

## Project NEXT

### Executive Steering Group

### Meeting Minute

Paper No: 2021-08-01

<b>Date:</b>	<b>21 July 2021</b>	
<b>Time:</b>	8:30am – 10:00am	
<b>Location:</b>	<b>Microsoft Teams</b>	
<b>Steering Group</b>	<div> <div>section 9(2)(a)</div> <div>(Chair)</div> </div> <div> <div>Charles Ronaldson (Teams)</div> <div>Vanessa Ellis (Teams)</div> <div>Roger Jones (Teams)</div> <div>Scott Gallacher (Teams)</div> <div>Delaney Myers (Teams)</div> <div>Nick Donnelly (Teams)</div> <div>Stewart Gibbon (Teams)</div> </div> <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> </div>	
<b>In Attendance</b>	<div> <div>Graham Alston</div> <div>James Timperley</div> <div>Deb Hume (Teams)</div> <div>Rachael Turnage (Teams)</div> <div>Andrew McCallin</div> <div>section 9(2)(a)</div> <div>Mark McHugh</div> <div>(Secretariat for this meeting)</div> </div> <div> <div>NEXT</div> <div>Waka Kotahi</div> <div>Waka Kotahi</div> <div>AT</div> <div>Waka Kotahi</div> <div>Waka Kotahi</div> <div>NEXT</div> </div>	
<b>Apologies</b>	Delaney Myers (Deb Hume attending for Delaney)	

Item	Description	Action	Resp
0.	Introduction	All welcomed by section 9(2)(a) including Deb Hume.	
1.	Approve Draft Minutes 16 June 2021	Minutes are taken as read. All actions are closed or in progress. <b>Minutes from 16 June 2021 steering group meeting accepted.</b>	
2.	Open Actions	<b>Open Actions from 19 May 2021 minutes Business Case</b> <ol style="list-style-type: none"> <li>Transit card costs to be understood between the TCPM and TSP – in progress</li> </ol> <b>Preferred supplier workshops</b>	MM (OPEN)

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		<ol style="list-style-type: none"> <li>1. Memo to Authorities for candidates for fares working group that is also to include Ben Fernandez.</li> <li>2. Intervention in the process required to understand the 'product' offering, also requiring TransLink perspective from the Buyside - workshops will inform position</li> </ol> <p><b>P2 Agreement</b></p> <ol style="list-style-type: none"> <li>1. P2 Agreement must be tabled at the June MPGG meeting for endorsement, 21 July – Updated draft will be distributed to stakeholders within 10 Days.</li> </ol> <p><b>Open Actions from 16 February 2021 minutes Communications and Working Group Scope</b></p> <ol style="list-style-type: none"> <li>1. Check project charter to ensure alignment with proposed Comms Working Group decision role. 17/3 – to be checked against next version. 21/7 – conflicts being sorted</li> </ol>	<p>DM (OPEN)</p> <p>CLOSED</p> <p>DR (OPEN)</p> <p>CLOSED</p>
2.	Project Report (To 30 June 2021)	<p><b>(Paper No 2021-07-02)</b></p> <p>Project report presented by GA and taken as read</p> <p><b>Project Status: Green</b></p> <p>GA Comments:</p> <ul style="list-style-type: none"> <li>• Focus has been on the engagement with the TSP through workshops. This has been useful for clarification and understanding, although less useful for the supplier as outstanding matters have been unable to be closed off. This has resulted in the development of a Statement of Understanding as a process to close out these outstanding matters, with a focus on not met/partially met and fully met requirements where an alternative approach has been suggested. This SoU was received on 14 July.</li> <li>• The critical path through to the agreement is now clear and this is covered under item 4 of this agenda.</li> <li>• The financial services workshop held has identified some concerns with the program manager that we need to get to the bottom of. An NDA is still to be resolved to enable the preferred supplier and program manager to talk. <small>section 9/2</small> asked whether we should be looking at a different model however the counsel from GA was that we should wait until the preferred supplier and program manager get together as to do otherwise would be premature. Key point made by <small>section 9/</small> was to ensure that responsibilities are not to fall on the Buyer. VE enquired as to the when the decision point needs to be reviewed and GA responded that this will be after receiving the artefacts and the updated proposal for the preferred supplier.</li> <li>• All contracts have now been transferred from GWRC from 1 July 2021 and all resource levels are currently OK.</li> </ul>	
3.	TTP Establishment Report	<p><b>(Paper No 2021-07-03)</b></p> <p><b>Project status: Amber</b></p>	

