



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: TCCSFOI 2019-082

Information to be published	Status
1. Access application	Published
2. Decision notice and schedule	Published
3. Documents	Partial Access
4. Additional information identified	No
5. Fees	n/a
6. Processing time (in working days)	57 days
7. Decision made by Ombudsman	n/a
8. Additional information identified by Ombudsman	n/a
9. Decision made by ACAT	n/a
10. Additional information identified by ACAT	n/a

Received by TCCS
20/8/19.

From: [REDACTED]@canberratimes.com.au
Sent: Tuesday, 20 August 2019 11:18 AM
To: TCCS_FreedomOfInformation
Subject: FOI application

19-082.

To the FOI coordinator,

I write to seek the following information under the The Freedom of Information Act 2016 :

Between January 1 to today:

- Communication/advice between the minister and minister's office and Transport Canberra regarding weekend bus services.
- internal communication between executive level staff, and to and from executive staff regarding weekend bus services including workforce issues, reliability of services and feasibility of the number of weekend services.

Should any fees be relevant, I ask they are waived under section 107 2b, noting the agency must waive any fee if the information is of a special interest to the public.

Should you need to discuss this application please contact me on this email or [REDACTED]

[REDACTED]
Journalist
Australian Community Media

T 02 6280 2265 M [REDACTED]
A 9 Pirie Street, Fyshwick, ACT, 2609
W www.canberratimes.com.au



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ACT
Government

Transport Canberra and
City Services

Ms [REDACTED]

By Email: [REDACTED]@canberratimes.com.au

Dear Ms [REDACTED]

Freedom of information request: Reference – 19-082

I refer to your application made under the *Freedom of Information Act 2016* (the FOI Act), and received by Transport Canberra and City Services Directorate (TCCS), on 20 August 2019 in which you sought access to:

- Communication/advice between the Minister and Minister's office and Transport Canberra regarding weekend bus services.
- Internal communication between executive level staff, and to and from executive staff regarding weekend bus services including workforce issues, reliability of services and feasibility of the number of weekend services.

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

A response was due to you on 17 September 2019. Thank you for agreeing to extensions to allow time for TCCS to complete your request through to 8 November 2019.

Decision on access

Searches were completed for relevant information 12 documents (70 pages) were identified that fall within the scope of your request.

I have included at [Attachment A](#) to this decision the schedule of documents. This provides a description of each document that falls within the scope of your request and the access decision for each of the documents.

I have decided to grant access, under section 50 of the Act, to copies of documents with deletions applied to information that I consider would be contrary to the public interest to disclose under the test set out in section 17 of the Act.

Statement of Reasons

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

Factors favouring disclosure (Schedule 2.1)

- (a)(i) promote open discussion of public affairs and enhance the government's accountability
- (a)(ii) contribute to positive and informed debate on important issues or matters of public interest
- (a)(iv) ensure effective oversight of expenditure of public funds

Factors favouring nondisclosure (Schedule 2.2)

- (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the *Human Rights Act 2004*
- (a)(xiii) prejudice the competitive commercial activities of an agency
- (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency
- (a)(xvi) prejudice the deliberative process of government.

In considering the factors related to the public interest, I was cognisant of the impact release of information will have on the operations of Transport Canberra and the delivery of public transport as a business function. This includes the release of information that could affect the harmonious relations with employees and their representative unions.

Meetings and discussion with the TWU and its delegates informed Transport Canberra's options in relation to the weekend bus network and this is reflected in Ministerial briefing and Executive communication. To release the details of these meetings and negotiations could cause disunity and undermine relationships of trust that have been built over time. It could reasonably be expected to prejudice the conduct of industrial relations in Transport Canberra and TCCS more widely as it would impact the effective industrial consultation processes that exist. If the information were released it would also reasonably impact Transport Canberra's management functions.

I have redacted from release some of this information as not in the public interest to release but have also decided to release information where that information does not, of itself, reveal the detail of negotiations.

It is important for the public to know that options have been investigated regarding weekend bus timetables and increasing reliability. The information contained in briefing B19/137 at pages 22 -30 contains a high level of deliberative material being speculative and involving the thought processes of the people involved including discussion about possible options and risks. While deliberative information is not always contrary to the public interest, in this case, I have decided to redact information where the deliberation could prejudice business affairs and management functions including Transport Canberra's relationship with employees and their representative unions.

The deliberative process tests information with the Minister to inform possible options which would require further investigation and consideration. To release information could

reasonably be expected to prejudice workforce relations, budgets and other management functions of Transport Canberra.

I have removed as not in the public interest to release, personal information including the contact details of TWU officials. I have done this under (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the *Human Rights Act 2004*. I have also decided to remove contact details relating to media enquires.

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 and my decision will be published in the TCCS disclosure log from 3 days after the date of this decision. Your personal details and other personal information will not be published.

You may view TCCS' disclosure log at [www.tccs.act.gov.au/about-us/freedom of information](http://www.tccs.act.gov.au/about-us/freedom%20of%20information).

Ombudsman review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the FOI Act. You have the right to seek Ombudsman review of this outcome under section 73 of the FOI Act within 20 working days from the day that my decision is published in the 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:

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

ACT Civil and Administrative Tribunal (ACAT) review

Under section 84 of the FOI Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision.

Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore Street
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 directorate's FOI Coordinator on 6205 5408 or email tccs.foi@act.gov.au.

Yours sincerely



Cherie Hughes
Information Officer

7 November 2019

FREEDOM OF INFORMATION REQUEST SCHEDULE

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.tccs.act.gov.au/about-us/freedom_of_information/disclosure-log

File No		WHAT ARE THE PARAMETERS OF THE REQUEST	
FOI – 19-082		<p>Communications between the minister and TC and internal communication between executive level staff regarding weekend bus services</p> <p>Total pages: 70</p>	
Page number	Description	Status	Reason for non-release or deferral
1-3	Email – 26 July 2019 – Fwd Weekend services – meeting notes and actions	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
4-7	Email – 26 July 2019 – Re TWU and Weekend Bus Service – Media Enquiry	Partial Release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
8	Email 30 July 2019 – re: Weekend buses and US trip	Partial Release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
9	Email 30 July 2019 – re: Weekend buses and US trip	Partial Release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>

10	Email – 5 August 2019 – Minister’s interview...	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual’s right to privacy or any other right under the <i>Human Rights Act 2004</i>
11-13	Email – 9 August 2019 – FW meeting – weekends – follow up information and advice - plus attachment	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual’s right to privacy or any other right under the <i>Human Rights Act 2004</i>
14	Email – August – TWU meeting	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual’s right to privacy or any other right under the <i>Human Rights Act 2004</i>
15-19	Email – 9 August 2019 – Re: weekend brief – plus attachment	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual’s right to privacy or any other right under the <i>Human Rights Act 2004</i>
20	Email – 12 August 2019 – Re: Attachment A...	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual’s right to privacy or any other right under the <i>Human Rights Act 2004</i>
21-26	Email – 21 August 2019 – Gungahlin Bus Movement issues – plus attachments	Partial release	Schedule 2.2 (a)(xi) prejudice trade secrets, business affairs or research of an agency or person (a)(xvi) prejudice the management function of an agency or the conduct of industrial relation by an agency

27-32	Email – 26 August 2019 – FW meeting Notes	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
33-35	Attached to email – draft shifts	Partial release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
36-38	Email – 26 August 2019 – Actual vs proposed shifts for Saturday – plus attachment	Partial release	Schedule 2.2 (a)(xi) prejudice trade secrets, business affairs or research of an agency or person (a)(xvi) prejudice the management function of an agency or the conduct of industrial relation by an agency
39-41	Letter 14 June 2019 – Action Enterprise Agreement: Driver/Training Assessors and Transport Officer Schedules	Partial Release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
42-45	Enterprise Agreement FAQ	Partial Release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>
46	Letter 25 June 2019 – Action Enterprise Agreement	Partial Release	Schedule 2.2 (a)(ii) prejudice the protection of an individual's right to privacy or any other right under the <i>Human Rights Act 2004</i>

47-56	Email 29 August 2019 – Brief – and Brief B19/137 – Weekend Reliability-Weekend timetable and attachment	Partial Release	Schedule 2.2 (a)(xi) prejudice trade secrets, business affairs or research of an agency or person (a)(xiii) prejudice the competitive commercial activities of an agency (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency (a)(xvi) prejudice a deliberative process of Government
57-58	Email 2 September 2019 – FW Weekend Details proposal ...	Partial Release	Schedule 2.2 (a)(xi) prejudice trade secrets, business affairs or research of an agency or person (a)(xvi) prejudice the management function of an agency or the conduct of industrial relation by an agency
59-60	Email 10 September 2019 – Signed B19/220 – Weekend timetable update	Full Release	
61-65	B19/220 – Update to weekend timetables to improve the reliability of weekend services	Full Release	
66-68	Email 11 September 2019 – Re: Senior operations managers meeting – weekend timetable	Partial release	Schedule 2.2 (a)(xi) prejudice trade secrets, business affairs or research of an agency or person (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency
69--70	Email – 24 September 2019 – Re: Signed weekend brief	Partial release	Schedule 2.2 (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency

From: Sturman, Judith
Sent: Friday, 26 July 2019 9:55 AM
To: Mitcherson, Bernadette
Subject: Fwd: Weekend services - Meeting notes and actions

Bernie

These are the meeting notes from the discussion with the union yesterday

To be clear. All discussion around reduction in shift options was based on this needing to be approved through yourself, Alison and the Minister. It is vital we work this through with the union delegates as they have an excellent understanding of the issues.

Judith

Judith Sturman
 Executive Group Manager Public Transport Operations
 Transport Canberra

From: Sturman, Judith
Sent: Thursday, July 25, 2019 4:26:53 PM
To: Steele, Peter; Flanery, Fleur; Curtin, [REDACTED] Lange, Wayne; Howard, Malcolm; MacPherson, Paul; Zorzi, Denis; Cockburn, Richard; Oreskovic, Peter
Cc: Sturman, Judith <Judith.Sturman@act.gov.au>; Selmes, Jenny
Subject: Weekend services - Meeting notes and actions

UNCLASSIFIED

All, thank you for your time and valuable input to the meeting on Wednesday. Please see below items discussed and actions from today's meeting to address delivery of weekend services.

Please advise of any omissions or inaccuracies:

Meeting Date and Venue: 24 July 2019 Tuggeranong Depot

Attendees: [REDACTED], TWU, Paul MacPherson Delegate, Richard Cockburn Delegate, Peter Oreskovic Delegate, Denis Zorzi Delegate, Wayne Lange Regional Manager, Malcolm Howard Regional Manager, Fleur Flanery Executive Branch Manager, Peter Steel Director Service Planning, Nikki Curtin Director HR and Business Improvement, Judith Sturman Executive Group Manager and Chair.

Purpose: To review strategy to increase reliability of Weekend Services

The meeting started with a discussion about the purpose and the agreed topics to be discussed. All agreed to the following three topics for the agenda:

Agenda:

- Topic 1. Increase driver workforce
- Topic 2. Penalty payments
- Topic 3. Reduction of shifts, with a plan to stage back to full timetable
- Next meeting

1. Increase driver workforce

Discussion was around methodology, numbers, workforce planning, establishment and balance of FTE, PTE and Casuals to achieve the required workforce establishment.

Key points:

- The definitive number of each FTE, PTE and Casuals required to deliver the network has not been fully identified.
- Previous demands and working practices have not had to deal with an uplift that has been seen in the new timetable
- Recruitment methodology moving from annual to continuous will improve the process to deliver more drivers
- Casual and Part Time drivers attrition needs to be reviewed
- The depots have the right methodology to manage the logistics of balancing the workforce to build greater reliability as we add more staff to the establishment, including minimising Casuals work during week days
- We can currently deliver 12 new drivers per month and potentially overlap training to ramp this up
- Driver continuity training – will need to be included in the workforce plan – potentially hold for six months – We need to review who has been on the training

ACTIONS:

Nikki – review recruitment plan to advise if it can be further ramped up and what the timeline could be for growth of drivers to potentially fill all weekend shifts – update at next meeting

Peter - review shifts for PTE's to identify ways to help retain them – update at next meeting

Nikki – review attrition of each grade – update at next meeting

Nikki – focus next schools on ramping up permanents – update at next meeting

Nikki – artic training – consideration of when this is done in order that it doesn't fall behind – update at next meeting

2. Penalty payments

Minimal discussion took place – based on the risk that a penalty rate may cost government more but not achieve the required outcome.

Also that a trial of a targeted penalty rate would create a risk that it may be difficult to withdraw.

3. Reduction of shifts, with a plan to stage back to full timetable

Discussion was around the potential options to reduce the number of shifts and provide certainty for customers whilst the workforce grows.

Key points:

- There was not a lot of support for creating a priority list for shifts
- Options around reducing certain types of service and after 6pm was discussed as the preferred method (the issue being that drivers for Monday morning shifts cannot complete a Sunday afternoon/evening shift)
- A nominal figure of 60 shifts to be reduced was suggested to build options
- A staged process to cut certain shifts, with the ability to build them back as the recruitment increased would be required
- Principles:
 - Providing a better services dependency for customers
 - Achieve reliability
 - Build back to full timetable as drivers are recruited

ACTION – Peter to review what services can be dropped after 6pm and then across the day and provide options – to be available for initial discussion at the next meeting on Thursday 1 August

Other items discussed:

Judith Raised the definition of 'reasonable'. Klaus responded that whilst a manger could ask the driver if they would cover a weekend shift, a driver could decline for their own personal reasons – *Klaus, please confirm I have recorded this correctly*

Next meeting: Thursday 1 August Belconnen Depot – 9:30 to 11am

Kind regards

Judith

Judith Sturman | Executive Group Manager Transport Canberra Operations

Phone: 02 620 52639 | [REDACTED] | Email: judith.sturman@act.gov.au

Transport Canberra and City Services | ACT Government

Level 2, 496 Northbourne Avenue, Dickson Canberra ACT 2601

Connected services for the people of Canberra



From: Jukic, Kristina
Sent: Friday, 26 July 2019 2:20 PM
To: Virtue, Geoff; Sturman, Judith
Cc: Mitcherson, Bernadette
Subject: RE: TWU and Weekend Bus Service - Media Enquiry

Importance: High

Hi all,

The Minister has approved the below statement and responses. I will send these off to WIN news now, on behalf of Judith.

Statement:

Transport Canberra is improving our bus network by providing more services, more often with a focus on increasing weekend services. We acknowledge we are experiencing some teething issues on weekends due to our need to recruit more bus drivers. We continue to work with the TWU to minimise disruption and are looking at options like improving our driver recruitment practices.

Recruitment is currently underway to fill upcoming part-time and casual positions over the next 12 months. Applications are now open until 27 September 2019, with further information under the Jobs tab on the Transport Canberra website. We apologise to customers for any inconvenience.

Information on weekend services is available and we urge passengers to look at the NXTBUS website which provides real time service information (within a 90 minute window), or contact us on 13 17 10 where we can help plan weekend trips as operators have information on what services run.

Questions:

1. How many services on average have been cut from the weekend timetable to manage short staffing issues?

On average over 90% of services have been delivered on the weekends since the beginning of May. During the last two weekends, school holidays leave arrangements affected the availability of drivers where reliability levels were reduced to approximately 82%. Drivers must book their leave 12 months in advance and thus availability of drivers was effected and there were insufficient casual drivers to fill the services.

2. The Transport Workers Union say it's a bit of a "I told you so moment" in regards to not having enough drivers to cover weekend timetable how does TC respond?

Recruitment of drivers was under way as planned leading up to the launch of the new timetable, there is an expectation for drivers to volunteer to fill weekend shifts. Until the timetable began it wasn't clear how many drivers would pick shifts as it is a voluntary process. It is clear from our experience since the timetable began that more drivers will be required, this is why we have ramped up our recruitment.

3. Will TC continue to persist with the current timetable or temporarily reduce services until more drivers are hired?

There has been no decision to reduce the current timetable at this time.

4. I understand more drivers are currently being recruited to fill the gaps, how is that process going? And how long do you think it will take to have driver numbers up to full capacity?

The speed with which we fill roles will be dependent upon the response to the recruitment campaign and so we are optimistic that there will be a good response.

5. What does TC say to bus users who are waiting for bus services on the weekend that do not turn up?

TC apologised for anyone whose journey has been affected and advise that customer check with NXTBUS online or call 13 17 10

Thank you,

Kristina Jukic | Marketing and Communications Officer

T 02 6207 0866 | E kristina.jukic@act.gov.au

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



From: Virtue, Geoff <Geoff.Virtue@act.gov.au>

Sent: Friday, 26 July 2019 1:59 PM

To: Sturman, Judith <Judith.Sturman@act.gov.au>; Jukic, Kristina <Kristina.Jukic@act.gov.au>

Cc: Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>

Subject: RE: TWU and Weekend Bus Service - Media Enquiry

Hi Kristina and Judith

I think a statement from an individual (with their title) is better than just using the term 'government spokesperson'.

Cheers

Geoff

From: Sturman, Judith <Judith.Sturman@act.gov.au>

Sent: Friday, 26 July 2019 12:19 PM

To: Jukic, Kristina <Kristina.Jukic@act.gov.au>; Virtue, Geoff <Geoff.Virtue@act.gov.au>

Cc: Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>

Subject: Re: TWU and Weekend Bus Service - Media Enquiry

Kristina

Happy for it to be attributed to myself if Geoff feels that would be a better option.

