

Waka Kotahi: 2022 - IAG MEETING

Meeting Name:	Waka Kotahi Industry Advisory Group Meeting		
Date of Meeting:	3 rd March 2022	Time:	9am-1pm
Meeting Chair:	Pete Connors (Waka Kotahi)	Location:	Virtually via TEAMS
Meeting Objective:	The key objective of the Industry Advisory Group (IAG) is to optimise and improve sustainable system management within New Zealand.		

Attendees:

Name	Organisation	Email Address
Nick Rodger	Downer	Nick.Rodger@downer.co.nz
Jonathon Doggett	Downer	Jonathon.Doggett@downer.co.nz (ALTERNATE)
Bevan Sandison	FH	Bevan.Sandison@fultonhogan.com - apologies (ALTERNATE)
Adam Humphries	FH	Adam.humphries@fultonhogan.com
Gary Porteous	WSP	gary.porteous@wsp.com
Sean O'Neill	Higgins	S.ONeill@higgins.co.nz
Mat Anderson	Higgins	mat.anderson@higgins.co.nz – (ALTERNATE)
Chris Kerr	HEB	chris.kerr@heb.co.nz
Stacy Goldsworthy	Civil Contractors	stacy@civilcontractors.co.nz
Robert Tutty	Beca	Robert.tutty@beca.com
Nick Jones	Ventia	Nick.Jones@ventia.com - apologies
Natalie Martin	Ventia	Natalie.martin@ventia.com
Stuart MacLeod	Southroads	stuart.macleod@southroads.co.nz
Simon Bird	GHD	Simon.Bird@ghd.com
Craig Pitchford	Aecom	Craig.pitchford@aecom.com
Gavin O'Connor	Stantec	Gavin.Oconnor@stantec.com (ALTERNATE)
Martin Gribble	Stantec	martin.gribble@stantec.com
Jack Hansby	Waka Kotahi	Jack.hansby@nzta.govt.nz
Margarita Gonzalez-Borrero	Waka Kotahi	Margarita.Gonzalez-Borrero@nzta.govt.nz - apologies
Rochelle Leach	Waka Kotahi	Rochelle.leach@nzta.govt.nz
Jaco De Vries	Waka Kotahi	Jaco.devries@nzta.govt.nz
Peter Connors (chair)	Waka Kotahi	Peter.connors@nzta.govt.nz
Wayne Oldfield	Waka Kotahi	Wayne.oldfield@nzta.govt.nz
Mike Manion	Waka Kotahi	Mike.manion@nzta.govt.nz
Rachael Davidson	Waka Kotahi	Rachael.davidson@nzta.govt.nz

MEETING AGENDA

Topic	Lead / Time
Item 1 - Welcome & Safety Moment	9.00 –9.10am Pete Connors
Item 2 – Waka Kotahi Updates 2.1 KRA Performance Framework implementation - Timing of the KRA framework - KRA Results this year <ul style="list-style-type: none"> Consistent moderation due to the “Covid” effect - DSI annual trend has been impacted by COVID lockdowns. CMTs seeking direction if this can be treated as mitigating circumstances or review data over a longer time period 2.2 Mixed Treatment Selection 2.3 New Guide to TTM 2.4 Stretching our pavement renewals dollars further	9:10am – 10:30am Penny Marriott (9:10am-9:40am) Jack Hansby (9:40am-10am) Mike M/John Baillie (10am-10:20am) Mike Manion (10:20am-10:30am)
TEA BREAK (15 mins)	10:30am-10:45am
Item 2 – Waka Kotahi Updates continued 2.5 Quality Assurance update 2.6 MMP & QMP pre-requisites – it would be helpful if there was a bit more detail/ criteria around what the AIA is expecting to see so there is national consistency 2.6 MCGG Annual Workshop update	10:45am-11am Ross I’Anson
Item 2 – Waka Kotahi Updates continued 2.7 Procurement <ul style="list-style-type: none"> An update on timing for Gisborne, implications for Nelson and South Canterbury Update on implementation of WTA Direction of procurement for future NOCs 	Mike Manion (11am-11:15am)
Item 3 – Industry Matters 3.1 AMDS <ul style="list-style-type: none"> Implications to all RCAs, not just Waka Kotahi Resources (people and money) 	11:15am-12pm Cath Jacobs, David Darwin, Leah Watts and Stephen Carter
Item 2 – Waka Kotahi updates continued 2.8 H&S reporting – some new Waka Kotahi requirements coming out. What do Waka Kotahi expect will change for the NOCs?	12:10pm-12:30pm Gus Herniman/James Houkamou/Mike Manion
Item 3 – Industry Matters continued 3.1 NDM Direct Transmission 3.2 Bitumen- emulsion funding, supply chain 3.3 WK sustainability initiatives	Stacy Stacy Stacy
Item 4 General Business 4.1 Update from ILM-M Focus Groups by group leads 4.2 Confirmation of IAG Terms of Reference <ul style="list-style-type: none"> All members accepting ToR 	ILM-M leads Pete
Item 5 Review previous actions	12:55pm-1pm

