

# National Ticketing Solution

## GOVERNANCE BOARD – MINUTES

MEETING INFORMATION	
Date	Friday 25 <sup>th</sup> August 2023
Time	10.00am to 3.00pm Room: Cuba – Wairarapa – G.14; GRWC, 100 Cuba Street, Wellington, and via Teams.
Chair	Kim Ngarimu (KN)
Members Present	Rachel Reese (RR), Roger Jones (RJ), Giles Southwell (GS), Samantha Gain (SG), Mat Taylor (MT) Sarina Pratley (SP), Liz Maguire (LM),
In Attendance	Yogesh Anand (YA), Charles Ronaldson (CR), Gavin Cleaves (GG), James Timperley (JT), Jared Van Huenen (JVH), Jane Hardy (JH) Paul Everett (PE), Anske Janssen (AJ), Marlene Kotze (MK), Jeremy Dickson (JD), Stacey Munro (SM-F), Victoria Tsoy (VT), Deborah Parsons (DP), Julie Ferguson (JF)
Apologies	Vanessa Ellis (VE) Vivienne Mitchell (VM)
Quorum	N/A

### ITEM 1 – BOARD TIME ONLY

The Chair advised the Board had discussed the following in Board only time:

- The cadence around decision making and wanting to see the Integrated Plan and a longer-term view.
- The Board noted the agenda for the September meeting is large.
- The Board would like a separate discussion with YA on planning, what is useful and what is not.
- A discussion was held on the Brand question and the Waka Kotahi Board's interest in it given the Councils may not have the same opportunity.
- **Action:**
- **Planning meeting between the Board and YA. YA**

### ITEM 2 - KARAKIA, HOUSEKEEPING, CONFLICT OF INTEREST DECLARATIONS, APOLOGIES

- The Chair welcomed the team to the meeting.
- Apologies noted.
- Conflict of Interest declarations – None raised.
- The order of the agenda was changed – Item 5 Phase 1 Plan update moved to the end of the meeting.

### ITEM 3 – PREVIOUS MINUTES AND ACTIONS

- The previous minutes of 28<sup>th</sup> July 2023 were accepted.
- Actions – Taken as read.

- Action 5.09 Update: NTS QRA – Memo and Outcome report – in pack.
- Action 7.08 Update: Next demo update from Cubic is in October but this doesn't coincide with a Governance Board meeting in Wellington. The programme will explore options for how a demo can be provided, including being able to attend in person, or a virtual bus in a box, or a video of the demo taking place.
- **Action:**
- **Agreed option(s) for Cubic demo for the Governance Board members to be held in the Integrated Test Facility. YA.**

## ITEM 4 – EXECUTIVE PROGRAMME SUMMARY

- The agreements with Mastercard and ASB have been executed, making the NTS Participation Agreement unconditional. Cubic have been formally appointed as an agent on behalf of Waka Kotahi for managing the financial services providers.
- Work is ongoing to elaborate the Phase 1 Integrated Plan to be presented to the Board in October.
- The Critical Design Review (CDR) is expected to be signed off by the end of August, including the separate CDR for ECAN specific requirements. Core Product requirements have been fully covered with work continuing on the Self-Service components.
- **section 9(2)(b)(ii)**
- An approach for the staging of the Regional Councils (RITS) Business Readiness Process has been agreed and proposed to start with Bay of Plenty and Invercargill. Invercargill has confirmed it will go-live with NTS after ECAN and before GRWC, which will allow the multi-tenanted architecture capability to be proved before transitioning larger PTA's, as a risk mitigation.
- Board requested a clearly articulated rationale be provided for the sequencing changes in the Integrated Plan so that reasons for bringing forward the transition for Invercargill City Council ahead of GWRC and any consequential impacts to timeframes are well understood.
- **Action:**
- **Document rationale for re-sequencing changes as part of the wider programme plan. YA.**
- Discussion followed around the impact of the timeline change on the wider plan for subsequent phases and the level of assurance around the plan, given the tight timeframes.
- The focus has been on re-baselining Phase 1 and until detailed level analysis of Phases 2, 3 and 4 is completed the DBC timelines are being used. The overall level of confidence with the plan remains at 60% (ECAN are at 65% and Cubic at 80% for their respective streams) which is expected to improve once the risks and dependencies are finalised. The level of assurance around Design elements in the plan is high as they are nearly finalised (October 2023) and for Build elements to be delivered early 2024 current certainty of 70% is expected to rise to 90% over time.
- All PTA's have been fully engaged in the Solution Design and planning for Solution Build.
- The Board wants to have visibility of the PTA involvement in developing the detailed design.
- Better understanding of the testing strategy is needed as gaps in the customer elements have been identified. It is expected that each PTA will own the business strategy for their customers while NTS will develop generic national level comms for NTS.
- A request was made to provide assurance to the Board on PTA representative feedback on substantive items.
- **Actions:**
- **PTA PLT Members to ensure their respective Governance Board members are briefed on any substantive issues. PE/MK/AJ/JD.**
- **The programme to indicate on the papers presented to the Governance Board that they have PTA endorsement or indicate where there is a difference of opinion. YA.**