Thank you

Judith

Judith Sturman

Executive Group Manager Public Transport Operations

Transport Canberra

Mob: [REDACTED]

From: Jukic, Kristina <Kristina.Jukic@act.gov.au>
Sent: Friday, July 26, 2019 12:17:32 PM
To: Virtue, Geoff <Geoff.Virtue@act.gov.au>; Sturman, Judith <Judith.Sturman@act.gov.au>
Cc: Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>
Subject: FW: TWU and Weekend Bus Service - Media Enquiry

Good Afternoon,

The below statement has now been approved by the Minister's office. I will await approval on the questions and answers that have recently come in to send as a package once I confirm figures with Fleur.

Judith – would you prefer to provide the answers and comments on behalf of Transport Canberra, or on behalf of yourself directly?

Thank you,

Kristina Jukic | Marketing and Communications Officer
 T 02 6207 0866 | E kristina.jukic@act.gov.au
 Communications, Media and Public Relations | Transport Canberra and City Services | ACT Government
 496 Northbourne Avenue, Dickson | GPO Box 158 Canberra ACT 2601 | www.act.gov.au



From: Craig, Alexandra <Alexandra.Craig@act.gov.au>

This one is good to go.

From: Jukic, Kristina <Kristina.Jukic@act.gov.au>
Sent: Friday, 26 July 2019 10:13 AM
To: Craig, Alexandra <Alexandra.Craig@act.gov.au>
Subject: TWU and Weekend Bus Service - Media Enquiry
Importance: High

Good Morning Alexandra,

We have received the below request from WIN news, and seek to respond with the below statement as per the approved text for weekend bus service disruptions. May you please advise approval as soon as possible – and let me know if you have any questions.

Transport Canberra is improving our bus network by providing more services, more often with a focus on increasing weekend services. We acknowledge we are experiencing some teething issues on weekends due to our need to recruit more bus drivers. We continue to work with the TWU to minimise disruption and are looking at options like improving our driver recruitment practices.

Recruitment is currently underway to fill upcoming part-time and casual positions over the next 12 months. Applications are now open until 27 September 2019, with further information under the Jobs tab on the Transport Canberra website. We apologise to customers for any inconvenience.

Information on weekend services is available and we urge passengers to look at the NXTBUS website which provides real time service information (within a 90 minute window), or contact us on 13 17 10 where we can help plan weekend trips as operators have information on what services run.

Many Thanks,

Kristina Jukic | Marketing and Communications Officer

T 02 6207 0866 | E kristina.jukic@act.gov.au

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



From: [REDACTED]

Sent: Friday, July 26, 2019 9:15 am

To: TCCS_CM Media

Subject: Interview request for today

Hi there,

Following up from my conversation with Kristina on the phone, I was hoping to set up a time for an interview with a representative today?

I'm chasing a story in response to the Transport Workers Union's calls for the weekend bus timetable to scaled back due to a lack of available drivers. My angle is addressing where TC goes from here in dealing with the concerns from the Transport Workers Union.

Ideally if someone is available at 11.15am that would be great. If not after 1pm would also work.

Please let me know asap if someone is available. My phone number is [REDACTED]

Kind Regards,

[REDACTED]

Win News Canberra.

From: Jukic, Kristina
Sent: Tuesday, 30 July 2019 3:59 PM
To: Mitcherson, Bernadette
Cc: Virtue, Geoff; Sturman, Judith
Subject: FW: Weekend buses and US trip

Importance: High

UNCLASSIFIED

Hi Bernie,

Please see attached response to a second media enquiry (below) we have received today – for your clearance:

The new bus network has led to 30% more people using weekend services than under the previous network.

An extra 1377 services have been included in the new network which provides more services in the evenings and more convenient services with the same route and number as weekday services. Transport Canberra is experiencing teething issues with having enough bus drivers to cater for this large increase in services. Transport Canberra continues to work closely with the TWU to look at ways to minimise disruption.

Bus driver recruitment efforts are also being escalated. More than 30 new drivers are currently being trained to start working on the new network and over 70 people have already responded to the latest recruitment campaign.

The NXTBUS system provides passengers with information 90 minutes in advance of services to help them plan their journey. People can also contact Access Canberra on 13 17 10 to get further advice on services which have been cancelled. Due to the operational nature of public transport and possible road conditions, it is always a good idea for passengers to check NXTBUS close to their journey time.

On average over 91.30% of services have been delivered on the weekends since the beginning of May. During the last two weekends, school holidays leave arrangements affected the availability of drivers where reliability levels were reduced to approximately 82%. Drivers must book their leave 12 months in advance and thus availability of drivers was effected and there were insufficient casual drivers to fill the services.

Transport Canberra continues to review how technology can be used to improve our customer experience.

Thank you,

Kristina Jukic | Marketing and Communications Officer

T 02 6207 0866 | E kristina.jukic@act.gov.au

Communications, Media and Public Relations | Transport Canberra and City Services | ACT Government

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



From: Ian Bushnell [REDACTED]
Sent: Tuesday, 30 July 2019 9:47 AM
To: Craig, Alexandra <Alexandra.Craig@act.gov.au>
Subject: Weekend buses and US trip

Hi Alex,

AS discussed I am keen to talk to the Minister about his US trip and what the take-outs were.

Also, the issue of weekend bus cancellations is bubbling away, which is detracting from the good story about more services and more patronage.

So I'd like to know what action the Minister will take, can take, to ensure enough drivers are rostered on to maintain services.

How can the TWU assist? Or is it the problem.

And long term is a voluntary weekend roster system viable for a modern 7-day a week service for a city approaching half a million?

Apparently, the NXTBUS system is not up to providing commuters notice of cancelled services, and the 131710 phone support and the website is not helpful as well.

Is the government moving to provide a more reliable system for commuters to know what services are available or not? We've been told NSW has such a system.

I have asked Transport Canberra to provide some fresh data on weekend cancellation numbers.

Best regards,

Ian



Ian Bushnell
News Director

[REDACTED]
[REDACTED]

www.region.com.au

This email, and any attachments, may be confidential and also privileged. If you are not the intended recipient, please notify the sender and delete all copies of this transmission along with any attachments immediately. You should not copy or use it for any purpose, nor disclose its contents to any other person.

From: Wadwell, Emily
Sent: Monday, 5 August 2019 9:10 AM
To: Flanery, Fleur; Sturman, Judith; Mitcherson, Bernadette
Cc: Virtue, Geoff
Subject: Minister's interview on ABC this morning re weekend bus services
Attachments: ABC 5.8.19 8.40am Daman Haas and Minister Steel - Bus services on wknd.mp3

Morning,

Please find attached recording from this morning's interview on ABC Breakfast with Minister Steel and Damian Haas regarding the weekend bus services. Just before the 9 am news, Klaus Pinkus was also interviewed – this should be available on iSentia later today.

ABC did phone us early this morning requesting the cancellation data from the weekend. We advised the Minister's Office that it wouldn't be possible until after 9 am however they'd already told the ABC it wouldn't be available till tomorrow and there was nothing new they could say about the issue. As far as we were aware he was going to discuss the new 'near miss' compilation he posted overnight and reiterate LR safety messaging – unfortunately that didn't get a mention at all.

Thank you,
Emily

Emily Wadwell | Communications Officer |
Phone 6205 3229 | Fax 02 6207 6148 |
Corporate Communications | Transport Canberra and City Services Directorate | ACT Government
496 Northbourne Avenue, Dickson | GPO Box 158 Canberra ACT 2601
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[Redacted]

From: Steele, Peter
Sent: Friday, 9 August 2019 5:00 PM
To: Mitcherson, Bernadette
Subject: FW: Meeting - Weekends - Follow up information and advice
Attachments: Driver Break Facilities .xlsx; Proposed New Weekend Run Times 2019.xlsx

UNCLASSIFIED

FYI – from TWU meeting today. Will be a big week to progress next week.

From: Steele, Peter
Sent: Friday, 9 August 2019 4:57 PM
To: Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [Redacted]; Lange, Wayne <Wayne.Lange@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Zorzi, Denis <Denis.Zorzi@act.gov.au>; Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; Honeyman, Peter <Peter.Honeyman@act.gov.au>
Cc: Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>
Subject: Meeting - Weekends - Follow up information and advice

UNCLASSIFIED

Colleagues,

Thank you for your time this morning to discuss the inputs required to progress the production of a timetable and shifts to improve reliability of weekend details.

The proposal is to –

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

As discussed, there are two key inputs we would like to agree prior to delivering a set of shifts:

- 1) [Redacted]
- 2) [Redacted]

[REDACTED]

I understand you've got coverage from Tuesday – so will touch based again on Monday to arrange catch ups as required.

Once we have confirmed the driver break places and time, and confirmed the run times the team will then produce a set of shifts.

From those shifts we will continue to work towards final agreement and implementation.

Mal/Peter – We will be in touch early next week to bring together the implementation timeline and key milestones required as Peter brought up today.

Please contact me if there's anything else,

Pete

Peter Steele | Director
P 02 62052179 | [REDACTED] | E peter.steele@act.gov.au
Transport Canberra | Transport Canberra and City Services | ACT Government
496 Northbourne Avenue | GPO Box 158 Canberra ACT 2601



Driver Break Facilities	Sign on/off time	Dead runtime To From		Routes
Aikman Layover	2 & 2	0	2	40,41,42,43,44,45,
Belconnen Depot	2 & 2	2	2	4,8,9,30,31,32
City Interchange	2 & 2	0	0	31,32,50,51,54,55,56,57,58
City West	2 & 2	0	0	5,6,7,10,31,32,180,181,182
City West	2 & 2	5	5	31,32,50,51,54,55,56,57,58
Cooleman Court Terminus	2 & 2	1	1	63,66,
Dickson Terminus	2 & 2	0	0	30,51,53,
Farrer Terminus	2 & 2			Not Used
Fraser West Terminus	2 & 2	0	0	2,40,41,42
Fyshwick Park and Ride	2 & 2	2	0	2,56
Fyshwick Terminus	2 & 2			Not Used
Gungahlin Anthony Rolf Layover	2 & 2	5	4	18,21,22,23,24,
Gungahlin The Valley Rd Layover	2 & 2	3	3	8,19,20,25,26,27,28,
Kippax Terminus	2 & 2	2	1	44,45,
Lanyon Market place	2 & 2	0	0	5,80,81,180,181,182
Narrabundah Terminus	2 & 2	0	0	56
Spence Terminus	2 & 2	0	0	3,43
Torrens Terminus	2 & 2			Not Used
Tuggeranong Interchange	2 & 2	0	0	4,70,71,72,73,74,75,76,77,78,79,80,81
Watson Terminus	2 & 2	0	0	9,50
Weston Creek Terminus	2 & 2	0	0	7,64,65
Woden Interchange	2 & 2	0	0	6,57,58,60,61,62,63,64,65,66,70,71

[REDACTED]

To: Fangupo, Salote
Cc: [REDACTED]

UNCLASSIFIED

Hi Salote,

Could I please ask you to find some time in Bernie's calendar for [REDACTED] and his delegates to meet with Bernie for an hour max. They'll quite happily come to our office.

[REDACTED] I'd like to welcome you to Bernie's EA Salote who's starting over at TCCS from Monday. Should you need any assistance in relation to Bernie please don't hesitate to contact Salote.

Many thanks,

Lindsay Crowe
Executive Assistant to Alison Playford | Director-General Transport Canberra and City Services Directorate (TCCS) |
ACT Government
CTel: (02) 6207 1229 | [REDACTED] | T E-mail: lindsay.crowe@act.gov.au

496 Northbourne Avenue, Dickson ACT GPO Box 158, Canberra City ACT 2601

-----Original Message-----

From: [REDACTED] >
Sent: Friday, 9 August 2019 10:20 AM
To: Crowe, Lindsay <Lindsay.Crowe@act.gov.au>
Subject: TWU Delegates meeting with Bernadette

Hi Lindsay

Can you organise a time for the delegates to meet with Bernadette. There should be 6 of them.

Thanks, [REDACTED]

[REDACTED]
ACT Sub Branch Secretary
Transport Workers' Union of NSW
Unit 3 Canberra Avenue
FYSHWICK ACT 2609

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From: Virtue, Geoff
Sent: Friday, 9 August 2019 4:57 PM
To: Fischer-Reid, Patrick; Mitcherson, Bernadette; Sturman, Judith; Curtin, Nikki; Steele, Peter
Cc: Stratton, Shonah
Subject: RE: Weekend brief
Attachments: Attachment A - draft media release for updated weekend timetable announcement (A20969484).doc; Attachment A - draft media release for updated weekend timetable announcement.obr

UNCLASSIFIED

Hi Bernie and Judith

Attached is the updated media release (n Objective and Word formats).

Thanks
Geoff

From: Fischer-Reid, Patrick <Patrick.Fischer-Reid@act.gov.au>
Sent: Friday, 9 August 2019 3:12 PM
To: Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>; Sturman, Judith <Judith.Sturman@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; Steele, Peter <Peter.Steele@act.gov.au>; Virtue, Geoff <Geoff.Virtue@act.gov.au>
Cc: Stratton, Shonah <Shonah.Stratton@act.gov.au>
Subject: Weekend brief

UNCLASSIFIED

Bernie, Judith,

Draft brief and attachments for the Minister on weekend timetable change, for your review.

Attachment B is ready for review, and Geoff is doing to a final check on Attachment A (the media release).

Patrick

Chris Steel MLA

Minister for Community Services and Facilities
Minister for Multicultural Affairs
Minister for Transport and City Services

Member for Murrumbidgee

XX August 2019

More reliable weekend bus services

An updated weekend bus timetable will be introduced from Saturday 28 September 2019 to provide more certainty for passengers following recent issues with driver availability.

“Thirty per cent more Canberrans are using public transport on weekends, taking advantage of more frequent and direct services across the city,” Minister for Transport and City Services Chris Steel said.

“While this is a great result, Transport Canberra has struggled to find enough drivers to volunteer to cover the 1377 extra services each weekend, which includes many additional services early in the morning and later in the evening.

“On a typical weekend, about 1 in 10 timetabled bus services aren’t being delivered. Canberrans have told us they can’t depend on services that are unreliable. The Government is acting on that feedback to make sure Canberrans can have confidence that public transport will be there when they want to use it on weekends.

“While bus driver recruitment efforts have been stepped up significantly, passengers need certainty about which services will operate. To ensure services can be delivered consistently every weekend, some timetable adjustments will be made.

“Network planners are currently working through the details of how that will look but the intention is to reduce the frequency of local suburban services. The intention is to retain the new, longer hours of operation as the same frequency for all Rapid services. More than 70% of boardings on weekends are on Rapid bus and light rail services.

“The new weekend timetable will be introduced from 28 September, the first day of the school holidays after Term 3. There will be no changes to weekday services.

“A further 10 bus drivers graduate from their training this week while another 28 are ready to start training. The increased recruitment will help enable services to be delivered while Transport Canberra transitions to the adjusted weekend timetable. It is expected it will also allow more services to be returned to the weekend network in the first half of next year.

“The majority of drivers are currently volunteering to work on weekends and we continue to work with the Transport Workers’ Union.”

ACT Legislative Assembly

Phone (02) 6205 1470 Email: steel@act.gov.au



Chris Steel MLA

Minister for Community Services and Facilities
Minister for Multicultural Affairs
Minister for Transport and City Services

Member for Murrumbidgee

Possibly add comment from Klaus Pinkas

The adjusted weekend timetable is expected to be finalised in mid-September. For more information, including a question and answer document, please visit www.transport.act.gov.au

Statement ends

Media contact/s:

Alexandra Craig T (02) 6207 0881 M [REDACTED] alexandra.craig@act.gov.au

ACT Legislative Assembly

Phone (02) 6205 1470 Email: steel@act.gov.au

@ChrisSteelMLA chrissteellabor chrissteelmla

Chris Steel MLA

Minister for Community Services and Facilities
Minister for Multicultural Affairs
Minister for Transport and City Services

Member for Murrumbidgee

16 August 2019

More reliable weekend bus services

Adjustments will be made to the weekend bus timetable as the Government continues its rolling recruitment campaign for more bus drivers, Minister for Transport, Chris Steel today announced.

Under Network 19, which started on 29 April, 1377 extra services have been timetabled on the weekend. Since then, 27% more journeys have been taken on public transport on the weekend compared to the same period last year.

“While it’s great that Canberrans are responding to more weekend transport services, the reliability of bus services has not met community expectations or the expectations of the Government.

“As the Government said at the introduction of the new network, we have been reviewing the implementation of the new network to determine if tweaks were needed.

“To improve reliability of bus services on the weekend, the Government will be making adjustments to the weekend bus timetable while we continue to work on actions to recruit more bus drivers and deliver expected services on the weekend,” Minister Steel said.

Minister Steel said that the most popular elements of the new transport network are proposed to remain:

- frequent rapid services (rapids make up 70% of boardings on the network)
- services will still start early and run late
- weekend services will run on the same route and same number as the weekday services

While Transport Canberra is still working on the weekend timetable adjustments, it is likely that local route buses will run less frequently, up to every 2 hours.

