

Schedule 3

Freedom of Information Schedule of Documents
Light Rail – Capital Metro – Land Development Strategy and Finance Documents
 Received by Economic Development Directorate 16/07/2013

Folio	Item	Date	Release Decision	Exemption claimed	Online Release
491	Email from Brooke Yates to Daniel Stewart re: Cabinet Submission on Public Housing and Capital Metro	10/7/13	Exempt	Section 35 – Executive Working Document	Exempt
490	Email: Welcome to the SharePoint site: Capital Metro Agency	10/7/13	Full Release	N/A	Full Release
489	Email from B Yates re Infrastructure Capacity Study	9/7/13	Full Release	N/A	Full Release
488-474	Email from D Dawes re Hudson Update: Capital Metro Agency Executive Search & Selection – Exec Search and Timelines	8/7/13	Exempt	Section 43 – Business Affairs	Exempt
473-472	Email from A Boersma re Capital metro – project board meeting #3 – board papers	8/7/13	Full Release	N/A	Full Release
471-457	Email from A Boersma re Capital Metro – project board meeting #3 – board papers and draft charter	5/7/13	Exempt	Section 36 – Internal Working Document	Exempt
456-426	Email from A Boersma re Capital Metro – project board meeting #3 – board papers and papers Attachment: Board Paper (full release) – attachment A,B & C (exempt)	5/7/13	Partial Release	Section 36 – Internal Working Document	Partial Release
425-372	Email for A Boersma re Capital Metro – project board meeting #3 – board papers	4/7/13	Exempt	Section 36 – Internal Working Document	Exempt
371-326	Email from A Boersma re Capital Metro – project board meeting #3 – board papers and papers	4/7/13	Exempt	Section 36 – Internal Working Document	Exempt
327-323	Email from B Yates re ACT Light Rail Master Plan budget bid prepared for Cabinet	4/7/13	Exempt	Section 35 – Executive Working Document	Exempt
322-320	Email from G Marshall re Capital Metro Project Board Meeting #1 – Final minutes	18/6/13	Full Release	N/A	Full Release
319	Email from K McLaren re Establishment of Capital Metro Agency	17/6/13	Full Release	N/A	Full Release

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
318-311	Email from A Boersma re Capital Metro Project board meeting #2, agenda and draft papers	5/6/13	Exempt	Section 36 – Internal Working Document	Exempt
312-296	Email from A Boersma re Capital Metro Project board meeting #2, agenda and draft papers	5/6/13	Exempt	Section 36 – Internal Working Document	Exempt
295-263	Email from A Boersma re Capital Metro Project Board meeting #2 Attachments: Agenda (full release) Board Charter Attachment A Attachment B Attachment C	5/6/13	Partial Release	Section 35 – Executive Working Document Section 36 – Internal Working Document	Partial Release
262-261	Email from N McCann re tram alignment plan	5/6/13	Exempt	OOS	Exempt
260	Email from P Johns re Submission on Public Housing and capital Metro	4/6/13	Exempt	OOS	Exempt
259	Email from D Walsh re Gungahlin to City Transitway transfer	28/5/13	Full Release	N/A	Full Release
258-257	Email from Y Pirani re Gungahlin to City Transitway transfer with attachment	28/5/13	Full Release	N/A	Full Release
256	Email from B Yates re OCG Team meeting	27/5/13	Exempt	OOS	Exempt
255	Email from G Bain re Travel – Sydney May 2013	24/5/13	Exempt	OOS	Exempt
254-250	Email from A Boersma re Capital Metro, Project Board meeting #1 – Minutes for comment	24/5/13	Exempt	Section 36 – Internal Working Document	Exempt
251-250	Email from C Wilson re Travel – Sydney May 2013.doc with attachment: approval	23/5/13	Partial Release	Section 41 – Personal Privacy	Partial Release
249	Email from G Bain re Budget committee	15/5/13	Exempt	Section 36 – Internal Working Document	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
248	Email from G Bain re Proposed profile for expenditure against broad project categories 15 May 2013	15/5/13	Exempt	Section 36 – Internal Working Document	Exempt
247	Email from B Yates re access to the Capital Metro Sub-Committee of Cabinet	14/5/13	Exempt	Section 36 – Internal Working Document	Exempt
246	Email from B Yates re Access to the Capital Metro Sub-Committee of Cabinet	14/5/13	Exempt	Section 36 – Internal Working Document	Exempt
245	Email from Y Brookes re Cab Sub – June 3 – Update on Infrastructure Capacity study	13/5/13	Exempt	Section 36 – Internal Working Document	Exempt
244	Email from C Reynolds re meeting notes – CMA/LDA/OCG	11/5/13	Partial Release	Section 35 – Executive Working Document	Partial Release
243-240	Email from J Valdivia re Capital Metro – assistance in moving establishing the Agency and advancing the project to the next phase. Draft work stream responsibilities document.	10/5/13	Full Release	N/A	Full Release
239	Email from B Yates re Confidential: Board meeting agenda papers and Project Director Position Description	9/5/13	Exempt	Section 36 – Internal Working Document	Exempt
238-237	Email from D Dawes re Final agenda for Project Board Meeting Number One – Capital Metro and attachment	8/5/13	Full Release	N/A	Full Release
236	Email from G Bain re Location of Capital Metro Project Board meeting	3/5/13	Exempt	OOS	Exempt
235-201	Email from G Bain re Confidential: Board meeting agenda papers and Project Director Position Description and attachments	2/5/13	Partial Release	Section 36 – Internal Working Document	Partial Release
200-199	Email from G Bain re Confidential: Board meeting agenda papers and Project Director Position Description	1/5/13	Full Release	N/A	Full Release

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198	Email from E Maher re arrangements to meet and brief the Minister on Light Rail	1/5/13	Exempt	OOS	Exempt
197-195	Email from G Bain re Project Director position description 29 April 2013	1/5/13	Exempt	Section 36 – Internal Working Document	Exempt
194	Email from E Maher re arrangements to meet and brief the Minister on Light Rail	1/5/13	Exempt	OOS	Exempt
193-192	Email from G Bain re Capital Metro	30/4/13	Exempt	Section 41 – Personal Privacy	Exempt
191-190	Email from Fitzgerald Services re Capital Metro	29/4/13	Exempt	Section 41 – Personal Privacy	Exempt
189-181	Email from G Bain re Capital metro Project – consultancy for project governance component	29/4/13	Full Release	N/A	Full Release
180	Email from G Bain re Capital Metro, next steps	24/4/13	Full Release	N/A	Full Release
179-178	Email from C Wilson re Financial Management – Tendering – Manidis Roberts – Capital Metro – Draft Single Select Tender Engagement Request April 2013	24/4/13	Full Release	N/A	Full Release
177-176	Email from G Bain to the Government Solicitor seeking advice re Capital Metro	22/4/13	Exempt	Section 42 – Subject to Legal Professional Privilege	Exempt
175-174	Email from G Bain re Capital Metro	22/4/13	Exempt	Section 41 – Personal Privacy	Exempt
173	Email from B Ponton re Capital metro	21/4/13	Full Release	N/A	Full Release
172	Email from E Brady re Capital Metro	21/4/13	Partial Release	Section 41 – Personal Privacy	Partial Release
171-170	Email from G Bain re Capital Metro	19/4/13	Exempt	Section 41 – Personal Privacy	Exempt

