

Project NEXT

Executive Steering Group

Meeting Minute

Paper No: 2021-11-17-01

Date:	20 October 2021	
Time:	8:30am – 10:00am	
Location:	Microsoft Teams	
Steering Group (All Teams)	section 9(2)(a) (Chair) Charles Ronaldson Vanessa Ellis Roger Jones Scott Gallacher Delaney Myers Nick Donnelly Stewart Gibbon	Independent WK-NZTA AT AT GWRC WK-NZTA ORC ECAN
In Attendance (All Teams)	Graham Alston -in person James Timperley – in person section 9(2)(a) – in person Rachael Turnage Andrew McCallin Laura Wilmot Mark McHugh <i>(Secretariat for this meeting)</i> section 9(2)(a) Nicki Lau Young	NTS NTS NTS AT Waka Kotahi Waka Kotahi NTS ECAN GWRC
Apologies	Roger Jones, Delaney Myers	

Item	Description	Action	Resp
0.	Introduction	Welcome by section 9(2)(a)	
1.	Approve Draft Minutes 15 September and 13 October 2021	Minutes are taken as read. All actions are closed or in progress. Minutes from 15 September 2021 steering group meeting accepted. Minutes from 13 October 2021 steering group meeting accepted.	
2.	Open Actions	Open Actions from 13 October 2021 minutes Negotiation Process Handbook	

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Item	Description	Action	Resp
		<ul style="list-style-type: none"> Transition Plans to be incorporated into contract Scope of SOW#1 required to include PTA (AT/GW/ECAN) needs. If not then the requirement is to have all SOW's completed as part of the contract. Assurance role to be included in Handbook Reliance on SOW 1, 2 3 to be included in Handbook 	GA (OPEN) GA (OPEN) CLOSED CLOSED
		Due Diligence Plan <ul style="list-style-type: none"> Section 2.5 to be expanded to include understanding experience of project build vs product build and managing the mix. Other reference check topics to GA 	CLOSED CLOSED
		Updated RFP Response <ul style="list-style-type: none"> Regular snapshot of assessment progress to be provided to PTA's DBC approval socialisation to be undertaken week of 18 October 2021. 	GA (OPEN) CLOSED
		Pre-Contract Works <ul style="list-style-type: none"> Pre-contract works scope to be agreed with WK/Ecan and GWRC Scope to be discussed with Cubic Scope to be expanded to include activities within WK/ECAN/GWRC 	GA (OPEN) GA (OPEN) JT (OPEN)
		Open Actions from 15 September 2021 minutes	
		NTS Customer Experience <ul style="list-style-type: none"> RAG status with items to be tabled with steering group Status with each PTA (incl RITS councils) to be picked up in the working group next Monday Regional consortium resources to be co-ordinated to review items 	CLOSED CLOSED CLOSED
		TTP Establishment Report <ul style="list-style-type: none"> Risk management and identifying who is managing risks to be specified 	JT/ section 9 (OPEN)
		Detailed Business Case <ul style="list-style-type: none"> AT confirmation on numbers to be included in the DBC. DBC Recommendation to be amended to include: <ul style="list-style-type: none"> Should a Participant not proceed with NTS then a detailed commercial review of the do minimum counterfactual must be a pre-requisite to support any decision not to proceed; Relevant sections of each authority LTP should be attached to the DBC 	CLOSED JT (OPEN) JT (OPEN)
		Procurement Plan amendment <ul style="list-style-type: none"> AT to provide internal advice on the proposed changes to the Procurement Plan by 17 September 2021. 	CLOSED
		Negotiation Process Planning	