Network planners will work closely with the Transport Workers Union to agree upon the new bus driver shifts. This will be completed shortly with a revised weekend timetable proposed to be introduced on Saturday 28 September 2019 at the end of the current school term.

Minister Steel said that Government was continuing to work on a plan to improve reliability on the weekend by recruiting more drivers.

ACT Legislative Assembly

Phone (02) 6205 1470 Email: steel@act.gov.au



Chris Steel MLA

Minister for Community Services and Facilities
Minister for Multicultural Affairs
Minister for Transport and City Services

Member for Murrumbidgee

“A key action is that Transport Canberra has now moved to a rolling recruitment campaign for bus drivers, rather than just once a year,” Minister Steel said.

Minister Steel welcomed 8 bus drivers at Tuggeranong Bus Depot who graduated from their training on Friday. 12 people have just commenced their training program. Another 16 trainees will start training in the coming weeks.

“It is expected that more services will be returned to the weekend network as driver recruitment progresses.

“I encourage anyone interested in becoming a bus driver, particularly on the weekend, to contact Transport Canberra. More information is available from www.transport.act.gov.au,” said Minister Steel.

Statement ends

Media contact:

Alexandra Craig T (02) 6205 0881 M [REDACTED] alexandra.craig@act.gov.au **Statement ends**

Media contact/s:

Alexandra Craig T (02) 6207 0881 M [REDACTED] alexandra.craig@act.gov.au

ACT Legislative Assembly

Phone (02) 6205 1470 Email: steel@act.gov.au

@ChrisSteelMLA

chrissteellabor

chrissteelmla

[REDACTED]

From: Niall, Sarah
Sent: Monday, 12 August 2019 4:55 PM
To: Virtue, Geoff
Cc: Craig, Alexandra; Sturman, Judith; Mitcherson, Bernadette
Subject: RE: Attachment A - draft media release for updated weekend timetable announcement (A20969484)

Hi Geoff

In relation to this quote:

"Network planners are currently working through the details of how that will look but the intention is to reduce the frequency of local suburban services. The intention is to retain the new, longer hours of operation as the same frequency for all Rapid services. More than 70% of boardings on weekends are on Rapid bus and light rail services.

The Minister is happy to say this but he wants to be certain that it will actually happen like this.

Cheers
Sarah

From: Virtue, Geoff <Geoff.Virtue@act.gov.au>
Sent: Monday, 12 August 2019 12:36 PM
To: Niall, Sarah <Sarah.Niall@act.gov.au>; Craig, Alexandra <Alexandra.Craig@act.gov.au>
Cc: Slinger, Erin <Erin.Slinger@act.gov.au>; Jukic, Kristina <Kristina.Jukic@act.gov.au>
Subject: Attachment A - draft media release for updated weekend timetable announcement (A20969484)

UNCLASSIFIED

Hi Sarah

Attached is the draft media release for the weekend bus service announcement on Friday.

Pls let me know of any feedback you want to provide noting I can update this media release later in the week to put in details of how many drivers are graduating (10) and how many are starting their training. I understand the FAQs are coming up with the brief.

Are you happy to liaise with [REDACTED] regarding the release and getting a quote from him included or would you prefer we do that?

Thanks
Geoff

From: Steele, Peter
Sent: Wednesday, 21 August 2019 5:08 PM
To: Mitcherson, Bernadette
Cc: Sturman, Judith; Urban, Nathan
Subject: Gungahlin Bus Movement Issues - noted issues for resolution
Attachments: Gungahlin Bus Movement Issues - noted issues for resolution.pdf

UNCLASSIFIED

Hi Bernie,

The attached slides represent the issues that have been highlighted through our consultation with the TWU to improve service movements in Gungahlin for the weekend timetables.

The immediate issues identified by the TWU delegates -

- Cars entering the car park on Ernst Cavanagh Street – if this could be limited to left in/left out it could reduce the choke point on the corner
 - o Suggested control – short term water barriers can be installed to test the effectiveness of the change as well as signage to notify drivers of the changes.
 - o This could commence before the commencement of the new timetable.
 - o If this is to be found productive, then permanent changes to the road configuration and signage can be installed.
- Cars queuing across the northern end of the Gungahlin Place Interchange
 - o Suggest control – remove pedestrian crossings, line mark “do not queue across intersection” and installation of a stop sign on Ernst Cavanagh East.
 - o This will allow buses to move around the interchange and drivers get to their break facilities/start runs on time.

Longer term issues –

- Cars entering the car park –
 - o Potential control – The verge appears to have room to introduce a bus slip lane to bypass the intersection on incoming trips.
 - o This would be very welcome and improve reliability of the services
 - o Noting that this would require a full study and could be costly to implement. It may also impact the yield of the land nearby.
- Gungahlin Layovers/Meal Rooms –
 - o Both sites are currently temporary and need to be moved in the near future to 1) allow land sales and development and 2) resolve what may become a safety issue/community angst of current locations (near a childcare centre and now residents).
 - o There needs to be a broader study and identification of these facilities in the Gungahlin town centre/Region.

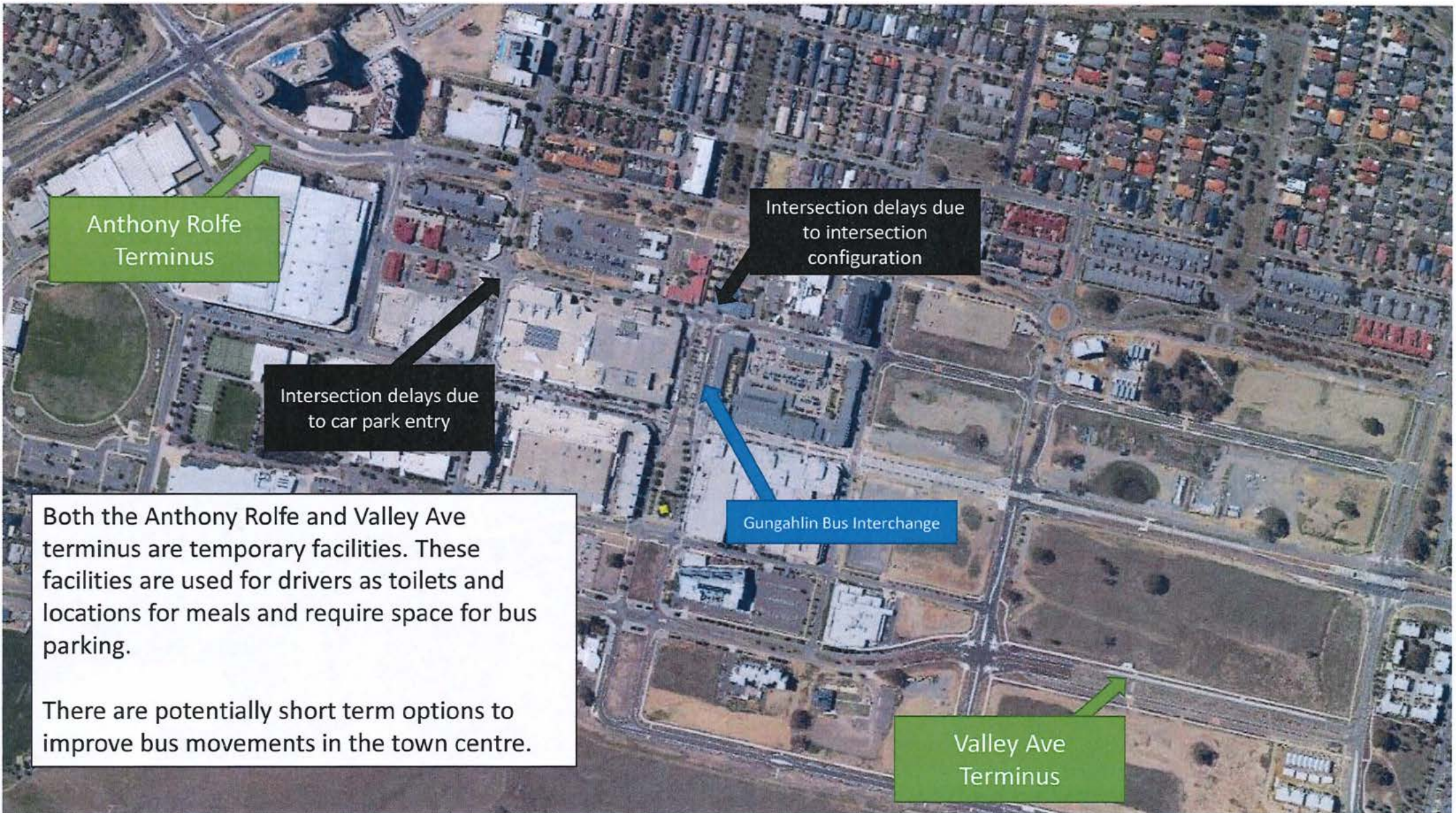
Happy to discuss further, could you please let me know how you would prefer to proceed.

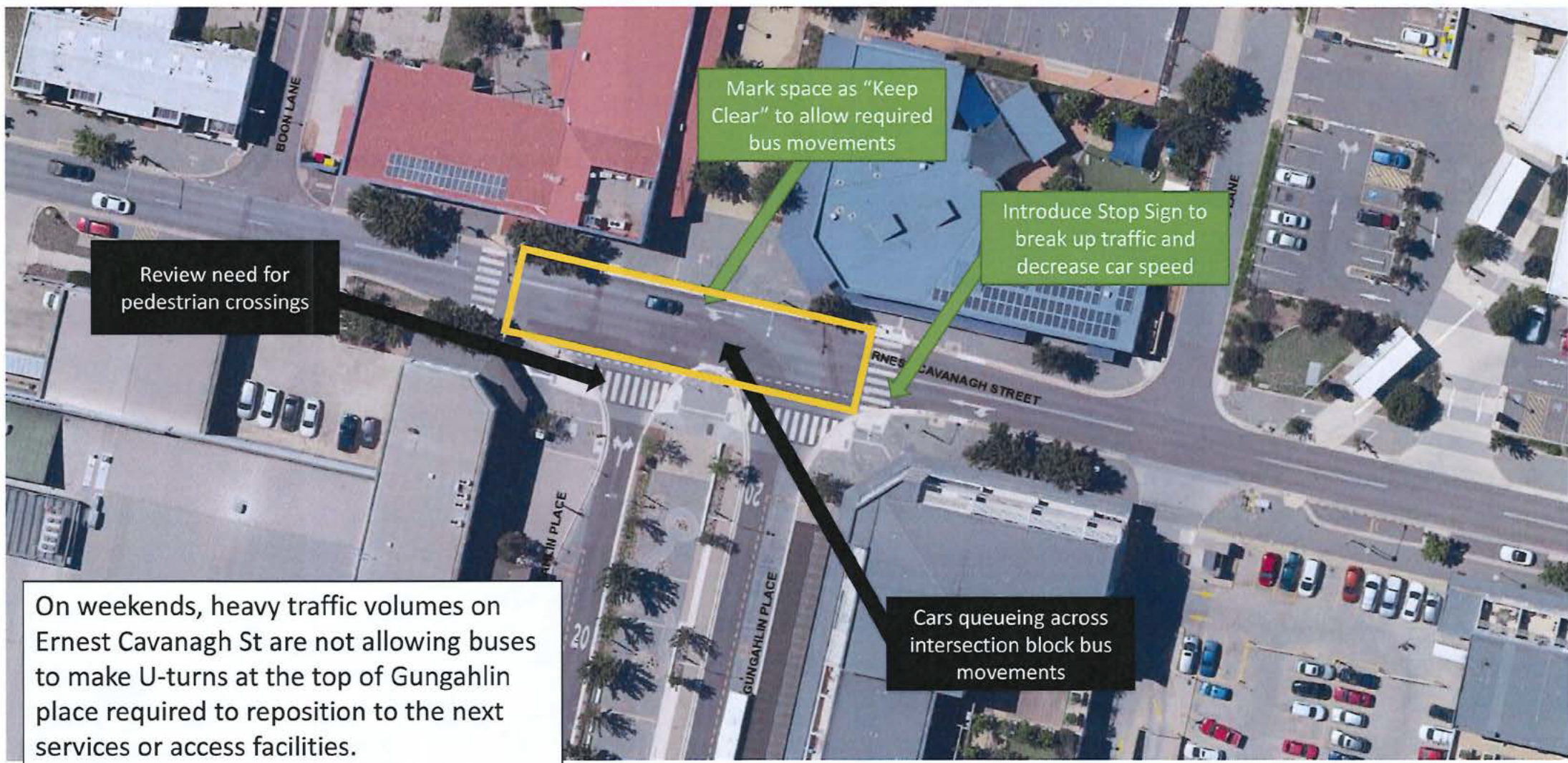
Pete

Peter Steele | Director
 P 02 62052179 | M [REDACTED] | E peter.steele@act.gov.au

Transport Canberra | Transport Canberra and City Services | ACT Government
496 Northbourne Avenue | GPO Box 158 Canberra ACT 2601







Mark space as "Keep Clear" to allow required bus movements

Introduce Stop Sign to break up traffic and decrease car speed

Review need for pedestrian crossings

Cars queueing across intersection block bus movements

On weekends, heavy traffic volumes on Ernest Cavanagh St are not allowing buses to make U-turns at the top of Gungahlin place required to reposition to the next services or access facilities.



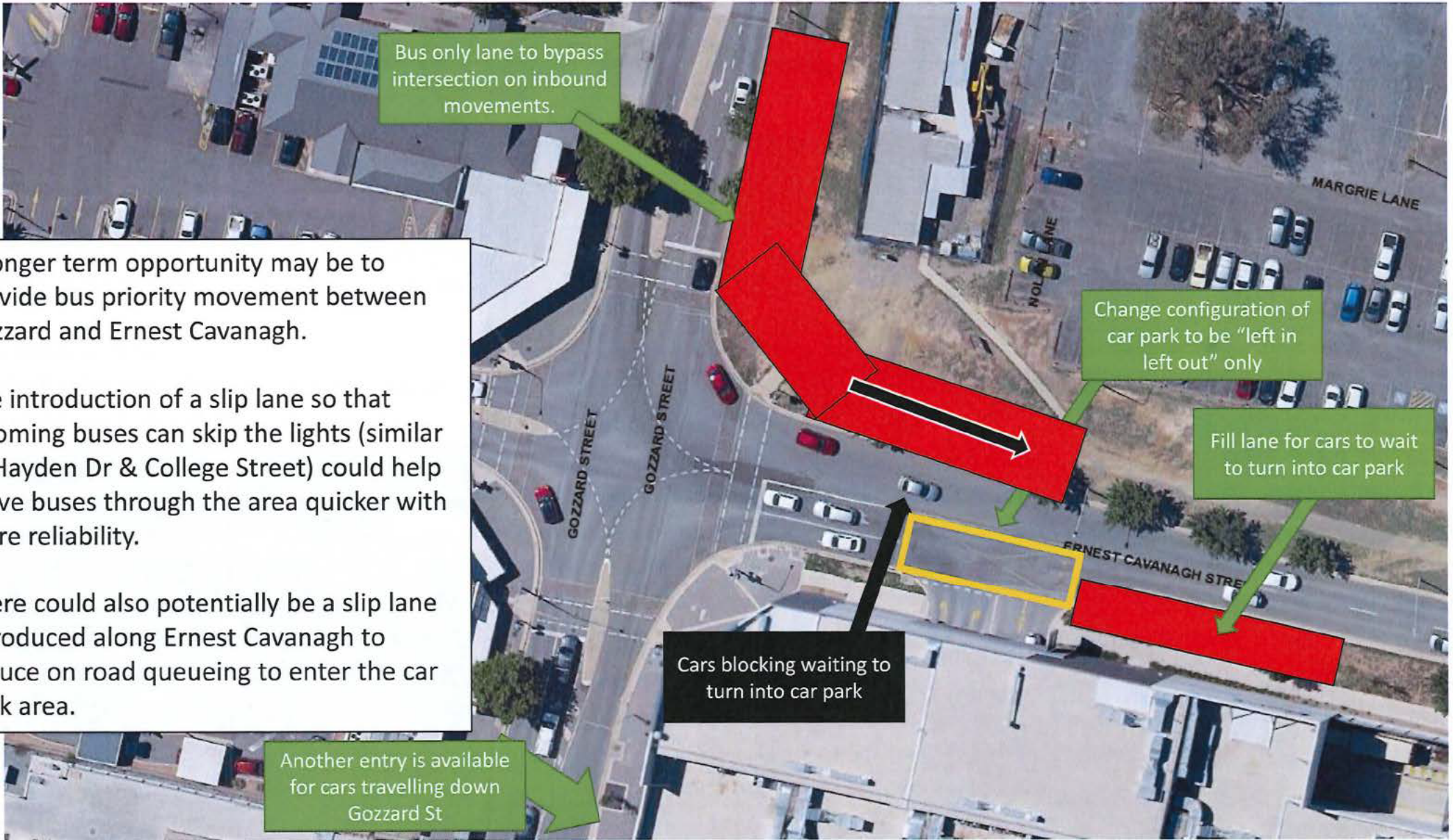
On weekends, heavy traffic volumes moving into underground car parks blocks the intersection.

