

47F

Subject: FW: ANAO media materials
Attachments: UCF - ANAO - media response v2 (002).DOCX

From: 47F
Sent: Thursday, 24 June 2021 3:44 PM
To: 47F <COMMUNICATIONS.gov.au>
Cc: 47F <@infrastructure.gov.au>
Subject: RE: ANAO media materials [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Hi 47F

Please find the attached dept fact checked release and TP's with suggested edits.

The department's statement is still in clearance and I'll provide as soon as I get the green light. Happy to show you a draft to alleviate any concerns.

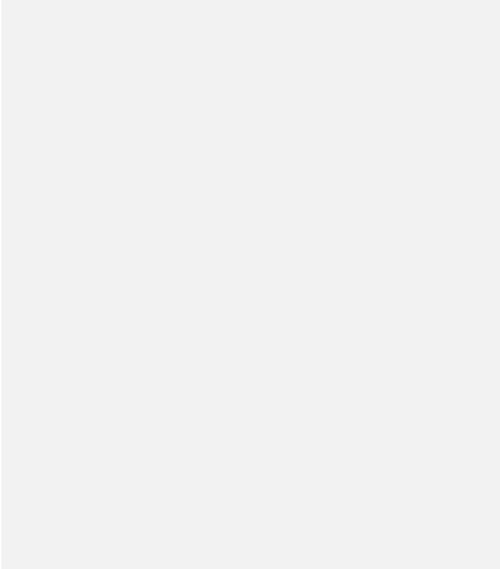
Happy to talk through if required.

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OFFICIAL:Sensitive

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Subject: FW: MinSubmission: release of ANAO performance audit report on administration of commuter carparks in Urban Congestion Fund

Attachments: MS_release of ANAO report.docx; Attach A_UCF - ANAO - media response.DOCX; Attach B_Dept Media holding statement_ANAO report UCF-CCPF.DOCX; Attach C_Response_ANAO_audit_Administration of Commuter Carparks in UCF.pdf

From: SAVAGE James

Sent: Friday, 25 June 2021 4:28 PM

To: CARUSO Daniel <Daniel.Caruso@infrastructure.gov.au>; 47F
47F <communications.gov.au>; 47F <@infrastructure.gov.au>

Cc: Smith Philip <Philip.Smith2@infrastructure.gov.au>; LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>; HALLINAN David <David.Hallinan@infrastructure.gov.au>; 47F <@infrastructure.gov.au>; 47F <@infrastructure.gov.au>

Subject: MinSubmission: release of ANAO performance audit report on administration of commuter carparks in Urban Congestion Fund [SEC=OFFICIAL]

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Attached is a submission with the Department's input on a draft media release and talking points in relation to the ANAO's performance audit of the commuter car park projects within the Urban Congestion Fund. The ANAO has indicated that they expect to present the report to the Parliament on Monday (and is under embargo until then). The Auditor-General has advised that a copy of the report has been provided to you.

Given timelines, I am providing to you now with formal advice to follow through systems and normal process. It will come through as MS21-000975.

James Savage

A/g Assistant Secretary • Program, Policy and Budget Branch • Infrastructure Investment Division

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Department of Infrastructure, Transport, Regional Development and Communications
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS


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*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

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 <p>Australian Government Department of Infrastructure, Transport, Regional Development and Communications</p>	<p>Ministerial Submission MS21-000975</p>
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To: **Minister for Communications, Urban Infrastructure, Cities and the Arts,
the Hon Paul Fletcher MP** (for decision)

Cc: The Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development,
the Hon Barnaby Joyce MP

Subject: Release of ANAO Performance Audit: Administration of Commuter Car Parks within the Urban Congestion Fund

Critical Date: Report expected to be tabled on 28 June 2021

Recommendations for Minister Fletcher: That you

<ol style="list-style-type: none"> Note the ANAO has notified the Department that the performance audit of the administration of commuter carparks within the Urban Congestion Fund is under embargo until tabled in Parliament, currently expected on 28 June 2021. Note a proposed media release and talking points at Attachment A, and a proposed statement by the Department at Attachment B. <p>Minister's Signature:.....</p>	<p>Noted / Please Discuss</p> <p>Noted / Please Discuss</p> <p>Date:.... / / 2021</p>
Minister's Comments	Quality Rating
	<ol style="list-style-type: none"> Very Poor Poor Satisfactory Good Excellent

Purpose:

- The Auditor-General has advised the Department that the report related to a performance audit of the Department's administration of commuter car park projects within the Urban Congestion Fund has been finalised and will be presented to the Parliament on Monday, 28 June 2021.
- The Auditor-General has also advised that a copy of the report has been provided to the Prime Minister, the Hon Scott Morrison MP, the Deputy Prime Minister and Minister for Infrastructure, Transport, Regional Development, the Hon Barnaby Joyce MP, and Mr Phil Gaetjens, Secretary of the Department of the Prime Minister and Cabinet, in addition to yourself.

3. While the ANAO makes recommendations that will strengthen the Department's approach to administration of the Urban Congestion Fund, the Department disagrees with a number of conclusions and findings in the report.
4. The Department has been consulted on a draft media release and has prepared some talking points that may assist in responding to media enquiries (**Attachment A**).
5. A statement by the Department acknowledging release of the report is included for information (**Attachment B**).
6. The Department's areas of concern and response to recommendations are detailed in the Secretary's response included in the report at Appendix 1 (also included as **Attachment C**). Key issues raised include:
 - a. *Project identification and selection*: given the number of projects that were election commitments, the Department does not agree with findings in the report that the Department's approach was not appropriate. This includes criticism of the level of engagement by the Department with state governments and councils.
 - b. *Fund design*: the Department's view is that findings that the Department did not identify avenues through which UCF projects could be identified is in conflict with analysis in the report that the process to select projects was made by Government
 - c. *Eligibility of commuter carpark projects*: while the Department agrees with recommendations made by the ANAO on improvements that can be made to our administrative practices, the Department disagrees with commentary regarding some of our practices, including the assertion that there has been inadequate assessment of the eligibility of projects under the *National Land Transport Act 2014*.

Sensitivities:

7. The Secretary of the Victorian Department of Transport has also provided a response included in the report in Appendix 1 (additional reference in footnote 32 on page 46). This response contests commentary in the report that Victoria made directions that it would not deliver commuter carpark upgrades at South Morang and Brighton Beach.

Financial Implications: N/A

Communication/Media Activities:

8. Release of the report is likely to receive extensive media coverage.

Consultation: N/A

Contact Officer: James Savage
Position: A/g Assistant Secretary
Branch: Program, Policy and Budget
Phone/Mobile: 02 6274 7398 / s 47F

Cleared by: Philip Smith
Position: First Assistant Secretary
Division: Infrastructure Investment
Phone/Mobile: 02 6274 7209 / s 47F

Instructions for MAPS: Nil

Responsible Adviser 47F

Distribution CC List: Simon Atkinson, David Hallinan, Philip Smith



THE HON PAUL FLETCHER MP

Minister for Communications, Urban Infrastructure, Cities and the Arts

MEDIA RELEASE

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Media contact:

s 47F

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Talking Points

- I welcome the recommendations from the audit office.

General

- The Australian Government makes infrastructure investment decisions based on need, and these investments span different transport modes, from light rail on the Gold Coast, to motorways in Adelaide, and a new international airport in Western Sydney.
- In 2018 Infrastructure Australia recommended increased commuter car parks to boost public transport access and reduce congestion.
- The benefits of increased public transport patronage are well evidenced, supported by the community, and recommended by agencies such as Infrastructure Victoria.
- These findings underpinned the rationale for the establishment of the CCP Fund.
- The decisions of location of CCP sites within Melbourne were made in the context of the Government's total investments across the city, as well as the commuter carpark investments already made by the state government.
- Approximately two thirds of the commuter car park commitments made within the UCF were made as election commitments. This is supported by advice provided to the ANAO by the Department.
 - The Australian Government was elected to deliver these commitments.

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Melbourne vs. Sydney

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- Melbourne also has the lowest level of public transport access of any capital city. A 2018 Infrastructure Australia report showed:
 - 1.4 million residents in Melbourne were not within walking distance of public transport compared to 1 million in Sydney.
 - Public transport ridership was lower in Melbourne at 44%, compared to 51% in Sydney.

Infrastructure investment in Melbourne

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- \$5 billion for the Melbourne Airport Rail Link
 - \$2 billion for Geelong Fast Rail
 - \$2.1 billion for a new intermodal terminal
- The Victorian Government had already taken the lead on investing in commuter car parks in the North West, having committed to 17, as well as 4 in the Bendigo area.

- They had also committed to 11 commuter car parks in the South East of Melbourne

Delivery

- The UCF includes \$711 million for commuter car parks, to ease congestion at 43 car parks in our major cities, providing more opportunities for commuters to park and ride on public transport.
- We continue to work closely with our delivery partners, including the state governments and local councils, to deliver on these commitments.
 - Construction has been completed on two carparks (Beaconsfield and Hurstbridge) and is underway on three car parks: Mandurah in Western Australia, and Craigieburn and Croydon in Victoria.
 - Around 15 carpark projects are expected to commence this year with more to commence pre-construction, and by the end of 2022, over 75% of projects will have commenced construction or reached completion.
- The \$4.8 billion UCF is just one part (less than 4 per cent) of the Government's record \$110 billion, ten-year Infrastructure Investment Program.

Project cancellations

- The review has identified that a small number of projects are no longer required because an alternative project has already been delivered. For example, South Morang commuter carpark in Melbourne will not proceed because an alternative project has already been delivered by the Victorian Government; a solution to traffic issues on Oatley Parade in Sydney has already been delivered by Georges River Council; and the Shorehaven Boulevard/Marmion Avenue intersection upgrade in Alkimos has already been delivered by Main Roads Western Australia.
- Based on advice from the Victorian Government and local councils, the Commonwealth has withdrawn funding from a small number of projects where the Victorian Government or relevant local council has advised that the project cannot be delivered with the funding committed or where there were no feasible site or design options.
- Should a relevant state government or local council come back with an amended proposal, the Minister stands ready to discuss it. For example, Frankston City Council has recently advised the Commonwealth that, following recent council elections, it has changed its position and is no longer opposed to carparks at Kananook and Seaford.
- Any withdrawn funding for these projects will be redirected to other congestion busting projects in Melbourne. In the case of some commuter carpark projects, the funding has been reallocated to a larger carpark on the same railway line, for example Frankston commuter carpark.

Q&A

Q. Why did the Government opt for a non-competitive and non-application based process for selecting UCF projects?

A. The vast majority of projects within our \$110 billion infrastructure investment pipeline are decisions of government - which is standard practice across successive governments. We work closely with state and territory governments to identify and deliver projects, or we make election commitments and get elected on that basis.

Q. Why did the Government approve the Doncaster Park 'n' Ride, which is ineligible under the *National Land Transport Act 2014*?

- A. The Department advised that the project was eligible for funding under the NLTA. 47C

Q. Why did the Government fail to develop a tailored implementation plan, performance indicators or evaluation strategy for what is a \$711 million program?

- A. A tailored implementation plan was not required given our delivery partners were already experienced in delivering commuter car parks, with state governments around the country already having commuter car park programs underway. For example, NSW's CCP program has delivered 10,000 spaces, with an additional 8,000 spaces planned. Similarly, Victoria has delivered 10,000 spaces since 2014, with a further 11,000 new and upgraded car parks on the way at stations across the state.

Q. Two thirds of CCP projects were in Melbourne, despite Sydney having the most congested roads in Australia. Why did the Government fail to undertake appropriate analysis of urban congestion in Australia to inform the UCF and its design?

- A. The Australian Government makes investment decisions to optimise long term transport outcomes in all our major cities. The bulk of the \$110 billion 10-year infrastructure pipeline is the result of close collaboration - and formal agreement – with state and territory governments. Melbourne, for example, has a pressing need for more commuter car parks. It was the fastest growing city in Australia, had the greatest increase in road congestion (according to the Australian Automobile Association), and has a lower level of public transport access compared to Sydney, with 1.4 million residents not within walking distance of public transport compared to 1 million in Sydney (2018 Infrastructure Australia Report). Public transport ridership is also lower in Melbourne (44%) compared to Sydney (51%).

Q. Why did the Government fail to consult appropriately with state and council delivery partners to identify projects?

- A. The CCPs were chosen based on an identified need within the community. As the report states, delivery partners have been engaged extensively following the initial commitments. The vast majority of projects within our \$110 billion infrastructure investment pipeline are decisions of government - across successive governments. We work closely with state and territory governments to identify and deliver projects, or we make election commitments and get elected on that basis.

All commuter car park commitments have been added to the schedule to the National Partnership Agreement on Land Transport Infrastructure

Q. How can the Government claim that decisions on the CCP projects were election commitments, when in fact the report shows an exchange of letters dated before the election on 10 April 2019 regarding a decision on 27 car park sites?

- A. Approximately two thirds of the CCP sites were election commitments . The remainder were decisions of Cabinet, as has been standard practice for major transport infrastructure decisions under successive governments. This is supported by advice provided to the ANAO by the Department of Infrastructure.

Q. The report notes that as at 31 March 2021, only five of the 47 CCPs had commenced construction, while only two had been completed. Why is it taking so long for the Government to deliver on these commitments?

A. Infrastructure delivery has long lead times and the Australian Government relies on our delivery partners, for example state and local governments, to undertake activities on our behalf. Activities and project complexities vary across projects, and as such lead times before construction can vary significantly and take years to finalise. Negotiations between the Australian Government and delivery partners can also take some time to agree on delivery of the project.

The CCP program is largely in the delivery and construction phase. By the end of this year, we anticipate 15 CCPs will have commenced construction, and by the end of 2022, over 75% of projects will have commenced construction or reached completion.

Q. How can the Government say it is getting on with delivering on these projects when it has just cancelled six projects?

A. Construction has been completed on two car parks (Beaconsfield and Hurstbridge) and is underway on three car parks (Mandurah in Western Australia, and Craigieburn and Croydon in Victoria). Around 15 carpark projects are expected to commence this year with more to commence pre-construction, and by the end of 2022, over 75% of projects will have commenced construction or reached completion.

As a result of the review of the Urban Congestion Fund, changes to a range of projects were announced in the 2021/22 Budget, including additional funding for a further 12 UCF projects; and the re-scoping of two projects to align with state government priorities.

Based on advice from the Victorian Government and local councils, the Commonwealth withdrew funding from a small number of projects (one road project and five car parks) where the Victorian Government or relevant local council advised that the project could not be delivered with the funding committed or where there were no feasible site or design options. The Australian Government stands ready to support these projects should councils decide they wish to proceed. Any withdrawn funding for these projects will be redirected to other congestion busting projects in Melbourne. In the case of some commuter carpark projects, the funding has been reallocated to a larger carpark on the same railway line, for example Frankston commuter carpark.

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Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications

Secretary
Simon Atkinson

Mr Grant Hehir
Auditor-General for Australia
Australian National Audit Office
OfficeoftheAuditorGeneralPerformanceAudit@anao.gov.au (via email)

Grant

Dear Mr Hehir

Auditor General Proposed Performance Audit Report on The Administration of Commuter Car Park projects within the Urban Congestion Fund

Thank you for providing the Department of Infrastructure, Transport, Regional Development and Communications (the Department) with the opportunity to comment on the Australian National Audit Office's proposed report on our administration of commuter car park projects within the Urban Congestion Fund (UCF).

While the audit has made recommendations that will strengthen the Department's approach to administration of the Urban Congestion Fund, the Department does however disagree with a number of conclusions and findings in the report. In particular the Department does not agree with the ANAO's findings of the Department in relation to the initial design and project selection, as well as the findings in relation to eligibility.

Chapter 2 of the proposed report outlines the initial steps taken by the Department to design a process for selection of projects. The Australian Government, as outlined in the proposed report, then identified and selected all the projects including 27 commuter carpark sites that were selected on the day before the caretaker period commenced and announced during the election. A further 7 car park projects were also announced during the election. These 34 projects are considered to be election commitments by the Government and are treated as such by the Department. Once projects have been announced by Government, the role of the Department is then to implement the projects consistent with relevant legislation.

In Chapter 3, the proposed report focuses on whether the Department put in place a process for engaging with states and territories on the identification of candidate projects. The nature and timing of the project selection as described by the ANAO meant that the Department's role in engagement with stakeholders was limited to the period after the projects were announced, in order to facilitate delivery.

Given the above, the Department disagrees with the finding in the Audit snapshot (and restated in the Conclusion section) that the Department's administration was not effective as this assessment fails to take into account that the projects were election commitments made to the Australian people during an election campaign and that the Department was directed to implement them consistent with delivery of election commitments. The failure to recognise this, and that administration by the Department was based on this rather than another type of program, may leave readers of the report without a full understanding of what happened in this program, particularly with respect to project selection issues.

Further, the Department considers that reference to the zero (0) per cent of commuter carpark projects proposed by the Department needs to include context that the projects are considered by the Australian Government to be election commitments.

I have outlined below further areas where the Department disagrees with the ANAO's findings or where, without appropriate context, readers of the report may be misinformed.

Project identification and selection

The Department does not agree with the audit conclusion that the Department's approach to identification and selection was not appropriate, given the process by Government of project identification and selection outlined in the report. The Department also considers the commentary regarding a lack of advice on the merits of the selection of projects does not reflect the process undertaken by Government. As outlined above, commentary in the report needs to reflect the Audit

Snapshot which highlights no commuter carpark site was proposed by the Department and that the Government considers all of these projects to be election commitments.

Similarly, the Department does not agree with the ANAO finding that the Department did not appropriately engage with state governments and councils as part of the process of project identification. The Department's role is to implement the Australian Government's program of election commitments. Extensive engagement has been undertaken with delivery partners through a variety of mechanisms and processes to progress delivery of the projects (highlighted in Chapter 3 and the basis of analysis in Chapters 4 and 5).

Fund design

The conclusions made in the proposed report regarding the design of the Urban Congestion Fund do not fully consider the interaction with key aspects of the process:

- The process and timing of the decisions by Government to expand the investment in the UCF and to select projects, as part of the 2019 election as outlined above
- The majority of the projects (over 70 per cent by number and 80 per cent by dollar value) under the Urban Congestion Fund are traditional road projects that do not require tailored approaches to existing program management arrangements.

The proposed report finds that the Department did not identify avenues through which UCF projects could be identified. This finding in Chapter 1 is in conflict with the report's analysis in Chapter 3 that the proposed commuter carpark sites were identified and selected by Government.

