

Waka Kotahi NZ Transport Agency Board Minutes	
Date & time	16 December 2021, 11.15am – 4.40pm
Location	Waka Kotahi NZ Transport Agency Boardroom, Level 2, 50 Victoria Street, Wellington
Board members in attendance	Sir Brian Roche (Chair), Cassandra Crowley (Deputy Chair), Catherine Taylor, David Smol, John Bridgman, Patrick Reynolds, Victoria Carter, Hon Tracey Martin, Ngarimu Blair
Waka Kotahi staff in attendance	<p>Nicole Rosie (Chief Executive)* Richard May (Chief of Staff)* Greg Lazzaro (General Manager Safety, Health & Environment) Anthony Fewster (Senior Manager People and Process Safety) Meredith Ussher (General Counsel Commercial) Matthew Walker (General Manager Corporate Support) Brett Gliddon (General Manager Transport Services) Karen Jones (General Manager Engagement & Partnerships) Chris Lokum (General Manager People) Kane Patena (General Manager Regulatory Services and Director of Land Transport) Liz Maguire (Chief Digital Officer) Emma Mosley (Head of Risk & Assurance) Andrew Thackwray (National Manager Commercial - COVID Taskforce) Simon Penlington (General Counsel Litigation) Lisa Rossiter (Senior Manager Environment and Sustainability) Charles Ronaldson (Programme Director, Commercial Projects) James Timperley (National Ticketing Establishment Manager) Deborah Hume (National Manager Multimodal and Innovation) Tara MacMillan (Portfolio Manager – Road to Zero) Fabian Marsh (Senior Manager Road Safety) Barbara Tebbs (National Manager Policy and System Planning) Anna Moodie (Group General Counsel Governance Risk and Legal)*</p>
External attendees	<p>s 9(2)(a) [redacted] Chapman Tripp (item 5) s 9(2)(a) [redacted] PWC (item 6) s 9(2)(a) [redacted] consultant (item 20) NZ Police - Commissioner Andrew Coster; Deputy CE Mark Evans; Assistant Commissioner Bruce O'Brien (item 10)</p>
Apologies	None

**Present from start of meeting*

Introduction and governance matters

1. Minutes & Actions

Draft Minutes

s 9(2)(b)(ii), s 9(2)(h), s 9(2)(j)

Resolutions	The Board confirmed the minutes of the 24 November 2021 Board meeting, the 11 November 2021 Special Board meeting and the 5 November 2021 Transmission Gully sub-Committee meeting, s 9(2)(b)(ii), s 9(2)(h), s 9(2)(j)
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Actions Arising

The current actions list was noted and updated.

The Board requested that the actions relating to KiwiRail in the Board action list be consolidated with the similar action in the Regulatory Committee action list.

Actions	Invite the Chair of KiwiRail to attend a board meeting early in 2022.
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2. Interests Register

Resolutions	The Board noted the Interests Register.
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Strategic

3. Board and Chief Executive Only Session

A Board 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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5. Health and Safety Duties of Officers

The General Manager Safety, Health and Environment, the Senior Manager People and Process Safety, the General Counsel Commercial and s 9(2)(a) joined the meeting.

s 9(2)(h)

[Redacted content]

Resolutions	The Board:
	s 9(2)(h)
	[Redacted content]

Actions	Provide key health and safety documents in the Resource Centre in Diligent
	s 9(2)(h)

The Senior Manager People and Process Safety, the General Counsel Commercial and s 9(2)(a) left the meeting.

6. Risk Workshop – Refresh of Strategic Risks

The Executive Leadership Team, Head of Risk & Assurance and s 9(2)(a) joined the meeting.

Amongst other things, the Board discussed and provided feedback on the draft updated strategic risks. Feedback included:

- Some risks will have a higher ranking than others because they have a higher impact or require more management of controls and mitigations.
- Noted that the definition of strategic “top” risks includes both strategic and significant operational risks to the Waka Kotahi strategic objectives.
- s 9(2)(h)
- Failure of critical infrastructure can have an impact on network resilience.
- Waka Kotahi holds valuable identity information. The risk of a cyber-attack will be ever present, s 9(2)(i)
- In terms of the emission reduction plan, Waka Kotahi is not a funder or decision-maker, but will need to implement some mitigations. It will be important that we are clear on what our role is and what can be achieved with the funding available.
- There are a number of interdependencies and close relationships between the risks that should be mapped.
- Prioritisation should be added as an additional strategic risk.
- s 9(2)(i), s 9(2)(g)(i)
- General agreement on the key risks identified. Further review and risk assessment (including prioritisation, mapping of interdependencies, common drivers and mitigations will be undertaken before next update to the board.

