

Project NEXT Executive Steering Group Meeting Minute

Paper No: 2021-09-01a

Date:	27 August 2021	
Time:	7:00am – 10:00am	
Location:	Microsoft Teams	
Steering Group (All Teams)	<div>section 9(2)(a) (Chair)</div> <div>Charles Ronaldson</div> <div>Vanessa Ellis</div> <div>Roger Jones</div> <div>Scott Gallacher</div> <div>Delaney Myers</div> <div>Nick Donnelly</div> <div>Stewart Gibbon</div>	<div>Independent</div> <div>WK-NZTA</div> <div>AT</div> <div>AT</div> <div>GWRC</div> <div>WK-NZTA</div> <div>ORC</div> <div>ECAN</div>
In Attendance (All Teams)	<div>Graham Alston</div> <div>James Timperley</div> <div>Nicki Lau Young</div> <div>Rachael Turnage</div> <div>Andrew McCallin</div> <div>s 9(2)(a)</div> <div>s 9(2)(a)</div> <div>Mark McHugh</div> <div>(Secretariat for this meeting)</div>	<div>NEXT</div> <div>Waka Kotahi</div> <div>GWRC</div> <div>AT</div> <div>Waka Kotahi</div> <div>ECan</div> <div>Waka Kotahi</div> <div>NEXT</div>
Apologies		

Item	Description	Action	Resp
1.	Introduction	section 9(2)(a) introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.	
4.	Integrated Plan	JT outlined the proposed approach and 4 proposed outcomes to the discussion today that is to cover the integrated plan, including the National Customer Experience and Communications Engagement papers that were unable to be covered at the last steering group meeting on 18 August 2021.	

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1.	Introduction	<p>section 91 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p>	
		<p>These slides have been updated following the 18 August 2021 steering group meeting and also have been shared with the working group.</p> <p><u>NTS Governance Approach</u> Difference between governance and management detailed, with necessity to bringing the preferred supplier into the structure.</p> <p>Approach supported by section 91(2) noting that the TTP is not just about Waka Kotahi, as the TTP requires secondees from the PTA's and success is being owned by all. Overall role of the group is to deal with both the largest and smallest PTA's and ensuring it is agile enough to meet the participant needs.</p> <p>Action</p> <ol style="list-style-type: none"> 1. Preferred supplier to be mapped into the structure. 2. Transition governance and BAU state (including ToRs) to be documented. <p><u>Key Assumptions</u> Planning built around the Dec 2022 Baseline implementation date for Ecan.</p> <p>SGa called out that the funding constraint is a large assumption, and the recent Covid position outlines the reality around funding issues. Confirmed by CR that the funding answer will arise from the Waka Kotahi Board meeting on 31 August, noting that the funding shouldn't be an issue. RJ responded with the funding being a wider issue than just Board funding as cashflow is impacted and given these Covid related issues this project is not a priority. section 91 acknowledged that funding is a wider issue and that MPGG may need to look at this with Waka Kotahi at the September 2021 Board meeting.</p> <p>JT noted that the funding will be dealt with through the approval process later.</p> <p><u>NTS Integrated Programme</u> Integrated programme pointed to circa 40 projects under the programme of work with VE asking what the 40 projects were, their critical path and the interdependencies across these.</p> <p>JT noted that the project scopes had previously been tabled with the steering group.</p>	<p>JT</p> <p>JT</p>

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1.	Introduction	<p>Section 91 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p> <p>CR confirmed that the integrated plan that includes these projects will be completed within the next month.</p> <p>VE queried the feasibility of Ecan meeting their Dec 2022 date given the work that needs to be completed. This was acknowledged by Section 91 who asked what do we need to do earlier to make it happen.</p> <p>Agreed the workstreams need to be talked through to understand where each of these workstreams is at.</p> <p><u>Procurement Workstream</u> VE requested that this also identifies where Board/PTA decision are required, for Decision Points 10, 11, 12.</p> <ul style="list-style-type: none"> ➤ DP10 requires steering group approval ➤ DP11 requires Boards and Councils approvals ➤ DP12 will seek approval at DP 11 timing to delegate approval by the CE <p><u>Governance and Agreement Workstream</u> Approvals process outlined by JT. Section 91 outlined the need to be clear on the approvals for the PTA's to have their roadmap costs in their plans by the end of February 2022.</p> <p>JT noted that approvals will be challenging over the Christmas period. There are still 2 iterations of the Detailed Business case to be completed, with the current v2a being completed in April 2021, with v2b to be completed by the end of October taking the Updated RFP Response costs into account. This will then go into a review process at the end of October with decisions by the end of February 2022.</p> <p>Key discussion points</p> <p><i>P2 Agreement</i> Require the P2 Agreement to be finalised earlier. Section 91/2 stated that the P2 Agreement with 'subject to' criteria needs to be closed out for either the September or October Steering Group meeting. CR stated that this was likely to be October and if the steering group approves then the Agreement will then go back into each participating party for approval, noting that this Agreement is not binding until a TSMSA is executed.</p>	

