



Government  
of South Australia

The Hon Stephan Knoll MP  
Member for Schubert

FOI Ref: SKNOLL176240

Mr Peter Malinauskas MP  
Leader of the Opposition  
Member for Croydon  
488 Port Road  
WELLAND SA 5007

  
Dear Mr Malinauskas

On 16 July 2019, the Office of the Minister for Transport, Infrastructure and Local Government, Minister for Planning received your application made under the *Freedom of Information Act 1991* (the Act) for access to -

*“Any documents including notes, emails, correspondence, memos, briefings and text messages between the Office of the Minister for Transport, Infrastructure and Local Government and the Office of the Premier relating to outsourcing, franchising or privatising the tram and train network.”*

On 23 August 2019 your application for internal review made pursuant to section 19 (2)(b) of the Act was received. I have reviewed the deemed refused status of your original application and I have determined to process the request as if the statutory time frame has been met.

A search of documents held by the Office of the Minister for Transport, Infrastructure and Local Government, Minister for Planning was undertaken. I wish to advise that 19 documents have been identified within the scope of your request.

Please refer to the attached schedule that describes each document and sets out my determination and reasons in summary form.

Documents 5, 8, 15 & 16 have attachments which are media releases. As these documents are publicly available from <https://premier.sa.gov.au/media-releases>, I have not provided copies of these attachments.

I have determined to grant partial access to documents 1-4, 6-7, 9-14, 17-19. I have removed the personal contact details within these documents, which I have determined is exempt in accordance with clause 6 (1) of the Act which states:

#### **6-Documents affecting personal affairs**

*(1) A document is an exempt document if it contains matter the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead.)*

Minister for Transport, Infrastructure and Local Government  
Minister for Planning

Roma Mitchell House Adelaide SA 5000 | GPO Box 1533 Adelaide SA 5001 DX 171  
Tel 08 7109 8430 | Email [ministerknoll@sa.gov.au](mailto:ministerknoll@sa.gov.au)



Documents 3, 18 and 19 are emails; parts of the emails relate to issues not in scope of this request, therefore I have redacted the information.

Attached is an explanation of the provisions of the Act which details your rights to review and appeal this determination, and the process to be followed.

In accordance with Premier and Cabinet Circular PC045, if you are given access to documents as a result of this FOI application, details of your application, and the documents to which access is given, will be published in the agency's disclosure log within 90 days from the date of this determination. Any private information will be removed. A copy of PC045 can be found at <http://dpc.sa.gov.au/what-we-do/services-for-government/premier-and-cabinet-circulars>. If you have any objection to this publication, please contact us within 30 days of receiving this determination.

If you have any questions in relation to the matter, please contact Kimberly Davis, Freedom of Information Officer on telephone (08) 7109 7133 or via email at [kimberly.davis@sa.gov.au](mailto:kimberly.davis@sa.gov.au).

Yours sincerely



**HON STEPHAN KNOLL MP**  
**MINISTER FOR TRANSPORT, INFRASTRUCTURE AND LOCAL GOVERNMENT**  
**MINISTER FOR PLANNING**

6 / 1<sup>a</sup> / 2019

Encl Schedule of documents  
Documents  
Your rights to review and appeal this determination

SCHEDULE OF DOCUMENTS – FREEDOM OF INFORMATION APPLICATION NUMBER – SKNOLL176240

Document Number	Description	Date	Release Determination	Schedule Clause
1	Email titled Direct Response on Behalf of the Premier	Wednesday 15 May 2019 at 11.39am	Partial Release	6 (1) – Personal Affairs
2	Email titled Direct Response on Behalf of the Premier	Wednesday 15 May 2019 at 1.58pm	Partial Release	6 (1) – Personal Affairs
3	Email titled Draft Reply due for Premier's Consideration	Monday 27 May 2019 at 1.34pm	Partial Release	6 (1) – Personal Affairs <i>Other details has been redacted as not in scope</i>
4	Email titled – Direct Response on Behalf of Premier	Wednesday 19 June 2019 at 4.25pm	Partial Release	6 (1) – Personal Affairs
5	Email titled – Final Release for today Attachment – Media Release – 07-01 Building a better public transport network	Monday 1 July 2019 at 10.58am	Full Release – Attachment - Media release is publically available	
6	Email Chain titled RE:TPs Attachment – TPs-Outsourcing	Monday 1 July 2019 at 11.13am	Partial Release	6 (1) – Personal Affairs
7	Email titled Direct Response on Behalf of the Premier	Tuesday 2 July at 11.19am	Partial Release	6 (1) – Personal Affairs
8	Email titled – Thanks Attachment – 07-02 State Government releases Phase 2 bus and light rail tender	Tuesday 2 July 2019 at 9.16am	Full Release – Attachment - Media release is publically available	