The Department considers that the mechanisms and governance requirements of the National Land Transport Act and broader IIP framework provide robust governance for the delivery of projects. Of the \$4.0 billion committed to projects under the Urban Congestion Fund as at 31 March 2021, more than 80 percent related to road or planning projects that are core activities administered by the Department as part of the \$110 billion Infrastructure Investment Program. The Department does however agree that implementation plans should be considered for new programs where existing mechanisms are not sufficient.

The Department notes that information on projects within the IIP, including projects under the UCF, is publicly available through the Department's website, the State schedules supporting the National Partnership Agreement for the delivery of infrastructure projects, and on the Australian Parliament House website as project information is tabled through Senate Estimates processes at each hearing since the 2019-20 Budget Estimates hearings.

The Department notes the ANAO's findings in relation to developing specific KPIs and Evaluation Criteria. The Department considers that there are clear KPIs designed around the delivery of projects that apply to projects being delivered including those under the UCF including the commuter car parks (for example travel time savings, safety benefits, transport costs for road freight, jobs supported). The Department regularly reviews KPIs to ensure that reporting mechanisms are appropriate.

Further, there are substantial transparency and accountability measures in place to ensure Parliament is fully informed including, but not limited to:

- financial statements
- budget papers, and
- senate estimates processes.

Eligibility of commuter carpark projects under the Act

The Department disagrees that inadequate assessment attention has been given to the eligibility of projects and with the suggestion that the Department lacked a clear understanding of the operation of the eligibility provisions of the *National Land Transport Act 2014* (NLT Act) in relation to commuter carparks (Chapter 4).

The Department had, from the time commuter carparks were incorporated into the Urban Congestion Fund, a sound understanding, informed by a range of legal advice, of the eligibility of commuter carpark projects under section 10(e) of

the NLT Act. It also appears to take simple clerical errors as evidence of a lack of understanding of legal eligibility, notwithstanding the fact that extensive legal advice was sought.

Similarly, the report's discussion regarding carparks being attached to rail stations questions the timing and content of legal advice without regard to the Department's understanding of the major issues at the time. Legal advice sought in February 2021 brought together advice previously sought in relation to intermodal facilities to comprehensively address related issues, is consistent with previous advice held by the Department.

Project delivery

The Department considers that there are well established mechanisms for management of projects under the Infrastructure Investment Program as set out in the governance requirements of the NLT Act. As part of the Department's administration of the Infrastructure Investment Program the Department has the administrative systems, templates and processes in place to support implementation of the UCF.

In its advice to Ministers to support decision making the Department includes a value for money assessment. While the Department does not agree with the premise of the report that the assessments are not adequate, it supports the ANAO principle of strengthening the advice including through the provision of information on benchmarking costs to industry standards. Further, the Department agrees with the overarching conclusion that efforts to standardise practices in our administration of infrastructure investment are warranted.

The Department however considers the benchmarking is most relevant at the delivery stage (once feasibility studies have been completed and costs identified) to enable costs and number of spaces to be accurately reflected.

The report recognises the work being undertaken within the Department to develop cost benchmarking, benefits measurement and supporting guidance for staff in the development of value of money assessments. This work is ongoing and continues to develop, informing advice to portfolio Ministers as projects progress through the approval process to the commencement of construction.

The Department notes however, that benchmarking is only one aspect of any value for money assessment and is general in nature as industry standards fail to take into account site specific cost drivers such as costs associated with land acquisition, utility adjustments or additional works such as deflection walls which are required by law for multi-storey carparks adjacent to rail lines as a safety barrier in the case of derailments. Higher costs can also be driven by the complexity of an individual project site, such as costs associated with decommissioning and demolition of existing at-grade car parks or other facilities on site, including existing structures, utilities and water infrastructure.

The report recognised the development by the Department of a benefits cost estimation tool for commuter car parks, which has now been independently assessed and is consistent with the Australian Transport and Assessment Guidelines. The benefits cost estimation tool overall demonstrates the significant benefits to be captured through transitioning commuters to modes of public transport.

Recommendations

Please accept this letter as the Department's summary response to the proposed report. The Department acknowledges the ANAO's recommendations and a response to each of the recommendations is attached. I respectfully request that the response be published in full.

Please contact Mr Philip Smith, First Assistant Secretary, Infrastructure Investment Division if you would like to discuss this response.

Yours Sincerely



Simon Atkinson

// June 2021

Department of Infrastructure, Transport, Regional Development and Communications
response to the Proposed Audit Report on the
the Administration of Commuter Car Park Projects within the Urban Congestion Fund

Recommendation 1

When establishing funding programs for inclusion in the Infrastructure Investment Program, the Department of Infrastructure, Transport, Regional Development and Communications develop an implementation plan, performance indicators and an evaluation strategy specific to the funding program.

Response

Agreed. The Department will consider the elements of the new program streams and develop an implementation plan, performance indicators and/or evaluation strategy specific to the new program where existing tools and practices are not appropriate.

Recommendation 2

The Department's improvements to Infrastructure Investment Program record keeping include ensuring good quality business information that is fit for purpose is created, which means that it:

- Contains sufficient detail to meet current business needs and can be understood by others in the future;
- Is accurate; and
- Is created in a format that enables efficient business processes and maximizes its potential for use and reuse.

Response

Agreed. The Department is already undertaking action including the following actions within the Infrastructure Investment Division:

- reminders to all staff within the Infrastructure Investment Division have issued with a direction to adhere to requirements in relation to recordkeeping;
- provision of recordkeeping training sessions specifically for IID staff, with the intent that every officer will be required to undertake training. Specific training sessions held for the Division to ensure staff had the requisite skills to comply with their obligations was delivered to 132 staff.
- Anyone that did not attend a training session held specifically for the Division, including new starters, are required to enrol and complete a training session through the Department's LearnHub. Attendance is also included as part of the Induction Checklist which is monitored by the Business Management Unit.
- incorporated adherence to recordkeeping policies in performance discussions for SES officers
- the Business Management Unit prepares monthly "heat maps" that indicate utilisation of the Department's EDRMS
- monitoring of use of areas of G drive that have not been closed to new records to ensure compliance with use of the EDRMS.

At a Departmental level, actions undertaken include:

- reviewing the existing Record Keeping policies and drafting a single policy document which is currently under review before being endorsed and published;
- increasing delivery of department-wide training to ensure staff understand their obligations;
- initiating a project to upgrade and consolidate the Department's record management systems; and
- updating staff guidance on the Department's intranet relating to records management practices.

Recommendation 3

The Department document and apply assessment procedures that require it to undertake sufficient inquiries to demonstrate that candidates for funding under the *National Land Transport Act 2014* are eligible for approval before it makes a funding recommendation to the Minister.

Response

Agreed. The Department has established processes in place to assess project eligibility under the Act or to provide policy and/or legal advice in more complex scenarios. The Department had a sound understanding, informed by legal advice, of the eligibility of commuter carpark projects under the *National Land Transport Act 2014*. The Department is improving its documentation of guidance materials to support effective and appropriate management of the Urban Congestion Fund within the broader Infrastructure Investment Program.

Recommendation 4

In designing programs for the delivery of funding through the *National Land Transport Act 2014*, the Department propose for Ministerial consideration merit criteria that will be used to assess whether projects represent an efficient, effective, economical and ethical use of public money.

Response

Agreed. The Department considers the mechanisms and governance requirements of the NLT Act and existing IIP processes are sufficient for program management in many circumstances and particularly apply to projects under the UCF.

Noting the process undertaken by Government to select commuter car park projects, the Department agrees that it can strengthen guidance material to staff to assess the value for money considerations and criteria outlined in the NLT Act and PGPA Act.

When establishing new funding programs for inclusion in the Infrastructure Investment Program, the Department will consider the elements of the new program streams and, where existing tools and practices are not appropriate, develop program-specific plans and performance measures, including merit criteria.

Recommendation 5

When providing advice on whether funding should be approved for funding candidates under the *National Land Transport Act 2014* that have been identified through a non-competitive process, the Department identify relevant benchmarks against which to assess whether the proposal represents value for money and is appropriate for approval.

Response

Agreed. The Department agrees with the principle that advice to the Minister should provide enough detail to ensure that the Minister can meet obligations under the PGPA Act. This may include, where relevant, appropriate benchmarking information as well as other quantitative or qualitative information. The Department briefing on projects includes an assessment of the effective, ethical, efficient and economical merits as required under the PGPA Act. Work is currently being undertaken to strengthen advice provided to Ministers on projects as they enter into the delivery stages. In relation to commuter carpark projects, the Department has used industry data to develop benchmark construction costs to help guide staff in the assessment of commuter car park proposals. Industry benchmarks for carpark projects do not consider many of the site-specific and environmental factors that contribute to the complexity of the project and overall cost but do help to identify these issues to support the Minister in making a decision.

Other calculations, such as a benefit cost ratio calculation may be more relevant as a guide for Ministers, particularly in circumstances where site specific cost factors may mean a benchmark comparison is not helpful.

The Department already has a process in place for cost assurance for road projects, through cost estimate reviews and cost benefit analysis. This function is being further developed in order to provide additional guidance and support for staff in the assessment of significant projects.

Recommendation 6

The Department strengthen its controls over the establishment of delivery and payment milestones, including by setting out in the Ministerial approval briefing the Department's proposed milestones or the parameters for negotiating those milestones.

Response

Agreed. The Department agrees that including advice to Ministers on milestones will provide additional assurance to Government regarding administration of the program. The Department is developing additional guidance in relation to developing and setting milestones, noting milestones are only one governance mechanism, others include regular meetings with delivery partners and regular reporting.

Archived: Monday, 23 August 2021 3:34:12 PM

From: SAVAGE James

To [REDACTED]; Senate Estimates

Cc: [REDACTED]

Subject: Overarching briefing for Estimates spillover [SEC=OFFICIAL]

Sensitivity: Normal 32

Attachments s22 [REDACTED]_key questions.docx [1] 2_UCF status update.docx [3]
_design.docx [4] 4_project selection.docx [5] 5_eligibility.docx.docx [6] 6_value for money.docx [7]
_record keeping.docx [8] 8_ANAO_v2.docx [9] 9_backgroun.docx [10]

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[REDACTED]

Apologies for the delay.

See attached - the number in the document title represents the order they should go - sorry the email system put them out of order.

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Key questions

Overview

What is the Department's response to the Audit Report?

The Secretary's response is included at Appendix 1 of the report.

The ANAO has made a number of recommendations that will strengthen the Department's administration of projects and management of the Urban Congestion Fund. The Department has already put a number of improvements into place.

However, the Department disagrees with the findings and conclusions made within the report. In particular the Department does not agree with the ANAO's findings of the Department in relation to the initial design and project selection, as well as the findings in relation to eligibility.

Is the Urban Congestion Fund a grants program?

The Urban Congestion Fund is not a grants program. It is part of the Infrastructure Investment Program and therefore guided by other frameworks including the National Land Transport Act 2014 and the National Partnership Agreement on Land Transport Infrastructure Projects.

Isn't this just sports rorts on an industrial scale?

The Urban Congestion Fund is not a grants program. The Government makes all decisions regarding how it wants to invest in land transport infrastructure projects. Transport infrastructure projects are a negotiated outcome made between the Australian and State/Territory governments under a National Partnership Agreement.

Was the sequence of events outlined by the ANAO in the audit report correct? Are there any inconsistencies that you challenged?

Generally, the sequence of events and information provided by the ANAO in the audit report is factually correct. However, there are a number of areas where the Department advised the ANAO to ensure that information was portrayed in a way that would not be misleading to readers.

Tabling of documents

Will the Department table the spreadsheets that are mentioned in Chapter 2 of the ANAO report?

The Department is unable to table the documents requested today. Tabling these documents would make publicly available material disclosing the deliberations of Cabinet.

Will the Department table legal advice received in relation to commuter car parks and the National Land Transport Act?

It is the position of successive governments that the disclosure of legal advice is not in the public interest, as governments' ability to obtain confidential legal advice is essential to sound policy and law making, and therefore it is the long-standing practice of governments not to disclose legal advice. Ultimately of course it is a matter for a Minister to claim public interest immunity and we have referred the matter to the Minister.

Will the Department table the Benefit Cost Ratio calculator mentioned in the ANAO report?

The BCR tool is a spreadsheet with in-built data and calculations and is not conducive to tabling as a document. The Department will table today the guidelines for using the tool. The tool has recently been independently assessed and found there are no computational errors in the model, the broad approach of the tool is considered appropriate for its purpose and that the BCRs calculated are generally likely to be understated.

Will the Department table information from the Infrastructure Management System in relation to car park projects?

Key information on projects in the Infrastructure Management System is tabled by the Department at each estimates hearing. We have tabled today the information provided at the last hearing for the car park projects. The information includes status, committed funding and budget forecasts that reflect expected payments against delivery milestones.

Extracting reporting information from IMS is a process that requires a manual approach or the writing of system code. Given the time and resources available since receiving your request last week, we can take on notice other information required.

Urban Congestion Fund – status update

Key questions

Review of UCF projects by Minister Fletcher

What did the project by project review of the Urban Congestion Fund find? Given there were only changes to a small number of projects at Budget can we take that to mean all the other projects are proceeding?

The review identified that a small number of projects are no longer required because an alternative project has already been delivered. Funding has also been withdrawn from a small number of projects where the relevant Government or local council advised that the project cannot be delivered with the funding committed or where there were no feasible site or design options.

How many more projects will be cancelled?

We continue to work closely with State, Territory and Councils as our delivery partners to complete the planning process for all projects so that they can proceed to Government for a decision on whether to commit Australian Government funding to deliver the project.

How many more projects will require additional funding?

We continue to work closely with State, Territory and Councils as our delivery partners to complete the planning process for all projects so that they can proceed to Government for a decision on whether to commit Australian Government funding to deliver the project.

How much more funding is going to be required to build 10 additional car park sites on the Northern Lines? When can we expect these sites to be announced?

The expected total project cost for commuter car park upgrades on the Northern Lines is \$140 million, funded on a 50:50 basis by the Australian and Victorian Governments. We are working closely with Victoria to settle on the total number of agreed locations that can be undertaken with the funding available.

s22

s22

Descoped projects

Did Victoria say that they wouldn't commit to building commuter car parks, particularly at South Morang and Brighton Beach?

The Department notes the response included in the audit report from the Department of Transport, Victoria.

Based on advice from the Victorian Government and local Councils, the Australian Government has withdrawn funding from a small number of projects where the Victorian Government or the relevant local Council has advised that the project cannot be delivered with the funding committed or where there were no feasible site or design options.

At South Morang, feasibility studies identified the site options as complex, with existing on-ground parking recently upgraded. The proposal referenced by the Department of Transport (footnote 32) was not supported by Council at the time. At Brighton Beach, the feasibility studies identified the site was constrained with a multi-deck car park unable to be constructed due to rail reserve shape, train stabling location and road access issues.

There were alternative locations for commuter car park upgrades where funding could be directed when it became apparent that delivery would be difficult at Brighton Beach and South Morang. The Department recommended these alternatives be pursued and the Australian Government agreed.

Were these car parks ever going to be built or has the Government been stringing along the people of Victoria for more than 2 years?

The Department worked closely with the relevant delivery partner to investigate the options at each site for a commuter car park upgrade. Based on advice from the Victorian Government and local councils, the Commonwealth has withdrawn funding from a small number of projects where the Victorian Government or relevant local council has advised that the project cannot be delivered with the funding committed or where there were no feasible site or design options.

What happens to funding from cancelling these projects? Do the people of Melbourne miss out?

Any withdrawn funding from projects will be redirected to other congestion busting projects in the same State. In the case of some commuter carpark projects, the funding has been reallocated to a larger carpark on the same railway line, for example Frankston commuter carpark.

Are these projects cancelled forever or can they come back on finding a suitable site and solution?

The Australian Government has indicated that should a relevant state government or local council come back with an amended proposal, that it could be considered. However, a new decision of Government would be required to commit funding to the project.

Doncaster

What is the Doncaster project and why is it ineligible?

The upgrade to the commuter car park facility at Doncaster is a component part of the North East Link project. The business case prepared by Victoria in May 2018 for assessment by Infrastructure Australia incorporated the Doncaster dedicated busway. A park and ride facility is considered an integral component to the viability of a dedicated busway, accordingly the business case identified opportunities to upgrade the Doncaster Park and Ride facility and construct a similar facility at Bulleen if required.

Why was the Doncaster Park and Ride project approved if it is ineligible? Are you proposing to stop the upgrade?

The Department agrees with the ANAO analysis that the Doncaster project, as a separate commitment of funding by the Government, needs to be eligible in its own right under the Act, despite being part of a very large road project encompassing multiple elements including a dedicated busway running from the park and ride facility.

The Department agrees with Infrastructure Australia's position that there are benefits to be achieved in encouraging the transition of commuters from private to public transport. 47C

47C









Status of commuter car park projects

Number of commuter car park sites

State	Initial project selection	Current
New South Wales	11	11
Queensland	5	5
Western Australia	1	1
Victoria	30	26*
Total	47	43*

* Additional commuter car parks will be constructed as part of the Commuter Car Park Upgrades – Northern Lines project in Victoria. The Department is working with Victoria to settle on agreed locations and construction schedule. Note: Audit Report para 3.16 identifies a Government decision that this could be up to 10 additional sites.

Construction status – carpark sites

State	Complete	Under construction	Expected to commence 2021	Expected to commence 2022	2023+ or TBD
New South Wales		-	3	6	2
Queensland			2	3	
Western Australia		1			
Victoria	2	2	7	9	6
Total	2	3	12	18	8

- By the end of 2022 more than 75 percent of current commuter car park commitments are expected to be complete or under construction (currently 81%).

Project sites – reconciliation

Project count prior to 2021-22 Budget: 47
(includes commitment to 30 commuter car park sites in Victoria)

Post 2021-22 Budget: 43

Made up of:

Non-VIC projects (unchanged):	17
Unchanged VIC projects	22
Current commitment on Northern Lines (Craigieburn, Hurstbridge)	2
New project (Officer)	1
New site from scope change (Pakenham East)	1

Funding committed and payments – car parks

State	AG Committed – 2019-20 MYEFO	AG Committed 2021-22 Budget	Payments 2019-20*	Payments 2020-21*	Forecast 2021-22
New South Wales	154.0	178.8	-	1.8	87.0
Queensland	60.0	60.0	-	0.1	10.9
Western Australia	16.0	16.0	10.7	-	4.7
Victoria	395.0	456.3	54.5	51.3	91.6
Total	625.0	711.1	65.2	53.2	189.7

Note: includes payments on projects that are no longer continuing.