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169-168	Email from Fitzgerald Services re Capital Metro	19/4/13	Exempt	Section 41 – Personal Privacy	Exempt
167-138	Email from P Vest re Capital Metro Agency Meeting Attachments: Attachment A, Attachment B, Attachment C Presentation, Draft SB paper – change management October 2012 (exempt -pages 140-138)	16/4/13	Exempt	OOS	Exempt
137-136	Email from Fitzgerald Services re Capital Metro	12/4/13	Exempt	Section 41 – Personal Privacy	Exempt
135	Email from G Bain re Capital Metro Cabinet Submission timings	12/4/13	Exempt	OOS	Exempt
134-133	Email from A Cappie-Wood re Metro Capital Project	12/4/13	Partial Release	Section 43 – Documents relating to Business Affairs Section 42 – Documents relating to personal privacy	Partial Release
132-131	Email from R Matto re Mitchell premises	12/4/13	Full Release	N/A	Full Release
130-129	Email from M Brown re Mitchell Premises	12/4/13	Full Release	N/A	Full Release
128-127	Email from D Roulston re Mitchell Premises	12/4/13	Full Release	N/A	Full Release
126-125	Email from M Brown re Mitchell Premises	11/4/13	Full Release	N/A	Full Release
124-123	Email from D Roulston re Mitchell Premises	11/4/13	Full Release	N/A	Full Release
122	Email from M Brown re Mitchell Premises	11/4/13	Full Release	N/A	Full Release
121	Email from J Bissell re Mitchell premises	11/4/13	Full Release	N/A	Full Release
120-119	Email from J Murray re Light Rail Project	11/4/13	Exempt	Section 43 –	Exempt

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
				Documents relating to Business Affairs	
118	Email from G Bain re Capital Metro	11/4/13	Full Release	N/A	Full Release
117	Email from G Bain re PPP workshop next week	10/4/13	Exempt	OOS	Exempt
116	Email from G Bain re Australian Government VFT announcement - possibly tomorrow Thursday 11 April	10/4/13	Exempt	OOS	Exempt
115-113	Email from Fitzgerald Services re Capital Metro Attachment: CV (exempt)	10/4/13	Exempt	Section 41 – Personal Privacy	Exempt
112	Email from D Dawes re Light Rail Project	10/4/13	Exempt	Section 43 – Documents relating to Business Affairs	Exempt
111	Email from J Murray re Light Rail Project	10/4/13	Exempt	Section 43 – Documents relating to Business Affairs	Exempt
110	Email from G Bain re PPP workshop next week	10/4/13	Exempt	OOS	Exempt
109	Email from G Bain re Capital Metro Decisions 3 April 2013	9/4/13	Exempt	Section 35 – Executive Working Document	Exempt
108	Email from G Bain re the coordination of QON 66 – Corbell – Light Rail	9/4/13	Exempt	OOS	Exempt
107-104	Email from D Dawes re Speech Dot Points – Capital Metro 8 April 2013	8/4/13	Full Release	N/A	Full Release
103	Email from D Dawes re Capital Metro	8/4/13	Full Release	N/A	Full Release
102-30	Email from G Bain re Cabinet in Confidence – Draft paper to Capital Metro sub-committee and attachments	15/1/13	Exempt	Section 35 – Executive Working Document	Exempt
29	Email from M Boogs re Update on gold Coast Light Rail Study Tour – 24 th	10/1/13	Full Release	N/A	Full Release

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Folio	Item	Date	Release Decision	Exemption claimed	Online Release
	and 25 th January 2013				
28	Email from B Ponton re Update on Gold Coast Light Rail study Tour – 24 th and 25 th January 2013	10/1/13	Full Release	N/A	Full Release
27-26	Email from B Ponton re Gold Coast Trip – indicative itinerary	3/1/13	Full Release	N/A	Full Release
25	Email from D Dawes re Draft Agenda – ACT Govt/KPMG Light Rail Workshop	24/12/12	Full Release	N/A	Full Release
24-23	Email from G Bain re Light Rail Property Strategy Agenda 11 Dec 2012	11/12/12	Full Release	N/A	Full Release
22	Email from G Bain re Light rail Property Strategy	10/12/12	Full Release	N/A	Full Release
21	Email from Y Pirani re Light Rail Property Strategy	10/12/12	Full Release	N/A	Full Release
20-19	Email from G Bain re Light Rail property Strategy Agenda 11 Dec 2012	7/12/12	Full Release	N/A	Full Release
18-17	Email from Y Pirani re Light Rail Property Strategy	7/12/12	Full Release	N/A	Full Release
16	Email from A Cappie-Wood re Invitation Light Rail for Canberra, Monday 17 December	6/12/12	Full Release	N/A	Full Release
15	Email from B Ponton re Gold Coast Light Rail Study Tour – January 2013	4/12/12	Full Release	N/A	Full Release
14	File note: duplicate of folio 10 (removed from release)	Undated	Full Release	N/A	Full Release
13-10	Email from B Ponton re Gold Coast Light Rail – trip to Gold Coast	29/11/12	Full Release	N/A	Full Release
9-8	Email from B Ponton re Gold Coast Light Rail – trip to Gold Coast	29/11/12	Full Release	N/A	Full Release
7-5	Email from B Ponton re Minister’s Study Tour – Gold Coast Light Rail and attachment	20/11/12	Full Release	N/A	Full Release
4	Email from Ben Ponton re Minister’s Study Tour	20/11/12	Full Release	N/A	Full Release
3-2	Email from I Wood-Bradley re Light Rail workshops	14/11/12	Full Release	N/A	Full Release
1	Email from B Ponton re Minister’s Study Tour for Light Rail	12/11/12	Full Release	N/A	Full Release

Christie, Joan

From: no-reply@act.gov.au
Sent: Wednesday, 10 July 2013 9:29 AM
To: Stewart, Daniel
Subject: Welcome to the SharePoint site: Capital Metro Agency

Welcome to the SharePoint site at: <http://teams/sites/CapitalMetroAgency>. Pulford, Nikki (ACTGOV\nikki pulford) has granted you access to this site with the following permissions: Read.

Members of the Capital Metro Agency Board

The Board Papers from now on will be available on this SharePoint Site. Over the next couple of days i will be loading all of the previous papers and minutes.

At your convenience, please check that the you are able to access the site and please contact me should you have any issues.

Thanks

Nikki Pulford
CMA Board Secretariat

What is a SharePoint site?

A SharePoint site is a Web site that provides a central storage and collaboration space for documents, information, and ideas. A SharePoint site is a tool for collaboration, just like a telephone is a tool for communication, or a meeting is a tool for decision making. A SharePoint site helps groups of people (whether work teams or social groups) share information and work together. For example, a SharePoint site can help you:

- * Coordinate projects, calendars, and schedules.
- * Discuss ideas and review documents or proposals.
- * Share information and keep in touch with other people.

SharePoint sites are dynamic and interactive -- members of the site can contribute their own ideas and content as well as comment on or contribute to other people's.

Christie, Joan

From: Yates, Brooke
Sent: Tuesday, 9 July 2013 11:15 AM
To: Stewart, Daniel
Subject: RE: Infrastructure Capacity Study

Hi Dan - here you go. let me know if you want any more detail. Cheers, Brooke

The Northbourne Avenue Infrastructure Capacity Study will investigate and report on the existing service and utility infrastructure capacity and undertake future development modelling to determine what capital upgrades and/or augmentations will be required in the corridor in the future under a high density redevelopment scenario. The study will also explore the opportunities for innovation in the future provision of infrastructure in the corridor.

When completed, the Northbourne Avenue Infrastructure Capacity Study will be a key consideration in the Capital Metro Corridor Development Plan and the subsequent Indicative and Release Program.

Quotes were sought from four organizations in June 2013.

The quotes have been assessed and it is anticipated that a contract will be executed with the successful contractor in the week commencing 22 July 2013.

The project brief states that the work must be completed within 3 months of the contract execution, so a final report is anticipated in October 2013.

