



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 2019-089

| Information to be published | Status |
|---|-----------|
| 1. Access application | Published |
| 2. Decision notice and schedule | Published |
| 3. Documents | Published |
| 4. Additional information identified | No |
| 5. Fees | n/a |
| 6. Processing time (in working days) | 49 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 |



Freedom of Information – Access Application Form

PRIVACY NOTICE

The personal information you supply on this form will only be used for the purpose of processing your request. Your application must include an email or postal address to which the respondent can send notices under the Act. If all or some of this information is not collected, Transport Canberra and City Services may not be able to communicate with you, inhibiting their obligations under the Act. This could mean the request cannot be dealt with. Your personal information will not be disclosed to a third party without your consent unless statutory obligations require otherwise. The Transport Canberra and City Services Privacy Policy contains information on how you can access or seek to correct any of your personal information that is held by the Transport Canberra and City Services, as well as the process for lodging a complaint about an alleged breach of the Information Privacy Act 2014. The Privacy Policy can be found on the Transport Canberra and City Services website at www.tccs.act.gov.au.

Applicant details

I wish to make an access application to Transport Canberra and City Services under the *Freedom of Information Act 2016*.

Name

Address

(where notices relating to this request can be sent – either postal or electronic)

Telephone Contact Residential

Telephone Contact Mobile

Email Contact

Legislative Assembly
Civic Square, London Circuit
Canberra ACT 2601

6205 0131

parliament.act.gov.au

What documents are you requesting under the Act?

- I write to request under the Freedom of Information Act 2016 all Ministerial briefs related to Detailed Bus Routes, Weekend Bus Services and any documents relating to TCCS ticketing systems from January 2019 to date, as referenced on pages 5, 6 and 8 of Minister Steel's Portfolio Brief for Incoming Minister.

I would like

a copy of these documents sent to the above address.

Fee Waiver

If you wish to apply for a fee waiver, the Act sets out a number of provisions to do so:

- The information being requested was previously publicly available but no longer is.
- The information being requested is of special benefit to the public (Ombudsman guidelines see Section 66).
- The applicant is a concession card holder and demonstrates a material connection with the information requested (concession cards include a current health care or pensioner card issued under the Social Security Act 1991; a current pensioner concession card issued in relation to a pension under the Veterans' Entitlements Act 1986 or the Military Rehabilitation and Compensation Act 2004; a current gold card; or a card prescribed by regulation).
- The applicant is a not-for-profit organisation and the application relates to the activities or purposes of the organisation.
- The applicant is a member of the Legislative Assembly.

TCCS must waive any fees for providing information if the information was not publicly available and the agency makes the information publicly available before or within 3 working days after giving it to the applicant.

Fee waiver application (fill in if applicable. Otherwise leave blank)

I would like to apply for a fee waiver because the applicant is a member of the Legislative Assembly.

APPLICANTS SIGNATURE
DATE OF REQUEST

 2nd September 2019



ACT
Government

Transport Canberra and
City Services

[REDACTED]
Legislative Assembly
Civic Square
London Circuit
CANBERRA ACT 2601

By Email: [REDACTED]@parliament.act.gov.au

Dear [REDACTED]

Freedom of information request: Reference – 19-089

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 2 September 2019 in which you sought access to:

- All Ministerial Briefs related to Detailed Bus Routes, weekend bus services; and any documents relating to TCCS ticketing systems from January 2019 to date, as referenced on pages 5, 6 and 8 of Minister Steel's Portfolio Brief for incoming Minister

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 30 September 2019. Thank you for agreeing to extensions to 18 October 2019. Unfortunately, your request could not be completed within this time frame. The Ombudsman has been notified of the late response to you.

Decision on access

Searches were completed and 11 documents plus attachments (68 pages) were identified that fall within the scope of your request.

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.

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.

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)(xi) prejudice trade secrets, business affairs or research of an agency or person
- (a)(xiii) prejudice the competitive commercial activities of an agency
- (a)(xxv) prejudice the management function of an agency or the conduct of industrial relations by an agency
- (a)(xvi) prejudice a deliberative process of Government.

Information disclosure of which is taken to be contrary to the public interest (Schedule 1)

- 1.2 - Information subject to legal professional privilege

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. I also considered the commercial impact the release of some of the information could have, including the effect it would have on harmonious relations with employees and their representative unions.

Several of the ministerial briefings discuss options and contingency bus services in the context of the launch of the network and of weekend service reliability. These briefs contain information that is not in the public interest to release.

It is important for the public to know that contingency options are investigated when needed. The information is however deliberative 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 these cases I have redacted 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 unless the decision has been finalised, at which point the documents are released.

The outcomes of the deliberative processes are documented in successive briefing material and I have released much of this information as in the public interest. This is the case, for example, in relation to the weekend bus services as options became refined and union agreement reached.

I have redacted information about the risks involved in the decisions that the Minister is being asked to consider. To release information about the risks in these cases would divulge information that would undermine TCCS and the government's ability to work strategically to ensure that such risks can be managed and how they would be managed if they were to eventuate. Release of the information is not in the public interest because of the impact on the Directorate's competitive financial interests and the management and industrial relations functions of the agency.

In relation to the bus ticketing system: the briefings cover procurement processes. They contain information that is legal advice and where privileged is claimed. These briefings are deemed not in the public interest by virtue of schedule 1 (1.2). To release any of the information in these documents could inadvertently waive legal privilege. The information also covers competitive commercial considerations, business affairs and management functions of TCCS so non-release is further supported as it would be prejudicial to these functions.

I have removed most of the information in these ministerial briefs however have left reference to the consultation and advice provided by the government solicitor's office and outsourced legal counsel to substantiate that the content of the briefings are covered by legal privilege.

Please note that in relation to briefing material that was noted in Minister Steel's incoming portfolio brief, Major Projects Canberra may hold additional briefs.

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.

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 – 19-089 | | Ministerial briefs from January 2019 to date that detail Bus Routes; weekend bus services; and TCCS ticketing systems Total pages: 68 | |
| Page number | Description | Status | Reason for non-release or deferral |
| 1-5 | B19/009 Discontinuation of Free City Loop bus service and retirement of DENNIS DART bus fleet | Full Release | |
| 6-9 | AN19/102 Bus Network Launch | Partial release | Schedule 2.2 (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency |
| 10-13 | AN19/103 – 2019-20 Bus Network Operating Costs | 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 |
| 14-17 | B19/085 Gungahlin to city contingency bus service proposal | Partial Release | Schedule 2.2 (a)(xi) prejudice trade secrets, business affairs or research of an agency or person |

| | | | |
|--------------|---|-----------------|---|
| | | | <p>(a)(xiii) prejudice the competitive commercial activities of an agency</p> <p>(a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency</p> <p>(a) (xvi) prejudice a deliberative process of government</p> |
| 18-21 | B19/135 New network – issues raised by St Vincent’s primary and good Shepherd Primary | Full Release | |
| 22-30 | B19/137 Weekend Reliability and attachment | Partial release | <p>Schedule 2.2</p> <p>(a)(xi) prejudice trade secrets, business affairs or research of an agency or person</p> <p>(a)(xiii) prejudice the competitive commercial activities of an agency</p> <p>(a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency</p> |
| 31-35 | Changes to bus services for students at Red Hill primary school | Full release | |
| 36-41 | B19/220 Update to weekend timetables to improve the reliability of weekend services | Partial Release | (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency |
| 42-46 | B19/264 Procurement of an integrated ticketing system | Partial Release | <p>Schedule 1.4 Information subject to legal professional privilege</p> <p>Schedule 2.2</p> <p>(a)(xi) prejudice trade secrets, business affairs or research of an agency or person</p> <p>(a)(xiii) prejudice the competitive commercial activities of an agency</p> |

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| | | | (a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency |
| 47-55 | B19-132 Procurement of Integrated ticketing system | Partial Release | <p>Schedule 1.4 Information subject to legal professional privilege</p> <p>Schedule 2.2</p> <p>(a)(xi) prejudice trade secrets, business affairs or research of an agency or person</p> <p>(a)(xiii) prejudice the competitive commercial activities of an agency</p> <p>(a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency</p> |
| 56-68 | B19-057 Procurement of Integrated ticketing system | Partial Release | <p>Schedule 1.4 Information subject to legal professional privilege</p> <p>Schedule 2.2</p> <p>(a)(xi) prejudice trade secrets, business affairs or research of an agency or person</p> <p>(a)(xiii) prejudice the competitive commercial activities of an agency</p> <p>(a)(xv) prejudice the management function of an agency or the conduct of industrial relations by an agency</p> |



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Transport Canberra and
City Services

| RECEIVED | |
|-----------------|----------|
| DATE 25.1.19 | BY BS |

| |
|------------------|
| Critical Date: |
| Critical Reason: |

**TRANSPORT CANBERRA AND CITY SERVICES
CLEARANCE SHEET**

| | |
|--|---------|
| SUBJECT: Discontinuation of Free City Loop bus service and retirement of DENNIS DART bus fleet | |
| | |
| | |
| TRIM FILE NUMBER | B19/009 |

| | |
|---|-------------------------------------|
| 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: | <i>Alg de</i> | 25/1/19 |
| Deputy Director-General: | <i>de</i> | 25/1/19 |
| Director Governance and Ministerial Services | | |
| Executive Director: Judith Sturman | JS | 11.01.18 |
| Action Officer/Originator: Peter Steele | PS | 11.01.18 |

MINISTER COMMENTS:

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MINISTERIAL BRIEF

Transport Canberra and City Services

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To: Minister for Transport

Tracking No.: B19/009

From: Deputy Director-General, Transport Canberra

Subject: Discontinuation of Free City Loop bus service and retirement of DENNIS DART bus fleet

Critical Date: In the course of general business

- DG .../.../...

Purpose

The Free City Loop bus service will be discontinued on Friday 26 April 2019 as part of the commencement of the new bus network on Saturday 27 April 2019.

The Free City Loop bus service is operated exclusively with DENNIS DART buses, with all other in-service buses being required to operate the new network.

The discontinuation of the service will also see the aging DENNIS DART buses removed from the in-service fleet through private sale or disposal, as they have reached the end of their life.

Recommendations

That you:

1. Note the discontinuation of the Free City Loop bus service on Friday 26 April 2019 and the full retirement of the DART vehicles from the Transport Canberra fleet.

Noted/ Please Discuss

Meegan Fitzharris MLA

31/1/2019

Minister's Office Feedback

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Tracking No.: B19/009

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Background

1. The Free City Loop bus service was launched as a trial on July 4th 2016 by the ACT Government as part of the Government commitment to deliver an integrated transport system for Canberra. The service was designed to provide a convenient connection for major areas of the City, including the City Bus Station, Canberra Centre, Braddon, ANU Bus Station, New Acton and City West.
2. The Free City Loop is delivered exclusively by the aging DENNIS DART fleet, which feature promotional wraps for the service and are also dedicated to this route.
3. From commencement in July 2016, to the end of 2017/18, the Free City Loop trial has been provided at a total cost of \$1.74 million, with the total final cost estimated to be \$2.5 million.
4. The hop on – hop off free service has been used by over 200,000 passengers since commencing in 2016.
5. In July 2018, ticketing equipment was removed from the DARTS to allow for the introduction of new paid services into Moncrieff (Route 53/953). Due to ticketing system shortages at the time, the equipment was installed on new Transport Canberra buses in order to collect revenue.

IssuesCity Loop Service

6. The Free City Loop has not been included in the design of the New Canberra Bus network, commencing on 27 April 2019, following previous commitments to only run the service until the commencement of Light Rail Stage 1 services. Whilst there has been positive feedback on the service from customers and the public, the relatively low use compared with the high cost of service delivery plus the requirement to invest in new vehicles makes the ongoing delivery of the service unviable and not representing a good return on the investment for Transport Canberra or the ACT Government.
7. The new bus network will continue to cover areas that the City Loop currently covers, including City West, the ANU bus station and the Canberra Centre (Bunda Street Stop) with Braddon accessible via Light Rail services and local bus services.
8. The strategic direction for the new network is to focus the limited fleet, funding and driver resources on increasing frequency on local and Rapid services or growing into new services areas, such as northern Gungahlin, west Belconnen and the Molonglo Valley.
9. In late 2018 the National Museum of Australia, in partnership with other cultural institutions within the Parliamentary Zone, commenced a 6 month trial of a Cultural Loop bus service. This service is a free hop on hop off service that connects the City with cultural institutions and runs 7 days a week. Transport Canberra will work with stakeholders to monitor the impact of this service against other initiatives.

City Loop Fleet

10. The six DENNIS DART buses currently used to deliver the service are entering their 22nd year of service. With increasing difficulty to service and maintain due to the availability

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of parts, this has increased pressure on the Belconnen Fleet Servicing department and maintenance hours required for other aging fleet, which are entering their 28th year of service.

11. The discontinuation of the service will see the full retirement of the aging DENNIS DART fleet either through private sale or disposal as they are past their useful life and not fit for purpose for the new bus network.
12. The vehicles are not suitable to continue in service for the new general network due to a number of factors including:
 - a. Unreliability of the vehicles due to age and lack of available replacement parts
 - b. Poor passenger and driver comfort due to lack of air-conditioning
 - c. Low carrying capacity – half of a standard vehicle
 - d. Safety – Whilst the vehicles are appropriate to remain in service for the City Loop for the short term, placing them on the general network where average speeds are higher could result in over exertion of the braking systems.

Financial Implications

13. The discontinuation of the Free City Loop service will allow Transport Canberra to re-allocate over \$0.8-0.9 million a year into the new bus network. This amount has already been factored into the design of the new bus network.
14. There is no ongoing funding for providing the service.
15. Continuing to operate the service would require utilizing fleet at a cost to the new network including a reduction in service frequency.

Benefits/Sensitivities

16. The discontinuation of the Free City Loop service will see a number of operational benefits including:
 - Provide additional space at the Belconnen bus depot that will assist in fleet expansion and fleet replacement program; and,
 - Enable more effective and efficient allocation of bus driver and workshop hours to focus on the delivery and reliability of the increasing urban network (including new Rapid services).