Committed funding – changes over time – car parks

Budget 2019-20	\$500 million
MYEFO 2019-20	625.0
JEFU 2020	635.6
Budget 2020-21	660.4
MYEFO 2020-21	660.4
Budget 2021-22	711.1

Committed funding – 2021-22 Budget reconciliation

Pre-Budget committed funding	\$660.4million
Less: descoped projects	42.2 million
Add: increased funding to existing projects	87.8 million
Add: new project	5.0 million
Post Budget committed funding	711.1 million



Design of the Urban Congestion Fund

Key questions

Fund design

What was the Department's proposal for a non-competitive submission process for the UCF?

We cannot comment on advice the Department provided to Ministers in the context of their deliberations to inform Government policy.

However, the Department has adopted non-competitive processes, in combination with transport modelling and stakeholder consultation, as a means of project identification, including for example in National Faster Rail or on the Roads of Strategic Importance (ROSI) program.

How did the process work in National Faster Rail?

The Government issued a prospectus outlining a three stage process:

- Stage 1: project proposal outline
- Stage 2: detailed project proposal
- Stage 3: business case development and assessment

How does the non-competitive process work in ROSI?

Under ROSI, a two-stage process was implemented:

- Stage 1: identification of corridors through network analysis as well as consideration of consultation and submissions from stakeholders
- State 2: development of scope of works to identify specific projects within each corridor to deliver a higher level of service, working with state and territory governments as well as other stakeholders including Councils and industry representatives.

Why did the Department not engage with the Minister on the release of the investment principles?

Release of information from a Cabinet process is a matter for Government.

Will the Department now release the governance arrangements and investment principles in full given the content provided in the ANAO report?

Release of information from a Cabinet process is a matter for Government.

The Department remains bound by the confidentiality provisions of the Cabinet process.

Why was the UCF not implemented in the same manner as some of the programs mentioned in the ANAO report such as the Bridges Renewal Program or the Heavy Vehicle Safety and Productivity Program?

Those programs are established as competitive programs The Urban Congestion Fund is not a grants program or a competitive process. It is part of the Infrastructure Investment Program and guided by frameworks including the National Land Transport Act 2014 and the National Partnership Agreement on Land Transport Infrastructure Projects.

Why did the Department not implement the governance arrangements agreed by Government?

Governance arrangements included the process of project identification by the Minister for Urban Infrastructure and approval process (para 2.15). The ANAO report outlines the process by which the Minister undertook this task and the role of the Department in the process.

Early advice on commuter car park projects

47C

Implementation plan

Why did the Department not develop a plan for commuter car park projects, given the time available between November/December 2018 when the idea of a car park fund was started to the announcement of the fund in the Budget in April 2019?

There are a number of mechanisms within the Department's management of the Infrastructure Investment Program that address implementation of projects that are consistent for projects under the Urban Congestion Fund. The key difference in the UCF was the need to obtain agreement after project announcement with the States to deliver projects and undertake suitable scoping and feasibility studies to develop solutions.

Consultation

Why did the Department not consult the states about the details of their commuter car park funding arrangements or the inherent difficulties in commuter car park construction?

Chapter 3 of the report focuses on whether the Department put in place a process for engaging with states and territories on the identification of candidate projects. The nature and timing of the project selection as described by the ANAO meant that the Department's role in engagement with stakeholders was limited to the period after the projects were announced, in order to facilitate delivery.

The Department, as is the normal course of business, engaged with states and councils on implementing the Government's program and projects. This included extensive and ongoing engagements with all states to ensure projects were included in their project delivery schedules. Once agreed, states and councils would undertake the necessary planning, design and preparatory work to deliver the projects. The Department has acknowledged that it has taken longer than anticipated to have the states agree to deliver the projects.

Key Paragraphs from the Audit Report

Paragraph 2.7

- The Government initially envisaged a process whereby eligible applicants could make submissions and a competitive, merit-based selection process would be used, with guidelines issued publicly
- Treasury consistently supported the use of a competitive merit-based selection process
- The department did not support the use of a competitive selection process

Paragraph 2.13

- The Department did not have a plan for implementing the governance arrangements, or applying the UCF principles, to the funding of commuter car park projects. This was notwithstanding that the projects selected under the initial \$1 billion had included 13 commuter car park projects.

Paragraph 2.21

- In November 2018 the Minister requested a briefing on how many Park and Ride facilities could be funded with \$250m

Paragraph 2.24

- There are established state government programs for the funding of commuter car parks that could have informed the design of the commuter car park fund...the States were not consulted in this regard

Paragraph 3.35

- The Department should have proactively engaged with the Minister on a process for releasing the investment principles.

Informed investor

- Through the 2018-19 Budget the Australian Government committed to a new rolling 10 year infrastructure investment pipeline enabling substantial investment in urban road and rail initiatives and transform the way people commute across cities.
- As part of this longer term funding approach, the Australian Government has moved beyond the traditional role of being simply a provider of transport infrastructure funding for new projects to being a more informed, active and early stage investor.
- Early involvement allows the Australian Government to help shape infrastructure projects to deliver not only the best economic returns, but also benefits for users and the wider community and to drive broader policy objectives.

Competitive vs non-competitive submission process

- The proposed informed investor approach would enable the Commonwealth to source suitable projects from a range of stakeholders and enable the Commonwealth to strategically control its investment and meet its priority and policy objectives.
- The position of the Department is a non-competitive process still allows for project nominations by a diverse group of stakeholders. However, project selection and investment choices can ensure projects align to the informed investor approach, support the Government's policy objective and allow for different levels of investment, types of solution and tailored approaches to each geographic region.
- The view of the Department is that the types of projects that will perform well in a competitive process are those that are already being undertaken by the States and Territories.
 - The outcome is that costs are shifted to the Commonwealth
- A competitive process reduces the flexibility of the Commonwealth to direct funding to projects that will benefit communities but will not necessarily meet the criteria of a competitive process, such as complex or comparatively more expensive projects.

Governance arrangements

Governance arrangements, including investment principles, were agreed by Cabinet in October 2018 (report para 2.8). Governance arrangements included the process of project identification by the Minister for Urban Infrastructure and approval process.

Initial project identification and selection

Key questions

What was the Department's role in project selection?

The Department does not agree with the audit conclusion that the Department's approach to identification and selection was not appropriate, given the process by Government of project identification and selection outlined in the report. The Department also considers the commentary regarding a lack of advice on the merits of the selection of projects does not reflect the process undertaken by Government.

Is the Department doing anything to avoid this situation in the future?

To ensure that future infrastructure transport needs and congestion challenges are met, the Department continues to work with all states and territories to identify projects that align to Commonwealth priorities and that take account of all the inter-related factors impacting infrastructure needs.

However, all projects selected for funding under the Infrastructure Investment Program are decisions of the Australian Government.

What were the nine projects proposed by the Department that managed to get funded?

The Department is unable to provide that information.

How did the Minister's Office add a project to the list? What detail did they provide about the project? Did they say who nominated the project?

Generally speaking, the Minister's office would email the Department with a project name, a brief description and estimated funding commitment.

Why did Ministers ask for your advice but not give you time to undertake any analysis?

That's a matter for Government. The Department provided the advice that it was able to provide with the information and time available.

What advice did the Department provide to Government on projects selected the day prior to the commencement of the caretaker period?

We cannot comment on advice the Department provided to Ministers in the context of their deliberations to inform Government policy. We note information in the Audit Report (para 3.40).

Will the Department table the research and analysis mentioned in the Audit Report that informed your initial identification of projects?

We can take that on notice.

What did the modelling and analysis say about the need for commuter car parks or public transport use in South East Melbourne?

Total population growth in South East Melbourne between 2011 and 2031 is forecast to be over 50 per cent and comparable to other high growth regions in the city. However, the 2011 base population for this growth is the highest of all the regions.

What did the analysis say about congestion or the need to support public transport use in the north and west of Melbourne?

Forecasting to 2031, the analysis found major performance gaps in the north and west of Melbourne in both road and rail networks but with road vehicle trips remaining the main form of transport. Key roads identified as future congestion points include the M80 Ring Road, Calder, Western and Hume Freeways that are all currently receiving significant levels of Australian Government investment, including under projects within the Urban Congestion Fund.

What happened to the commuter car park project agreed by Government more than 2 years ago for an upgrade to facilities at Tuggerah?

The Australian Government has not made an announcement to fund a commuter car park project at Tuggerah.

Can you provide any details about the precedent that the Prime Minister can just announce anything and you take that as authority to implement a project?

A public statement by a Prime Minister, such as in a media release, is taken by the Department as authority to progress implementation and to start negotiating with the relevant State or Territory on project details. This is an established practice but for further detail we would refer you to the Department of the Prime Minister and Cabinet.

An announcement made in this way still requires the funding to be formally committed and reflected in the next Budget papers.

Projects need to be listed on the schedules to the National Partnership Agreement and agreed by the relevant State or Territory before any payment could be made against the project.

Key Paragraphs from the Audit Report

Paragraphs 2.25-2.26

- Department advised its Ministers in October 2018 that it was undertaking analysis of available data, including state transport and infrastructure plans, Infrastructure's Australia Audit and Priority List, plus modelling commissioned through CSIRO and Veitch Lister

Paragraphs 2.27 to 2.32 (first projects under the initial \$1 billion)

Project selection – election commitments

Key Paragraphs from the Audit Report

Paragraph 3.12-3.14

- The results of the ANAO's analysis as to the number of projects selected as election commitments differed from the Department
- The ANAO does not support the view that 27 projects selection on 10 April 2019 were election commitments

Paragraph 3.18-3.24

- The Department did not put in place for engaging with states and councils on the identification of projects

PEFO projects

The Prime Minister decided on 44 projects, including 27 commuter car park projects, the day before the caretaker period commenced on 11 April 2019.

- These projects were subsequently publicly committed to during the election campaign.
- These are election commitments and the Department is implementing them in the same way as all election commitments and as it would for any Government.

The PEFO 2019 only outlined that funding had been allocated to projects from unallocated funding in the Urban Congestion Fund, including \$389 million for commuter car park projects.

- No projects were identified in the PEFO documents.

This is an established process adopted by Governments prior to elections to set aside funding for Decisions Taken But Not Yet Announced.

Election Commitment Authority

The Election Commitment Authority letter confirmed for the Minister that there was requisite authority from the Government to commence implementation of projects announced in the election campaign that did not have prior funding recognised in a Budget document.

27 commuter car park projects were announced in the election campaign but had funding set aside in PEFO and had written agreement from the Prime Minister. Therefore, were not required to be covered by the Election Commitment Authority letter.

Timeline of decisions on carpark sites

January 2019 - funding to projects under the initial \$1 billion

Bentleigh	Croydon	Ferntree Gully	Hurstville
Hampton	Heatherdale	Ringwood	Mango Hill
Woy Woy	Tuggerah	Panania	Ferny Grove

- Audit report paragraph 2.32

47C

- Audit report does not indicate where car park projects originated.
- List of projects, including car park sites provided by the Minister 17 December.
- Advice provided to Minister's Office on 19-20 December (MS18-003185).
- Department did not provide analysis around car park projects

January 2019 – VIC change of projects

Heatherdale (removed)	Mitcham (added)	
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- Audit report para 3.9
- Change of projects provided to the Department by email from the Minister's Office.
- Authority for Mitcham provided by media release.

March 2019 – Gosford

- Audit report para 3.8
- Minister's Office advised that Gosford was part of the car park package
- Authority provided by media release.

Budget 2019-20 – Mandurah and Commuter Car Park Fund

Mandurah(added)	\$500m for car park fund	
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- Project list provided by Minister's Office 22 March 2019
- Response provided by the Department 26 March 2019 (Budget was 2 April 2019) (MS19-000651)
- Department reiterated previous advice provided in relation to some projects. No recommendations were made by the Department in relation to new projects not previously considered

PEFO 2019-20 – Adding 27 sites

Kingswood	St Marys	Campbelltown	Elsternwick
Macarthur	Revesby	Riverwood	North Brighton
Boronia	Camberwell	Canterbury	Sandringham
Heatherdale	Heathmont	Surrey Hills	Northern Lines (multiple)
Berwick	Frankston	Kananook	
Seaford	Beaconsfield	Narre Warren	
Pakenham	Balaclava	Brighton Beach	

- Audit report para 3.12
- List of projects provided 3 April 2019 by Minister's Office
- Advice provided 8 April 2019 by Department (MS19-000722)
- Department did not advice on merits, scope or costings given limited time and information available

During 2019 Election

Emu Plains	Beenleigh	Coomera	Loganlea
Doncaster	Eltham	Glenferrie	

JEFU 2020-21

Brighton Beach (removed)	South Morang (scope change to Northern lines project)		
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Budget 2021-22

Officer <i>(added – new project)</i>	Pakenham East <i>(added – scope change)</i>	Kananook <i>(removed)</i>	Seaford <i>(removed)</i>
Balaclava <i>(removed)</i>	Mitcham <i>(removed)</i>		

Chronology of advice to Government

Audit Report ref	Key Dates	Key documents	Issue	Context
	8 May 2018	Budget	Announcement of UCF	\$1bn profiled over 10 years
2.7	11 May 2018	Transcript	Minister Fletcher says allocation under UCF will be a competitive process	<ul style="list-style-type: none"> Firstly references States/territories to come forward with proposals Later, under questioning, says competitive process
2.7	22 June 2018	<ul style="list-style-type: none"> Email providing draft implementation model to MO 	Development of investment principles and implementation model	<ul style="list-style-type: none"> While the Department advised that the “informed investor” approach should not adopt a competitive process, the implementation model initially proposed by the Department included a non-competitive submission process
	9 July 2018	Email from MO	Revised implementation model provided to the Department	47C
Not referenced	17-23 July 2018	<ul style="list-style-type: none"> Email 23 – request from MO 17 July Response to MO by Dept on 23 July 	Advice requested regarding announcements of Park’n’ride commitments by Opposition	47C
2.26-2.28	2 November 2018	2 emails to MO	Provides spreadsheets of potential lists of UCF projects	<ul style="list-style-type: none"> Jess Hall sent one email with 19 projects Phil McClure sent one email with 25 projects
2.21	9 November 2018	Request from MO	Requested advice on estimated costs of Park and Ride facilities	
2.29	9 November 2018	Package of projects provided to MO 9/11 with cabinet submission	s 47C	<ul style="list-style-type: none"> Includes 19 projects
	19 November 2018	Email MO to Dept	47C	47C

Audit Report ref	Key Dates	Key documents	Issue	Context
	20 November 2018	MS18-002930	Submission providing estimate of Park'n'ride facilities with \$250 million	47C
2.30-2.31	29 November 2018	Email from MO	Request to combine project lists from MO and Dept to discuss with PM	
2.31	30 November 2018	Email from Dept to MO	Responding to project list request of 29 Nov	- Provided as per the ANAO report part 2.31
	12 December 2018	Email from MO to Dept	Requested research on benefits of commuter car parking	47C
	14 December 2018	Email from MO to Dept	34(3)	
2.32	17-18 December 2018	Emails from MO to Dept	UCF Project lists for decision through correspondence s34(3)	47C
2.32	19 December 2018	MS18-003185	34(3)	

Audit Report ref	Key Dates	Key documents	Issue	Context
	21 December 2018	MS18-004842	s34(3)	
2.32, 3.8	11 January 2019	MC18-157598	Letter from Prime Minister agreeing to proposed UCF projects	- Response to MS18-003185
	Jan – February 2019	Media announcements	Initial UCF projects announced by Prime Minister including 11 car parks	- Funding for these projects not reflected until 2019-20 Budget
3.9	31 January 2019	Email from MO to Department	Mitcham	- Email outlined Prime Minister had approved Mitcham as a car park site - Announced 7 February 2019
	8 February 2019	Via email	s34(3)	

Audit Report ref	Key Dates	Key documents	Issue	Context
	27 February 2019		s34(3)	
	20 March 2019	47C	47C	- Included Mandurah as car park site
	22 March 2019	Project list provided by MO to Dept	Additional UCF project list for inclusion in Budget	- Request from MO 22 March with project list - Response provided 26 March
Table 3.1, 3.40	26 March 2019	MS19-000651	Provide advice on project list	47C
3.7	27 March 2019		Gosford car park project	- Announcement by Prime Minister of Gosford car park project s 34(4) and 47C
	2 April 2019	Budget Papers	2019-20 Budget	- Increased UCF funding to \$4 billion - Incorporated a \$500m National Commuter Car Park Fund - Included Mandurah as a car park site
	3 April 2019	Email with project list from MO	MO sought advice on new UCF projects - including commuter car park projects	34(3)

Audit Report ref	Key Dates	Key documents	Issue	Context
Table 3.1, 3.40	5 and 8 April	MS19-000722	Response to project list	s 47C
3.12-3.14	10 April 2019	Letter from PM	Prime Minister signs letter agreeing to UCF projects	
	11 April 2019		Caretaker period begins	

Eligibility

Key Paragraphs from the Audit Report

Boxed text at paragraph 4.13

- Inadequate assessment attention has been given to the eligibility of projects
- Without recording an assessment on eligibility, the department indicated to the Minister that each project was eligible in the covering approval briefs
- Four projects had been assessed as eligible under section 10(a) of the NLT Act, which is for the construction of an existing or proposed road.

Department advice to the Minister

The Department provides advice to the Minister that under the Act and consistent with authority provided by the Cabinet:

- The Minister has the authority to approve the project
- The project is eligible for approval under section 10 of the NLT Act
- The project is appropriate for approval under section 11 of the Act, and
- The expenditure would be a proper use of relevant money under the PGPA Act.

Assessment of eligibility

The Department does not agree with the ANAO finding in paragraphs 4.15-4.16 that eligibility of projects was not assessed. The Department has a sound understanding, informed by legal advice, of eligibility of commuter car park projects.

The ANAO analysis is also somewhat contradictory in the claim that insufficient assessment work has been undertaken by the Department. It is unclear why delivery partners may have thought that section 10(c) of the Act is relevant to a commuter car park project. As inter-modal facilities, the projects are eligible under section 10(e) and were proposed to the Minister.

Inclusion in advice to Ministers that projects may be eligible under section 10(a) were an oversight by relevant officers of the Department and do not in any way reflect the Department's understanding of the eligibility of commuter car park projects.

Attached to a station

The Department does not agree with commentary in the ANAO report regarding whether commuter car parks need to be attached to a train station.