The likely cost of this project is in the order of \$100,000 ex GST.

This might be too much information, but here are the stated objectives and the scope of works for the project:

The first objective of this study is to determine the nature, location and capacity of existing service and utility infrastructure that serves the Northbourne Avenue Corridor and to assess and provide advice on what augmentations or capital upgrades would be required under a high density redevelopment scenario.

The second objective of this study is to explore opportunities for innovation in the future provision of infrastructure in the corridor, whether this be on a site-by-site basis or in a whole of corridor approach.

There are three main components to this study: existing service and utility infrastructure capacity, development scenario modelling in accordance with the provisions of the current Territory Plan and future infrastructure provision options. Building on these components, the Northbourne Avenue Infrastructure Capacity Study will:

☐ Document the nature, location and capacity of existing infrastructure and services in the Northbourne Avenue Corridor (or that directly services the corridor), including water, sewerage, stormwater, electricity, gas and telecommunications.

☐ Document the nature, location and capacity of any approved or planned (confirmed but not officially approved) infrastructure in the Northbourne Avenue Corridor (or that directly services the corridor), including water, sewerage, stormwater, electricity, gas and telecommunications.

☐ Undertake future development modelling in accordance with the provisions of the current Territory Plan to determine what capital upgrades or augmentations would be required under a high growth scenario for the corridor based on the assessment of existing, approved and planned (confirmed but not officially approved) infrastructure.

☐ Where any capacity issue is identified, provide suggested capital upgrades with estimated associated costs for each.

☐ Research and advise what opportunities exist for the provision of green infrastructure, innovation in infrastructure provision and/or alternative infrastructure solutions for the Northbourne Avenue Corridor, including indicative costs and benefits.

The consultant will be responsible for obtaining asset information and advice from service authorities on their water, sewer, electrical, telecommunications and gas infrastructure.

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

From: Stewart, Daniel
Sent: Tuesday, 9 July 2013 11:10 AM
To: Yates, Brooke
Subject: Infrastructure Capacity Study

Hi Brooke

I've been asked to provide a brief update on this at Thursday's Project Board Meeting.

Can I please have a few dot points on process, timing, dollars etc.

Thanks
Dan

Christie, Joan

From: Boersma, Adam
Sent: Monday, 8 July 2013 11:25 AM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn; Pulford, Nikki; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: RE: Capital Metro - project board meeting #3 - board papers

All,

The numbering on some of the board papers is incorrect, so I just wanted to clear it up.

Apologies for the confusion. We changed the agenda mid way through preparation of the board papers, which threw things out.

The correct numbering is as per the pdf filenames, and is as follows:

- Agenda (not numbered).
- 1. Minutes from meeting number 2.
- 2. Project Director's update.
- 3. The Project Plan (it's labelled as Item 1, but should be item 3).
- 4. Human resources, Draft Resource Management Plan.
- 5. Communications strategy.
- 6. Risk.
- 7. Finalising previously tabled documents.
 - Project Objectives (labelled as item 2 at the moment).
 - Project Board Charter.
- 8. Monthly report template.

Adam.

From: Boersma, Adam
Sent: Friday, 5 July 2013 3:12 PM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn; Pulford, Nikki; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: RE: Capital Metro - project board meeting #3 - board papers

Final paper attached.

Adam Boersma
 Capital Metro | ACT Government
 Mobile [REDACTED]
 Level 2 Building 3
 9 Sandford Street Mitchell ACT 2911
 GPO Box 158 Canberra ACT 2601

From: Boersma, Adam
Sent: Friday 5 July 2013 3:11 PM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel

Cc: Bain, Glenn; Pulford, Nikki; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: RE: Capital Metro - project board meeting #3 - board papers

All,

There are three papers left: two papers are for item 7 and one for item 6.

Two papers are attached here, with the other to follow in a separate email.

Adam.

Adam Boersma
Capital Metro | ACT Government
Mobile [REDACTED]
Level 2 Building 3
9 Sandford Street Mitchell ACT 2911
GPO Box 158 Canberra ACT 2601

From: Boersma, Adam
Sent: Thursday 4 July 2013 8:45 PM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn; Pulford, Nikki; Ponton, Ben; Kefford, Andrew; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: RE: Capital Metro - project board meeting #3 - board papers

Email #2

Adam Boersma
Capital Metro | ACT Government
Mobile 0 [REDACTED]
Level 2 Building 3
9 Sandford Street Mitchell ACT 2911
GPO Box 158 Canberra ACT 2601

From: Boersma, Adam
Sent: Thursday 4 July 2013 8:40 PM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn; Pulford, Nikki; Ponton, Ben; Kefford, Andrew; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Howson, Natalie; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: Capital Metro - project board meeting #3 - board papers

All,

Please find attached the papers for Capital Metro Project Board meeting #3, for 11 July. They'll be more than one email related to this subject.

I've included proxies, EA's and EO's on this distribution list as requested. We're endeavouring to get a secure server set up for the next Board meeting.

We're still working on Items 6 (risk) and 7 (the Charter) but they'll be sent through tomorrow mid-morning. Given those documents are familiar to you all anyway, we thought it best to get this newer material out tonight.

Regards,
Adam.

Adam Boersma

Capital Metro | ACT Government

Mobile [REDACTED]

Level 2 Building 3

9 Sandford Street Mitchell ACT 2911

GPO Box 158 Canberra ACT 2601

Christie, Joan

From: Boersma, Adam
Sent: Friday, 5 July 2013 3:11 PM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn; Pulford, Nikki; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: RE: Capital Metro - project board meeting #3 - board papers
Attachments: CMA Board Mt3 It6 Risk v0.1.pdf; CMA Board Mt3 It7 PrObj v0.1.pdf

All,

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Adam.

Adam Boersma
 Capital Metro | ACT Government
 Mobile [REDACTED]
 Level 2 Building 3
 9 Sandford Street Mitchell ACT 2911
 GPO Box 158 Canberra ACT 2601

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To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
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Subject: RE: Capital Metro - project board meeting #3 - board papers

Email #2

Adam Boersma
 Capital Metro | ACT Government
 Mobile [REDACTED]
 Level 2 Building 3
 9 Sandford Street Mitchell ACT 2911
 GPO Box 158 Canberra ACT 2601

From: Boersma, Adam
Sent: Thursday 4 July 2013 8:40 PM
To: Dawes, David; Nicol, David; Ekelund, Dorte; Byles, Gary; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn; Pulford, Nikki; Ponton, Ben; Kefford, Andrew; Overton-Clarke, Bronwen; Marshall, Guenivere; Pirani, Yuka; Birkett, Joice; Neiberding, Rachael; Hallett, Alison; Howson, Natalie; Neal, Colleen; Hosie, Donna; Strudwicke, Kym; Wilson, Chris; Brady, Kim; Stewart, Margaret; Mangeruca, Maria; Daw, Lesley; Wilden, Karen
Subject: Capital Metro - project board meeting #3 - board papers

All,

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We're still working on Items 6 (risk) and 7 (the Charter) but they'll be sent through tomorrow mid-morning. Given those documents are familiar to you all anyway, we thought it best to get this newer material out tonight.

Regards,
Adam.

