

## Project NEXT

### Executive Steering Group

### Meeting Minute

Paper No: 2020-10-01

|                       |                                       |      |
|-----------------------|---------------------------------------|------|
| <b>Date:</b>          | <b>16 September 2020</b>              |      |
| <b>Time:</b>          | 9:00am – 10:00am                      |      |
| <b>Location:</b>      | <b>Zoom</b>                           |      |
| <b>Steering Group</b> | Wayne Hastie (Chair)                  | GWRC |
|                       | Charles Ronaldson                     | NZTA |
|                       | Vanessa Ellis (Zoom)                  | AT   |
|                       | Roger Jones (Zoom)                    | AT   |
|                       | Andrew McCallin                       | NZTA |
|                       | Nick Donnelly (Zoom)                  | ORC  |
|                       | Stewart Gibbon (Audio)                | ECAN |
| <b>In Attendance</b>  | Graham Alston                         | NEXT |
|                       | section 9(2)(a) (Zoom)                | NZTA |
|                       | James Timperley                       | NZTA |
|                       | Rachael Turnage                       | AT   |
|                       | Mark McHugh                           | NEXT |
|                       | <i>(Secretariat for this meeting)</i> |      |
| <b>Apologies</b>      |                                       |      |

| Item | Description                          | Action  | Resp |
|------|--------------------------------------|---|------|
| 0.   | Approve Draft Minutes 19 August 2020 | <b>Minutes from 19 August 2020 steering group meeting accepted, subject to following comments from VE:</b> <ul style="list-style-type: none"> <li>a. The TTP operating model is required to be agreed prior to the BAFO phase and the timings for the development of this model need to be realigned with this requirement.</li> <li>b. The integrated planning doesn't accurately reflect the risks and the timings of the activities and needs to be reviewed.</li> </ul> |      |
| 1.   | Actions Status                       | <b>Open Actions from 19 August 2020 minutes</b><br><b>TTP Status Report</b> <ul style="list-style-type: none"> <li>i. Operating model <ul style="list-style-type: none"> <li>section 9(2)(a) asked that a key risk that needs to be recorded is getting alignment of the proposed distributed model of the TTP with</li> </ul> </li> </ul>  |      |

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|      |             | <p>integrating this within Waka Kotahi and operationalising this within the PTA's.</p> <p>Noted that the P2 Agreement needs to call out the roles and responsibilities of the parties. Further noted by VE that the MPGG needs to be across this.</p> <p><b>ii. Project Charter</b></p> <ul style="list-style-type: none"> <li>a. NTS plan including milestones to be developed – in progress</li> <li>b. JT to outline the approach to the NTS charter – in progress</li> <li>c. Revised charter for Project NEXT (v2.0) approved subject to above changes being made and being re-circulated to steering group – working Group ToR to be agreed first before rolling into the charter and then re-circulated</li> </ul> <p><b>All other actions closed</b></p> <p><b>Open Actions from 14 August 2020 minutes</b></p> <p>nValuate</p> <ul style="list-style-type: none"> <li>iii. Software licence agreement to replace letter that will outline the responsibilities – with GW legal</li> <li>iv. Test Reports to be revised to reflect work undertaken and results – PwC working on revisions – now received</li> </ul> <p>General Business</p> <ul style="list-style-type: none"> <li>v. Pricing Assessment Locality</li> </ul> <p>PwC to outline their controls around the risks to undertake the price assessment remotely.</p> <ul style="list-style-type: none"> <li>vi. Respondent Financial Strength Analysis</li> </ul> <p>Are looking at alternative for this analysis as PwC will be proposing to undertake out of Auckland office, <span style="background-color: #cccccc;">section 9(2)(b)(ii)</span> and the alternative (MartinJenkins) undertook this analysis for the ROI so there is continuity. Agreed that steering group will be kept informed of progress with selecting provider.</p> <p>19/8 – Martin Jenkins commissioned to provide assessment</p> <p><b>Open Actions from 15 July 2020 minutes</b></p> <p>Governance</p> <p>P2 Agreement – Workshop to be held next week to discuss the approach to this P2 Agreement</p> <p>19 August - ongoing</p> <p><b>Open Actions from 17 June 2020 minutes</b></p> <p>TTP Status Report</p> <ul style="list-style-type: none"> <li>vii. Update on engagement with PTA's will be provided at the next steering group meeting</li> </ul> | <p>JT</p> <p>CR</p> <p>JT</p> <p>JT</p> <p>GA</p> <p>MM</p> <p>Closed</p> <p>Closed</p> <p>Closed</p> <p>Closed</p> <p>CR</p> |