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		<p>JT comments:</p> <ul style="list-style-type: none"> <li>• Main process recently has been supporting the conversations with the preferred supplier.</li> <li>• Work on the operating model has progressed and planning underway to discuss with the PTA's.</li> <li>• Work on the DBC has been focussed on benefits and costs and looking at the approval process.</li> <li>• Governance is being reset through the working group. A new programme resource has been secured with a focus on governance, integrated plan and resource mapping. Replacement TTP staff are required and budget approved for additional staff for the next 12-month period.</li> <li>• [redacted] requested more steering group visibility around the TTP establishment and integration with Authorities so that AT/GWRC and Ecan have visibility of the operating model.</li> <li>• JT noted that the operating model stands and resourcing is required.</li> <li>• [redacted] asked whether we should be using an integrated team that includes PTA resource. Acknowledged by CR that the team has until now been Waka Kotahi centric and agreed this was a good idea to explore a wider integrated team.</li> <li>• JT further noted that the Design Authority was a good example of a collective team.</li> <li>• GA's observation was that we need to finalise the model with the TSP as this will dictate what resource is required. Also noted that ECan has built a team and 2 of the team had spent time with the project in Wellington this week.</li> </ul> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Steering Group to be provided with greater visibility of the position of the TTP establishment and integration with the Authorities including, operating model.</li> <li>2. Key objective is to demonstrate integration of the people</li> </ol>	<p>JT</p> <p>JT</p>
4.	Short Term Timetable	<p><b>(Paper No 2021-07-04)</b></p> <p>Paper tabled outlining the key activities and dependencies until the final approval of the preferred supplier.</p> <ul style="list-style-type: none"> <li>• Paper is being prepared on the back of the SoU around the recommendation to the steering group to cover: <ol style="list-style-type: none"> <li>i. Extent outcomes achieved for the engagement strategy</li> <li>ii. Update on adopting a product-based approach</li> <li>iii. Specific requirements impacted by a product-based decision detailing what is the recommended approach for each requirement.</li> </ol> </li> <li>• GA commented that the key decision from the steering group was to finalise the requirements for the final response. This will require expedient feedback from the steering group to</li> </ul>	

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		<p>enable the preferred supplier to start the response while we update the requirements. <b>section 9(2)(b)(ii)</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>RJ asked about the traceability matrix. GA confirmed that the solution review is being undertaken by the REP team Leads and that every requirement is being traced back.</li> <li>RJ asked about the cost impacts, with GA outlining the <b>section 9(2)(b)(ii)</b> [REDACTED] and GA also noted that there were a number of items <b>section 9(2)(b)(ii)</b> [REDACTED]</li> <li>RJ also enquired around no negotiation being undertaken and noted by GA that item 12 of this memo outlines that negotiation does follow the approval of the DBC.</li> <li>Scott G also stated that the timing of the GW rail solution in 2023 has not been agreed and needs to be aligned with the Ecan roll out and that the GWRC rail and bus roll-out needs to be close together.</li> </ul> <p><b>Recommendations approved</b></p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>Preferred Supplier Engagement Report to be completed</li> <li>Steering Group date to review report needs to be secured as on critical path.</li> </ol>	GA GA
5.	Product Based Approach	<p><b>(Paper No 2021-07-05)</b></p> <p>Updated paper on the progress made with the impact of a product-based approach primarily focused on the requirements that are not fully met.</p> <p>Comments:</p> <ul style="list-style-type: none"> <li><b>section 9(2)(b)(ii)</b> [REDACTED]</li> <li>Rewording of requirements partially met now changed to fully met has addressed many requirements and this is not unreasonable.</li> <li><b>section 9(2)(b)(ii)</b> [REDACTED]</li> </ul> <p>[REDACTED] Discussions are ongoing to address these for the final report.</p> <p><b>Recommendations approved</b></p>	