Approval at next Steering Group		CLOSED
Open Actions from 27 August 2021 minutes		
Integrated Plan/Business Case/P2 Agreement		
Action		
<ul style="list-style-type: none"> Preferred supplier to be mapped into the structure. 		CLOSED
<ul style="list-style-type: none"> Transition governance and BAU state (including ToRs) to be documented 		CLOSED
<ul style="list-style-type: none"> Operations model to include an HR strategy and be tabled at the September SG meeting 		CLOSED
<ul style="list-style-type: none"> Council/Board decisions and delegation timelines to be mapped out for each participant 		CLOSED
<ul style="list-style-type: none"> P2 Agreement to be finalised with 'subject to' criteria and presented at the October steering group meeting for endorsement 		CLOSED
<ul style="list-style-type: none"> MPGG meeting to be scheduled prior to the preferred supplier decision to align perspectives on funding and commitment to the P2 Agreement. 		CLOSED
<ul style="list-style-type: none"> Additional steering group meetings in October period to be scheduled with placeholder times 		CLOSED
<ul style="list-style-type: none"> Early works risks to be assessed at the end of October 2021. 		CLOSED
<ul style="list-style-type: none"> Steering Group to get refreshed DBC visibility with architecture and parts not reliant on the updated response for the DBC at the September meeting (15 September) and may be required at the October meeting (20 October) for 'do minimum' alignment 		CLOSED
Ecan and GWRC Implementation		
<ul style="list-style-type: none"> Engagement between Ecan and supplier is required – questions to be developed by section 9(2)(a) and GA/SG to agree questions and process 		CLOSED
<ul style="list-style-type: none"> ECan engagement with preferred supplier on transition and operations to be a high priority and arranged for November following Updated RFP Response, noting dependency that this will be early works and agreement with Waka Kotahi required on funding availability and that early works can be entered into. 		GA (OPEN)
<ul style="list-style-type: none"> GWRC arrangements for engagement between preferred supplier and GWRC also to be arranged 		GA (OPEN)
<ul style="list-style-type: none"> Early works activities to be identified. 		GA (OPEN)

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		<ul style="list-style-type: none"> Re-tabled NTS Target State paper to be presented at September 2021 steering group meeting, to restate the 'what' agreed in the updated BAFO requirements, identify those opportunities identified by the TSP to reduce complexity and risk, identify areas of policy consideration for PTAs and WK and provide more details on standardisation. Delaney and Andrew to identify what is required to ensure policy personnel are on the customer experience forum. <p>Open Actions from 18 August 2021 minutes</p> <p>TTP Establishment</p> <ul style="list-style-type: none"> TTP Resource risk status to be presented at next steering group meeting Authorities to detail to James the involvement they want with the TTP resourcing. <p>Approach to service levels (Now with Working Group)</p> <ul style="list-style-type: none"> Definitions of major, medium and low density traffic to be defined Liaise with Authorities as to which services/Stations met each of these definitions To complete the above 2 actions before receiving Updated RFP Response with outcome to be presented through the Working Group <p>NTS Establishment</p> <ul style="list-style-type: none"> 3 Hour Steering Group meeting to be organised in next 2 weeks to discuss NTS Establishment and Communications Plan <p>Open Actions from 21 July 2021 minutes</p> <ul style="list-style-type: none"> BAFO response required before decision on early works to be made by steering group <ol style="list-style-type: none"> Charles to check with Waka Kotahi Board as to their level of comfort with an early works order. <p>Respondent Correspondence</p> <ul style="list-style-type: none"> Debrief response (Formal Report) to be prepared by the Project Director and timing to be agreed with supplier. 18/8 – Reports prepared, waiting for suitable time to release. <p>Open Actions from 19 May 2021 minutes</p> <p>Business Case</p> <ul style="list-style-type: none"> Transit card costs to be understood between the TCPM and TSP – ongoing discussions continue <p>Preferred supplier workshops</p> <ul style="list-style-type: none"> Memo to Authorities for candidates for fares working group that is also to include Ben Fernandez. <p>P2 Agreement</p>	<p>CLOSED</p> <p>DM/AM (OPEN)</p> <p>CLOSED</p> <p>AT/GW/ Ecan/RITS (OPEN)</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>MM(OPEN)</p> <p>DM (OPEN)</p>