9	Email titled Direct Response on Behalf of the Premier	Tuesday 2 July 2019 at 3.18pm	Partial Release	6 (1) – Personal Affairs
10	Email titled – FW:SA Transport franchising	Tuesday 2 July 2019 at 3.23pm	Partial Release	6 (1) – Personal Affairs
11	Email titled Direct Response on Behalf of the Premier	Wednesday 3 July 2019 at 2.11pm	Partial Release	6 (1) – Personal Affairs
12	Email titled Direct Response on Behalf of the Premier	Tuesday 2 July 2019 at 11.25am	Partial Release	6 (1) – Personal Affairs
13	Email titled Premier's Correspondence For Information	Wednesday 3 July 2019 at 1.33pm	Partial Release	6 (1) – Personal Affairs
14	Email titled Direct Response on Behalf of the Premier	Wednesday 3 July 2019 at 1.48pm	Partial Release	6 (1) – Personal Affairs
15	Email titled Printing Attachment – 07-03 Outsourcing is a tired and proven model to deliver better services and patronage growth	Wednesday 3 July 2019 at 11.56am	Full Release - Attachment - Media release is publically available	
16	Email titled Print please Attachment – 07-03 Outsourcing is a tired and proven model to deliver better services and patronage growth	Wednesday 3 July 2019 at 12.13pm	Full Release – Attachment - Media release is publically available	
17	Email titled Direct response on behalf of the Premier	Thursday 4 July 2019 at 12.33pm	Partial Release	6 (1) – Personal Affairs

18	Email titled Direct Response on Behalf of the Premier	Wednesday 10 July 2019 at 11.53am	Partial Release	6 (1) – Personal Affairs <i>Other details has been redacted as not in scope</i>
19	Email titled – Direct Response on Behalf of the Premier	Thursday 11 July 2019 at 2.08pm	Partial Release	6 (1) – Personal Affairs <i>Other details has been redacted as not in scope</i>

**Edwards, Kathrine (DPTI)**

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**From:** DPC:PCU  
**Sent:** Wednesday, 15 May 2019 11:39 AM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due - [REDACTED] -  
Privatisation of Our Rail & Bus Services

**Direct Response Required**

**REPLY DUE DATE**

**29-05-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatisation of Our Rail & Bus Services

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

**Connect Workspace**

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - grateful if you could please provide a direct response to the correspondent on behalf of the Premier? Cheers, PCU'*

---

This email is intended for Transport, Infrastructure and Local Government, Minister for (Stephan Knoll) .

Information contained in this email message may be confidential and may also be the subject of

legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Ministerial Workflow created by **DPC Objective Support**

## Edwards, Kathrine (DPTI)

---

**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Wednesday, 15 May 2019 6:59 AM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission  
**Categories:** sent to RM

A contact submission has been received from the Premier's website.

Submitted on Wednesday, May 15, 2019 - 06:59  
Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message:

Please do no allow privatisation of our rail & bus services.  
This has been proven before that it then becomes worse for the public.  
We want the State to keep a good public bus & rail network service.  
I will not vote for Liberal government next time if all you do is cut services to the public.

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1451>



**Edwards, Kathrine (DPTI)**

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**From:** DPC:PCU  
**Sent:** Wednesday, 15 May 2019 1:58 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due - [REDACTED]  
- Privatisation Adelaide Metro Train and Tram Networks

**Direct Response Required**

**REPLY DUE DATE**  
**29-05-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatisation Adelaide Metro Train and Tram Networks

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

[Connect Workspace](#)

Please find comments from the Premier's Office below.

*'Dear DPTI colleagues - grateful your help to provide a DIRECT RESPONSE to the author on behalf of the Premier. Thanks!'*

---

This email is intended for Transport, Infrastructure and Local Government, Minister for (Stephan Knoll) .

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**Edwards, Kathrine (DPTI)**

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**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Wednesday, 15 May 2019 1:26 PM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission  
**Categories:** sent to RM

A contact submission has been received from the Premier's website.

