

Project NEXT

Executive Steering Group

Meeting Minute

Paper No: 2021-01-01

Date:	16 December 2020	
Time:	9:00am – 10:00am	
Location:	Zoom	
Steering Group	Wayne Hastie (Chair)	GWRC
	Charles Ronaldson	NZTA
	Vanessa Ellis (Zoom)	AT
	Roger Jones (Zoom)	AT (joined 9:20)
	Andrew McCallin	NZTA
	Nick Donnelly (Zoom)	ORC
	Stewart Gibbon	ECAN
In Attendance	Graham Alston	NEXT
	section 9(2)(a)	NZTA
	James Timperley	NZTA
	Rachael Turnage (Zoom)	AT
	Delaney Myers (Zoom)	NZTA (Until 9:30)
	Laura Wilmot (Zoom)	NZTA
	Mark McHugh	NEXT
	(Secretariat for this meeting)	
Apologies	Stewart Gibbon	

Item	Description	Action	Resp
0.	Introduction	All welcomed by WH No additional Agenda items requested	
1.	Approve Draft Minutes 18 November 2020	Minutes from 18 November 2020 steering group meeting accepted. Project report accepted subject to Action 9a wording 'distrusted' being amended to 'distributed'	
2.	Actions Status	Open Actions from 18 November 2020 minutes Evaluation member resource demands <ul style="list-style-type: none"> GA to provide estimate of resource demands from evaluation team members for future stages (noting this is not for the scope of the integrated timeline work being undertaken) TTP Establishment Report	CLOSED

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		<ul style="list-style-type: none"> JT to meet section 9(2)(a) today and update Steering Group by email as to where the management case is at. Integrated timeline to be agreed <p>16 Dec Update:</p> <ul style="list-style-type: none"> Updates to be provided <p>Observer Protocol</p> <ul style="list-style-type: none"> Observer protocol to be implemented <p>General Business</p> <ul style="list-style-type: none"> Protocol and agenda for RFP Respondent Presentations to be distributed. <p>Open Actions from 16 September 2020 minutes</p> <p>TTP Integrated Plan</p> <p>Integrated plan to be discussed at workshop on 2 November 2020</p> <p>Treasury review</p> <p>Actions</p> <ul style="list-style-type: none"> RPA paper to be distributed to SG Paper to be prepared for the steering Group Steering Group to identify areas they want covered in the review <p>18-Nov Update:</p> <ul style="list-style-type: none"> Actions progressing Met MoT Crown Monitor, review will be June 2021 (earliest) but presentation of supporting information will be required from c. April 2021. Will not happen prior to the TSP Down-Select Agreed this should be a standing item for future SG meetings <p>16-Dec Update</p> <ul style="list-style-type: none"> Charles to also send Treasury email out with re-distributed RPA paper Treasury paper – verbal update provided <p>Open Actions from 19 August 2020 minutes</p> <p>TTP Status Report</p> <ul style="list-style-type: none"> Project Charter NTS plan including milestones to be developed – in progress, tied into the integrated plan JT to outline the approach to the NTS charter – in progress 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 <p>18-Nov Update:</p> <ul style="list-style-type: none"> Actions progressing 	<p>JT</p> <p>JT/GA</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>CLOSED</p> <p>JT</p> <p>St Grp</p> <p>CLOSED</p> <p>CR</p> <p>JT</p> <p>JT</p> <p>GA</p>