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Item	Description	Action	Resp
		<ul style="list-style-type: none"> P2 Agreement must be tabled at the June MPGG meeting for endorsement, 21 July – Updated draft will be distributed to stakeholders within 10 Days, now distribution due by 20 August. 20 Oct – P2 work continuing. Working with AT legal counsel before bring Back. 	CR (OPEN)
1.	Project NEXT Report	<p>(Paper No 2021-10-20-02)</p> <p>GA outlined key points, being the timeline for the DP10/11 decisions is tight. The resource plan to support the updated RFP response assessment activities is in place and assessment training was held 19 October.</p> <p>Due diligence activities have commenced with preferred supplier requested documents received and these are being assessed. Furthermore, sessions have been arranged with the reference authorities. They have been engaged and are supporting with these interviews to be held over the next 3 weeks.</p> <p>VE asked about the overall health status of the project being Green, and also asked about the allocation of resources from the PTA's for the assessment. GA said that the project had received great support with the assessment team being greater than 20 people. The make-up of this team has an appropriate background and is providing maximum coverage.</p> <p>VE enquired as to needing to understand the impact of the re-baselined plan identifying the assessment schedule and needing to understand the high risks and the mitigations.</p> <p>GA responded that this is an assessment activity being undertaken and is not a re-evaluation. Mitigations include working over weekends however how long the process will take is not known. In addition for the DP10 recommendation, the structure is in place to pull this together and the project is doing as much as they can up front.</p> <p>section 9(2)(g)(i)</p> <p>There is also an information risk as we need to understand what is there.</p> <p>section 9(2)(g)(i)</p> <p>agreed with these risks, acknowledging that Waka Kotahi is standing a team up to help support, confirmed by CR that the resourcing plan is being bolstered with resources over the next 2-3 months and they will support the early works.</p>	

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		<p>Scott stated that he was not comfortable with the Green status given the risks, with CR noting that from an NTS view the status is seen as amber.</p> <p>VE asked what was the outcome required with the procurement and asked that the outcome required is responded to.</p> <p>section 9(2) pointed out that we will see the outcome against the Integrated Plan. This was supported by JT who said that Phase 0 is through to May 2022 and that we will need early works to meet expectations. Although there is more work to do strides have been made around planning and resources.</p> <p>section 9(2) said that the position is 'Green' for the procurement aspect, but a red shade of 'Amber' for the implementation.</p> <p>Stewart G said there is a range of streams of work and the health of these need to feed into an overall holistic view. The relationship is being lost and this needs to be articulated in a visual sense.</p> <p>section 9(2) agreed that a simple picture on tracking to outcome is required and asked section 9(2)(a) to include in the integrated plan.</p> <p>It was further noted by section 9(2) that there are many moving parts and we also need to open up the supplier response. Everything needs to come together for a view on 20/21 December.</p> <p>Stewart G said this decision needs to be arrived at as soon as practicable. The holistic view is important at the MPGG level section 9(2)(g)(i)</p> <p>section 9(2) noted this and pointed out that the dates have not been publically shifted and care needs to be taken on shifting dates.</p> <p>section 9(2)(a) pointed out that the plan is not integrated and it is only at the transition from phase 0/1 that it becomes integrated. A framework can be built and agreed and this can built into a dashboard. Also the WBS can be colour coded.</p> <p>GA asked whether the green rating for the procurement was being accepted or not. section 9(2) stated that given the focus on the roadmap as being the outcome required then this needs to be further discussed. View of VE, supported by Scott (in Chat) is that project should be Amber given movement in time and open risks.</p> <p>Actions from Chat (per Actions Register)</p> <ol style="list-style-type: none"> 1. Project NEXT status - risk register to be updated to ensure outcome is identified. 	<p>GA</p> <p>GA</p>

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		<p>2. Project NEXT - risk around resource contention to be documented and mitigations in place to address parallel activities being addressed by common resources in Project NEXT and TTP.</p> <p>3. Pre-works - Scope and funding responsibility for Pre-works to be determined, and implications and trade-offs to be understood</p>	GA
2.	Updated RFP Response	<p>GA comments:</p> <ul style="list-style-type: none"> Pre compliance check are being undertaken Initial view is that there is more effort required than straight tracking as to whether requirements are being met. section 9(2)(b)(ii) Initial project plan view is that there are the lead-time for equipment being reflected and the start date is after contract execution. Overall feedback is that the supplier is keen to move to meet the requirements. A pricing problem has been identified the day before submission around the equipment supply to AT and this needs to go back for the supplier internal approvals. One of the non compliance issues with Kiosks not having EFTPOS has now been addressed. The transition response is not substantial as this will be included in the relevant SOW's. <p>Laura asked to how overall design has been approached and when will they be involved from a branding perspective. And who is evaluating the comms and marketing aspects and identifying the gaps. section 9(2)(b)(ii)</p> <p>Ga also noted that the preferred supplier's web services subcontractor (Reflections) will also have insight into this.</p> <p>Actions (per Actions Register)</p> <ol style="list-style-type: none"> Integrated Plan to be updated to include brand co-design/elaboration 	
3.	TTP Establishment Report	<p>(Paper No 2021-10-20-03)</p> <p>JT comments to note:</p> <ul style="list-style-type: none"> Report has been realigned against the updated integrated plan Focus is on the artefacts required from Phase 0. 	

