

Waka Kotahi NZ Transport Agency Board Minutes	
Date & time	24 February 2021, 8.30am – 2.30pm
Location	Rees Room, Level 7, Rydges Lakeland Resort, 38-54 Lake Esplanade, Queenstown
Board members in attendance	Sir Brian Roche (Chair), Cassandra Crowley (Deputy Chair), Catherine Taylor, David Smol, John Bridgman, Ken Rintoul, Patrick Reynolds, Victoria Carter
NZTA staff in attendance	Nicole Rosie (Chief Executive)* Matthew Walker (General Manager Corporate Support) Brett Gliddon (General Manager Transport Services) Howard Cattermole (Chief Financial Officer) John Coulter (Senior Manager Operational Policy, Planning and Performance) Kim Marshall (Manager Organisational Performance) Robyn Elston (Senior Manager System Design) Joshua Arbury (Lead Advisor Policy and Planning) Carl Devlin (General Manager Rail and Mass Transit Services) Peter Clark (Lead Advisor) Greg Lazzaro (General Manager Safety, Health & Environment) Lisa Rossiter (Senior Manager Environment and Sustainability) Andrew Thackwray (National Manager Infrastructure Delivery) David van Staden (Programme Director – Safe Network Programme) Chris Lokum (General Manager People) Carole Michie (Consultant Change) Natalie Henry (People Partner) Barbara Tebbs (National Manager Policy and System Planning) Giles Southwell (General Manager Workplace & Technology) Yogesh Anand (Chief Technology Officer) Lucy Riddiford (General Counsel Strategic Projects) Mike Birchler (General Counsel Governance)* Anna Moodie (Group General Counsel & Senior Manager Risk & Assurance)*
External attendees	None
Apologies	None

* Present from the start of the meeting

Introduction and governance matters

1. Apologies, Minutes & Actions

There were no apologies.

Draft Minutes

Catherine Taylor provided an update on G-Reg training, which is open to directors.

Resolutions	The Board confirmed the minutes of the meeting of 21 December 2020.
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Actions Arising

The current actions list was noted. The Board requested that all actions have due dates.

2. Interests Register

Board members requested the following amendments to the register:

- Remove David Smol’s interest relating to the Ministry of Housing and Urban Development.
- Remove Catherine Taylor’s interest relating to SaferCity Group Limited.
- Remove Sir Brian Roche’s interest relating to the State Services Commission.

Resolutions	The Board noted the Interests Register.
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Strategic

3. Board and Chief Executive Only Session

A Board and Chief Executive Only Session was not held.

4. CE Report

s 9(2)(g)(i)



Resolutions	The Board noted the Chief Executive’s report.
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s 9(2)(g)(i)

5. Minister's Annual Letter of Expectations

The Board noted the Minister's letter of expectations, including the need to focus on the Waka Kotahi strategy and performance measures, and how the letter of expectations can be looked at in that context.

Resolutions	The Board noted the discussion.
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6. NLTP Development Update

The General Manager Corporate Support, General Manager Transport Services, Chief Financial Officer, Senior Manager Operational Policy, Planning and Performance and Senior Manager System Design joined the meeting.

The General Manager Corporate Support introduced the paper. He noted the funding challenges and that choices and trade-offs would ultimately need to be made for Waka Kotahi to come within the funding envelope. While there are always trade-offs that need to be made, there is less flexibility for the next NLTP period.

Amongst other things, the Board noted and discussed:

- The proposal to hold a Board workshop to discuss scenarios and trade-offs.
- The importance of clear and early communication of the challenges Waka Kotahi is facing, which also impact local government.
- Presenting the options and trade-offs to the Minister, including funding and financing options.
- Engagement with the Ministry of Transport, who play a role in funding.

Resolutions	<p>The Board:</p> <p>s 9(2)(g)(i)</p> <ul style="list-style-type: none"> • Noted that we are preparing a joint paper with the Ministry of Transport to identify potential options for addressing the affordability issues stemming from GPS 2021-24. • Noted that we are exploring a range of different scenarios to deliver on 2021 GPS priorities which we expect to detail to the Board in March or April 2021.
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Actions	<ul style="list-style-type: none"> • A Board workshop to discuss funding scenarios and strategic priorities, prior to presenting the NLTP for approval.
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	<ul style="list-style-type: none"> • An early draft of communications messages regarding the NLTP and funding challenges. • Look at whether an additional day should be added to Board meetings in August for NLTP sign-off.
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7. SOI and SPE 2021/22

The Manager Organisational Performance joined the meeting. The General Manager Corporate Support provided an overview of the paper.

