National Ticketing Solution

GOVERNANCE BOARD – MINUTES

MEETING INFORMATION	
Date	Friday 23rd June 2023
Time	10.00 am to 3.00 pm ECan Offices, Christchurch
Chair	Rachel Reese (RR)
Members Present	Liz Maguire (LM), Roger Jones (RJ), Vanessa Ellis (VE), Mat Taylor (MT), Giles Southwell (GS), Kim Ngarimu (KN), Marcus Porter (MP), Sacha Pratley (SP), Tim Shackleton (TS) *for Samantha Gain*
In Attendance	Yogesh Anand (YA), Vivienne Mitchell (VM), Deborah Parsons (DP), James Timperley (JT), Gavin Greaves (GG), Paul Everett (PE), Rebecca Bell (RB), Rachael Turnage (RT), Jeremy Dickson (JD), Charles Ronaldson (CR), Mark McHugh (MM), section 9(2)(a) section 9(2)(a) **Cubic Attendees:** section 9(2)(a)
Apologies	Samantha Gain (SG)
Quorum	N/A

ITEM 1 – BOARD TIME ONLY

- No Board Only time occurred.

ITEM 2 – KARAKIA, HOUSEKEEPING, CONFLICT OF INTEREST DECLARATIONS, APOLOGIES

- The Board welcomed Marlene Kotze and Tim Shackleton to the meeting.
- Apologies were noted.
- Conflict of Interest declarations – None were raised.

ITEM 3 – EXECUTIVE PROGRAMME SUMMARY:

- Taken as read.
- No questions were received post 21st June Deep Dive on the Integrated Plan; there will be four additional slides presented to cover questions which were raised during the Deep Dive session on 21st June 2023. The slides will be presented as part of Item 6.

ITEM 4 – PROGRAMME SCOPE AND CONTEXT

- Taken as read.
- The purpose of this paper is to provide background, outline scope of the programme, and outline the level of standardisation that is being implemented.

- Questions were received at the 12th June 2023 deep dive on national alignment and the Board requested to understand further details of the level of standardisation for the programme.
- Board requested that the customer experience and bus operation outcomes are included in the paper and that we include the customer experience on different stages of payment journey.
- Board asked that the fares and concession paper cover the application of the concessions and is less about eligibility, and that the programme team provide commentary on how eligibility can be catered for, e.g., via MSD, Ministry of Education, etc.
- Discussion followed on accepting Community Service Cards and Super Gold; it was added that we already receive data feeds from MSD and can confirm eligibility via this method; therefore, these cards have been considered as in scope. It was clarified in the meeting that the programme is accepting Community Services and Super Gold into system, as a direct feed from MSD, hence not doing any age verification of its own.
- Currently age isn't in scope and since the government announcement last month, which mandated young person travel changes, there will need to be further discussions and analysis to bring this matter into scope. Any changes would need to go through relevant change processes to amend the scope. It was noted that if there is an age verification method available in future then it can be added into the NTS system.
- Board requested that as part of the fare and concessions work there is consideration and details provided around the implication for NTS Programme once this fare policy is finalised.
- Board also requested a paper on the impact of age-related eligibility on use of Transit cards, including volumes and costs.

Actions:

- **Fares and Concessions Paper - clarification on fares and concessions and a view of what is in and out of scope. Paper needs to cover the application of the concessions and how the eligibility can be addressed as well as the implications of recent fare policy changes. Action: GG/CR.**
- **Paper on the impact of age-related eligibility on use of Transit cards, including volumes and costs. Action: MM.**

- Refer to slide 19.
  - Branding – national versus local versus co-branding options; the team are still working through this matter and will provide a paper to Board next month. The paper will include options and consequences of any branding choices including customer views.
  - Board said we cannot decouple branding from customer channel and contact centre decisions and we need brand and channel decisions together in one paper.
  - AT has conducted branding work and circulated the information to the Board. *Circulated in meeting*
  - Discussion followed on Contact Centre provision for the NTS. Currently there is work taking place to define business services for PTAs; branding and contact centre are linked and included in this work.
  - GG outlined the differences between the regions and positions to date. We have assumptive positions for Wellington, AT, and ECan, and the team are working through other Regional Councils. Once the team have this information, the relevant parties will meet to work out the possible national alignment and standardisation approach; this paper will be presented to Board.

Action:

- **Branding paper including the options and consequences of any branding choices: Action:** section 9(2
  - **we need to consider long term repercussions as an entity will be responsible for that brand going forward.**
  - **include customer views.**
  - **include customer channel and contact centre decisions;** *need brand and channel decisions together in one paper.*

ITEM 5 – ECAN BUSINESS READINESS – DEEP DIVE

Discussion on Transition Costs for ECan:

- Funding discussion on the National Programme and ECan Phase 1 transition costs.
- section 9(2)(b)(ii)

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

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

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

- The paper should:
  - ensure NLTF policies are followed
  - test assumptions around costs, and in particular costs relating to ongoing operational costs
  - section 9(2)(g)(i)
  - transition cost review of the other PTAs
  - assumptions in business case will need to be challenged around ECan
- PTA partners to look at their transition costs and present back to Board; *currently an action that is in progress from previous meeting.*
- section 9(2)(b)(ii)

Actions:

- **Prepare paper around finances as discussed at meeting. Action: YA & CR.**
- section 9(2)(b)(ii)   **Action: YA.**

ECan Business Readiness – Deep Dive

- Taken as read.
- JD presented the slides.
- The ECan Transition Strategy was approved by ECan Steering Committee last week.
- Discussion followed on cash sales and what the different Councils may opt for. Board asked that the programme team clarify additional costs of onboard cash sales options (refer to slide 26).