Submitted on Wednesday, May 15, 2019 - 13:25

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message:

Dear Premier,

I am strongly opposed to privatisation of the Adelaide Metro train and tram networks. It is clear that such a step would result in any or all of service cutbacks, higher fares or government subsidies.

I intend to also contact my local member and the Transport Minister on this issue.

Kind regards

[REDACTED]

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1454>

**Davis, Kimberly (DPTI)**

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**From:** DPC:PCU  
**Sent:** Monday, 27 May 2019 1:34 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Draft Reply Due for Premier's Consideration - [REDACTED] - Various Comments

## Draft Reply Required for Premier's Consideration

**DRAFT DUE DATE  
BACK TO  
PREMIER'S  
OFFICE  
10-06-2019**

Premier's Office Reference: [REDACTED]

AUTHOR: [REDACTED]

SUBJECT: [REDACTED] - Various Comments

**ACTION REQUIRED:** Please provide a Briefing and DRAFT RESPONSE for the Premier's consideration and/or signature.

Please follow the link below to a secure workspace where you can access the correspondence and populate the response template that has been provided.

[Connect Workspace](#)

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - grateful if you could please provide a Draft response - regarding the Privatisation of Public transport only - for the Premiers Consideration? Cheers, PCU'*

This email is intended for Transport, Infrastructure and Local Government, Minister for (Stephan Knoll) .

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**Davis, Kimberly (DPTI)**

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**From:** [REDACTED]  
**Sent:** Monday, 27 May 2019 9:52 AM  
**To:** DPC:Premier  
**Subject:** Fwd: Concerns  
**Categories:** sent to RM

Mr Premier

I can't believe what I am hearing coming out of State Parliament .

1. Proposed privatization of Public Transport. Public Transport is a service not a utility and if you really have no concern for this State then you will privatize it and bring more grief to pro more average people. Knowing full well that if you privatize the cost of transport will become exorbitant and then people will instead take their cars to work which will mean the road infrastructure will become inadequate so you will need to spend the money you got from privatizing the transport system on building new super expressways. Which will cost a lot more than what you sell the system for .

[REDACTED]  
[REDACTED]  
[REDACTED]  
**OUT of Scope**  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

Speaks to me that you don't give a hoot about your constituents you appear to be playing Politics.  
I prayed long and hard to get a change of Government and rejoiced when the Liberals got in ..what happened ??

Sincerely  
[REDACTED]

**Edwards, Kathrine (DPTI)**

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**From:** DPC:PCU  
**Sent:** Wednesday, 19 June 2019 4:25 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due [REDACTED] - Budget - Will Rail System Be Privatised

**Direct Response Required**

**REPLY DUE DATE**  
**03-07-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Budget - Will Rail System Be Privatised

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

**Connect Workspace**

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - Grateful if you could please provide a Direct response to the Correspondent on behalf of the Premier? Cheers, PCU'*

---

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**Davis, Kimberly (DPTI)**

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**From:** Dunstan EO <Dunstan@parliament.sa.gov.au>  
**Sent:** Wednesday, 19 June 2019 10:55 AM  
**To:** DPC:Premier  
**Subject:** FW: Building South Australia

Non Dunstan constituent  
[REDACTED]

**Penny Gordon**  
Office Manager

**HON STEVEN MARSHALL MP**  
MEMBER FOR DUNSTAN | PREMIER

**P:** [REDACTED]  
**E:** [REDACTED]



**From:** [REDACTED]  
**Sent:** Tuesday, 18 June 2019 6:13 PM  
**To:** Steven Marshall  
**Subject:** Re: Building South Australia  
Hi Steven  
Can you tell me whether or not our railway system will be privatised.  
Thank you  
Regards  
[REDACTED]

Sent from my iPad

On 18 Jun 2019, at 5:20 pm, Steven Marshall <[steven@stevenmarshall.com.au](mailto:steven@stevenmarshall.com.au)> wrote:

**Edwards, Kathrine (DPTI)**

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**From:** Franchitto, David (DPC)  
**Sent:** Monday, 1 July 2019 10:58 AM  
**To:** Phillips-Wilkinson, Jenna (DPTI); Nourse, Courtney (DPTI)  
**Subject:** Final release for today  
**Attachments:** 07-01 Building a better public transport network.pdf; 07-01 Building a better public transport network.docx