Resolutions	The Board approved the refreshed list of key strategic risks, in Attachment 1 of the paper, subject to the feedback at the meeting.
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The Executive Leadership Team, Head of Risk & Assurance and s 9(2)(a) left the meeting.

Item 20 was dealt with next

20. Transmission Gully s 9(2)(h), s 9(2)(i), s 9(2)(j)

The General Manager Transport Services, the National Manager Commercial - COVID Taskforce, General Counsel Litigation and s 9(2)(a) joined the meeting.

s 9(2)(h), s 9(2)(i), s 9(2)(j)

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s 9(2)(h), s 9(2)(i), s 9(2)(j)



The General Manager Transport Services, the National Manager Commercial - COVID Taskforce, General Counsel Litigation left the meeting.

7. Climate Change Mitigation

The General Manager Safety Health and Environment and Senior Manager Environment and Sustainability joined the meeting and introduced the paper.

Amongst other things, the Board noted and discussed:

- The potential challenges with a contestable funding approach for a programme of work like this.
- While Waka Kotahi may be held responsible for various targets, including a reduction in vehicle kilometres travelled, there will be policy and funding matters that will need to be resolved by others in order to achieve the desired reductions. We will need to be able to clearly articulate what we need from others in order to achieve the desired targets.

s 9(2)(g)(i)



- While the targets are likely to be ambitious, that is not unusual from a Government perspective.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the Part One updates on Government’s Emissions Reduction Plan, the related Budget 2022 bids for transport; and our work on lowering the carbon footprint of infrastructure and activities. • Agreed the three Waka Kotahi Emission Reduction Priorities set out in Part Two: to focus our effort on the parts of the Emissions Reduction Plan and the Carbon Neutral Government Programme where we can make our most effective contribution: <ul style="list-style-type: none"> ○ Partner for programmes to reduce light vehicle kilometres travelled (VKT) in major urban areas ○ Support uptake of safe and clean light and heavy vehicles ○ Transition to lower carbon infrastructure and activities. • Noted key issues to address in coming months
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	<ul style="list-style-type: none">• Noted the intention to provide climate change updates as a regular standing item for the Risk and Assurance Committee agenda.
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The General Manager Safety Health & Environment and the Senior Manager Environment and Sustainability left the meeting.

8. National Ticketing

The General Manager Corporate Support, Programme Director Commercial Projects, National Ticketing Establishment Manager and National Manager Multimodal and Innovation joined the meeting.

The General Manager Corporate Support introduced the paper, noting in particular:

- The project is moving to an important but difficult stage.

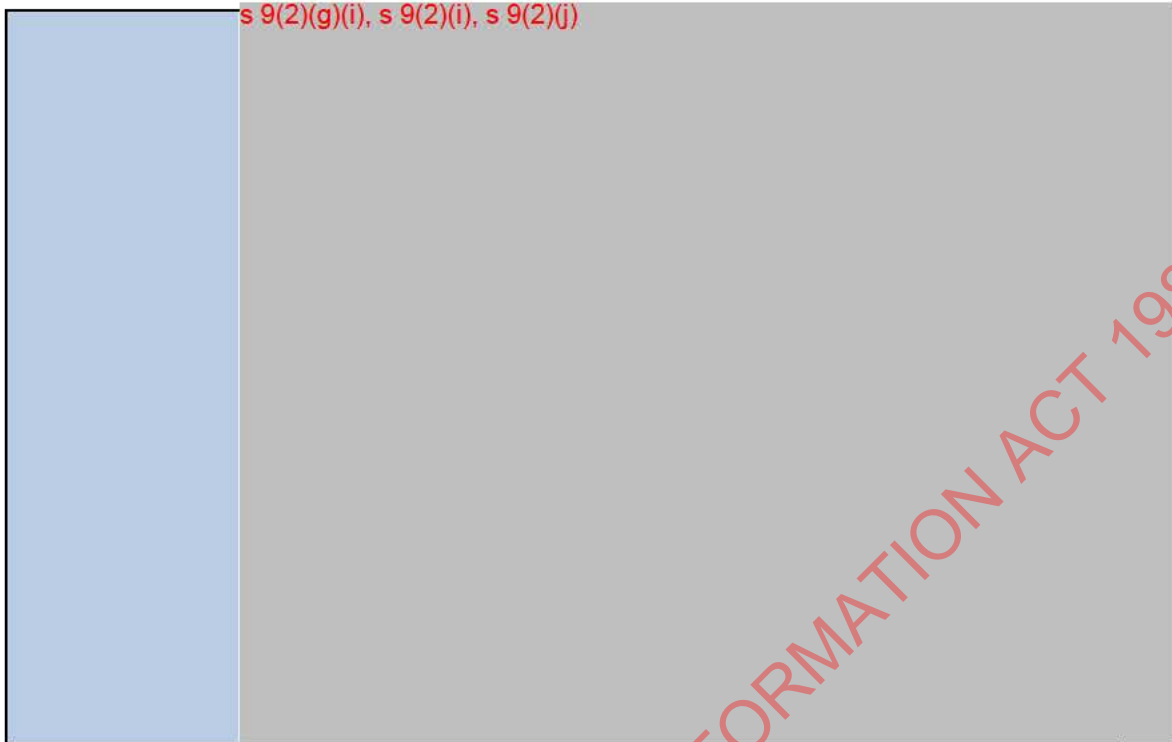
s 9(2)(g)(i), s 9(2)(i), s 9(2)(j)