Date of next meeting: 11th May 2022
Location: Waka Kotahi Chews Lane Boardroom

Future Meeting dates for 2022:
- 10 August 2022 and 9 November 2022

MARCH 2022 MEETING MINUTES

1. Welcome

Welcome everyone

Thanks for attending yet another virtual meeting. These virtual meetings do take a lot of concentration and discipline from everyone. Normal virtual etiquettes to apply.

Waka Kotahi acknowledge that it's been a difficult time. Pete would like to thank Industry. Waka Kotahi have been keen to keep renewals going in the Maintenance space. We seem to be tracking reasonably well. Effects of covid are starting to bite us now. Commercials were issued to ILM-M with the intent to incentivise completing renewals if at all possible. Big shout out to Industry and well done for keeping your people safe.

Item 2 – Waka Kotahi Updates

2.1 KRA Performance Framework implementation – Penny Marriott

The consultation version of the KRA framework got lots of feedback, and result of that feedback Waka Kotahi have made quite a few changes around what's chosen to be scored and not scored.

Paper coming out giving a full explanation around what's changed and how that feedback has been addressed.

Just one part of that pieces of work which was difficult for Waka Kotahi to form an opinion on due to the mixed feedback that was received. This was around the Innovation KPI

Paper sent out earlier in the week – see below

NOC KRA Framework 2022/23

Innovation KPI

Call to action

The IAG are asked to review the latest proposed Innovation KPI (embedded in KRA Framework V6.04) and consult within their organisations to understand the level of support for the proposal.

Each organisation is asked to indicate a preference between options A and B below:

a. Trial the updated Innovation KPI in 2022/23 (i.e. Adopt KRA Framework V6.04).

b. Do not trial the updated Innovation KPI in 2022/23 (i.e., Adopt KRA Framework V6.05). In this option, it is expected that the ILM-M will engage with industry to revise the Innovation KPI for consideration in 2023/24.

- Responses to be sent to NOC.Performance@nzta.govt.nz
- Responses are due 17th March 2022

Responses will be considered, and a final decision will be made by Waka Kotahi, with a better understanding of industry appetite for the proposed Innovation KPI trial at this time.

Background

During 2021/22 the ILM-M Innovations focus group communicated the importance of reinstating a scored Innovation KPI in the NOC KRA Framework. The group developed a KPI and presented it to the IAG KRA Sub-group.

In support of this industry initiative, the proposed KPI was included in the 2022/23 KRA Framework draft, for consultation with industry.

The proposed KPI included trialling a scoring approach and testing out the various aspects of the KPI, in order to make further refinements and/or implement scoring in 2023/24 if appropriate.

Industry engagement and consultation generated a lot of feedback, of which 20% related to the proposed Innovation KPI.

Due to mixed feedback, Waka Kotahi seeks a clearer picture of industry appetite to reinstate a scored KPI for innovation, and support for the 2022/23 trial in particular.

Summary of feedback

The themes of the consultation feedback can be summarised as follows:

1. Targets unreasonable/unsustainable for industry in terms of resource and investment
2. Not enough emphasis on outcomes/benefits
3. Not enough emphasis on continual improvement/incremental solutions
4. Criteria unclear/insufficient detail

Updated Innovation KPI

In collaboration with ILM-M, the detailed feedback has been reviewed and an updated Innovation KPI has been proposed. The key changes are:

- Recognition of incremental change
- Recognition of implementation of ideas from outside the NOC
- Revisited requirement for targets per quarter at different scoring bands
- Offer of support available from ILM-M to provide: — guidance on criteria for Innovation’s website — feedback in support of CMT assessment
- Inclusion of innovation survey results
- Inclusion of NOC Innovation Award entry form (as an Appendix) The updated KPI is contained in KRA Framework V6.04.

