National Ticketing Solution

GOVERNANCE BOARD – MINUTES

MEETING INFORMATION	
Date:	Friday 24th March 2023
Time:	10.00 am to 3.00 pm CL 2.32, Chews Lane, Wellington
Chair	Rachel Reese (RR)
Members Present	Liz Maguire (LM), Roger Jones (RJ), Vanessa Ellis (VE), Samantha Gain (SG), Mat Taylor (MT), Giles Southwell (GS), Kim Ngarimu (KN), Marcus Porter (MP), Sarina Pratley (SP),
In attendance	Yogesh Anand (YA), Vivienne Mitchell (VM), section 9(2)(a) Deborah Parsons (DP), James Timperley (JT), Gavin Greaves (GG), Paul Everett (PE), Rebecca Bell (RB), Rachael Turnage (RT), Jeremy Dickson (JD), Graham Alston (GA),
Apologies	Charles Ronaldson (CR), section 9(2)(a)
Quorum	N/A

ITEM 1 – KARAKIA, BOARD ONLY TIME, HOUSEKEEPING, AND INTRODUCTIONS

- 10.00 am – 10.30 am – Board Time Only.

ITEM 2 – APOLOGIES, MINUTES, AND ACTIONS

- The minutes of 24th February 2023 were accepted, with one addition to last version.
    - SG 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.

- **Action: Update 24th February 2023 notes to capture SG's feedback. DP.**

- Outstanding actions are covered in agenda, or not due this meeting.
- MP queried Action 1.08 – Programme Stakeholder Dashboard:
    - VM outlined background to decision not to pursue dashboard with PTAs.
    - Agreed opportunity to use this with Cubic; currently waiting until Cubic are fully mobilised.

ITEM 3 – EXECUTIVE PROGRAMME UPDATE

a) **Key Considerations:**
- Recent work has involved completing customer workshops across multiple centres. There was good engagement and reasonably consistent feedback themes from customers. Top five feedback areas included:
    - Privacy
    - Concession Management

- Group Travel
- National Branding
- Disability aspects – key emphasis

b) The month ahead
- Discussion around perception of value from investment in NTS when considering wider public transport costs and challenges.
- A challenge we face is there is a current focus on the overall $1.4B cost; need to shift focus to the $25-30M a year operating cost so people can understand the value for money.
- section 9(2)(g)(i)

- We need to review our messaging and core narrative to support the value for money position. This is critical for both public and political acceptance.
- YA suggested we think about communications in two tiers:
    1. Key stakeholders/influencers
    2. Wider consumer conversations further down track when we have a product to highlight
- section 9(2)(g)(i)

- section 9(2)(g)(i)

- All partners to work with their leadership teams to understand their needs and timelines for funding bids.

Actions:
- **Consider a core narrative and consistent message that can be tailored for specific regions. Bring back to next Board for feedback. YA.**
- **All partners to work with their leadership teams to understand their needs and timelines for funding bids and transition costs.   ALL & YA.**
- **YA to work with AT on their RLTP bid and timelines.**

c) Key risks
- Taken as read.

ITEM 4 – OVERALL PROGRAMME STATUS

a) Milestone Readiness
- section 9(2)(g)(i)

- section 9(2)(b)(ii)

- VE raised the issues Brisbane faced and queried if Cubic understands the FSP arrangements/requirements. section 9(2)(b)(ii)

b) RAG Definitions
- Taken as Read.

c) NTS Programme Update
- Taken as Read.
- The Programme will remain Amber as per RAG guidelines, as Schedule is showing Amber.
- Board considered that Budget should also be Amber given further work required to confirm PTA costs and lack of variance information.
- To attain certainty of transition costs the programme team need to work further with PTAs to understand their transition plans and business services. There are planning sessions underway.
- YA added that standardisation is an area where we have an opportunity to streamline our delivery.
- VE said that any discussions around standardisation need to be held collectively with PTA's; if these discussions could be held sooner than later that would help with budgetary matters.

- Standardisation: agreed we need to bring forward the discussion on areas where standardisation will make it easier and provide consistent customer experience.

d) **High-Level Roadmap (3-month view)**
- Taken as Read.

e) **Critical Path, Milestones, and Dependencies, Decisions (3-month view)**
- Taken as Read.
- Waiting for ECan transition plan, which will inform the Cubic delivery plan. This is due in May.
- MP queried if the plan was baselined, and if so, where is the variance displayed.
- The plan was baselined, noting the gaps. Approach is to track against a rolling 3-month view. Variances would only be seen within this window. At risk items are identified, as noted in the pack. Schedule slippage/variance can be identified.