Amongst other things, the Board noted and discussed:

s 9(2)(g)(i), s 9(2)(i), s 9(2)(j)

- The Risk & Assurance Committee will maintain oversight of the project.

s 9(2)(g)(i), s 9(2)(i), s 9(2)(j)



Actions	Provide the Board with oversight of new governance arrangements for the NTS project.
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The General Manager Corporate Support, Programme Director Commercial Projects, National Ticketing Establishment Manager and National Manager Multimodal and Innovation joined the meeting.

9. Road to Zero Portfolio

The General Manager Safety Health and Environment, General Manager Engagement & Partnerships, and General Manager Regulatory Services and Director of Land Transport, Portfolio Manager – Road to Zero and the Senior Manager Road Safety joined the meeting.

Amongst other things, the Board noted and discussed:

- The ongoing challenges in delivery by NZ Police. There appears to be a disconnect between the high level strategy and how that is being implemented at a district level.
- The recent Martin Jenkins review has provided insights into issues that need to be managed.

Resolutions	The Board noted the proposed recommendations to improve the relationship with NZ Police and management of the Road Safety Partnership Programme
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s 9(2)(g)(i), s 9(2)(i), s 9(2)(j)

10. Police Commissioner

The NZ Police Commissioner, Deputy CE and the Assistant Commissioner joined the meeting and were welcomed by the Chair.

Amongst other things, the Board and Commissioner noted and discussed:

- That the relationship between Waka Kotahi and the NZ Police is critical. There is a shared interest in working together to achieve a reduction in deaths and serious injuries.
- There is commitment to the Road to Zero targets and outcomes, and the challenge is creating space for frontline Police to do the work that needs to be done. There may need to be a shift to more dedicated road policing.
- There may be new technology that can be used to support delivery. There is space to innovate in terms of how the outcomes are achieved.

Resolutions	The Board noted the discussion.
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The General Manager Safety Health and Environment, General Manager Engagement & Partnerships, and General Manager Regulatory Services and Director of Land Transport, Portfolio Manager – Road to Zero and the Senior Manager Road Safety, the Police Commissioner, Deputy CE and the Assistant Commissioner left the meeting.

11. Digital Performance Dashboard

The Chief Digital Officer joined the meeting.

Amongst other things, the Board noted and discussed:

- s 9(2)(g)(i), s 9(2)(i), s 9(2)(j)
- A digital strategy is under development and will be brought to the Board early next year.

Resolutions	The Board noted the Digital Performance Dashboard.
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The Chief Digital Officer left the meeting.

12. Regional Relationship Update

This item was deferred to the next Board meeting.

13. Safety, Health and Environment Dashboard

The General Manager Safety, Health and Environment joined the meeting and discussed the update with the Board.

Resolutions	The Board noted the report.
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The General Manager Safety, Health and Environment left the meeting.

14. Monthly Finance Update

Resolutions	The Board noted the Finance Update.
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15. Public Transport COVID Funding

The General Manager Transport Services and National Manager Policy and System Planning joined the meeting.