Any questions can be directed to NOC.Performance@nzta.govt.nz

It was noted that the Innovation KPI had been developed collaboratively with Industry involvement and if there were any issues or questions then these could be directed back through the ILM rep.

Downer advised that they were comfortable to support option A and were happy that their contributions and feedback had been taken on board.

Waka Kotahi were looking at introducing a scored network condition KPI. For Network Condition there were very strong concerns about scoring it that way. Waka Kotahi have taken that feedback on board and they won’t be scoring it in this upcoming year. Waka Kotahi will be doing some modelling and there is another proposal that Waka Kotahi will model alongside their proposed method.

Other themes in the consultation were around Innovation, the environmental space around needing to be flexible and only reporting and including what suppliers can do, without requiring a lot more work.

The 4th KPI that had a bit of feedback was in the Environmental triangle piece. The change there is there a newly available 5 points that relates to if the assessing team (the environment team) can see some high value measurables to take forward, they will propose that to the NOC and they can do that if they want to achieve the additional 5 bonus points.

There was an assumption was that those 5 points were the reason behind the banding change. That is actually unrelated, there was an outcome where one NOC hadn’t done any activity and scored the same as one which had. The changes were made to make it a fairer outcome.

In relation to feedback, close to half of the changes were able to be embedded, 25% were things to be considered for following year and the remainder of the feedback was around communication of the intent of the KRA/KPI, and better communications.

This paper is Penny’s top priority and she will make sure that is published as soon as it possibly can be.

Timing of the KRA Framework changes. It was raised that the request for feedback came at time where Industry were also trying to finalise end of quarter.

Penny advised that changes are released on a consistent cycle and its difficult to see how they can avoid dropping it at a busy part of the year.

2.1 Consistent moderation due to the COVID effect – Mike

Waka Kotahi are seeing that Covid is going to affect people and time frames that will impact various networks. There will be a big need for the CMT and Boards to look at what are the effects of covid on the contract and then provide bespoke solutions.

2.1 DSI annual trend has been impacted by COVID lockdowns. CMTs seeking direction if this can be treated as mitigating circumstances or review data over a longer time period

On several Fulton Hogan contracts they saw a massive dip in DSI due to lockdowns which has an effect on the long-term trends.

Waka Kotahi are not using trends. They are using an absolute number, comparing financial year to the previous 12-month period. It wouldn’t be right not to have a look at the impact of demand. The idea would be to do that once Waka Kotahi have visibility of the numbers when the time comes.

Waka Kotahi will look at this universally and not contract-by-contract.

National consistency will protect everyone’s interests.

There is a bit of work to do in this space in terms of guidance, but it’s not currently a priority for Penny’s team at the moment.

2.2 Mixed Treatment Selection – Jack Hansby/Sean O’Neil

This topic came about as a conversation between Sean O’Neil and Jack as they were talking about the ability to deliver certain types of – in this particular case -TAC treatments, and the need to align to our standards.

When are we prepared to take a little bit more risk and what would that look like around changing treatments such as SMA vs DG AC14 mixes?

Jack gave an example on the Coromandel where in many cases the speed environment in some sections is such while its posted speed is 100km, the speed environment is quite low through there and is there an opportunity that we could perhaps have a reduction around the texture requirements as opposed to trying to transport and produce a SMA mix that would meet the current standards.

If you look down in the Southland region where we don’t produce SMA down there at all, so the majority of our mixes are dense graded mixes.

There is a need to look at a sensible approach for a greater level of national consistency.

If PCDAR is driving the wrong decisions, then WK are certainly up for the conversation around changing the risk profile to do the right thing.

Industry mentioned that the impediment to making it happen is probably T/10 and what the exception report picks up.

PCDAR roughness/SCRIM discussions need to be had.

Peter Robinson from Waka Kotahi has been working with local teams around the lack of both GMA and good quality high-performing chip – around accepting a lower standard. This is a discussion that should be happening on an ongoing basis and bringing in the relevant experts to support and understand what the risks and opportunities might be. Jack Hansby to take the T10 conversation away for review.