The Board supported the direction, noting that fewer top-level measures would allow Waka Kotahi to better tell the story of what it was trying to achieve and focus the organisation in terms of the work it does.

The Board asked Management to consider the measures for stakeholder engagement, in particular whether there should be separate tools to measure mana whenua engagement and how easy it is for customers to do business with Waka Kotahi. The Board also asked Management to consider whether the framework should be clearer on which measures are dependent on delivery by other agencies.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the approach outlined in the paper to developing the SOI and SPE. • Noted the draft performance framework. • Noted the timeframe and statutory deadlines for completing the SOI and SPE.
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The Manager Organisational Performance left the meeting.

8. Auckland Transport & ATAP Funding

The Lead Advisor Policy and Planning joined the meeting. The General Manager Transport Services introduced the paper, noting in particular that the ATAP will be a key input into the Regional Land Transport Plan submitted by Auckland Council as input into the NLTP. s 9(2)(g)(i)

Amongst other things, the Board noted and discussed:

- While the package makes progress on some GPS outcomes, more consideration may be needed in respect of emissions reductions when the package is considered for inclusion in the NLTP.
- The need for further consideration to be given to achieving accessibility outcomes, particularly for more vulnerable communities.
- The work underway to look at streamlining funding for ATAP, including whether a programme of work can be funded, rather than individual projects. The Board noted that it would need to be comfortable that there were cost savings from a

new approach and that there was adequate assurance over the management of the programme.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted that the ATAP 2020 update is nearing completion and will guide the 2021 Auckland Regional Land Transport Plan and inform the 2021-24 National Land Transport Programme. • Noted the key funding assumptions that underpin the ATAP recommended package, especially the assumption that all eligible Auckland Transport projects will receive co-funding from the National Land Transport Fund (NLTF). • Noted that changes to project responsibilities and funding assistance rates for major rapid transit projects in the ATAP package will be required to realise the ATAP funding assumptions, and that future Board decisions will be required to in respect of these changes. • Provided feedback and guidance on potential options for better integrating ATAP into investment decision-making.
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The General Manager Corporate Support, General Manager Transport Services, Chief Financial Officer, Senior Manager Operational Policy, Planning and Performance and Senior Manager System Design and Lead Advisor Policy and Planning left the meeting.

9. Rapid Transit Framework

The General Manager Mass and Rapid Transit Services and Lead Advisor joined the meeting and provided an overview of the paper.

The Board discussed the paper, noting that the next step was to discuss the approach with the Minister of Transport.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the Minister’s letter of expectation requests Waka Kotahi to work collaboratively with the Ministry and KiwiRail to take a strategic, system-wide approach to planning rapid transit projects, and to partner with the Ministry and KiwiRail to prepare a single overarching framework that provides clarity and guidance for developing rapid transit strategies. • Provided feedback on our work to date on key elements of a rapid transit framework, including a more detailed definition of rapid transit, rapid transit planning processes, roles and responsibilities, and principles for a funding framework.
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The General Manager Mass and Rapid Transit Services and Lead Advisor left the meeting.

10. Climate Change Commission Report Impact and Implications

The General Manager Safety, Health & Environment, and the Senior Manager Environment and Sustainability joined the meeting. The Senior Manager Environment and Sustainability provided an overview of the transport recommendations from the recent Climate Commission report, noting that the goals were ambitious.

The Board encouraged Management to think boldly in terms of the potential levers that could be pulled to achieve emissions reductions. Amongst other things the Board also discussed the opportunity to coordinate with other agencies to achieve the desired outcomes.

The Board noted that the Climate Change Commissioner was joining the March 2021 Board meeting, and was seeking feedback on the Commission's recent report.

Resolutions	The Board noted the discussion.
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The Senior Manager Environment and Sustainability and left the meeting.

11. Road to Zero Speed and Infrastructure Programme

The General Manager Transport Services, National Manager Infrastructure Delivery and Programme Director – Safe Network Programme joined the meeting. The General Manager Transport Services provided an overview of the paper. Funding remains a challenge and will impact delivery of Road to Zero outcomes.