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| Item | Description                        | Action  | Resp  |
|------|------------------------------------|---|---|
|      |                                    | <p>15/7 – Customer experience is the key engagement and JT is working through, AT/GW attendees identified<br/>19/8 – in progress</p> <p>viii. Standardisation changes that require PTA approvals to be included in timeline<br/>15/7 – Status report to be updated<br/>19/8 – in progress</p> <p><b>Open Actions from 20/22 May 2020 minutes</b><br/>TTP establishment</p> <p>ix. Overall governance structure across programme required with work responsibilities being clear<br/>15/7 – JT updating diagram, names – in progress<br/>19/8 – in papers 19/8</p> <p>Presentation Approach</p> <p>x. Steering Group member attendance at presentations – decision to be held over</p> <p>xi. Make-up of evaluation teams required before decisions on presentation attendance can be decided<br/>19/8 – Teams known, finalise attendance when clarity</p> <p><b>19/8 – All presentations are remote, timings and format are still a WIP, steering group attendance will be at the introductory sessions</b></p> | <p>JT</p> <p>AM</p> <p>Closed</p> <p>Closed</p> |
| 2.   | Project Report (To 31 August 2020) | <p><b>(Paper No 2020-09-02)</b><br/>Project report presented as read by GA with project status remaining Green.</p> <p>GA updated the progress with the RFP evaluation, noting that the compliance checks were in process and that the distribution of the documents through the portal had been working well.</p> <p><b>Evaluation</b><br/>There have been a number of questions raised by evaluators mainly around consistency and there are still a number of evaluators not using the nValuate tool.</p> <p>Evaluation teams are meeting at least weekly and the evaluation team leads are meeting weekly.</p> <p>GA stated that it was important to record a sound process as one respondent party is putting their RFC's through their legal channel for responses. This is being handled.</p> <p>The pricing team has commenced and there have been a few requests for clarification.</p>  |   |

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|------|--------------------------|--|------|
|      |                          | <p>The weekly Evaluation Period Status Report will include additional graphs on progress, from next week, with overall progress being slower than forecast.</p> <p>Observed by GA that the BAU resources are struggling for time for the evaluation.</p> <p>VE asked how they could help to support their people. Also noted by RJ that feedback from the AT resource is that the volume is greater than anticipated. CR asked that any help for resources should come through the steering group. GA stated that any requests would be held over until after next Mondays team lead meeting.</p> <p><b>Risks</b></p> <p>CR requested two additional risks to be added to the risk register</p> <ul style="list-style-type: none"> <li>a. Access into NZ for staff of successful respondent post evaluation</li> <li>b. Delay with Council and Board approvals that will delay the project (asked by WH that this is emphasised with MPGG)</li> </ul> <p><b>Financial Services MSA</b></p> <p>WH asked that at least one of the MSA's is signed as soon as it can.</p> <p><b>Down-selection</b></p> <p><small>Section 5:</small> asked about the timing of the down-select as being March 2021. GA responded that this was due to the sequence of the decision points (each an RSG meeting) and the timing of council meetings that pushes this date out.</p> <p><b>Action</b></p> <p>Integrated timeline including approval timeline to be developed, with a view to bring the down-select decision forward to February 2021.</p> |      |
| 3.   | TTP Establishment Report | <p><b>(Paper No 2020-09-03)</b></p> <p>JT discussed the business case progress with the strategic case currently being updated.</p> <p>VE enquired as to access to the business case and what further information is required from AT.</p> <p>JT responded that he is working with Rachael Turnage to get the information and while this is behind time this time can be made up.</p> <p>WH stated that the counter-factual information from GW was difficult due to the covid environment and the proposal looking at Snapper on rail.</p> <p>Overall, JT stated that the alignment of PTA's with the TTP services and working stakeholders was the key to making this successful.</p>  |      |