Adam Boersma
Capital Metro | ACT Government
Mobile [REDACTED] [REDACTED]
Level 2 Building 3
9 Sandford Street Mitchell ACT 2911
GPO Box 158 Canberra ACT 2601



Project Board meeting paper

Meeting agenda item #	6
For meeting number and date	Meeting 3 11 th July 2013
Date submitted	3 rd July 2013
Copy to	
From	Steve Ambrose
Manager	Glenn Bain
Subject	Risk Management
Relevant decision or action number	
Related papers	Attachment A – Capital Metro strategic risks Attachment B – Capital Metro Risk Management Policy Attachment C – Capital Metro Risk Management Plan
Endorsed by the Project Director	Yes

Purpose of this paper

- To provide the Project Board with a copy of the key strategic risks as identified at the first Project Board meeting
- To have the Project Board endorse the Capital Metro Risk Management Policy
- To provide the Project Board with a copy of the Capital Metro's Risk Management Plan

Background

The first Capital Metro Board meeting was held on the 13th May. As part of this initial Board Meeting the key strategic project risks facing the project were discussed and recorded. These strategic risks have been logged into the Capital Metro Risk Register and will be periodically reviewed and re-assessed (quarterly) by the Project Board or on an 'as needs' basis as determined by the Project Board.

As a means to assisting the Projects ongoing effective risk management Capital Metro requires a risk approach be developed and adopted for the Project. A Risk Policy and a Risk Management Plan have been developed for the Project.

Summary of the issues

Nil issues to discuss

Results of consultation across government

Consultation regarding the approach to the development and deployment of the Risk Policy, Risk Management Plan has been had with ACTIA. ACTIA have favourably endorsed the approach to the Risk Management Plan. Further consultation regarding risk management has also been undertaken with the LDA and further reinforces the consistency in the approach to risk management

Government budget impact

Nil at this stage

Statement of impacts

All the strategic risks identified have the have the potential to impact the project. It is premature without further qualitative and quantitative investigation and analysis to determine both the likelihood and consequence of the identified strategic risks.

Issue	Status	Description of impact
Project objectives	Impact/No impact	NA
Project scope	Impact/No impact	NA
Key milestones	Impact/No impact	NA
Project costs	Impact/No impact	NA
Stakeholders	Impact/No impact	NA

Recommendations

- The Project Board agree the strategic risks as referenced in the attached appendix represent the key risks presently known to the Project
- The Project Board agrees to endorse the Capital Metro Risk Policy
- The Project Board agrees to endorse the Capital Metro Risk Management Plan

Attachments

Attachment	Title	Author	Date
Attachment A	Capital Metro Key Strategic Risks	Steve Ambrose	3 rd July 2013
Attachment B	Capital Metro Risk Management Policy	Steve Ambrose	3 rd July 2013
Attachment C	Capital Metro Risk Management Plan	Steve Ambrose	3 rd July 2013
Etc			

Christie, Joan

From: Marshall, Guenivere
Sent: Tuesday, 18 June 2013 4:22 PM
To: Beveridge, Fleur; Birkett, Joice; Brady, Kim; Byles, Gary; Daw, Lesley; Dawes, David; Duke, Bronwen; Ekelund, Dorte; Hallett, Alison; Honczar, Kathryn; Hosie, Donna; Howson, Natalie; Mangeruca, Maria; McInnes, Sue; Neal, Colleen; Neiberding, Rachael; Nicol, David; Overton-Clarke, Bronwen; Peters, Paul; Pirani, Yuka; Ponton, Ben; Stewart, Daniel; Stewart, Margaret; Strudwicke, Kym; Wilden, Karen; Wilson, Chris
Subject: Capital Metro Project Board Meeting #1 - Final Minutes
Attachments: Final - Board Meeting Minutes 13-May-2013.pdf

Good Afternoon All,

Please see attached the final minutes from the Capital Metro Project Board Meeting of 13 May 2013 for your information, minutes approved in previous meeting of 13 June 2013.

If you have any concerns please let me know.

Kind Regards,

Guen

Guen Marshall | Executive Assistant to Glenn Bain, Project Director

Phone 02 6207 8676 | Email: guenivere.marshall@act.gov.au

Governance & Operations | Capital Metro Agency | ACT Government

Level 2, Building 3, 9 Sanford Street, Mitchell ACT | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this e-mail.



Minutes

Subject	Project Board meeting #1	
Date	13 May 2013	Our ref
Location	Assembly Building, Level 2, Executive Conference Room	
Prepared by	Adam Boersma	
Attendees	<p>Simon Corbell (introductory period) – 'SC' Minister for the Environment and Sustainable Development</p> <p>David Dawes (Chair – interim) Director-General, Economic Development Directorate – 'DD'</p> <p>Dan Stewart – 'DS' Deputy Director-General, Land Development, Strategy and Finance, Economic Development Directorate</p> <p>Dorte Ekelund – 'DE' Director-General Environment and Sustainable Development</p> <p>Andrew Kefford – 'AK' A/Director-General, Territory and Municipal Services Directorate</p> <p>Natalie Howson – 'NH' Director-General, Community Services Directorate</p> <p>Glenn Bain – 'GB' Project Director</p> <p>Adam Boersma – 'AB' Project Board Secretary and presenter</p> <p>Peter Devine – 'PD' Facilitator</p> <p>Steve Ambrose – 'SA' Advisor on risk management</p>	
Apologies	David Nicol (Deputy Chair) – Under Treasurer 'DN'	

No.	Item
1	<p>Welcome and introduction</p> <p>SC emphasised the Board's role in decision making and strategy. Thanked members for progress to date.</p> <p>SC emphasised two points:</p> <ul style="list-style-type: none"> • The project is achievable and the Board is central to that. • Some momentum may have been lost since Cabinet approved the Governance Framework.

No.	Item
	<p><i>Minister exited the meeting</i></p> <p>DD referred to the success of the Gold Coast Rapid Transit project in their use of a project board. Much of their approach has been adopted in the Governance Framework and the operation of these meetings.</p> <p>DD emphasised the role of the Project Board as a decision making body, in contrast to an IDC or steering committee which are geared more towards internal government coordination.</p>
2	<p>Project update</p> <p>GB provided an update:</p> <ul style="list-style-type: none"> • Governance, in particular arrangements regarding the establishment of the Capital Metro Agency (CMA) and recruiting a permanent project director and independent Chair. Confirmed that GSO was providing probity advice, but had recommended that at certain points in the project, it may be appropriate to engage specialist probity advisors. • Staff, in particular those placements that have been confirmed over the coming fortnight. Also confirmed that the Gungahlin to City Network Integration Study would be managed within CMA. • Budget. Advised that discussions were underway with Treasury in relation to ESDDs Cabinet Business Case of 2012. Further advised that all \$15 million requested for 2014/15 was earmarked as capital funding. • Program of work. Confirmed that consultants SMEC were recently contracted to undertake the Network Integration Study. Confirmed that Project Update No. 4 was being prepared for the Gungahlin to City Transit Corridor (No. 3 was released in September 2012). A stakeholder engagement and communications strategy is being developed and the Gungahlin to City Property Strategy is underway. • Rail regulations. Advised that the Office of the National Rail Safety Regulator (ONRSR) commenced in January 2013. <p>Resolution 1.2.1: The Board noted the need for flexibility regarding the Project Director's employment package. The scope for flexibility was limited under the Public Sector Management Act, but employment as a Director-General under the Act may be appropriate.</p> <p>Resolution 1.2.2: The Board recommended that a more appropriate and conservative recurrent/capital split be arranged; GB agreed and confirmed that was the current approach.</p> <p>Resolution 1.2.3: The Board requested that Project Update No. 4 be circulated to the Project Board out of session for information.</p> <p>Action 1.2.1: The Board queried whether it would afford a more comprehensive update if Project Update No.4 were delayed until after the Budget's release and agreed that DD would speak to the Minister accordingly.</p> <p>Resolution 1.2.4: The Board agreed that while ONRSR's applicability to light rail for the ACT was yet to be confirmed, adopting an alternative regime would be likely be sub-optimal.</p> <p>Resolution 1.2.5: The Board agreed that future updates from the Project Director should include details on stakeholders, and that it be provided as a Board Paper. This would be assumed as read, and matters would be addressed by exception.</p>
3	<p>The Project Board</p> <p><i>Tabled: Capital Metro Agency Governance Framework version 1.1 and associated board paper.</i></p> <p>AB summarised:</p> <ul style="list-style-type: none"> • The role of the Board. • The role of individual members within the Board (e.g. Project Owner, Senior Supplier, etc). • The purpose and responsibilities of the Project Board Secretary.

