

National Ticketing Solution

GOVERNANCE BOARD – MINUTES

MEETING INFORMATION	
Date	Friday 28 th July 2023
Time	9.00am to 12.00pm <i>Virtual Meeting</i>
Chair	Rachel Reese (RR)
Members Present	Liz Maguire (LM), Roger Jones (RJ), Vanessa Ellis (VE), Giles Southwell (GS), Kim Ngarimu (KN), Sarina Pratley (SP), Samantha Gain (SG), Nick Donnelly (ND) <i>for Mat Taylor</i>
In Attendance	Yogesh Anand (YA), Vivienne Mitchell (VM), Deborah Parsons (DP), James Timperley (JT), Gavin Greaves (GG), Paul Everett (PE), Charles Ronaldson (CR), section 9(2)(a) (JVH), Anske Janssen (AJ), Marlene Kotze (MK), Tim Mulcock (TM) <i>for Jeremy Dickson</i> Cubic Attendees: section 9(2)(a)
Apologies	Mat Taylor (MT)
Quorum	N/A

ITEM 1 - KARAKIA, HOUSEKEEPING, CONFLICT OF INTEREST DECLARATIONS, APOLOGIES

- The Chair welcomed the team, as well as Nick Donnelly and Tim Mulcock to the meeting.
- Apologies noted.
- Conflict of interest declarations – None were raised.

ITEM 2 - PREVIOUS MINUTES AND ACTIONS

- The previous minutes of 23rd June 2023 were accepted; with an addition regarding Cubic sharing their Ticketing Integration and Public Transport system change learnings with the programme, and that the programme is seeking value from Cubic's international experience in this area on what works well, and preparing customers for change etc. *Refer to updated minutes in June folders.*
- Actions – Taken as read.
- Action 5.11 Update: TTP Operations Manager – in pack.
- Action 6.10 Update: Delegations have been provided by PTAs – update in pack. Agreed to close this action.
- Board requested that in the next meeting during Board only time, that the Board Members' PTA representatives considered cadence of decisions, including impact on their delegations, and any risk areas they could see and consider response on how to manage this process.

- **Action:**
- **PTA representatives to consider decisions impacts: include in agenda for Board Only time. RR.**
- The Chair asked Nick Donnelly, as representative for the Regional Consortium (RC), that there will need to be a mechanism on how to deal with those issues that might need to be addressed by PTA governing Councils. If there is a significant decision, the Councils will need to be across these and how will the RC facilitate this.
- **Action:**
- **Discuss offline delegations for RC. ND & CR.**
- Action 7.01 Update: Fares and concessions - in pack.
- Action 7.02 Update: Branding paper - in pack.
- Action 7.03 Update: Business Readiness deep dive – funding; in pack.

ITEM 3 – EXECUTIVE PROGRAMME SUMMARY

- Taken as read. Key call outs:
- Plan dependency and risk work continues; a workshop has been held with project leads. The leads identified areas where further work is required to identify dependencies and risks between streams. Once understood, this information will help the team to map out the connections and mitigate risks.
- Discussion followed around the delay points and their impact. Board requested a view of the plan and associated risks so that they are not making decisions in isolation.
- The team agreed to provide an update on risks and dependencies relating to the integrated plan to understand the cumulative impact. The team will prepare a schedule/risk paper to present to the next Board.
- The Team will bring the Phase 1 integrated Plan to Board in October to re-baseline and include an update on schedule risks.

- **Actions:**

- **Prepare a schedule/risk paper to present to the next Board. YA.**
- **Bring the Phase 1 integrated Plan to Board in October to re-baseline and include an update on schedule risks. YA.**

- **section 9(2)(ba)(i)**

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- Currently working through the change with all NTS teams involved.

- CR001 - Reconciliation Discussion. YA outlined background of the reconciliation emerging issue.

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

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- A paper will be circulated post Board to provide the details of the options and decision recommendation.
- Concern was expressed by the Board around the short notice of this issue and decision requirement. This is not an acceptable approach.
- YA advised that discussions underway to ensure how we avoid this in future.
- It was clarified that Board was not required to decide but provide advice on whether the programme approach was acceptable.
- The Board noted that whilst this is not ideal, it seems a sensible approach, section 9(2)(b)(ii)

- The Board queried whether we could have another look at requirements and streamline.
- YA outlined details around reconciliation work conducted to date; but agreed the team would further review the requirements.
- The Board pointed out that a verbal update doesn't meet due diligence required for governance purposes and requested that the team circulate a paper post today's meeting. The documented information should inform Board members of the background, how, what, and why we have reached the recommendation.
- The Board agreed in principle to endorse the programme recommendation.