**David Franchitto**

Media Adviser  
Office of the Premier of South Australia



**Office of the Premier  
of South Australia**

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Level 15, State Administration Centre, 200 Victoria Square Adelaide  
E: [david.franchitto@sa.gov.au](mailto:david.franchitto@sa.gov.au) | W: [www.premier.sa.gov.au](http://www.premier.sa.gov.au)

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**Edwards, Kathrine (DPTI)**

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**From:** Franchitto, David (DPC)  
**Sent:** Monday, 1 July 2019 11:13 AM  
**To:** Nourse, Courtney (DPTI)  
**Subject:** RE: TPs  
**Attachments:** TPs - Outsourcing.docx

**From:** Nourse, Courtney (DPTI)  
**Sent:** Monday, 1 July 2019 10:26 AM  
**To:** Franchitto, David (DPC) [REDACTED]  
**Subject:** TPs

**Courtney Nourse**

Ministerial Adviser to the Hon Stephan Knoll MP  
Minister for Transport, Infrastructure and Local Government  
Minister for Planning

T [REDACTED] • E [REDACTED]

136 North Terrace Adelaide SA 5000 • GPO Box 1533 Adelaide SA 5000 • DX171 • [www.dpti.sa.gov.au](http://www.dpti.sa.gov.au)



collaboration . honesty . excellence . enjoyment . respect

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### What we are doing

The State Government will release tenders to contract for the operation of Adelaide Metro tram and train services, to deliver better and more customer focussed services for South Australians.

- This means train and tram services will operate under the same arrangement as around 70 per cent of the current public transport network which is provided by outsourced bus services contracted by the former Labor government.

### Why we are doing it

- The Adelaide Metro public transport network is underperforming compared with most other jurisdictions and has;
  - **One of the lowest patronage levels in the country;**
  - **The worst level of integration in the country;** and,
  - **Almost half of public transport users don't think they are getting good value for money.**
- Public transport patronage growth has stalled, and customers want a better level of service than is currently provided – **and the Marshall Government agrees with our customers.**

### What does this mean and how will customers be affected?

- Under this model, the **State Government will retain control of services** and will;
  - **Retain ownership of rail assets**, including trains, trams, tracks and stations;
  - **Set requirements for levels of services;**
  - **Continue to set the fare price for travel** on trains and trams;
  - **Retain the revenue;** and,
  - Enter into a performance-based franchise contract that **keeps the operator focussed firmly on the efficiency and quality of service delivery to customers.**
- Under this model, we will be able to deliver more efficient services, so we can reinvest back into network to provide better services.
- That's why the state government can **guarantee maintaining the same service frequency levels and standards and expect an increase in service levels** once this model is fully implemented.
- The **State Government will still own and control the assets, control fare prices and set service level requirements** – in the same way we do for Adelaide Metro buses.
- We made a commitment to leave no stone unturned as we sought to deliver better public transport services and drive patronage growth.
- The framework will enable Government to leverage the capability, innovation and expertise from private sector organisations to improve the efficiency and quality of service, while continuing to determine the fare price and the levels of service provided to customers.
- **At the moment South Australia is the only jurisdiction in the country that does not outsource the operation of its tram services.**
- If we are going to provide better and more customer focussed public transport services, we need to keep pace with the rest of the nation and benefit from their learnings.

### **Where is this done elsewhere and what is the process going forward?**

- Outsourcing of operations is increasingly a preferred business model for delivery of public transport services around the world, because it blends government ownership and control with the best practices the private sector can bring to operate efficiently and deliver better services.
- In the past 20 years many European cities have transitioned to outsourced operations.
- In Australia, Adelaide led the way in transitioning to the modern form of outsourced service delivery model for bus services in the early 2000s and will now complete the transition for its train and tram network.
- Tram services will be included in the scope of Phase 2 of the current Bus Services Contract Tender released on 2 July 2019.
- Timings for the tender for train services will be finalised after a market engagement process that will commence later this year and full transition to private sector operations is expected by mid-2021.

### **What does it mean for the workforce?**

- We will ensure through the tender process that the existing frontline workforce will be provided with the greatest level of opportunity for on-going work.
- The State Government is committed to working collaboratively with employees that will be impacted by the change in delivery model and employees and employee associations will be consulted on details of the new service providers.