Media Implications

17. The discontinuation of the City Loop service may attract some media interest in relation to the introduction of the integrated public transport network in 2019.

Signatory Name:



Duncan Edghill

Phone:

02 6205 3842

Action Officer:

Peter Steele

Phone:

02 6205 2179

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Transport Canberra and
City Services

| | |
|-----------------|-------------|
| RECEIVED | |
| DATE 14.9 | BY TO BS |

Advisory Note Cover Sheet

| |
|-----------------------------|
| SUBJECT: Bus Network Launch |
| REFERENCE NUMBER: AN19/102 |
| MINISTER: Fitzharris |
| CRITICAL DATE: |
| CRITICAL REASON: |
| CONTACT OFFICER: |

COMMENTS:

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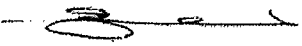
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ADVISORY NOTE

Minister for Transport

| | |
|---|---|
| Subject | New Bus Network Launch |
| Critical Date | In the ordinary course of business |
| Director-General |  29/03/19 |
| Deputy Director-General Transport Canberra | <i>D Edghill</i> 25/03/2019 |
| Executive Group Manager, Public Transport Operations | <i>J Sturman</i> 28/03/2019 |

Transport Canberra and City Services advises:

1. The purpose of this note is to:
 - a. Inform you of possible risks and their mitigants associated with launching new bus network network; and
 - b. Inform you of recent discussions with the TWU in this respect.

Integrated Public Transport Network - Scenarios

2. The new bus network is developed for integrated operation with light rail. Bus resources from the Gungahlin to City corridor have all been reallocated across the city to increase the service levels and reach of the bus network.
3. There are several different scenarios for the commencement of the new bus and light rail network that may be realised:
 - a. light rail commences before 29 April 2019 and the bus network commences on 29 April 2019;
 - b. light rail and bus network both commence on 29 April 2019; or
 - c. bus network commences on 29 April 2019 and light rail commences late once independent accreditation and certification has been achieved.

Another theoretical possibility exists, whereby the bus network commencement is postponed by ACT Government if there is a delay to light rail beyond 29 April 2019. Given the need to provide a degree of bus network certainty to students ahead of Term 2 commencing, this scenario is not explored in this brief.

Risk 1 – Delays to Light Rail

4. If light rail is not operational by 29 April 2019 when the new bus network launches, Transport Canberra will be required to deliver "rail replacement" services in the light rail corridor. This could be achieved in one of two ways:
 - a. by reducing service frequencies across Canberra to allocate a suitable number of buses to service the light rail corridor; or
 - b. by contracting in additional buses and drivers to run services in the light rail corridor.

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Reducing Service Frequency

5. Delivering a light rail replacement service by reducing network frequency is the primary focus of Transport Canberra contingency planning. Such an approach would affect customer experience as:
 - the timetable as published on 14 March 2019 would not run and customers would not be able to use printed and online material (including the Journey Planner) to inform them of their timetables and journey plan as the contingency timetable would not be published;
 - multiple timetable adjustments would be experienced by customers, from the initial contingency network, light rail commencing operation and then new integrated network commencing thereafter;
 - service levels (frequency and capacity) will be reduced across the network to allocate the necessary bus resources to the light rail route, which will potentially lead to overcrowding on network services as capacity will be reduced and patronage continues to grow;
 - planned connections on the network will not be guaranteed, causing longer waiting times for customers; and
 - the overall benefits of the integrated network will not be realised by customers on day one.
6. The impact of this approach would be partially mitigated by:
 - a. ensuring priority services in the contingency network would be dedicated school services and services identified as being critical to school student movements;
 - ✶ b. providing as much notice as possible that this is the case; and
 - c. running a contingency network which is designed to spread reduced frequency across the network as much as possible (with approximate frequency reductions of around 10 – 20 minutes in the local network and 5 – 10 minutes on rapid routes).

✶ 7.

Replacement Buses / Drivers

8. Transport Canberra is still exploring the potential for bringing other buses and/or drivers into Canberra to run rail replacement services. If possible, this would enable the new bus network to be launched without service reductions. However, it would face a number of challenges including:
 - a. industrial risks with the existing workforce and TWU;
 - b. logistical issues;
 - c. availability issues;
 - ✶ d. financial issues.
9. In any event, the implementation of a rail replacement network will incur costs through the delivery of required traffic management plans to stand up temporary bus stops in the City and Gungahlin as well as along the Light Rail corridor. Additional costs may be realised through communications activities arising from the implementation of contingency network and required passenger information campaigns.

Risk 2 - New Bus Network - Weekend shifts

10. A key customer benefit of the new integrated public transport network is that it will operate on the same routes seven days a week and timetables have now been published to the public and available in journey planners.
11. Transport Canberra and TWU representatives have been continuing their discussions regarding the new weekend bus network. This includes looking at options for allocating additional break time to weekend shifts.

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12.



13. All services on weekends and public holidays remain a service delivery risk as weekend shifts are voluntary. ✓

14. Some positive progress has been made in this respect, in that:

a.



b.

A handwritten signature in black ink, appearing to read 'M. Fitzharris'.

Noted / Please Discuss

Meegan Fitzharris MLA
Minister for Transport

21.4.19

| | |
|-----------------|-------|
| RECEIVED | |
| DATE | BY |
| 24 | 10/25 |

TRIM AN19/103

TCCS Advisory Note

2019-20 Bus Network Operating Costs

| | |
|-----|-----|
| 101 | 300 |
|-----|-----|




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ADVISORY NOTE

Minister for Transport

AN19/103

| | |
|--|---|
| Subject | 2019-20 Bus Network Operating Budget |
| Critical Date | April 2019 |
| Director-General |  2, 4, 19/...../..... |
| Deputy Director General Transport Canberra | DE 29/03/2019 |
| Executive Branch Manager, Governance and Ministerial Services |/...../..... |
| Executive Group Manager, Transport Canberra Operations | JS 28/03/2019 |

Minister's question/s:

Please detail the cost of the new bus network and support services in 2019-20 and the associated proposed funding method.

Transport Canberra and City Services response:

As part of the 2016 Pre-Election Budget Update Transport Canberra received \$49.9m in Government Appropriation for the Future Bus Network. This initiative was to deliver a series of seven new rapid bus services in a staged approach over four years. The funding profile for this initiative was reflective of this progressive rollout of rapid services.

In October 2017, ACTION introduced two new rapid services, the Green Rapid between Woden and the City and the Black Rapid between Belconnen and Gungahlin Town Centres, within the 2017-18 available funding.

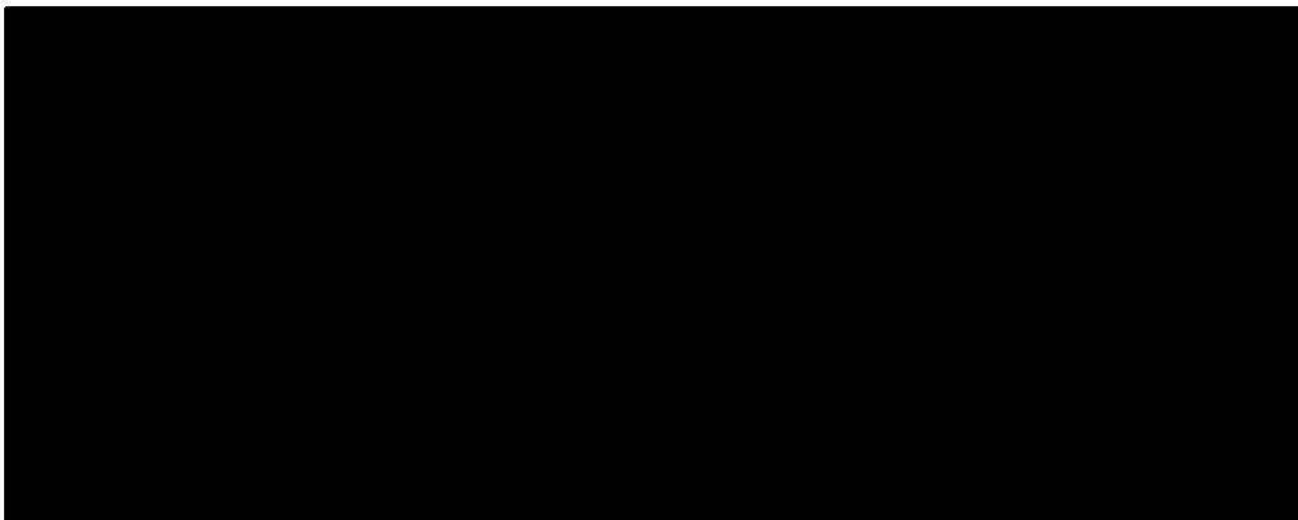
In October 2017 the ACT Government also announced that a new bus network would be developed to introduce all new Rapid routes at once and integrate with the first stage of light rail. This network then underwent significant community consultation and will commence on Monday 29 April 2019.

In 2018-19, savings from the delayed introduction of the network have provided for enough appropriation to offset expenses, including additional ACTION network implementation costs related to free travel incentives, customer service officers and a demand responsive services booking system.

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The new bus network represents an increased number of services, hours of operations and passenger traffic flows through a number of key interchange points. These changes will require appropriate resourcing to ensure the new network is able to operate in a safe and efficient manner whilst ensuring the best customer experience outcome.

In order to meet the revised rapid network delivery schedule, ACTION employee Enterprise Bargaining Agreement requirements and the bus network timetable provided following community consultation, the cost to deliver this network exceeds the available funding within the 2019-20 ACTION budget.



Sufficient cash reserves are available to fund these items as a one off in 2019-20. Future funding increases are sufficient to ensure the ongoing resourcing of these services can be sustained from 2020-21.

Additional appropriation provided in 2020-21 will be directed to resourcing increased frequency on both weekday and weekend services in line with the introduction of Woden Depot and associated fleet availability increases.


Noted / Please Discuss

Meegan Fitzharris MLA
Minister for Transport

9/4/19



MINISTERIAL BRIEF

TRIM Reference: B19/085

UNCLASSIFIED

To: Minister for Transport

From: Director-General, Transport Canberra and City Services

Subject: Gungahlin to City contingency Bus Service proposal

Critical Date: 12 April 2019

Critical Reason: To enable rail replacement contingency arrangements to be put in place for 29 April 2019

Purpose

The purpose of this brief is to (i) outline options for rail replacement bus services in the event that light rail does not commence, and (ii) to seek your guidance on the commencement of activities associated with the first stage of outsourcing rail replacement services ("Gateway 1" – driver authorisation).

Recommendations

That you approve or not approve Transport Canberra to proceed with obtaining driver accreditation for third party drivers to be able to work within the ACT as part of a potential outsourcing arrangement for "day 1" light rail replacement services.

Approved / Not Approved / Please Discuss

Meegan Fitzharris MLA.....

15/4/2019

Minister's Office Feedback

As discussed, thank you for undertaking this necessary contingency work. At this stage this replacement service will not be required, ~~but please ensure~~

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Background

1. Transport Canberra has been investigating options for a contingency bus service between Gungahlin and the City. The purpose of this service would be to allow the new public transport network to launch as planned on 29 April 2019, in the event that light rail services are not yet operating.
2. The two options explored by Transport Canberra include:
 - a. **Option 1** – reduced frequency of service – this option would require a reduction in the proposed frequency for buses in the new network. The reduced frequency would enable the re-direction of buses to service the light rail corridor. This has been discussed in previous briefs provided to your office.
 - b. **Option 2** – outsourcing light rail replacement – this option would outsource the 'day 1' light rail replacement bus services to a third-party provider with no reduction to the frequency of services within the new bus network.

The Proposal

3. [REDACTED] is an Australian owned public transport operator with established services in Western Australia, South Australia and Victoria.
4. [REDACTED] have proven track record in providing rail replacement services across Australia and have an established operational model for implementing short and long term rail replacement services for Government clients.
5. Transit Systems has provided a proposal to Transport Canberra to operate a rail replacement service in the ACT in the event that light rail does not commence.
6. Transport Canberra considers that the proposal would be feasible to implement, should the Government wish to do so. If the proposal were implemented, it would represent a 'single-select' procurement. Transport Canberra does note however that it had made a number of enquiries with other jurisdictions and bus operators around potential rail-replacement services.

7. [REDACTED]

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8. There are a number of implications in considering the proposal [REDACTED] provide this service, these include:

- a. **Timing** – Given the lead time for [REDACTED] to commence the service, it would be necessary for the Government to commit to procuring the service as soon as possible, should it wish to do so. Transit Systems will need confirmation of whether the Territory intends to contract for the service no later than Monday 15 April 2019 in order to commence services two weeks later.

If light rail services commence as planned on 20 April 2019, this may result in the Government paying for a contingency bus service that is never deployed. However, this may have advantages for the first period of the new network operating, to mitigate the risk of light rail services unexpectedly failing at launch.

[REDACTED] has advised that should the Territory contract for the service and then cancel the arrangement prior to commencement, the expected cost would be in the order of [REDACTED]

You are not being requested at this stage to approve a commitment [REDACTED] (though this request may be made prior to the 15th of April). Instead, this brief seeks your approval to engage in driver accreditation activities only.

- b. **Funding** – while the cost of a contingency bus service is substantial, should the light rail service not be operating, it would be possible to reallocate funding from ordinary contract payments that would normally be made to Canberra Metro.

However, should the Government contract for a contingency bus services but light rail service commenced as planned, there will be a mobilisation cost to the Territory of [REDACTED]

TCCS has identified two sources of funding:

1. TCCS were appropriated \$300k in 2018-19 for Bus Replacement services; and
2. [REDACTED]

- c. **Industrial issues** – [REDACTED]

- d. **Communications** – should the Government wish to pursue this option, Transport Canberra will immediately start preparing a communications strategy for implementation of a contingency bus service.