- **Action: Discuss standardisation opportunities at the next Governance Board.** JT

ITEM 5 – FINANCE REPORT DEEP DIVE

- YA provided an update:
- The future reporting needs to include a page on finance risk indicators.
- LM requested that the funding for PTA's be shown as separate line in budget reporting.
- section 9(2)(b)(ii)

- section 9(2)(g)(i)

- The next Wellington Regional Transport Committee Meeting is on 13th June 2023. It is critical to get NTS on this agenda. We will need the narrative and comms to support the priority of this programme and keep it front of mind for Councillors. YA to discuss with SG.
- RR - Messaging to stakeholders should confirm that there is an expectation that the PTAs will be putting in an application for transition costs as part of their RLTPs process.
- Waka Kotahi is working through the NLTP bids currently.
- section 9(2)(b)(ii)

- VE queried if scheme providers make changes, and we need to make configuration back to Cubic will that incur costs for us; this was something that cropped up in Brisbane discussions. YA will check on this and inform VE.
- section 9(2)(g)(i)

- Board agreed with the proposed financial reporting approach

Actions:
- **YA to engage with Director of Regional Relationships (DRRs) to ensure NTS is part of their priorities for RLTP.**
- **LM -** section 9(2)(b)(ii) **. YA.**
- **VE queried scheme providers changes and cost impacts. YA to check this matter and report back to VE.**
- **YA to discuss with LM on how contingent resource costs can be better managed.**

Agreed: Proposed Financial Reporting approach.

ITEM 6 – EQUIPMENT ORDER STRATEGY

- JT provided an update.
- section 9(2)(b)(ii)
  Proposing to address this by placing order for equipment in advance.

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

- Asking to change approach to order bulk equipment upfront and seeking approval on option 2 (go forward with GWRC and RC equipment order).
- YA added that the vendor pricing information was based on schedule negotiated back in December 2021. section 9(2)(b)(ii)

- section 9(2)(b)(ii)
- JT confirmed that we are not running a risk around obsolescence for these products.
- SG added that we need to consider storage costs; and suggested that we should examine options for reuse of existing equipment.
- Risk sits with NTS programme if parties walk away, and we have ordered equipment.   No risks to PTA programme buying on the assumption the PTA's are all fully committed and will act in good faith.
- The risk of delaying the decision on the Equipment Strategy is section 9(2)(b)(ii)

- The Board approved placing an order for GWRC pending confirmation of costs.
- The Board would like more information on bringing forward RITS order. This could be an out of cycle paper:
    - What are the options to bring the costs down
    - Independent advice on Supply chain challenges, section 9(2)(b)(ii)
    - Prioritisation of RITS for earlier implementation
    - Potential storage costs

- **Action: The Board would like more information on bringing forward RITS order. JT.**

    Agreed: The Board approved placing an order for GWRC pending confirmation of costs.

ITEM 7 – BRAND ARCHITECTURE AND IDENTITY AND TIMING IMPLICATIONS FOR MAORI ENGAGEMENT

- YA provided an update; adding that Item 7 and Item 8 have crossover:
- Proposed an approach for the next 6-7 months: take branding position keeping in mind working towards end October with month of contingency for November.
- 12-16 week required, once brand agreed, for manufacturing purposes for cards to be developed.
- Risk called out if there is enough time for the right level of Māori engagement over brand.
- KN provided feedback:
    - Real utility getting through to Stage 2 of Māori engagement process
    - Talk to Māori and Iwi interest groups on substantive matters rather than just brand
    - The Board supported this view.
- GS added that brand is more than simple branding; it is around how this fits into the wider customer experience for PT.
    - Difference between brand of public transport and card and ticketing solution, as seen in other countries. We need to be clear on what we are seeking to achieve nationally/regionally, etc.
- YA asked what is the Brand we are targeting here? Discussion covered:
    - Use of national brand
    - Transit card vs credit card vs mobile use to pay for journeys
    - PTA drive growth aspect of public transport ticketing solution use
    - Branding needs to be on Transit card, mobile app, validator, and website
    - How to encourage customers to register
    - Privacy considerations
    - Brand Working Group should take the Governance Board on the journey
    - Considerations around branding on the transit card, and how that experience differs when using the mobile app or a credit card.
- GS outlined the ECan relationships with Iwi and Māori and the Metro branding is well established as a Public Transport brand in region.
- Once we move through branding and brand architecture/identity discussions it will flush up some of the standardisation decisions we all need to make i.e., national vs regional and common logo or regional logo
- Brand is on the critical path.
- Cubic may need some branding architecture information which we are working through.
- Board approved the longer timeline presented for Brand development and agreed to a deep dive on Brand architecture out of cycle.

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- **Action: Brand architecture deep dive in next 2 weeks and further information provided as discussed today.**

Approved: Board approved the longer timeline presented for Brand development.

ITEM 8 – MAORI ENGAGEMENT APPROACH

- YA met with DIA to discuss their approach to Māori engagement, their national forum, and frameworks and how we can leverage those for our programme. A further meeting planned next week.
- Put together two-pronged approach:
    - understand priorities from Māori and Iwi perspective
        - and then understand how to map back to what we are doing for NTS and linkages
    - engagement with various Iwi around moving conversations forward
    - the programme is also bringing on board a Māori advisor to support the process
- The Board accepted the approach.
- Clear guidance that the initial discussions shouldn't focus on naming / branding. It should focus on support and priorities for achieving Iwi / Māori priorities. We need to be clear on what is possible within the agreed timeline and how it impacts our branding discussion/decisions and options.

Agreed: The Board accepted the Māori Engagement approach.

ITEM 9 – CHANGE DEEP DIVE AND CHANGE MANAGEMENT FRAMEWORK

- Deferred to separate session.
- Session scheduled for 3rd April 2023.

ITEM 10 – NTS VISION AND OUTCOMES, AND PRINCIPLES, UPDATED

- Taken as read
- **Vision, outcomes, project, and principles – approved.**

ITEM 11 – PROCUREMENT CLOSE OUT MEMORANDUM

- Taken as read.
- Noted.

ITEM 12 – GATEWAY – UPLIFT PLAN UPDATE

- Taken as read.
- Noted.

ITEM 13 – NTS ASSURANCE PLAN

- Noted.
- What is the Go/No Go decision framework for PTAs to go live.

- **Action: Provide the Go/No Go decision approach and phasing.**

ITEM 14 – NTS PROGRAMME TEST OVERVIEW

- Taken as read.
- LM would like to see the performance testing aspects. How do we know payment will flow through properly.
- Table at next meeting the focus on Phase 1 – how going to get to day zero/one/two, etc. What this looks like.

ITEM 15 – UPDATED STRATEGIC RISKS

- Taken as read.

ITEM 16 – section 9(2)(b)(ii)

- Taken as read; paper circulated earlier in week.
- YA section 9(2)(b)(ii)

- section 9(2)(b)(ii)

- RR noted that she had concerns about some of the wordings in the memo – section 9(2)(b)(ii)

- MP said section 9(2)(b)(ii)

- LM asked that the team include a slide detailing the risks and how we will manage these. LM also requested a page on the forecasting for acquiring costs and what we have assumed is going to come across with high/medium/low take out options.
- YA explained that once approval from the NTS Board has been received, we will sign a MOU with AT and then sign a back-to-back MoU with Cubic. YA took an action to follow through the process and keep the Board updated on progress.
- section 9(2)(b)(ii)

- **Action: YA to follow through the process and keep the Board updated on progress. YA to provide adjusted words for email approval.**

- **Agreed:** section 9(2)(b)(ii)

ITEM 17 – NTS GOVERNANCE BOARD DECISION REGISTER – DECISIONS MADE BY GOVERNANCE BOARD TO DATE

- Taken as read.

ITEM 18 – NTS GOVERNANCE BOARD FORWARD PAPERS

- Taken as read.

ITEM 19 - APPENDICES

- Taken as read.

ITEM 20 – ANY OTHER BUSINESS

Meeting day change discussion:

- Future meeting dates: feedback received that the Board wanted to remain with monthly Friday schedule that is in place.
- The next meeting (April) will be held virtually.

- Agreed that the May meeting will be in Christchurch.

Meeting closed at 3.00pm