Decision:

- section 9(2)(b)(ii); subject to paper, confirming verbal advice supplied today.

Action:

- **Documentation to support CR001 to be circulated post meeting to Board Members. YA.**
- Discussion followed on integrated plan and when the Board would see a further view.
- YA explained that work is ongoing for the integrated plan and dependencies. GG said the team are working through dependencies and that we have a good plan from Cubic. The areas that still require further detail are in the Customer and Change space. The Customer and Change teams need to complete the design phase so these can be integrated in with the technical plans. It is expected to have this completed by the end of September.

ITEM 4 – BRAND DEVELOPMENT AND BRAND ARCHITECTURE

- Taken as read.
- section 9(2) presented the Brand development paper which outlined the two options the team wants to take forward. Endorsement sought for options recommended and approach.
- section 9(2) outlined background to date.
- Noted there is a constraint around domain name and trademarks and other clashes with existing transit brands.
- Timeline is tight and we do need endorsement for our approach today to proceed with design and testing and create future collateral and branding for phase 1 (approx. five-week period).
- The team have engaged Sol Media and are connecting with Te Amokura, testing Te Reo options with Te Amokura, and other contacts nationally.
- section 9(2) outlined the options and background of process followed to date:
 - Six options tested; refer to pack.
 - section 9(2)(b)(ii) feedback hasn't been positive; identified this logo is not suitable
 - Brand Working Group have recommended to progress - section 9(2)(b)(ii)
- Once decision is made, there will be an additional round of design to work on visual identity and stories and the plan is to return in five weeks with the two options further developed for final selection.
- The Board feedback included:
 - Concerns about the cultural and language integrity and marketing imperatives; view that they are not coming together as expected in the recommended options. section 9(2) will revisit the options and incorporate feedback.

- Discussion followed on differences between Brand naming vs brand identity; what is visual identity guidelines; consider overall identity.
 - The Board supported that the brand requires an intergenerational approach, and we should factor in use of Te Reo Māori into our design; consider future focus.
- The Board asked ^{section 9(2)} to consider the feedback presented today on the two options proposed and provide out of cycle update for approval.
- **Action:**
- **Consider the feedback on two options proposed and provide out of cycle update for approval.** ^{section 9(2)}
- Brand Architecture noted; and endorsed.
- **Decision:**
- **Brand Architecture endorsed.**

ITEM 5 – DECISION MAKING AT GO LIVE

- Paper resubmitted from June meeting; CR outlined decision rights for go live decision making.
- Discussion followed:
 - Noted that we need ECan approval but also need collective agreement that all parties involved are comfortable.
 - Need to conduct further work around what does go live mean, i.e., one bus vs route, etc. and to tie in with plans for pilot.
 - Working with Corneum and will provide a detailed view later this year when that is ready.
- Board queried the scope of go live and we should be clear about all factors that make up go live; not just technically, but with customer, TTP, sequencing, and locally for ECan and nationally.
- The Board were asked to view the list of go live criteria provided and advised that this will be updated regularly.
- Board needs to feel comfortable and have assurance that the programme can go live with real customers on bus transport. Ultimate decision lies with ECan; therefore, assurance is required for this Governance Board to enable readiness endorsement.
- YA asked the Board what assurance would look like to give them confidence to endorse. Discussion followed.
 - Board agreed that clarity of programme and ECan assurance is required to achieve confidence.
 - How do we provide assurance throughout the programme and phases, instead of waiting until the end, and what does that look like?
 - Board asked for the top five things that we need to get right and how do other PTAs get involved with ECan go-live decision.
 - RR and YA discuss offline about Board assurance needs for go live endorsement
- **Action:**
- **Assurance as a precondition for go live endorsement. YA/RR.**

ITEM 6 – FUNDING - ACTION UPDATE

- Taken as read. Key points of note:
- ^{section 9(2)(b)(ii)} [REDACTED]

- The Board Approved the funding.

- **Decision:**
- **Approved the funding.**

- **Action:**
- ^{section 9(2)(b)(ii)} [REDACTED]

CR.