**Edwards, Kathrine (DPTI)**

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**From:** DPC:PCU  
**Sent:** Tuesday, 2 July 2019 11:19 AM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due - [REDACTED] - [REDACTED] - Privatisation of Public Transport

**Direct Response Required**

**REPLY DUE DATE**  
**16-07-2019**

Premier's Office Reference: [REDACTED]

AUTHOR: [REDACTED]

SUBJECT: [REDACTED] - Privatisation of Public Transport

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

[Connect Workspace](#)

Please find comments from the Premier's Office below.

*'Hi DPTI - Colleagues - grateful if you could please provide a Direct response on behalf of the Premier regarding the Tram/Train Privatisation? Cheers, PCU'*

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**Edwards, Kathrine (DPTI)**

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**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Monday, 1 July 2019 4:28 PM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Monday, July 1, 2019 - 16:28

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message: We don't need our public transport privatized fares will go up and services will disappear. If this happens elderly and low paid will not be able to get around.

The results of this submission may be viewed at:

<https://premier.sa.gov.au/node/75/submission/1584>



**Edwards, Kathrine (DPTI)**

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**From:** Franchitto, David (DPC)  
**Sent:** Tuesday, 2 July 2019 9:16 AM  
**To:** Nourse, Courtney (DPTI)  
**Subject:** Thanks  
**Attachments:** 07-02 State Government releases Phase 2 bus and light rail tender.docx

**David Franchitto**

Media Adviser  
Office of the Premier of South Australia



**Office of the Premier  
of South Australia**

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Level 15, State Administration Centre, 200 Victoria Square Adelaide  
**E:** [david.franchitto@sa.gov.au](mailto:david.franchitto@sa.gov.au) | **W:** [www.premier.sa.gov.au](http://www.premier.sa.gov.au)

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**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Tuesday, 2 July 2019 3:18 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due [REDACTED] - Will Privatising Public Transport Affect Travel for Seniors

**Direct Response Required**

**REPLY DUE DATE**  
**16-07-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Will Privatising Public Transport Affect Travel for Seniors

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

**Connect Workspace**

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - Grateful if you could please provide a Direct response to the Correspondent on behalf of the Premier? Cheers, PCU'*

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## Edwards, Kathrine (DPTI)

---

**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Tuesday, 2 July 2019 12:16 PM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Tuesday, July 2, 2019 - 12:16

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message:

With outsourcing of public transport, will this affect the free travel for seniors.

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1587>



Think before you print

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Downer

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**Edwards, Kathrine (DPTI)**

---

**From:** Franchitto, David (DPC)  
**Sent:** Tuesday, 2 July 2019 3:23 PM  
**To:** Nourse, Courtney (DPTI); Henderson, Cameron (DPTI); Bluck, George (DPTI)  
**Subject:** FW: SA transport franchising

---

**From:** Taylor, Sarah (DPTI)  
**Sent:** Tuesday, 2 July 2019 3:16 PM  
**To:** Franchitto, David (DPC) <[REDACTED]>  
**Subject:** Fwd: SA transport franchising

Sent from my iPhone

Begin forwarded message:

**From:** Sasha Grebe <[REDACTED]>  
**Date:** 2 July 2019 at 1:42:18 am GMT+2  
**To:** "[REDACTED]" <[REDACTED]> "Taylor, Sarah (DPTI)"  
[REDACTED]  
**Subject:** FW: SA transport franchising

These might be helpful.

**Sasha Grebe**  
Executive General Manager, Customer & Government Partnerships  
Downer Group



T | [REDACTED]  
M | [REDACTED]  
E | [REDACTED]  
T3, Triniti Business Campus, 39 Delhi Road  
North Ryde NSW 2113  
[www.downergroup.com](http://www.downergroup.com)



Think before you print

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**From:** Sasha Grebe  
**Sent:** Friday, 18 August 2017 09:30  
**To:** Pisoni, David  
**Subject:** SA transport franchising

David,

Here are the quotes I was referring to. Let's discuss next week.

Before the 2014 State Election, Premier Jay Weatherill gave a heavily qualified commitment on the State Government's policy of no privatisation of significant Government assets or services:

*"Regarding outsourcing, we do not accept the proposition that outsourced services are more efficient than those provided by Government. We therefore have no plans for any **widespread outsourcing** and **no current plans** for any outsourcing at all."*

The SA Labor Government has already undertaken a significant privatisation and outsourcing program;

SA Motor Accident Commission

SA Lands and Titles Office

Forestry SA

SA Lotteries

And they have looked at HomeStart Finance and maybe SA Water.

The SA Labor Government has also not shied away from discussing franchising of the metro rail network.

