

>>> Public Transport Ticketing Corporation

Corporate Plan for 2009-2010



New South Wales Government

Objective

Procure and deliver a fast, convenient and sustainable electronic ticketing system for greater Sydney.

ABOUT US

General background

The Public Transport Ticketing Corporation (PTTC) was established in 2006 to provide ticket and fare payment services to public transport operators in NSW. It promotes and facilitates the integration of ticketing products and fare payment services.

In June 2008 PTTC obtained approval from the NSW Government to commence the procurement of a new electronic ticketing system (ETS) for greater Sydney.

Statement of purpose

In November 2006 the NSW Government launched the NSW State Plan. Part of the plan includes “Priority S6: Increasing share of peak hour journeys on a safe and reliable transport system”.

In order to contribute to the goal to increase the overall uptake of public transport and increase reliability and speed of bus and train trips, the NSW State Plan states that the government is implementing an electronic ticketing system project across the transport network to simplify the payment of fares.

This project is PTTC’s responsibility and accordingly, its statement of purpose is to deliver a fast, convenient and sustainable electronic ticketing system for greater Sydney. The system will operate on the CityRail network, metropolitan and outer-metropolitan public and private bus services and Sydney Ferries.

PTTC’s objectives are set out in the *Transport Administration Amendment (Public Transport Ticketing Corporation) Act 2006*. The principal objectives are to:

- establish and manage a ticketing and fare payment system for public transport passengers and participating transport operators
- provide ticketing and fare payment services to public transport operators
- promote and facilitate the integration of ticketing products and fare payment systems for public transport
- control and manage any funds within the ticketing and fare payment system that represent unused prepaid fares, in an efficient, effective and financially responsible manner.



Strategies



Our values

- **Customer focused.** We are respectful and aware of the needs of the community and public transport operators.
- **Collaborative and co-operative.** We work together with stakeholders to deliver a successful outcome.
- **Trustworthy and ethical.** We act honestly, consistently and accountably in our decisions.
- **Dynamic and agile.** We are responsive to change, keen to challenge our thinking and grow our knowledge.

Overview of Corporate Plan

PTTC's Corporate Plan details the financial goals (G1-G3), non-financial goals (G4-G6), key requirements for success (KR1-KR3) and strategies (S1-S10) that the PTTC Board has determined will deliver a fast, convenient and sustainable ticketing system for greater Sydney.

An overview of the Corporate Plan is represented in the diagram on page 2.

Progress to date

PTTC's procurement process is being conducted in a number of stages, the first of which was the Expression of Interest (EOI) stage. The EOI for the ETS was published on 29 August 2008 and an Industry Briefing was held on 10 September 2008. By the 16 October 2008 closing date, 15 responses were received.

In March 2009, the Minister for Transport announced the three entities that had been qualified to participate in the next stage of the procurement process, the Request for Proposal (RFP) stage.

The RFP stage commenced in March 2009 and will continue during the 2009-2010 financial year. As part of the RFP stage, PTTC held a Proponent Briefing in March 2009, released the RFP documentation to the three Proponents and managed site visits by all Proponents to a number of Operator locations during April 2009.

Proposals from the Proponents to the RFP close on 28 July 2009. PTTC envisages signing a contract with the successful Proponent by the first quarter of 2010.



Our structure

PTTC is led by its Chief Executive Officer (CEO) and its structure includes a governing Board. The CEO is Elizabeth Zealand who is a member of the PTTC Board. The other Board members* are: Elizabeth Crouch (Chairperson); Jim Glasson, Director General of the NSW Ministry of Transport; Rob Mason, CEO of RailCorp New South Wales; Peter Rowley, CEO of the State Transit Authority of NSW and independent Board members, Simon Lane and Helen Willoughby. Further information about each Board member is published in PTTC's annual reports, available at www.pttc.nsw.gov.au.

Our customers

PTTC's customers are at the heart of its activities. Those customers include users of the CityRail network, metropolitan and outer-metropolitan public and private bus services and Sydney Ferries, and new users of these public transport services.

PTTC's stakeholders include the public transport operators, NSW Government central agencies, transport and regulatory bodies and the Ministry of Transport.

* As at June 2009

COMMERCIAL ACTIVITIES

PTTC's main commercial activities are those associated with procuring and delivering an ETS for greater Sydney.

The management of the ETS procurement comprises two Program workstreams: the ETS Procurement Program and ETS Delivery Program.

Objective

The objective of the ETS Procurement Program and the ETS Delivery Program is to deliver a fast, convenient and sustainable electronic ticketing system for greater Sydney.

2009-2010

The activities during 2009-2010 of the ETS Procurement Program and the ETS Delivery Program workstreams will include:

- evaluating proposals received from Proponents during the RFP stage of the procurement process by Q4/2009
- conducting contract negotiations by Q4/2009
- signing a contract with the successful Proponent by Q1/2010
- working with public transport operators and other agencies to ensure effective stakeholder management
- planning and executing the delivery approach to implement the ETS
- working with transport operators and stakeholders to ensure alignment with the ETS operating model.