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6.	Preferred Supplier Correspondence	<p><b>(Paper No 2021-07-06)</b></p> <p>Paper presented with a request from the <b>section 9(2)(b)(ii)</b> due to pressures on timeframes and in recognition of <b>section 9(2)(b)(ii)</b></p> <p>Comments:</p> <ul style="list-style-type: none"> <li>The supplier balance date of 30 September is a leverage point.</li> <li><b>section 9(2)(b)(ii)</b> stated that if this is not done then it will be hard to protect the timeline and he canvassed opinion.</li> <li>CR to check with the Waka Kotahi Board as to whether they are comfortable with this proposition.</li> <li>Agreed that the BAFO response is required before the end of September and that the steering group will need to meet to consider prior to this date.</li> <li>GA confirmed that there should be no call until after the BAFO is received and that draft contracts should be prepared ready to move quickly, if agreed.</li> <li>JT also noted that the December 2022 is a key date that is not achievable in the normal course of approval and we need to do work to keep optionality.</li> <li>Stewart Gibbon stated that the December 2022 date is a project date and there is some flexibility with this date, but we need to keep urgency on the contract signing and have the TTP stood up before the contract is signed.</li> <li><b>section 9(2)(b)(ii)</b> confirmed that Waka Kotahi have agreed to fund TTP before BAFO with funding for the next 12 months approved.</li> <li>GA noted that if we were to order equipment and services and we terminate without cause then we will be liable for costs committed at that time.</li> <li>Rachel T asked what the biggest driver was, is it implementation or placing the order.</li> <li><b>section 9(2)(b)(ii)</b> stated that there is no decision required now, the preparatory work needs to be done including getting MERW to draft the agreement.</li> </ul> <p><b>Recommendation Approved</b></p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>BAFO response required before decision on early works to be made by steering group</li> <li>Charles to check with Waka Kotahi Board as to their level of comfort with an early works order.</li> <li>Check with MERW as to cost of preparing an interim agreement</li> </ol>	<p>GA</p> <p>CR</p> <p>GA</p>
7.	Respondent Correspondence	<b>(Paper 2021-07-07)</b>	

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		<p>section 9(2)(b)(ii)</p> <p>Recommendations approved</p> <p>Action:</p> <ol style="list-style-type: none"> <li>1. Debrief response (Formal Report) to be prepared by the Project Director and timing to be agreed with supplier</li> </ol>	GA
8.	nValuate Re-hosting	<p><b>(Paper 2021-07-08)</b></p> <p>Decision paper to re-host nValuate environment following change of administrative home to Waka Kotahi from GWRC.</p> <p><b>Recommendations Approved</b> re Re-hosting in a secure Azure cloud with limited access approved.</p>	
9.	NTS Customer Experience Forum	No update	
10.	NTS Communications	<p>section 9(2)(a) outlined that there is a good level of engagement with progress with the working group comms plan developed through to 31 December 2021, information graphics are being worked on for presentations and a brand audit is underway.</p> <p>Comments:</p> <ul style="list-style-type: none"> <li>• Stewart asked about the level of relationship and consultation with iwi at a local and national level. section 9(2)(a) said that she will check with the iwi engagement team and stated that normally this interaction would be undertaken at a local level. Also agreed that branding also needs to be checked as Maori branding to be considered. However, she will check back through the working group.</li> <li>• Stewart stated that we need to get iwi involvement in the communications, and it is important that we have consistent messaging and engagement across the regions. Scott reinforced this in that to have a consistent national approach then Waka Kotahi needs to be leading any iwi engagement and not leave this to local engagement.</li> <li>• CR asked for branding views: <ul style="list-style-type: none"> <li>- RJ stated that with a national brand there needs to be a strategy around the use of sub-brands for local authorities</li> <li>- Nick's RITS experience is that a single brand has been good for the consortium members and simple for the customer.</li> <li>- Vanessa asked that we look at strategic decisions on branding/standardisation etc.</li> <li>- section 9(2)(a) agreed that there needs to be a strategy around this, and that Delaney will need to be responsible for</li> </ul> </li> </ul>	

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		<p>this. Starting view is that there should be a form of a national view and there needs to be consistency of customer experience.</p> <ul style="list-style-type: none"> <li>• JT pointed out that Kelly Currie has been assigned and was agreed by Stewart that milestones and processes around this work is urgent, and agreed that the working group is to assist Kelly to point her to the right people within the Authorities to progress this work.</li> <li>• JT also agreed to chat to Delaney to facilitate the strategy noting that this work has already commenced</li> <li>• Working group is currently looking at governance models and there is a need for Ecan to join.</li> </ul> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. <span style="background-color: #cccccc;">section 9(2)(a)</span> to engage with Waka Kotahi Iwi Engagement team to lead a national relationship and engagement approach with iwi with branding also to be considered.</li> <li>2. Delaney to be responsible for a national branding and standardisation strategy and report back to the steering group.</li> <li>3. Comms Working Group ToR to be sent to Stewart Gibbon as Ecan member to be added to group</li> </ol>	<p><span style="background-color: #cccccc;">section 9(2)(a)</span></p> <p>DM</p> <p><span style="background-color: #cccccc;">section 9(2)(a)</span></p>
11.	Working Group Progress	No update	
12.	Gateway Review Progress	No update	
13.	AoB	Steering Group Workshop – agreed 3 August 2021 in Auckland	
14.	Meeting Closed 9:58am	Next Meeting: Wednesday 18 August 2021, 8:30am – 10:00am	

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