

National Ticketing Solution

GOVERNANCE BOARD – MINUTES

MEETING INFORMATION	
Date:	Friday 24 th February 2023
Time:	8.30 am to 4.00 pm Auckland – Room 4.11, Level 4, Auckland Transport, 20 Viaduct Harbour Avenue, Auckland
Chair	Rachel Reese (RR)
Members Present	Liz Maguire (LM), Roger Jones (RJ), Vanessa Ellis (VE), Samantha Gain (SG), Mat Taylor (MT), Giles Southwell (GS) (<i>left meeting at 2.30pm</i>), Kim Ngatini (KN), Marcus Porter (MP),
In attendance	Yogesh Anand (YA), Charles Ronaldson (CR), Vivienne Mitchell (VM), section 9(2)(a) Deborah Parsons (DP), James Timperley (JT), Gavin Greaves (GG), Paul Everett (PE), Rebecca Bai (RB), Rachael Turnage (RT), Jeremy Dickson (JD), Bettina Reiter (BR) for Risk Workshop,
Apologies	Sara Lindsay (SL) (Waka Kotahi Alternate for Chief Customer & Services Officer), Graham Alston (GA),
Quorum	N/A

ITEM 1 – KARAKIA, BOARD ONLY TIME

- 8.30 am – 9.00 am – Board Time Only.

ITEM 2 – HOUSEKEEPING

- Covered.

ITEM 3 – STRATEGIC RISK WORKSHOP

- Strategic risk workshop held from 9.00am to 11.00am; facilitator Bettina Reiter, Waka Kotahi.
- Discussions and feedback to be framed up for review by the Board.

Action:

- Strategic Risks to be progressed and presented back to next Board meeting.

ITEM 4 – APOLOGIES, PREVIOUS MINUTES AND ACTIONS

- The minutes of 27th January 2023 were accepted.
- Action Updates:
- 1.08 Programme Stakeholder Dashboard update: Deferred as Cubic are still mobilising, a Programme

Director being sought via recruitment process. Discussion followed around integrated plan progress and Cubic resourcing; members are keen to view a baselined plan to enable ability to monitor and track progress. Further discussion followed, a 3-month view proposed.

- 2.03 Recirculate DA TOR and Members. **Completed re-circulated in March.**

ITEM 5 – PROGRAMME STATUS REPORT AND FINANCE REPORT

5a. Programme Status Report

VM provided an update on Status report, key call outs:

- Gateway Actions **section 9(2)(ba)(i)**
- Mobilisation continues.
 - Communication planning and Change Management activity continues, there is now a draft core narrative under review. The Board requested that the next meeting in March focuses on Change activity. Agreed to move SSO presentation to April meeting
- A QA resource being sought for programme and the team is also conducting assurance activities with external representatives.
 - The members queried the finance green RAG status as the baseline is not confirmed. Further discussion on RAG definitions. Agreed that we need to include a RAG status definition.
- One PDF for the governance pack where possible containing all papers rather than having to refer to folders.

Action:

- **Provide RAG status definition.**
- **One PDF for the governance pack where possible**

5b. Finance Report

VM provided an update on Financials:

- \$20M spent to date; forecast \$51M by June
- Request to see milestones achieved and spend detailed against milestone i.e., what has been delivered for \$20M spend?
- Would like to understand Cubic costs and burn rate in more detail.
 - Cubic milestones and payments
- Other details:
 - DBC
 - Variance of DBC to Budget forecast
 - Details of burn rate
 - Breakdown between consultants vs contractors vs permanent staff.
- Consider a detailed financial hour in Board meeting in future.

Action:

- **Update financial reporting and include briefing on DBC at next Board meeting**

ITEM 6 – PROGRAMME PLAN

6a. High-Level Roadmap

VM provided an update

- Critical path detailed in red; refer to slide twelve
- Programme Scheduler is working closely with ECan to build the integrated plan. Workshops are scheduled next week to discuss strategic direction and decisions for ECan. Business services decisions are critical and this could be an area where we experience delays as we seek finalisation.
- Māori engagement discussion: this is becoming an activity on the critical path. We need to pick up the discussion with LGNZ/TPK and Māori advisors from Waka Kotahi and PTAs to get this moving with urgency. YA to discuss with CR on how to progress.

- Brand sign off; query around why the financial branding timeline is so long; need to engage Apple/Google on their timeframes. Branding discussion followed; we need to understand why we have the current timing constraints and implications if we do not meet these specifically in relation to FSP expectations. section 9(2) to provide a paper for consideration

Action:

- **Māori engagement discussion. YA to discuss with CR on how to progress this with urgency.**
- **Branding and timing implication paper to be provided.** section 9(2)

6b. Milestones and Dependencies

- Plan – continual evolution of the schedule and clarity of detailed milestones. section 9(2)(b)(ii)
- The Board want to see critical path and baseline and how we are tracking to those milestones. A 3 month view was requested.

Action: 3 month milestone view to be presented.

ITEM 7 – GATEWAY – UPLIFT PLAN

- Taken as read.
- Note that there will be another assessment towards end April/early May. The team are making progress with the uplift plan – refer to item 7 supporting information.