## ITEM 5 – PHASE 1 PLAN UPDATE

- Key highlights included the following:
- Dependency mapping  
All design elements are in the plan and Design will be completed in September 2023 including the major element Traveller touch points. Phase 1 baseline status review is scheduled for Governance Board October meeting.
- Critical Design Review  
CDR acceptance is scheduled for November 2023. This is a contractual milestone for Cubic and will be signed-off at Design Authority.  
Board asked for a more formal process to give visibility of the programme design decision making around customer changes to provide assurance to PTA members of Governance Board e.g., providing a minute of conversations with PTA's.
- **Action:**
- **Determine the best way to provide assurance to PTA Board members of CDR process. YA.**
- Relationship with Cubic is working well – with everyday challenges worked through and resolved quickly and they are adding real value by bringing skilled resources with international experience to the programme. Nothing material is causing concern.
- **Action:**
- **Assess how to capture the value of the benefit of Cubic's international learnings. YA/RR.**
- Risks and issues
- section 9(2)(j)  
[REDACTED]
- **Action:**
- **Confirmation of extension by section 9(2)(j) to be confirmed. GS.**

## ITEM 6 – NTS COMMUNICATION PROTOCOL

- The premise is that individual organisations will manage their own communications and information requests within their normal guidelines.
- There is a Programme Communication plan in place.
- The Board agreed that all parties to the NTS Participation Agreement should have a communications plan in place, and the Comms Working Group should ensure consistency and tone of communications. Plan should also include building and maintaining appropriate contacts with Media.
- The Board requested that they be notified of any significant media stories about the programme, as and when they arise.
- There is a national level customer communications strategy and plan in place, which has been developed in conjunction with the work being done in the customer space. The plan is to manage customer change activities at two levels - national frameworks and customised PTA strategies – to ensure alignment and consistent messaging.
- Customer change messaging and marketing is being developed with the team working closely with PTA representatives – expected to complete by year-end.
- The Board also discussed the need for a regular communications update to be produced for Stakeholders, particularly members of Boards and Councils.
- **Actions:**
- **Updated Protocol to be brought back to the Governance Board for approval. CR.**
- **Produce a periodic update for Boards and Councils on progress. YA.**
- **Provide update to the Board on any significant media issues / stories. YA & CR.**

## ITEM 7 – INFORMATION PAPERS

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

- **Action:**
- **YA, LM and RJ to discuss and report back to GB. YA.**

b) **QRA Final Report – Noted**

c) **End of Financial Year Report**

- Board noted the difficulty of identifying ‘value for money’ metrics and measurable tangible outcomes this early in the life of the programme. They requested the report focus on progress to establish the building blocks to support the outcomes the programme wants to achieve, including collaboration with other jurisdictions.

- **Action:**
- **The EOFY Communication and Engagement report format to be revised for future iterations. VM.**

d) **Level of Confidence around delivery date**

- The programme is currently tracking the level of confidence on delivery dates from Cubic, ECAN and NTS Programme. Board requested that in future the confidence rating also include other PTAs where work has commenced, as well as each party should provide the rating on the full programme not just their own stream.

- **Action:**
- **Board level of confidence page to be updated to include all PTAs as they enter the planning for transition phase, and the rating provided should be on the whole programme, not just their piece. GG and YA.**

e) **Brand Update Papers – Noted**

- Decision timeframes for Branding are tight and if Council involvement is required it will need to be done quickly.
- The established review process has been followed and noted wide engagement with stakeholders, in particular Māori organisations during targeted brand testing, to ensure language and cultural integrity factors have been considered.
- Requested that a discussion with Waka Kotahi GM – Engagement and Partnerships be undertaken to mitigate any future risks around brand acceptance.
- Final research findings are expected at the end of August and recommended brand will be presented to this Board for an out of cycle decision (early September), before being socialised more widely.

f) **Concessions Papers from Deep Dive – Noted.**

g) **NTS Change Request Summary – Noted.**

## ITEM 8 – PROGRAMME HEALTH

a) **Status update**

b) **Schedule and Milestones – Decisions for Governance - Noted.**

- Board noted the Decisions for Governance timeline view and asked if the cadence for governance meetings should be reviewed and changed to shorter fortnightly meetings to facilitate decision-making.
- A verbal update on paper coming forward was provided and shows a decrease in the workload for September. Board asked for pages to be updated and recirculated.

- Availability of Independent Members for out of cycle meetings was discussed and agreed the schedule be changed to allow attendance.
- Update on current vacancy for an Independent Member on the Board provided.

- **Action:**
- **Updated schedule of decisions to be circulated to the Board. CR**

**c) Finance Report – Taken as Read.**

- 1. Budget, Forecast**
- 2. Year to date**

**d) Risks and Issues Update**

**e) NTS Governance Board Decision Register – Taken as Read.**

## **ITEM 9 – ANY OTHER BUSINESS**

- The Chair noted this is Charles Ronaldson's last Governance Board meeting as he is leaving the NTS Programme in September, having been involved from the beginning.
- YA and the Chair warmly thanked Charles for the help and support he had personally given them when they started on the programme and noted his experience and knowledge of the programme has been invaluable.

**Meeting closed at 2.20pm.**