p> <p>Control: Relationship management and stakeholder engagement: continual engagement and raising awareness of deliverables with respective internal executive(s) and effective management of program governance committees. Type: Preventative Control Effectiveness: Adequate</p>
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Treatment Option:	Reduce Likelihood & Consequence
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Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1131	Mark White	24/10/2023	12/08/2024	12/02/2025	Medium	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Requirements Risk: The MyWay+ product (service) does not meet the functional and non-functional requirements for Transport Canberra due to these not being clearly articulated, captured or provided to NEC or due to an emergence of hidden or unforeseen design limitations.</p>	<ul style="list-style-type: none"> Schedule Delay. This may result in the program experiencing delays or implementing products or processes that may compromise safety, inefficient or risk not adopted by the community. Network Performance. Use and adoption rates are likely to be less than expected. Network Performance. Fare collection capability is likely to be adversely affected. 	<p>Cause: Functional and non-functional requirements not clearly articulated, captured or provided in the procurement and contract negotiation phase(s) i.e contract deliverables provide high level requirements.</p> <p>Cause: Emergence of hidden or unforeseen design limitations for examples including:</p> <ul style="list-style-type: none"> - ACT Digital Account requirements - Mobile Applications / payment transactions and refunds (new/unused technology) - Schools transport program and other concession programs - complex algorithms. 		<p>Control: Program team and NEC have clear deliverables and milestones established.</p> <p>Supported by Program Governance structure, resourcing and cross functional stakeholder engagement to manage and escalate risk (DDTS/NEC/TC/CIO/CMTEDD)</p> <p>Type: Detective Control Effectiveness: Room for Improvement</p> <p>Control: Specification review protocols established to clearly articulate specifications, design requirements and security architecture through appropriate SMEs Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Procurement and contract negotiation phase(s) mitigated a number of risk factors choosing SaaS product (as opposed to COTS product or need for bespoke software) minimising unclear/undefined detailed requirements Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Resourcing: Program technical and design expertise (recruited) and early identification and escalation of known risks/issues. Type: Detective Control Effectiveness: Adequate</p> <p>Control: Specification review protocol - early engagement with SMEs (TC and NEC)</p>		

			<p>Type: Preventative Control Effectiveness: Adequate</p> <p>Control: UAT - user testing arrangements to support functionality Type: Detective Control Effectiveness: Adequate</p> <p>Control: Integration check - ACT Gov SME engagement. To identify complexity / risk and prioritisation of project streams and resource allocation Type: Corrective Control Effectiveness: Adequate</p>
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Treatment Option:	Reduce the Consequence		
Treatment Plan	Treatment Owner	Due Date	% Complete
design and build of detailed requirements to be developed at a functional level - on a function by function basis, linked to project stream deliverables and managed through prioritisation of complexity and or risk Program resourcing (expertise and capability embedded to deliver - Adrian) Rolling program of work	Mark White	31/12/2024	80%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1130	Mark White	8/09/2023	12/08/2024	12/02/2025	Medium	Medium
Risk Type		Program Risk		Linked Risk		859
Risk Description		Risk Consequence		Risk Source/Causal Factor(s)		Existing Control(s)
<p>Budget Risk: The identification of hidden or unforeseen costs may result in the program's budget being exhausted earlier than expected, possibly requiring a compromise with scope and/or time. Any major cost is subject to variation proposal with NEC, including fully costing and seeking approval from the appropriate delegate.</p>		<ul style="list-style-type: none"> Schedule Delay. Program is likely to run later than planned. Financial. Cost of program is likely to increase. Reputation & Image. TCCS reputation with the public & the Minister will be impacted. ICT Systems. The whole of system's cyber-security will be compromised and should not be allowed to be released as an operable system, resulting in a possibility the program would be cancelled resulting in considerable loss of funds. Network Performance. Fare collection capability may be reduced or ceased. 		<p>Cause: Current contingency exhausted by decision to integrate with ACT digital account post contract.</p> <p>Cause: The work necessary for integrating systems into and out of MyWay+ is not funded as and when needed, due to an inadequate budget, unforeseen costs, or not receiving funds.</p>		<p>Control: Business Case was successful in acquiring funds (\$2.4m) for fare free period. These operational funds will be available to the project once all capital works are complete.</p> <p>Type: Corrective Control</p> <p>Effectiveness:</p> <p>Control: Active participation in Strategic Finance Committee to report on budget risk and seek cash management advice/options.</p> <p>Type: Preventative Control</p> <p>Effectiveness: Adequate</p> <p>Control: Develop updated budget to business case to receive additional CAPEX funding requirements</p> <p>Type: Corrective Control</p> <p>Effectiveness:</p> <p>Control: Cash Manage in consultation with CFO, TCCS Strategic Finance Committee</p> <p>Type: Corrective Control</p> <p>Effectiveness:</p> <p>Control: Resourcing: Project Streams appropriately resourced with adequate technical expertise and capability (cross functional) to identify scope and budget risk elements pertaining to specification requirements, design elements and security architecture not within agreed contractual requirements.</p> <p>Type: Detective Control</p>