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		<ul style="list-style-type: none"> CR Commented that looking to engage a programme manager to help manage actions across TTP / NEXT and Governance work-streams VE Commented that a dead-line was need for development of the integrated plan JT commented the plan to use rolling horizon planning section 8: commented this should be topic for 8 Dec workshop and WH suggested to hold over until he workshop agenda item <p>Open Actions from 14 August 2020 minutes nVALUATE Software licence agreement to replace letter that will outline the responsibilities – work in progress 16 Dec Update:</p> <ul style="list-style-type: none"> Paper prepared by MM that WH is working through. <p>Open Actions from 15 July 2020 minutes Governance P2 Agreement – 19 August/21 October – workshops ongoing 16 Dec Update</p> <ul style="list-style-type: none"> P2 agreement has progressed but not complete <p>Open Actions from 17 June 2020 minutes TTP Status Report</p> <ul style="list-style-type: none"> Update on engagement with PTA's will be provided at the next steering group meeting <p>15/7 – Customer experience is the key engagement and JT is working through, AT/GW attendees identified 19/8 – in progress</p> <ul style="list-style-type: none"> Standardisation changes that require PTA approvals to be included in timeline <p>15/7 – Status report to be updated 19/8 – in progress 18/11 – Draft ToR to be discussed. VE requested a commit date for the ToR and scope of work. AM to provide the updated ToR for the next SG meeting, noting that there was a new Manager Public Transport commencing at WK.</p>	<p>MM</p> <p>CR</p> <p>CLOSED</p> <p>AM</p>
3.	Project Report (To 30 November 2020)	<p>(Paper No 2020-12-02) Project report presented as read by GA with project status remaining Green and GA asked for any comments. GA commented:</p> <ul style="list-style-type: none"> The project had now cut-over to Waka Kotahi funding and there will be one further invoice raised for AT and WK to reconcile back to the Multi-party Funding Agreement funding commitment. 	

	<p>comments being finalised and the next set of reports are being finalised.</p> <ul style="list-style-type: none"> All due diligence has been completed for 4 referees per respondent and this has been a worthwhile exercise. <p>Action</p> <p>Report to be provided to the next steering group meeting to ensure that there is alignment for the BAFO stage.</p>	GA
	<ul style="list-style-type: none"> RFT – MSA’s now ready for circulation to suppliers for their re-review Probity – there are a number of matters being addressed, including one where one respondent raised a possible conflict of interest. All matters have been addressed. Premises – The lease on the current project premises has been extended by 2 months to 22 February. The project is scheduled to re-locate to the Majestic Centre mid-February 2021. The project currently has risks and schedule in an ‘amber’ status. These areas have been mitigated and as long as there is nothing to impact this in the interim, these areas will return to ‘green’ in the next report. 	GA
4.	<p>RFP Evaluation Progress</p> <p>(Verbal update)</p> <p>GA provided a verbal update.</p> <p>Comments</p> <ul style="list-style-type: none"> Moderation 2 has progressed faster than anticipated and the process followed was updated Where consistent feedback has been received from referees this has been handled in accordance with the guidance that was distributed to the evaluation teams prior to these checks outlining how to handle scoring with consistent information. Moderation 2 has seen a reasonable amount of change in scores. (Note: moderation 2 included taking into account respondent presentations, RFC’s and referee checks). This has been a valuable exercise and the clarifications through these channels has helped. A large number of risks have been raised that may need to be assessed by the Risk Cost Assessment Team (RCAT). The pricing team risk report is being taken to the REP on Friday 18 December and the outcome will be the identification of 	

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		<p>VE asked whether sufficient time had been allowed for the Steering Group to review the reports and it was confirmed by GA that time had been allowed for this.</p> <p>MM noted that the recent update of non-price risks totalled 31 in the high and very high category.</p> <p>GA stated that of these risks it must be agreed what is to be costed and agree a cost for those. This will then go to the Selection Group for approvals of the cost adjustments.</p>	
5.	TTP Establishment Report	<p>(Paper No 2020-12-03 – period to 11 December 2020)</p> <p>JT confirmed that planning is well underway to ensure that the current GWRC services provided to support the Project NEXT team will be transitioned across to Wake Kotahi by 30 June 2021.</p> <p>JT identified 3 main risk areas:</p> <ul style="list-style-type: none"> a. Engagement process b. Governance and structure – “One team’ vision c. Clarity of input for decision making. <p>VE asked whether addressing these risks was an impediment of just niggly.</p> <p>JT stated it was essential that the mind-set must be that we are ‘one’ organisation and the processes needed to be defined along these lines otherwise there was going to be misalignment.</p> <p>WH acknowledged that there was still more work required as there was not alignment with Waka Kotahi as the final decision maker.</p> <p>GA stated that the Operating Model was clear and this needs to continue to be tested back to the PTA’s.</p> <p>GA made the observation that the Project had asked each respondent to identify their top 10 risks with implementation. Every respondent had identified the inability of stakeholders to make decisions as their number 1 risk. The governance aspect is seen as key to addressing this risk.</p> <p>JT noted that the onus was on the steering group to mitigate this risk.</p> <p>WH also noted the need to plan and manage for decisions and the process needs to be agreed while also referencing the integrated timeline.</p> <p>RJ stated that there needs to be an understanding of the proposed ticketing solution constructs and configuration options available to the authorities sooner than later. The key question is when does the</p>	