No.	Item								
	<ul style="list-style-type: none"> ◦ How Board documentation should be treated regarding confidentiality. ◦ The upcoming Project Board Charter (to be tabled at meeting #2). <p>Action 1.3.1: The Board requested that a procedure be confirmed for how members briefed their respective Ministers on Board meetings. Suggested the Secretariat develop a pro-forma to document significant positions brought forward on decisions, which would include where non-consensus views were expressed.</p> <p>Action 1.3.2: The Board confirmed that the Chair will provide regular updates to Cabinet on Board activity.</p> <p>Action 1.3.3: The Board requested that a 'agreed key messages' be added as a standing item to the agenda.</p> <p>Action 1.3.4: The Board noted that the suitability of NH as a Senior User was questionable, and requested AB to clarify this in the Project Board Charter.</p> <p>Resolution 1.3.1: The Board confirmed that confidentiality – and the ability to restrict what is released publicly – is determined by the associated material's content and not for instance an 'In confidence' watermark.</p>								
4	<p>Project Objectives <i>Tabled: Board paper explaining the purpose of project objectives and including examples from other major projects.</i></p> <p>PD facilitated a discussion on the Project Objectives. Important open questions were raised to support this discussion, such as what 'the project' is, when the project is finished, what success looks like.</p> <p>Action 1.4.1: The Board requested that the notes from the facilitated discussion be used by GB to develop a set of draft Project Objectives including their justification, to be tabled at meeting #2 for approval.</p>								
5	<p>Strategic risks <i>Tabled: Board paper with sample strategic risks from similar projects.</i></p> <p>PD facilitated a discussion on the strategic risks facing the project. Strategic risks were described as those event's that can lead to the project's demise.</p> <p>Action 1.5.1: The Board requested that the notes from the facilitated discussion be used by GB to develop a strategic risks schedule including corresponding mitigations, to be tabled at meeting #2 for approval.</p>								
6	<p>Summary of Board operations <i>Tabled: Draft excerpt from the Project Board Charter with associated Board paper.</i></p> <p>AB confirmed that the Board Charter would be presented at the next board meeting.</p> <p>Resolution 1.6.1: The Board agreed that proxies needed to be identified as soon as possible. The following were confirmed:</p> <table border="1" data-bbox="300 1765 1145 1910"> <thead> <tr> <th data-bbox="300 1765 715 1798">Member</th> <th data-bbox="715 1765 1145 1798">Proxy</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 1798 715 1832">David Dawes</td> <td data-bbox="715 1798 1145 1832">Dan Stewart</td> </tr> <tr> <td data-bbox="300 1832 715 1865">Dorte Ekelund</td> <td data-bbox="715 1832 1145 1865">Ben Ponton</td> </tr> <tr> <td data-bbox="300 1865 715 1910">Gary Byles</td> <td data-bbox="715 1865 1145 1910">Paul Peters</td> </tr> </tbody> </table>	Member	Proxy	David Dawes	Dan Stewart	Dorte Ekelund	Ben Ponton	Gary Byles	Paul Peters
Member	Proxy								
David Dawes	Dan Stewart								
Dorte Ekelund	Ben Ponton								
Gary Byles	Paul Peters								

No.	Item		
	<table border="1" data-bbox="363 280 1232 324"> <tr> <td data-bbox="363 280 801 324">Natalie Howson</td> <td data-bbox="801 280 1232 324">Bronwen Overton-Clarke</td> </tr> </table> <p data-bbox="363 353 1257 387">Action 1.6.1: The Board agreed to provide the names of remaining proxies to AB.</p> <p data-bbox="363 392 1396 448">Action 1.6.2: The Board requested that all proxies be present for pre-meeting reviews with GB and AB.</p>	Natalie Howson	Bronwen Overton-Clarke
Natalie Howson	Bronwen Overton-Clarke		
7	<p data-bbox="363 477 614 510">Next steps and close</p> <p data-bbox="363 515 1348 571">Action 1.7.1: The Board requested that AB confirm with urgency a date for the next Board meeting and subsequent meetings soon after. Book calendars accordingly.</p> <p data-bbox="363 575 1380 665">Action 1.7.2: The Board requested that GB provide a summary to the Minister of the meeting, however in future this approach may be replaced by whatever procedure is formalised in the Board Charter (refer to Action 1.3.1).</p>		

Christie, Joan

From: McLaren, Kylie
Sent: Monday, 17 June 2013 11:03 AM
To: Stewart, Daniel
Subject: .FW: Establishment of Capital Metro Agency

Hi Dan

Just seeking your advice, should I recover the iPad and iPhone from Glen Bain that are EDD assets and assist him to order new devices through the new Directorate?

The transfer of service numbers from EDD to Capital Metro on the 1st of July can be done with no interruption.

Regards

Kylie

From: Jackson, Diana
Sent: Monday, 17 June 2013 10:41 AM
To: Aitchison, Graham; Smith, Jeremy; Wickman, Dani
Cc: Tow, Glenda; Stewart, Ross; Young, Florence; Bain, Glenn; Rennie, Catharine; Hutch, Richard
Subject: Establishment of Capital Metro Agency

Dear All,

The Government has established a new Directorate called Capital Metro Agency from 1st July 2013.

Capital Metro Agency will be responsible for the design, procurement and delivery of a light rail service between Gungahlin and the City.

Mr Glenn Bain is currently the Director of the Agency.

Capital Metro Agency is located in Level 2, Building 3, 9 Sandford St, Mitchell.

At present there is limited staffing, however the agency is expected to grow quickly through the second half of 2013.

TAMS is currently providing 'back office support' to Capital Metro Agency. However it is important to note that the Agency is not part of TAMS.

I am sending you this e-mail so that you can make any necessary changes in your business processes and systems, especially those that facilitate invoicing for services such as printing, mail and postage, file management, copyright charges, etc.

Capital Metro Agency should receive separate invoicing for all services from 1st July 2013.

Please let me know if you have any queries regarding this advice.

Thanks

Diana Jackson

Christie, Joan

From: Boersma, Adam
Sent: Wednesday, 5 June 2013 7:29 PM
To: Ekelund, Dorte; Dawes, David; Nicol, David; Kefford, Andrew; Howson, Natalie; Stewart, Daniel
Cc: Bain, Glenn
Subject: Capital Metro Project Board meeting #2, agenda and papers
Attachments: CMA board No 2 v0.4.docx; 130513 Board Mt2 It1 minutes.docx; CMA Board Mt2 It2 v0.2 update.docx; CMA Board Mt2 It3 cover v0-3 obj.docx; CMA Board Mt2 It4 Att A Charter v0.2.docx; CMA Board Mt2 It4 v0-2 charter.docx; CMA Board Mt2 It7 v0.1 risk.docx; CMA Board Mt2 It8 v0-5 resources.docx

All,

Please find attached (and in subsequent emails to follow) the agenda and board papers for the meeting #2, 13 June 2013.

Pre-meetings are booked in for Friday this week. Glenn and I will see you then to walk through the content.

If you have any questions, please let me know.

Adam.

(Apologies that these aren't sent as pdf's, and therefore able to be sent in one email. The pdf creator software isn't working).