Amongst other things, the Board noted and discussed:

- The Government requested that current schedules were maintained during COVID alert level changes. Work continues to seek funding to cover the additional cost of doing so.
- Work is underway to understand whether schedules need to be adjusted for likely patronage in 2022.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted that in a typical year, where public transport fare revenue is lower than forecast, the shortfall is funded from the National Land Transport Fund (NLTF) at usual funding assistance rates (FARs).² • Noted public transport fare revenue this financial year is materially lower than forecast as a result of COVID 19. • Noted additional NLTF funding has been provided to address public transport fare revenue at usual FARs from 1 June 2021 and is to continue to 31 December 2021. • Approved continued NLTF funding of public transport at normal FARs (including in respect of fare revenue shortfalls) from 1 January 2022 to 30 June 2022 to support maintaining public transport services through the COVID-19 pandemic.
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The General Manager Transport Services and National Manager Policy and System Planning left the meeting.

16. Regulatory Committee Report Back

The Regulatory Committee Chair provided an overview of the Regulatory Committee meeting, and the Board discussed the recommendations.

Resolutions	<p>The Board:</p> <p><i>Assessment of Regulatory Performance – final report</i></p>
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² E.g. with a 51% FAR, 51% of the shortfall would be funded from the NLTF, and 49% from the council/public transport authority.

- **Noted** the Committee:
 - Noted in his letter of expectations 2021-22, the Minister of Transport requested the Board commission a progress assessment of the regulatory functions since the MartinJenkins review (2019);
 - Noted the Chair of the committee had been delegated authority to approve the Terms of Reference for the assessment and to agree an external reviewer(s);
 - Noted the assessment has been completed in accordance with the Terms of Reference;
 - Noted the report concludes “significant progress” has been made in all aspects of Waka Kotahi regulatory functions;
 - Recommend the Board approve submission of the report to the Minister under cover letter from the Chair; and,
 - Recommend the Board approve the publication of the progress assessment on Waka Kotahi website following submission of the report to the Minister.

Top 10-20 Operation Risks

- **Noted** the Committee endorsed the use of the Risk & Oversight Model for future Regulatory Committee reporting

Cardan shaft brakes

- **Noted** the Committee:
 - Noted the actions already underway to investigate and implement improved in-service testing for vehicles with Cardan Shaft Brakes (CSB); and conduct an education and awareness campaign aimed at all vehicle owners, operators, and the service industry;
 - Noted that depending on outcomes of monitoring, further action may be required in the future;

s 9(2)(g)(i)

- Discussed whether additional regulatory interventions (such as banning importation of vehicles) should be considered at this time; and
- Endorsed the long-term approach to measure the success of actions being taken and to continue monitoring the issue using intelligence from overseas, information from Waka Kotahi technical staff, NZ Police, and industry.

Other

- **Noted** the papers below supplied to the Regulatory Committee on 15 December 2021:
 - Regulatory Performance Report
 - Regulatory Strategy v2

17. People and Culture Committee Report Back

The People and Culture Committee Chair provided an overview of the People and Culture Committee meeting, and the Board discussed the recommendations.

Resolutions	<p>The Board:</p> <p><i>People Strategy update</i></p> <ul style="list-style-type: none"> • Noted the Committee noted: <ul style="list-style-type: none"> ○ the update on the implementation of the 2021-24 People Strategy ○ that Pūmanawa Tāngata is on track to deliver the initiatives outlined in the first year of the People Strategy ○ that progress against a number of targets cannot be measured until our People Technology solution, Puna Koi, has been launched <p><i>Tapatahi: Employment Engagement Survey</i></p> <ul style="list-style-type: none"> • Noted the Committee noted <ul style="list-style-type: none"> ○ that Waka Kotahi has launched a new employee engagement survey called Tapatahi, which offers a continuous listening approach to measuring engagement. ○ that the first three surveys are being used as a pilot to build our baseline data, test the organisation’s appetite for the cadence of the survey and develop employees’ understanding of, and familiarity with, the new survey tool. ○ the initial engagement results from the first survey. ○ the organisational actions committed to by the Executive Leadership Team during the pilot phase. <p><i>Transport Services tactical resourcing response</i></p> <ul style="list-style-type: none"> • Noted <ul style="list-style-type: none"> ○ The 2021/24 NLTP Programme Business Cases will commence in July 2022 ○ Transport Services will leverage sector capability to deliver all other 2021/24 NLTP Business Cases commencing in July 2022 ○ Transport Services will initiate a Project Management Training Programme commencing in July 2022 <p><i>Other</i></p> <ul style="list-style-type: none"> • Noted the papers below supplied to the People & Culture Committee on 15 December 2021: <ul style="list-style-type: none"> ○ GM Overview ○ Tā Tātou Rautaki Akoranga (Our Waka Kotahi Learning Strategy 202-24) ○ People Dashboard ○ Te Waka Kōtuia Engagement and Partnerships Quarterly Report Dec 2021.
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18. 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.