- e. **Ticketing and fares** – no ticketing system would operate on the replacement service. This means that it would not be possible to provide any accurate patronage data for the service. Should the service continue to operate beyond the end of the free travel period on 26 May 2019, it would also reduce farebox revenue for Transport Canberra.

- f. **Driver Authorisation** – [REDACTED] drivers would be required to undertake a

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Working with Vulnerable People (WWVP) check prior to the commencement of rail replacement services. 60 drivers would need to undergo WWVP check at a cost of \$85 per application to the Territory. This process would also require priority with Access Canberra to ensure that all checks have been completed prior to service commencement. **This brief seeks your guidance on whether to commence this process or not.**

Approval Gateways

To engage [REDACTED] to deliver the rail replacement services, a number of 'Ministerial Decision Gateways' exist as outlined in the table below.

| Task | Key date | Cost | Key Issues |
|--|---|---|--|
| Gateway 1 - approval to proceed with driver authorisation | Approval required by 12 April 2019 | Cost to the Territory would be \$5,100 to cover Working with Vulnerable People check | The key issue to note with Gateway 1 is the time available to complete the required driver checks prior to service commencement on 29 April 2019. This requires approval to proceed by 12 April 2019. [REDACTED] |
| Gateway 2 - third party provider mobilisation | Brief would be provided to the Minister by 15 April 2019 with approval to proceed required by 17 April 2019 | [REDACTED] even if no rail replacement service is ultimately run. | [REDACTED] This may require discussions between the [REDACTED]. This cost will be incurred as it will be necessary to bring buses and drivers to Canberra to be on stand-by. |
| Gateway 3 - third party provider commence light rail replacement services | Brief would be provided to Minister by 24 April 2019 with approval required by 26 April 2019 to commence rail replacement services on 29 April 2019 | Additional cost to the Territory is between [REDACTED] per week depending on expenses and operational costs | The key issue for Gateway 3 is the ongoing cost associated with the rail replacement services and the implementation of an effective communications strategy with the public. |

Action Officer: Duncan Edghill
Deputy Director-General – Transport Canberra

Phone: 02 6205 2639

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MINISTERIAL BRIEF

Transport Canberra and City Services

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To: Minister for Transport

Tracking No.: B19/135

From: Director-General, Transport Canberra and City Services

Subject: New network – issues raised by St Vincent’s Primary and Good Shepherd Primary

Purpose

To provide advice on options for addressing concerns with the new network raised by St Vincent’s Primary and Good Shepherd Primary.

Recommendations

That you:

- 1. Note that operating an additional route 32 service during the afternoon peak on school days would address concerns raised by St Vincent’s Primary. This change could be implemented for the beginning of Term 3; and

option I good for now

Noted / Please Discuss

- 2. Note potential options to change services to Good Shepherd Primary.

Noted / Please Discuss

Meegan Fitzharris MLA

25/6/19

Minister’s Office Feedback

Please ensure feedback to both schools

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Background

1. St Vincent's Primary has raised concerns about the timing of Belconnen-bound afternoon services used by students.
2. St Vincent's Primary has an afternoon bell time of 3.10pm. Although there is a route 32 service leaving from outside the adjacent Aranda Primary at 3.14pm, the school has asserted there is not enough time for students to walk from St Vincent's Primary to the bus stop.
3. This means that students catching a route 32 towards Belconnen from St Vincent's Primary in the afternoon would need to wait for the next bus at 3.46pm.
4. Separately, Good Shepherd Primary has raised concerns about the walking route from the school gate to bus stops on Katherine Avenue, outside the adjacent Amaroo School. Students travelling home to suburbs such as Moncrieff, Jacka and Taylor would use these bus stops, which are served by route 25/26.
5. Students using these stops are required to walk about 600m from outside the school on Burdekin Avenue to Katherine Avenue.

St Vincent's Primary

6. Transport Canberra has identified two potential options for addressing the timing issue raised by St Vincent's Primary:
 - **Option 1 – operate an additional route 32 service on school days from Term 3 2019:**
 - This service would commence at the City Interchange and terminate at Cohen St Interchange, stopping at Aranda Primary at 3.24pm.
 - The cost of adding this service would be \$12,000 per year for wage and km costs.
 - The new service will allow the St Vincent's students to leave school at their bell time of 3.10 and have 14 minutes to access the new service. This removes the need for students to leave class early and reduces the wait from the next service by up to 22 minutes.
 - Transport Canberra investigated moving the earlier route 32 to service the Aranda PS/St Vincent's later than 3.14pm, however, this is not possible within the current timetable and driver shift structure.
 - As part of the next timetable change, Transport Canberra would review the timing of route 32 services past St Vincent's Primary, to avoid the need to operate an additional service on an ongoing basis.
 - The required change to the driver shift and working hours has, pending your guidance, been consulted and agreed to with the TWU driver representatives.

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- **Option 2 – no immediate change to bus services and the introduction of a School Crossing Supervisor**
 - Transport Canberra will note the requirement to have this service delivered later in the next timetable change, which is expected to be in 2020.
 - Transport Canberra schools program introduce a crossing supervisor at Aranda Primary school to supervise access to the bus stop at a cost of approx. \$22,000 per year.
7. It is recommended that you note Option 1 would be expected to substantially address the concerns raised by St Vincent's Primary by ensuring that a service was available for students at the school heading to suburbs such as Weetangera at a suitable time after the school bell. This change could be implemented for the beginning of Term 3.
 8. Consultation with Transport Canberra Schools Program Director (Andrew Crichton) has indicated that the introduction of a school crossing supervisor would likely have little benefit, as having students from St Vincent's access the Aranda PS crossing would substantially lengthen the walk to the bus stop over using the underpass.
 9. The additional time available for the new service will enable students to access the service via the underpass.

Good Shepherd Primary

10. Transport Canberra has identified two options for the concerns raised by Good Shepherd about the walking distance to the local bus stop, by providing a bus service from the front of the school:
 - **Option 1 – Introduce a new route 25 service to operation from the Good Shephard campus for Term 3 2019:**
 - This service would commence at the Good Shephard campus at approximately 3:15pm.
 - The cost of adding this service would be approximately \$64,000 per year for wage and km costs.
 - The new service will be required to operate from the Tuggeranong Depot as there are no vehicles available within the Belconnen Depot during the afternoon peak.
 - The service will need to be delivered by the construction of a new shift, which will require a minimum paid time of 4 hours.
 - Following the delivery of this service, the driver and vehicle would be used to provide coverage for other services if required, or, return to the depot for other duties.
 - **Option 2 – no immediate change**
 - Transport Canberra will note the requirement to have the route 25 for Good Shepherd and Amaroo to commence from the Good Shepherd campus in the next

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timetable change, which is expected to be in 2020.

11. Transport Canberra does not presently recommend Option 1, due to the substantial cost for introducing a new service and potential opportunity cost of that vehicle which may be required for a more urgent need at this time of day e.g. overloaded school services as the network grows.
12. Other options considered and reviewed include:
 - a. **Starting the current route 25 at the Good Shepherd Campus:** There is not an appropriate service available to make an adjustment to commence from Good Shepherd without impacting the publicly available network e.g. it would leave a 1 hour gap in the timetable for commuters.
 - b. **Introducing a short "S trip":** The road network at Good Shepherd does not allow for the necessary bus movements to provide a small "S Trip" diversion on the existing local services.
 - c. **Placing a longer diversion to deliver an "S trip":** This is not practical on a current route 25 (e.g. having the bus divert down Shoalhaven Avenue and back up Burdekin Avenue) within the current timetable and shift structure.
 - d. **Diverting another route 25:** There is an "S Trip" route 25 which services the Burgman Forde Campus, however, the trip cannot be moved in an appropriate way to include extra service kilometers and satisfy the requirements of both school bell times.
13. Both school crossings at Good Shepherd and Amaroo are staffed by a crossing supervisor.
14. Through consultation with Good Shepherd, Transport Canberra has made an adjustment to a route 20 for Good Shepherd Primary to have it commence at the front of the school and ensure capacity for their students as it was viable within the current timetable and driver shift structure.

| | | |
|-----------------|-----------------|---------------|
| Signatory Name: | Alison Playford | Phone: x78658 |
| Action Officer: | Peter Steele | Phone: x52179 |

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ACT RECEIVED
 Government DATE 4.7.19 BY BCS

URGENT

Critical Date: ASAP

Critical Reason:

for Bus Briefing today

Transport Canberra and City Services

CITY SERVICES CLEARANCE SHEET

| | |
|-------------------------------------|----------------|
| SUBJECT: <i>Weekend Reliability</i> | |
| | |
| | |
| OBJECTIVE/TRIM/FILE NUMBER OR ID | <i>B19/137</i> |

| | |
|---|-------------------------------------|
| 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;

Noted / Please Discuss

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

Noted / Please Discuss

Chris Steel MLA

9/7/19

Minister's Office Feedback

Please ADD TO AGENDA AS K. STANDING
ITEM 11

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Tracking No.: B19/137

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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:

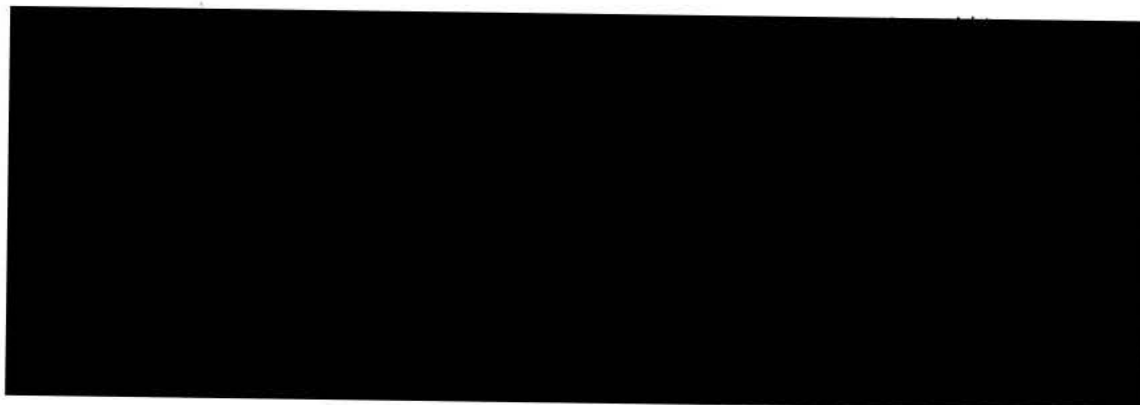
- e. **Quarantine 20% to 30% of weekend work to casual and part time drivers.** This will provide greater certainty to casual and part-time drivers, as well as the organisation. The allocation of weekend details can also occur in advance of the immediate weekend. This activity will be shortly discussed 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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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 | 3613 | 108 | 97.10% | -2.40% |
| Saturday (June 1) | 2,074 | 2015 | 59 | 97.16% | -2.34% |
| Sunday (June 2) | 1,647 | 1598 | 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% |



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ADVISORY NOTE

Minister for Transport and City Services

| | |
|-------------------------------------|---|
| Subject | Changes to bus services for students at Red Hill Primary School |
| Critical Date | In normal course of business |
| Director-General, TCCS | Alison Playford <i>df</i> 08.19 |
| Deputy Director-General, TC | Bernie Mitcherson 05.08.19 |
| Executive Group Manager, TCO | Judith Sturman 05.08.19 |

Minister's question/s:

To provide information to the Minister on planned changes to bus services for students travelling to and from Red Hill Primary School.

Transport Canberra and City Services response:

As part of the introduction of the new public transport network, there were a number of changes to services for Red Hill Primary School, including:

- the closure of a 'school services only' bus stop outside the front of the school on Astrolabe Street, with students using nearby bus stops on La Perouse Street instead; and
- a reduction in the number of dedicated school bus services stopping at the school, with most students using route 56 instead.

Route maps for existing services to and from Red Hill Primary School (route 56 and school route 2024) are provided at [Attachment A](#).

Data from the MyWay ticketing system suggests that journeys by Red Hill School students to or from school on public transport have increased by 77% in the first term of the new network compared with the same period in 2018. This equates to around 13 additional journeys to or from the school by bus each school day.

However, a number of stakeholders have raised concerns about these changes, including Red Hill School, the Red Hill Primary School Parents and Citizens Association, the Narrabundah Early Childhood School (which is a feeder school for Red Hill Primary School) and the Old Narrabundah Community Council. The majority of the concerns related to students needing to cross La Perouse Street or the school carpark to catch a bus, as well as the difficulty for the school in supervising students waiting for a bus at several different bus stops in the area.

To resolve these concerns, Transport Canberra has worked with the school, the P&C Association and the Education Directorate to develop options that can feasibly be implemented within existing resources. Based on this consultation, Transport Canberra plans to implement the following changes from the commencement of Term 4, 2019:

- re-open the Astrolabe Street bus stop;
- diverting two route 56 services each morning and two route 56 services each afternoon to make an additional stop on Astrolabe Street, to provide another option for students; and

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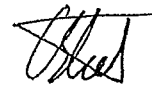
- diverting school route 2024 services in the morning and afternoon to make an additional stop on Astrolabe Street.

These changes mean that all students catching a bus to or from Red Hill Primary School will be able to use the Astrolabe Street bus stop, immediately adjacent to the school. A map showing the location of the bus stop to be recommissioned on Astrolabe Street is at Attachment B.

Red Hill Primary School and the P&C Association have been consulted, and are supportive of these changes.

While stakeholders continue to have some concerns around access to the school by public transport from some areas, these changes will address many of the issues raised. Transport Canberra has also committed to reviewing arrangements for the school as part of the next timetable change, particularly for school route 2024, which arrives at Red Hill Primary School around 50 minutes before the morning bell.

Transport Canberra will continue to work with the Red Hill Primary School and the P&C Association to update information online and inform families of the changes.