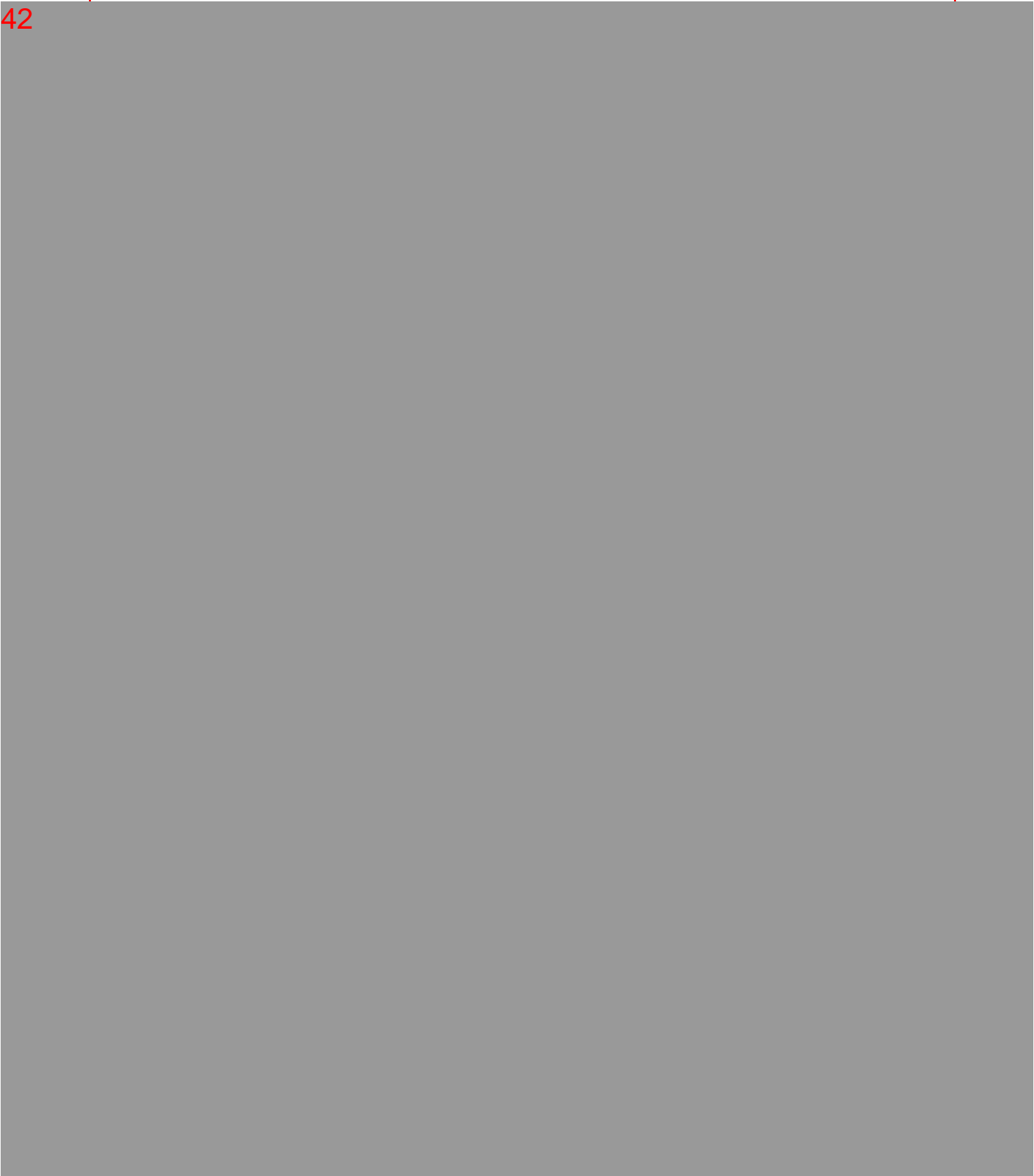
Legal advice clearly indicates that if the main, or at least a substantial, use of the facility is to enable or facilitate the transfer of cargo or passengers from one mode of transport to another, then it is reasonable that the facility can be considered inter-modal.

Current data of where commuter car parks are located in relation to the train station are:

Attached	Within 200m walk	200-300m	300-650m	Dependent on site to be selected
7 commuter car park sites	20	6	5	5

- Some large sites have a variable distance range for pedestrians, the above table uses the longest estimated walk to reach the station

Legal advice



Value for money assessments

Key questions

Why are you proceeding with car projects at all if the costs are above benchmark?

Benchmark costs are determined by the planning activities, including to identify the preferred site location and project solution – which will determine the additional number of car parking spaces to be constructed. Cost benchmarks are calculated as cost per space.

Benchmarks are only one indication to the Department of the analysis required to provide to the Minister when seeking approval for a project.

What do benchmark construction costs not include?

Benchmark costs do not include the various site specific factors that will largely determine overall cost. These include:

- design considerations, fire regulations and security requirements, construction methodologies, and
- site conditions such as extent of earthworks, drainage, contamination and heritage/cultural issues.
- land acquisition, utility adjustments or additional works such as deflection walls which are required by law for multi-story carparks adjacent to a rail line as safety barrier in the case of derailments.

Why are you proceeding with car parks at Woy Woy and Panania if the cost per space is so far above benchmark?

The ANAO has calculated the cost per space based on early cost estimates provided in advice to the Department. There are different options being progressed and planning activities underway. The estimates provided in the scoping phase are usually likely to change (increase or decrease) as the scoping progresses through to design and the development phase.

In determining the viability, planning will consider a number of matters such as distance of the site from the railway station, impact on adjacent or nearby properties, impact on rail assets and utilities, exact number of car spaces possible, material costs and the social and environmental impacts of the project.

Until the final designs and costs are known, an accurate estimate of the cost per space and an assessment against the benchmarks will not be possible.

The Department will provide the Minister with this information as part of any development or delivery approval briefs.

Why are you allowing proponents to not submit BCRs on projects?

Any advice provided by the Department to proponents that a BCR was not required in a project proposal report was an administrative error that has been corrected. The Department's BCR calculations indicate that there are significant benefits in transitioning commuters from private to public transport.

Is your BCR tool accurate and reliable?

SMEC recently undertook an independent assessment of the CCP tool and noted that there are no computational errors in the model, the broad approach of the CBA tool is considered appropriate for its purpose and that the BCRs calculated are generally likely to be understated. SMEC also added additional inputs to the tool such as reduction in driving distance, reduction in travel time, working day and non-working day usage which will increase the BCR for projects.

Why have you not given the BCR tool to all delivery partners or made it publicly available?

The tool was designed to be simple, requires few inputs, and was predominantly made for situations where it isn't cost effective to engage a consultant for a detailed cost benefit analysis (CBA). This includes smaller proponents such as local councils, who generally have no existing tools or processes to calculate BCR's. At the time of development it was envisaged that the tool would not be required by the States and Territories as they have the resources, expertise and tools to undertake a detailed CBA.

Key paragraphs from the Audit report

Paragraph 4.45

- Effective benchmarking enables an informed assessment of value for money in non-competitive selection processes.

Paragraph 4.52

- Of the 10 delivery projects where an assessment had been completed by 31 March 2021, four identified that no BCR had been completed
- Delivery agency completed a rapid BCR due to project size and capacity to complete a more detailed BCR
- Delivery agent has been unable to quantify wider economic benefits.

Benchmarks

The Department engaged Turner & Townsend to develop some benchmark construction costs that could be used to assist in the assessment of commuter car park projects.

Benchmarks developed were:

4.2 Cost Ranges

Due to time constraints and the bespoke nature of certain scenarios, T&T were only able to source a sufficient amount of data to quantify typical cost ranges and averages for three of the scenarios.

Currently, the typical cost ranges for each scenario excluding outliers are as follows:

	Project Sample	Range (Cost/Car Space)	Average (Cost/Car Space)
At-grade	15	\$27,500-\$34,900	\$32,900
Brownfield, Multi-storey Standard	18	\$27,400-\$38,000	\$34,300
Brownfield, Multi-storey Adjacent to a Rail Line	4	\$38,200-\$43,900	\$43,100

These benchmarks exclude costs of outlier projects even though the range of construction costs for car parks is very broad with a significant number of projects with costs that could be considered statistical outliers.

Benchmark costs do not include:

- Site specific cost drivers such as design considerations, fire regulations and security requirements, construction methodologies, and
- Other site specific factors that can influence costs include site conditions such as extent of earthworks, drainage, contamination and heritage/cultural issues.
- External site factors such as land acquisition, utility adjustments or additional works such as deflection walls which are required by law for multi-story car parks adjacent to a rail line as safety barrier in the case of derailments.

Benchmark costs are determined by the planning activities, including to identify the preferred site location and project solution – which will determine the additional number of car parking spaces to be constructed. Cost benchmarks are calculated as cost per space.

Benefit cost ratios

The Commuter Car Park (CCP) tool and accompanying guidance was developed by the Department to provide a high level assessment on Benefit Cost Ratio (BCR) noting that the BCR and assumptions for a project are usually provided by proponents and the Department undertakes due diligence on these assessments.

SMEC recently undertook an independent assessment of the CCP tool and noted that there are no computational errors in the model, the broad approach of the CBA tool is considered appropriate for its purpose and that the BCRs calculated are generally likely to be understated. SMEC also added additional inputs to the tool such as reduction in driving distance, reduction in travel time, working day and non-working day usage which will increase the BCR for projects.

The tool is guided by Australian Transport Assessment and Planning guidelines, noting that there is no advice in ATAP specific to car park projects.

The tool was designed to be simple, requires few inputs, and was predominantly made for situations where it isn't cost effective to engage a consultant for a detailed cost benefit analysis (CBA). This includes smaller proponents such as local councils, who generally have no existing tools or processes to calculate BCR's.

At the time of development it was envisaged that the tool would not be required by the States and Territories as they have the resources, expertise and tools to undertake a detailed CBA.

The inputs for the tool include capital and maintenance costs, number of car spaces, distance to destination, and level of existing congestion on the road network. The tool takes the information populated to calculate the high level benefits based on reduced congestion (including travel time savings, reduced vehicle operating costs), reduced crashes, and reduced externalities.

Record keeping

The Department's response to the audit report at Appendix 1 outlines the actions undertaken by the Department to adhere to record keeping practices.

The Department is already undertaking action including the following actions within the Infrastructure Investment Division:

- reminders to all staff within the Infrastructure Investment Division have issued with a direction to adhere to requirements in relation to recordkeeping;
- provision of recordkeeping training sessions specifically for IID staff, with the intent that every officer will be required to undertake training. Specific training sessions held for the Division to ensure staff had the requisite skills to comply with their obligations was delivered to 132 staff.
- Anyone that did not attend a training session held specifically for the Division, including new starters, are required to enrol and complete a training session through the Department's LearnHub. Attendance is also included as part of the Induction Checklist which is monitored by the Business Management Unit.
- incorporated adherence to recordkeeping policies in performance discussions for SES officers
- the Business Management Unit prepares monthly "heat maps" that indicate utilisation of the Department's EDRMS
- monitoring of use of areas of G drive that have not been closed to new records to ensure compliance with use of the EDRMS.

At a Departmental level, actions undertaken include:

- reviewing the existing Record Keeping policies and drafting a single policy document which is currently under review before being endorsed and published;
- increasing delivery of department-wide training to ensure staff understand their obligations;
- initiating a project to upgrade and consolidate the Department's record management systems; and
- updating staff guidance on the Department's intranet relating to records management practices.

Comments on audit report

Key questions

What is the Department's response to the Audit Report?

The Secretary's response is included at Appendix 1 of the report.

The ANAO has made a number of recommendations that will strengthen the Department's administration of projects and management of the Urban Congestion Fund. The Department has already put a number of improvements into place.

However, the Department disagrees with the findings and conclusions made within the report. In particular the Department does not agree with the ANAO's findings of the Department in relation to the initial design and project selection, as well as the findings in relation to eligibility.

Is the Urban Congestion Fund a grants program? Isn't this just sports rorts on an industrial scale?

The Urban Congestion Fund is not a grants program. It is part of the Infrastructure Investment Program and therefore guided by other frameworks including the National Land Transport Act 2014 and the National Partnership Agreement on Land Transport Infrastructure Projects.

Isn't this just sports rorts on an industrial scale?

The Urban Congestion Fund is not a grants program. The Government makes all decisions regarding how it wants to invest in land transport infrastructure projects. Transport infrastructure projects are a negotiated outcome made between the Australian and State/Territory governments under a National Partnership Agreement.

Will the Department table the spreadsheets that are mentioned in Chapter 2 of the ANAO report?

The Department is unable to table the documents requested today. We can take on notice whether we can provide the documents to the Committee but would need to take advice on whether the documents represent material forming part of the decision making of the Government and are part of the Government's budgetary processes.

Was the sequence of events outlined by the ANAO in the audit report correct? Are there any inconsistencies that you challenged?

Generally, the sequence of events and information provided by the ANAO in the audit report is factually correct. However, there are a number of areas where the Department advised the ANAO to ensure that information was portrayed in a way that would not be misleading to readers.

In your opinion, did the ANAO listen to your advice regarding misleading readers?

A number of improvements were made throughout the process of the audit to the way that the information has been presented, however the Department believes there are some areas where more context could be provided.

Recommendation 1

Developing an implementation plan, performance indicators and an evaluation strategy specific to the program

- As new programs are developed the Department will consider this recommendation where existing tools and practices are not appropriate
- There are a number of mechanisms within the Department's management of the Infrastructure Investment Program that address the concerns of this recommendation.
- The Urban Congestion Fund is primarily a package of road upgrades and our management of these types of projects is well established

Recommendation 2

Record keeping

- The Department is already undertaking action to ensure that our record keeping is managed appropriately. These actions are outlined in our response to the recommendation.
- It's important to note that adequate records were able to be provided to the ANAO during the course of the performance audit.

Recommendation 3

Document and apply assessment procedures to demonstrate projects are eligible for approval before making a recommendation for funding to the Minister

- The Department has established processes in place and a sound understanding of the types of projects that are eligible for funding
- There are measures in place for staff to obtain advice or seek further clarification, including legal advice on projects where eligibility is unclear
- Guidance materials and standard processes are being improved to support effective and appropriate management of projects

Recommendation 4

Propose merit criteria that will be used to assess whether projects represent an efficient, effective, economical and ethical use of public money

- The mechanisms and governance requirements of the National Land Transport Act, PGPA Act and the existing processes in place to manage the Infrastructure Investment Program are largely sufficient
- The Department has strengthened the advice that it provides to Ministers on value for money considerations, including advice on benchmark construction costs, benefit-cost ratio calculations and other particular aspects of a project that are relevant for a Minister to consider when deciding to approve a project.
- In relation to commuter car park projects, it is important to note how the projects were selected and their status primarily as election commitments.

Recommendation 5

Identify relevant benchmarks to assess whether the proposal represents value for money and is appropriate for approval

- The mechanisms and governance requirements of the National Land Transport Act, PGPA Act and the existing processes in place to manage the Infrastructure Investment Program are largely sufficient
- The Department has strengthened the advice that it provides to Ministers on value for money considerations, including advice on benchmark construction costs, benefit-cost ratio calculations and other particular aspects of a project that are relevant for a Minister to consider when deciding to approve a project.
- In relation to commuter car park projects, it is important to note how the projects were selected and their status primarily as election commitments.

Recommendation 6

Strengthen controls over establishment of delivery and payment milestones

- The Department agrees with the recommendation
- However, milestones are only governance mechanism to ensure that projects continue to be delivered as expected.
- There are also circumstances where milestones cannot be negotiated with the delivery partner until the contract has been awarded. This is covered by the Notes on Administration.
- The Department has regularly engages with all delivery partners and has arrangements in place to receive regular updates on progress.

Background - Infrastructure investment

Infrastructure investment in Australia is a response to a series of complex inter-related challenges that consider the immediate infrastructure requirements of the nation while also planning to ensure that future transport needs are met.

An efficient land transport network underpins the Australian Government's key pillars set out in Planning for Australia's Future Population that tackles the impact of increasing populations in congested cities and backing smaller cities and regions that are looking to grow.

The Urban Congestion Fund, and within it the National Commuter Car Park Fund, is just one component of this overall strategy to:

- Manage growth in our cities – ensuring population growth supports liveability through new infrastructure and better services
- A strong and prosperous Australia – keeping the economy strong to improve the lives of Australians
- Investing in our regions – better connecting regional Australia with opportunities for growth; and
- Well-functioning communities – building safe and connected communities.

Investment decisions necessarily occur in the context of local and regional population growth and changes in geographic density, growth and geographic dispersion of employment opportunities, levels of service for existing transport networks, as well as existing and historical investments of the Commonwealth but more relevantly legacy spends of state and local governments.

In relation to urban congestion, individual cities face different circumstances across each of those areas. Within a city, regions will have diverse pressure points across different modes of transport, requiring different solutions and levels of investment. It is difficult to meaningfully compare the circumstances of different regions or cities, without understanding the legacy infrastructure, mode and history.

Time period for investment

Infrastructure investment by Government is a rolling 10 year pipeline of investment. The pipeline approach recognises that major infrastructure projects take many years to plan, design and deliver. It also envisages that new projects are added to the pipeline over time as further priorities are identified.

The Department's analysis and modelling undertaken that was used to inform the Department's initial identification of projects under the Urban Congestion Fund focused on future congestion forecasts in Australia in 2031.

The Audit Report can only focus on projects identified and selected to date by the Australian Government for investment under the Urban Congestion Fund, however this ignores:

- current and historical investments on road and rail projects
- current, future and historical investment by relevant states and territories, and
- the possibility of future investment either utilising funds already committed to the UCF but unallocated or through the rolling 10 year pipeline of infrastructure investment.

Distribution of commuter car park projects

Modelling undertaken by the Department included expectations of population growth in major Australian cities. Population in Melbourne between 2011 and 2031 is estimated at around 42.6 percent total growth (1.8 percent compound annual growth). Growth in the South-East subregion is estimated at 51.8 percent total growth and 2.1 percent annual compound growth. The growth rate of the South-East region is higher than the North-West region.

47C

These projects were decided on by Government and publicly committed during an election campaign.

Choices in infrastructure investment

Investment decisions consider local and regional population growth, changes in geographic density, growth and geographic dispersion of employment opportunities, levels of service for existing transport networks, as well as existing and historical investments of both the Commonwealth but, more relevantly, legacy spends of state and local governments.

In relation to urban congestion, each individual city faces a different set of circumstances across each of those areas and within a city regions will have diverse pressure points across different modes of transport, requiring different solutions and levels of investment. It is difficult to meaningfully compare the circumstances of different regions.

For example, in relation to Victoria, modelling undertaken by the Department indicates road vehicle trips will continue to be the main form of transport with performance gaps for Melbourne's major road network towards 2031 to include the Western, Calder and Hume Freeways as well as the M80 Ring Road (all in Melbourne's North, West and North-West regions).