<p>Resolutions</p>	<p>The Board:</p> <p><i>Asset Management Data Standards</i></p> <ul style="list-style-type: none"> • Approved the NLTF investment of \$52.45m to implement the Asset Management Data Standard (AMDS) across 2021-24 and 2024-27, distributed equally between the State Highway Maintenance and Local Road Maintenance activity classes. • Noted that: <ul style="list-style-type: none"> ○ Road Controlling Authorities (RCAs) will bear local share costs of \$17.1m across 2021-24 and 2024-27. Therefore the total cost across the land transport sector will be \$69.55m. ○ the requested investment for the 2021-2024 period is \$15.44m ○ AMDS will deliver total benefits of \$185m over ten years, in net present value terms, with a benefit cost ratio of 4.4. ○ AMDS implementation will commence July 2022 and the current plan is for all RCAs (including Waka Kotahi) to have adopted AMDS by 30 June 2027. ○ significant engagement has been undertaken across the transport sector and there is wide support for a data standard for land transport assets. <p><i>Transmission Gully Update</i></p> <ul style="list-style-type: none"> • Noted that a verbal update was given at the meeting. <p><i>NZ Upgrade Programme Update</i></p> <ul style="list-style-type: none"> • Noted the cost pressures impacting the NZUP and the intention to brief the Joint Ministers in December 2021. • Noted the ongoing engagement with the Joint Ministers. • Endorsed the intended changes to the NZUP Governance System and membership of the Governance Group, noting that to retain separation, the Investment and Delivery Committee chair will not join that Group as an ex-officio member. • Endorsed the escalation thresholds for lower risk projects for when a decision is required to escalate a decision to the Joint Ministers and notes this is in line with the Delegations Letter expectations. • Noted the forward view of project decisions the Committee will need to consider in the first half of 2022.
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NZUP South Auckland Indicative Direction

- **Noted** the emerging recommendations (Package 3 preferred for NZUP South Auckland) to go to Joint Ministers for feedback in January 2022.

Auckland Harbour Bridge Walking & Cycling Event

- **Endorsed** the recommended series of walking and cycling events for the Auckland Harbour Bridge to commence from November 2022
- **Noted** that the events are likely to have an impact on the Auckland Transport System and will require a significant communication programme to suppress demand on the day
- **Noted** the risks associated with holding events on the Auckland Harbour Bridge.
- **Noted** the impacts of COVID-19 Traffic Light system on how the event is managed and the potential restrictions

Supporting Growth Programme – North West Transport Network Upgrades Route Protection

- **Endorsed** the Detailed Business Case for the North West Arterial Network package.
- **Notes** a request for funding and route protection approvals will be brought back to the Committee in March.
- **Noted** that if funding is approved for the next phase in the project at the March meeting, future North West investment implementation phases will be prioritised in subsequent NLTP cycles through the RLTP.

Northern Corridor Improvements - Rosedale Station PLA

- **Approved** the increase in funding to Waka Kotahi NZ Transport Agency for the Northern Corridor Improvements project of \$13.91 million at a 100% funding assistance rate (\$13.91 million NLTF) from the State Highway Improvements activity class, thereby increasing the total cost of the project from \$869.49M to \$883.4M.
- **Noted** this increase enables completion of the state highway components of the project.
- **Noted** this funding request does not include any costs for the latest COVID Level 4 and Level 3 lockdowns.
- **Noted** the associated Auckland Transport (AT) NCI – Rosedale Station and Associated Local Road Improvements is currently being priced by the NCI Alliance. This is likely to result in an additional funding request from AT.
- **Noted** that the current approved AT funding is \$129.3 million and that the Waka Kotahi Board has delegated authority to the Waka Kotahi Chief Executive to release

NLTF funding above the revised total cost, up to a maximum approved value of \$145.1 million (P95).

- **Noted** The current AT forecast P50 cost is now \$155.2M and P95 of \$171.6M.