Amongst other things, the Board noted and discussed:

- Whether the market had capacity to deliver on the programme. Given that the market is different to the one delivering State Highway build programmes, there should be resources to allow for delivery.
- The importance of planning upfront where safety cameras and other digital infrastructure will be integrated into new roads.
- The projects that will have the biggest impact in terms of lives saved.
- The programme has a higher delivery risk, due to the challenges retrofitting existing roads.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Endorsed the Road to Zero Speed and Infrastructure Programme Business Case 2021-2030, which will contribute to the overall Road to Zero target of 40% reduction in deaths and serious injuries at an indicative total cost of \$4.96B over the full 2021-2030 programme (includes local share). • Noted that the recommended Speed and Infrastructure Programme 2021-2030 will deliver approximately half of the 40% Road to Zero target.
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	<ul style="list-style-type: none"> • Agreed that the Speed and Infrastructure Programme is planned and delivered as a 10-year programme over three NLTP periods.
	s 9(2)(b)(ii)
	<ul style="list-style-type: none"> • Noted the potential funding risk beyond the 2021-24 NLTP period.

The National Manager Infrastructure Delivery and Programme Director – Safe Network Programme left the meeting.

(Item 13 was dealt with next)

13. Safety, Health & Environment Update

The General Manager Safety, Health & Environment introduced the paper. In terms of health and safety for Waka Kotahi staff, he noted in particular:

s 9(2)(a)

- Mental Health First Aiders were now trained across the organisation.
- While TRIFR scores remain low, the team are aware of the risk of complacency. Work continues to understand the root cause of incidents. Driving for work remains a critical risk for Waka Kotahi.

While the TRIFR score for Waka Kotahi remains well below industry benchmarking, the Board asked that Waka Kotahi set its own benchmark, with the goal to come in under our own lower benchmark.

In terms of health and safety amongst our contractors, the General Manager Safety, Health & Environment noted a number of vehicle-related incidents, including people speeding through worksites. The Police have been asked to look at more strictly enforcing speed limits around worksites.

s 9(2)(g)(i)

Resolutions	The Board noted the update.
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Actions	Provide additional data in the road safety reporting on the status of the licences held by drivers involved in crashes.
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The General Manager Safety, Health & Environment and General Manager Transport Services left the meeting.

Culture

12. Appointment of Interim Director Land Transport

The General Manager People, Consultant Change and People Partner joined the meeting. The Chief Executive provided an overview of the paper.

The Board discussed the importance of supporting the new Director move from being compliance-focused to a regulator of the system. The Director will have a development plan, and regulatory experts were being identified who could provide support.

The Board agreed that the appointment would be for up to 18 months, and asked for an update on progress of the new Director in 3 months.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Approved the interim appointment of the General Manager Regulatory Services to the role of Director of Land Transport from 1 April 2021 up until 30 September 2022 (Appointment). • Noted that: <ul style="list-style-type: none"> ○ the General Manager Regulatory Services will retain his existing role, with the Director, Land Transport statutory functions as additional duties for the term of this appointment. His position title will be <i>'General Manager of Regulatory Services and Director of Land Transport'</i>; and ○ this is an initial appointment for a period of 18 months, pending the development of the Waka Kotahi Map and Regulatory Operating Model. • Delegated authority to the Chair to agree the terms of the Appointment with the General Manager Regulatory Services.
Actions	<p>Provide a report back on the progress of the new Director of Land Transport in July 2021.</p>

The General Manager People, Consultant Change and People Partner left the meeting.

Operational

14. Investment & Delivery Committee Report Back

The Investment & Delivery Committee Chair provided an overview of the Investment & Delivery Committee meeting, and the Board discussed the recommendations.

Resolutions	<p>The Board:</p> <p>s 9(2)(j)</p>
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s 9(2)(j)

Mt Messenger Bypass Price Level Adjustment

- **Noted** the requirement in the 2021/22 Letter of Expectations to advise the Minister about the use of the NLTF in projects where Crown funding is involved.

s 9(2)(b)(ii)

s 9(2)(b)(ii)

s 9(2)(a)

Palmerston North Integrated Transport Initiative

- **Endorsed** the Palmerston North Integrated Transport Initiative business case, at an estimated total investment of \$335m-\$370m and a BCR of between 1.3 and 1.5 (including wider economic benefits) and a BCR of 0.9-1.0 (without wider economic benefits).
- **Noted** that funding is not currently being sought for the programme. Projects will be assessed on both alignment to the programme and on their individual merits, and where required will go through the business case approach.
- **Noted** that the thirty-year implementation plan consists of a comprehensive package of staged improvements, with the first ten years focussed on delivering safety, access and land use changes across the network. Longer term and more complex investments, including detailed investigation and development of a regional freight ring route, will be staged to align with wider economic drivers, including development of KiwiRail's regional freight hub.
- **Noted** that safety improvements identified in the first ten years of the implementation plan are included in the Road to Zero programme and will be considered for funding as part of the 2021-24 NLTP.