			<p>Effectiveness: Adequate</p> <p>Control: Governance: Project Governance Streams and supporting structure appropriately resourced with adequate technical expertise, capability (cross functional) and delegations to manage, escalate and report risks, issues and changes impacting scope and subsequent budgeted deliverables</p> <p>Type: Preventative Control</p> <p>Effectiveness: Adequate</p>
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Treatment Option:	Reduce Likelihood & Consequence
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Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1272	Mark White	11/07/2024	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Failure or inability to effectively implement fraud and integrity control strategies resulting in acts of fraud and/or corruption</p>	<p>Service delivery Loss of information</p> <p>Financial Loss of revenue/financial cost</p> <p>Reputation Reputational damage/loss of trust</p> <p>Legislation, regulation and compliance Breach of legislation, including criminal offences Breach of privacy</p>	<p>Cause: Officers influenced by payment, gifts, donation, hospitality or other personal advantage in decision making or functional duties</p> <p>Examples Business Units can use:</p> <ul style="list-style-type: none"> a. Licenses/permits are issued or maintained without proper assessment and approval b. Development applications supported which do not meet relevant codes or policy c. Adoption of dogs without consideration of due processes d. Appointment (recruitment) of personnel for personal gain e. Failure to utilise regulatory powers in lieu of payment, corruption, or collusion f. Undue influence in procurement activities g. Misuse of position to influence a significant business or policy decision. <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment]</p> <p>Cause: Lack of understanding of, or adherence to fraud prevention policies (ACTPS ethical and legal frameworks), training and reporting requirements</p> <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment]</p> <p>Cause: Staff not understanding the Government context (political and Government operating environment), role of Government of</p>		<p>Control: Legislative and policy controls</p> <ul style="list-style-type: none"> o PSM Act and Standards o The ACT Integrity Commission o The ACTPS Values and Signature behaviours o ACTPS Code of Conduct o Probity in Procurement o Enterprise agreements o Reportable Conduct policy <p>Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Conflict of Interest</p> <ul style="list-style-type: none"> o TCCS COI Policy and processes <p>Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Employee compliance controls</p> <ul style="list-style-type: none"> o Mandatory TCCS Conflict of Interest eLearning training o Follow policies and processes <p>Type: Corrective Control Effectiveness: Adequate</p> <p>Control: Delegate/Manager compliance controls:</p> <ul style="list-style-type: none"> o Follow COI policies and processes o Communicate COI policies and requirements to staff o Monitor mandatory training o CAS process o Embed Business Unit specific practices as appropriate <p>Type: Preventative Control Effectiveness: Adequate</p>		