2.4 Stretching our pavement renewals dollars further – Jack and Mike

Expenditure performance over the current funding block has been generally consistent with the 2018-21 Government Policy Statement bands. The proposed investment level was reflective of the upward expenditure trend

During the funding period, Waka Kotahi has faced a range of external and internal pressures. Demand has continued to increase; particularly among heavy vehicles; more severe weather events have been experienced, the network has continued to grow, and safety and capacity improvements have been required to meet future growth in demand; and changing regulatory requirements for health and safety

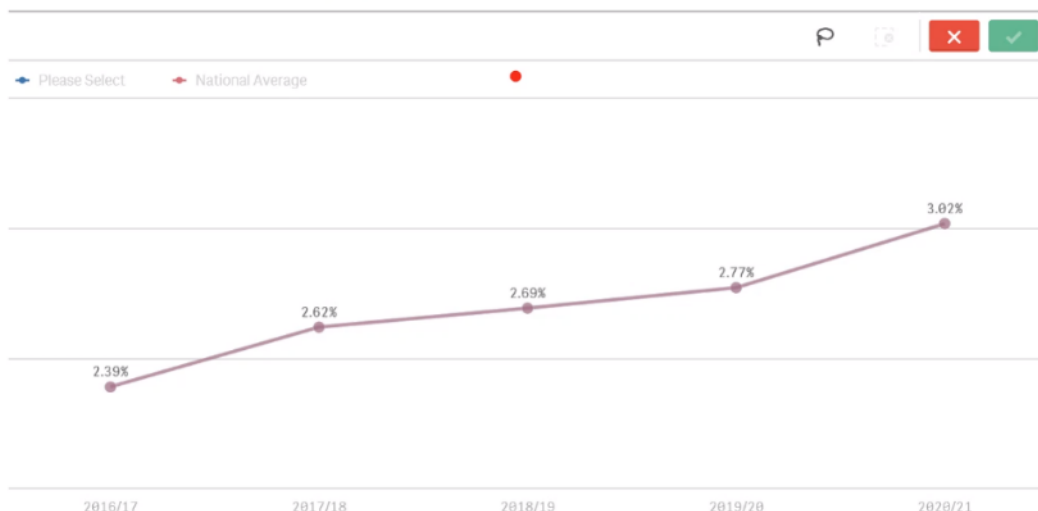
Over the three years of the programme, approximately one third of expenditure was related to pavement and surfacing renewals. The majority of the pavement and surfacing renewal outputs were delivered to target quantities across the funding block

However, it was observed that:

- A small % of unapproved work was completed
- Material cost variances from budgets occurred indicating a level of inefficiency
- A % of works completed were identified as having potential post-construction performance issues

Stretching our Renewals Further

Roughness over 150 NAARSA



This is what our customers are experiencing at the moment. Roughness over 150 is getting worse.

Stretching our Renewals Further

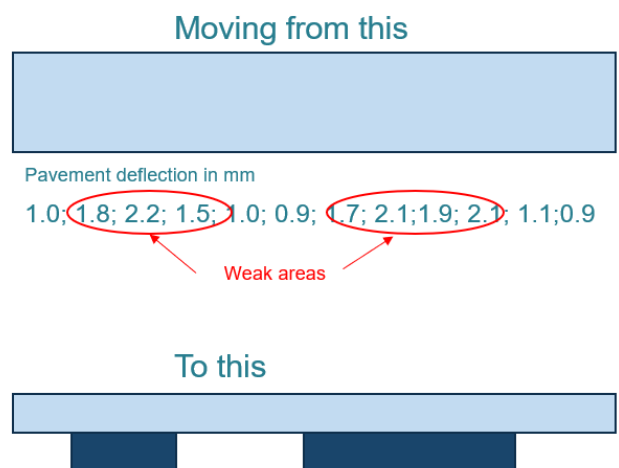
Rutting over 10mm



Stretching our Renewals Further

Ways Forward

- Fix the bad sections and then treat the average
- Drainage; Drainage; Drainage
- Intervene earlier before we break the subbase
- Aim to avoid thicker pavements as we struggle to get densities at the base of the layer
- Introduce innovative treatments
- Get the quality right on the work we do



WAKA KOTAHĪ

Drainage doesn't appear to be working properly.

We are pushing treatments back, and in that period, we break the subbase to bring on the thicker treatment. We have to try and preserve our subbases around the country. There are 2 years left in this NLTP, we need to change what we are doing to get better results. How do we collectively rethink this? Thicker pavements are not our friends.