Future financial years

PTTC's commercial activities for future financial years include those stages of the ETS Procurement Program and ETS Delivery Program that will deliver and implement the ETS. The activities include:

- continuing the delivery, deployment and implementation process
- developing strong change management and business readiness practices to ensure smooth transition to an operating model
- managing the stakeholder engagement program
- continuing the ETS Delivery Program communication activities including conducting market research.



Guiding principles

The guiding principles reinforce PTTC's aim to select a solution to ensure timely project delivery and reduced risk. The guiding principles for the development of the ETS are:

- proven - the ETS, specifically the technology, should be proven and successfully used in a comparable mass transit situation
- minimal development - to ensure the timely delivery of the ETS, the solution should require minimal specially tailored development
- simplicity - the ETS should be simple for customers and operators to understand and use
- business driven - the ETS system requirements and operator business requirements will be aligned to ensure a timely delivery with reduced risk. This could potentially involve changes to current operating business rules.
- vendor capacity - the selected vendor(s) should be able to demonstrate proven capacity in terms of resources (skills and financials) and capability
- focus on migration - the ETS should focus on the smooth and orderly migration of customers from existing systems
- best in class - the ETS should optimise proven components with minimal system integration risk
- adaptable and scalable - the ETS design should allow for emerging technologies as well as being compatible with industry standards, an increase in customers and possible use by other parties
- phased implementation - implementation should be phased and run in parallel with existing systems with a focus on transition management.

Strategies for achieving objective

The commercial activities will meet PTTC's objective during 2009-2010 by implementing the following strategies:

- identifying and selecting a capable and viable Proponent (S3)
- ensuring on-going accountability (S4) including financial and regulatory accountability
- applying principles of design simplicity (S2) to achieve an ETS that is proven, simple, best-of-breed, adaptable and scalable, addresses the strategic needs of the NSW Government and operators, and can be implemented in a smooth and orderly manner
- maintaining an appropriate organisational structure (S10)
- articulating a clear and timely policy framework (S8).

Policies for achieving objective

The relevant policies for the RFP stage of the ETS Procurement Program include existing government procurement policies and guidelines.

The relevant policies for the ETS Program Delivery include transport and customer-related policies required to implement the ETS.

Budget for achieving objective

PTTC's budget is published as part of the NSW Budget process and is reported on as part of PTTC's annual reporting requirements.

The budget for PTTC's commercial activities for 2009-2010 is estimated at \$17.7 million.

NON-COMMERCIAL ACTIVITIES

Objectives

PTTC's non-commercial activities during 2009-2010 meet the following objectives:

- ensure that PTTC complies with legislative and regulatory obligations
- ensure the ETS Procurement Program is conducted effectively and efficiently
- support PTTC meeting its Key Requirements (refer to KR1-KR3 in diagram) and ensure that the strategy, policy and corporate communication plans and activities required to deliver an ETS are met
- work closely with the ETS Procurement Program and ETS Delivery Program teams.

2009-2010

PTTC's non-commercial activities include:

- financial, human resources and information technology services, as well as managing general office administration
- corporate communication activities to internal audiences (PTTC Board, staff and contractors), external audiences (media, general public and public transport users) and other stakeholders
- support to PTTC Board and stakeholders
- compliance and legal services.

Future financial years

PTTC's non-commercial activities will continue for future financial years. The activities will include:

- continuing to manage compliance with legislative and regulatory obligations
- continuing to manage the provision of external specialist advice, including procurement, probity and legal
- ensuring PTTC is appropriately resourced and evolves through the stages of the ETS Procurement Program and ETS Delivery Program
- ensuring that consistent and timely information is communicated about the ETS Procurement Program and ETS Delivery Program.

Strategies for achieving objectives

The non-commercial activities will meet PTTC's objectives during 2009-2010 by implementing the following strategies:

- actively seeking and capturing knowledge (S1)
- ensuring ongoing accountability (S4)
- articulating clear and timely policy framework (S8)
- ensuring an appropriate organisational structure (S10)
- identifying and selecting a capable and viable vendor (S3)
- supporting the procurement and delivery of an ETS (S5)
- supporting the transition to an operating model (S6)
- ensuring alignment of operators (S9)

Policies for achieving objectives

PTTC's non-commercial objectives will be met in accordance with existing government policies and audit requirements.

Budget for achieving objectives

PTTC's budget is published as part of the NSW Budget process and is reported on as part of PTTC's annual reporting requirements.

The budget for PTTC's non-commercial activities for 2009-2010 is estimated at \$5.4 million.

ASSESSING PTTC's PERFORMANCE DURING 2009-2010

Targets and assessment criteria

The following are the targets and criteria for assessing PTTC's performance relating to the RFP stage of the ETS Procurement Program:

- meeting the key milestone dates set out for procurement activity including:
 - evaluating proposals received in response to the RFP by end of Q4/2009
 - effecting contract negotiations
 - executing a contract with the successful Proponent by the end of Q1/2010
- meeting accountability and audit requirements
- ensuring appropriate resources and organisational structure to ensure immediate integration between the ETS Delivery Program and the successful Proponent
- satisfaction of key stakeholders.

FIND OUT MORE

As the procurement of an electronic ticketing system for greater Sydney continues, PTTC will post information on its website.

Visit www.pttc.nsw.gov.au





Image courtesy of RailCorp

>>> Public Transport
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