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		<ul style="list-style-type: none"> There is a current focus on increasing resources, and with many of these being shared resources this is a risk. <p>Report accepted</p>	
4.	NTS Integrated Plan	<p>(Paper No 2021-10-2-04) section 9(2)(a) outlined the plan through presentation of a slide-deck.</p> <p>Phase 0 is focussed on onboarding Ecan/GW, procurement, standing up the TTP and high level design with Phase 0 outcome streams outlined.</p> <p>Solution assurance responsibilities have been included in the TTP responsibilities and have been added to de-risk bringing this responsibility under Waka Kotahi.</p> <p>Pre-contract works will be early Phase 1 and do not form part of Phase 0.</p> <p>Each activity under the WBS diagram will be colour coded to show status.</p> <p>section 9(2)(a) noted that the Working Group is responsible for overseeing this plan and bringing this together.</p> <p>section 9(2)(a) also noted that AT Board was looking for an update before Xmas and this needed to be worked through.</p> <p>Stewart G stated that under Phase 0 there are a package of documents that include the DBC, P2 Agreement and delivery timelines. Should only one of these documents not be approved through the Authorities, then this is risk. Stewart asked that all these documents are closed out with each of the Authorities to their satisfaction as early as possible as there could be delays otherwise.</p> <p>section 9(2)(a) stated that the project will come through the steering group to get the approvals and that the project will oversee the socialisation.</p> <p>section 9(2)(a) stated that the aim is for the end of November for DP10 and that contract approval in May 2022 will not past muster. There will also be a dependency on pre-contract works to meet delivery timelines.</p> <p>Scott view is that a gameplan is required for decisions before December including pre-contract works for Ecan/GW and that efforts need to be doubled.</p>	

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		<p>CR was comfortable with this and supported by Stewart who wants the project to go as quick as they can before Xmas, noting that the governors are looking for confidence.</p> <p>VE asked how all the Participant IQA's are being addressed. AT would need this done pre-xmas and asked whether this could be done jointly.</p> <p>Agreed that Andrew M will look at what each Participant needs to do for IQA as part of updating the DBC.</p> <p>Actions (per Actions Register)</p> <ol style="list-style-type: none"> 1. WBS diagram to be colour coded to show status 2. Phase 0 deliverables to be completed to satisfaction of Participants in a timeline that does not impact the final Participant approvals 3. Detailed Business Case - IQA needs, timelines and approvals of all Participants to be identified and included in DBC and joint IQA activities to be considered. <p>Actions from Chat (per Actions Register)</p> <ol style="list-style-type: none"> 1. Integrated Plan - Dependencies, critical path and risks to be detailed to enable plan to be managed 2. Phase 0 - Critical path timeline to be distributed to SG members 	<p>section 9</p> <p>section 9</p> <p>AM</p> <p>section 9</p> <p>section 9</p>
1.	Detailed Business case	<p>(Paper 2021-10-24-05)</p> <p>Deferred to next Interim Meeting (3 November 2021)</p>	
2.	NTS Customer Experience Forum	<p>(Paper 2021-10-20-06)</p> <p>Deferred to next Interim Meeting (3 November 2021)</p> <p>section 9 asked for AT help in the leadership of the standardisation assessment as they have identified the most in the 'red' category.</p> <p>section 9 to discuss with VE</p> <p>Action (per Actions Register)</p> <ol style="list-style-type: none"> 1. section 9 to discuss with VE the need for leadership to address the 'red' categories in the standardisation assessment 	<p>section 9</p>
3.	NTS Communications	<p>(Paper 2021-10-20-07)</p> <p>Update, no action required.</p>	
4.	Working Group Progress	<p>Refocus on the integrated plans working well.</p> <p>The chairperson will be rotated on a 3 month cycle with Nicki taking over this for the current period.</p>	
5.	Gateway Review Progress	<p>This review will commence on 15 November 2021 with a pre-meet on 1 November 2021. These activities are in hand.</p>	

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6.	AoB	Action (per Actions Register) <ol style="list-style-type: none"> Next meeting, Customer Experience to be brought forward to front of agenda 	GA
7.	Meeting Closed 10:00am	Next Monthly Meeting: Wednesday 3 November 2021, 7:00am – 8:30am	

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