



Inquiry into the procurement and delivery of MyWay+

Answer to question taken on notice during the hearing

Asked by: Ms Fiona Carrick MLA

Addressed to: Chris Steel MLA, Minister for Transport

In relation to: Risk registers used by all parties in the project control group as at mid-October 2024.

Hearing: **01/05/2025**

Uncorrected Proof Transcript: **UPT 1/5/2025, pp 35-36.**

Transcript provided: **06/05/2025**

Answer Due: **13/05/2025**

Chris Steel MLA, Minister for Transport took on notice the following question:

MS CARRICK: Thank you, Chair. Yes, I would just like to ask, just about the risk register. You have the project management group. Which risk register was tabled in the papers for the project management group.

Mr White: Thank you for the question, Ms Carrick. That risk register is, as I say, at the program level, so it was tabled at the monthly program governance forum.

MS CARRICK: And was NEC on that forum?

Mr White: No, they were not.

MS CARRICK: So which forum was NEC on?

Mr White: The project control group.

MS CARRICK: Project control group.

Mr White: Yes.

MS CARRICK: And so which risk register—

Mr White: Certainly.

MS CARRICK: —was tabled at the project control group, where—

Mr White: NECs risk register, ACT Digital Accounts risk register, DDTs Independent Projects risk register, and for a time, our Communication and Change risk register.

MS CARRICK: Four risk registers?

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Mr White: For each of those streams, yes. Because when you are running a program at work, it is multiple streams of activity.

MS CARRICK: So can you provide us those risk registers as at mid-October?

Mr White: I can do my very best for you, and I will take that question.

MS CARRICK: Around mid-October, whenever the project control group met around mid-October and the risk registers, that were supplied.

Mr White: Certainly. I will take that question on notice, and I will do my very best.

MS CARRICK: Okay. Thank you.

Chris Steel MLA, Minister for Transport: The answer to the Member's question is as follows:

As Mr White advised in the hearings, MyWay+ program risks were managed through four risk registers by the various stream areas, including NEC Australia, ACT Digital Account's identity management integration into MyWay+, DDTS' other integrations streams including Active Directory, Hastus and Oracle e-Biz, and non-technical streams such as organisational change and communications.

To clarify, a record of what was 'tabled' is not available. These registers capture the ongoing work of each stream, therefore, are subject to continuous change. As such, these are not required to be kept as a project artifact.

As is typical of programs, risks were managed across these various streams by the various stream leads. An open dialogue and regular agenda item for weekly Program Control Group (PCG) meetings included discussions from various registers, mainly the program's as this was integral to both delivery and governance. Relevant risks captured at PCG meetings are reflected in the meeting minutes.

Therefore, evidence of their existence is provided as an extract from PCG meeting minutes from 17 October to 21 November 2024, covering the period in question, in the below table. This extract shows the minuted dialogue relating to risk management during this period.

Approved for circulation to the Standing Committee on Environment, Planning, Transport and City Services.

Signature:



By Chris Steel MLA, Minister for Transport

Date:

13/5/25



Meeting Date	Minutes from Agenda Item (Risks and Issues)
17/10/2024	<ul style="list-style-type: none"> MW addressed the program's risks and issues, noting that the program status is currently marked as "red." He emphasized the need for a path to improvement to resolve ongoing issues. MW mentioned that a separate WHS risk register has been updated, distinct from the program's risk register. This register will be shared with AC for awareness and oversight. MW highlighted the need for alignment between the WHS risk register and NEC's SWMS to ensure a seamless responsibility. MW informed AC that the WHS & risk register reflects the overlapping responsibilities between both parties, emphasizing a dovetailing effect as one set of responsibilities ends and the other begins.
24/10/2024	<ul style="list-style-type: none"> MW noted that the Program is raising new issues regarding support model transparency, representing a significant risk. MW highlighted the need for swift resolution and proactive risk management to address support model gaps effectively. MW reported that training sessions are encountering change resistance and pushback, increasing the risk rating associated with adoption. MW advised that this resistance could escalate if not managed promptly as part of the adoption strategy. MW identified slower-than-expected delivery timelines as a prominent concern, impacting project milestones. MW emphasized the need to monitor these risks closely to prevent further delays.
31/10/2024	<ul style="list-style-type: none"> MW emphasized that any emergent risk with the potential to impact the timeline would be rapidly escalated in its rating. Two adoption risks were noted, which have been moderated by six training sessions. These sessions addressed change resistance and reluctance to commence. Appreciation was expressed to Kylie and the NEC team for their efforts in conducting the training sessions and managing the change process. MW stated that ongoing work with stakeholders would continue to mitigate these risks. The implementation of service management was highlighted as a measure to alleviate organizational change-based fears. Internal communications efforts are being focused on reassuring stakeholders that the team will remain engaged and supportive beyond the project's completion. Stakeholders are being reassured that NEC will be present for an extended handover period, ensuring continued support and engagement.
7/11/2024	<ul style="list-style-type: none"> MW discussed the program risks and issues, noting that the risk profile changes significantly as the launch date approaches. It was highlighted that certain items become extreme risks while others decrease in priority. MW mentioned that stakeholder dissent or discord with adoption was quickly addressed through training sessions with NEC during the Customer Experience Day. Continuous monitoring of risks on a day-to-day, almost hour-by-hour basis was emphasized. MW noted a laser-like focus on installation, with hypersensitivity to any