Consideration of the distribution of commuter car park projects in Melbourne ignores Australian Government investment in road and rail as other modes of transport, including investment in these priority roads such as the following projects under the Urban Congestion Fund:

- Calder Freeway – Gap Road to the M80 Ring Road (Australian Government funding \$50 million)
- Hume Freeway – Watson Street to the M80 Ring Road (AG funding \$50 million)
- Western Freeway Upgrade – M80 Ring Road to Ferris Road (AG funding \$50 million)

Other investments through the IIP

Analysis contained within the Audit Report does not take a broader view of the priorities of the Australian Government through its total infrastructure investments. As an example, the analysis does not consider the Australian Government's current \$500 million commitment to the M80 Ring Road Upgrade (in addition to UCF projects identified above) or \$1.1 billion under the IIP for the Suburban Roads Upgrades project.

To ensure that future infrastructure transport needs and congestion challenges are met, the Department continues to work with all states and territories to identify projects that align to Commonwealth priorities and that take account of all the inter-related factors impacting infrastructure needs. Analysis that finds that one state, or one region, is overrepresented in funding for one component program under the IIP may not provide readers of the final report with a clear and complete view of the Australian Government's investment in infrastructure.

Archived: Monday, 23 August 2021 4:47:11 PM

From: SAVAGE James

Sent: Mon, 28 Jun 47F

Cc: Smith Philip; s 47F; HALLINAN David; 47F; 47F; LA RANCE Lisa

Subject: RE: URGENT: CCPs - letters to PM [SEC=PROTECTED, CAVEAT=SH:CABINET]

Sensitivity: Normal

Attachments:

34(3)

PROTECTED, SH:CABINET

47

We agree with the analysis below regarding timing of commitments by Government to car parks.

Relevant documents are:

34(3)

Gosford (27 March 2019) and Mitcham (7 February 2019) were announced by the Prime Minister via media release.

I don't have the election commitments authority letter, I have asked PMC for a copy, but I have previously verified the 7 car park sites that were included in the 2019 Election platform *Our Plan to deliver Budget surpluses without increasing taxes*.

James Savage

A/g Assistant Secretary • Program, Policy and Budget Branch • Infrastructure Investment Division

James.Savage@infrastructure.gov.au

P +61 2 6274 7398 • s 47F

GPO Box 594 Canberra, ACT 2601

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*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

PROTECTED, SH:CABINET

From: 47F @communications.gov.au>

Sent: Monday, 28 June 2021 8:07 AM

To: CARUSO Daniel <Daniel.Caruso@infrastructure.gov.au>; SAVAGE James <James.Savage@infrastructure.gov.au>

Cc: Smith Philip <Philip.Smith2@infrastructure.gov.au>; s 47F @infrastructure.gov.au>; HALLINAN David <David.Hallinan@infrastructure.gov.au>; 47F @communications.gov.au>; 47F @infrastructure.gov.au>

Subject: URGENT: CCPs - letters to PM [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED, SH:CABINET

Hi Dan and James,

As a priority, can you please dig up all of the signed letters (and relevant attachments) referenced below between the PM and the former Minister? Where we don't have them on file, please ask PMC for them. We must be absolutely sure when and how each CCP was authorised.

Cheers,

47F

Key dates	Selection decision authorisation process	Decision taken	Running tally	
		(car park element only)	Sites	Funding
8 May 2018	The 2018–19 Federal Budget, which established the Urban Congestion Fund			
11 January 2019	Exchange of letters between Ministers and the Prime Minister	11 car park sites selected for \$103 million ^a	11	\$103 million
31 January 2019	Email to the department from the Minister's Office advising of an approval from the Prime Minister's Office	Removal of one of the sites previously selected (at Heatherdale for \$15 million)	11	\$103 million
7 February 2019	Announcement by the Prime Minister	One car park site selected for \$15 million.		
24 March 2019	Exchange of letters between Ministers and the Prime Minister in the context of settling the 2019–20 Federal Budget	One car park site selected for \$16 million	12	\$119 million
27 March 2019	Announcement by the Prime Minister	One car park site selected for \$30 million	13	\$149 million
2 April 2019	The 2019–20 Federal Budget, which established the Commuter Car Park Fund			
10 April 2019	Exchange of letters between Ministers and the Prime Minister	27 car park sites selected for \$389 million, which included the Heatherdale site previously removed	40	\$538 million
11 April 2019	The Australian Government assumed a caretaker role			
29 May 2019	New Ministry sworn in			
21 June 2019	Return of writs			
5 July 2019	Election commitment authority letter from the Prime Minister	Seven car park sites announced as Coalition election commitments selected for \$87 million ^b	47	\$625 million

47F
Office of the Hon. Paul Fletcher, MP
Minister for Communications, Urban Infrastructure, Cities and the Arts

Commonwealth Parliamentary Offices | 1 Bligh Street | Sydney NSW 2000 | 02 8289 9930
Suite MG.48 | Parliament House | Canberra ACT 2600 | 02 6277 7480


47F

PROTECTED, SH:CABINET

s 34(1)(a)



s 34(1)(a)



34(1)(a)



34(1)(a)



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34(1)(a)



PROTECTED Sensitive: Cabinet

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s 34(1)(a)



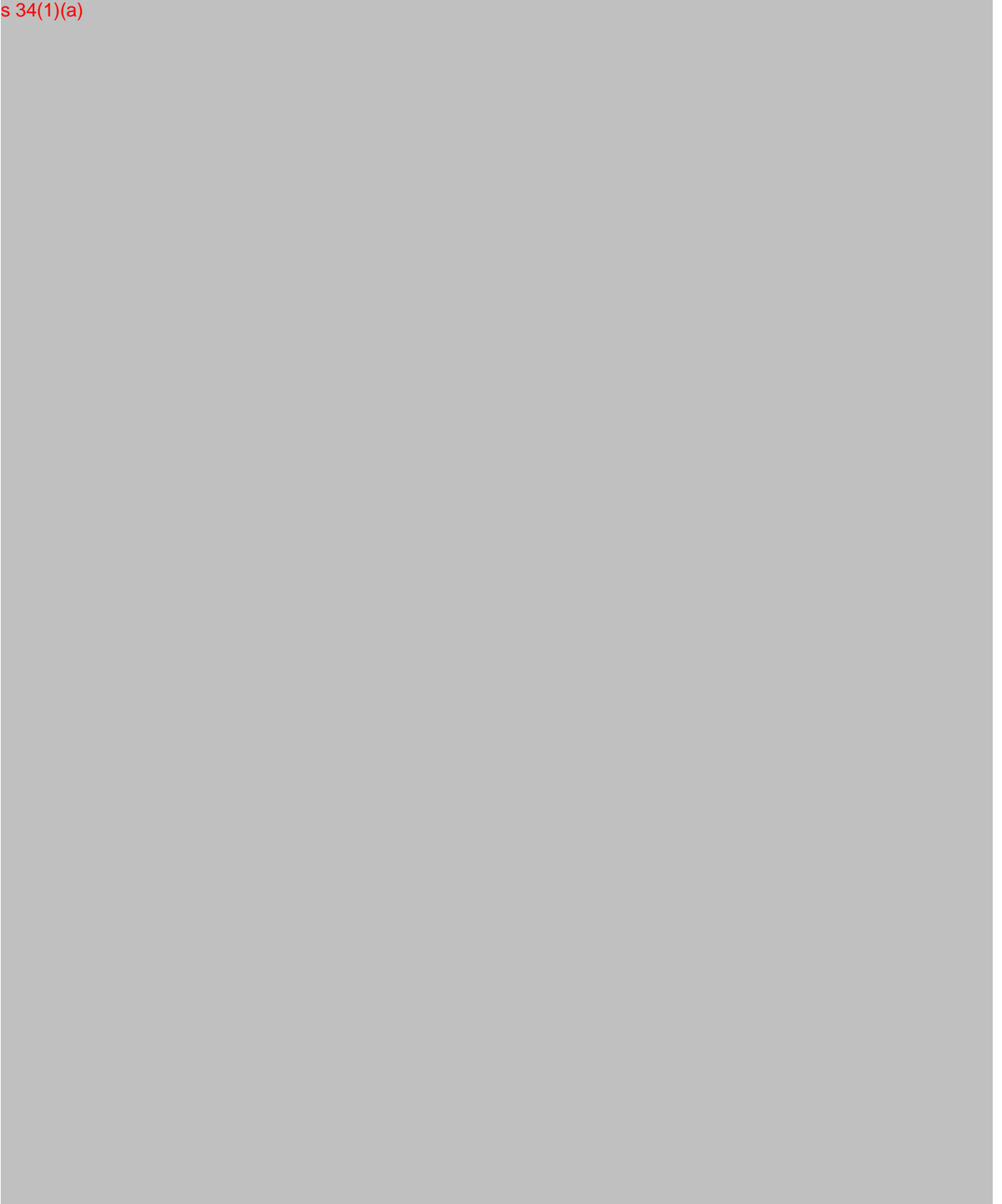
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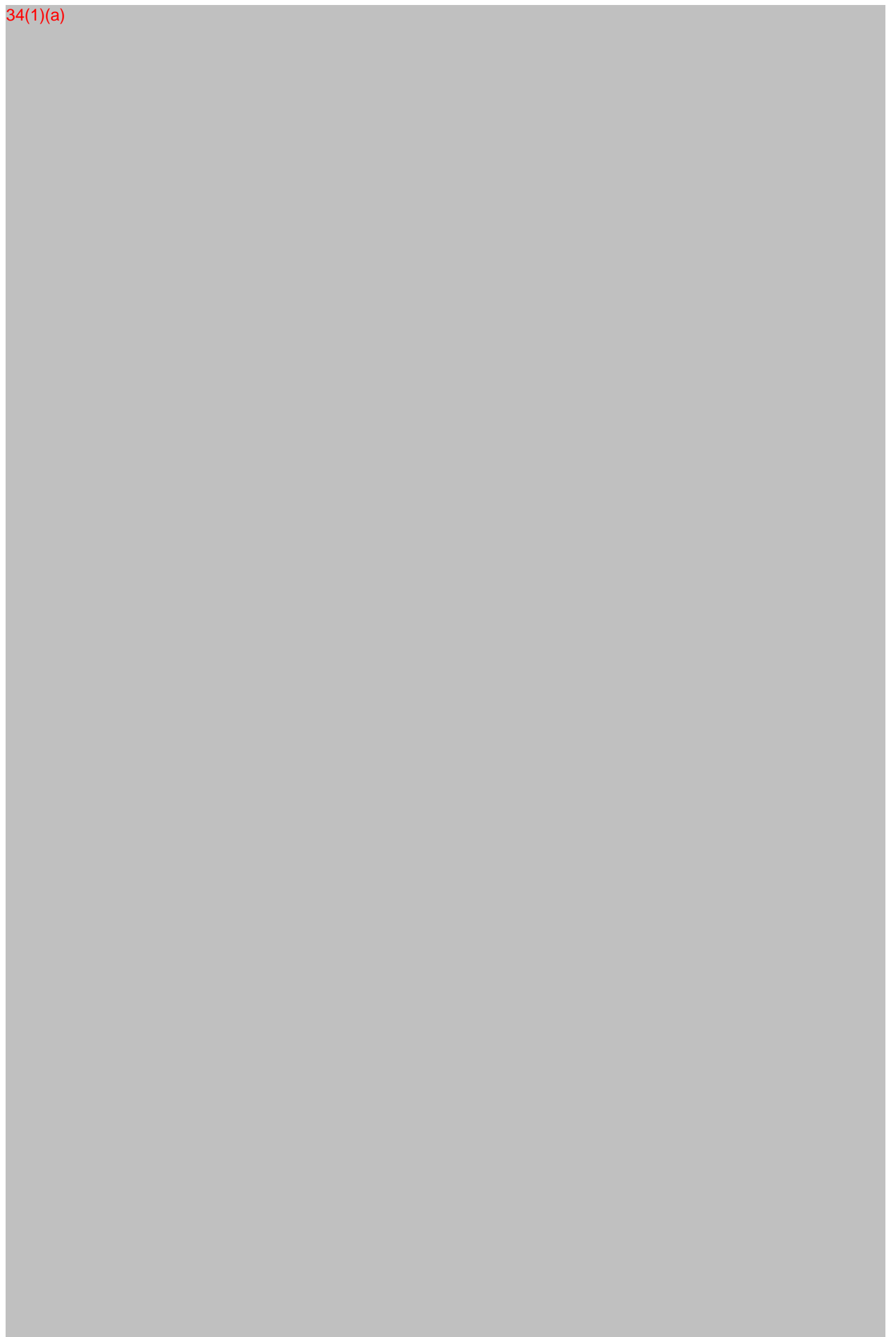


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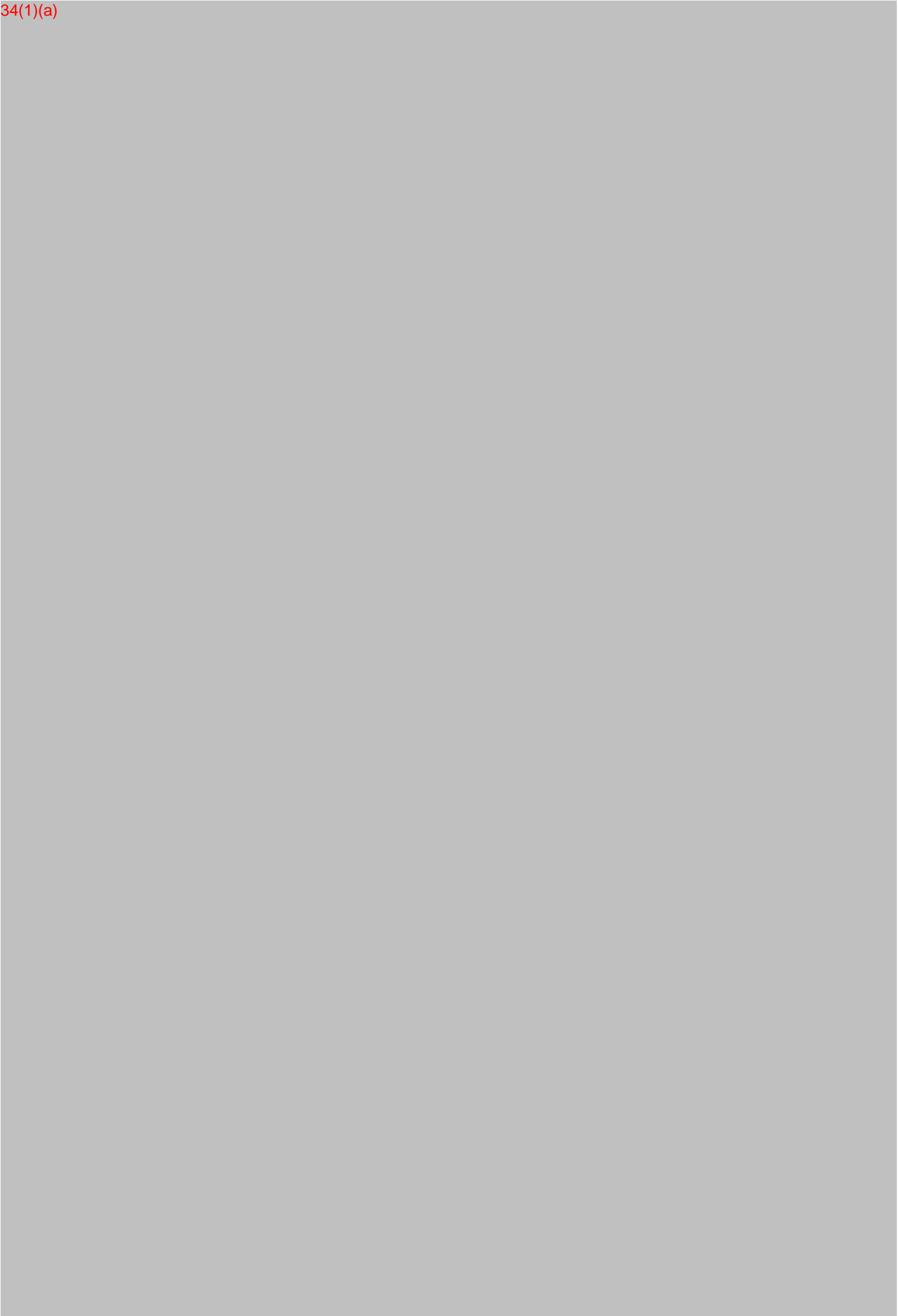