Northern Corridor Improvements Rosedale Station Cost/Scope Adjustment

- **Approved** a net funding increase of \$21.5 m at a FAR of 51% (\$11.0 m from the NLTF) to Auckland Transport for the NCI – Rosedale Station and Associated Local Road Improvements project from the Public Transport Improvements activity class, raising the total approved costs from \$107.7m to \$129.3m.
- **Noted** that the above net increase is derived from a \$32.1m cost increase for one phase and a reduction of \$10.6m from two other phases.
- **Noted** that a proportion this cost increase is retrospective, and that Auckland Transport obtained prior agreement from the Waka Kotahi Chief Financial Officer that these retrospective costs would be considered for approval.
- **Delegates** authority to the Waka Kotahi Chief Executive to release NLTF funding above the revised total cost of \$129.3 m (P50), up to a maximum approved value of \$145.1 m (P95).

One Network Framework

- **Endorsed** the One Network Framework for inclusion in Waka Kotahi decision making processes, including the Investment Decision Making Framework for the 2024-27 National Land Transport Programme, managing the state highway network, and decision-making processes for all Approved Organisations and Waka Kotahi for its own activities.
- **Noted** that the intention is that all Road Controlling Authorities will use the One Network Framework to support end-to-end decision making associated with long term planning for and operating the transport system.

Road Efficiencies Group Programme Update

- **Endorsed** the Road Efficiency Group (REG) Beyond 2021 Kaitiaki Programme.
- **Noted** that the required funding for the REG programme will be included in the National Land Transport Programme for Board approval.

Queenstown Business Case

- **Endorsed** the Queenstown Detailed Business Case (DBC) developed by the 'Way to Go' partners (Waka Kotahi, Queenstown Lakes District Council and Otago Regional Council), subject to the following conditions:
 - A data improvement plan and final benefit realisation plan is delivered by Way to Go or equivalent partner governance arrangement
 - A parking implementation plan is delivered by Queenstown Lakes District Council in 2021-24, focussing on Queenstown Town Centre and Frankton, that is consistent with the Parking Strategy and able to support the ambitious mode share targets.
- **Noted** that the following activities are proposed for prioritisation in the 2021-24 NLTP:
 - Stanley St Corridor Improvements Pre-implementation at an estimated cost of \$1m
 - Travel Demand Management SSBC at an estimated cost of \$300,000
 - Public Transport Services DBC at an estimated cost of \$1.5m.
- **Noted** that the Queenstown DBC includes a complementary set of activities over ten years, which will need to draw on the NLTF and local share to ensure the required mode shift is achieved. These individual activities will be presented for funding approval in subsequent NLTPs (2024-27 and 2027-30), through separate business cases.
- **Noted** that the total estimated cost of the complementary set of activities (excluding NZUP and CIP economic stimulus activities) is approximately \$400m.

Other

- **Noted** the papers below supplied to the Investment & Delivery Committee on 23 February 2021:
 - NZ Upgrade Programme

	<ul style="list-style-type: none"> ○ Transport Services Update ○ Transmission Gully Update (including the Transmission Gully Monitor Report)
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15. Risk & Assurance Committee Report Back

The Risk & Assurance Committee Chair provided an overview of the Risk & Assurance Committee meeting, and the Board discussed the recommendations.