Noted / Please Discuss

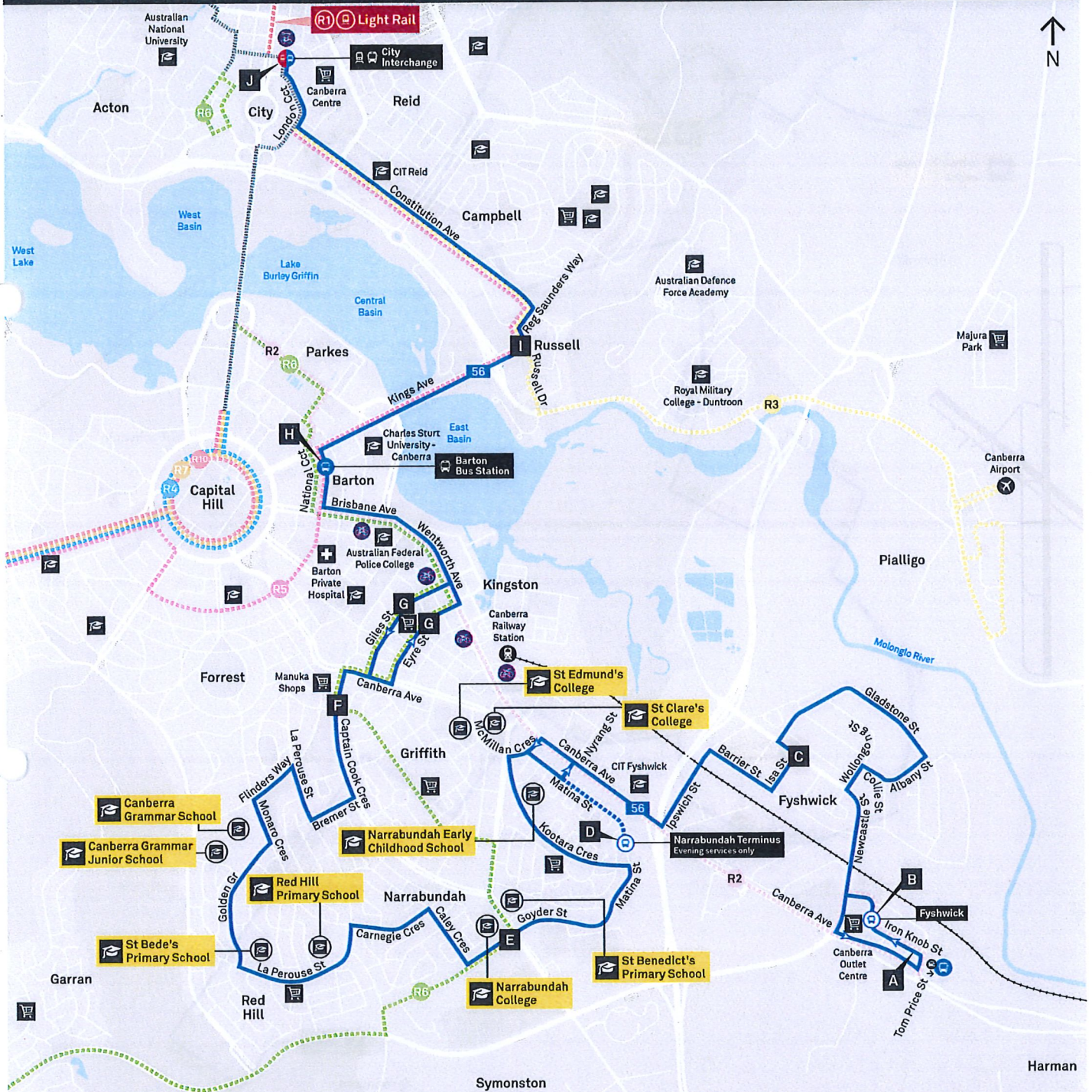
**Chris Steel MLA
Minister for Transport and City Services**

14/8/19

FYSHWICK TO CITY via Red Hill and Kingston



ROUTE MAP



- Bus route
- Ⓜ Bus station
- Ⓜ Mode interchange
- 🎓 Educational institution
- 🏥 Hospital
- 🚲 Bicycle lockers
- 🚲 Park and Ride
- R2 RAPID route
- Ⓜ Bus terminus
- 56 Route number
- 🛒 Shopping centre
- 🚲 Bicycle rails
- 🚲 Bicycle cage

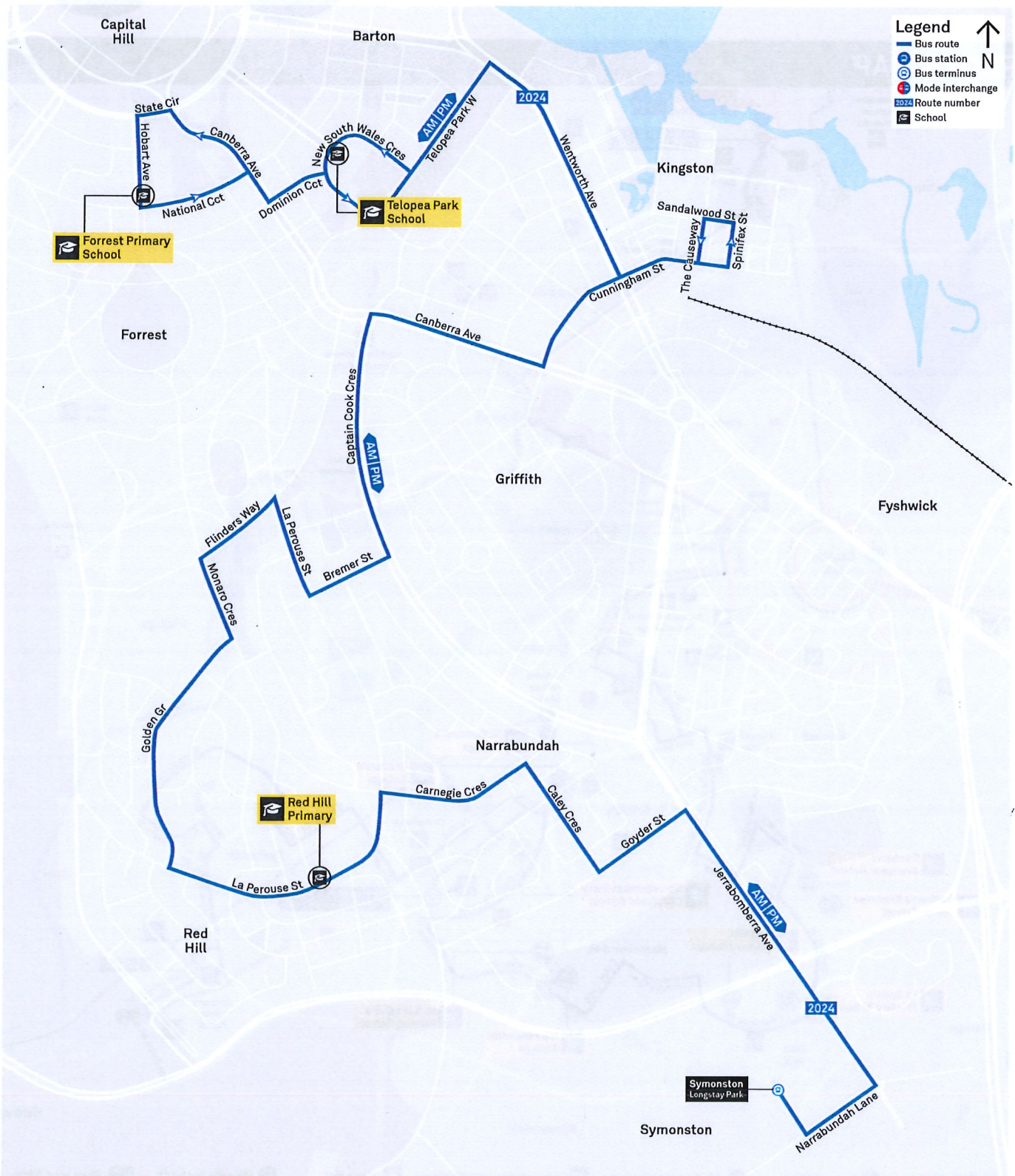


CANBERRA IS BETTER CONNECTED

transport.act.gov.au

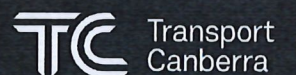


SCHOOL ROUTE 2024 (AM & PM)



CANBERRA IS BETTER CONNECTED

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MINISTERIAL BRIEF

Transport Canberra and City Services

UNCLASSIFIED

| | | |
|-------------------------|---|-----------------------|
| To: | Minister for Transport and City Services | Tracking No.: B19/220 |
| From: | Director-General <i>dv</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 |
|----------------------------|

UNCLASSIFIED

UNCLASSIFIED

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 Rapis;
 - 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;

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

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

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

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

[Signature]
~~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 |
|---------------------|------------|------------|------------|-----------|-------------|

| 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 |
|---------------------|-------------|-------------|-------------|------------|--------------|

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 |
|---------------------|------------|------------|------------|-----------|-------------|

| 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 |
|---------------------|-------------|-------------|-------------|------------|--------------|



Transport Canberra and City Services

UNCLASSIFIED

To: Minister for Transport

Tracking No.: B19/264

Date: 01/10/2019

From: Director-General, Transport Canberra and City Services *df*

Through Deputy Director-General, Transport Canberra and Business Services
Executive Group Manager, Transport Operations

Subject: Procurement of an Integrated Ticketing System

Critical Date: 09/10/2019

Critical Reason:



Purpose

To update you on the current status for procuring a replacement ticketing system to facilitate use of public transport for the Canberra community.

Recommendations

That you:

1.



Noted Please Discuss

2.



Noted Please Discuss

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3.



Noted Please Discuss

4. note the timelines for the ACT progression of the replacement ticketing system at Attachment C.

Noted Please Discuss

Chris Steel MLA

A handwritten signature in blue ink, appearing to be 'Chris Steel'.

4/10/11

Minister's Office Feedback

UNCLASSIFIED

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Background

1. On 5 July 2019 Transport Canberra (TC) submitted a brief at Attachment A to provide you with information in relation to:

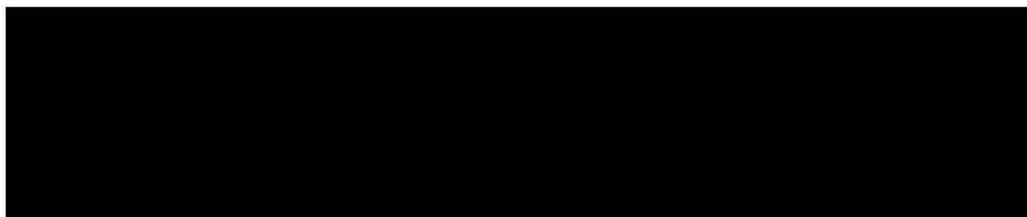
- a.
- b.
- c.
- d.



Update

2. TC has commenced discussions with the current MyWay Ticketing provider for the extension of the existing operations contract for the existing MyWay ticketing system for public transport until 2022. This work is progressing.

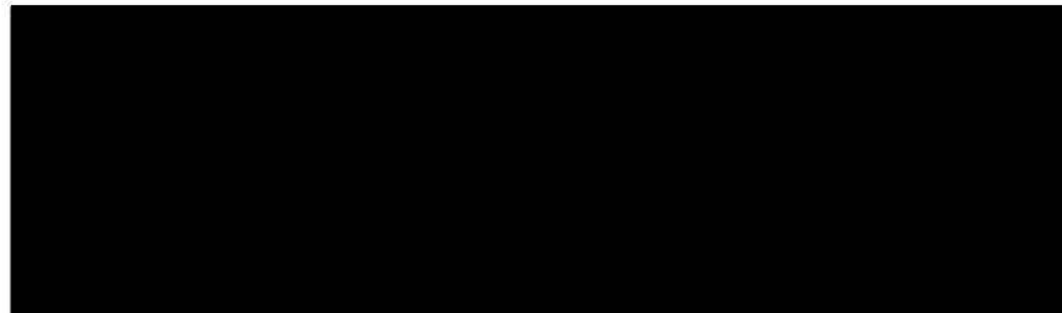
- 3.



- 4.



- 5.



- 6.

- a.
- b.
- c.
- d.

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7. [Redacted]

8. [Redacted]

9. [Redacted]

Issues

10. [Redacted]

11. [Redacted]

Financial Implications

12. [Redacted]

13. [Redacted]

Consultation

14. [Redacted]

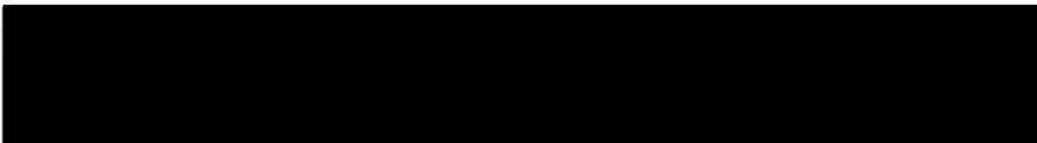
15. ACT Government Solicitor's Office (GSO) [Redacted]
[Redacted]

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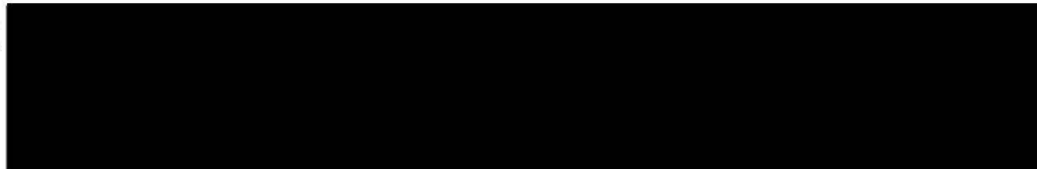
Sensitivities

16.



Communications, media and engagement implications

17.