		<p>the day, taking direction, giving impartial advice</p> <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment] Cause: Misuse or unauthorised use of ACT Gov credit cards, fuel cards, MyWay and CabCharge cards or account cards</p> <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment] Cause: Theft of cash or misappropriation of public monies, including but not limited to:</p> <ol style="list-style-type: none"> Theft of cash Supplier/Contractor or third party receives payment for goods or services not provided TCCS payments are diverted, or debts not pursued <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment] Cause: Inappropriate use, theft, or unethical disposal of ACT Government assets</p> <p>Key drivers:</p> <ol style="list-style-type: none"> Misuse of vehicles or other assets including plant and equipment (for personal/private use) Steal, use or sell Territory owned materials – mulch, gravel, trees, wood timber etc. <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment] Cause: Manipulating attendance and/or leave records or fraudulently gaining entitlement to salary or allowances</p> <p>[Specific Business Unit source/causal factors and associated controls to be tailored to</p>	<p>Control: Effective management of Second jobs and volunteer activities Employee compliance controls:</p> <ul style="list-style-type: none"> o Comply with second job policies and forms <p>Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Delegate/Manager compliance controls:</p> <ul style="list-style-type: none"> o Comply with second job policies and forms o Communicate requirements to staff. <p>Type: Effectiveness:</p> <p>Control: Effective management of Gifts, Benefits and Hospitality Employee controls:</p> <ul style="list-style-type: none"> o Not, under any circumstances employees or contractors are to accept offers of alcohol, money (including lottery tickets and scratch lotto cards) or anything which would give rise to a real or perceived COI o Comply with Gifts, Benefits and Hospitality Policy o Complete the TCCS Hospitality, Gifts and Benefits Declaration Form within 14 days of the offer. <p>Type: Effectiveness:</p> <p>Control: Manager/delegate controls:</p> <ul style="list-style-type: none"> o Comply with the TCCS Hospitality, Gifts and Benefits policy and form o Communicate requirements to staff. <p>Type: Effectiveness:</p> <p>Control: Decision-making</p> <ul style="list-style-type: none"> o ACTPS Decision Makers Handbook and guidelines o Appropriate training for staff
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		<p>business environment] Cause: Unauthorised access, use, disclosure, manipulation and or destruction of TCCS records or information.</p> <p>[Specific Business Unit source/causal factors and associated controls to be tailored to business environment]</p>	<ul style="list-style-type: none"> o Managers to communicate good decision-making requirements o Compliance with legislation – processes and policies in place (e.g. SOPs) <p>Type: Effectiveness: Control: Integrity Awareness Campaign Type: Effectiveness:</p> <p>Control: Communicate legislative controls and policies to Branch Type: Effectiveness:</p> <p>Control: Mandatory training and Compliance Assurance Process Type: Effectiveness:</p> <p>Control: TCCS Specific Controls</p> <ul style="list-style-type: none"> o Fraud and corruption plan and associated activities, supported by TCCS Enterprise Fraud Risk Assessment o TCCS specific fraud and corruption prevention training (mandatory and refresher) o Annual Report and other mandatory reporting requirements <p>Type: Effectiveness: Control: Code of Conduct Type: Effectiveness:</p> <p>Control: Directorate and WOG messaging, particularly around election time Type: Effectiveness:</p> <p>Control: Online training- fraud and ethics, induction training Type:</p>
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			<p>Effectiveness:</p> <p>Control: PDP's – identify areas of improvement/learning needed</p> <p>Type:</p> <p>Effectiveness:</p> <p>Control: Embed Business Unit specific practices as appropriate</p> <p>Type:</p> <p>Effectiveness:</p> <p>Control: TCCS Policy Controls</p> <ul style="list-style-type: none">o TCCS Credit Card Guidelineo TCCS Fleet vehicle management guidelineso SG fleet management system, including regular reports and audits on fleet and fuel card use.o Cardholder controls:o Complete Financial Delegations trainingo Attend annual Credit Card Awareness trainingo Only use the credit card for official purchaseso Comply with any other requirements relating to credit card expenditure (e.g. basic procurement, hospitality, etc. and credit card policies and requirements)o Immediately report card misuse, loss or damage to Westpac and TCCS Finance. <p>Type:</p> <p>Effectiveness:</p> <p>Control: Manager controls</p> <ul style="list-style-type: none">o Provide relevant policies and guidelines to the cardholder, including those relating to any types of expenditure that may occur (e.g. hospitality)o Attend annual Credit Card Awareness trainingo Review and authorise credit card reconciliations and ensure they are submitted to Shared Services within the required timeframeo Identify card storage arrangement during periods of cardholder extended leaveo Oversee that the cardholder is meeting all
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			<p>their obligations</p> <ul style="list-style-type: none">o Notify the asset account manager of any assets purchased using the credit cardo Ensure portable and attractive items purchased using the credit card are included in the Portable and Attractive Items register <p>Portable and Attractive</p> <ul style="list-style-type: none">o Report any suspected or actual misuse or inappropriate expenditure. <p>Type:</p> <p>Effectiveness:</p> <p>Control: Cash handling</p> <p>Employee compliance controls:</p> <ul style="list-style-type: none">o Authorised officers under the TCCS Director-General's Financial Delegationso Financial Delegations trainingo Acknowledge they have read and understood any and all policies and procedures relating to the handling of public monies by signing and dating a register or similar document.o Comply with all branch specific cash handling requirements.o Document and appropriately store all agreements with customers and suppliers, including receipts for monies exchanged.o Maintain the physical security of monies and receipts.o Undertake acquittal processes per branch requirements <p>Type:</p> <p>Effectiveness:</p> <p>Control: Manager/supervisor controls:</p> <ul style="list-style-type: none">o Review and approval of acquittalso decide on the action to be taken for any acquittal surpluses or deficiencies and note the decision on the relevant acquittal formo Communicate requirements to staff <p>Type:</p> <p>Effectiveness:</p> <p>Control: Procurement</p>
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			<p>Application of Legislative Controls</p> <ul style="list-style-type: none"> o Government Procurement Act 2001 (GPA) o Government Procurement Regulations 2007 (GPR) o Government Procurement (Secure Local Jobs) Code o Public Sector Management Act 1994 (PSMA) o Financial Management Act 1996 (FMA) o TCCS Director General Financial Delegations <p>Type:</p> <p>Effectiveness:</p> <p>Control: Application of ACTPS Framework requirements</p> <p>ACT Government Procurement Circulars and associated training:</p> <ul style="list-style-type: none"> o The Charter of Procurement Value o Procurement Delegations o Value for Money in Procurement o Probity in Procurement Guide o ACT Government Procurement Module 1 o ACT Government Probity in Procurement <p>Type:</p> <p>Effectiveness:</p> <p>Control: Application of TCCS Corporate Framework requirements</p> <ul style="list-style-type: none"> o TCCS Conducting Procurement and Contract Management Framework o TCCS Procurement Governance Framework o TCCS and Procurement ACT Engagement model o TCCS Contract Management Workbook <p>Type:</p> <p>Effectiveness:</p> <p>Control: Procurement Officer Controls</p> <p>In addition to adherence to the above controls' procurement officers must:</p> <ul style="list-style-type: none"> o Complete Contract Documentation Checklist or Procurement Assurance Checklist to confirm documentation requirements.
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			<ul style="list-style-type: none"> o Retain all records associated with the procurement within an appropriate file in Objective, TCCS' endorsed electronic document and records management system (EDRMS). o Mandatory Procurement and contract management training for designated officer conducting or participating in procurement and or contract management processes. <p>Type: Effectiveness:</p> <p>Control: Financial Controls (systems)</p> <ul style="list-style-type: none"> o Utilisation of PMARS, APIAS, P2P and Convergta for payments o Application of financial delegations through automated workflows. <p>Type: Effectiveness:</p> <p>Control: Maintain an accurate asset register with TCCS Finance and ensure it is updated following the purchase, transfer, write-off or disposal of assets.</p> <p>Type: Effectiveness:</p> <p>Control: Review asset register at least once per year.</p> <p>Type: Effectiveness:</p> <p>Control: When disposing of an asset follow the procedure set-out in PC06: Disposal Assets; and complete an Asset Disposal Form Finance.</p> <p>Type: Effectiveness:</p> <p>Control: When writing-off an asset: complete an Asset Write-off Form, seek approval from an appropriate delegate under schedule D.4.a of the Director-General's Financial Delegations.</p> <p>Type: Effectiveness:</p>
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			<p>Control: Reporting mechanisms for suspected inappropriate use, theft or unethical disposal. Type: Effectiveness:</p> <p>Control: Integrity Awareness Campaign. Type: Effectiveness:</p> <p>Control: Random auditing/spot checks of assets Type: Effectiveness:</p> <p>Control: Enterprise Agreement Type: Effectiveness:</p> <p>Control: Public Sector Management Act Type: Effectiveness:</p> <p>Control: HR21 and associated policies and procedures Type: Effectiveness:</p> <p>Control: Timesheets in Objective Type: Effectiveness:</p> <p>Control: Employee compliance controls: o Maintain an accurate record of attendance o Submit attendance record/timesheet to their managers/supervisors within one (1) week of the end of the pay period for certification o Notify manager/supervisor of an unplanned absence o Submit applications for unplanned leave within five days of returning to work o Provide evidence in support of leave applications where required.</p>
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			<p>Type: Effectiveness:</p> <p>Control: Manager/supervisor compliance controls: o Ensure leave forms are submitted and approved prior to certifying timesheets o Verify, review and certify submitted timesheets, and forward to Shared Services for processing in a timely manner o Monitor and manage flex time balances</p> <p>Type: Effectiveness:</p> <p>Control: Branch controls o Retain secure copies of attendance and leave forms and have them readily available for audit purposes. o Uptake and or use of automated time recording systems e.g. KRONOS.</p> <p>Type: Effectiveness:</p> <p>Control: Directorate Controls o Whole of directorate application of EDRMS o ICT System Security Plans for Government and business critical systems (associated ICT controls in place) o Application and regular review of TCCS Privacy Compliance Guidelines o Agency Security Adviser coordinates security briefings to staff travelling overseas on business and where require 'clean' devices are provided through by the CIO. o Application and review of Staff Cessation procedures including management of physical and digital access o PSPF compliance o TCCS Cyber Security and Information Management Workplan o Records Management Program o Social Media Policy</p> <p>Type:</p>
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			<p>Effectiveness:</p> <p>Control: Employee compliance controls</p> <ul style="list-style-type: none"> o Mandatory Security Awareness training o Records Management training o Cyber Security Training o Classify, label and store information according to its value, importance and sensitivity o Exercise suitable means to protect personal information against loss, misuse or unauthorised access, modification or disclosure (e.g. locked cabinets) o Comply with requirements under Public Sector Management Act, Code of Conduct etc. <p>Type:</p> <p>Effectiveness:</p> <p>Control: Branch compliance controls</p> <ul style="list-style-type: none"> o Ensure branch specific privacy policy conforms with minimum requirements of the TCCS Privacy Compliance Guidelines. <p>Type:</p> <p>Effectiveness:</p>
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Treatment Option:	Accept the Risk
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Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1143	Mark White	25/10/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Implementation risk: Injury to staff or contracted provider in installing or using equipment due to inadequate WHS assessment and treatment.</p>	<ul style="list-style-type: none"> • People Safety. Injury to staff or contractor. • Reputation & Image. TCCS reputation with the public & the Minister will be impacted. 	<p>Cause: Physical injury occurs in delivery phase Cause: Psychosocial injury occurs in delivery phase</p>		<p>Control: WHS induction – includes sighting of all relevant Certifications Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Site Inductions Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Site supervision Type: Detective Control Effectiveness: Adequate</p> <p>Control: PPE requirements in all operational areas Type: Preventative Control Effectiveness: Adequate</p> <p>Control: WHS risk assessment in place for tasks / installation Type: Effectiveness:</p> <p>Control: mandatory training requirement to be met Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Internal Safety Net controls, including support systems in place, manager due diligence, awareness, and training Type: Preventative Control Effectiveness: Adequate</p>		

Treatment Option:	Reduce Likelihood & Consequence		
Treatment Plan	Treatment Owner	Due Date	% Complete
continue to monitor WHS obligations and requirements of all staff and contractors	Mark White	6/02/2025	75%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1142	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Implementation Risk: If unable to complete works within time schedule due to unforeseen conditions or delays, including approvals from NCA</p>	<ul style="list-style-type: none"> Schedule Delays. Program is likely to run later than planned. Financial. Cost of program is likely to increase. Reputation & Image. TCCS reputation with the public & the Minister will be impacted. ICT Systems. Extant Systems will need to remain operational longer than planned. Network Performance. Fare collection capability may be reduced or ceased. 	<p>Cause: unforeseen conditions or delays, including approvals from NCA caused by poorly drafted submissions.</p>		<p>Control: Involved MPC & AECOM to develop concept design of Platform Validator as NEC supplied designs that were unlikely to be accepted by NCA. Type: Corrective Control Effectiveness:</p> <p>Control: implementation of single integrated program schedules Type: Corrective Control Effectiveness: Adequate</p> <p>Control: concise specification documents developed in collaboration with TCO Bus/ and NCA Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Early engagement with MPC to seek Pre approvals Type: Preventative Control Effectiveness: Adequate</p> <p>Control: NCA) early works notification process Type: Preventative Control Effectiveness: Adequate</p> <p>Control: contingent on approval and implementation of integrated program schedule Type: Corrective Control Effectiveness:</p>		

Treatment Option:

Reduce the Consequence

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1141	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)	Existing Control(s)			
<p>Implementation Risk: The decision to deliver using a multi-phase approach that results in MyWay and MyWay+ systems running concurrently due to a prioritisation to maximise fare collection (potentially retire risk at agreement to intergnered program schedule).</p>	<ul style="list-style-type: none"> Reputation and Image. This option may lead to confusion and low rates of adoption amongst the community 	<p>Cause: multi-phase approach considers the application of both MyWay and MyWay+ systems running concurrently</p>	<p>Control: Implement single integrated program schedule Type: Corrective Control Effectiveness: Adequate</p> <p>Control: fit out period – detailed task level to ensure consistent fit out and roll out schedule Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Concise specification documents developed in consultation with key stakeholders (TCO Bus/NCA) Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Contingent of agreement and support of integrated program schedule based upon a new single-phase delivery approach. Type: Corrective Control Effectiveness:</p> <p>Control: Implemented Integrated Program Schedule Type: Corrective Control Effectiveness:</p>			
Treatment Option:	Reduce Likelihood & Consequence					

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1140	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Implementation Risk: If during installation hardware or systems damage occurs to current operations, due to carelessness or unforeseen consequences.</p>	<ul style="list-style-type: none"> Network Performance. This may negatively impact bus or light rail operations. 	<p>Cause: damage of assets at installation</p>		<p>Control: Specification documentation developed to be concise, and collaboratively with TCO and NCA to be fit for purpose Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Testing and assurance progress at fitment (asset acceptance) in place to assess and defects or deviation from specifications. Type: Detective Control Effectiveness: Adequate</p> <p>Control: Contractual remediation activities in place to ensure quality of deliverables fit for purpose. Type: Corrective Control Effectiveness: Adequate</p>		

Treatment Option:	Reduce Likelihood & Consequence		
Treatment Plan	Treatment Owner	Due Date	% Complete
Asset Acceptance by TCCS	Mark White	6/02/2025	50%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1138	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
Support Risk: CMET make system or file change without informing MyWay+ inadvertently impacting system performance	<ul style="list-style-type: none"> Network Performance. Fare collection capability is likely to be adversely affected. 	Cause: lack of consultation with TC		<p>Control: TCLR have adequate preventative, detective and corrective controls in place to manage CMET KPIs, performance and network changes; including those that impact processes and systems that may impact monthly payment systems. Type: Preventative Control Effectiveness: Adequate</p> <p>Control: CMET representation in program control groups and program governance structure - including communications and change processes. Type: Preventative Control Effectiveness:</p> <p>Control: Integration protocols to be established - Design APIlandscape to be documents Type: Preventative Control Effectiveness:</p>		

Treatment Option:	Reduce Likelihood & Consequence		
Treatment Plan	Treatment Owner	Due Date	% Complete
CMET are regularly engaged and will be a critical partner in the transition to MyWay+.	Mark White	6/02/2025	95%

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1137	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
<p>Support Risk: The managed services contract that supports MyWay+ is not sufficiently flexible to meet changing needs or shifts in technology and community sentiment.</p>	<ul style="list-style-type: none"> Financial. Cost of Managed services contract is likely to increase. Reputation & Image. TCCS reputation with the public & the Minister will be impacted. 	<p>Cause: High level requirement design details defined at contract execution limit flexibility.</p>		<p>Control: application of contract management expertise through operations (hiring contract manager or ensuring adequate resourcing) manage variations of contract to remove any identified ambiguity. Type: Detective Control Effectiveness:</p> <p>Control: Managed services contract (system and hardware delivery 2.6 years) provides for contract variations through negotiation with NEC to ensure effective delivery of program benefits (emerging changes) Type: Corrective Control Effectiveness: Room for Improvement</p> <p>Control: Contract manager appointed to manage delivery aspects and contract performance (Maddox) Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Program governance structure (working groups and committees) embedded to manager commercial and change aspects Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Managed services contract (system operations - 10 years) provides for performance KPIs and enables contract variations through negotiation with NEC Type: Preventative Control Effectiveness: Room for Improvement</p>		

			<p>Control: Innovation at core of procurement and contract execution phases mitigating obsolesce/technology risk and enabling flexibility through variations as (if) a business need arises. Type: Preventative Control Effectiveness: Adequate</p> <p>Control: Design an API landscape to be documented through planning and delivery or program Type: Detective Control Effectiveness:</p>
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Treatment Option:	Reduce Likelihood & Consequence			
Treatment Plan	Treatment Owner	Due Date	% Complete	
Develop and implement a Contract Management Plan	Mark White	6/02/2025	75%	

Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1136	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description	Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)		
Adoption Risk: Poor uptake or confusion over roles and responsibilities for MyWay+ due to inadequate communications and change management through program delivery or unclear communications and operational handover. (internal TCO risk)	<ul style="list-style-type: none"> • Reputation & Image. TCCS reputation with the public & the Minister will be impacted. • Network Performance. Use and adoption rates are likely to be less than expected. • Network Performance. Fare collection capability is likely to be adversely affected. 	<p>Cause: Confusion over roles and responsibilities for MyWay+ due to unclear communications and operational handover, including operational access and usability.</p> <p>Cause: introduction of shadow ICT systems eroding the planned and future benefits of MyWay+</p>		<p>Control: Develop and implement Organisational Change Management Plan Type: Corrective Control Effectiveness:</p> <p>Control: Change Management Plan - to be finalised. Includes strategies to communicate, engage and train operational and administrative staff whereby MyWay+ impacts BAU/current systems and processes. Type: Preventative Control Effectiveness:</p> <p>Control: Effective engagement of operational and administrative staff in TCO and CMET through program delivery including representation in Program Governance Committees Type: Preventative Control Effectiveness: Room for Improvement</p> <p>Control: Planned UAT and demonstrations to involve operational and administrative staff whereby MyWay+ impacts BAU/current systems and processes. Type: Effectiveness:</p> <p>Control: Effective engagement of operational and administrative staff in TCO and CMET through program delivery including representation in Program Governance Committees Type: Preventative Control Effectiveness: Adequate</p>		

			<p>Control: Inclusion of DDTS and CIO including representation in Program Governance Committees Type: Preventative Control Effectiveness: Adequate</p> <p>Control: ACT Government and TCCS Cyber and Digital strategies in place to prevent and detect use of shadow ICT systems Type: Preventative Control Effectiveness: Adequate</p>
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Treatment Option:	Reduce Likelihood & Consequence
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Ref. Number	Risk Owner	Risk Identified On	Last Reviewed On	Next Scheduled	Current / Inherent	Proposed / Residual
1135	Mark White	8/09/2023	12/08/2024	12/02/2025	Low	Low
Risk Description		Risk Consequence	Risk Source/Causal Factor(s)		Existing Control(s)	
<p>Adoption risk: Failure to effectively achieve program benefits, including low rates of adoption or uptake of new technology resulting in negligible increase in patronage or suboptimal improvement to customer experience (consumer/patronage risk)</p> <p>Underpinned by opportunity risk: ACT digital account provides increased opportunity to capture, store and report data to inform consumer behaviours to enable targeted (strategic) transport planning decisions, improve performance outcomes and assist in development of strategic and wellbeing indicators.</p>		<ul style="list-style-type: none"> • Reputation & Image. TCCS reputation with the public & the Minister will be impacted. • Network Performance. Use and adoption rates are likely to be less than expected. • Network Performance. Fare collection capability is likely to be adversely affected. 	<p>Cause: Low rates of adoption in introducing new systems and/or processes due to inadequate communications and change management.</p>		<p>Control: Delivery of communications Plan: Change management and stakeholder engagement plan to be finalised in consultation with TC Communications Type: Preventative Control Effectiveness:</p> <p>Control: planning and design considers ease of useability, increased accessibility and increased opportunities enhance and integrate complementary systems; e.g ACT Digital account, MyWay plus App. Type: Preventative Control Effectiveness: Adequate</p> <p>Control: community involvement in testing hardware (bus pilot) Type: Preventative Control Effectiveness: Adequate</p> <p>Control: accessibility reference groups established to ensure access/accessibility of vulnerable members of the community and incorporation of feedback into design elements.- Type: Preventative Control Effectiveness: Adequate</p>	
Treatment Option:		Reduce Likelihood & Consequence				
Treatment Plan			Treatment Owner	Due Date	% Complete	

Ensure seamless User Experience with sign up and sign in use cases.

Mark White

6/02/2025

75%