ADAM BOERSMA

CAPITAL METRO AGENCY | ACT GOVERNMENT

PH: +61 2 6207 8677 | MOBILE: [REDACTED]

adam.boersma@act.gov.au

Agenda

Subject	Project Board meeting No 2	
Date	13 June 2013	Our ref
Location	CMA project office, L2 Building 3, 9 Sandford Street, Mitchell	
Prepared by	Adam Boersma	
Attendees	David Dawes (Chair – interim) Director General Economic Development Directorate David Nicol (Deputy Chair) Under Treasurer Dorte Ekelund Director General Environment and Sustainable Development Directorate Dan Stewart Deputy Director General Economic Development Directorate Andrew Kefford A/Director General Territory and Municipal Services Directorate Natalie Howson Director General Community Services Directorate Glenn Bain Project Director Adam Boersma Project Board Secretary Peter Devine Team member	

Apologies

Item		Time	Speaker
1	Previous minutes <ul style="list-style-type: none"> ◦ Approval of the minutes. ◦ Actions. 	10:00 – 10:15 am	David Dawes
2	Project update	10:15 – 10:25 am	Glenn Bain
3	Finalising the Project Objectives	10:25 – 10:35 am	Glenn Bain
4	The Project Board Charter <ul style="list-style-type: none"> ◦ Decision making authority as related to project scope. ◦ The role of members. 	10:35 – 10:45 am	Adam Boersma
5	Program options to meet the ‘tracks in the ground’ deadline	10:45 – 11:15 am	Glenn Bain
6	The Project Plan <ul style="list-style-type: none"> ◦ Workstreams. ◦ Key milestones/deliverables. 	11:15 – 11:30 am	Glenn Bain

Item		Time	Speaker
7	Risk <ul style="list-style-type: none"> • Strategic risks and proposed mitigation. • Risk Management Policy and Plan. 	11:30 – 11:45 am	Glenn Bain
8	The Resource Management Plan	11:45 – 11:55 am	Glenn Bain
9	Meeting close, next steps	11:55 – 12:00 pm	David Dawes

Capital Metro

Project Director's report

Key achievements for the month

Progress on project plan items

Carriage of Network Integration Study transferred from ESDD to CMA. Second Government stakeholder meeting took place 7 June 2013.

Position description for Project Director circulated out of session to Cabinet Sub-Committee. Head of Service was the only party that put forward any suggested changes. Discussions continuing with CMTD around job sizing and recruitment process, with David Dawes to be the contact while ACW is on leave.

Met with IA regarding revised submission. The Submission will be redrafted to focus on the 'City Building' integrated land use benefits that the project will bring.

Governance, Staffing and Budget

Capital Metro appropriation outlined in ACT Budget and new Administrative Arrangements to become effective from 1 July 2013 establish the Capital Metro Agency.

Appropriation to be transferred from ESDD to EDD, awaiting drafting of Instrument by Treasury.

Second Instrument required to transfer the remained of that appropriation from 1 July 2013 to the Capital Metro Agency. Discussions underway between CMA, ESDD and CMTD.

Agreement with EDD to retain Divisional structure for engagement of non-executive staff to be seconded to CMA. Once new Employment arrangements are in place across Government, MOG moves will transfer those staff into CMA.

Communications and Engagement

Project Update 4 produced, pending Minister's authorisation for publication.

Preliminary Communications and engagement strategy being drafted to cover the first six months of CMA operation. Draft expected to be with Board for next meeting.

Key risks and issues

Appropriation being made available. Irrespective of the interim arrangements with EDD and others to cover costs until appropriation comes through, the effect of the AAs will be such that from 1 July 2013, those agencies will not be able to commit funds to activities outside their responsibilities, without CMA having at least some appropriation against which those costs might be accrued.

Staff recruitment. A job sizing exercise is required across the proposed structure to set the appropriate remuneration and levels before recruitment activity can be undertaken.

Probity around responses to unsolicited approaches must be made clear. Once produced, the Probity Plan should be applied and 'signed up to' by everyone involved in the project.

Next steps and actions for next month

Finalise job sizing work, and commence recruitment activity.

Engage Executive Recruitment specialist for recruiting into Project Director and Board Chair roles.







Finalise Probity Plan with GSO, and engage with Auditor General around expectations.

Finalise IA submission, including where possible any work being undertaken within CMTD on the economic and financial analysis.




Draft briefs for specialist advisors, particularly the Shadow Operator and Technical Design.

Capital Metro

Dashboard report (interim)

	Rating	Trend	Commentary
Key milestones and achievements		↑	<ul style="list-style-type: none"> To be confirmed, subject to decisions around scope, expected outcomes and Project Plan.
Strategic risks		↑	<ul style="list-style-type: none"> Key strategic project risks identified Risk policy and risk management plan drafted.
Budget		↑	<ul style="list-style-type: none"> 2012-13 appropriation in place, but will need prompt action on transferring 2013-14 appropriation from ESDD.
Schedule		↔	<ul style="list-style-type: none"> To be confirmed, but no significant slippage apparent at this time.
Resources		↑	<ul style="list-style-type: none"> Still some work to be done before recruitment activity can be started in earnest.
Stakeholders		↑	<ul style="list-style-type: none"> Communications and Engagement Strategy being drafted.

Legend

Rating	 On track	 Further progress required	 Attention required
Trend	↑ Improvement from last month	↓ Worsening from last month	↔ No change from last month



Project Board meeting paper

Meeting agenda item #	3
For meeting number and date	Meeting No 2, 13 June 2013
Date submitted	5th June 2013
Copy to	
From	Peter Devine
Manager	Glenn Bain
Subject	Finalising the project objectives.
Relevant decision or action number	Action 1.4.1
Related papers	Finalising the Project Objectives
Endorsed by the Project Director	Yes

Purpose of this paper

The purpose of this paper is to:

- Seek the board's approval for the project objectives.

Background

Project objectives are used in a number of ways throughout the planning and development of the project including publicly positioning the project, evaluating options and design modifications and seeking private sector investment.

At the last board meeting suggestions for project objectives were raised and documented. The project team has now developed a final draft set of objectives. The 'headline' objectives are described below and a detailed description of each is included in Attachment A.

Draft project objectives

Preamble

Capital Metro is a 12 km light rail service linking Gungahlin and Civic. The service will introduce a new and vital public transport mode along the congested Northbourne Corridor to the growth area of Gungahlin.

The project responds to the need for accessible, high capacity and high quality transport to support more intense and efficient land uses.

The new service will generate economic and social benefits outside those transport benefits derived directly by the project. Capital Metro is a central pillar of a suite of inter-related projects aimed at transforming the city and boosting economic development.

Vision

To boost Canberra's sustainable development by changing and improving transport options, settlement patterns and employment opportunities.

Project objectives

Transport objectives

- Increase the mode share of public transport.
- Maximise service reliability.

Economic objectives

- Grow a more diversified Canberra economy.
- Stimulate sustainable, urban re-development along the corridor.
- Affordable capital and operational costs.

Community objectives

- Increase social and economic participation.
- Revitalise the Northbourne Avenue corridor.

Environmental objectives

- Reduce carbon and other emissions.

Statement of impacts

Issue	Status	Description of impact
Project objectives	Impact	Confirmation of project objectives.
Project scope	Impact	The objectives should be read in conjunction with the project scope described in a separate board paper.
Key milestones	No impact	
Project costs	No impact	
Stakeholders	To be determined	To be clarified in the Project Plan.

Recommendations

- That the board approve the project objectives described in this board paper.

