



Inquiry into the procurement and delivery of MyWay+

Answer to question taken on notice

Asked by: Ms Jo Clay MLA

Addressed to: Chris Steel MLA, Minister for Transport

In relation to: Project assured report vs what was addressed in terms of those risks

Hearing: **03/07/2025**

Uncorrected Proof Transcript **UPT 03/07/2025, pp 22**

Transcript provided: **10/07/2025**

Answer Due: **17/07/2025**

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

Provide clarification between the difference of the project assured report, and then what was actually addressed in terms of those risks. (Min Steel, the advice that had come through regarding the risks addressed prior to go live from the report).

Mr Steel: I think one of that—I mean, we can come back on notice of this as well, but one of the issues that has come up where you may not have the information was just around the difference between the Projects Assured report and the risks identified in that, and then what was actually addressed in terms of those risks, and I do not think you got that information.

THE CHAIR: That might be useful information to provide.

Mr Steel: Because the advice had come through that the critical sort of system risks had been addressed prior to go live from that report, but I am not sure that you actually have that information for you.

THE CHAIR: Minister, that would be great if you could provide that on notice so we can get a complete picture. That would be excellent. It is time for one more question.

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

I refer the committee to the response to QON 21 from the hearings on the 27 March 2025, which included a copy of Ministerial Brief (MIN S2024/01729 - MyWay+ update and Go-Live Decision). I also refer the committee to the response and attachment provided to QTON 009 from the 1 May 2025 hearing.

This attachment, the Projects Assured, Independent Assurance Review was commissioned to:

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- Assess whether the key functional and non-functional requirements have been delivered sufficient for the system to go-live.
- Validate that the system performs as expected under real-world conditions.
- Verify that the system is resilient, secure and compliant; and
- Identify potential risks and issues, including go-live risks, and recommend improvements.

Regarding this last point, the identification of potential risks or issues, Projects Assured summarised these in 16 Findings and 11 Recommendations, shown in pages 15 – 17 of their review report. The following table, presented and accepted at the MyWay+ Program Steering Committee held 23 November 2024, shows those recommendations and TCCS' response to these at that time:



Recommendation	Response
<p>1.1 Test and evaluation results to detail how (and when) the requirements were validated by the supplier. Where functionality is detailed, supporting knowledge base articles (KBAs) and use cases/scenarios should be developed and validated by TCCS.</p>	<p>Noted. TCCS requirements were expressed in Part 2 of the Next Generation Ticketing System for Transport Canberra contract (pp. 146-165), organised across two major elements: User Experience and Systems Capabilities and Compatibilities. In developing their solution, following industry best-practices, NEC have mapped these requirements using R4J, a requirements management tool. TCCS will arrange a review and validation of the requirements matrix as a key first step in the establishment of the next phase of project delivery (contract fulfilment).</p>
<p>1.2 Define and agree on what constitutes the scope of the MVP with the roadmap to and remediation plan to achieve full operational capability.</p>	<p>Actioned. NEC have provided updates as the MVP nears completion. The final statement of MVP functionality was provided as Go-Live Functionality Register.</p> <p>Noted. A delivery plan of remaining capability and where required additional capability, will be requested from NEC as part of the next phase of project delivery (contract fulfilment).</p>
<p>1.3 Capture current status of requirement implementation, including mapping to the MVP to enable Acceptance Testing against the MV requirements.</p>	<p>Actioned. NEC have provided updates as the MVP nears completion. The final statement of MVP functionality was provided as Go-Live Functionality Register.</p>
<p>1.4 Confirm agreements are in place with partner agencies in support of the TCCS solution.</p>	<p>Actioned. Support arrangements with partner agencies have been confirmed and are documented in Business Continuity Plans for MyWay+ and updates to the Systems Architecture.</p>

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Recommendation	Response
2.1 TCCS and NEC to clearly articulate and agree on what the Minimum Viable Product (MVP) capabilities for go live are and assess completion against criteria.	Actioned. NEC have provided updates as the MVP nears completion. The final statement of MVP functionality was provided as Go-Live Functionality Register.
2.2. Re-phase project delivery and update and provide transition plan detailing the initial MVP (operational) delivery in November 2024 and overall program completion in March 2025.	Actioned. Transition to Operations phase of the program plan has been developed and is being executed against. Noted. A delivery plan of remaining capability and where required additional capability, will be developed with NEC as part of the next phase of project delivery (contract fulfilment).
2.3 Supplier to provide projected completion status of hardware installs by go-live. TCCS to assess impacts of delays to hardware installs and associated remediation plans to the go-live date. Incorporate changes into MVP and consider public communications required if hardware installs are not completed. Consider impacts of fares purchased but not redeemed due to lack of hardware installation.	Actioned. NEC provide daily progress of bus and light rail installations. TCCS executive and management are analysing this data against other factors such as community expectations and delays in collecting fare revenue to determine the optimal date for go-live. Noted. TCCS Communications will be tailored to explain any shortfall or delay in completed installations.
3.1 Re-phase project delivery and transition planning to accommodate an initial MVP delivery in November 2024 and completion in March 2025.	Actioned. Transition to Operations phase of the program plan has been developed and is being executed against. Noted. A delivery plan of remaining capability and where required additional capability, will be developed with NEC as part of the next phase of project delivery (contract fulfilment).

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Recommendation	Response
3.2 Ensure that scenarios and use cases are developed and tested, including the troubleshooting, triage and scripting required to manage a potential influx of customer enquiries	Actioned. Considerable training and support has been developed and delivered focussed on TC's Customer experience team post this review.
3.3 Ensure Interactive Voice Recording is updated for go-live with sufficient information for the public to minimise impact to CX team	Noted. Recorded messages including Access Canberra will be reviewed for updates to MyWay+, noting that TC Customer Experience does not use Interactive Voice Routing (IVR) in its operations.
3.4 Supplier floor walkers to be embedded with CX team from go-live to assist with initial triage and enable real-time communications with CX team of any system issues.	Actioned. NEC personnel will be on-site during the first two weeks from go-live.

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

Signature:



Date:

17/7/25

By Chris Steel MLA, Minister for Transport