We are renewing less than 1% of network lengths nationally per annum. We can see the signs of it in the numbers and our customers are seeing the signs of this.

The contract has stated that if you have a rehab that is coming up in Year 2 and 3, then we go into this sort of holding strategy, which means from a customer service level perspective, the road starts to feel rougher. Waka Kotahi was suggesting that we could do some heavy maintenance repairs rather than just leaving those sites to deteriorate knowing that there is a rehab coming along we could actually get in and intervene and fix some of those soft spots, which means that when the rehab is actually due it can then be a thinner overlay rather than us letting the pavement deteriorate to the point where a deep overlay is required.

Waka Kotahi are up for the opportunity to change our behaviours in this and support our suppliers to achieve a better outcome for our customers.

With the Gisborne shift to M&V, will this change the behaviour and decision making? Yes, it will.

Everyone keen to work to more pre-treatment, thinner overlays and target the right areas. The question is, who is paying that? Constraint is around how this is funded/where the risk sits. Waka Kotahi will be up for funding pre-treatments, as long as overlay depth is thinner. Industry to workshop this with their teams and have a think about how this is to be communicated so there is a

consistent approach.

Key thing is to document any transfer of risk.

2.3 New Guide to TTM – John Baillie

Waka Kotahi are getting ready to launch the NZ Guide for Temporary Traffic Management for feedback.

As of this Monday 7th March the draft guide will be sent out, with videos, structured feedback forms and FAQs etc.

There will be a 5-week consultation process – covid dependant.

Waka Kotahi are looking internally at how contracting and audit/review processes will work.

Piloting the guide with Higgins in next week or so and see what that means for training/review/and what guide help is needed.

TTM Governance group will be doing a video for the main release and talking about why road worker safety is really important for them.

John shared one of the videos that will be part of the release next week.

Some case studies will follow in the next couple of weeks.

All members to check if they are on the TTM distribution list and if you are not, please let John Baillie and Rachael Davidson know.

2.7 Procurement - Mike Manion

- An update on timing for Gisborne, implications for Nelson and South Canterbury
- Update on implementation of WTA
- Direction of procurement for future NOCs

Procurement

Next Round

Network	Tender Start
Wellington TA	Delivery July -22
Tairawhiti	Jan – 22 (On Hold)
Nelson / Tasman	August - 22
South Canterbury	August - 22
Bay of Plenty East	November - 22
Bay of Plenty West	March - 23
Central Waikato	July - 23

Wellington Alliance is on track and getting ready for a July start.

Tairawhiti NOC still on hold, but until the impact of the Omicron pandemic becomes known (we are expecting some significant challenges in the next 6 weeks), Waka Kotahi won't be moving forward and going to market until we are past the worst of the peak.

Waka Kotahi have made some quick changes in Tairawhiti, but they are not confident that they have everything right. The is misalignment between contractor actions and the contract model. Waka Kotahi are having a deeper look at this.

WK have stood up a team and Stellar are involved to review whether they have it right. Can people go and pick up this document? Can they price this document? And then use this document to deliver what our customers want.

Subsequent tenders

Is this an option to deviate from the procurement programme that is currently planned? Could there be extension of contracts to reduce pressure on Industry with all the tendering that is coming up?

Industry to work through this with CCNZ should they wish to raise this further.

2.5 Quality Assurance update – Ross l'Anson

We now have four of the five positions filled

- Northland/Auckland (based in Whangarei)
- Waikato/BOP (based in Tauranga)
- Central NI (based in Palmerston North)
- Wellington/Top of the South (based in Wellington)

Waka Kotahi are engaging with their tech team to build them an app that will enable onsite recording, as well as reporting to various teams and suppliers.

Once WK get the app working they will be able to provide accurate reporting on numbers, types of recommendations and patterns across NOC's, Suppliers, etc.

Ross is working on a one pager to introduce the team and their role so it can be shared with our suppliers via the local M&O teams.

Waka Kotahi want to reduce rework, reduce the impact to our customers and reduce the issues around PCARD also.

2.6 MMP & QMP pre-requisites – it would be helpful if there was a bit more detail/ criteria around what the AIA is expecting to see so there is national consistency – Ross l'Anson and Mike Manion

Ross's team are looking after the QMP. They will be going into the CMTs, giving some assistance, reviewing the QMPs making sure that they are demonstrating good practice and enabling people on site to do what they need to do.