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		<p>steering group get visibility of these as we don't want to leave it to too late.</p> <p>section 9(2) stated that the next big hit is BAFO and asked what does BAFO look like and how do we get the stakeholders engaged?</p> <p>Action Decision making points and information to be available at that time to be agreed.</p>	JT
6.	Gateway Review	No update from previous steering group meeting	
7.	NTS Integrated Program	<p>JT presented a visual timeline by theme and identified issues around decision points.</p> <p>section 9(2) said that there were important roles for the participants. The ELT's/CE's needed to be sorted as this was currently spongy.</p> <p>CR stated that the WK Board would be warmed up in February and a funding paper will be tabled in March 2021.</p> <p>section 9(2) was clear that these tasks must be taken into a program managed world. An example was transition where this is a work stream that is a now task. By not addressing this now by March this will fall over.</p> <p>CR acknowledged that we need to use experience around transition to get underway. VE asked for a person to lead and JT said this will start in March. CR said that Andrew McCallin will be leading this transition work.</p> <p>GA noted that there can only be limited information available before BAFO as to release respondent information is a probity risk.</p> <p>WH acknowledged that the paper is a good step forward</p> <p>Action</p> <ol style="list-style-type: none"> Table to be completed, identifying the people to lead the transition work. Andrew McCallin to lead. Integrated Programme Paper to be tabled with working Group to drive forward 	<p>JT</p> <p>JT</p>
8.	Business Case Update	<p>(Paper No 2020-12-05)</p> <p>JT provided an overview of the status with the next iteration to be published at the end of January 2021 to support the down-select process.</p>	

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		<p>JT brought to the attention of the steering group that there are risks around reduced patronage in the Covid environment, increased supplier costs with transition and the proposed Snapper on rail that will impact the Business case.</p> <p>Section 9: drew attention to clause 15(a) of the paper that the DBC updates and decisions have not been actively managed by all PTA's in a timely way. JT noted that there is engagement across the PTA's and this is being better managed. GWRC and AT still need to provide further information and this is being actively worked through.</p> <p>VE enquired as to the update on the appointment of a Programme manager. CR confirmed that a paper is in front of Nicol and he is awaiting feedback.</p>	
9.	Operating Model	<p>(Paper No 2020-12-06)</p> <p>JT outlined that this operating model is a work in progress and that engagement is going on through the teams.</p> <p>Action</p> <p>Feedback on the NTS Operating Model to be provided to JT.</p>	St Grp
10.	Customer Experience Forum	<p>(Paper No 2020-12-07a, 2020-12-07b)</p> <p>Background to this paper explained by AM and outlined the ToR for the customer experience forum, identifying the need to decide what decision making capabilities the forum will have.</p> <p>WH stated that there are a number of sensitivities around customer experience. This was acknowledged by AM noting that there needed to be alignment of a number of elements, the need for the right people in the forum and that the forum principles need to be established.</p> <p>CR stated that the forum is there to make recommendations and the steering group needs to be informed to make decisions or for the respective authority to make decisions – e.g. re fare policy.</p> <p>WH stated that there is a need to understand where changes need to be made. Many of the areas for decisions were not easy to delegate as they had authority implications for changes to decision / policy already agreed by councils.</p> <p>The ToR was agreed as written.</p>	
11.	Communications Protocol	<p>(Paper No 2020-12-08)</p> <p>The communications protocol is being reconciled with the P2 Agreement.</p> <p>The NTS communications workgroup and timeline was outlined by Laura.</p>	JT

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12.	General Business	<p>P2 Agreement Progress is being made and is close to being finalised for approval.</p> <p>Steering Group Chair WH announced that he will be leaving GWRC in January and that a new representative from GWRC will need to be appointed to the steering group and that a new Chair will need to be appointed.</p> <p>WH closed with wishing all to have a good Christmas, thanks to GA and team for getting us this far. SECTION 91 commented that this was pay-off for all the hard yards prior.</p>	
13.	Meeting Closed 10:08am	Next Meeting: Wednesday 20 January 2021, 8:30am – 9:30am	

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