Signatory Name: Alison Playford

Phone: Ext: 52639

Action Officer: Jeremy Smith

Phone: Ext. 77582

Attachments

| Attachment | Title |
|--------------|---|
| Attachment A | A black rectangular redaction box covering the title of Attachment A. |
| Attachment B | A black rectangular redaction box covering the title of Attachment B. |
| Attachment C | A black rectangular redaction box covering the title of Attachment C. |

UNCLASSIFIED



Transport Canberra and City Services

UNCLASSIFIED

To: Minister for Transport and City Services Tracking No.: B19-132

From: Director-General, Transport Canberra and City Services

Subject: Procurement of an Integrated Ticketing System

Critical Date: ASAP

Critical Reason: To allow Transport Canberra to respond to tenderers in an appropriate timeframe under the current procurement process.

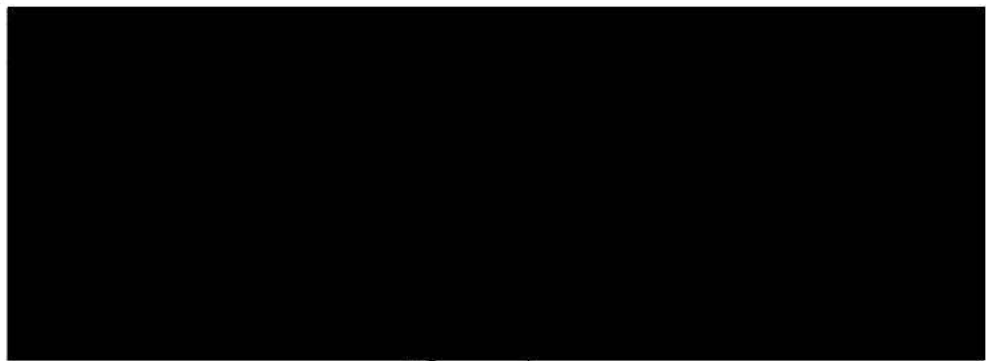
Purpose

To seek your approval of the recommended process for procuring a replacement ticketing system to service the bus and light rail network.

Recommendations

That you:

- 1. agree to:
 - a.
 - b.
 - c.
 - d.



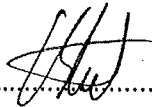
Agreed / Not Agreed / Please Discuss

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- 2. note the information contained in this brief.

Noted / Please Discuss

Chris Steel MLA  2.1.7.1.9

Minister's Office Feedback

UNCLASSIFIED

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Background

1. On 20 March 2019, Transport Canberra submitted a brief (please see Attachment A) to you in relation to:

a.

b.

2.

3.

Issues

4.

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Tracking No.: B19-132

UNCLASSIFIED

[Redacted]

10. [Redacted]

11. [Redacted]

12. [Redacted]

13. [Redacted]

14. [Redacted]

15. [Redacted]

- a. [Redacted]
- b. [Redacted]
- c. [Redacted]
- d. [Redacted]

16. [Redacted]

UNCLASSIFIED

Tracking No.: B19-132

UNCLASSIFIED

Financial Implications

17. [Redacted]

a. [Redacted]

b. [Redacted]

18. [Redacted]

Consultation

Internal

19. Transport Canberra have sought advice from Treasury and ACT Government Solicitor's Office.

External

20. Clayton Utz have provided legal advice as outlined above.

Sensitivities

21. [Redacted]

Media Implications

22. [Redacted]

23. [Redacted]

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| | | | |
|-----------------|-----------------|--------|-------|
| Signatory Name: | Alison Playford | Phone: | 78658 |
| Action Officer: | Duncan Edghill | Phone: | 53842 |

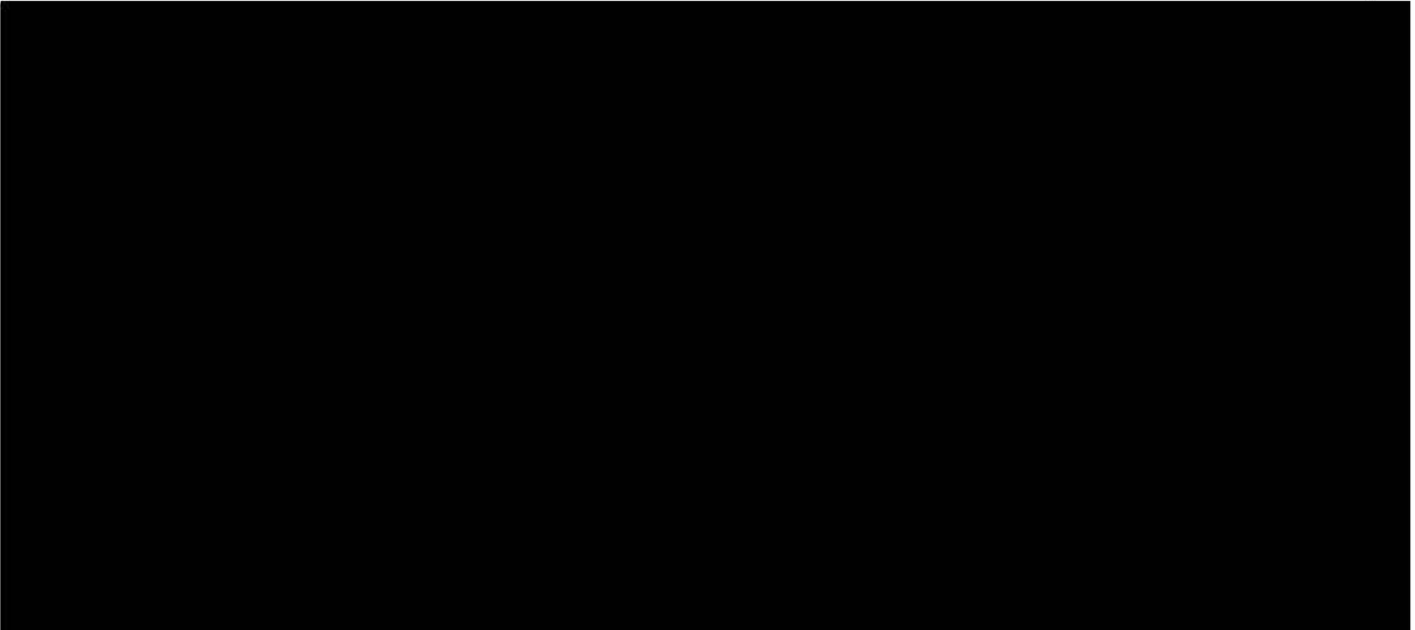
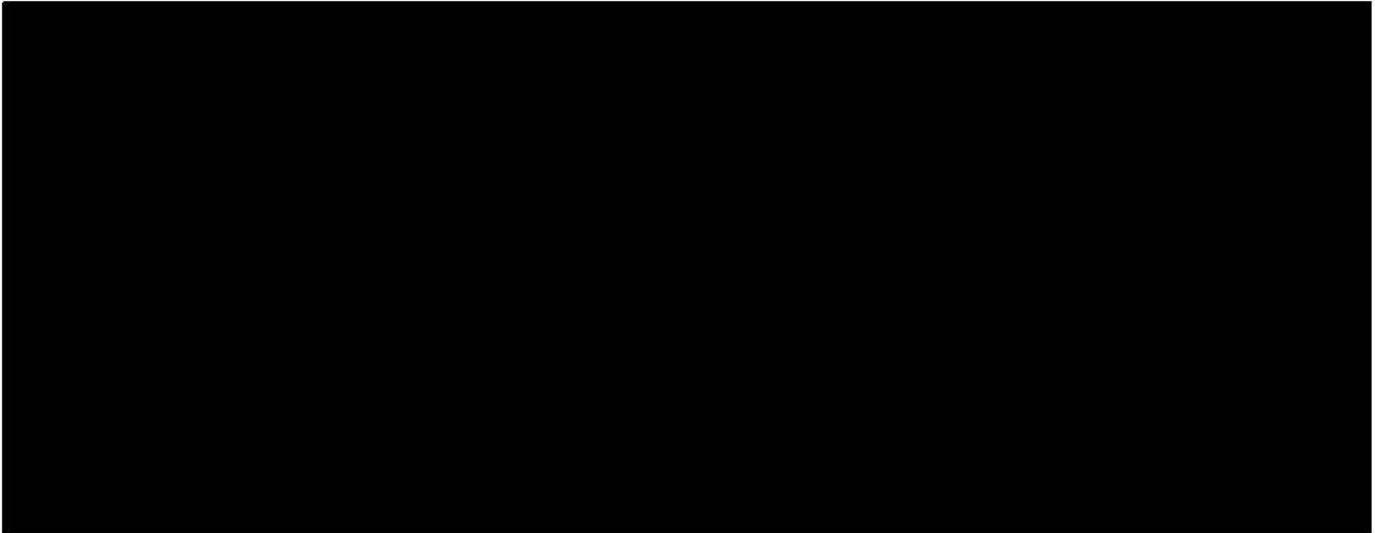
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Tracking No.: B19-132



Chris Steel MLA

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



Yours sincerely

Chris Steel MLA
 Minister for Transport and City Services

5 JUL 2019

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia
 Phone +61 2 6205.1470 Email steel@act.gov.au



@ChrisSteelMLA



christeellabor



chrissteelmla



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[REDACTED]

[REDACTED]

[REDACTED]



ACT
Government

Transport Canberra and
City Services

| RECEIVED | |
|----------------|----------|
| DATE 4.3.19 | BY BS |

| |
|------------------|
| Critical Date: |
| Critical Reason: |

CLEARANCE SHEET
Brief

| | |
|-------------------------------------|---------|
| SUBJECT: Integrated Ticketing | |
| | |
| | |
| OBJECTIVE/TRIM/FILE NUMBER OR ID | B19/057 |

| | |
|---|-------------------------------------|
| 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 | | 12/3 |
| Deputy Director-General Transport Canberra | DE | 12/3 |
| Director Governance and Ministerial Services | | |
| Action Officer/Originator: | | |

COMMENTS:

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MINISTERIAL BRIEF

Transport Canberra and City Services

UNCLASSIFIED

To: Minister for Transport

Tracking No.: B19/057

From: Director-General, Transport Canberra and City Services

Subject: Procurement of an Integrated Ticketing System

Critical Date: As soon as practicable

Critical Reason: To allow Transport Canberra to respond to tenderers in an appropriate timeframe under the current procurement process.

Purpose

To seek your approval of the recommended process for procuring a replacement ticketing system to service the bus and light rail network.

Recommendations

That you:

- 1. 

Agreed / Not Agreed / Please Discuss

- 2. note the information contained in this brief.

Noted / Please Discuss

Meegan Fitzharris MLA

M Fitzharris

20/3/19

Minister's Office Feedback

agree in principle subject to discussion on legal & probity advice received by FCCS on the approach & potential bid costs.