Jack's team are looking after the MMP.

There will be an annual review of the QMPs and MMPs.

How can we provide our customers with the quality of road they expect?

Real life example of what we are facing:

This patch was about to be sealed despite the following issues:

- Visible tyre imprints
- Poorly compacted material, can actually push a screwdriver in 140mm
- Excessive cement slurry on surface, possibly rained while compacting
- Spongy areas under foot
- Very wet surface
- These issues were identified to the Operations Manager on the day by Waka Kotahi staff
- This was reworked (maybe re stabilised?)



How does this look to our customers?

Here is the pre reseal patch less than a week after sealing:

- Chipseal pushed into basecourse
- Flushed
- Potholed

How and when should we intervene?

How do we motivate contractors to do the right thing?



Some Waka Kotahi staff are feeling frustrated with some of the work that is being dished up.

Contractual Remedy

Extract from NZS 3917 – Are other options available?

6.5 Removal and making good

6.5.1

The Engineer may at any time prior to the Date of Expiry by notice in writing instruct the Contractor to remove and re-execute or to make good any work which in respect of Materials or workmanship is not in accordance with the Contract. The Contractor shall comply with the instruction at its own Cost.

6.5.2

If the Contractor fails to carry out any work instructed under 6.5.1 within any time stated in the notice or other reasonable time, the Engineer may, after giving 5 Working Days' further written notice to the Contractor stating that it is given under this clause, direct others to undertake the work.

6.5.3

The reasonable Cost of the work undertaken by others under 6.5.2 shall be recoverable by the Principal from the Contractor. As soon as practicable after completion of the work, the Engineer shall notify the Contractor of the work undertaken and its Cost.



When Waka Kotahi make a quality observation on the road and recognise that something is not going to go well, what do Industry want them to do? This should be escalated to the Contract Management Team in the first instance.

The pictures above show an unacceptable outcome. No one wants to see that.

We need to work together collectively to improve the performance out on the network. Would be good to understand what some of the underlying issues are (not just bad workmanship) and share experiences.

Stacy advised that there is a working group for Base course prep, and they are working on a paper that talks around issues around transfer between prep and surfacing. He will share this document as soon as its ready.

A good point was added in the chat – see below.

All agree that quality should be better.

Pre NOC there was a whole tier of 'surveillance' RVT etc that worked with the contractor and NZTA to ensure good QA

Then the NOC model got rid of that completely.

In response to the comment, part of the NOC is to engage with contractors that are accredited to ISO 9001. This means that our suppliers are meant to be self-assuring quality.

2.6 MCGG Annual Workshop update – Ross l'Anson

MCGG Annual Workshop (internal) will take place in a couple of weeks and will be focussed on whether we have the right processes in place.

MCGG Annual Workshop with Industry will be held on 2nd June 2022.

Item 3 – Industry Matters – David Darwin, Stephen Carter, Leah Watts and Cath Jacobs

3.1 AMDS

Output files available here on the AMDS website - <https://www.nzta.govt.nz/roads-and-rail/asset-management-data-standard/data-standard/>

Introducing the AMDS

What we are hoping to achieve

- Improving the management of land transport asset management information.
- Establishing a common language the sector can share.
- Putting in place a standard for asset information, including:
 - inventory
 - condition
 - performance
 - demand
 - works, and
 - controls.

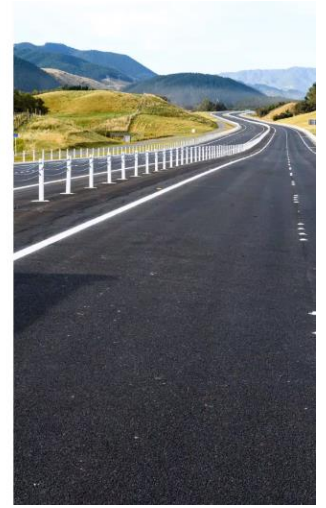
What we are addressing

Current sector challenges

- Customer and asset data is:
 - unstructured
 - fragmented, and
 - not easily integrated or shared.
- Sharing information between organisations is difficult.
- Systems, and available data, make it difficult to link technical levels of service to measurable customer outcomes.