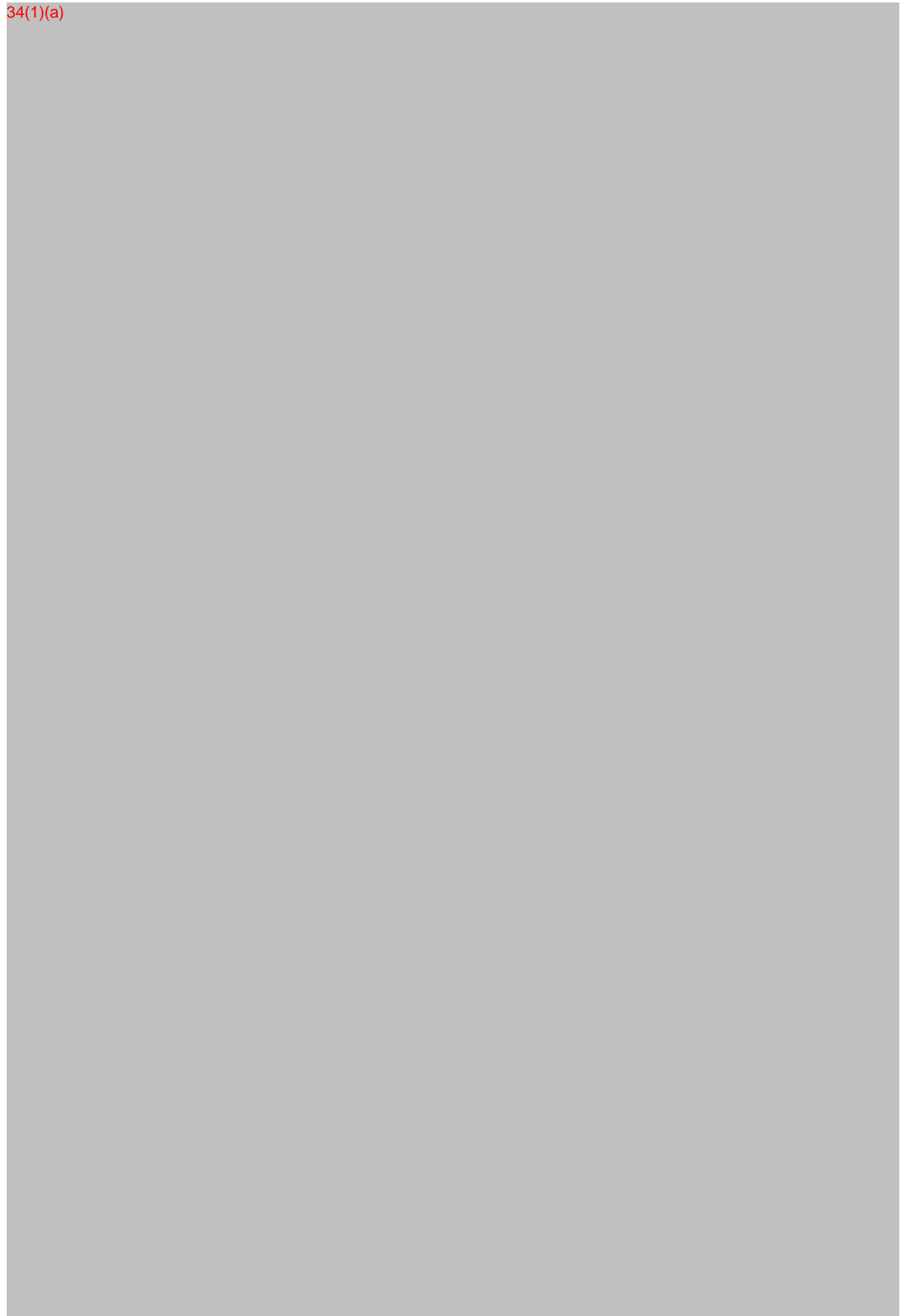
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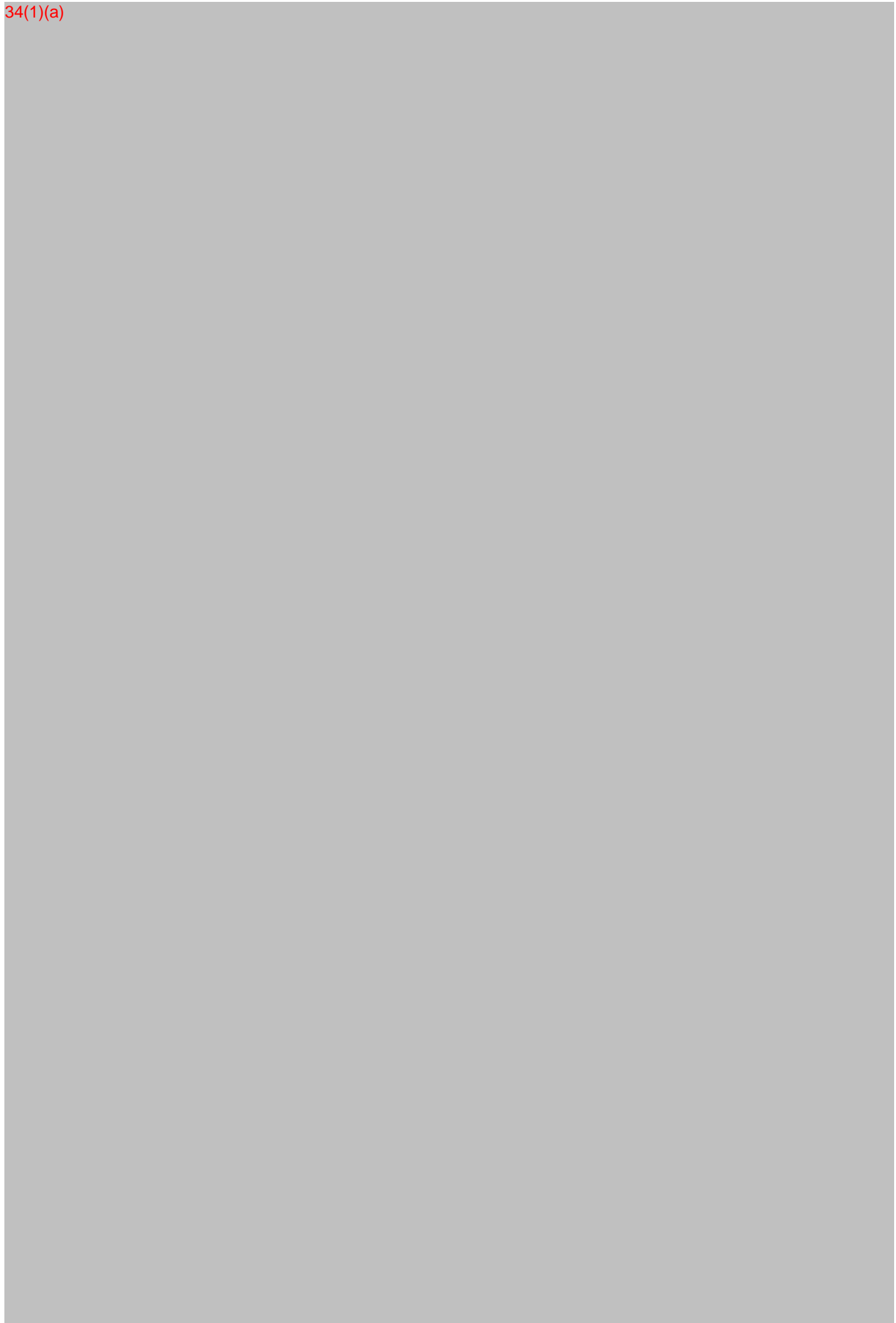














Archived: Monday, 23 August 2021 4:51:30 PM

From: 47F

Sent: Thu, 20 Dec 2018 11:43:28

To: GARBIN Christina; 47F

HOLM Oliver; 47F

Cc: HALL Jessica; MCCLURE Phil; 47F

47F

Subject: 34(3)

Sensitivity: Normal

34(3)

Good morning all,

34(3)

Thank you all for your assistance to get this finalised and please forward to anyone I have missed in the teams.

Kind regards

47F

Investment Strategy & Policy Section

Investment Policy & Program Branch | Infrastructure Investment

Department of Infrastructure, Regional Development and Cities

GPO Box 594, Canberra ACT 2601

47F

| w www.infrastructure.gov.au

34(3)

s 34(3)







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47F

s 34(3)

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Archived: Monday, 23 August 2021 4:24:36 PM

From: SAVAGE James

To: 47F

Cc: Smith Philip; HALLINAN David

Subject: RE: Requested UCF documents: briefings to Minister on projects for approval [SEC=PROTECTED, CAVEAT=SH:CABINET]

Sensitivity: Normal

Attachments:

December_MO to Dept.zip 

PROTECTED, SH:CABINET

Further to the below, the attached are the emails from December 2018

34(3)

PROTECTED, SH:CABINET

From: SAVAGE James

Sent: Friday, 16 July 2021 12:53 PM

To: 47F communications.gov.au>

Cc: Smith Philip <Philip.Smith2@infrastructure.gov.au>; HALLINAN David <David.Hallinan@infrastructure.gov.au>

Subject: Requested UCF documents: briefings to Minister on projects for approval [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED, SH:CABINET

47F

I've been asked to send you a series of documents in relation to the UCF

47C

James Savage

A/g Assistant Secretary • Program, Policy and Budget Branch • Infrastructure Investment Division

James.Savage@infrastructure.gov.au

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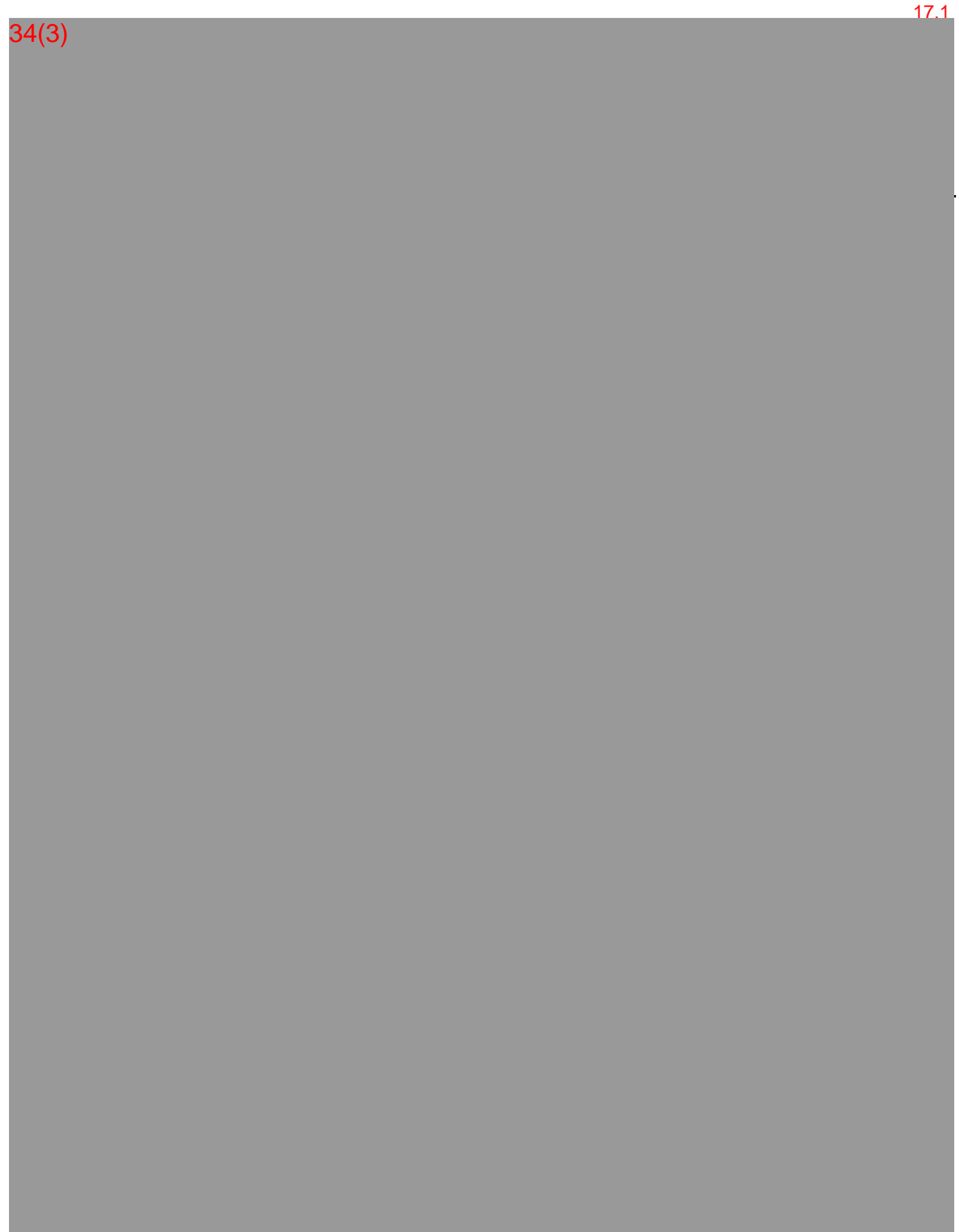
infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live.

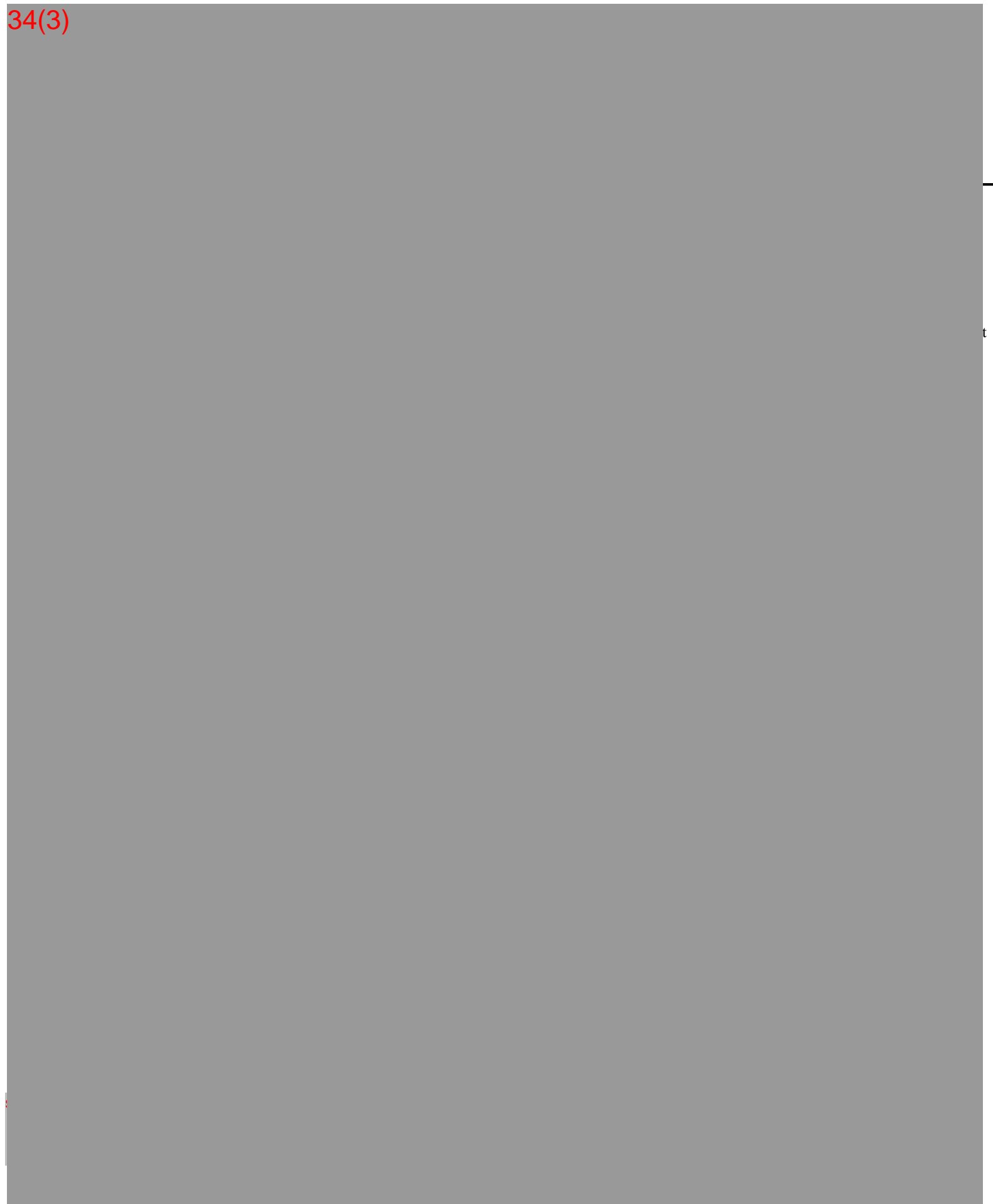
I recognise and respect their continuing connection to the land, waters and communities.

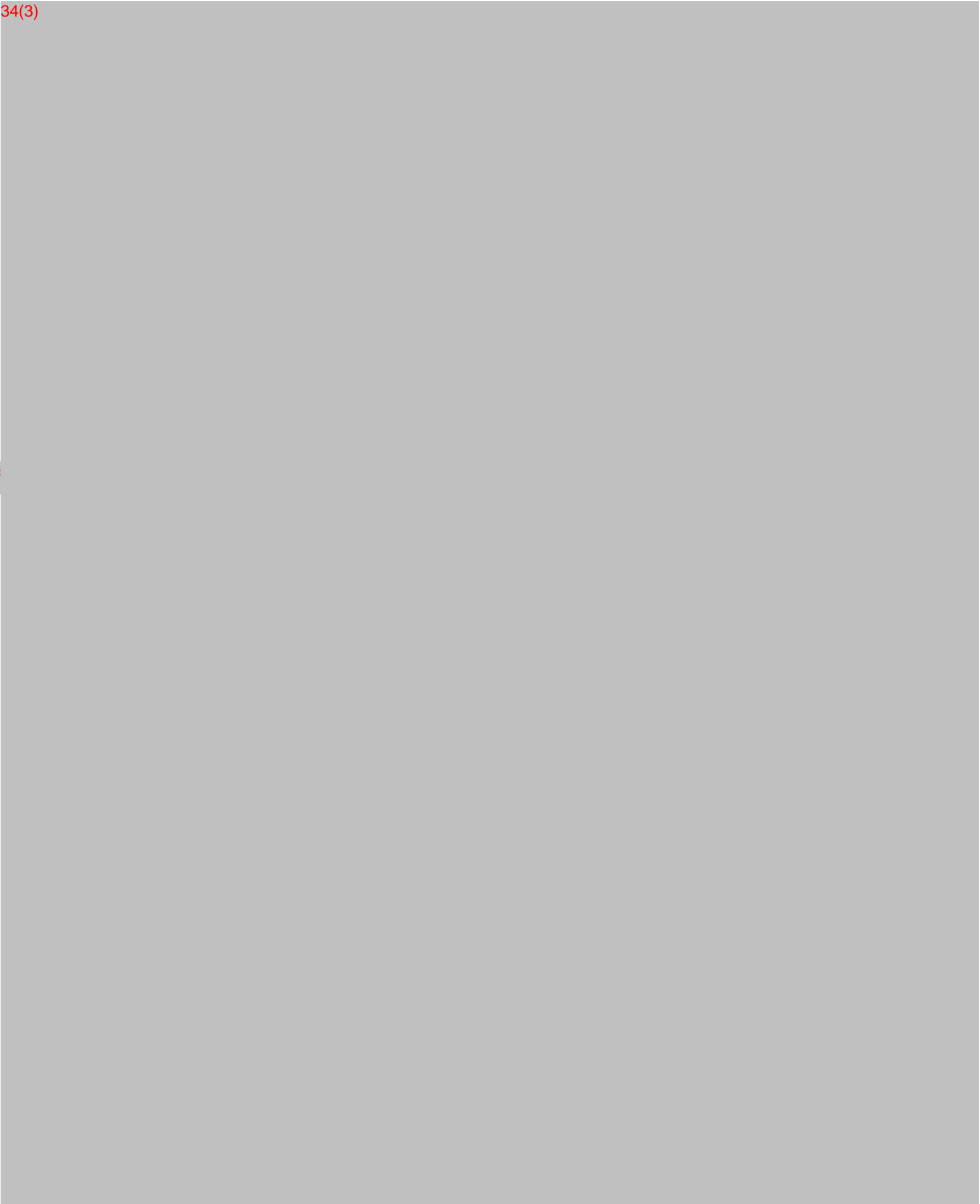
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

PROTECTED, SH:CABINET











34(3)





34(3)