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1.	Introduction	<p>Section 9(2) introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p> <p>Section 9(2) suggested contemplating an earlier start for the October meeting (7am). Supported further by GA who brought to the attention of the steering group members that the demand on the members for 6 weeks October onwards will be required and there may need to be a more agile approach. This may require additional meeting to those scheduled and a placeholder will be put into place for these.</p> <p><i>Operations Model</i> This has been updated following workshops and the Updated RFP Response is required before this can be formalised. Ops model to be on September Steering Group agenda with an HR strategy.</p> <p><i>Detailed Business Case</i> JT raised a risk around the completing the DBC in time given there is a 4 week response period and a mid October RFP response will not enable the DBC to be updated until mid November. Section 9(2) also noted that the AT Business Case position needs to be understood as to where at including the counter-factual along with the 2 options to be assessed as part of the Updated RFP Response. Also early works was called out with an assessment at the end of October with any exposure being through to the end of February 2022.</p> <p>DM asked about the confidence level around having the DBC complete by the end of October. JT confirmed this is not achievable given the due date of 15 October for the Updated RFP Response and asked for guidance / ideas to achieve that date.</p> <p>Section 9(2) stated that there is a need to understand risks if there are steps taken for earlier mobilisation of Ecan and GWRC in a time where funding is unclear and there is risk in any SOW for design and development. Lens to be put across this at the end of October and November activities can be collapsible.</p> <p>GA suggested that most work for the completion of the DBC will be updates to the financial case following the update from the preferred supplier and that we should ensure most of the other work can be completed earlier. AM however noted that there will still be more work to do noting the impact on the management case with the operations model.</p>	

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1.	Introduction	<p>section 9 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p>	
		<p>Action</p> <ol style="list-style-type: none"> 1. Operations model to include an HR strategy and be tabled at the September SG meeting JT 2. Council/Board decisions and delegation timelines to be mapped out for each participant JT 3. P2 Agreement to be finalised with 'subject to' criteria and presented at the October steering group meeting for endorsement CR 4. MPGG meeting to be scheduled prior to the preferred supplier decision to align perspectives on funding and commitment to the P2 Agreement. CR 5. Additional steering group meetings in October period to be scheduled with placeholder times GA 6. Early works risks to be assessed at the end of October 2021. GA 7. 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. JT <p><u>TTP Establishment</u> JT identified the main risk with the establishment is around retention and recruiting of resources.</p> <p><u>Customer Experience Forum (see below)</u></p> <p><u>Communications and Engagement – (see below)</u></p> <p><u>Supplier Programme</u> GA stated that there are no surprises expected in the Updated RFP Response. Rather than evaluation the focus will be a verification and assurance exercise and we expect more credible transition plans based on the baseline dates.</p> <p><u>Ecan Implementation</u> Following question from section 9 on alignment with the TTP establishment. section 9(2)(a) responded that access to information was OK however on the critical path the decision points are not aligning and this will need inputting back into TTP.</p> <p><u>GWRC Implementation</u></p>	

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1.	Introduction	<p>Section 92 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p> <p>Nicki updated their position with planning over the next few weeks including the integrated fares strategy underway and noting that in-depth discussion will be required with the supplier on the rail and system integration. SGa also noted the Snapper on rail trial kicks off in November and the lessons learned will feed into the NTS. In addition, they are trialling cash free buses.</p> <p>SG asked for access to the supplier to firm up their implementation plans is a key requirement as there are some specific decisions to be made on the technical side.</p> <p>GA was clear that we must be very careful on how much engagement there is as we are still in a procurement process and need to be conscious of any pre award decisions and pre-determination. He acknowledged that there re practical aspects and these can be covered in design elaboration. There will need to be early works around design elaboration and if there are any particular points that need answering then there is an RFC process in place.</p> <p>Agreed by Section 92 that there needs to be something practical put into place. Outcome was:</p> <ol style="list-style-type: none"> Visibility of questions required as first steps in order to avoid confused messages Any rail design for GWRC will be a separate consulting activity post contract. <p>s 92(a) emphasised that the question level was passed RFC's and that they were at the next level and needed more engagement with the project plan having a number of dependencies including touch points with the supplier. This information will be required by 1 December 2021.</p> <p>Agreed that early engagement after receiving Updated RFP Response can occur in November subject to having funding and early works approvals and SG approval for Decision Point 10. No engagement with PTA's will occur before updated response received.</p> <p>CR stated that the funding/ early works goes to the WK Board 17 September 2021.</p> <p>SGa took note of the engagement conversation and would wait until the updated response played out section 9(2)(g)(i)</p> <p>SGa also</p>	