Why now

- A sector-wide data standard for land transport assets will be a requirement in the future.
- Organisations are viewing data as an asset and prioritising investment in digitising their business.
- Delaying risks multiple, disparate data standards being developed.
- Early implementation of the AMDS:
 - supports investment for the transport sector, and
 - enables the sector to benefit from other programmes.



Aligned and enabled programmes

Road Efficiency Group Programmes	Highways Structures Information Systems (HSMIS Phases)	Let's Get Wellington Moving
One Network Framework	Networks Outcomes Contracts (NOC) Alignment Project	Spatial Digital Engineering
NZ Upgrade Programme	Road Infrastructure Management Projects	Intelligent Traffic System Asset Management
Standards and Specifications	3 Waters Standard	Building Information Modelling
CSVue	National Speed Limit Register	Traffic Monitoring Sensors
	Auckland Transport Alignment Project	Location Standard

All these projects above would benefit from a common data standard.

Funding and Scope

The cost of AMDS implementation is shared. A proportion of each RCA's implementation cost is funded from the NLTFF that includes for the following implementation activities:

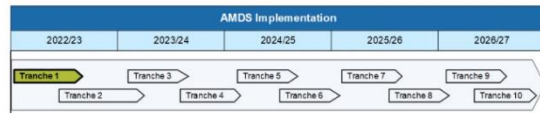
- Analysis of asset management system integration requirements.
- Analysis of asset management data.
- Data migration.
- Test and validate data migration.
- Integration activities for one year from date AMDS implemented.

*This proportion will be calculated based on the RCA's current FAR.



Tranche one

2022-23



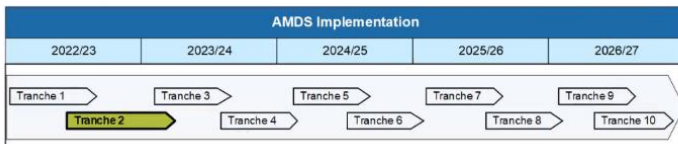
- Includes 2 RCAs who have been part of the prototype.
- Waka Kotahi provides additional support for pre-implementation and implementation activities.
- Enable an end-to-end test of process, training, and documentation.
- Lessons learnt captured and improvements shared.



It will take 5 years to adopt standard.

Tranche two

2023-24

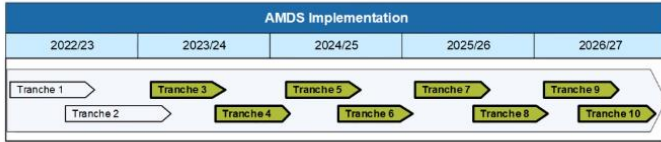


- First RCA led implementation. If required, additional support from Waka Kotahi available.
- RCAs located close to each other.
- Waka Kotahi will facilitate regular check in meetings and AMDS compliance.
- Lessons learnt captured and improvements shared.



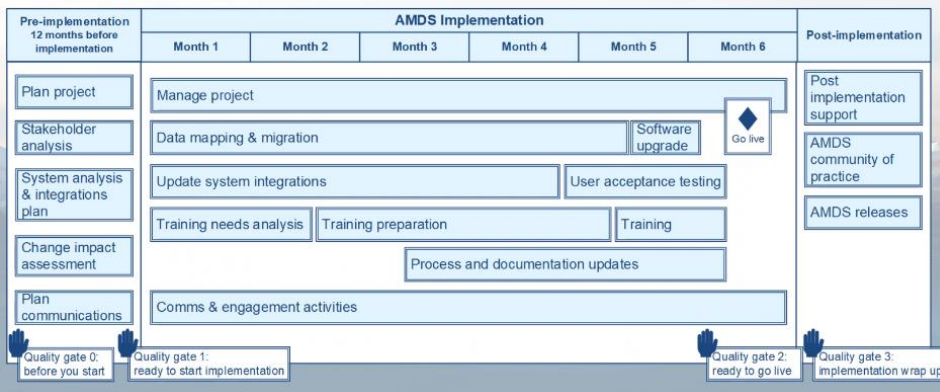
Tranches three and beyond

2023-27



- RCAs grouped by location and alliances.
- Waka Kotahi will adopt AMDS is Tranche 5.
- Smaller numbers in tranches 3 & 4 to embed the process and allow for lessons learnt to be implemented.