Action:

- **Paper that clarifies impact of cash sales on design and configuration. Action: GG.**

- Discussion followed on data analytics and reporting and how information would be shared by the parties involved.   Board was advised there would be a standard set of reports to PTAs from the TTP.
- Board queried how PTA specific functionality would be managed and funded, e.g. if it's not standard release scope. Discussion focused on the CRM for ECan. While the cost of putting the CRM for ECAN is covered as part of the programme, how will future requests for functional enhancements will be managed?
- YA advised that standard functionality delivered by Cubic as part of normal release cycles will be implemented and funded through standard maintenance. However, if a PTA wanted a nonstandard feature, then the PTA would fund. The NTS should apply the "no customisations unless critical" model.
- The team advised that we are currently at the start of the CRM design journey. Outcomes from the CRM work is approx. 3 months away and is factored into large piece of work around the ongoing business model, this also includes telephony design.

- JD outlined programme touchpoints for ECan. They are:
    - Public Transport changes
    - Significant Customer Changes
    - Ticketing Changes
    - Finance changes due to payments/money flows
    - Drivers and Operators change
    - Digital Change – systems and business processes work together
    - Fare Changes
- JD remarked that the change component is significant for ECan.
- Board said they would like a view of the change plans for when team is ready to conduct the migration; and asked it include:
    - how will we manage transit card balance transfers,
    - what does the Pilot look like (what do we want to cover here),
    - access to transit cards,
    - how we will drive first use,
    - need a current and future state view and a change impact plan view,
    - outline high level thinking.

ITEM 6 – NTS PHASE 1 INTEGRATED PLAN

- Taken as read. Focused on ECan integrated plan.
- The team will provide a programme structure with activities listed which will help with the discussions held earlier in and present to next meeting.
- Four additional slides were presented which detailed the baseline milestones, Cubic Journey to ECan go live, Customer Journey, and level of confidence around delivery date.
- Design phase finishes in September when we will re-baseline. Period of build and test phase is through to approx. section 9(2)(g)(i)

- GG outlined the drops and informed the Board that the (Integrated Test Facility) ITF will be available in September. Once the facility is up and running it will enable us to showcase functionality.
- section 9(2)(b)(ii)   GG advised that the CDR approval will reveal more information and tidy up any loose ends.
- section 9(2)(b)(ii)   which also explains the business requirements.
- GG outlined the Customer Journey slides. Key decisions around customer journeys and information are being worked through and will come to Board in July.
- Board requested a product showcase by Cubic so they can see the look and feel of the product.
- section 9(2)(g)(i)

- Board requested that the Phase 1 plan feedback raised in Deep Dive session on 21st June is presented back with a revised view.
- Next steps are to socialise plan with team next week and at the end of July there will be a 2-day workshop to review schedule dependencies and identify gaps/additional schedule information.
- EY have reviewed the plan for assurance purposes. Board asked that a summary of the EY report is circulated.

Actions:

- **Summary of the EY report on assurance - circulated. Action: YA.**

- Board noted the recommendations in slide 53-58. Comments were:
    - Noted the identified risks; slide 54. Are 3G and Mastercard issues not risks. YA to review.
    - Noted the identified issues – refer to slide 55.
    - Noted assurance activity planned – refer to slide 56. Board would like to see the Cormeum report when available.

- o Board approved the following – refer to slide 57:
  - Noting of assurance activities within the NTS Integrated Phase 1 Plan.
  - Noting of the assumptions, risks and issues associated with the plans.
  - Approval of the NTS Integrated Phase 1 Plan subject to changes discussed as part of deep dive held on 26th June and discussions noted today (*i.e., dependency work discussed today).*
    - section 9(2)(g)(i)
  - Noted next steps as detailed on slide 58.

Action:

- **Circulate Cormeum report when available. Action: YA.**

Approved:

- **Approval of the NTS Integrated Phase 1 Plan subject to changes discussed as part of deep dive held on 26th June and discussions noted today (*i.e., dependencies).***

ITEM 7 – CUBIC - PRESENTATION

- Taken as read.
- section 9(2)(a) attended the meeting for the Cubic presentation.
- section 9 outlined Cubic's background and experience to date and resourcing worldwide.
- section 9 noted that this is a long-term partnership to deliver NTS, to serve NZ for years to come. There is high engagement with Waka Kotahi and team.
- section 9(2)(a)
- section 9(2)(a) explained that the earlier resourcing issues faced by Cubic have been addressed; the team had experienced some difficulties hiring right people due to market conditions in New Zealand. section 9(2)(b)(ii) we will have all the Wellington team required onsite.
- Focus is to deliver on timeline while delivering a quality product fit for purpose for NZ.
- The team will leverage experience and best practices from previous projects delivered by Cubic. Working with Waka Kotahi and PTAs to provide good customer experience.
- Board said they were keen to see product prior to NZ configuration. YA and section will align to arrange a demonstration, noting that the Engineering Integration Lab (EIL) will not be available until September timeframe.