Treasurer Koutsantonis;

"We have said many times State assets won't be sold off. **However we are currently exploring options where the Adelaide metro railway lines would be partly privatised.** However any deal we do must ensure they are run correctly and that the Government must still maintain some sort of control, so it wouldn't be a complete privatisation." (2014)

"When you look at cities such as Melbourne and Brisbane, the way their rail networks are run (by private operators) **is a very successful model in which we will be looking at in the near future.**"

Transport Minister Mullighan;

"All options will be considered first and foremost," Mr. Mullighan said. "We will look at Melbourne to see how well they are managing and running their Metro railways which are privately run and operated. It is a model we have looked at in the past, **and we will look at it again before making any decision.**" (2014).

Premier Weatherill;

"**All options, companies, ideas, proposals, all of them will be looked into carefully** before any decision is made. If this does go ahead we must make sure jobs are first and foremost secure." (2014)

Cheers,

**Sasha Grebe**  
Head of Government Relations  
Downer Group

**Downer**  
Relationships creating success

T | [REDACTED]  
M | [REDACTED]  
E | [REDACTED]  
T3, Trinita Business Campus, 39 Delhi Road  
North Ryde NSW 2113  
[www.downergroup.com](http://www.downergroup.com)



Think before you print

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**Downer**

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**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Wednesday, 3 July 2019 2:11 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due - [REDACTED] -  
Privatisation of Public Transport - What Happens to Current Employees

## Direct Response Required

**REPLY DUE DATE**  
**17-07-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatisation of Public Transport - What Happens to Current Employees

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

### Connect Workspace

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - grateful if you could please provide a direct response on behalf of the Premier.  
Cheers, PCU'*

---

This email is intended for Transport, Infrastructure and Local Government, Minister for (Stephan Knoll) .

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Ministerial Workflow created by **DPC Objective Support**

## Edwards, Kathrine (DPTI)

---

**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Tuesday, 2 July 2019 4:57 PM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Tuesday, July 2, 2019 - 16:57

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message: Can u pls explain why you can't answer the questions about jobs regarding the public transport privatisation? Will people lose their jobs? As a voter I am entitled to know that answer.

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1590>

**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Tuesday, 2 July 2019 11:25 AM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due [REDACTED] -  
Privatisation of Public Transport

## Direct Response Required

<b>REPLY DUE DATE</b>
<b>16-07-2019</b>

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatisation of Public Transport

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

### Connect Workspace

Please find comments from the Premier's Office below.

*'Hi DPTI - Colleagues - grateful if you could please provide a Direct response on behalf of the Premier regarding the Tram/Train Privatisation? Cheers, PCU'*

---

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## Edwards, Kathrine (DPTI)

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**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Tuesday, 2 July 2019 5:41 AM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Tuesday, July 2, 2019 - 05:41

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message: Privatisation of Rail and Trams is NOT a good idea. I live in Melbourne where one private rail operator went broke and trains are too expensive to use. You need public transport to be well maintained, private operators will not spend the money (in order to maximise profits), leaving the government with a big repair bill. Private operators are only interested in maximising profit and that is why our gas and electricity are 3 times more expensive than they were when they were public, the private operators use all kinds of tricks to extort more money from the public (i.e. limiting available generators for peak use so they can charge a premium). Privatisation does not work, you will not get the full worth of the business from the operator and you will end up paying to repair the damage they cause and even worse it will be too expensive and people will not use it.

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1585>

**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Wednesday, 3 July 2019 1:33 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Premier's Correspondence For Information - [REDACTED] -  
Privatisation of Public Transport

## Correspondence for Action / Information

<b>ACTION DUE DATE</b>
<b>17-07-2019</b>

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatisation of Public Transport

**ACTION REQUIRED:** For appropriate action.

Please follow the link below to a secure workspace where you can access the correspondence, please upload a new version of the Action Summary once complete.

### Connect Workspace

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - forwarding for your information and appropriate action. Cheers, PCU'*

---

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**Edwards, Kathrine (DPTI)**

---

**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Tuesday, 2 July 2019 7:28 PM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Tuesday, July 2, 2019 - 19:27  
Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message:

Dear Mr Marshall

When will politicians realise that the sale of public assets and the privatisation of public services does not work. All businesses have no interest in the public good before making a profit or return to share holders. The sale of ETSA is a classic example. We were told privatisation would promote competition and reduce prices. Our energy costs of what should be an essential service are a disaster. Please don't do the same to our public transport system.