Resolutions	<p>The Board:</p> <p><i>Q2 Performance Report</i></p> <ul style="list-style-type: none"> • Noted the draft Waka Kotahi quarter two 2020/21 performance report • Approved the targets set out attachment 3 of the paper, being confirmed targets for those measures where targets could not be set when we published our <i>Statement of Performance Expectations 2020/21</i>, which will be reflected in future reports • Approved the quarter two 2020/21 performance report to go to the Minister of Transport, and following the Minister's receipt, for the report to be published on the Waka Kotahi website. • Delegated to the Board Chair authority to approve the report cover letter to the Minister of Transport. <p><i>Te Hau Ora Digital Portfolio Update</i></p> <ul style="list-style-type: none"> • Noted the current performance of the Te Hau Ora portfolio • Noted the key issues and planned actions around portfolio maturity, Digital Strategy, capability requirements, prioritisation and assurance. <p><i>Other</i></p> <ul style="list-style-type: none"> • Noted the following papers supplied to the Committee on 23 February 2021: <ul style="list-style-type: none"> ○ KPMG External Audit Plan ○ COVID Related Traffic Management ○ Litigation and Open Investigations Report ○ Strategic Risk Update ○ Assurance Programme Update
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16. Financial Update

The General Manager Corporate Support and Chief Financial Officer re-joined the meeting and the Chief Finance Officer provided an overview of the paper.

Amongst other things, the Board noted and discussed the level of RUC debt and the relationship between RUC debt and the safety of operators.

Resolutions	The Board:
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	<ul style="list-style-type: none"> • Noted the financial performance summary for Waka Kotahi and the National Land Transport Fund for the six months ended 31 December 2020.
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Actions	The Regulatory Services Team to provide an update on whether we are using unpaid RUC as a risk indicator to identify operators who should be audited from a safety perspective, and whether there is an opportunity to communicate this to try and drive greater compliance.
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17. Public Transport – Covid 19 Recovery (funding support 1 Mar-30 Jun 2021)

The National Manager Policy and System Planning joined the meeting. The General Manager Transport Services introduced the paper. They noted an amendment to the paper, with the level of funding requested now being up to \$150m. The Chief Executive would have the delegation to approve funding up to that level, so long as the funding was available.

The Board noted the availability of the COVID funding to cover the costs in this financial year, and the challenges in forecasting public transport volumes in a COVID-environment.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Approved funding equivalent to 100% FAR public transport fare revenue shortfalls and increased costs due to COVID-19 pandemic to maintain public transport service levels for the period 1 March to 30 June 2021 • Approved an increase to the existing allocation to cover public transport COVID-19 costs and fare revenue shortfalls by \$39 million from \$111 to \$150 million (capped) to ensure enough funding is available for the period 1 March to 30 June 2021, including a contingency of \$13.5 million to cover potential short-term moves up alert levels prior to 30 June 2021 • Delegated to the Chief Executive to approve increases to the public transport allocation above \$136.5 million up to the cap of \$150 million subject to the Chief Executive being satisfied enough funding is available from the Crown contribution to Waka Kotahi to manage the impact of COVID-19 • Noted that the existing allocation and proposed increase is provided from the \$600 million Crown contribution which does not form part of the NLTF • Noted that councils, including Auckland Transport, have been instructed to prepare public transport budgets for 2021-24 Regional Land Transport Plans (RLTPs) based on normal funding assistance rates (FARs) applying from 1 July 2021 to cover ongoing fare revenue shortfalls and extra costs to mitigate risk of COVID-19; and that none of the RLTPs propose to reduce services in response.
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The General Manager Corporate Support, General Manager Transport Services, Chief Financial Officer and National Manager Policy and System Planning left the meeting.

18. ITS Contract Approval

The General Manager Digital & Workplace, Chief Technology Officer and Digital Advisor to the Board joined the meeting and provided an overview of the paper.

Amongst other things, the Board noted and discussed:

- That the cost of the contract over a 12 year period that the Board was being asked to endorse ^{s 9(2)(b)(ii)} [redacted]. This included transition to a new system and ongoing support.
- [redacted] the preferred option ^{s 9(2)(g)(i)} [redacted] it provided a more secure network solution. ^{s 9(2)(g)(i)} [redacted]
- The independent value for money review that had been undertaken.
- Whether a 12 year contract was appropriate, noting that there was innovation built into the contract over that period.
- Whether the contract had been assured through the right people within Waka Kotahi, including Finance.
- That the reason the delegation was being given to the Chief Technology Officer (rather than the Chief Executive) was because the contract was being done as a series of statements of work over time under a Master Services Agreement.
- ^{s 9(2)(g)(i), s 9(2)(b)(ii)} [redacted] The competitive tender process and value for money assessment gave some comfort around this.