Action:

- **Cubic to arrange demonstration to future Governance Board meeting. Action YA.**

- SI Programme Manager and SI Technical leader commence with Cubic next week; these appointments will enable the teams to progress SI activity.
- Key for a successful delivery is the need to make decisions fast. To date the decision-making has been good from the NTS programme. Excellent documentation has been put in place to enable good decision-making.
- Quality and delivery reputation are important to Cubic and section 9(2 assured the Board that Cubic will not go live without a ready and fit for purpose solution. Cubic will draw up on global learnings and experience to ensure product delivery for NTS programme is a good result for all organisations and customers long-term.
- Board asked what Cubic would consider the programme's challenges over coming years;
  - o Decision making speed
  - o Predictability in planning and change requirements; will need pace and alignment
- Board thanked the Cubic team for their presentation and attendance and invited section 9 to reach out and discuss issues anytime if required.

- **Cubic post presentation discussion**
- LM to represent Board and meet with section 9(2)(a) regularly.
- Noted that as we are Cubic's first whole country roll out; this is a high-profile project for Cubic. Their previous experience has been incremental roll outs.
- Programme team is developing a partnership dashboard, which will provide opportunity for confidence rating, risks and issues, Communications Readiness; change, decisions.
- Cubic to attend future Governance Board, at least quarterly, to provide a view on their roadmap.
- The Board commented that they are seeking greater insights/learnings from Cubic on ticketing integration and PT system change. NTS should be seeing demonstrable value from Cubic's international experience – what works well, what doesn't, preparing customers, etc. in discussions and updates from Cubic team.

Actions:

- **Cubic to attend a Governance Board and provide a view on future roadmap. Action: YA.**

ITEM 8 – CONTINGENCY MANAGEMENT

- Taken as read.
- Delegation paper scheduled for July meeting.
- CR outlined the standard Waka Kotahi Delegated financial authority approvals for background.
- Board approved the recommendations:
  - section 9(2)(b)(ii)
  - Notes that while the budget for Phase 1 will be baselined in July, adjustments will be made as and when the transition planning for subsequent PTAs is undertaken.
  - Notes that the programme will manage any cost change within the total approved Programme budget and will only call upon Board approved Contingency when absolutely necessary.
  - The Executive Sponsor has the delegated authority to move budget within expenditure lines within the total approved Programme budget.
  - Notes the Governance Board will have the delegation to allocate Contingency Funds in excess of approved budget, as requested by the programme.

Approved:

- **The Executive Sponsor has the delegated authority to move budget within expenditure lines within the total approved Programme budget.**

ITEM 9 – PREVIOUS MINUTES, ACTIONS

- The previous minutes of 26th May 2023 were accepted.
- Actions – Taken as read.
- Action 5.04 Update: No variations pertaining to CDR to date.

ITEM 10 – PROGRAMME HEALTH

- Taken as read.
- Status update
- Schedule and Milestones
- Decisions for Governance
- Finance Report
  - Budget, Forecast
  - Year to date
- Risks and Issues Update

ITEM 11 – INFORMATION PAPERS

- Action 6.01 and 6.05 update.
- Gateway – TIR – Update

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

- NTS Māori Engagement Paper
- Decision-Making at Go Live
- 2023 Budget Impact on NTS

- Taken as read.
- Decision-Making at Go Live to be tabled at next Governance Board meeting.

Action:

- **Decision-Making at Go Live to be tabled at next Governance Board meeting. Action: CR and YA**

ITEM 12 – NTS GOVERNANCE BOARD DECISION PAPER

- Taken as read.

ITEM 13 – ANY OTHER BUSINESS

- Invite Cubic to Board on quarterly basis.
- Due to the number of decisions required in coming month it was agreed to schedule two deep dives (content to be confirmed) prior to the next Governance Board.
- Board thanked the programme team for their work on the pack and content provided this month.
- The Board thanked Marcus Porter for his contribution to the NTS Programme and Governance Board and wished him well for next steps in his career. Marcus wished the Board well with the programme.
- Finally, the Board acknowledged and thanked Yogesh for the mahi he has conducted and led from the wider programme team members that was covered and presented in the pack to Board today.

Actions:

- **Invite Cubic to Board meetings – quarterly. Action: DP and YA.**
- **Schedule two deep dives in July. Action: DP**

ITEM 14 – APPENDICES

- Taken as read.

The Chair closed the meeting by thanking Marcus Porter for all his work on the NTS Programme and his valuable contribution to the Board.

Meeting closed at 3.00pm