Regards

[REDACTED]

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1592>

**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Wednesday, 3 July 2019 1:48 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due - [REDACTED] -  
Privatisation of Public Transport

## Direct Response Required

<b>REPLY DUE DATE</b>
<b>17-07-2019</b>

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatisation of Public Transport

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

### Connect Workspace

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - grateful if you could please provide a direct response on behalf of the Premier?  
Cheers, PCU'*

---

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## Edwards, Kathrine (DPTI)

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**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Wednesday, 3 July 2019 8:43 AM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Wednesday, July 3, 2019 - 08:42

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message: Mr Premier,I am against privatisation of any of the S.A. transport system,& you should scrap plans for this immediately.If our system of Government cannot operate this efficiently then replace those involved with someone that can.The Olsen privatisations of electricity & water has been a disaster,& all utilities should always stay in government control.

The results of this submission may be viewed at:

<https://premier.sa.gov.au/node/75/submission/1593>

**Edwards, Kathrine (DPTI)**

---

**From:** Franchitto, David (DPC)  
**Sent:** Wednesday, 3 July 2019 11:56 AM  
**To:** Nourse, Courtney (DPTI)  
**Subject:** Printing  
**Attachments:** 07-03 Outsourcing is a tried and proven model to deliver better services and patronage growth.docx

**David Franchitto**

Media Adviser  
Office of the Premier of South Australia



Office of the Premier  
of South Australia

---

Level 15, State Administration Centre, 200 Victoria Square Adelaide  
**E:** [david.franchitto@sa.gov.au](mailto:david.franchitto@sa.gov.au) | **W:** [www.premier.sa.gov.au](http://www.premier.sa.gov.au)

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**Edwards, Kathrine (DPTI)**

---

**From:** Franchitto, David (DPC)  
**Sent:** Wednesday, 3 July 2019 12:13 PM  
**To:** Nourse, Courtney (DPTI)  
**Subject:** Print please  
**Attachments:** 07-03 Outsourcing is a tried and proven model to deliver better services and patronage growth.docx

**David Franchitto**

Media Adviser  
Office of the Premier of South Australia



Office of the Premier  
of South Australia

---

Level 15, State Administration Centre, 200 Victoria Square Adelaide  
**E:** [david.franchitto@sa.gov.au](mailto:david.franchitto@sa.gov.au) | **W:** [www.premier.sa.gov.au](http://www.premier.sa.gov.au)

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**Edwards, Kathrine (DPTI)**

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**From:** DPC:PCU  
**Sent:** Thursday, 4 July 2019 12:33 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due - [REDACTED] -  
Privatising Trains and Trams

**Direct Response Required**

**REPLY DUE DATE**  
**18-07-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Privatising Trains and Trams

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

**Connect Workspace**

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - grateful if you could please provide a Direct response on behalf of the Premier?  
Cheers, PCU'*

---

This email is intended for Transport, Infrastructure and Local Government, Minister for (Stephan Knoll) .

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Ministerial Workflow created by **DPC Objective Support**



## Edwards, Kathrine (DPTI)

---

**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Thursday, 4 July 2019 11:29 AM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Thursday, July 4, 2019 - 11:28

Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message:

Premier,

Are you mad? Where did you get the idea that privatising our transport system would improve efficiency? When Mr Knoll did not even know that privatising London Transport had been a disaster & it was taken back into public ownership it does not lead me to believe you have done your research. Apart from the blinding obsession of the Liberal Party to put everything in the hands of private enterprise where is the evidence that it leads to the public getting a better service? It simply leads to companies pursuing a profit by cutting costs in area like jobs. I, for one, am quite happy with the service I get. As I have lived in London & Sydney, I believe I have the proof that it is better than either of these.

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1598>

**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Wednesday, 10 July 2019 11:53 AM  
**To:** DPTI:Minister Knoll  
**Subject:** Draft Reply Due for Premier's Consideration - [REDACTED] - Various Concerns

## Draft Reply Required for Premier's Consideration

**DRAFT DUE DATE  
BACK TO  
PREMIER'S  
OFFICE  
24-07-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Various Concerns

**ACTION REQUIRED:** Please provide a Briefing and DRAFT RESPONSE for the Premier's consideration and/or signature.

Please follow the link below to a secure workspace where you can access the correspondence and populate the response template that has been provided.