The Board noted that the paper did not provide sufficient information on key issues and risks, and asked that the Digital and Technology consider what information the Board would need to sign off such a significant contract in future papers.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted that the current ITS Network, a critical network for the management of the state highway network, is at the end-of-life ^{s 6(c)} [redacted] • Noted that our ITS Network is one of the largest, if not the largest, and complex corporate network (outside of Telecommunication providers) in New Zealand. This is due to the need to have connectivity across the entire country where we have our state highway network. • Noted that the funding to replace the ITS Network was approved under the NLTP, as part of our Transport Technology risk remediation business case approved by the Board in December 2019, and work commenced in
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	<p>January 2020. The complete upgrade will be delivered in two phases, first phase (Transition) in early 2021 and the second phase (Transformation) completed by end-2022, followed by on-going service provision.</p> <ul style="list-style-type: none"> • Noted that we have run a full RFP (Request for Proposal) process, facilitated by PWC, including an independent probity auditor. The evaluation considered offerings from several large telecommunication service providers and an extensive technical and value for money assessment was carried out to select the preferred vendor. • Noted that an independent review conducted of the final proposal has confirmed that Vodafone service offering is both “Fit for Purpose” and “Value for Money”, as well as that the solution will address the primary risks in the legacy network regarding aged infrastructure s 6(c) s 9(2)(g)(i) • Noted that Vodafone is subject to Waka Kotahi Master Services Agreement (MSA). We have negotiated with them to provide ongoing operational support and maintenance in the form of a managed service. The arrangement is for a period of 12 years to ensure ongoing network maintenance and enhanced levels of security and service levels. • Noted that the Minister has previously been advised s 9(2)(g)(i) and this initiative has been included in the specific briefing prepared for the new Minister on Digital. • Noted that following successful implementation of the ITS network, the risk profile of the ITS network will change s 9(2)(g)(i) • Approved the overall commercial arrangements s 9(2)(b)(ii) over a 12 year period, with delegated authority being given to the Chief Technology Officer to execute specific Statements of Work under the MSA for the on-going support, maintenance and upgrades including any extension of the ITS Network required in the future e.g. new infrastructure (subject to accompanying risk assessment, legal, and financial reviews).
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The General Manager Digital & Workplace and Chief Technology Officer left the meeting.

19. Board Correspondence

The Board noted the correspondence.

ALR City Centre to Māngere – next steps (added agenda item)

The General Manager Rail & Mass Transit Services and General Counsel Strategic Projects joined the meeting. The Chief Executive introduced the paper.

Amongst other things, the Board noted and discussed:

- The two outstanding issues to work through were governance and funding of the establishment unit, noting that any decision on funding from the NLTF was a decision for the Board. The Board will be seeking clarity of its responsibilities and accountabilities under any governance framework.
- The importance of taking into account the learnings from the Let's Get Wellington Moving programme.
- Whether the work that the establishment unit will be tasked with is achievable in a 6 month time period. Some of the work done to date can be reused.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted that the Minister proposes to set up an establishment unit (Establishment Unit) to advise on the CC2M project; • Noted that the current favoured proposal is for the Establishment Unit to be “housed” within Waka Kotahi, which may be achieved by the Minister issuing a direction to Waka Kotahi creating a new function for Waka Kotahi to provide support and assistance to the Establishment Unit; • Noted the proposed governance structure for the Establishment Unit; • Noted that the Minister proposes to take a paper to Cabinet in mid-March 2021; • Noted that approval for funding from the NLTF for the Establishment Unit is likely to be sought, subject to Cabinet’s decisions; and • Noted that the Ministers of Finance and Transport may also approve funding from the NLTF for a policy workstream to be led by the Ministry of Transport.
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The General Manager Rail & Mass Transit Services and General Counsel Strategic Projects left the meeting.

20. General Business

The Board discussed various complaints relating to the maintenance of the State Highway network, and whether the NOC contractors were being appropriately incentivised.

The Board discussed the Board assessment being undertaken by Propero.

The Board also discussed whether it was appropriate for regional stakeholders to attend Board sessions where funding for their region was being approved. The Board's view was that it expected Management to actively engage stakeholders in the development of funding proposals, but that it was not necessary for them to attend the Board meeting. The Board noted its intention to hold more informal stakeholder engagement.

Actions	A note for the Board on whether NOC contractors were being appropriately incentivised to work in Waka Kotahi's best interests. For example are they incentivised to put in permanent fixes, rather than temporary repairs at appropriate times.
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The meeting concluded at 2.00pm.



Minutes approved by the Board Chair

Brian Roche 25/03/2021

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