Attachments

Attachment	Title	Author	Date
Attachment A	Detailed project objectives and benefits	Peter Devine	5 June 2013



Project Board meeting paper

Meeting agenda item #	7
For meeting number and date	Meeting No 2, 13 June 2013
Date submitted	5 June 2013
Copy to	
From	Steve Ambrose
Manager	Glenn Bain
Subject	Risk
Relevant decision or action number	Not applicable
Related papers	Attachment A – strategic risks (excerpt from the risk schedule) Attachment B – Draft Risk Management Policy Attachment C – Draft Capital Metro Risk Management Plan
Endorsed by the Project Director	Yes

Purpose of this paper

- To seek Board approval of proposed mitigations against the strategic risks identified at Board meeting #1 (Attachment A).
- To seek Board endorsement of the Risk Management Policy (Attachment B).
- To seek Board approval of the Risk Management Plan (Attachment C).

Background

The first Capital Metro Board meeting was held on the 13th May, and the key strategic project risks facing the project were discussed and recorded. These strategic risks have been logged into the Capital Metro Risk Register and will be reviewed monthly and re-assessed (quarterly) by the Project Board or on an 'as needs' basis (as determined by the Chair).

As a means to assisting the project's ongoing effective risk management, Capital Metro requires a risk approach be developed and adopted for the project. A Risk Policy and a Risk Management Plan have subsequently been developed for the project.

Results of consultation across government

Consultation regarding the approach to the development and deployment of the Risk Policy, Risk Management Plan has been had with ACTIA. ACTIA have favourably endorsed the approach to the Risk Management Plan. Further consultation regarding risk management has also been undertaken with the LDA and further reinforces the consistency in the approach to risk management

Government budget impact

Nil at this stage

Statement of impacts

Issue	Status	Description of impact
Project objectives	No impact	
Project scope	No impact	
Key milestones	No impact	
Project costs	No impact	
Stakeholders	No impact	

Recommendations

That the Project Board:

- Approve the proposed mitigations to the strategic risks identified in Attachment A.
- Approve the Risk Policy included as Attachment B.
- Approves the Risk Management Plan included as Attachment C, noting in particular:
 - The risk approach and methodology illustrated in Figure 2.
 - The description of the risk register in Section 2.3.
 - Roles and responsibilities confirmed in Section 3.1.
 - The description of risk reporting in Section 4.1.
 - The risk matrix illustrated in Appendix A.

Attachments

Attachment	Title	Author	Date
Attachment A	Strategic risks (excerpt from the risk schedule)	Steve Ambrose	3 rd June 2013
Attachment B	Capital Metro Risk Management Policy	Steve Ambrose	3 rd June 2013
Attachment C	Capital Metro Risk Management Plan	Steve Ambrose	3 rd June 2013

Christie, Joan

From: Walsh, Dermot
Sent: Tuesday, 28 May 2013 5:23 PM
To: Stewart, Daniel; Pirani, Yuka
Subject: RE: Gungahlin to City Transitway transfer

Hi Yuka/Dan

I have spoken to Glenn - he endorses the proposed transfer/figures. Signed and scanned copy direct to CFO EDD will be fine.

Thanks

Dermot

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

From: Stewart, Daniel
Sent: Tuesday, 28 May 2013 4:59 PM
To: Pirani, Yuka
Cc: Walsh, Dermot
Subject: RE: Gungahlin to City Transitway transfer

Hi Yuka

Your best bet is to confirm this with Glenn - he has been handling the negotiations with ESDD. David just needs to sign the instrument, but we are happy to put a short letter over the top if you would like.

Dan

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

From: Pirani, Yuka
Sent: Tuesday, 28 May 2013 4:56 PM
To: Stewart, Daniel
Cc: Walsh, Dermot
Subject: Gungahlin to City Transitway transfer

Dan

Would you be able to confirm if this is what EDD agreed and OK for David to sign? Do we need to prepare a response to Dorte or can I just scan the signed attachment to ESDD's CFO?

I appreciate your advice.

Regards,
Yuka

Yuka Pirani | Executive Officer to David Dawes Phone 02 6205 3143 | Fax 02 6205 0386
Economic Development Directorate | ACT Government Level 7 TransACT House, 470 Northbourne Ave, Dickson | GPO Box 158 Canberra ACT 2601 | www.economicdevelopment.act.gov.au

Christie, Joan

From: Pirani, Yuka
Sent: Tuesday, 28 May 2013 4:56 PM
To: Stewart, Daniel
Cc: Walsh, Dermot
Subject: Gungahlin to City Transitway transfer
Attachments: 20130528174333694.pdf

Hi Dan

Would you be able to confirm if this is what EDD agreed and OK for David to sign?
Do we need to prepare a response to Dorte or can I just scan the signed attachment to
ESDD's CFO?

I appreciate your advice.

Regards,
Yuka

Yuka Pirani | Executive Officer to David Dawes Phone 02 6205 3143 | Fax 02 6205 0386
Economic Development Directorate | ACT Government Level 7 TransACT House, 470 Northbourne
Ave, Dickson | GPO Box 158 Canberra ACT 2601 | www.economicdevelopment.act.gov.au

**RECEIVED**
28.5.13**ACT**
GovernmentEnvironment and
Sustainable Development

Mr David Dawes
Director-General
Economic Development Directorate
GPO Box 158
Canberra ACT 2601

Dear Mr Dawes

RE: Gungahlin to City Transitway transfer to EDD

Following on from the discussion between both Directorates, an agreement has been reached regarding the funding to be transferred for the Gungahlin to City Transitway project.

I agree to the transfer details provided in the attachments to this letter. Would you please provide me with confirmation that you agree to the transfer so that necessary information can be provided to Treasury for preparation of instruments under Section 16 of the *Financial Management Act 1996*.

If you have any questions regarding this matter, please contact Mr Bruce Fitzgerald on (02) 6207 2469.

Yours sincerely



Dorte Ekelund
Director-General

27 May 2013

**City to Gungahlin Transitway transfer from Environment and Sustainable Development Directorate to the
Economic Development Directorate**

Project	Section 16				
	2012-13	2013-14	2014-15	2015-16	2016-17
	\$	\$	\$	\$	\$
Capital Injection					
Gungahlin to City Transit Way	902,000	433,000	-	-	-
Total Funding to be Transferred	310,000	433,000	-	-	-



 Dorte Ekelund
 Director-General
 Environment and Sustainable Development

 David Dawes
 Director-General
 Economic Development

Christie, Joan

From: Wilson, Chris
Sent: Thursday, 23 May 2013 3:08 PM
To: Bain, Glenn
Cc: Horsburgh, Helen; Pirani, Yuka; Stewart, Daniel
Subject: FW: Travel - Sydney May 2013
Attachments: Travel - Sydney May 2013.doc

Thanks Glenn,

Could you please provide some more detail about the trip, including the number of meetings you'll be attending etc and why they will be held over two separate days instead of one? As you'll appreciate, given that the capital metro agency is not yet budget funded, and the funding will initially come from EDD/LDA, we'll need to ensure that all processes have been followed and the details are fully transparent (particularly when the inevitable questions are raised about expenditure on the project). I've copied in Dan as the expenditure will be coming from his budget, and also because he is the EDD rep on the Board.

Any additional details you can provide would be appreciated.

chris

Chris Wilson | Manager | Office of the Director-General | Economic Development Directorate
☎ 02 6205 2697 | Fax: 02 6205 0386 | ✉ chris.wilson@act.gov.au
Level 7 TransACT House, 470 Northbourne Ave, Dickson | GPO Box 158 Canberra ACT 2601 |
www.economicdevelopment.act.gov.au

From: Bain, Glenn
Sent: Thursday, 23 May 2013 2:59 PM
To: Wilson, Chris
Cc: Horsburgh, Helen
Subject: Travel - Sydney May 2013

Hi Chris

I need to go to Sydney next week to catch up with Steve Alchin and Victoria White from Infrastructure Australia on the Territory's light rail submission, and to meet with the people setting up and running the Sydney light rail project (Government and their consultants).