### Connect Workspace

Please find comments from the Premier's Office below.

*'Hi DPTI / DEW and DEM - can you please provide draft test for the Premiers consideration relating to your portfolios? DEM understanding Mining is out till Aug, can you please provide a sentence or two we could update Peter with? Cheers, Morgan'*

---

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Ministerial Workflow created by **DPC Objective Support**

**Edwards, Kathrine (DPTI)**

---

**From:** no-reply.egigate@sa.gov.au on behalf of Contact Form Submissoin <no-reply.egigate@sa.gov.au>  
**Sent:** Wednesday, 10 July 2019 11:33 AM  
**To:** DPC:Premier  
**Subject:** Premier's Website - Contact Form Submission

A contact submission has been received from the Premier's website.

Submitted on Wednesday, July 10, 2019 - 11:32  
Submitted values are:

==Form Group==

Name: [REDACTED]

Email: [REDACTED]

Message:

1)I am very concerned about your Government's privatisation/sale of state assets agenda. This was not covered at the last election

[REDACTED]  
[REDACTED]  
[REDACTED]  
Out of Scope  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

The results of this submission may be viewed at:  
<https://premier.sa.gov.au/node/75/submission/1617>

**Edwards, Kathrine (DPTI)**

---

**From:** DPC:PCU  
**Sent:** Thursday, 11 July 2019 2:08 PM  
**To:** DPTI:Minister Knoll  
**Subject:** Direct Response on Behalf of the Premier Due [REDACTED]  
- Budget - Securing SA's Future

**Direct Response Required**

**REPLY DUE DATE**  
**25-07-2019**

**Premier's Office Reference:** [REDACTED]

**AUTHOR:** [REDACTED]

**SUBJECT:** [REDACTED] - Budget - Securing SA's Future

**ACTION REQUIRED:** Please provide a **DIRECT RESPONSE** to the author on the Premier's behalf. Ensure that reference is made to the Premier in the response given by your Minister.

Please follow the link below to a secure workspace where you can access the correspondence and upload a copy of the response once it has been finalised and sent.

**Connect Workspace**

Please find comments from the Premier's Office below.

*'Hi DPTI Colleagues - grateful if you could please provide a Direct response as dicussed with Gabi - about privatisation - on behalf of the Premier? Cheers, PCU'*

This email is intended for Transport, Infrastructure and Local Government, Minister for (Stephan Knoll) .

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**Davis, Kimberly (DPTI)**

---

**From:** [REDACTED]  
**Sent:** Tuesday, 2 July 2019 9:28 AM  
**To:** DPC:Premier  
**Subject:** Re: State Budget 2018-19: Securing SA's Future

To Mr. S. Marshall

I am very annoyed to be informed of your / our state governments decision to outsource ( privatize ) our tram and rail sectors. I refer to my earlier email to you.

I am aware of the financial squeeze for our state and less GST for us from our federal government. But you gave an undertaking NOT to privatize any existing area.

[REDACTED]

[REDACTED]

[REDACTED] Out of Scope [REDACTED]

[REDACTED]

[REDACTED]

Regards

[REDACTED]

On 24/10/18 9:37 am, DPC:Premier wrote:

Please find attached a letter acknowledging receipt of your recent correspondence.

Yours sincerely,  
Correspondence Unit

**Office of the Premier**

Department of the Premier and Cabinet

E [premier@sa.gov.au](mailto:premier@sa.gov.au) | W [dpc.sa.gov.au](http://dpc.sa.gov.au)

Level 15, State Administration Centre, 200 Victoria Square, ADELAIDE SA 5000



Government of South Australia  
Department of the Premier  
and Cabinet

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**From:** [REDACTED]  
**Sent:** Wednesday, 17 October 2018 6:49 PM  
**To:** Steven Marshall  
**Subject:** Re: State Budget 2018-19: Securing SA's Future

To Mr Steven Marshall

With the greatest respect.

Please do NOT privatize anything else ! Privatize nothing at all ! NOTHING

Have you not learnt that as soon as you do,

prices go up,

service goes down,

maintenance is minimal,

managers and CEO's salaries sky rocket,

and government loses control, ownership and direction, ( except for the GST )

workers are, in the majority of cases put on contract,

■

[REDACTED]

[REDACTED]

[REDACTED]

Out of Scope  
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Out of Scope [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

On 4/9/18 5:24 pm, Steven Marshall wrote:

