

National Ticketing Solution

GOVERNANCE BOARD – MINUTES

MEETING INFORMATION	
Date:	Friday 28 th April 2023
Time:	10.00 am to 1.00 pm Virtual Meeting
Chair	Rachel Reese (RR)
Members Present	Roger Jones (RJ), Vanessa Ellis (VE), Marcus Porter (MP), Mat Taylor (MT), Giles Southwell (GS), Kim Ngarimu (KN)
In attendance	Yogesh Anand (YA), Vivienne Mitchell (VM), section 9(2)(a) Deborah Parsons (DP), James Timperley (JT), Gavin Greaves (GG), Paul Everett (PE), Rachael Turnage (RT), Jeremy Dickson (JD), Charles Ronaldson (CR),
Apologies	Liz Maguire (LM), Sarina Pratley (SP), Samantha Gain (SG), Mark McHugh (MM), Rebecca Bell (RB), section 9(2)(a)
Quorum	N/A

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

- 10.00 am – 10.30 am – Board Only time.
- Actions discussed during Board Only time:
 - Provide to May Board meeting further information on the decisions we are expecting the Board to make in coming months; also include in the information the decisions that the Board will not be making. The paper is to provide information to understand downstream consequences and interdependencies of any decisions and how they may affect the critical path.
 - **Action: YA and CR.**
 - Following on from the model agreed for decisions and delegations, the Board would like to understand from the PTAs representatives their organisational decision frameworks. A view of the PTA decision making framework and delegations with links into NTS Programme, would provide assurance to Board that the correct processes have been followed for any approvals, including alignment to any LGA requirements.
 - The Board noted that for Mat Taylor the approval processes will be complex as needing to coordinate with many different Councils.
 - The Board would like to include the decision making as standing item on agenda.
 - **Action: YA and CR.**

ITEM 2 – APOLOGIES, ACTIONS, AND PREVIOUS MINUTES X2 SETS

- The Board acknowledged the work to date by the Programme team and the increased quality of the papers presented to the meeting.

- No critical decisions required today; following the model previously agreed, the programme team will look to schedule a deep dive where necessary.
- Noted the time commitments outlined in the TOR; the Chair said that we may need extra sessions over the next three months to support the Programme Team and to assist in moving the NTS Programme forward.
- [section 9\(2\)\(b\)\(ii\)](#) [REDACTED]
- Actions: Taken as read.
- [section 9\(2\)\(j\)](#) [REDACTED]
- 4.08 Update – Scheme provider changes and cost impacts query. YA advised the Board that the current contract with Cubic allows for some these types of changes to be accommodated.

ITEM 3 – EXECUTIVE PROGRAMME SUMMARY

a) Matters for Guidance:

- Taken as Read.

b) Looking Ahead

- Taken as Read.

YA - Key call outs:

- The programme team together with the ECan team is starting to make requirement decisions for ECan Business Services. These decisions will inform the detailed transition plans. The team will be providing visibility of this plan to the Board in June.
- Activata engagement update. [section 9\(2\)\(g\)\(i\)](#) [REDACTED]
- The Board discussed the following topics:
 - [section 9\(2\)\(g\)\(i\)](#) [REDACTED]
 - PTAs are socialising changes with relevant parties and will drive change for their organisations.
 - It was noted that ECan's transition is a positive change for the region as they are expanding their network to provide accessibility; therefore, not anticipating a negative response.
 - Consideration of political context; all parties involved are in different circumstances but all face financial constraints and other competing priorities for their regions, hence an ongoing visibility of NTS to the elected members / AT Board was key.
 - Early engagement and visibility to Elected Members / AT Board is required, and we need the correct people within organisations to articulate the case for change and benefits as Phase 1 advances (ECan), and subsequently other PTAs.

c) Key risks

- Taken as Read.
- Group Travel Update: the programme team are working closely with ECan and reviewing options. The team are analysing what is possible for Phase 1 and future options with the Cubic Roadmap. This is not just an ECan issue but a national issue for all the PTAs.
- The challenge identified for group travel is a change to the requirements signed off by all PTAs.
- The programme is conducting further option analysis, starting with what was in our requirements. Reviewing what is in the use cases from Cubic to satisfy these requirements, the team will work to identify the gap and options to address the gap if necessary.
- The Board commented that if current functions are removed this will be seen as a reduction in service and could result in a negative perception of the NTS.
- The programme team will work through options and return to Board with an update.

• **Action: Options for Group travel to be considered and an update provided to the Board.** [section 9\(2\)](#) [REDACTED]

- Board was advised that we are engaging [section 9\(2\)\(b\)\(iii\)](#); a consultant company led by [section 9\(2\)\(a\)](#) [REDACTED] to provide advice on information/considerations we may have missed, based on their

ticketing experience. They will also help by raising any risks and issues that we can anticipate and provide advice and guidance where possible. Any key findings will be reported to the Board.

ITEM 4 – OVERALL PROGRAMME STATUS

a) NTS Programme – Workstream Updates

- Taken as Read.

b) High Level Roadmap (3-month view)

- Taken as Read.

c) Critical Path, Milestones and Dependencies, Decisions (3-month view)

- Taken as Read.

d) Completed and Ontrack Milestones

- Taken as Read.

e) At Risk and Late Milestones

- Taken as Read.
- The Board queried the at-risk Security and Commercial milestones.
- Work continues to address resourcing challenges. While the milestone is reporting red, it is not on critical path, the task is delayed. The programme team are working closely with the Waka Kotahi Security group to mitigate the risk.
- A Security working group is being established that includes programme team staff and security members from across all the PTAs.
- A draft security strategy is under review and the team are currently working to finalise document.
- When queried by the Board if any elements on CDR would require security sign off, the programme team responded that the CDR includes non-functional requirements, and some of these items will need to be finalised prior to CDR sign-off.
- The Board asked to be updated on the Security risk as it progresses.
- The Board asked that the team provide visibility of any design variations in the CDR from the original requirements.
- **Action: Provide visibility of any design variations in the CDR from the original requirements. GG.**
- The Board queried the Māori engagement risk reporting green when discussions to date have indicated this topic is red status.
- Update on current activities provided. The Board would like an update at the next meeting on how work is progressing with Te-Amokura.
- Engaging independently with Canterbury Iwi and Māori.
- **Action: Provide an update on Māori engagement progress to June Board meeting. CR**

ITEM 5 – FINANCE REPORT

- The Board queried the dependency regarding PTA securing their own finances.

section 9(2)(b)(ii)

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

- Query about whether costs can be capitalised. Advice that the team are working with OAG to confirm. We await their response and will advise when it is finalised.
- **section 9(2)(g)(i)** [redacted] There will be community perceptions, therefore the NTS activity will need to be managed with relevant messaging.
- **section 9(2)(b)(ii)** [redacted] Some activities that are underway to support getting funding approval include:
 - Waka Kotahi DRRs, the RLTP team, and the ATAP teams have been fully briefed. The importance of the programme and necessary funding at Waka Kotahi Exec, Board, and Minister level is understood. Final decisions around priorities will become clearer over coming weeks.
 - The participation agreement anticipates there could be challenges, should this happen then there is a certain path to follow as outlined in agreement.
 - Communications around NTS value proposition were distributed so that PTAs could share with their Elected Members. This request was from the March Board Meeting.
- **Action: Funding dependencies be built into Board decisions paper. YA and CR.**
- **section 9(2)(g)(i)** [redacted]
- **Action: section 9(2)(g)(i)** [redacted] YA.
- The Board asked that the PTA members work with their individual Boards and internal teams to get the funding secured through their individual funding processes. The Chair suggested that the PTAs could consider a dedicated session with PTA and Board if required.
- The Board signalled the need for certainty and confirmed their collective responsibility to enable the programme to be successful and using all opportunities to assist in securing the funding required.
- **Actions: PTA members work to with their individual Boards/Councils and internal teams to get the funding secured through their funding processes. RJ, VE, MT.**

ITEM 6 – NTS QRA – MEMO AND OUTCOME REPORT

- Taken as read – findings in report from February 2023 assessment.
- The Board agreed to repeating the process with Broadleaf once we have the baselined programme plan and financial forecast in early June.
- The Board requested that for the July QRA review we ask Broadleaf to consider the strategic risks as discussed in Auckland workshop in January 2023.
- **Action: Conduct a repeat QRA in July and ask Broadleaf to consider the strategic risks as part of review. VM.**

ITEM 7 – FSP MSA ENDORSEMENT

- Seeking endorsement using the same process followed for the **section 9(2)(b)(ii)** [redacted]
- **Decision: section 9(2)(g)(i)** [redacted]

ITEM 8 – NATIONAL ALIGNMENT UPDATE

Key call outs:

- There is a level of alignment that comes from use of a common system particularly around the customer experience items, such as the same look and feel of devices and usage of equipment, etc.

- There is an inherent tension within current model between a national position and local flex; we are navigating this pathway as we progress.
- Refer to Appendices' where the TTP team have provided details around decisions, etc; noting a few have far reaching impact and changes for various businesses as we go through phases.
- The team will continue to surface issues through the workstreams and gain agreement as we progress on this journey, if we can't get alignment then action will be taken to surface issues to GB.
- The Board supported the concept of standardising elements for customers; this is what we are aiming to do and requested that further aspects of standardisation could be added. These should be captured and considered, and the implications of the decisions clearly stated.
- There could be a potential lost opportunity around specific user experience, standardisation around fares and concession types, branding, and the customer service experience linked to concept of operations work we have already conducted.
- It is important to think about the national service experience; what levels of service could we standardise, i.e., network and retail availability, etc.
- There will be discussions in coming months around standardisation of channels such as website and mobile apps and this information will presented to the Board.
- The Board asked that we include the operator experience.
- [section 9\(2\)\(g\)\(i\)](#)
- The Board would like visibility of all standardisation decisions in the monthly milestone reporting that are required for the Board so they can prioritise. Understanding the milestones will provide timing of when PTAs need to make these decisions.
- To support this the programme will identify a list of items that are not confirmed and then seek guidance on what the Board want to pursue for standardisation.
- **Action: Monthly Milestone reporting to include standardisation decisions. JT**
- **Action: Report to be prepared for the board on options for alignment and timeframes. JT**

ITEM 9 – NTS TTP (SSO) ESTABLISHMENT WORKSTREAM – DEEP DIVE

Key call outs:

- This is about setting up in partnership and we want to leverage capabilities where possible from across all the organisations involved.
- Next steps to consider is how do we evolve TTP as we progress towards go live.
- We will need to refine the operating model; need organisation in place with clear roles and responsibilities; detailed descriptions around activities that we need to undertake and document processes; change processes to set up this organisation and provide the outcomes. Using a service design process to inform those outputs.
- [section 9\(2\)\(g\)\(i\)](#)
- We are working with Waka Kotahi and PTAs and leveraging capabilities within existing teams.
- The programme is currently providing significant scope of what TTP will need to do in future, therefore the team are focused on operational capability for now. Need to bear in mind when we reach BAU state those programme activities, such as engagement with the Governance Board and PMO type activities will be part of the TTP remit.
- Discussion around capability and FTE numbers required for TPP in the future and leveraging of existing functions that are available as part of Waka Kotahi and PTA organisations.
- The Board would like to understand the critical processes, the services, what is the quality of levels of service and performance that we expect, and where accountability and responsibility lie. Need to understand change processes to transition PTAs into the TTPs, such as bus operator settlement, etc.

- Go Live risk for Phase 1 (ECan); discussion on risk mitigation for go live around how do we ensure our testing is sufficient to guarantee a successful Day One. The Board said that ECan and TTP readiness are critical milestones and should be included in reporting.
- [section 9\(2\)\(g\)\(i\)](#)
 [REDACTED]
 [REDACTED] This work will come back to the Board for ratification.
- Development continues on the phase gates and readiness framework and Corneum are advising on readiness matters and providing guidance from their experience in this area.
- Discussion on recruitment of the TTP Operations Manager.
- A requirement under the P2 agreement is that the Board be consulted on key appointments in TTP (“have input, as necessary”). The TTP Operations Manager position appointment requires consultation with Board. (Refer to Clause 6.5c.4).
- The Board noted that Sarina Pratley will be part of interview panel in her substantive role and is a Board member and agreed that a view of the scope of role and key selection criteria would be acceptable, followed by notifying the Board when decision on appointment is made.
- **Action: TTP Operations Manager; circulate the role description and selection criteria and advise who candidate is. YA.**

ITEM 10 – PLANNING AND REPORTING

- Taken as read
- Discussion followed on the Budget for year 2023/24; the Board would like to see 2023/24 budget produced.
- **Decision: The Board endorsed the paper with the proviso that a TTP operating budget be tabled by 31/12/23 to cover operating costs for the FY 6/24**
- **Action: Prepare an operating budget for the TTP for the period 1/24 – 6/24. VM & JT Due 24/11/23.**

ITEM 11 – STRATEGIC RISKS UPDATED

- Taken as read.
- The Board requested that Strategic Risks are presented to the next Board Meeting with updates included from the discussions held at the Risk Workshop which took place in January.
- **Action: Provide Strategic Risk update to next Board meeting based on discussions held at the January 2023 meeting. VM and Bettina Reiter.**

ITEM 12 – NTS UPLIFT PLAN UPDATE

- Taken as read.

ITEM 13 – NTS GOVERNANCE BOARD DECISION REGISTER

- Taken as read.

ITEM 14 – NTS GOVERNANCE BOARD FORWARD PAPERS

- Taken as read.

ITEM 15 – ANY OTHER BUSINESS

- None.

ITEM 16 - APPENDICES

- Taken as read.

Meeting closed at 1.00pm

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