Helen suggested that I fill in what I could then ask you to get David to sign it off.

Once signed, I'll ask Helen to make the appropriate flight and accommodation bookings.

Thanks

Glenn



Travel Approval Form

00250

This form should be completed by the traveller and approved appropriately before any travel and accommodation is booked. If your reason for travelling is related to an activity being undertaken you must complete the Learning and Development Form prior to completing the Travel and Accommodation Assessment. For travel guidelines and instructions on organising official travel, please refer to the EDD Intranet.

Traveller's Details (as per drivers licence)		
Name: Glenn Bain	Frequent Flyer Number: [REDACTED]	
Position: Project Director	Division: Capital Metro	
Contact Numbers		
Work:	Home:	Mobile:
Reason for Travel		
Meetings with Infrastructure Australia and with project managers for the Sydney light rail project		

Departure Location	Date	Time	Arrival Location	Date	Time	Airline, flight no. or rail or bus details
Canberra	29/05/2013	0955	Sydney	29/05/2013	1045	QF704
Sydney	30/05/2013	2010	Canberra	30/05/2013	2105	QF807
	//			//		
	//			//		

Note: If travelling by private vehicle please attach copies of your current driver's licence and comprehensive insurance.

Make of vehicle:	Model:	Engine Capacity:
------------------	--------	------------------

Accommodation and Travel Standards				
		Domestic – Lowest Logical Fare	International – Lowest Logical Fare	
Directors-General/Chief Executives	4.5 star	Under 4 hours = Economy, Over 4 hours = Business	4.5 star	Business Class
Executives	4 star	Under 4 hours = Economy, Over 4 hours = Business	4 star	Business Class
Non Executives	3 star	Economy Class	3.5 star	Economy Class

If you intend to vary from accommodation standards, please give reasons:

Accommodation Details (Include any private accommodation details)				
Date in	Date out	Hotel/Motel	Address	Phone
29/05/2013	30/05/2013			

If any leave or non-official travel which you intend taking directly before or after your official travel

Date from:	Date To:
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any other relevant information

Final Costs	
Payment of out of pocket expenses	Activity: \$
Corporate credit card or reimbursements are the preferred methods of payment for meals and incidental expenses for journeys of longer than 10 hours. If you consider reimbursement is not a reasonable option, indicate the amount you wish to be advanced. As a guide \$50 for non-executives and \$65 for executives would generally be a sufficient advance for meals and incidentals expenses for each full day where meals are not otherwise provided. EFT is the preferred method of advance.	Travel: \$
	Accommodation: 3 / 4 / 4.5 Star - LIDO
	Other (provide details): \$
	Total estimated costs: \$

Approval of travel		
Signature of traveller:	Print name: Glenn Bain	Date: 23/05/2013
Signature of Executive:	Print name:	Date:
Signature of Director-General:	Print name: David Dawes	Date:

Approval of overseas travel		
Signature of Minister:	Print name:	Date:

Christie, Joan

From: Reynolds, Chris
Sent: Saturday, 11 May 2013 9:05 AM
To: Yates, Brooke
Cc: Lewis, Paul; Stewart, Daniel
Subject: Re: Meeting Notes - CMA/LDA/OCG

Thanks Brooke much appreciate.

I think we should also have regular coordination meetings with urban renewal so both LDA and OCG can work through some of these matters.

Regards

Chris

Sent from my iPhone

1 10/05/2013, at 2:56 PM, "Yates, Brooke" <Brooke.Yates@act.gov.au> wrote:

Hi all

Please find attached the notes from our meeting on the roles and responsibilities across CMA, OCG and LDA in relation to Capital Metro.

Please note in particular the identified actions, duplicated below. Please let me know ASAP if any of these dates are not achievable.

Glenn – can you please forward to Adam, Peter and Steve as appropriate.

Cheers
 Brooke

ACTION	RESPONSIBILITY	DUE DATE
Map showing the indicative alignment and the stops that have been identified in early planning work.	CMA	17/05/13
Clarification of responsibility for planning and delivery of public realm works.	ALL	17/05/13
Identification of likely outputs over the next twelve months and what they mean in the broader project context.	LDA (Paul) OCG (Jamie) CMA (Glenn)	24/05/13
Clarification on responsibility for financial modelling and value capture work.	CMA	17/05/13
Regular meeting between Glenn, Chris and Dan Stewart to be established in respective diaries.	OCG (Brooke)	17/05/13

Brooke Yates | Planner | Senior Project Manager
Office of the Coordinator General | Economic Development Directorate
Level 6, Transact House | 470 Northbourne Ave Dickson | GPO Box 158 Canberra ACT 2601
t. 02 6205 0887 | m. 0416 273 597 | e. brooke.yates@act.gov.au

<20130507 - Meeting - Capital Metro Agency - LDA - OCG - Meeting Notes.doc>

Christie, Joan

From: Valdivia, Jamie
Sent: Friday, 10 May 2013 3:35 PM
To: Stewart, Daniel; Watts, Michaela
Subject: FW: Capital Metro - assistance in moving establishing the Agency and advancing the project to the next phase
Attachments: 130507 workstream responsibilities v0.1.docx

FYI
 J.

From: Bain, Glenn
Sent: Friday, 10 May 2013 3:31 PM
To: Tomlins, George; Kugathas, Kuga; Brady, Erin; Valdivia, Jamie; Yates, Brooke; Corrigan, Jim; McNulty, Hamish; Peters, Paul
Cc: Boersma, Adam
Subject: Capital Metro - assistance in moving establishing the Agency and advancing the project to the next phase

ello all

As some of you would know, in anticipation of the necessary changes to Administrative Arrangements, I have been tasked with establishing the Capital Metro Agency (CMA), and have been appointed as interim Project Director/Head of agency.

I have started preparing some of the more critical project planning documentation for Capital Metro, with a view to completing them by 30 June. I've asked Adam Boersma, Peter Devine and Steve Ambrose from Manidis Roberts to assist me with this. The focus for each is as follows:

- Adam is preparing the Project Plan, which will define the CMA's activities to 30 June 2014 (in detail) and beyond (in less detail). The Project Plan will draw on inputs from across all of the CMA's functional areas (see attached) and in that sense can be thought of as the lead document for the project team. Adam is also leading governance and operations generally, including assisting me in establishing the operating procedures and systems of the Project Board.
- Peter is working on a CMA Resource Management Plan, which will confirm the resources I need to deliver on the goals outlined in the Project Plan. It will explain how the team's organisational structure will change to address the requirements of each project stage/phase, along with the corresponding number of staff and associated costs. It will also provide an indication of which staff could be drawn from within ACT Government and which will likely be sourced from the private sector. He is also assisting me in establishing the Project Board and in confirming the Project Objectives.
- Steve is focusing initially on preparing the project's Risk Management Plan, drawing on established ACT Government policies in this area. He will later focus on preparing the Monthly Report template, and a Performance Management Framework for the team.

Adam will be contacting each of you in the coming days to confirm what work has been completed to date for each of the CMA's functional areas and work streams. This material will be used to populate the Project Plan, and guide what further work needs to be done over the coming year/s. Peter and Steve may also contact you later about their deliverables (though I've asked them to engage with you collectively initially so their outputs are aligned).

The attached document takes an 'educated guess' at which individual/s has been historically responsible for each of our work streams. It also provides some background information on the 'work stream' concept and the relationship to the project's functional areas.

I know we are all busy in our own work, but I also know that you will make the time available in the coming weeks and months to assist Adam, Peter and Steve in their efforts.