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Background

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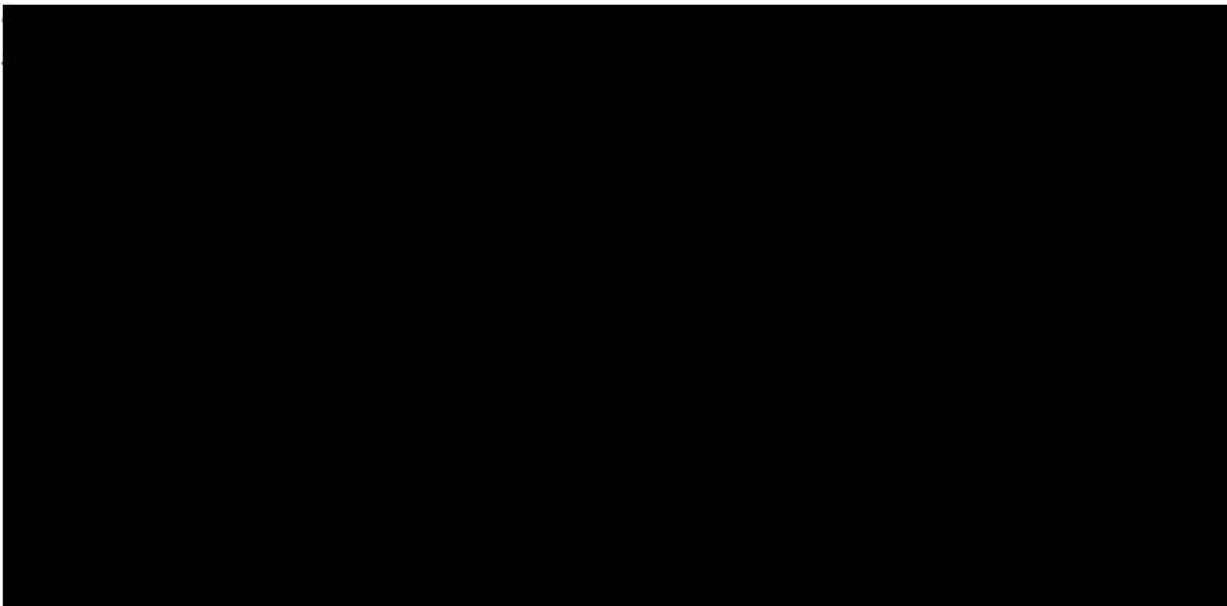
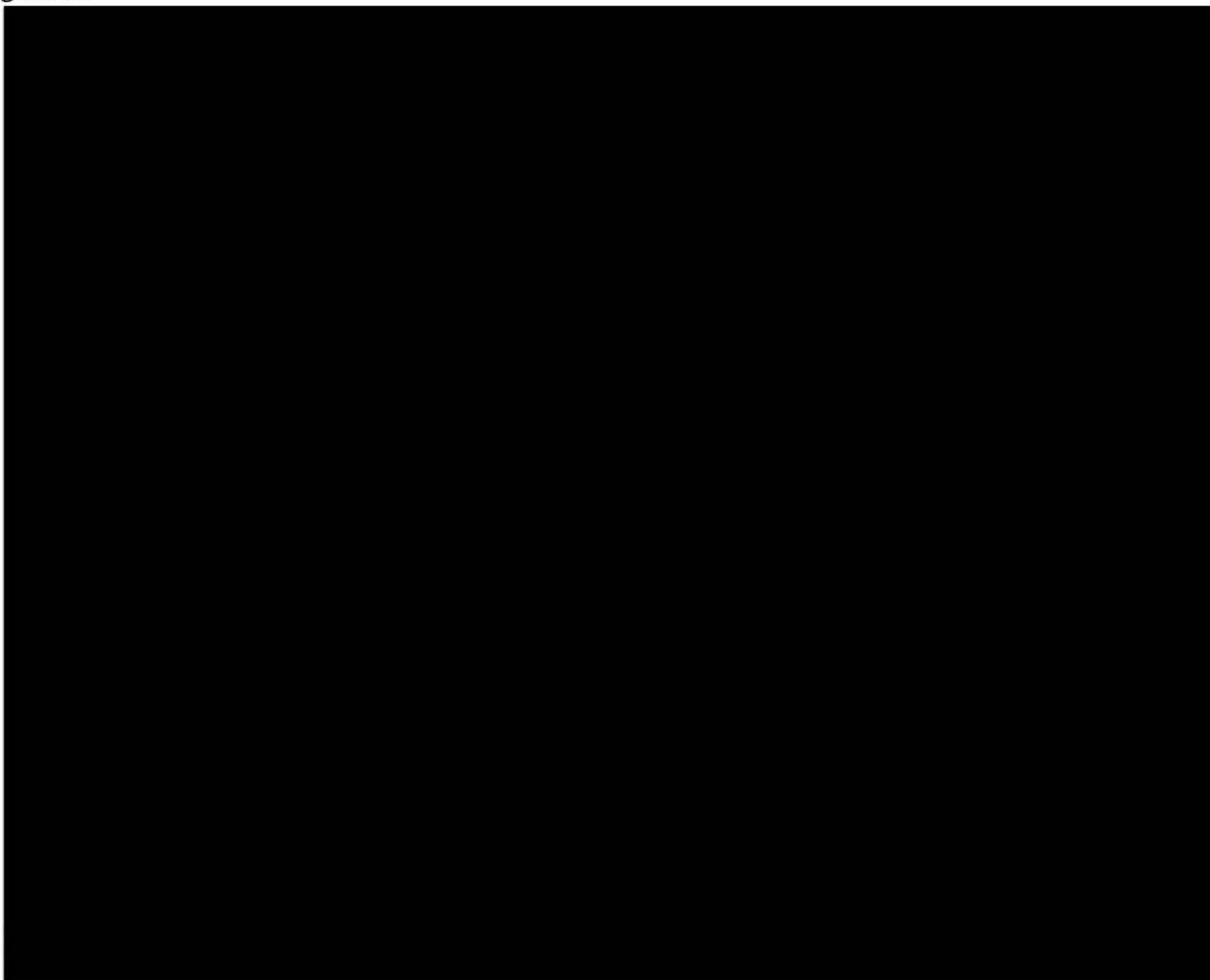
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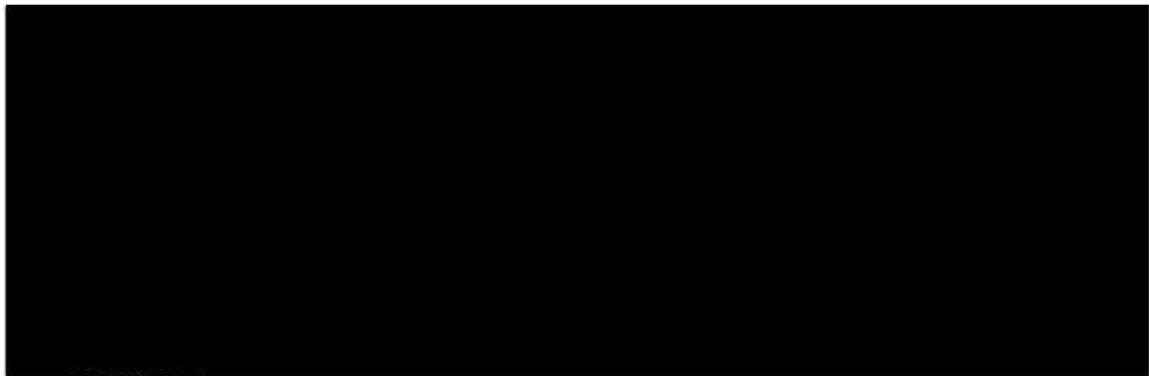
Issues

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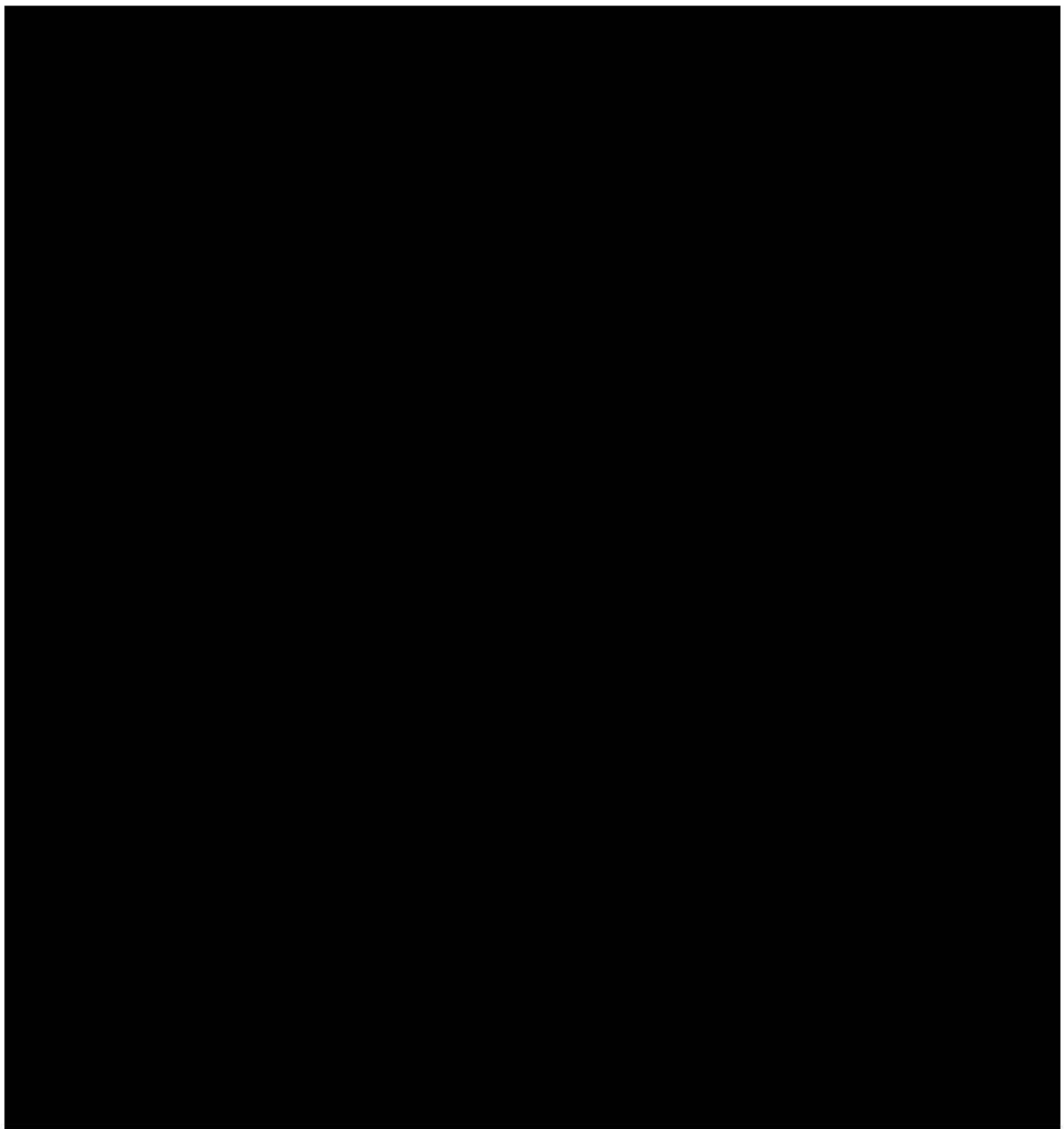


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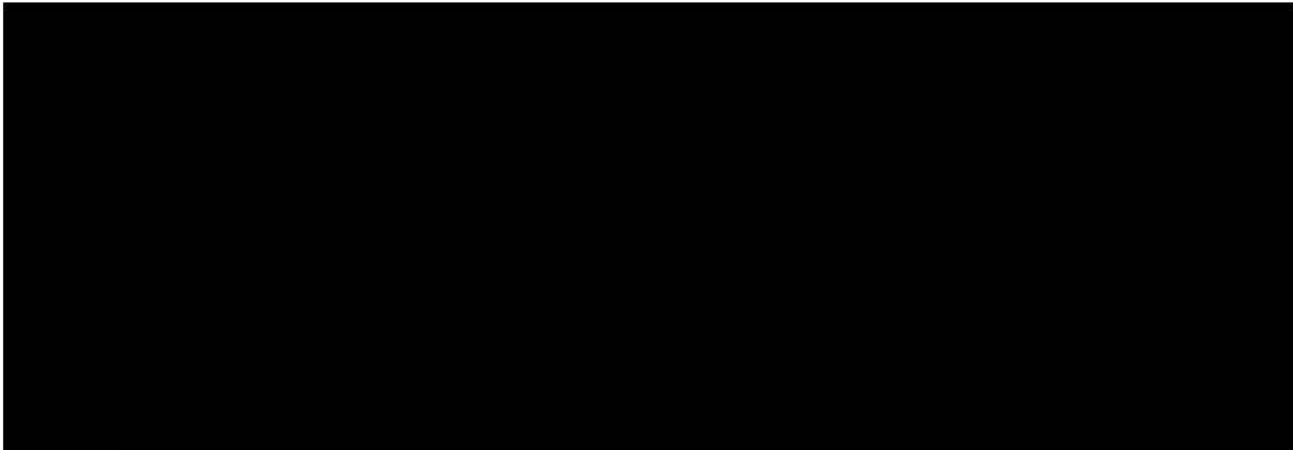


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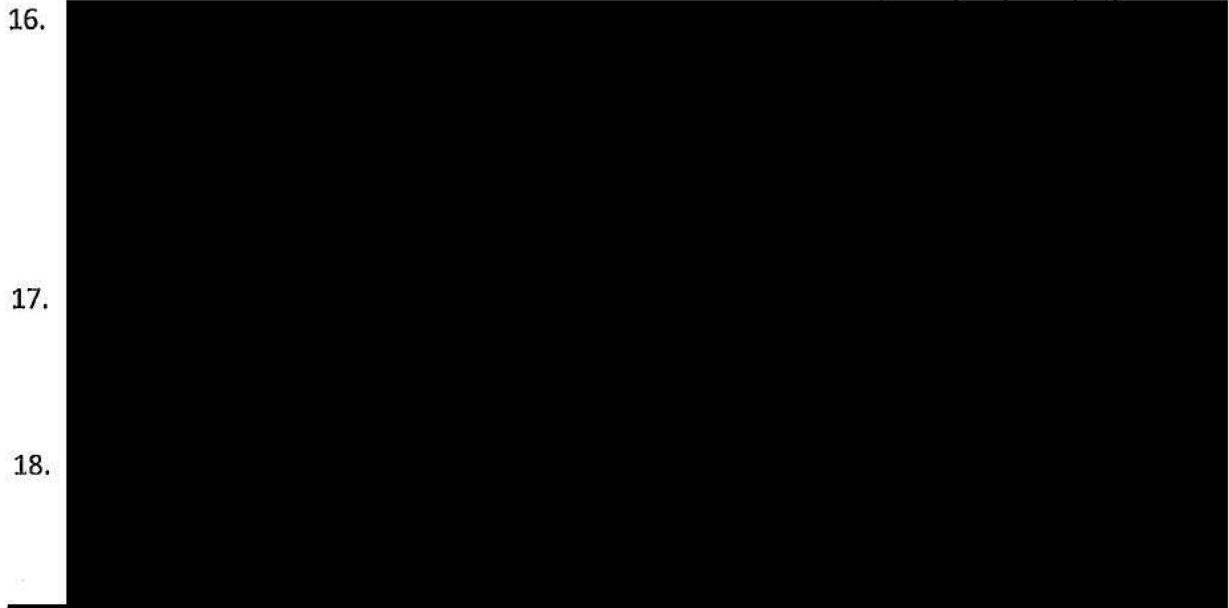
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Queensland Solution

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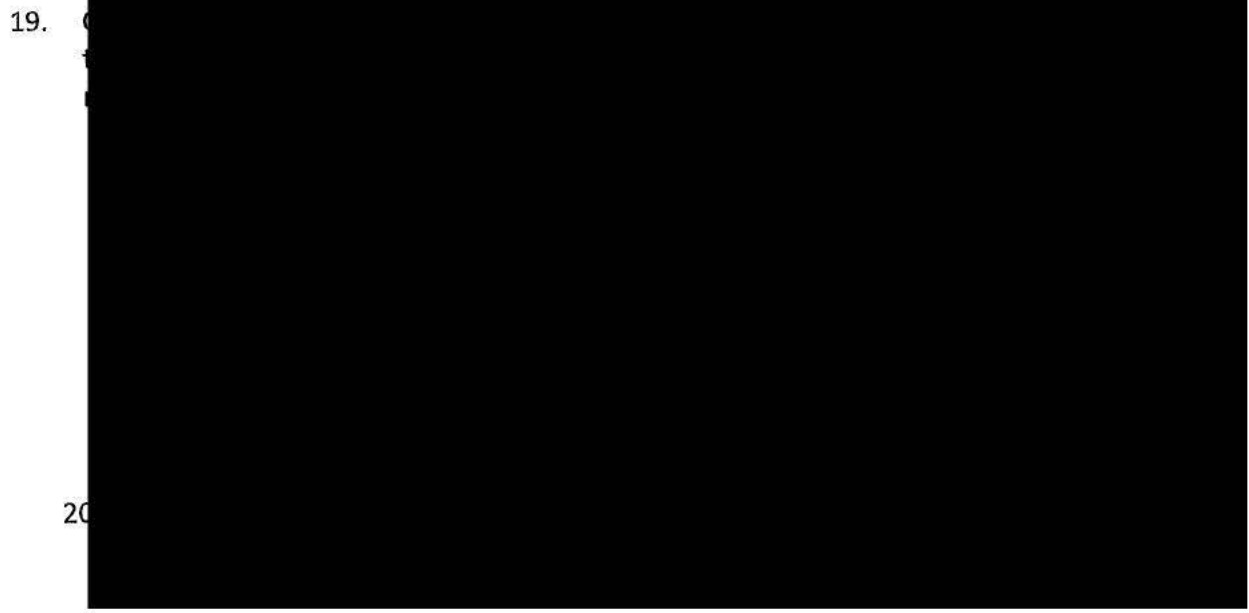