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	<p>issues due to stakeholder scrutiny.</p> <ul style="list-style-type: none"> • The increased workload as the go-live date approaches was acknowledged, with reassurance that a break will come soon. MW stressed the importance of addressing emerging issues promptly and thanked the team for their efforts. • (MW reported that a) steering committee member expressed concern for the project team’s well-being, asking about their physical and mental health. MW conveyed the concern to the team, emphasizing the importance of self-care to prevent stress-related health issues.
14/11/2024	<ul style="list-style-type: none"> • MW addressed recent program issues, focusing on a newly emerged risk and the control measures to be applied. He acknowledged a gap in the support model, particularly within ICT Government systems, despite having complete coverage with NEC and fair coverage across other elements. • MW noted the hyper care period as an opportunity to address this gap with senior executives of DDTS and TC, aiming for either risk acceptance or another resolution. He appreciated the team's efforts, especially Candice's, and reassured them that the situation is manageable, and they will find a resolution. • MW highlighted the changing risk profile, now centered around hardware installations. He emphasized the aggressive timeline for installing VCG devices in the light rail network, which is crucial for platform validators. Delays with ticket vending machines and supply chain issues might stall bus installations, but this also allows the bus installation crew to address early defects. • MW mentioned the upcoming exposure of stakeholders to the service desk portal, enabling users to log incidents, service requests, or feature requests. He has been in discussions with Jodie to align their service management processes. • MW expects an initial spike in requests with the new system, which will eventually stabilize. He stressed the importance of methodically handling requests to avoid overwhelming NEC and noted that documentation is being prepared for incidents and requests. These will be triaged and, where necessary, passed to NEC for execution, likely starting next week. • MW further elaborated on the aggressive timeline for hardware installations, particularly the VCG devices in the light rail network, which are essential for platform validators. • MW acknowledged delays with ticket vending machines and supply chain issues that might stall bus installations, but noted this provides an opportunity for the bus installation crew to address early defects.
21/11/2024	<ul style="list-style-type: none"> • MW noted that the greatest risk is underperformance. He emphasized the importance of delivering on commitments and sharing problems to involve the team without straining relationships. He mentioned that the last seven days before go-live will present more challenges, feedback, and community involvement.

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	<ul style="list-style-type: none">• MW highlighted that the second major risk is system fidelity, aiming for the best possible shape while acknowledging limited time for remediation before go-live. He stressed the importance of getting the system operational and in the hands of the community, driving the number of accounts, and turning on fares by next Wednesday to prove project delivery within the timeframe.• MW added that it is crucial to stay focused on the mission ahead and ensure a smooth transition to operations. He noted that the team must be prepared for unexpected issues and have contingency plans in place.• MW emphasized the need for clear communication and collaboration among all team members to address any problems swiftly. He mentioned that maintaining system integrity and performance is critical, especially as the project moves closer to the go-live date.• MW highlighted the importance of monitoring system performance and user feedback closely during the initial phase after go-live to identify and resolve any issues promptly. He stressed the need for continuous improvement and adaptation to ensure the system meets user needs and expectations.