ITEM 7 – PARTNER DASHBOARD

- Taken as read. The dashboard has been discussed with Cubic and PTAs; the purpose is to provide confidence levels across programme. The Proposal and criteria were outlined.
- Approach is to consolidate information provided to Board to demonstrate quarterly trends, note the PLT will monitor monthly reporting.
- The team sought to trial the dashboard so the Board could give feedback. If Board are comfortable the team can move forward with this proposal.
- Board expressed that they want to feel a level of comfort provided by the confidence ratings. The programme has several potential schedule risks and interdependencies that could play out. YA clarified that this dashboard would provide a qualitative assessment from our partners. Board is keen to see and test where confidence level is sitting with different parties.
- The Board endorsed the dashboard and requested the team to proceed with this approach.
- **Decision:**
- **Partner dashboard endorsed.**

ITEM 8 – CUBIC DEMONSTRATION

- **section 9(2)(a)**, Cubic Programme Manager, introduced the team and noted that the demonstration today is on the NZ environment and infrastructure; based on core infrastructure being built now. Note: Test is for ECan journey and to demo fares engine.
- The Cubic team demonstrated the virtual journey showcasing different integrated journeys and fare capping.
- Board asked Cubic how far through set up we are, in terms of routes for ECan and testing? **section 9(2)(a)** advised that the simulation demonstrated is real and that all configuration received so far for ECan, has been loaded into the back-office product. Full build demonstration is a few weeks away.
- The Board thanked Cubic and said it was helpful to see what is running behind scenes and that the demonstration was informative.
- **section 9(2)(a)** informed the Board that there can be a hands-on demonstration later in year once the Integrated Test Facility (ITF) is available in October. The Board requested that they be able to experience tap on/off functionality at the demonstration. There will also be CRM functionality included in the demonstration at the ITF.
- **Action:**
- **ITF visit with Cubic and ability to see tap on off demo, and CRM functionality for Board. YA, Cubic.**

ITEM 9 – TTP ESTABLISHMENT WORKSTREAM – WALKTHROUGH

- Taken as read. Key points:
- **section 9(2)(b)**
- Service designs and business process development work continues, and the team are making good progress. The team are working closely with ECan on end-to-end processes and working through use of existing Waka Kotahi skill sets and functions wherever possible.
- Update on the TTP Ops roles currently being finalised with Waka Kotahi People team; then we will follow the usual recruitment process.
- Board queried state of the recent risk regarding role of business integrator (BI) and systems integrator (SI) and Service Aggregator.
- Advised that there is clarity around the role of SI which Cubic will be undertaking. The team have undertaken an assessment of the end-to-end business integration piece. This will identify what is required for business integration and whether any additional capability is required to support this.
- Board queried if there were any capacity concerns within Waka Kotahi that could impact NTS Phase 1. SP outlined position around resourcing and support; currently feeling that this is fine.

ITEM 10 – INFORMATION PAPERS

- a) **Delegation Feedback – Action Update**
- b) **Independent Quality Assurance Recommendations Update**
- c) **Level of Confidence around Delivery Date**
- d) **Concessions and Fares Paper and Age Eligibility Paper – Action Update**

- The concession paper to come back to next meeting.
- **Action:**
- **Concessions - paper deep dive scheduled.**
- e) **EY – Assurance Report**
 - YA noted that EY report is not factually correct and management feedback is still to be given to EY to this effect
 - Board requested that this be corrected with urgency.
 - Information Papers - Taken as read.

ITEM 11 – PROGRAMME HEALTH

- **Status update**
- **Schedule and Milestones**
- **Finance Report**
 - **Budget, Forecast**
 - **Year to date**
- EOFY23 report in pack. If endorsed today, we can report Green on budget.
- Key call outs for finance pack:
 - Slide 112 - Outlining forecast end of October 2024 – end of Phase 1.
 - section 9(2)(b)(ii)
 - Slide 115 details the forecast that will be monitored and managed and provides variance and change explanations as we move through to end October.
 - Propose to use this model as basis for monitoring and financial presentation for Phase 1.
- **Decision:**
- **Finance forecast endorsed and baselined; section 9(2)(b)(ii)**
- **Risks and Issues Update**
- **NTS Governance Board Decision Register**
 - Programme Health papers - Taken as read.

ITEM 12 – ANY OTHER BUSINESS

- None.

Meeting closed at 12.10pm