SH1 Loop Road PLA

- **Approved** the increase in funding to Waka Kotahi NZ Transport Agency for the Loop Road project of \$22.30m (P95) at a 100% funding assistance rate (\$22.30m from the NLTF) from the State Highway Improvements activity class, thereby increasing the total cost of the project from \$51.13m to \$73.43m (P95).
- **Approved** delegation to the Chief Executive to release funding over \$20.224m (P50).
- **Noted** this increase enables completion of the increased scope for the additional safety components required of the project.

SH38 Wairoa to Murupara Update

- **Noted** the SH38 Wairoa to Murupara Business Case.
- **Approved** an extended trial of Tall Oil Pitch on Waka Kotahi managed sections of State Highway 38 between Frasertown and Aniwaniwa.
- **Approved** funding at an estimated cost of \$7.99m for the extended trial, including corridor safety improvements and short-term resilience work, from the State Highway Improvements activity class. with normal FAR rules and ownership to apply, subject to a variation to the NLTF that would be required to fund the trial.
- **Noted** that Ministerial advice has indicated that funding is potentially available through the Provincial Growth Fund and that any arrangements for Crown funding would still need to be developed and agreed and that management will explore that and other alternative funding sources for the project.
- **Noted** that a report will be provided to the Board once the trial is complete to confirm arrangements to seal the entire road, as there is no clear way currently within the NLTP.

Nelson Future Access Project

- **Endorsed** the Nelson Future Access Project business case with an estimated total project P50 cost of \$425.692 million (P95 \$509.843 million) over a 30-year timeframe.
- **Noted** this paper does not seek funding approval and individual projects will seek funding in their own right with near term activities estimated at \$20.615 million.
- **Noted** that a funding application will be made in the new year for near-term projects not included in the low-cost low

risk programme. Funding availability from the respective activity classes needs to be confirmed and the Regional Land Transport Plan (RLTP) and NLTP needs to be varied. The RLTP variation will be presented at the December 2021 Nelson Regional Transport Committee (RTC) meeting. Given the nature of the near-term activities the amendments to the RLTP and NLTP are not material.

Eastern Pathways School Link

- **Endorsed** the Eastern Pathways School Link Single Stage Business case.
- **Approved** funding to Hamilton City Council for the Stage 1 and Stage 2a Pre-Implementation phase of Eastern Pathways School Link at an estimated P50 cost of \$2.8m with a funding assistance rate of 51% (NLTF share \$1.43m) from the Walking and Cycling Activity Class.
- **Approved** delegation to the Chief Executive to approve release of funding above the P50 up to P95.

North West Bus Improvements

- **Endorsed** the Northwest Bus Improvements (Early Deliverables) DBC and the Northwest Bus Improvements Brigham Creek Interchange DBC.
- **Approved** funding to Auckland Transport (AT) at 51% FAR from the Public Transport Infrastructure activity class for Stage 1 of the Northwest Bus Improvements programme at P50 cost of \$102.85 million (NLTF share \$52.85 million) up to a P95 cost of \$109.34 million (NLTF share \$55.76 million).
- **Approved** delegation to the Chief Executive to approve release of funding above the P50 up to P95.
- **Noted** that \$50 million Crown Infrastructure Partners (CIP) funding is being applied to meet AT's local share of the P50 costs.

Lower North Island Rail Integrated Mobility DBC

Ms Martin abstained in respect of this item.

- **Endorsed** the Lower North Island Rail Integrated Mobility DBC.
- **Approved** funding to Greater Wellington Regional Council (GWRC) at a funding assistance rate of 51% from the Public Transport Activity Class for the implementation phase of Lower North Island Rail Integrated Mobility at an estimated P50 cost of \$585.4 million (NLTF share \$298.554 million) up to a P95 cost of \$687.6 million (NLTF share \$350.7 million):
 - Subject to a condition precedent that GWRC confirms the local share by June 2022.

	<ul style="list-style-type: none">• Approved delegation to the Chief Executive to release funding above the P50 cost.• Noted that GWRC is expecting a Crown contribution of P95 (\$337 million) which is yet to be confirmed through Budget 22 to cover the local share shortfall (\$232 million) and the cost of upgrading KiwiRail assets. <p><i>Other</i></p> <ul style="list-style-type: none">• Noted the papers below supplied to the Investment & Delivery Committee on 15 December 2021:<ul style="list-style-type: none">○ GM Overview & Transport Services Update○ Puhoi to Warkworth Update
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General Business

19. Board Correspondence

The Board **noted** the correspondence.

21. General Business

There was no other business.

The meeting concluded at 3.35pm.



Minutes approved by the Board Chair

Brian Roche 2/03/2022