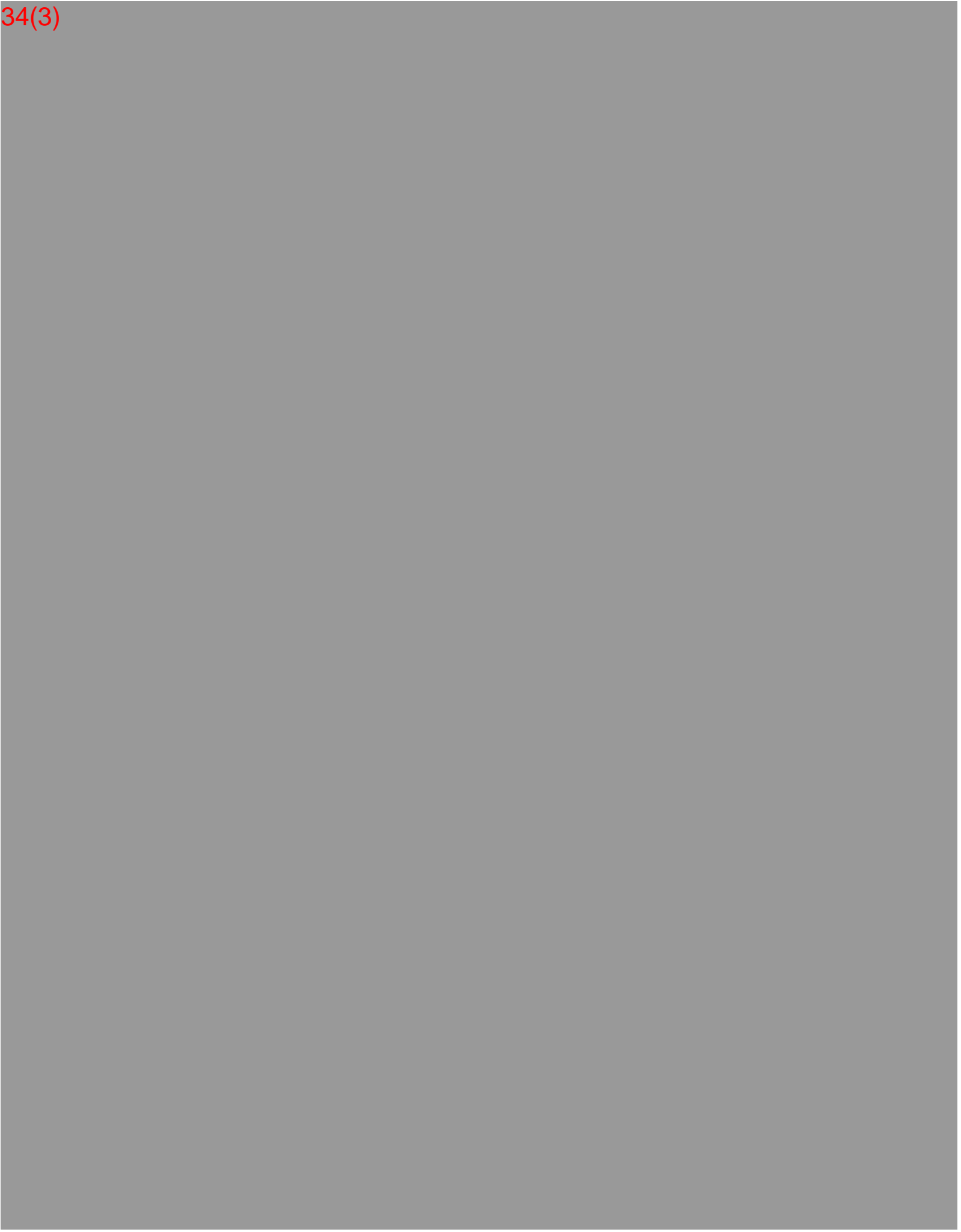
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Archived: Monday, 23 August 2021 4:41:06 PM

From: 47F

Sent: Fri, 16 Jul 2021 21:33:26

To: 47F

Cc: SAVAGE James; Smith Philip; s 47F HALLINAN David; Bloxsom, Ryan; s 47F

Subject: RE: Car parks in Vic attached to IIP projects. [SEC=OFFICIAL]

Sensitivity: Normal

OFFICIAL

H 47

s 47F and I have reviewed your map and have some comments:

- Cobblebank – Victoria made upgrades to this station car park through the Regional Rail Revival Program, which is a joint Vic Gov and AG initiate. However I've confirmed with the team that these works were fully funded by the Victorian Government and had no Australian Government contribution. This should be changed to red.
- Of our 30 CCPs, the map shows 29 as either blue (AG) or purple (joint). South Morang on the map is red (Vic). So all are captured.

s 47C

- o Finally, with the Australian Government no longer proceeding with CCP upgrades at Balaclava, Mitcham, Kananook and Seaford. I would suggest using a different colour to show the "not proceeding status" or not highlighting them at all.

Big thanks to s for logging on tonight to cross-check.

Let me know if you have any further questions.

s 47F

Director • Victorian Regional Infrastructure Investment • Infrastructure Investment Division

s 47F

• s 47F

GPO Box 594 Canberra, ACT 2601

Please note I work part time - Full days Monday through Thursday, and a half day on Friday.

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OFFICIAL

From: 47F @communications.gov.au>

Sent: Friday, 16 July 2021 6:35 PM

To: 47F

Cc: SAVAGE James <James.Savage@infrastructure.gov.au>; Smith Philip <Philip.Smith2@infrastructure.gov.au>; s 47F @infrastructure.gov.au>;

HALLINAN David <David.Hallinan@infrastructure.gov.au>; 47F @communications.gov.au>

Subject: RE: Car parks in Vic attached to IIP projects. [SEC=OFFICIAL]

OFFICIAL

Hi s

Thanks for the below!

On the topic of Cobblebank, [Victoria is giving us credit for funding it on their website](#) – can you double check that we didn't contribute to the CCP? 22

I've made a map that shows Vic Govt commitments in red, Commonwealth commitments in blue and joint commitments in purple. Can you please fact check the map?

We will give it to Minister Hume, and Departmental officials are more than welcome to use it too.

Cheers,

47

Office of the Hon. Paul Fletcher, MP
Minister for Communications, Urban Infrastructure, Cities and the Arts

Commonwealth Parliamentary Offices | 1 Bligh Street | Sydney NSW 2000 | 02 8289 9930
Suite MG.48 | Parliament House | Canberra ACT 2600 | 02 6277 7480

47F

OFFICIAL

From: s 47F @infrastructure.gov.au>
Sent: Friday, 16 July 2021 5:50 PM
To: 47F @infrastructure.gov.au>; 47F @communications.gov.au>
Cc: SAVAGE James <James.Savage@infrastructure.gov.au>; Smith Philip <Philip.Smith2@infrastructure.gov.au>; s 47F @infrastructure.gov.au>
Subject: Car parks in Vic attached to IIP projects. [SEC=OFFICIAL]

OFFICIAL

Hi 47F

As discussed with James, see below for a list of rail projects in regional Victoria which include upgrades to train station car parks. Please note that the upgrades to carparks only form a part of wider line upgrades (including track works, stabling/signalling upgrades, station upgrades etc), and the funding listed reflects the total project costs, not the costs of car park works alone.

Project	Total Project Funding	Carpark works included
Ballarat Rail Line Upgrade – Stage 1	Total - \$601.2m AG - \$503m Vic - \$98.2m	Rockbank Station Upgrade (350 spaces) Bacchus Marsh Station (100 spaces) Ballan Station
Bendigo/Echuca Rail Line Upgrade	Total - \$176.2m AG - \$158.7m Vic - \$17.5m	New stations at Goornong, Huntly and Raywood, each of which will include construction of car parking with lighting and CCTV. <i>*Subject to detailed design and community consultation.</i>
Warrnambool Rail Line Upgrade – Stage 1	Total - \$251.8m AG - \$226.4m Vic - \$25.4m	Waurrn Ponds Station Upgrade (90 new spaces + sealing 120 existing gravel spaces)
South Geelong to Waurrn Ponds – Stage 2	Total - \$893m AG - \$750m Vic - \$143m	Upgrades to South Geelong and Marshall Stations (approximately 180 additional spaces). <i>*Subject to detailed design and community consultation.</i>

Big thanks to s for pulling this together after 5pm on a Friday!

Let me know if you have any questions.

s 47F

A/g Assistant Secretary • Victoria, Tasmania and South Australia Infrastructure • Infrastructure Investment Division

s 47F

GPO Box 594 Canberra, ACT 2601
Please note I work part time - Full days Monday through Thursday, and a half day on Friday.
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OFFICIAL

Archived: Monday, 23 August 2021 2:59:13 PM

From: SAVAGE James

Sent: Fri, 16 Jul 2021 12:45:58

To: 47F

Cc: Smith Philip; HALLINAN David

Subject: Approval to table: documents for UCF spillover [SEC=OFFICIAL]

Sensitivity: Normal

Attachments:

Car parks cost benefit guidance.docx Senate Estimates Table - 2021-22 Budget - FINAL - Commuter Car Parks.xlsx

OFFICIAL

47F

We've been asked to table at the Estimates spill-over on Monday:

- Spreadsheets related to UCF projects selected by Government
- Legal advice obtained on car parks and the NLT Act
- The Benefit-Cost calculator developed by the Department
- Information from IMS on car park projects

We are seeking approval to table the attached documents:

- Guidelines for the BCR tool
- The Project Information we usually table at Estimates, just the commuter car parks. Note this is the same information tabled at the last hearing post-Budget. It does not include projects that have been descoped.

Draft text to respond to these queries on Monday and further enquiries about the tabling is:

Will the Department table the spreadsheets that are mentioned in Chapter 2 of the ANAO report?

The Department is unable to table the documents requested today. Tabling these documents would make publicly available material disclosing the deliberations of Cabinet.

Will the Department table legal advice received in relation to commuter car parks and the National Land Transport Act?

It is the position of successive governments that the disclosure of legal advice is not in the public interest, as governments' ability to obtain confidential legal advice is essential to sound policy and law making, and therefore it is the long-standing practice of governments not to disclose legal advice. Ultimately of course it is a matter for a Minister to claim public interest immunity and we have referred the matter to the Minister.

Will the Department table the Benefit Cost Ratio calculator mentioned in the ANAO report?

The BCR tool is a spreadsheet with in-built data and calculations and is not conducive to tabling as a document. The Department will table today the guidelines for using the tool. The tool has recently been independently assessed and found there are no computational errors in the model, the broad approach of the tool is considered appropriate for its purpose and that the BCRs calculated are generally likely to be understated.

Will the Department table information from the Infrastructure Management System in relation to car park projects?

Key information on projects in the Infrastructure Management System is tabled by the Department at each estimates hearing. We have tabled today the information provided at the last hearing for the car park projects. The information includes status, committed funding and budget forecasts that reflect expected payments against delivery milestones.

Extracting reporting information from IMS is a process that requires a manual approach or the writing of system code. Given the time and resources available since receiving your request last week, we can take on notice other information required.

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I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

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Australian Government

Department of Infrastructure, Transport,
Cities and Regional Development

BCA Tool Guidance – Appendix A: Commuter carparks

Version 1.0 January 2020





Introduction

The Notes on Administration require proponents to provide the Benefit Cost Ratio (BCR) for projects seeking Commonwealth funding.

The Department recognises that the expense and time required to commission a detailed benefit cost analysis may place a disproportional and excessive burden on non-state delivery agencies such as local governments for low value projects including commuter carparks.

The Department has developed an Excel-based tool to assist proponents to determine a reasonable estimate of the benefit cost ratio for low-value projects, including this version applicable to commuter carparks. This guidance explains the assumptions underpinning the calculations within the tool, and its use.

Proponents should continue to use their own existing tools and processes rather than this tool where they are likely to achieve more accurate outcomes.


Expected benefits from carparks

In order to determine how to calculate a reasonable estimate of the benefits of a new or enlarged carpark, the anticipated behavioural changes of a number of different users must be considered:

- Compared to the base case, there will be a number of whole-of-trip car travellers who divert to car-rail. This will give rise to decongestion and reduced crash costs on the rest of the network, and reduced environmental impacts (externalities). On an individual basis, some of these users may experience reduced travel times as well as reduced travel costs depending on the cost of the fare and carparking.
- Car-rail travellers who park elsewhere such as nearby streets should experience timesaving benefits. In turn, that behaviour may give rise to additional rail travellers who fill up the vacated parking places.
- Although likely to be a small number, travellers who go from home to the railway station by modes such as bus, bicycle or walking and divert to car-rail will see time saving benefits. This diversion from active or other public transport will give rise to some externality disbenefits including increased pollution. Pedestrians and cyclists may also experience health disbenefits as a result of reduced exercise.
- New train travellers who did not travel at all in the base case. In the short term they are likely to be so small that they can be ignored but, by making the suburb more attractive to commuters, some people may relocate in the long term.

Other benefits may include:

- Benefits that accrue to the entire community such as reduced environmental pollution; and
- Other benefits from improved accessibility for possible future trips not yet anticipated, even if not used.



The aim of this tool is to provide a reasonable estimate of the benefit cost ratio through providing additional commuter car spaces. As such, for simplicity and ease of calculation it is assumed that benefits will accrue from three sources:

1. Decongestion benefits on the rest of the road network;
2. Reduced crash costs on the rest of the road network (assuming that vehicle crashes are a function of vehicle kilometres travelled); and
3. Reduced environmental impacts as a result of fewer vehicle kilometres travelled.

Roughly speaking, the tool will calculate benefits as being somewhat proportional to a combination of the distance to destination and the level of reduced congestion on the network. In other words, if the number of car spaces is held constant, the benefit cost ratio will increase as a function of the distance travelled and the level of congestion.

Avoiding double-counting

While some proposed carparks may impose parking fees, they should not be counted as a disbenefit (to users) or a benefit (to the carpark operator). In such a case, the transaction involves money moving around without anything of economic value being created or consumed – in other words parking fees are a transfer payment.

Including transfer payments can be avoided by focusing on whether or not there is consumption or savings of real resources with economic value (time, clean air, and materials such as fuel) whether or not there is an actual market for those resources. That is the reason that payments such as carpark fees, train fares, avoided tolls, etc. can be excluded in this analysis.

Interface and data entry

The tool contains several tabs. Only the first tab – “Input sheet” requires data entry (see figure below). All cells highlighted orange require data entry. Summarised instructions for each required input are contained within Column B.

The discount rate (4% or 7%) should be selected from the drop down in Cell D8.

The “Model” tab is where calculations are performed in the background but it should not be altered. All formulae are intact for transparency and traceability.

The Benefit Cost Ratio will auto-populate at Row 35.

Car Park Model - Input Sheet		
Instructions	Category	Value
<i>Please populate cells highlighted in this colour</i>		
Project Discount Rate Data	Project Discount Rate Data	Drop Down Box
Select 4% or 7%	Discount Rate (%)	7%
Project Cost Data	Project Cost Data	
Enter unescalated project capital cost including contingency (P50 or P90)	Capital Costs (\$)	\$ 15,000,000
Car Park Typology	Residual/Salvage Value Data	Drop Down Box
Select type of car park Options are at-grade or multi-storey	Type of car park	At-grade
General Project Data	General	
Enter number of spaces/bays being provided	Number of spaces	1,000
Estimate average distance of commuters from carpark to destination	Distance to destination (km)	5
Enter assumed number of working days per year	Working days (annual)	220
Congestion	Network congestion	
Estimate proportion of congestion levels on the network between the carpark and assumed destination		
Heavy	Heavy	50%
Medium	Medium	30%
Light	Light	20%
	Must sum to 100%	100%
Discounted cost and benefits	Value	
Capital	\$	15,000,000
Maintenance	\$	124,090
Benefits	\$	30,109,510
BCR	1.99	

Maintenance Costs - Project Case	
Maintenance Cost (\$)	
Year	Value (\$)
1	10,000
2	10,000
3	10,000
4	10,000
5	10,000
6	10,000
7	10,000
8	10,000
9	10,000
10	10,000
11	10,000
12	10,000
13	10,000
14	10,000
15	10,000
16	10,000
17	10,000
18	10,000
19	10,000
20	10,000
21	10,000
22	10,000
23	10,000
24	10,000
25	10,000
26	10,000
27	10,000
28	10,000
29	10,000
30	10,000



Project Costs

Capital costs

Enter the unescalated capital cost including contingency at Cell D11. The capital cost must include contingency (P50 or P90).

Maintenance costs

The estimated operation and maintenance costs for the project case (in today's dollars) should be entered in the years they are anticipated to be incurred in column G.

Annual O&M costs for at-grade car parks will be minimal but may be significant in the case of a multi-storey car park with features including vertical transport, security systems, fire detection systems, or electric vehicle charging stations.

Benefits

1.1.1 General Project Data

Enter the number of spaces/bays to be provided under the project case at Cell D18.

Benefits are heavily driven by cars removed from the network. It is critical that a reasonable estimate of the average distance from the carpark to destination is made at Cell D19. The main challenge is that commuters accessing public transport from any one particular location will not all travel to the same destination (e.g., not all will travel from the station to the CBD). Only distance to destination needs to be entered – for calculation purposes the model will account for return trips.

1.1.2 Decongestion benefits


Under the project case, benefits will accrue to those who continue to use private road vehicles in the form of reduced traffic congestion as some former car drivers divert to public transport. Determining the extent of this benefit normally requires:

- An estimate of the quantity of road traffic removed from the road system – both the number of cars and the average distance travelled;
- The level of congestion experienced under the base case which will be dynamic (i.e. vary along the route);
- An estimate of the change in travel speed; and
- A value of travel time for car occupants in order to estimate the saving that will accrue to road users.

Clearly, the calculations required are difficult without a dedicated traffic model. However, table 11 from ATAP guidance¹ (Mode Specific Guidance) provides indicative default congestion values which are suitable for the purposes of this model. The values cover time and vehicle operating cost changes and allow for any induced traffic effects resulting from reduced car travel demand. Values in the table below have been adjusted to 2019 prices.

Time period	Congestion level	Benefit (\$/veh-km, 2019 prices)
Peak	Heavy	1.29
	Moderate	0.92
	Light	0.24
Off-peak	All	0.24

¹ Australian Transport Assessment and Planning Guidelines: Mode Specific Guidance M1 – Public Transport



An approximation should be made of the proportion of travel expected to be made at each congestion level in cells D24 to D26. While most travel would be expected to be made during peak times, depending upon location of the carpark and expected destination, it would be unreasonable to expect all congestion to be heavy.