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|------|---------------------|--|------|
| 4.   | TTP Operating Model | <p><b>(Paper No 2020-09-04 – TTP Service Delivery Model)</b></p> <p>JT explained that the service delivery model development has so far been focussed on the Waka Kotahi structure and the work with the PTA's and their existing operating models was not yet done. Mapping to the concept of operations and the JMA also needs to be completed.</p> <p>RJ expressed concern about what was being done around benchmarking to right sizing the model. This currently has an NZTA focus and does not represent the shared services. As presented there is a risk with the business case blowing out.</p> <p>JT explained that the model is not representative of FTE's rather these are roles to be fulfilled. The question is how far the TaaS services are provided by the Prime or do we bring some of these functions into the SSO. At present we have freedom to decide.</p> <p>section 9(2)(a) requested that the relationship with the PTA operating models need to be workshopped in December so that it is brought together on how the model should be before the BAFO phase.</p> <p>RJ supported section 9(2)(a) in that the architectures with the PTA's need to be done prior to BAFO and this was a high risk area.</p> <p>WH stated that there needed to be a workshop before December, RJ stated that there needs to be a couple of workshops over the next few months.</p> <p>Agreed 3 workshops to be held early October, November and December.</p> <p><b>Action</b></p> <p>section 9(2)(a) to send out an email to steering group on dates over these 3 months where they are NOT available.</p> <p>VE asked for an Impact Assessment and Business case for the Board needs to be available by the end of October. GA noted that we will not be in a position to complete this until post down-select as any call on services moving towards buy-side or vendor side can't be made until then.</p> <p>VE stated that she is keen to take to the AT Board and the timing of availability of these documents needs to be known.</p> <p>section 9(2)(a) enquired as to the process for feedback. GA said that the Evaluation Panel report is the key time.</p> |      |

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| 5.   | TTP Integrated Plan     | <p><b>(Paper No 2020-09-05)</b><br/>High level integrated plan illustrating the scope and range of projects across four work-streams was noted.</p> <p>Agreed to progress and consider at a future workshop.</p>   | GA / JT                  |
| 6.   | NTP Working Group ToR   | <p><b>(Paper No 2020-09-06)</b><br/>Working Group Terms of Reference presented noting the preference for Regional Consortium and ECan participation.</p> <p>Recommendations approved</p> <p><b>Action</b><br/>Rachael Turnage to get underway.<br/>Rachel to follow-up with Regional Consortium ECan about participation.</p>  | RT<br>RT                 |
| 7.   | Participation Agreement | P2 Agreement confirmed that progress is being made with a workshop at the end of the following week to progress.   |                          |
| 8.   | Treasury Review         | <p>Timing for this review is around March 2021 with the output being recommendations around the programme of work. Prior to this the artefacts need to be in the right place.</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>a. RPA paper to be distributed to SG</li> <li>b. Paper to be prepared for the steering Group</li> <li>c. Steering Group to identify areas they want covered in the review</li> <li>d. Treasury Review to be standing item on Steering Group agenda</li> </ul> | JT<br>JT<br>St Grp<br>MM |
| 9.   | General Business        | No general business  |                          |
| 10.  | Meeting Closed 10:05am  | Next Meeting: Wednesday 21 October 2020, 9:00am – 10:00am  |                          |