Making the car park entry Left in – Left out make stop cars from queuing from Gozzard street to turn right into the car park

Change configuration of car park to be "left in left out" only

Cars blocking waiting to turn into car park

Another entry is available for cars travelling down Gozzard St



Bus only lane to bypass intersection on inbound movements.

A longer term opportunity may be to provide bus priority movement between Gozzard and Ernest Cavanagh.

The introduction of a slip lane so that incoming buses can skip the lights (similar to Hayden Dr & College Street) could help move buses through the area quicker with more reliability.

There could also potentially be a slip lane introduced along Ernest Cavanagh to reduce on road queueing to enter the car park area.

Change configuration of car park to be "left in left out" only

Fill lane for cars to wait to turn into car park

Cars blocking waiting to turn into car park

Another entry is available for cars travelling down Gozzard St

From: Steele, Peter
Sent: Monday, 26 August 2019 12:48 PM
To: Zorzi, Denis; Oreskovic, Peter; NEDDRIE, Scot (ACTION); Cockburn, Richard;
Cc: Mitcherson, Bernadette; Sturman, Judith; Drayton, Jehani; Weatherall, Geoff
Subject: FW: Meeting Notes - Weekends - Shifts for review and discussion
Attachments: Tugg Draft Shifts New Weekend TT v2.pdf; Belc Draft Shifts New Weekend TT v2.pdf

UNCLASSIFIED

Colleagues,

Attached are the latest version of proposed shifts for the Saturdays only of reduced weekday services.

Noting that to meet ACTIONS from the last meeting that -

- The shifts have been run to keep work within the regions as much as possible
- The shifts have been forced to deliver more work to the evenings – with a goal to provide a minimum of 7 paid hours on duties commencing from 2pm

The number of shifts are as follows –

	Current Saturday	Proposed Saturday	Difference
Belconnen	130	98	-32
Tuggeranong	121	83	-38
Total	251	181	-70

Note that the reduction of this many duties is required so that the services can be reliably delivered during the school vacation period where currently the most amount of leave is allocated.

Next Steps –

- If these Saturday shifts are agreed – Sunday shifts will be delivered with the same parameters, including –
 - Working to have evening shifts include more paid hours e.g. All duties after 12pm Sunday/Public Holiday providing between 6-7 paid hours minimum
- As reliability is proven – service levels will be increased by the creation of additional shifts. Priority will be for **Saturday AM services**.

Please call me if there's any specifics to discuss before tomorrow's meeting.

Pete

From: Steele, Peter
Sent: Friday, 23 August 2019 4:57 PM
To: Zorzi, Denis <Denis.Zorzi@act.gov.au>; Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [REDACTED]; [REDACTED]; Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>

Cc: Honeyman, Peter <Peter.Honeyman@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>
Subject: RE: Meeting Notes - Weekends - Shifts for review and discussion

UNCLASSIFIED

All,

Outcomes from this morning –

- The run times were sent through this morning so that they could continue to be checked against the draft shifts
- ACTION –
 - o Run the shifts with rules to limit work moving around the city (e.g. Belco shifts stay North side)
 - o Run shifts to improve length of evening shifts – in order to increase paid hours on evenings and incentivise the work to be taken up
- Noting that all are agreed that the priority for returning service for customers/work into the network is **Saturday morning/days** where there is confidence of reliability across the weekend.
- A list of Driver Facilities has been sent through – appreciate if you could flick an email back with any comments
 - o PJ spoke to me today about Kippax – Fraser West is absorbing the pressure from Kippax at the moment and should be priority. The Kippax master plan is being finalised and will identify the changes needed in that area.
 - o Rick/Scott – Can you please consider any general improvements that could be considered in Erindale? Both to improve driver access but also customers. Appreciate if any drivers have ideas that could improve that area.
- Generally agreed that toilet upgrades in the style of Aikman Drive are good outcome – i.e. 2 x toilets with access to cold (hot?) water.
- Repetitive running – Due to the reduced number of routes/trips there is a likelihood that this will occur more often and is unavoidable. Reasonable steps to limit it will be taken where possible.
- DDG was taking a site visit to Gungahlin today – will provide an update on progress next week

A follow up meeting has been booked for Tuesday at 12pm.

I will be in touch beforehand if there are other results to share.

Cheers

Pete

From: Steele, Peter

Sent: Friday, 23 August 2019 9:21 AM

To: Zorzi, Denis <Denis.Zorzi@act.gov.au>; Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>

<[REDACTED]> Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>

Cc: Honeyman, Peter <Peter.Honeyman@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>

Subject: RE: Meeting Notes - Weekends - Shifts for review and discussion

UNCLASSIFIED

All,

The attached are the run times that have been used to develop the shifts.

There are notes from Jehani where she has made changes to the run times on common route corridors, taking the timings that were provided by the Tuggy delegates.

Cheers

Pete

From: Zorzi, Denis <Denis.Zorzi@act.gov.au>
Sent: Friday, 23 August 2019 3:48 AM
To: Steele, Peter <Peter.Steele@act.gov.au>; Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [REDACTED]
 [REDACTED] Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>
Cc: Honeyman, Peter <Peter.Honeyman@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>
Subject: Re: Meeting Notes - Weekends - Shifts for review and discussion

Hi Pete

Were are the timing breakdowns
 You promised us

Get [Outlook for Android](#)

From: Steele, Peter <Peter.Steele@act.gov.au>
Sent: Friday, August 23, 2019 12:30:11 AM
To: Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [REDACTED] Zorzi, Denis <Denis.Zorzi@act.gov.au>; Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>
Cc: Honeyman, Peter <Peter.Honeyman@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>
Subject: RE: Meeting Notes - Weekends - Shifts for review and discussion

UNCLASSIFIED

Apologies – The version of the Belconnen Shifts has an error and is only the first shift.

This attachment is the full number of shifts

From: Steele, Peter
Sent: Friday, 23 August 2019 12:22 AM
To: Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [REDACTED] Zorzi, Denis <Denis.Zorzi@act.gov.au>; Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>
Cc: Honeyman, Peter <Peter.Honeyman@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>
Subject: RE: Meeting Notes - Weekends - Shifts for review and discussion

UNCLASSIFIED

Colleagues,

Attached are a first cut of shifts for review and discussion.

These shifts are for Saturday only – shifts for Sunday will be made once we are happy with the parameters being used and if there are any other items we want to discuss.

The shift numbers for each depot are (for comparison) –

	Current Saturday	Proposed Saturday	Difference
Belconnen	130	96	-34
Tuggeranong	121	90	-31
Total	251	186	-65

The AMC services are within the Tuggy shifts.

The average shift length is between 7h33m and 7h49m.

Denis when you spoke to me today you requested a copy of the final run times – I will have those sent through after our meeting (I need to confirm which version is the final times with the team).

As we are in 496 we can also take the opportunity to go and speak with Geoff if there are any questions after the meeting.

Speak more in the morning,

Pete

From: Steele, Peter

Sent: Tuesday, 20 August 2019 7:34 PM

To: Sturman, Judith <Judith.Sturman@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [REDACTED]; Zorzi, Denis <Denis.Zorzi@act.gov.au>; Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; Honeyman, Peter <Peter.Honeyman@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>

Subject: RE: Meeting Notes - Weekends

UNCLASSIFIED

All,

The scheduling team are continuing to work through Shift scenarios based on the high level concept and other inputs agreed (run times/break times).

The initial runs have not produced “good shifts” e.g. there are a lot of shorter shifts – which we’ve agreed aren’t ideal.

Geoff and Jehani are going to stay focused on further shifts runs and we’d like to get back together by Friday to discuss the shifts.

In the mean time I will also be back in touch to discuss the infrastructure changes so we can keep those moving (including the Gungahlin changes we discussed Friday).

Any other issues can you please give me a call,

Pete

From: Sturman, Judith <Judith.Sturman@act.gov.au>

Sent: Tuesday, 20 August 2019 11:22 AM

To: Steele, Peter <Peter.Steele@act.gov.au>; Flanery, Fleur <Fleur.Flanery@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; [REDACTED] Zorzi, Denis <Denis.Zorzi@act.gov.au>; Cockburn, Richard <Richard.Cockburn@act.gov.au>; Oreskovic, Peter <Peter.Oreskovic@act.gov.au>; Honeyman, Peter <Peter.Honeyman@act.gov.au>; NEDDRIE, Scot (ACTION) <Scot.NEDDRIE@act.gov.au>

Subject: Meeting Notes - Weekends

UNCLASSIFIED

All

Please find below notes from last Friday's Weekend Meeting

We will put an hour in on Thursday or Friday TBC

Status

Span of hours will stay the same - Minister

Klaus proposes leaving the Saturdays as is then thinning out the Sunday evening

Recruitment

118 applications after 4 weeks

ACTIONS:

- Functional drive on Saturday – 31 candidates through – 29 to interview
- Functional drive next Saturday – 48 planned
- Video for bus driver recruitment
- Social Media – paid and unpaid on social media
- Posters at interchanges etc.

Shifts

Review lengths of shifts

Timings appear to be good

Cribs to be labelled – built around 10 mins out of bus

Shift lengths

Include the Jail run

ACTIONS:

- Peter to arrange a meeting once the shifts are run – Tues/Wed
- Peter to provide the time segments to show crib break time out of bus
- All to review and start with base and use principles approach to modify (e.g. following current patronage travel peaks and span of hours)

OTHER ACTIONS

Prepare to funnel casuals onto weekends as numbers increase

Judith Sturman | Executive Group Manager Transport Canberra Operations

Phone: 02 620 52639 | [REDACTED] | Email: judith.sturman@act.gov.au

Transport Canberra and City Services | ACT Government

Level 2, 496 Northbourne Avenue, Dickson Canberra ACT 2601

Connected services for the people of Canberra

From: Niall, Sarah
Sent: Tuesday, 27 August 2019 5:26 PM
To: Sturman, Judith
Cc: Mitcherson, Bernadette
Subject: FW: ACTION EA: weekend shifts
Attachments: ACTION EA Drivers TO SNT Proposal.pdf; FAQ2_Driver FAQs 26 May 2017.pdf; EA Roster Options 041017.pptx; EA Roster Options Further Information Option B 111017.pptx; ACTION EA - TWU letter - 140618.pdf; ACTION EA - TWU letter interest based bargaining 250618.pdf

FYI

From: Edghill, Duncan <Duncan.Edghill@act.gov.au>
Sent: Monday, 26 August 2019 8:04 PM
To: Niall, Sarah <Sarah.Niall@act.gov.au>
Cc: Hall, Damon <Damon.Hall@act.gov.au>
Subject: FW: ACTION EA: weekend shifts

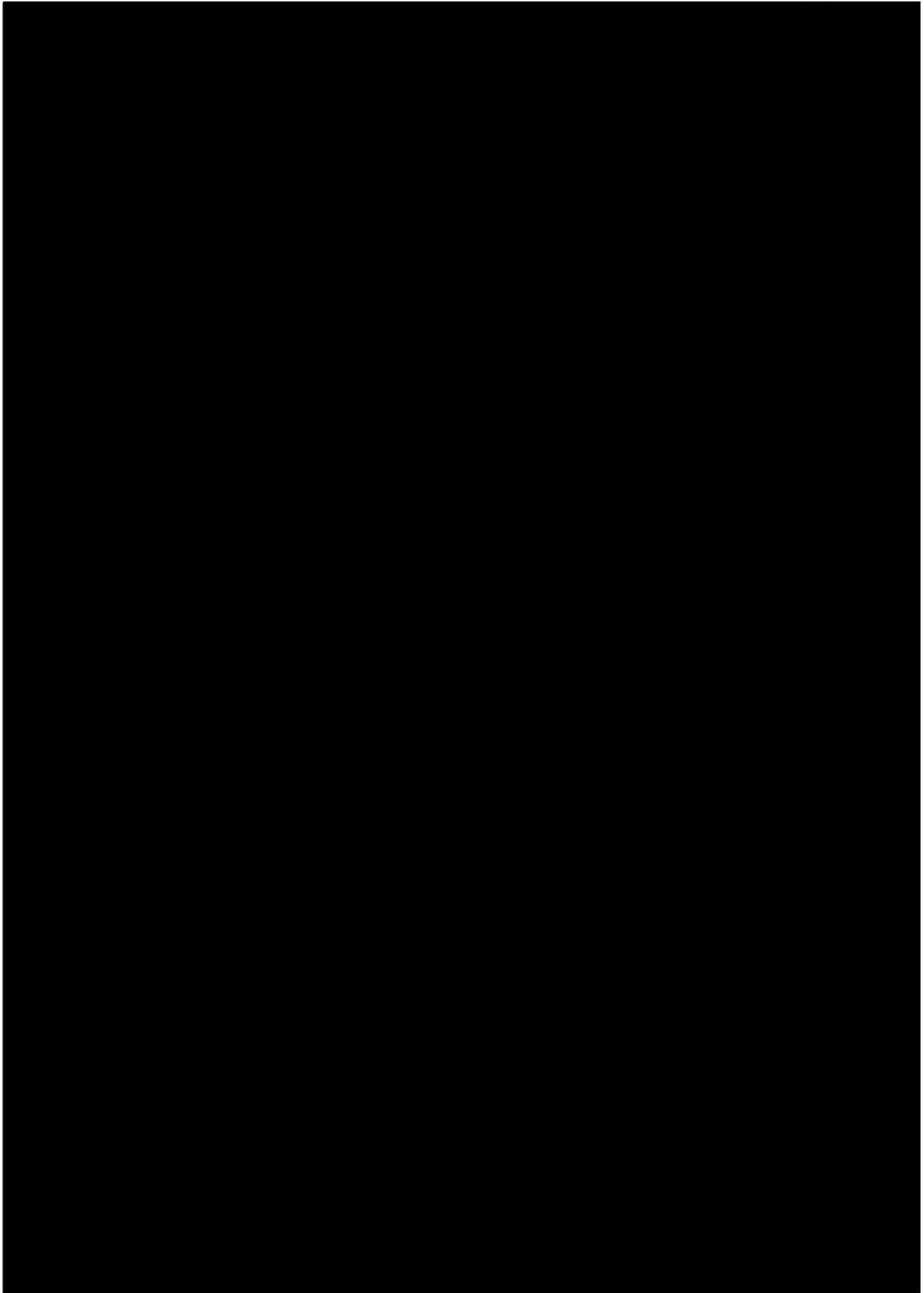
UNCLASSIFIED Sensitive

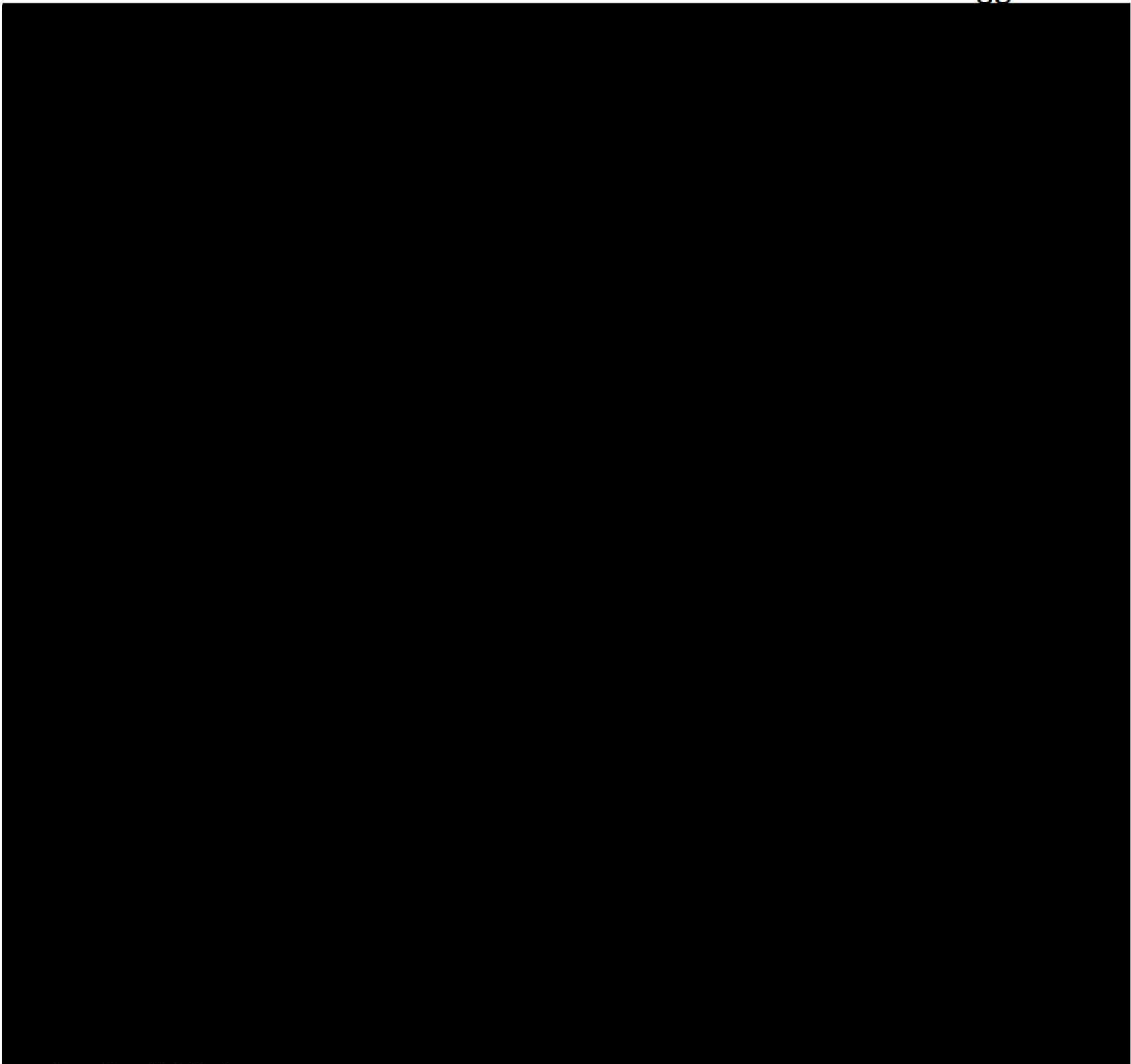
Sarah,

Please find background below.