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1.	Introduction	<p>section 9 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p> <p>confirmed that GWRC are ready for implementation late 2022 and would not hold up NTS.</p> <p>section 9(2)(b)(ii)</p> <p>Action</p> <ol style="list-style-type: none"> 1. Engagement between Ecan and supplier is required – questions to be developed by s 9(2)(a) and GA/SG to agree questions and process 2. 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. 3. GWRC arrangements for engagement between preferred supplier and GWRC also to be arranged 4. Early works activities to be identified. <p><u>RC Implementation</u> ND asked that the RITS councils be engaged in the customer experience. JT stated that this engagement will be through governance.</p> <p><u>Integrated Plan</u> Noted by JT that the sequential process will not meet the required dates</p>	<p></p> <p>GA/SGib</p> <p>GA</p> <p>GA</p> <p>GA</p>
	<u>National Customer Experience</u>	<p>Target State for the NTS (Paper 2021-08-09)</p> <p>DM covered the background to a target state for the NTS. AM outlined that the consequences of a national customer experience for the Participants is not detailed and it does note the statutory boundaries and funding constraints.</p> <p>VE requires the steering group to understand the end to end experience and the consequences and this will be required at the next steering group meeting.</p> <p>DM noted that the emissions lowering program will also be an impact.</p>	

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1.	Introduction	<p>section 91 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p>	
		<p>VE asked that the understanding of the consequences to the participants (Parts 1, 2, 3 of Page 2) needs to be understood by the steering group before the officers take this forward.</p> <p>SGi agreed with this requirement given there had been departures from agreements to date and there is a need for further conversations.</p> <p>SGA agreed with both VE and SGi.</p> <p>GA stated that there was a question on dependencies on decision points or is it a factor of the national environment. DM identified the need to reach a position with the preferred supplier and time is of the essence and that a working group is required to carry on this work.</p> <p>section 91 questioned whether we had the right people and that the customer experience forum representatives need to be thought about.</p> <p>Supported by SGi noting that the customer experience forum is unable to make decisions on policy and there is a need to understand the scope of the forums as to what they are able to do. The question is can the preferred supplier meet our requirements.</p> <p>JT confirmed that the preferred supplier can meet our requirements, noting that costs can be reduced if there is standardisation and this is a critical matter to resolve earlier.</p> <p>DM identified the need to come back to those elements that must be prioritised.</p> <p>GA pointed out that the key is how the solution is implemented to meet the customer experience through configuration. The 'what' has been agreed in the modified requirements and the capability should not require any change to the supplier. There are options for cost and risk reduction and there are options at our cost to be considered. In the preferred supplier we have selected a capability that will evolve with experience.</p> <p>Agreed by DM that at the next steering group meeting a paper will be presented to cover the above, in particular re-stating the 'what' as agreed in the BAFO, identify</p>	

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1.	Introduction	<p>Section 9 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.</p> <p>opportunities for consideration to reduce complexity and risk and identify what is policy.</p> <p>VE asked that there is also more detail on standardisation.</p> <p>Further agreed that policy people are on the customer experience forum.</p> <p>SGi stated that the key was to have flexibility and opportunity for the future and we don't want to be boxed into corners too early as views will change over the ensuing years and a short term benefit may result in long term fiscal consequences.</p> <p>CR noted that the key driver was the 'national' experience.</p> <p>Action</p> <ol style="list-style-type: none"> 1. End to end national customer experience and consequences to be presented at October steering group meeting, particularly around points 1, 2, 3 of the consequences of this approach for the NTS participants 2. Elements of the target state to be prioritised 3. 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. 4. Delaney and Andrew to identify what is required to ensure policy personnel are on the customer experience forum. 	<p></p> <p>DM</p> <p>DM</p> <p>DM</p> <p>DM/AM</p>
	Communications and Engagement	<p>Communications and Engagement Update (Paper 2021-08-10)</p> <p>s 9(2)(a) outlined that a communications plan has been developed and that the recommended approach to branding has also been finalised with the brand working group will have a paper next week.</p> <p>GA stated that the for example, colours / logos / graphics to be used will feed into the manufacturing process so a decision will need to be made earlier. This was noted by s 9(2)(a).</p>	

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1.	Introduction	Section 94 introduced the meeting as being a continuation of the Steering Group meeting from 18 August, with specific focus on Integrated Plan topic.	
	Other Business	Action <ol style="list-style-type: none"> 1. Branding – Branding paper will be out in next few days. Feedback required on this and request from CR that this feedback is a 'reply all' feedback. 2. Additional steering group meeting will be required before the end of October, some may be earlier. 	JS GA
	Meeting Closed 9:57am	Next Monthly Meeting: Wednesday 15 September 2021, 8:30am – 10:00am	

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