ITEM 8 – NTS VISION AND OUTCOMES AND PRINCIPLES

- YA provided an update:
 - Working on wider programme vision and seeking approval on vision, outcomes, and principles. Feedback sought from the Board.
 - Vision comments:
 - that the statements need to be meaningful for partners and consider regional differences yet still provide national consistency towards all.
 - Make this around ticketing solution not overall transport solution.
 - Currently it is not crisp enough and needs to be consistent with DBC; remove 'outside circle' words.
 - Ticketing service provider: further discussion required around what this means for the team.
 - Remove stakeholder groups from the Vision
 - YA - Outcomes Strategy Map – all to provide feedback to YA.
- YA - Principles – 6 broad principles endorsement sought. Discussion followed and feedback included splitting into behaviour based and tangible outcomes.

Action:

- **Update Vision, Outcome Map and Principles feedback.**

ITEM 9 – BUSINESS SERVICE APPROACH

JT provided update:

- Our end output is a heatmap across PTAs and services, and where services and decisions get made and the impact of such decisions.
- Working with other PTAs, during procurement, assumptions were made and we are now at the point where we can validate and confirm decisions.
- General view that the Board was supportive of the approach. Key challenges include timeline to make sure PTAs understand business services and how any decisions and services affect the organisation. The team is working to ensure everyone is on same page and making sure other PTAs are engaged on decisions as activities have national implications.

- JT noted that ECan is the test case for the country. Taking a strategic approach to decisions; in principle based on outcomes, considering what are decisions we need to make.
- Question if strategically there are decisions that are required to be made collectively by the Board.
- JT explained that there are frameworks where minimum levels are required i.e., security, where we will need to meet standards around minimum requirements. JT pointed out that many functions have a standard set of processes which we need to adhere to. That said, there is an opportunity to standardise terminology/activities in cases across the regions.
- Next steps are to socialise framework, outline key areas and messaging, provide what is wanted regarding standard services offerings from SSO, if significant variations will need decision.
- We will resubmit the heatmap of PTA decisions after the first cut is completed. Building out elements further; messaging and concerns will be different.

Note addition of below commentary to minutes as requested by GB at March 2023 GB meeting

- **The minutes of 24th February 2023 were accepted, with one addition to last version.**
 - **GB asked that we update the notes from 24th February to include the discussion on SSO model where the programme team would produce a Business Model reflecting national services, rather than meet individual requirements for each PTA.**

ITEM 10 – CUSTOMER AND BRANDING DEEP DIVE

- Taken as read.
- **section 912** provided information on Customer and Branding Workshop – refer to slides.
- Key topics noted:
 - Fraud prevention: discussion where does this sit. Validators for inspection; how do we see Board/Fraud e.g., not one of our validators being used as a skimmer.
 - Testing - outlined the testing across the country around, how, where, who would be testing.
 - Once we have conducted consultations and testing the learnings will be shared and the team will work with all to decide on best way to engage.
 - Will provide out of cycle update on brand timelines.
 - Pulling together advice around branding; we do not know if we have enough time to engage everyone. **section 912** and team are working through options.
 - KN provided some advice around engaging Māori on their interests on NTS.
 - Branding will need Board decisions/socialisation with PTA's. Need to understand the timeframes and consequences.
- KN provided feedback around Branding discussion and Māori Engagement; suggested getting together quickly this group:
 - Waka Kotahi Māori engagement team
 - LGNZ Māori expertise (noting Rachel has a contact suggestion)
 - ECAN Māori reps
 - Auckland Council Head Māori engagement people
 - Te Puni Kokori
- Purpose of meeting: How can we engage and work to enable a sensible and meaningful understanding of the Iwi and Māori interests in this work and ask how they can help us.

ITEM 11 – STAKEHOLDER ENGAGEMENT PLAN

CR provided an update:

- Please feedback any gaps do you see in engagement plan, noting this is a dynamic document that could change over time.
- CR noted feedback and will add to document and asked the group to send any more through in coming weeks.

Action:

- **Update Stakeholder engagement plan; return to future Governance Board Meeting.**

ITEM 12 – FSP’S MEMO GOVERNANCE SIGN OFF FEBRUARY 2023

- Seeking to endorse sign-off for memo by Governance Board.
- CR outlined background.
 - As part of P2 signing, MSA for FSPs were not finalised; now ready for final approval, information has been reviewed by PTA’s. Note that Waka Kotahi Legal Services have been across this information. Would like Board endorsement.
- The Board endorsed the document.
- YA is providing a cover sheet for Nicole Rosie around this information.
- YA will provide cover note to the Board for their information.

Action:

- YA circulate cover note on FSP Memo to Board.

Endorsed:

- FSP Memo Governance was endorsed by the Governance Board.

ITEM 13 – NTS PROGRAMME TEST OVERVIEW

- Deferred to next meeting.

ITEM 14 – FORWARD PAPERS

- Taken as read.

ITEM 15 – NTS GOVERNANCE BOARD DECISION REGISTER

- Taken as read.

ITEM 16 – ANY OTHER BUSINESS

16a. Update from Regional Chief Executive’s Meeting held on 10th February 2023

Meeting closed at 3.15pm

ITEM 17 – BOARD TIME ONLY

Ways of Working:

- Feedback received:
- Face to face
- Celebrate success; even small successes; check in that we are looking after our people
- Detail critical dates so we know where we need to put best effort

Measures of Success (KPI’s):

- KPI’s – Review of Board effectiveness periodically
- Was not defined at the time when the Board’s ToR were set.
- Consider tools available, where other organisations have done this before for other Boards.
- CCO Boards could provide KPI’s; used by Local Government Bodies.

Action:

- MT will provide VM with information around KPI’s from CCO Boards.

- We should consider what are our governance gaps, now that we have held a few meetings.
- Consider other members who could add value.

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