Kind Regards
Duncan



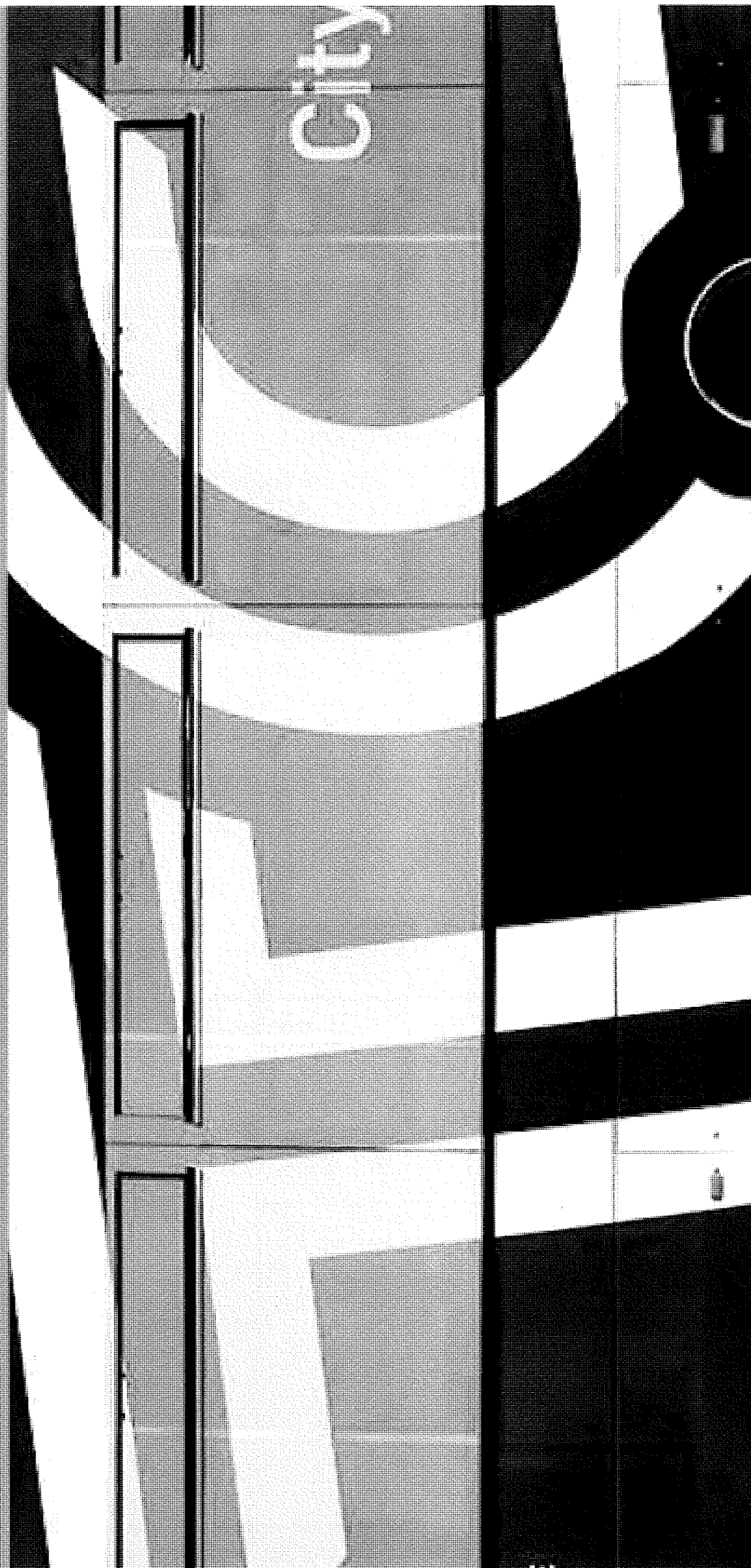




ACT
Government
Major Projects Canberra

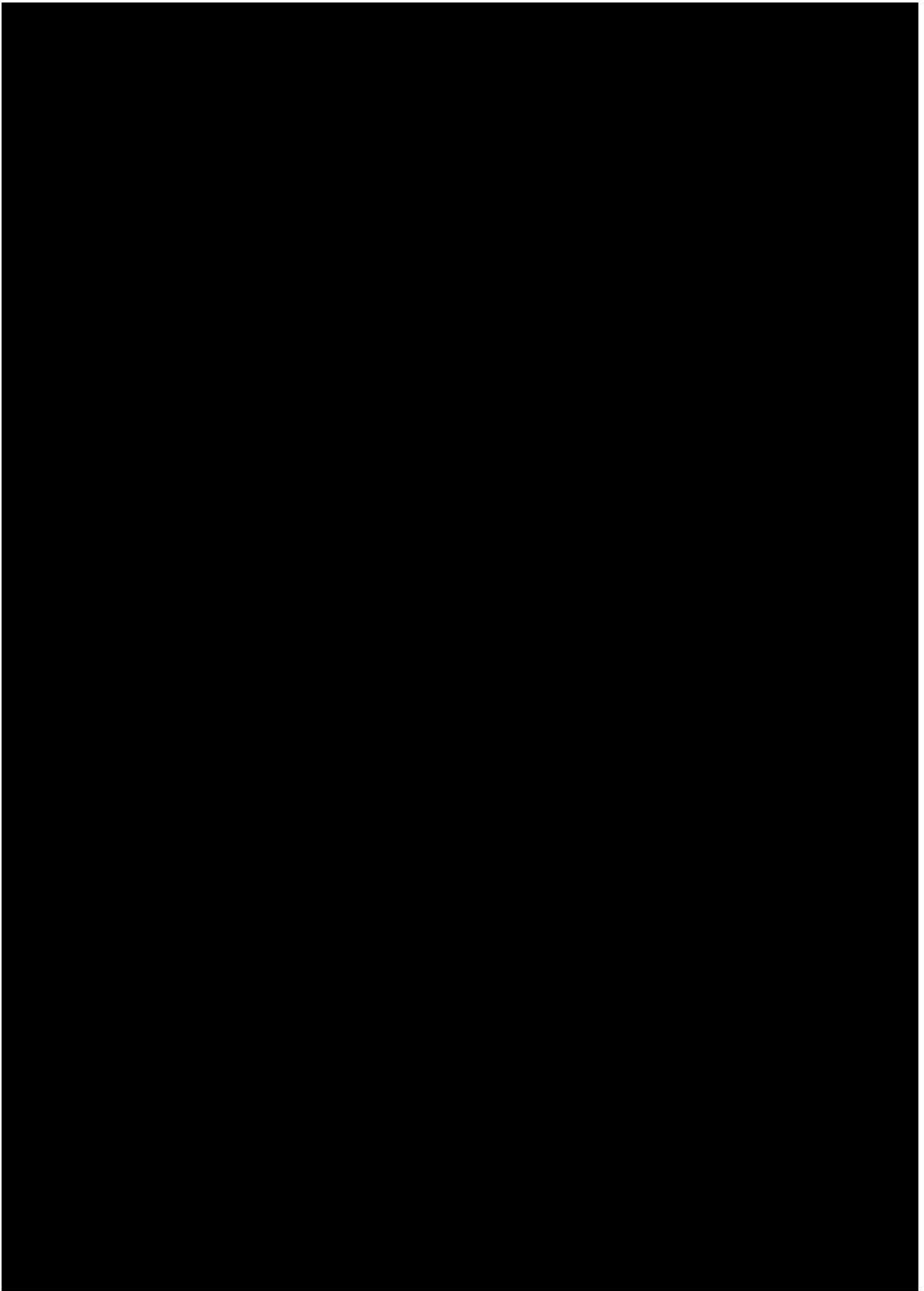
Your link to our future
Enterprise Agreement

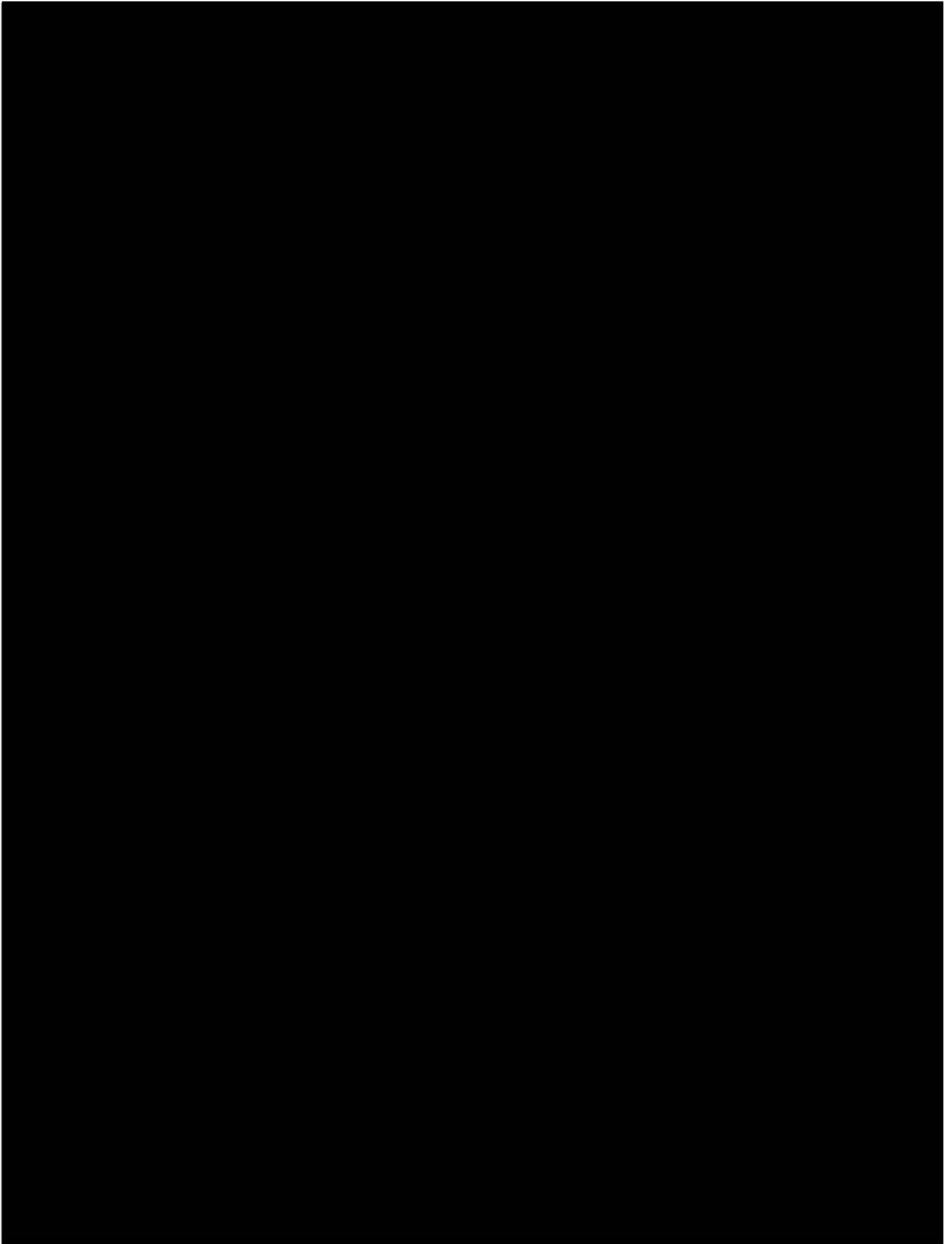
TTC | **ACTION**



ACTION Enterprise Agreement Proposal – Drivers, Transport Officers, Special Needs Transport Schedules

10 May 2017







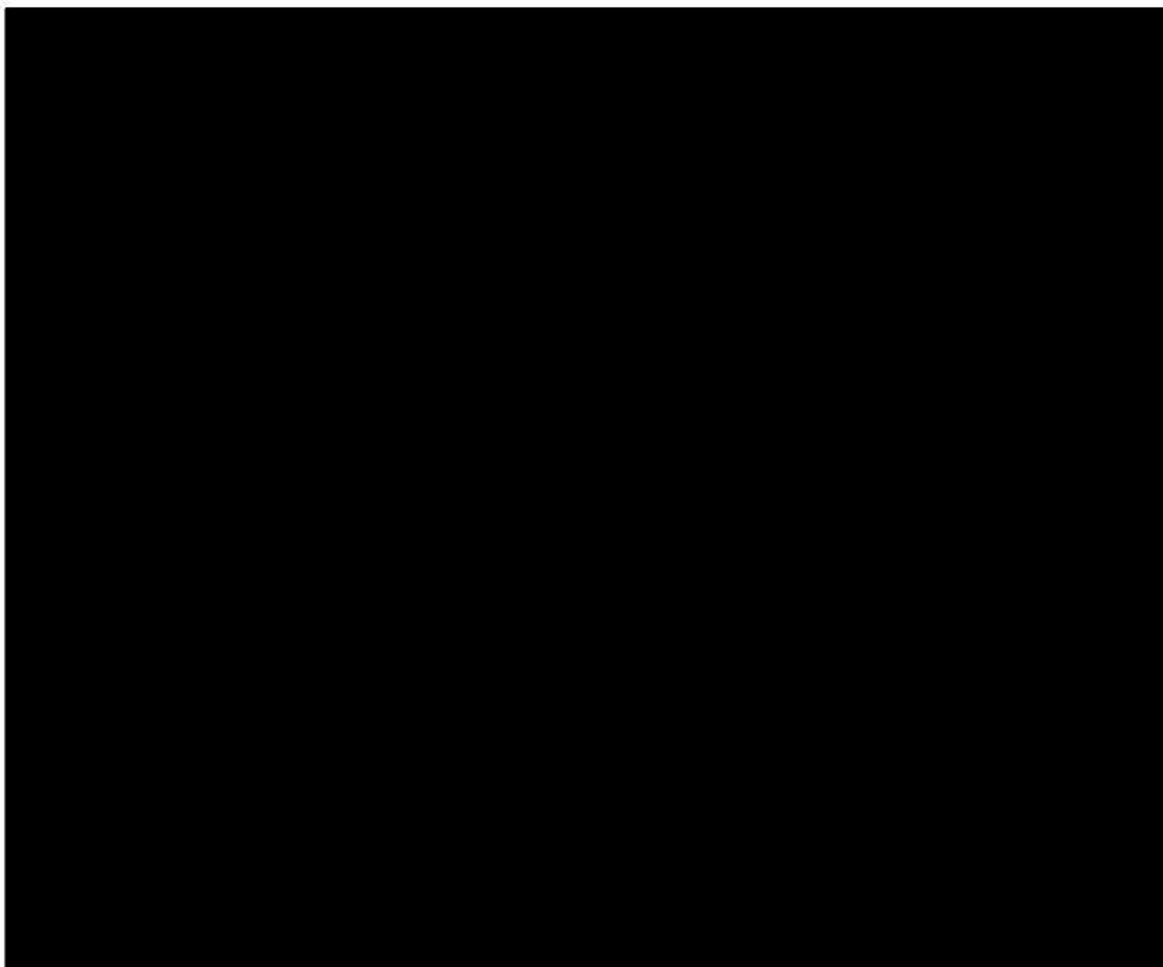
ACT
Government

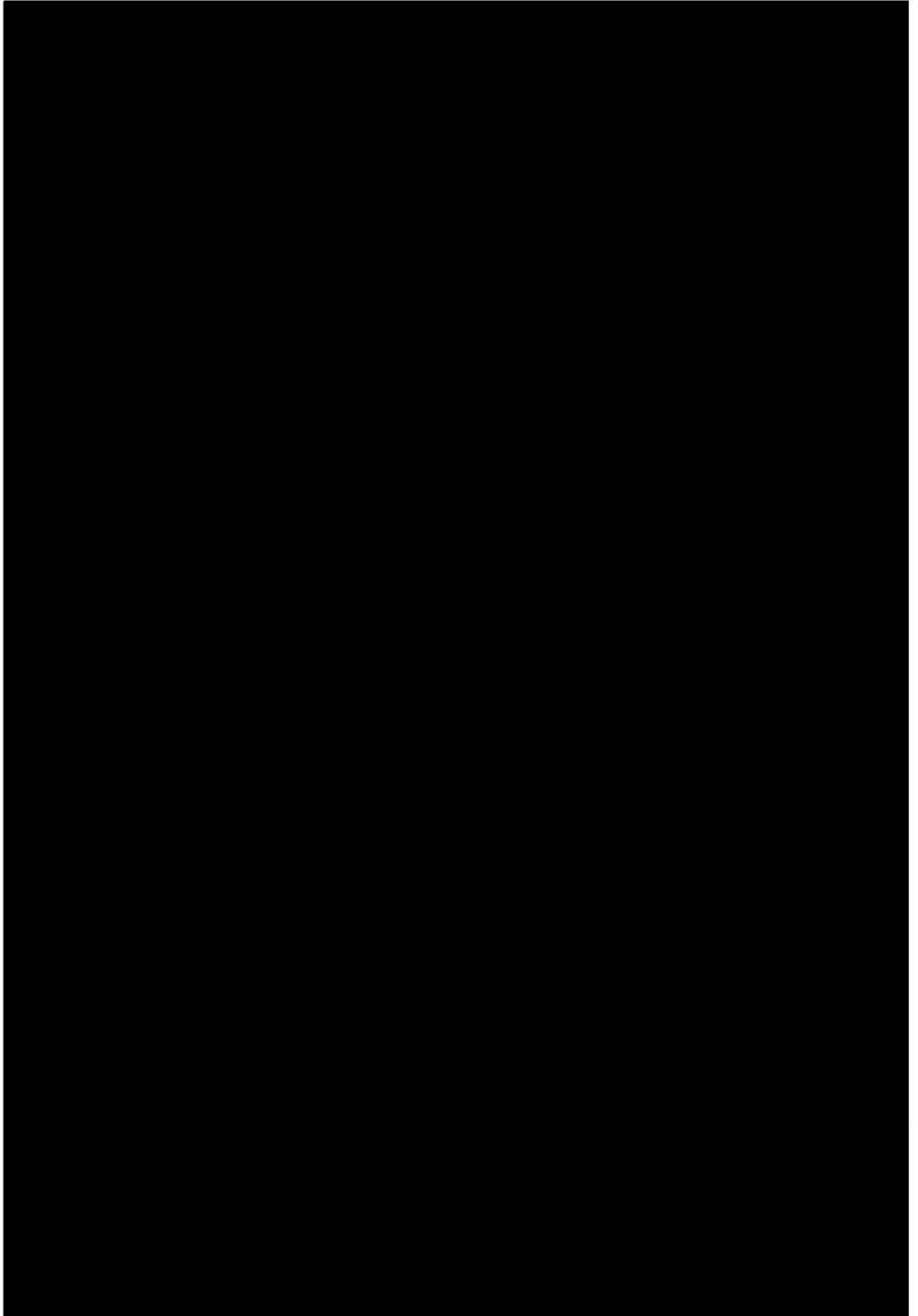
Transport Canberra
and City Services

Mr [REDACTED]
ACT Sub Branch Secretary
Transport Workers' Union of NSW and ACT
Unit 3, 289 Canberra Avenue
FYSHWICK ACT 2609

Dear [REDACTED]

**ACTION ENTERPRISE AGREEMENT: DRIVER / TRAINING ASSESORS AND
TRANSPORT OFFICER SCHEDULES**





Yours sincerely



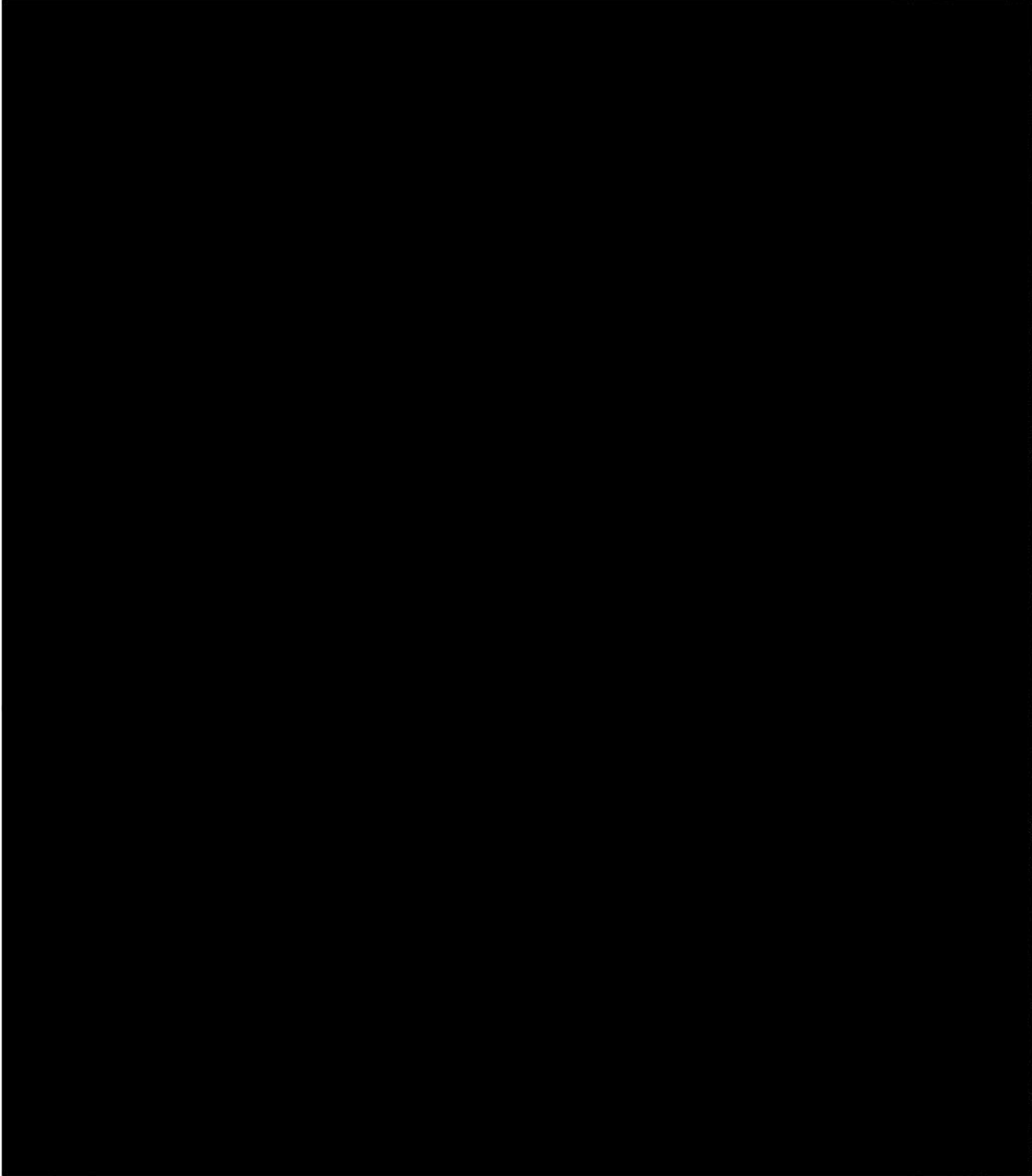
Damon Hall
Executive Director
Transport Canberra Commercial

14 June 2018

Friday 26 May 2017

FREQUENTLY ASKED QUESTIONS

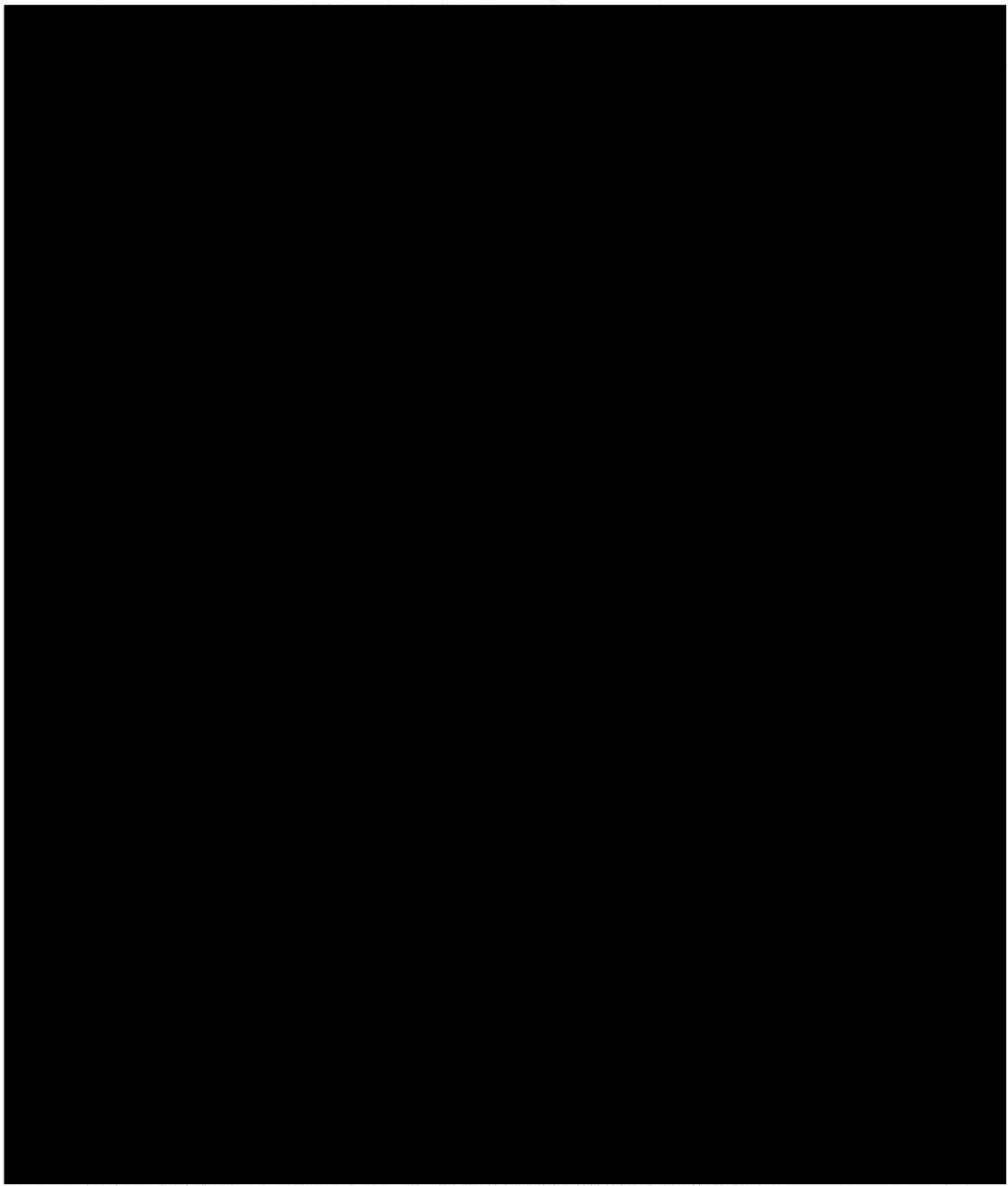
For Drivers and Transport Officers

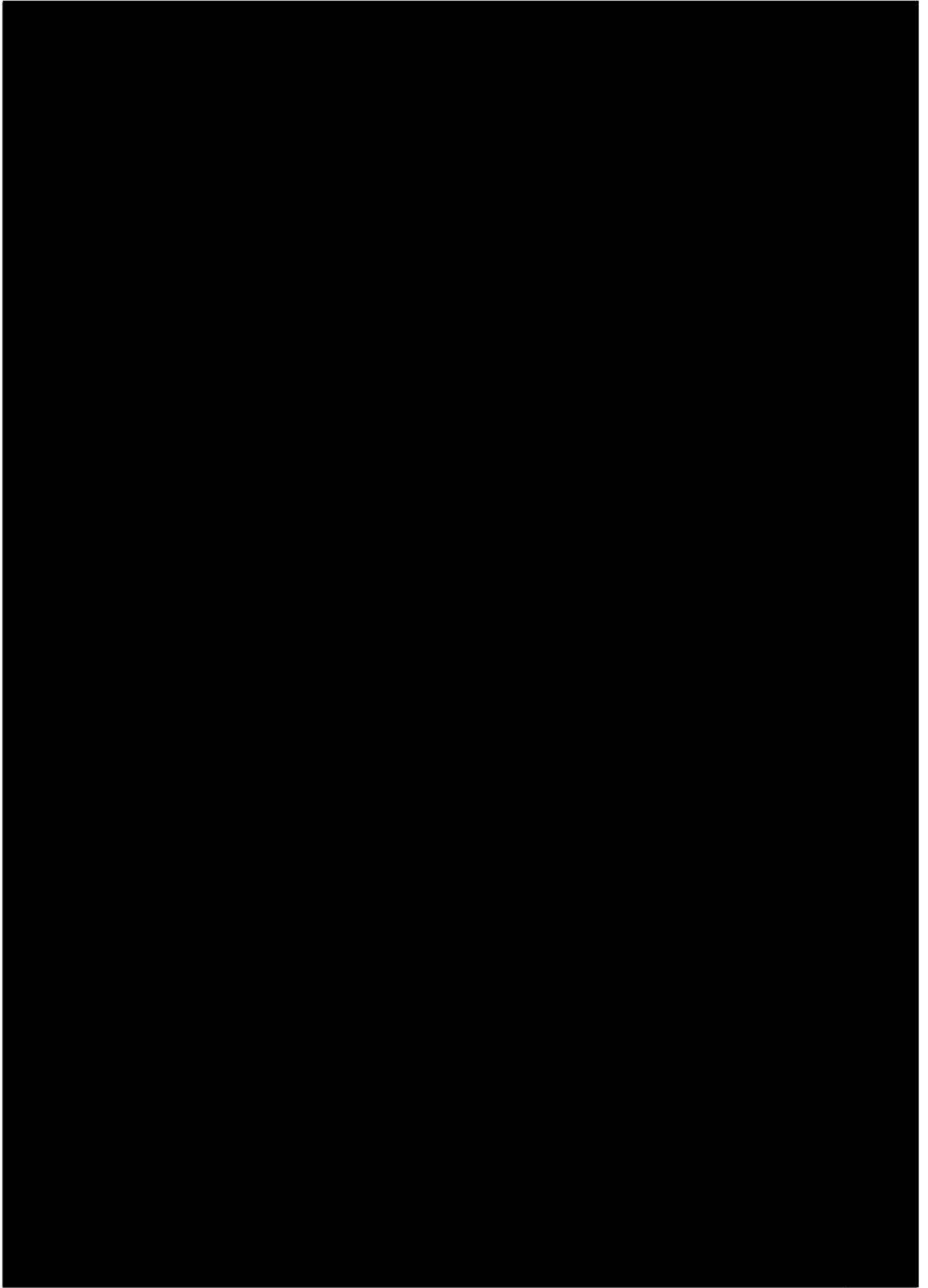


se

Your link to our future

Enterprise Agreement









ACT
Government

Transport Canberra
and City Services

Mr [REDACTED]
ACT Sub Branch Secretary
Transport Workers' Union of NSW and ACT
Unit 3, 289 Canberra Avenue
FYSHWICK ACT 2609

Dear [REDACTED]

ACTION ENTERPRISE AGREEMENT: [REDACTED]

Yours sincerely

[REDACTED]
Damon Hall
Executive Director, Commercial
25 June 2018

[REDACTED]

From: Sturman, Judith
Sent: Thursday, 29 August 2019 5:03 PM
To: Mitcherson, Bernadette
Subject: Brief - Weekend timetable V02
Attachments: Brief - Weekend timetable V02.docx

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Bernie

Weekend brief – Peter will include charts and additional data but this is the ‘story’ I’m proposing

If we get a great outcome on Monday from the data set Peter’s team are running then that could be the recommended proposal

Judith



ACT RECEIVED
 Government DATE 4.7.19 BY CAS

URGENT

Critical Date: ASAP
 Critical Reason:
 for Bus Briefing today

Transport Canberra and
 City Services

**CITY SERVICES
 CLEARANCE SHEET**

SUBJECT: Weekend Reliability	
OBJECTIVE/TRIM/FILE NUMBER OR ID	B19/137

ACTION REQUIRED <input checked="" type="checkbox"/>	<input type="checkbox"/> AGREE/SIGN
	<input type="checkbox"/> REVIEW
	<input type="checkbox"/> ENDORSE

APPROVAL PROCESS	Initials	Date:
Director-General		
Deputy Director-General, City Services		
Director Governance and Business Solutions		
Executive Director, City Places and Infrastructure		
Action Officer/Originator:		

COMMENTS:

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MINISTERIAL BRIEF

Transport Canberra and City Services

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To: Minister for Transport and City Services Tracking No.: B19/137

CC: Director-General, Transport Canberra and City Services

CC: Deputy Director-General, Transport Canberra Operations

CC: Executive Group Manager, Transport Canberra Operations

From: Executive Branch Manager, Transport Canberra Operations

Subject: Weekend Reliability

Critical Date: As soon as possible

Critical Reason: To provide you with advice as soon as possible

Purpose

- To provide an overview of the strategies that are underway and will be undertaken to improve weekend reliability.

Recommendations

- That you:
 - Note the information contained in this brief;

(Handwritten signature)
Noted / Please Discuss

- Note further information on weekend reliability will be provided over the coming weeks and following consultation with the unions.

(Handwritten signature)
Noted / Please Discuss

(Handwritten signature)
Chris Steel MLA 9.1.19

Minister's Office Feedback

(Handwritten) Please add to agenda as K. STANDING
(Handwritten) item 11

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Background

3. The new integrated network increased the number of weekend services by 32% from 321 details to 474 details. There are 251 Saturday details and 223 Sunday/public holiday details.
4. Data for the new network shows, on average, the network is achieving its Key Performance Indicator (KPI) of 99.5% reliability across the weekdays; weekend levels however, are lower at 93.33% after nine weeks of operating the new network. Details on weekend reliability is available at Attachment A.
5. This brief provides an overview of the strategies that are underway and will be undertaken to improve weekend reliability.

Operating Environment

6. The 2018-19 funded bus driver establishment is 777. This includes 68 additional permanent drivers for the new integrated network (the 68 positions are included in the 777). At the commencement of the new network, the establishment numbers were slightly below (-10) establishment. On average in the last 12 months, 4 drivers (a mix of permanent and casual) have joined TCO per month, while 6 permanent bus drivers have left each month.
7. Casual drivers are not included in the establishment numbers.
8. The *Transport Canberra Operations (ACTION) Enterprise Agreement 2018-2021 (EA)* (paragraph 18.1) specifies a ratio of the permanent workforce of 60% full-time to 40% part-time drivers. Under paragraph 32.5.1 of the EA, a casual driver may apply for a permanent position if they have had accrued 12 months' worth of service.
9. A targeted recruitment process is underway which will see an expected 19 part-time and 9 casual drivers join the service in the coming months. A new recruitment round for permanent and casual bus drivers opened this week. The cost of training and onboarding a new bus driver is approximately \$3,702.05, not including staffing costs.
10. It is estimated that all weekend duties can be covered if each permanent driver performs a single weekend detail per month (12 weekend details per year). Additional coverage can be provided by casual drivers if needed.

Industrial Environment

11. The EA specifies under Schedule 2, clause 8.3 that normal working hours are Monday to Friday. Schedule 2, clause 12.2, 12.3 and 12.3 of the EA confirm the Transport Workers Union (TWU) commitment to covering weekend details, specifically clause 12.3 states 'All drivers must be willing to work reasonable number of weekend details.' Permanent drivers are paid a composite rate of \$38.58 per hour reflecting additional pay for the obligation to work a reasonable number of weekends.
12. Options to improve weekend reliability are significantly affected by the permanent driver's ability to opt out of weekend work. In this context, weekend work is scheduled during the preceding fortnight with the work initially offered to permanent drivers (due to lower cost of these drivers) and then casuals. This process involves permanent drivers being rostered to a weekend a fortnight ahead, and the permanent driver having the ability to opt out.
13. The outcome of this process is casual drivers have limited and short-term certainty of the availability of weekend work which results in these drivers taking up alternative work (outside the Government), TCO paying higher hourly rates through the use of casual drivers and weekend reliability affected.
14. In 2018-19, 81.2% of permanent drivers worked at least one weekend that year, leaving approximately 19% of permanent drivers not working any weekends.

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15. Drivers are also provided with some additional incentives to undertake weekend work specifically the ability to 'bank hours'. Under this arrangement full-time drivers can bank 40 hours and part-time drivers can bank 30 hours to be allocated to leave or a payout before being allowed to bank any further hours.
16. Casual drivers are paid a 25% loading for both weekday and weekend work as they don't receive leave. On average, 22 casual drivers have worked each weekend since the implementation of the new network on 29 April 2019.

Regulation

17. Transport Canberra operates its passenger services in accordance with the following legislation, regulations and guidelines:
 - a. Road Transport (Public Passenger Services) Act 2001
 - b. Road Transport (Public Passenger Services) Regulation 2002
 - c. Assessing Fitness to Drive for commercial and private vehicle drivers 2016 guide produced by Austroads and National Transport Commission Australia
 - d. Working with Vulnerable People (Background Checking) Act 2011
18. Under the Road Transport Regulations, National Driving Hours are regulated for drivers of passenger vehicles who are required to have four days off in 28; cannot work for longer than 12 hours in 24 hours; and, must have an eight-hour break between shifts.
19. Bus drivers must:
 - a. Hold a "C" class driver license and to have held a license issued by an Australian State or Territory for a least five years
 - b. Have a Medium Rigid (MR) license, a Public Vehicle Driving Authority (PVDA) and a Heavy Vehicle (HR) license
 - c. Be able to obtain and maintain an ACT Working with Vulnerable People registration
 - d. Have no disclosable items on a police/criminal history check.

Actions to improve weekend reliability

20. The following activities have been identified to improve weekend reliability. The approaches are multifaceted including both short and medium-term activities:

Short-term (and underway):

- a. **Limit the use of casuals during weekday services.** The allocation of drivers to shifts and the use of casuals is managed at the depot level, and there are entrenched behaviours on how shift allocation occurs. A balance needs to be achieved to use casuals to cover weekday leave and absences of permanent staff and to re-focus the use of casuals to weekends, noting there are existing casual drivers who only want to work weekdays. This activity is occurring and will require ongoing scrutiny of practices to ensure long-term success. This option is likely to be viewed favourably by the Transport Workers Union (TWU).
- b. **Prioritise weekend services.** Selection of weekend details by drivers has been determining which bus routes are covered over the weekend. By prioritising the delivery of some weekend services over others (for example the Rapid services over local suburb services), customers will have certainty in which services will be available. This short-term solution is not yet implemented as it needs to be discussed with the TWU. In this respect, it is on agenda for discussion with the TWU in the week of 7 July.

This activity will support improvements to communications with customers about which

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services are available. There are currently technical issues with NxtBus. There is work underway to address these issues but as yet, no timeframe is yet provided. Until these issues are resolved, service availability is being communicated through the Communications Centre to Transport Officers so that they can convey the information to passengers at interchanges. This option is likely to be viewed favourably by the TWU.

- c. **Engage more casual drivers for weekend work.** There is ongoing recruitment to engage more permanent, part-time and casual drivers. Currently the casual driver contract does not specify weekend-only work, or an obligation on the worker to undertake a specific number of weekend details. Nine casual drivers are expected to be added to the service in the coming two months. Going forward casual drivers will be offered contracts specifying weekend work and an obligation to work a specific number of weekends for the period of the contract.

This is the best short-term option but will be balanced with a potential challenge to having all drivers work a reasonable number of weekends. Implications of this option include: the provision in the EA for casuals to request employment permanency once they have accrued 12 months of service; careful management of National Driving Hours, especially if the casual has another driving job; and an increased financial impact (salaries). This option is likely to be viewed favourably by the TWU.

- d. **Stronger policies and policing of each permanent driver to undertake reasonable number of weekend details annually.** Currently the paragraph 12.3 of the EA specifies states 'All drivers must be willing to work reasonable number of weekend details'. However, 'reasonable' is not defined in the EA. To fully implement this activity clarification of 'reasonable' and a commitment from the TWU and drivers to undertake up to 12 weekend details per year is required. This activity will have the most impact on about 20% of the workforce who did not undertake any weekend work in 2018-19.

Combined with activity c (above), this approach will create a more cost-effective solution but has the most potential to be resisted by the TWU. You will be provided with further information on this option.

Medium-term:

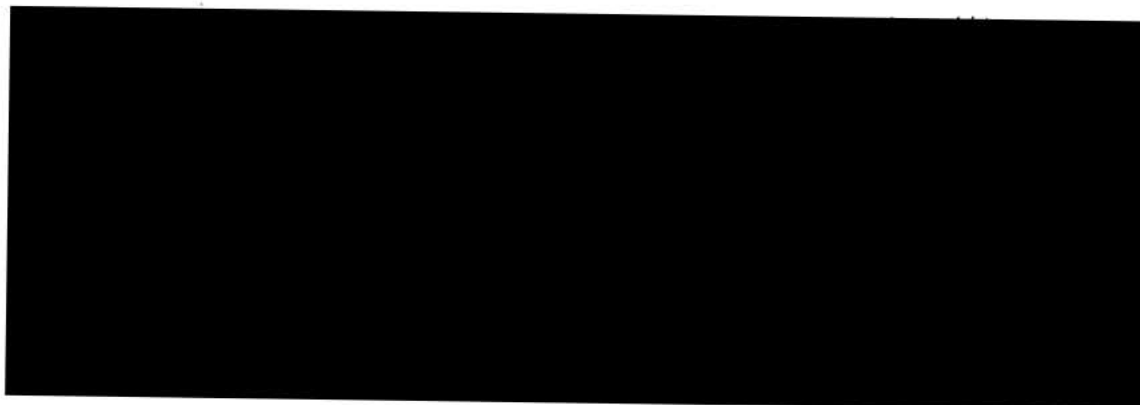
- e. **Quarantine 20% to 30% of weekend work to casual and part time drivers.** This will provide greater certainty to casual and part-time drivers, as well as the organisation. The allocation of weekend details can also occur in advance of the immediate weekend. This activity will be shortly discussed with the TWU to ensure the quarantined details are spread across different times of the day to allow some flexibility of work for casual drivers. It is estimated that this activity will take 4-6 weeks to program and schedule once union consultation has occurred.
- f. **Increase the driver establishment.** A permanent increase to the driver establishment may be required to optimise how the workforce is deployed and better manage the costs (casual rates, leave etc). Over the past few months, there has been an average of 56 casuals used each fortnight (both during weekdays and weekends). Over the coming weekends an assessment will be undertaken to establish if there is a need to increase the driver establishment based on the new network and the other activities listed in this brief that are being put in place to address weekend reliability.

An increase to the establishment may not address the weekend reliability issue on its own. This activity will require additional funding, noting on average a qualified bus driver costs \$99,000 per year (salaries and on costs). This option would most likely be attractive to the TWU.

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g.



h. ***Modernise alerts for work availability to be digital and able to be accessed remotely.***

Currently drivers need to be contacted by telephone or email or attend the depot to learn of weekend work availability. Options to digitise and/or remote access work availability alerts will be explored and costed in the coming months.

This activity should provide multiple benefits by reducing the reliance on Starters to make these calls/emails and its benefits across weekends should provide for greater driver utilisation. This project will be part of a future IT upgrade budget proposal. It is anticipated that the TWU will view this activity favourably.

Options considered and discarded

21. The following options were considered to address weekend reliability. Due to the reasons listed below, these options will not be pursued at this time.

- a. ***Reduce weekend services.*** Consideration was given to reducing weekend services where patronage numbers are low such as early Sunday morning or later Sunday night. However, patronage numbers may be affected by services not being reliably delivered. There has been significant consultation on the new network, and a commitment given to customers to increase the number of weekend services.

This option affects bus drivers, workshop mechanics, as well as cleaners and fuellers. There is also a potential impact on Light Rail Replacement strategies. The TWU and Australian Manufacturing Workers Union (AMWU) raised the delivery of weekend services during EA and new network negotiations. The unions are likely to support this option. This option is likely to further erode customer trust and is unlikely to be palatable to government.

- b. ***Contracting out weekend services.*** Consideration was given to outsourcing weekend services either through an external provider or through labour hire. This would see casual drivers engaged directly through a private labour hire company or an external provider is contracted to provide all bus services.

There Canberra employment market for drivers is very small and therefore very competitive. It is possible that either an external provider or labour hire company engages existing Transport Canberra drivers, or due to the size of the employment market are engaging drivers from interstate. This would impact National Driving Hours, the ability of Transport Canberra to deliver weekday services, and may not fully address weekend reliability issues.

This option is extremely controversial from an industrial relations perspective, and it is unlikely to be palatable to government or the public outsource to organisations that are not Canberra-based. This option would also be very costly. It is estimated that initial set-up costs

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would be over \$600,000. Consideration was also given to how these arrangements would be structured, the cost of training, who would conduct the training, the use of Transport Canberra buses and other equipment and who would provide this support.

Next Steps

22. Transport Canberra Operations (TCO) will discuss the options/activities identified in paragraph 20 with the TWU and AMWU.
23. TCO will continue to implement those activities identified in paragraph 20 that are already occurring and will commence implementation of the other activities once discussed with the TWU and AMWU.
24. Cost and review financial implications against the actions discussed in this brief.

Consultation

25. Consultation across TCO was included in this brief. There was no cross-Directorate or external consultation undertaken in the development of this brief.

Benefits/Sensitivities

26. The proposed changes have some sensitivity particularly the possibility of contracting out some of the services and testing the meaning of working a reasonable number of weekends. In this respect, you will be provided with further information on the proposed routes and sensitivity levels.

Media Implications

27. Nil relating to this brief.

Signatory Name: Judith Sturman

Phone: 52639

Action Officer: Fleur Flanery

Phone: 75486

Attachment	Title
Attachment A	Weekend service Reliability Report – Week 9 ending 30 June 2019

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Weekend Service Reliability

Weekly Report: Week 7 ending 16 June 2019

This report tracks the reliability of services delivered as part of the increased services levels introduced in the new integrated public transport network starting from the weekend of 4 May 2019.

The overall service delivery benchmark for Transport Canberra is 99.5% of total services are delivered to completion.

	Services Scheduled	Services Delivered	Service Failures	Reliability	Variance
Weekend 1 performance	3,721	3,561	160	95.70%	-3.80%
Saturday (May 4)	2,074	1,976	98	95.27%	-4.23%
Sunday (May 5)	1,647	1,585	62	96.24%	-3.26%
Weekend 2 performance	3,721	3,480	241	93.52%	-5.98%
Saturday (May 11)	2,074	2,009	65	96.87%	-2.63%
Sunday (May 12)	1,647	1,471	176	89.31%	-10.19%
Weekend 3 performance	3,721	3,552	169	95.46%	-4.04%
Saturday (May 18)	2,074	1,948	126	93.92%	-5.58%
Sunday (May 19)	1,647	1,604	43	97.39%	-2.11%
Weekend 4 performance	5,368	4,956	406	92.32%	-7.18%
Saturday (May 25)	2,074	1,870	204	90.16%	-9.34%
Sunday (May 26)	1,647	1,445	202	87.74%	-11.76%
Monday (Public Holiday May 27)	1,647	1,641	6	99.64%	0.14%
Weekend 5 performance	3,721	3,613	108	97.10%	-2.40%
Saturday (June 1)	2,074	2,015	59	97.16%	-2.34%
Sunday (June 2)	1,647	1,598	49	97.02%	-2.48%
Weekend 6 performance	5,368	5,005	363	93.24%	-6.26%
Saturday (June 8)	2,074	1,907	167	91.95%	-7.55%
Sunday (June 9)	1,647	1,464	183	88.89%	-10.61%
Monday (Public Holiday June 10)	1,647	1,634	13	99.21%	-0.29%
Weekend 7 performance	3,721	3,455	266	92.85%	-6.65%

Saturday (June 15)	2,074	1,989	85	95.90%	-3.60%
Sunday (June 16)	1,647	1,466	181	89.01%	-10.49%

[REDACTED]

From: Sturman, Judith
Sent: Monday, 2 September 2019 7:35 PM
To: Steele, Peter; Curtin, Nikki
Cc: Mitcherson, Bernadette; Urban, Nathan
Subject: Re: Weekend Details Proposal - September 28 2019 and beyond

Thanks Peter

Judith

Judith Sturman
 Executive Group Manager Public Transport Operations
 Transport Canberra
 Mob: + [REDACTED]

From: Steele, Peter <Peter.Steele@act.gov.au>
Sent: Monday, September 2, 2019 5:26:16 PM
To: Sturman, Judith <Judith.Sturman@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>
Cc: Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>; Urban, Nathan <Nathan.Urban@act.gov.au>
Subject: FW: Weekend Details Proposal - September 28 2019 and beyond

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Judith/Nikki - I will be available tomorrow for the 12pm meeting with the TWU.

[REDACTED]

I will also use the meeting to talk further about the steps needed to move through our network development, including for the reduced Xmas network.

Pete

From: Steele, Peter
Sent: Monday, 2 September 2019 5:20 PM
To: Sturman, Judith <Judith.Sturman@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>

[REDACTED]

Cc: Weatherall, Geoff <Geoff.Weatherall@act.gov.au>; Drayton, Jehani <Jehani.Drayton@act.gov.au>; Urban, Nathan <Nathan.Urban@act.gov.au>
Subject: Weekend Details Proposal - September 28 2019 and beyond

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Colleagues,

Attached are the weekend details which we seek agreement to commence from September 28th.

The shifts have been built with the following principles:

- Minimum 10 minute out of bus break between the 2nd and 3rd hour
- All breaks are at agreed facilities and with agreed run times
- Routes to remain in their regions as much as possible. Routes 30 to 66 flexibly allocated according build efficiencies
 - Saturday shifts are a slight exception to this rule to create an evenly distributed workload between the depots (i.e. improve work from Tuggeranong)
- All shifts across the weekend starting after 2pm will have a minimum of 7 hours working time – as agreed to improve the paid hours for evening work
- Ensuring that there is no reduction in details available at either depot compared to the previous network

This will also include if/how more details can be provided through the provision of Spare drivers in an effort to ensure that service reliability can be delivered at 100%.

Also attached to this email is a document outlining the number of details in the proposal along with an indication of how the details will change in Feb 2020 (and changes from previous networks).

We would like to then continue to consult through Term 4 2019 to confirm:

- 1) The timetable/shifts for the 3 week of Xmas period – noting that this will need to include a shift pick
- 2) Increasing services on Saturdays commencing from 1 February 2020
 - a. This will nominally require 50 additional details to deliver local services increasing back to hourly between 6am and 6pm on Saturdays ONLY.
 - b. Noting previous agreement that service levels during the day on Saturdays are the priority.
- 3) Further steps for increasing weekend details into the future.

Speak further tomorrow,

Pete

Peter Steele | Director

P 02 62052179 | M 0 [REDACTED] | E peter.steele@act.gov.au

Transport Canberra | Transport Canberra and City Services | ACT Government
496 Northbourne Avenue | GPO Box 158 Canberra ACT 2601



From: Stratton, Shonah
Sent: Tuesday, 10 September 2019 11:22 AM
To: Playford, Alison; Sturman, Judith; Mitcherson, Bernadette; Steele, Peter
Cc: Gambale, Imogen; Willson, Helen (TCCS)
Subject: Signed B19/220 - Weekend timetable update
Attachments: 10092019104516.pdf

Importance: High

UNCLASSIFIED

Hi All

Pls see attached signed/approved brief from Minister's Office. No additional comments on brief.

Cheers

Shonah

From: Pye, Mark <Mark.Pye@act.gov.au>
Sent: Tuesday, 10 September 2019 11:07 AM
To: Stratton, Shonah <Shonah.Stratton@act.gov.au>
Subject: FW: Signed B19/220 [SEC=UNCLASSIFIED]
Importance: High

Hello Shonah

Please find attached a copy of the signed brief – B19/220.

Cheers
 Mark

From: Kennedy, Karen **On Behalf Of** TCCS_DLO
Sent: Tuesday, 10 September 2019 10:46 AM
To: TCCS_Ministerial <TCCS.Ministerial@act.gov.au>
Subject: Signed B19/220
Importance: High

UNCLASSIFIED

Hi MSU,

Could you please send this to the TC team as the critical date was 5/9.

I am sending the hard copy back today.

Thanks
 KK

Karen Kennedy | Directorate Liaison Officer
 T - 6205 2790 | E - TCCS.DLO@act.gov.au

Office of Minister Steel MLA
Office of Minister Berry MLA
Transport Canberra and City Services | ACT Government
GPO Box 158 Canberra ACT 2601 | www.act.gov.au



MINISTERIAL BRIEF

Transport Canberra and City Services

UNCLASSIFIED

To:	Minister for Transport and City Services	Tracking No.: B19/220
From:	Director-General <i>o/v</i>	
Through:	Deputy Director-General, Transport Canberra <i>BM 5/9/19</i>	
	Executive Group Manager, Transport Canberra Operations	
Subject:	Update to weekend timetables to improve the reliability of weekend services	
Critical Date:	5 September 2019	
Critical Reason:	To provide a bus timetable for weekends that is reliable	

Recommendations

That you:

1. approve Transport Canberra and City Services recommended proposal for weekend timetable, from Saturday 28 September in order to improve the reliability of all weekend bus services;

[Signature]
~~Approved / Not Approved / Please Discuss~~

2. note the risks associated with the options outlined and the recommended proposal; and,

[Signature]
~~Approved / Not Approved / Please Discuss~~

3. note the communications material for an announcement of the changes.

[Signature] ~~Noted / Please Discuss~~

Chris Steel MLA *7.9.19*

Minister's Office Feedback

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Tracking No.: B19/220

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Background

1. From the commencement of the new Network 19 bus service on 29 April 2019, weekend services have not been reliable.
2. The target for reliability across all bus services is 99.5%.
3. From the end of the free travel period on 29 May to the weekend ending 26 August, TC has recorded an average reliability of 89.3% which included a low of 82.2%.
4. Transport Canberra (TC) has committed to deliver a reliable bus timetable to be implemented on 28 September 2019.

Issue

5. TC service planners proposed a reduction in service levels based on the following principles:
 - a. maintained frequency on all Rapid routes, including 15 minutes on the Rapid 4 and 30 minutes on all other Rapids;
 - b. 2 hourly services on all local routes; and,
 - c. maintaining the extended operating hours introduced from April 2019.
6. In order to provide a reliable revised timetable, TC has worked closely in consultation with the Transport Workers Union (TWU) to:
 - a. reduce the number of driver details required to deliver weekend services, whilst maintaining a higher number of services than the previous timetable;
 - b. ensure the increased span of hours across the day including later Sunday night services are maintained;
 - c. achieve agreement on driver breaks in the new driver details required to deliver the revised timetable, as required by the Enterprise Agreement (EA); and,
 - d. agree balance and levels of driver details available to drivers.
7. Following consultation with the TWU and ensuring key principles around the operation and frequency of Rapid and Local services, TC has arrived at a recommended proposal for the timetable to be implemented on 28 September 2019.
8. TC recommends that a base level timetable be implemented that is designed to provide the highest level of reliability to passengers based on the reliability data from 29 May to 26 July, whilst still increasing the number of services against the previous timetable by approximately 9% (identified in Attachment A) and that:
 - a. the drivers details are balanced across Tuggeranong and Belconnen depots, as per discussion with TWU;
 - b. the driver details required to deliver later night services include a higher number of paid hours for drivers to further encourage drivers to undertake the work;
 - c. standby driver details are incorporated on Saturday, Sundays and Public holidays, and between the two depots, to both increase reliability, provide coverage for potential light rail replacement services and increase overall details available to

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- drivers as per discussion with the TWU;
- d. TC will also consider the delivery of more paid charter services on weekends, where it is shown that public services are reliably delivered;
 - e. there will be a drive to deliver driver continuation training;
 - f. TC will look to provide extended duties to ensure shifts are commensurate with hours attractive to be picked;
 - g. this reduced timetable will operate up to the Christmas holiday period, when a reduced timetable is planned to and is traditionally operated, and up until the commencement of Term 1 2020, and;
 - h. the first uplift in the revised weekend timetable be implemented in Term 1 2020, which will allow for the continued recruitment of drivers and implementation of revised operating practices to improve weekend service delivery.
9. As part of the planning process and consultation with the TWU, TC also considered the option of adding additional details to the base timetable across the period of the day where the highest levels of patronage are being experienced.
 10. Modelling of this option showed that approximately 40 additional driver details would be required to deliver this level of service. TC does not recommend that this option be implemented at this time, as it would be at the risk to delivering reliability.
 11. TC and the TWU agree that the introduction of increased services (and therefore driver work details) are prioritised for Saturday during the day time. This will nominally include increasing all local services back to an hourly frequency between 6am and 6pm.
 12. TC will work on this principle to deliver the first stage of service increases from Term 1 2020. A brief will be provided to your office as that plan is further developed for implementation.
 13. A full media communications campaign will be launched as at Attachment A to advise passengers of the changes. Whilst it is expected that printed timetables will not be available for the first weekend, it is planned to print PDF versions to be provided at key locations including interchanges, to be handed out by customer service assistants.
 14. A media release will be delivered mid-September.

Risks

15. Due to the nature of the delivery of weekend details under the terms of the EA, there is a risk that even with the reduction of driver details proposed that service reliability is lower than the target of 99.5%.
16. To mitigate this risk, TC has reached a favourable agreement with the TWU on key issues affecting the number of drivers required to deliver weekend services, including break times in driver shifts, shift lengths, run times for different routes and the starting and finishing times of shifts.
17. Additionally, due to tight deadlines, the timetable will be initially available online prior to the 28th of September, paper timetables will be provided later and will be

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dependent on the availability of printing services. Printed timetables at bus stops will be updated before services commence. The delay in provision of printed timetable books may draw some negative response from stakeholders.

Recommendations:

1. approve the option recommended by TC and implement a revised base level timetable on weekends from Saturday 28 September in order to improve the reliability of bus services;

ASW
 Approved / **Not Approved** / **Please Discuss**

2. note the risks associated with making a network change within the timeframes being put forward; and,

ASW
 Approved / **Not Approved** / **Please Discuss**

3. note the material for an announcement of the changes.

ASW
 Noted / **Please Discuss**

Signatory Name: Alison Playford

Phone: x78658

Action Officer: Peter Steele

Phone: x51279

Attachments

Attachment	Title
Attachment A	Driver detail and in-service trip comparisons

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Attachment A – Driver detail and in-service trip comparison

Driver details in the proposed weekend network will be:

- 32 higher than the previous network (pre-Network 19)
- Reduces the current weekend requirement by 128 driver details
- Service increase proposed for Term 1 2020 will require approximately 40-50 more driver details.
- It is expected that these extra driver details will be deliverable following continued driver recruitment.

In-service trips in the proposed weekend network will be:

- 214 services or 9.1% increase in services from the previous network (pre-Network 19)
- Reduces the current in-service trips by 1,179 across a weekend

Driver Detail Numbers					
	Current Saturday	Proposed Saturday	Old Network	Change from old network	Change from Current
Belconnen	130	93	86	7	-37
Tuggeranong	121	90	89	1	-31
Total	251	183	175	8	-68

	Current Sunday	Proposed Sunday	Old Network	Change from old network	Change from Current
Belconnen	115	87	70	17	-28
Tuggeranong	108	76	69	7	-32
Total	223	163	139	24	-60

Full Weekend	474	346	314	32	-128
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In Service Trips Numbers					
	Current Saturday	Proposed Saturday	Old Network	Change from old network	Change from Current
Belconnen	1038	719	642	77	-319
Tuggeranong	1044	720	703	17	-324
Total	2082	1439	1345	94	-643

	Current Sunday	Proposed Sunday	Old Network	Change from old network	Change from Current
Belconnen	835	571	519	52	-264
Tuggeranong	820	548	480	68	-272
Total	1655	1119	999	120	-536

Full Weekend	3737	2558	2344	214	-1179
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[REDACTED]

From: Sturman, Judith
Sent: Wednesday, 11 September 2019 6:36 AM
To: Lange, Wayne; Howard, Malcolm; Steele, Peter; Curtin, Nikki; Mascord, Paul; Gregory, Hugh; Mitcherson, Bernadette; Urban, Nathan; Lawrence, Michael; Stratton, Shonah; Honeyman, Peter; Jones, Leoni; Gallagher, Les; Scott, Michael; Pillig, Carl; McGlinn, Ian; Farley, Paul
Cc: Corey, Ian
Subject: Re: Senior Operations Managers Meeting - weekend timetable [SEC=UNCLASSIFIED]

Hi Wayne

Yes, that's fine.

Next week we start talking Christmas timetable with the delegates and Nikki will be able to utilise the workforce plan to take them through how this works, considering the issues you raised.

We will also have an operations meeting on the Tuesday at Tuggeranong also

Judith

Judith Sturman
 Executive Group Manager Public Transport Operations
 Transport Canberra
 Mob: [REDACTED]

From: Lange, Wayne <Wayne.Lange@act.gov.au>
Sent: Tuesday, September 10, 2019 5:04:04 PM
To: Sturman, Judith <Judith.Sturman@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Steele, Peter <Peter.Steele@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; Mascord, Paul <Paul.Mascord@act.gov.au>; Gregory, Hugh <Hugh.Gregory@act.gov.au>; Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>; Urban, Nathan <Nathan.Urban@act.gov.au>; Lawrence, Michael <Michael.Lawrence@act.gov.au>; Stratton, Shonah <Shonah.Stratton@act.gov.au>; Honeyman, Peter <Peter.Honeyman@act.gov.au>; Jones, Leoni <Leoni.Jones@act.gov.au>; Gallagher, Les <Les.Gallagher@act.gov.au>; Scott, Michael <Michael.Scott@act.gov.au>; Pillig, Carl <Carl.Pillig@act.gov.au>; McGlinn, Ian <Ian.McGlenn@act.gov.au>; Farley, Paul <Paul.Farley@act.gov.au>
Cc: Corey, Ian <Ian.Corey@act.gov.au>
Subject: RE: Senior Operations Managers Meeting - weekend timetable [SEC=UNCLASSIFIED]
 Hi Judith

I would like the minutes to also reflect the discussion about the proposal [REDACTED] on XMAS day.

I understand [REDACTED]

In the past [REDACTED]

Whilst an increase [REDACTED]

In my opinion [REDACTED]

Regards

Wayne

From: Sturman, Judith

Sent: Tuesday, 10 September 2019 1:31 PM

To: Lange, Wayne <Wayne.Lange@act.gov.au>; Howard, Malcolm <Malcolm.Howard@act.gov.au>; Steele, Peter <Peter.Steele@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; Mascord, Paul <Paul.Mascord@act.gov.au>; Gregory, Hugh <Hugh.Gregory@act.gov.au>; Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>; Urban, Nathan <Nathan.Urban@act.gov.au>; Lawrence, Michael <Michael.Lawrence@act.gov.au>; Stratton, Shonah <Shonah.Stratton@act.gov.au>; Honeyman, Peter <Peter.Honeyman@act.gov.au>; Jones, Leoni <Leoni.Jones@act.gov.au>; Gallagher, Les <Les.Gallagher@act.gov.au>; Scott, Michael <Michael.Scott@act.gov.au>; Pillig, Carl <Carl.Pillig@act.gov.au>; McGlinn, Ian <Ian.McGlenn@act.gov.au>; Farley, Paul <Paul.Farley@act.gov.au>

Cc: Corey, Ian <Ian.Corey@act.gov.au>

Subject: Senior Operations Managers Meeting - weekend timetable

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Minutes from today's meeting

The revised weekend timetable has been approved and it is acknowledged that as we continue to recruit, the driver numbers will go up but work will fall. To combat that we will:

Increase DCT, provide spare standby shifts and encourage AL when possible.

The following actions are in progress:

- Calendars have gone out today for shift distribution
- All Sat & Sun shifts included
- Rosters will go on the bench the week before 28 September

Maintenance

- Paul has been provided with timetable shifts

Driver Comms – to go out soon after 17 September

- Same message as to Customers..... winding back to achieve reliability and will uplift in Term 1
- Provide a forward view for March next year
- Delivered in consultation with TWU, including work on run times, improving Fraser west, changes at Gungahlin, paid hours on evening shift are longer now – 7 hours minimum
- Feedback encouraged during the ten weeks and commitment to provide feedback
- Management to visit depots on Tuesday Tuggeranong and Wednesday Belconnen next week, to speak with drivers and have Ops meeting

Field Ops

- Bollard TT's at stops
- Erin is contact for comms

Customer Comms

- CSAs to hand out PDF books from 20 September
- Media release/announcement next week
- All customer comms on line from 20 Sept
- Confirm Collateral
- FAQ's for front line – CSA's and Field staff

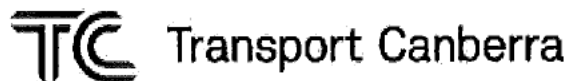
Any further questions/ideas/issues please let me know

Thank you

Judith

Judith Sturman | Executive Group Manager Transport Canberra Operations
Phone: 02 620 52639 | Mobile: [REDACTED] | Email: judith.sturman@act.gov.au
Transport Canberra and City Services | ACT Government
Level 2, 496 Northbourne Avenue, Dickson Canberra ACT 2601

Connected services for the people of Canberra



From: Steele, Peter
Sent: Tuesday, 24 September 2019 9:19 AM
To: Stratton, Shonah; Fischer-Reid, Patrick; Curtin, Nikki; Sturman, Judith; Mitcherson, Bernadette
Cc: Gambale, Imogen
Subject: RE: Signed weekend brief

Follow Up Flag: Follow up
Flag Status: Completed

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Bernie – my advice on this would be to brief Minister Steel verbally if possible.

The urgency to build the reduced timetable did not offer service planners the ability to time trips to specific areas, e.g. The Route 71 to make it to Tuggeranong by 8:30am for a 9am start.

The challenge of the reduced timetable is that people working at any time of day and relying on public transport will be impacted by the service level reduction.

Through collection of feedback through Term 4 we can start to understand what are the most urgent trips for our customers and as much as practicable take steps to make these run to specific times.

I have spoken with the customer team about how they record feedback and they have put processes in place.

The team could do further work on a document with specifics or town centres etc, however, I don't believe that will be beneficial unless specifically needed by the MO.

Re: longer term brief – this can be moved forward as required. Noting that we can only provide our preferred option for the timetable before TWU consultation occurs and understanding if reliability levels have been delivered on the reduced timetable.

Pete

From: Stratton, Shonah <Shonah.Stratton@act.gov.au>
Sent: Monday, 23 September 2019 9:17 AM
To: Fischer-Reid, Patrick <Patrick.Fischer-Reid@act.gov.au>; Steele, Peter <Peter.Steele@act.gov.au>; Curtin, Nikki <Nikki.Curtin@act.gov.au>; Sturman, Judith <Judith.Sturman@act.gov.au>; Mitcherson, Bernadette <Bernadette.Mitcherson@act.gov.au>
Cc: Gambale, Imogen <Imogen.Gambale@act.gov.au>
Subject: Signed weekend brief

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Hi All

Not sure if you have seen this. Pls see comments from DLO:

"Wednesday, 18 September 2019 at 11:11:52 AM (GMT-10:00) Kennedy, Karen:"

Noted by the Minister with comment/request as follows: Thank you. Please advise on how timetable aligns with retail opening times. Please bring formal brief on what a stepped up timetable could look like once driver recruitment has reached levels needed.

Cheers

Shonah

| Shonah Stratton | A/g Business Manager, Judith Sturman, Executive Group Manager |
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