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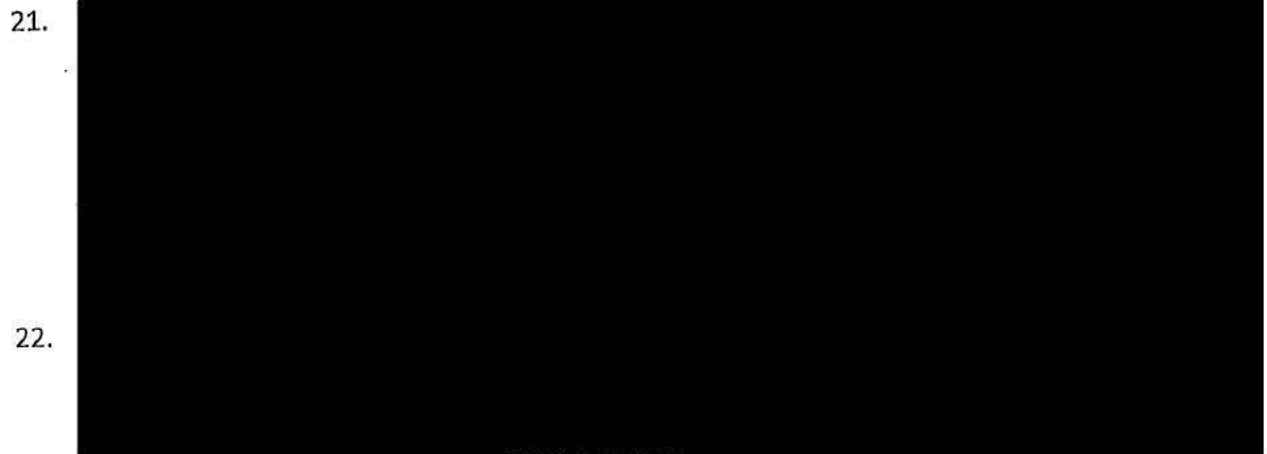
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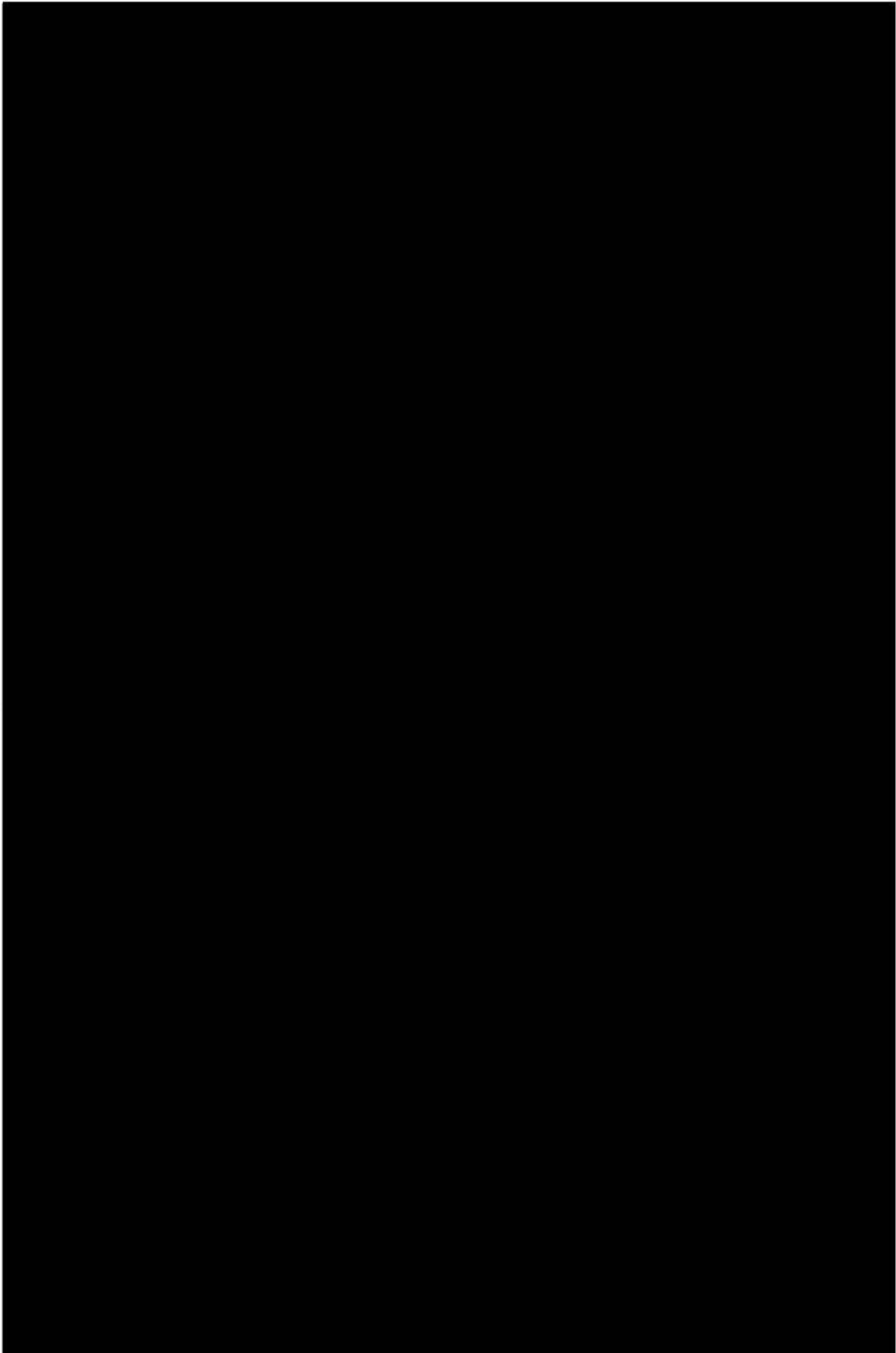
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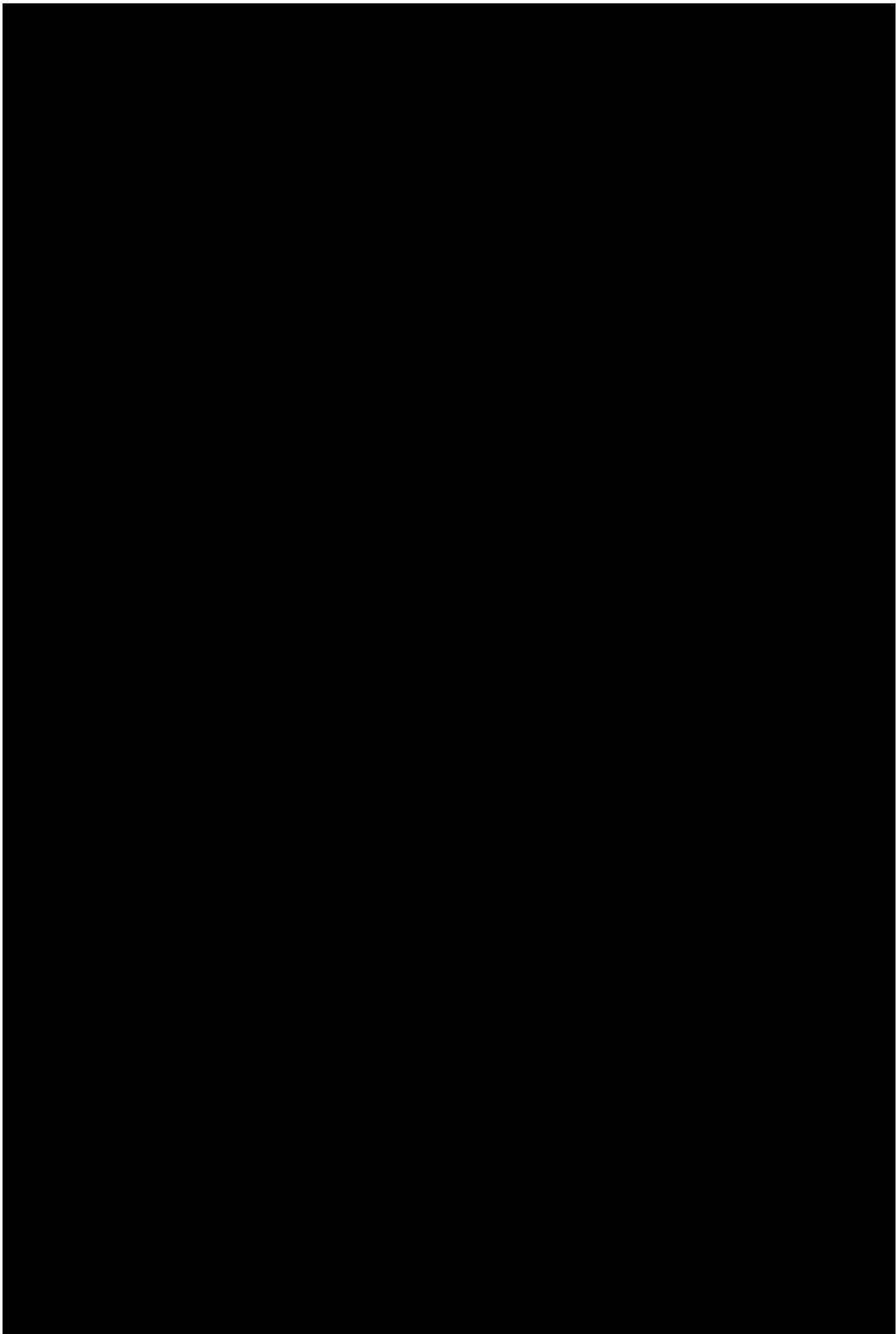
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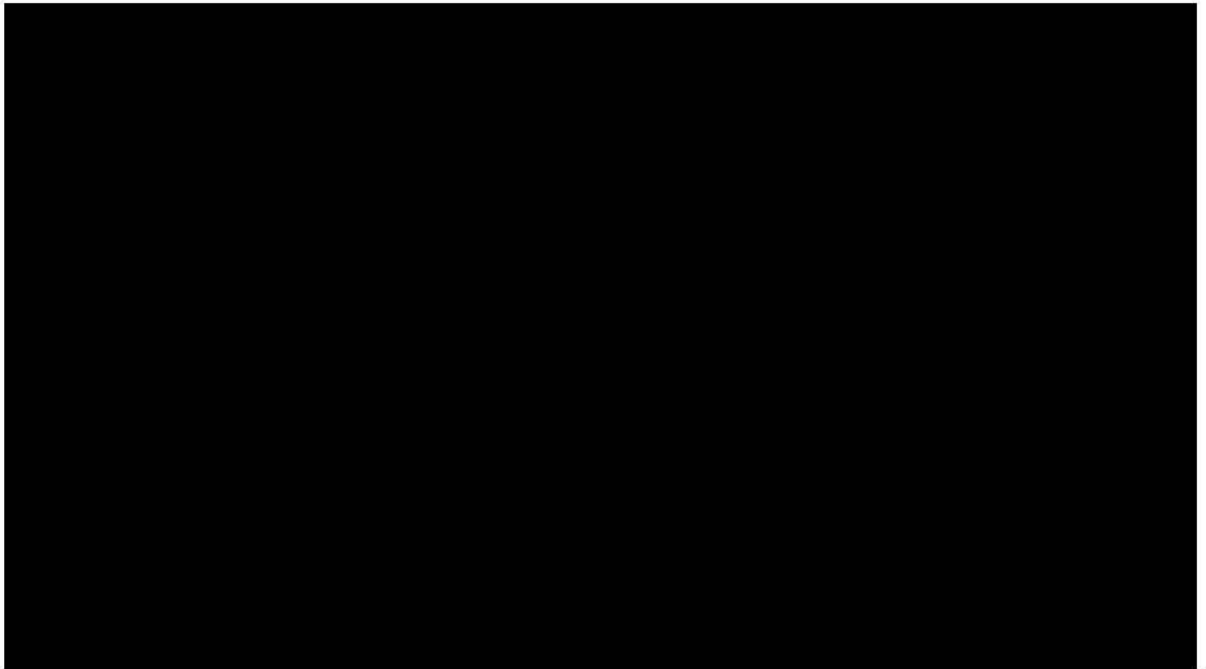
33.

34.