1.1.3 Crash reductions

Analysis has been undertaken by various transport agencies and organisations to identify accident exposure rates for various road types, expressed as expected accidents per 100 million kilometres of travel. Unsurprisingly, accident rates vary between undivided roads, divided roads, and freeways. Width of undivided road also makes a difference with accident rates on roads <5.8m in width being approximately twice as high as those wider than 8.2m.

For simplicity, NSW whole-of-state fatality and casualty rates for the 12-month period ending December 2019² have been used in the model, rather than complicating matters by attempting to split out by road type.

The following accident rates (accidents per 100 million km) have been used in the model:

Rates per 100 million vehicle kilometres travelled	
Fatality	Casualty
0.5	20

These values are pre-loaded. Crash reduction benefits will be automatically calculated. No data entry is required by the user for this parameter.

1.1.4 Externalities

Externalities can be thought of as side effects of an initiative on third parties. Examples include noise, atmospheric pollution and climate change caused by greenhouse gas emissions.

This model applies default values to obtain the estimate of reduced externality costs as a result of removing vehicles from the road network. The default values are expressed as cents per vehicle-kilometre travelled.

Applying a CPI adjustment to the default externality values from Appendix C of Volume 3 of the NGTSM³ gives a total externality value of 6.692 cents per vehicle km (passenger vehicles, urban).

These values are pre-loaded. Externality benefits will be automatically calculated. No data entry is required by the user for this parameter.

² Available at <https://roadsafety.transport.nsw.gov.au/statistics/index.html>

³ Australian Transport Council (2006) National Guidelines for Transport System Management in Australia, Volume 3: Appraisal of Initiatives

Infrastructure Investment Program - Projects announced since 2018-19 Budget
Figures correct as at 2021-22 Budget
All figures are in \$ million and prepared on a cash basis. Funding profiles represent the current estimate of project start and end date, which is subject to further consultation with states, territories and local governments.
Table does not list projects in the Roads to Recovery, Black Spot, Heavy Vehicles Safety and Productivity, and Bridges Renewal Programs, Maintenance projects, or unallocated lines (with the exception of Roads of Strategic Importance corridor funding).
Project planning can commence before a project is announced or otherwise commences as soon as a project is announced. This includes discussions with state transport agencies.
Some project commitments are being delivered by two different entities. These projects have been split into individual lines. Other projects may have been amended since Budget. These changes will be reflected in the next Budget update.
Funding profiles may not equate to the total Australian Government funding, the difference is due to funding being expensed in earlier financial years.
Information included in the Commitment column reflects the period when the project was first announced.

State	Project Name	Sub Program	Package Identifier	Commitment	Total Project Cost	Total Aus Gov Funding	21-22 Forecast	22-23 Forecast	23-24 Forecast	24-25 Forecast	FEs total	25-26 Forecast	26-27 Forecast	27-28 Forecast	28-29 Forecast	29-30 Forecast	30-31 Forecast	Beyond FEs total	Status	Description	Electorate
NSW	Commuter Car Park Upgrade - Emu Plains	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	34.0	15.0	10.7	0.0	0.0	0.0	10.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project is expected to increase the capacity of the park and ride facilities at Emu Plains Station.	Lindsay
NSW	Commuter Car Park Upgrade - Gosford	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	30.0	30.0	8.8	1.7	9.7	9.8	30.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	The project is expected to increase the capacity of the park and ride facilities in Gosford.	Robertson
NSW	Commuter Car Park Upgrade - Hurstville	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	7.5	7.5	3.9	0.4	2.5	0.0	6.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	The project is expected to increase the capacity of the park and ride facilities in Hurstville.	Banks, Barton
NSW	Commuter Car Park Upgrade - Panania	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	7.5	7.5	4.0	0.4	2.5	0.0	6.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	The project is expected to increase the capacity of the park and ride facilities in Panania.	Banks
NSW	Commuter Car Park Upgrade - T1 North Shore, Northern and Western Line - Kingswood	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	20.0	20.0	4.3	9.6	6.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	The project will increase the capacity of the park and ride facilities in Kingswood.	Lindsay
NSW	Commuter Car Park Upgrade - T1 North Shore, Northern and Western Line - St Marys	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	33.8	33.8	16.4	8.0	5.4	4.0	33.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project is expected to increase the capacity of the park and ride facilities in St Marys.	Lindsay
NSW	Commuter Car Park Upgrade - T8 East Hills Line - Campbelltown	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	22.1	22.1	5.1	1.6	11.4	0.0	18.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project will increase the capacity of the park and ride facilities in Campbelltown.	Macarthur
NSW	Commuter Car Park Upgrade - T8 East Hills Line - Macarthur	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	5.3	3.0	3.0	3.0	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project is expected to increase the capacity of the park and ride facilities in Macarthur.	Macarthur
NSW	Commuter Car Park Upgrade - T8 East Hills Line - Revesby	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	32.0	12.5	8.8	0.0	0.0	0.0	8.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project is expected to increase the capacity of the park and ride facilities in Revesby.	Banks
NSW	Commuter Car Park Upgrade - T8 East Hills Line - Riverwood	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	41.0	10.5	4.2	5.8	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project is expected to increase the capacity of the park and ride facilities in Riverwood.	Banks
NSW	Commuter Car Park Upgrade - Woy Woy	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	5.0	5.0	2.5	0.3	1.6	0.0	4.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	The project is expected to increase the capacity of the park and ride facilities in Woy Woy.	Robertson
QLD	Beenleigh Station commuter car park, Beenleigh	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	TBD	15.0	0.3	3.5	11.3	0.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	In Planning	This project is expected to increase capacity of the park n ride facilities in Beenleigh	Forde
QLD	Commuter Car Park Upgrades	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	30.0	15.0	6.6	4.5	3.4	0.0	14.5	0.0	0.0	0.0	0.0	0.0	0.0	14.5	In Planning	The project will increase the capacity of the park and ride facilities at Mango Hill Station and Ferry Grove Station. The Ferry Grove project will deliver additional commuter car parks as part of the Transit Oriented Development adjacent to Ferry Grove Station, and the Mango Hill project will deliver additional commuter carparks across two sites adjacent to the Mango Hill Station.	Petrie, Ryan
QLD	Coomera Station commuter car park, Coomera	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	TBD	15.0	4.0	4.3	6.5	0.0	14.8	0.0	0.0	0.0	0.0	0.0	0.0	14.8	In Planning	This project will increase the capacity of park and ride facilities at Coomera Station.	Fadden
QLD	Loganlea Station commuter car park, Loganlea	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	TBD	15.0	0.0	0.0	15.0	0.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0	15.0	In Planning	This project will increase the capacity of park and ride facilities at Loganlea Station.	Forde
VIC	Commuter Car Park Upgrade - Belgrave/Lydale Lines - Boronia	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	20.0	20.0	5.0	9.0	5.0	0.0	19.0	0.0	0.0	0.0	0.0	0.0	0.0	19.0	In Planning	This project is expected to increase the capacity of commuter car parking facilities at Boronia Railway Station.	Aston
VIC	Commuter Car Park Upgrade - Belgrave/Lydale Lines - Camberwell	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	20.0	20.0	7.5	4.3	7.5	0.0	19.3	0.0	0.0	0.0	0.0	0.0	0.0	19.3	In Planning	This project is expected to increase the capacity of the commuter car park facilities at Camberwell railway station.	Kooyong
VIC	Commuter Car Park Upgrade - Belgrave/Lydale Lines - Canterbury	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	4.0	5.6	4.0	0.0	13.6	0.0	0.0	0.0	0.0	0.0	0.0	13.6	In Planning	This project is expected to increase the capacity of the commuter car park facilities at Canterbury railway station.	Kooyong
VIC	Commuter Car Park Upgrade - Belgrave/Lydale Lines - Heathersdale	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	0.0	0.0	3.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	In Planning	The project will construct a car park to increase the capacity of the commuter car park facilities at Heathersdale Railway Station.	Deakin
VIC	Commuter Car Park Upgrade - Belgrave/Lydale Lines - Heathmont	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	18.9	18.9	4.5	0.8	3.1	0.0	8.4	0.0	0.0	0.0	0.0	0.0	0.0	8.4	In Planning	This project will construct a car park to increase the capacity of commuter car park facilities at Heathmont Railway Station.	Deakin
VIC	Commuter Car Park Upgrade - Belgrave/Lydale Lines - Surrey Hills	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	8.0	6.0	0.0	0.0	14.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	In Planning	This project is expected to increase the capacity of the commuter car park facilities at Surrey Hills railway station.	Kooyong
VIC	Commuter Car Park Upgrade - Berwick Railway Station	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	64.2	64.2	5.0	11.8	40.4	0.0	57.2	0.0	0.0	0.0	0.0	0.0	0.0	57.2	In Planning	The project is expected to increase the capacity of the park and ride facilities at Berwick Railway Station and associated works, including the construction of a temporary relief commuter car park at Officer Railway Station.	La Trobe
VIC	Commuter Car Park Upgrade - Doncaster Park and Ride	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	6.0	6.0	2.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	In Planning	The project is expected to increase the capacity of the Doncaster Park and Ride facility.	Menzies
VIC	Commuter Car Park Upgrade - Eltham Station	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	6.0	6.0	2.0	3.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	In Planning	This funding will scope options to increase the capacity of the commuter car park facilities at Eltham railway station.	Menzies
VIC	Commuter Car Park Upgrade - Frankston Line - Frankston	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	87.0	43.5	2.0	21.6	19.0	0.0	42.6	0.0	0.0	0.0	0.0	0.0	0.0	42.6	In Planning	This project is expected to increase the capacity of the commuter car park facilities at Frankston railway station.	Dunkley
VIC	Commuter Car Park Upgrade - Glenferrie Station	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	5.0	3.5	5.0	0.0	13.5	0.0	0.0	0.0	0.0	0.0	0.0	13.5	In Planning	This project is expected to increase the capacity of the commuter car park facilities at Glenferrie railway station.	Kooyong
VIC	Commuter Car Park Upgrade - Pakenham Line - Beaconsfield	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	4.7	15.0	0.0	3.0	0.0	0.0	12.7	0.0	0.0	0.0	0.0	0.0	0.0	22.3	Completed	The project increased the capacity of the park and ride facilities in Beaconsfield.	La Trobe
VIC	Commuter Car Park Upgrade - Pakenham Line - Narre Warren	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	0.0	0.0	0.0	0.0	0.0	7.0	7.3	0.0	0.0	0.0	0.0	14.3	In Planning	This funding will scope options to increase the capacity of the commuter car park facilities at Narre Warren railway station.	La Trobe
VIC	Commuter Car Park Upgrade - Pakenham Line - Officer	Urban Congestion Fund	Commuter Car Park Fund	2021-22 Budget	5.0	5.0	0.0	1.0	4.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	In Planning	The project is expected to increase the capacity of the park and ride facilities at Officer railway station on the Pakenham Line. The project is expected to deliver approximately 150 spaces including disabled car spaces, bicycle facilities, CCTV and public lighting upgrades. The project will address car park overflow and issues of informal parking at the railway station and surrounding suburban streets. The project will encourage greater use of public transport and reduce congestion on the roads. The project will complement existing commitments on the Pakenham Line at Berwick and Beaconsfield railway stations.	La Trobe
VIC	Commuter Car Park Upgrade - Pakenham Line - Pakenham	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	15.0	15.0	7.0	6.4	0.0	0.0	13.4	0.0	0.0	0.0	0.0	0.0	0.0	13.4	In Planning	This project is expected increase the capacity of the commuter car park facilities at Pakenham railway station.	La Trobe
VIC	Commuter Car Park Upgrade - Sandringham Line - Elsternwick	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	9.1	9.1	0.0	0.5	4.6	4.0	9.1	0.0	0.0	0.0	0.0	0.0	0.0	9.1	In Planning	This scoping phase will allow Glen Eira City Council to develop a concept design, functional layout plan and associated supporting information to inform size, scale, yield and costings.	Goldstein
VIC	Commuter Car Park Upgrade - Sandringham Line - North Brighton	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	6.9	6.9	1.4	3.6	1.3	0.0	6.3	0.0	0.0	0.0	0.0	0.0	0.0	6.3	In Planning	This project is expected to increase the capacity of the commuter car park facilities at North Brighton railway station.	Goldstein
VIC	Commuter Car Park Upgrade - Sandringham Line - Sandringham	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	3.1	3.1	0.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	3.0	In Planning	This project is expected increase to increase the capacity of the commuter car park facilities at Sandringham railway station.	Goldstein
VIC	Commuter Car Park Upgrades - Bentleigh	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	9.1	9.1	2.0	6.6	0.0	0.0	8.6	0.0	0.0	0.0	0.0	0.0	0.0	8.6	In Planning	The project is expected to increase the capacity of the park and ride facilities in Bentleigh.	Goldstein
VIC	Commuter Car Park Upgrades - Croydon	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	18.0	18.0	4.6	0.0	0.0	0.0	4.6	0.0	0.0	0.0	0.0	0.0	0.0	4.6	Under Construction	The project will construct a car park to increase the capacity of commuter car park facilities at Croydon Railway Station.	Deakin
VIC	Commuter Car Park Upgrades - Ferntree Gully	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	16.0	16.0	4.8	9.4	0.8	0.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0	15.0	In Planning	This project is expected to increase the capacity of commuter car parking facilities at Ferntree Gully Railway Station.	Aston
VIC	Commuter Car Park Upgrades - Hampton	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	4.0	4.0	3.0	0.9	0.0	0.0	3.9	0.0	0.0	0.0	0.0	0.0	0.0	3.9	In Planning	The project is expected to increase the capacity of the park and ride facilities in Hampton.	Goldstein
VIC	Commuter Car Park Upgrades - Northern Lines (Craigieburn, Hurstbridge)	Urban Congestion Fund	Commuter Car Park Fund	2019 Election	140.0	70.0	20.0	14.7	21.9	13.4	70.0	0.0	0.0	0.0	0.0	0.0	0.0	83.4	Under Construction	The project is expected to increase the capacity of commuter parking at railway stations on the Northern Lines of the Melbourne metropolitan railway network, including at Craigieburn and Hurstbridge.	Calwell, McEwen, Scullin
VIC	Commuter Car Park Upgrades - Ringwood	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	29.7	29.7	4.5	2.9	11.8	0.0	19.2	0.0	0.0	0.0	0.0	0.0	0.0	19.2	In Planning	The project is expected to increase the capacity of the commuter car parking facilities in Ringwood.	Deakin
WA	Mandurah Station Parking Bays	Urban Congestion Fund	Commuter Car Park Fund	2019-20 BUDGET	32.0	16.0	0.3	0.7	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	Under Construction	The project will construct additional parking facilities at Mandurah Station.	Canning

s 47F

From: FOI
Sent: Thursday, 2 September 2021 11:28 AM
To: FOI
Subject: Re: Opening Statement [SEC=OFFICIAL]

OFFICIAL

From: HALLINAN David <David.Hallinan@infrastructure.gov.au>
Sent: Sunday, 18 July 2021 5:51 PM
To: 47F <infrastructure.gov.au>
Subject: Re: Opening Statement [SEC=OFFICIAL]

OFFICIAL

Tks

OFFICIAL

From: 47F <infrastructure.gov.au>
Date: Sunday, 18 July 2021 at 5:06:55 pm
To: "HALLINAN David" <David.Hallinan@infrastructure.gov.au>, 47F <communications.gov.au>
Subject: RE: Opening Statement [SEC=OFFICIAL]

OFFICIAL

Yes good point and I think that covers it.

Cheers

47

OFFICIAL

From: HALLINAN David <David.Hallinan@infrastructure.gov.au>
Sent: Sunday, 18 July 2021 11:53 AM
To: 47F <infrastructure.gov.au>; 47F <communications.gov.au>
Subject: Re: Opening Statement [SEC=OFFICIAL]

OFFICIAL

How about the below?

s 47C

Let me know if that covers it.

D

OFFICIAL

From: 47F [redacted] <[redacted]@infrastructure.gov.au>
Date: Friday, 16 July 2021 at 8:09:01 pm
To: "HALLINAN David" <David.Hallinan@infrastructure.gov.au>, 47F [redacted]
47F [redacted] <[redacted]@communications.gov.au>
Subject: RE: Opening Statement [SEC=OFFICIAL]

OFFICIAL

Thanks for providing Dave, looks great. s 47C [redacted] Can I suggest one minor adjustment that we remove this:

s 47C [redacted]

OFFICIAL

From: HALLINAN David <David.Hallinan@infrastructure.gov.au>
Sent: Friday, 16 July 2021 7:30 PM
To: 47F [redacted] <[redacted]@infrastructure.gov.au>; 47F [redacted]
47F [redacted] <[redacted]@communications.gov.au>
Subject: FW: Opening Statement [SEC=OFFICIAL]

OFFICIAL

Howdy

As foreshadowed, copy of my current draft opening statement for info. Happy to talk through.

I'll follow up with Mel this evening on the request you sent through earlier.

Best

D

OFFICIAL

From: HALLINAN David
Sent: Friday, 16 July 2021 7:23 PM
To: SAVAGE James <James.Savage@infrastructure.gov.au>; Smith Philip <Philip.Smith2@infrastructure.gov.au>
Cc: s 47F <[REDACTED]@infrastructure.gov.au>
Subject: Opening Statement [SEC=OFFICIAL]

OFFICIAL

Many thanks.

Attached my last draft for records.

I'll take a few copies up – but may possibly revise again ahead of the hearing.

A good weekend to all. I'm on the mobile. Can't promise I'll answer if I'm gardening, walking the dogs or at the gym – but I will get back to you afterwards.

D

OFFICIAL

From: SAVAGE James <James.Savage@infrastructure.gov.au>
Sent: Friday, 16 July 2021 5:25 PM
To: HALLINAN David <David.Hallinan@infrastructure.gov.au>; s 47F <[REDACTED]@infrastructure.gov.au>
Cc: Smith Philip <Philip.Smith2@infrastructure.gov.au>
Subject: RE: Opening Statement -16072021 (003).docx [SEC=OFFICIAL]

OFFICIAL

With the tabling requests included.

OFFICIAL

From: HALLINAN David <David.Hallinan@infrastructure.gov.au>
Sent: Friday, 16 July 2021 5:04 PM
To: s 47F <[REDACTED]@infrastructure.gov.au>
Cc: Smith Philip <Philip.Smith2@infrastructure.gov.au>; SAVAGE James <James.Savage@infrastructure.gov.au>
Subject: Opening Statement -16072021 (003).docx [SEC=OFFICIAL]

OFFICIAL

s 47F could you please print a couple of these.

James/Phil. One final quick review please. For accuracy, and if there's any substantive line of questioning we haven't got a basic line on.

Many thanks

D

OFFICIAL

OFFICIAL

s 47C