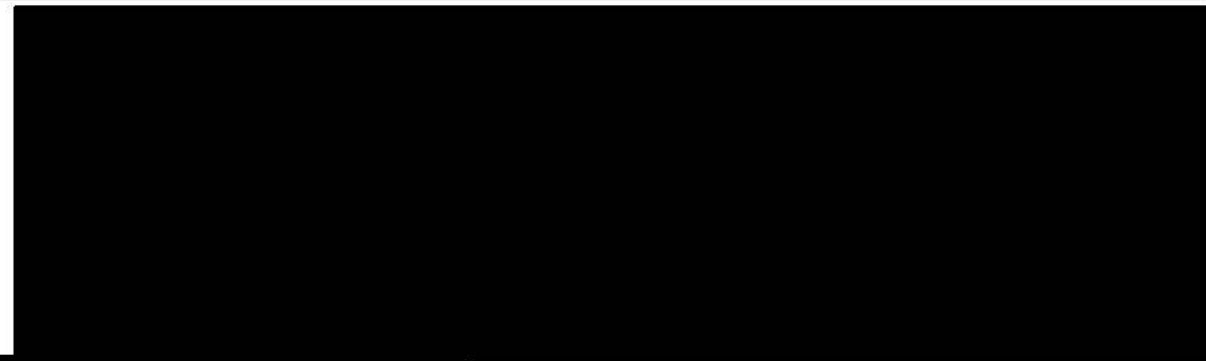


UNCLASSIFIED

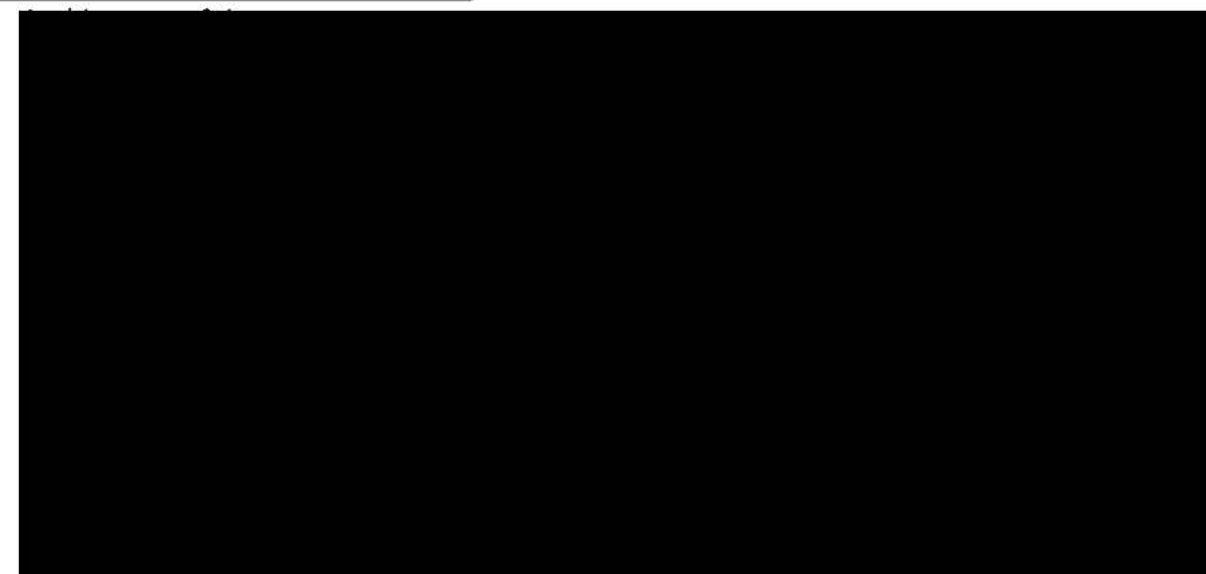
UNCLASSIFIED



35.



36.

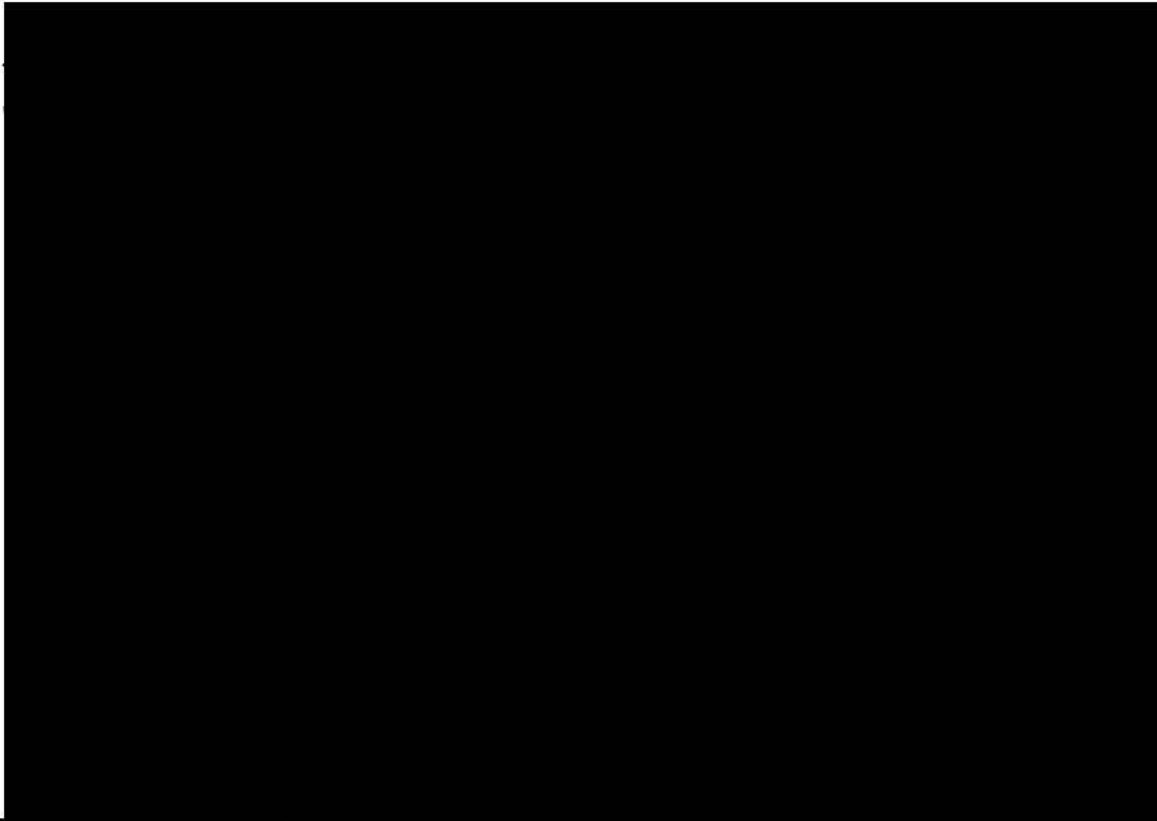


37.

UNCLASSIFIED

UNCLASSIFIED

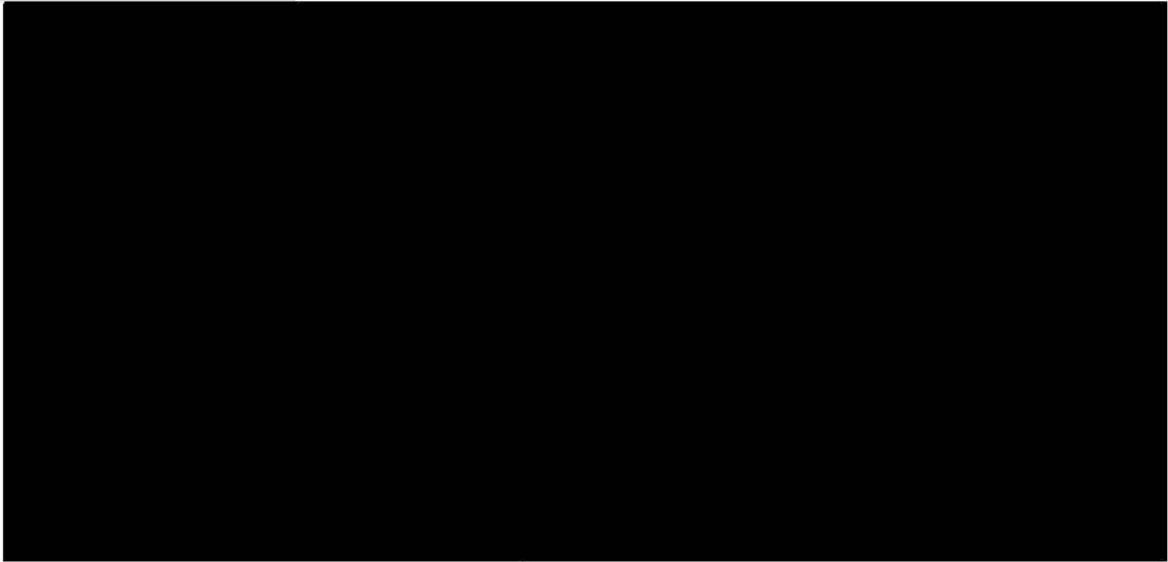
38.



39.



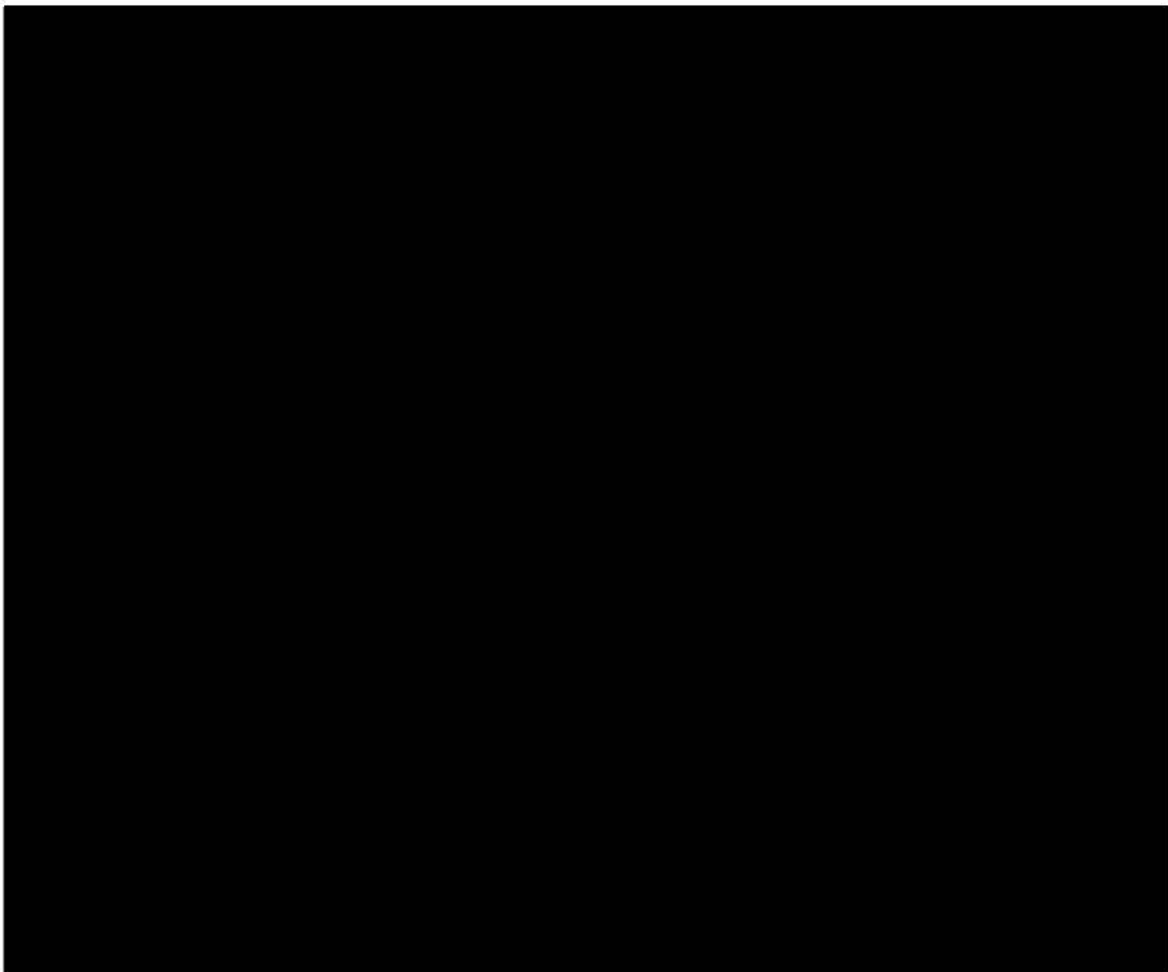
40.



UNCLASSIFIED

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41.



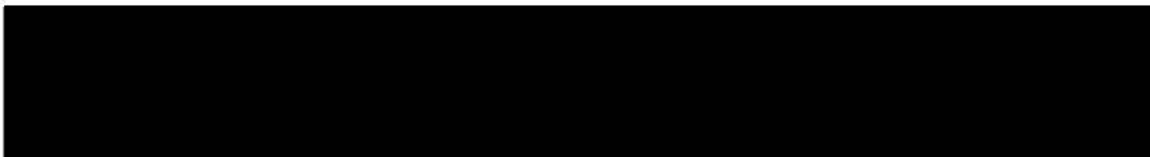
Consultation

42.



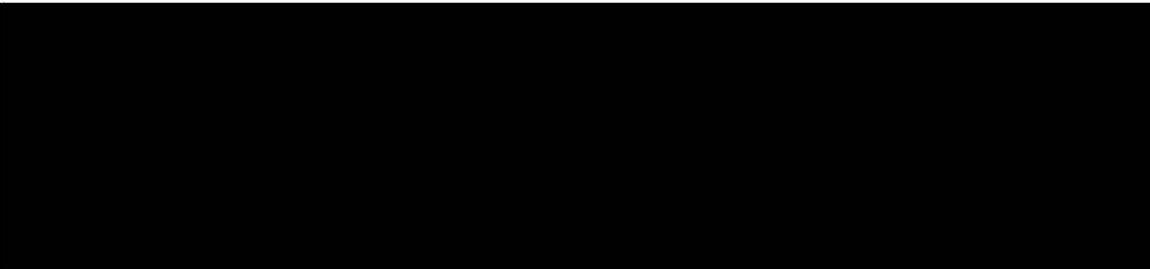
Sensitivities

43.



Media Implications

44.



45.

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12/5/17

Signatory Name: Emma Thomas

Phone: 78658

Action Officer: Duncan Edghill

Phone: 53842

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Tracking No.: B19/057

Attachment 6B.



Chris Steel MLA

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



Yours sincerely

Chris Steel MLA
Minister for Transport and City Services

5 JUL 2019

ACT Legislative Assembly

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