Example implementation timeline



Impact to RCA's

<h3>People</h3> <ul style="list-style-type: none"> High level understanding of change required. Accountable for delivering training on the data standard. Awareness of supplier panel and potential use. 	<h3>Business and processes</h3> <ul style="list-style-type: none"> Mandatory data collection. Updates to business process and materials that reference asset data. Integration with existing and future business planning and RCA priorities. New business process to maintain compliance for future releases of the standard. New business process to request changes to the standard. 	<h3>Technology</h3> <ul style="list-style-type: none"> Changes are required to asset management systems to reflect the data standard. Changes are required to integrated systems that utilise asset data, such as data warehouse and SAP.
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Tools provided to RCA's for implementation

Waka Kotahi is developing a playbook to support and guide RCA's for implementation of the AMDS. Tools include:



AMDS Playbook		
Implementation approach <ul style="list-style-type: none"> • RACI for key implementation roles • Implementation activities & estimated duration • Lessons learnt 	Communications & engagement <ul style="list-style-type: none"> • Key messages • Benefits for different audiences • Communications Plan template 	Data mapping & quality assurance <ul style="list-style-type: none"> • SQL scripts • Data analysis & triage process • Summary of the QA report • Support required from their AM system provider
Tools <ul style="list-style-type: none"> • Templates • Checklists • Supplier list 	Training <ul style="list-style-type: none"> • Training framework • Training materials 	Post implementation <ul style="list-style-type: none"> • AMDS change & release processes • AMDS community

Sector engagement and buy-in

Current state

- Dedicated supplier and RCA reference groups.
- Collaboration with Government agencies.
- Communication channels with key groups, including:
 - Local Government NZ
 - Civil Contractor's New Zealand
 - Engineering NZ
 - IPWEA, and
 - Road Efficiency Group.
- Participation at industry events.
- Regular online sessions.
- Regular internal and external communications.





Future state

- Waka Kotahi and sector Management Committee
- Road Efficiency Group regional workshops.
- Dedicated reference groups and community of interest.
- Regional Director's and investment advisors ownership.

Data Standard Asset Classes- by Resources

Structures Group Waka Kotahi	GeoTech Assets Waka Kotahi	Network Group WSP	Markings and Stopping Places Downer
Pathways WSP	Barriers Fulton Hogan	Drainage Fulton Hogan and WSP	Pavement Surface Subgrade Waka Kotahi, Fulton Hogan and Higgins
Environmental Zone WSP	Mechanical and Electrical Plant ITS Assets Waka Kotahi	Cycleways WSP	Zone Relationships Downer

Prototype

 <p>Marlborough Roads / Security Zone 57</p> <ul style="list-style-type: none"> • Data prototyping • Data collection • Software development 	<p>Prototype activities</p> <p>Data analysis</p> <ul style="list-style-type: none"> • Data analysis and assessment of the RCA's asset data against AMDS • Validate AMDS and adjust the standard where needed (e.g. attribute values) • Develop a repeatable data cleansing and migration process <p>Technical</p> <ul style="list-style-type: none"> • Establish an AMDS compliant instance of RAMM (thinkproject!) • Validate AMDS, data cleansing and data migration processes • Understand the impacts on data collection processes <p>Training</p> <ul style="list-style-type: none"> • Test training content, approach and delivery <p>Operational use</p> <ul style="list-style-type: none"> • Test the AMDS data collection processes • Confirm the process and environment is stable and robust
 <p>Masterton District Council</p> <ul style="list-style-type: none"> • Data prototyping • Multimodal prototype 	
 <p>Wellington City Council</p> <ul style="list-style-type: none"> • Data prototyping • Multimodal prototype • Understand integrations 	
 <p>Downers Combined</p> <ul style="list-style-type: none"> • Will inform the implementation approach for state highways • 8 network outcome contracts (NOC) in one database • Consistent and aligned with SHDOM 	

Item 3 – Industry Matters continued

3.1 NDM Direct Transmission – Stacy G

TAN T23 – Direct Transmission has come out no. There is also plateau density specification being developed by a working group. There are going to be some additional increased costs incurred with direct transmission. Waka Kotahi would be interested into what these costs will be. How will we roll this out going forward? Some thought needed here.

3.2 Bitumen- emulsion funding, supply chain – Stacy G

The shift from Bitumen to Emulsion was unable to be squeezed into this NLTP. The goal is to try and get the shift into the next NLTP. The Waka Kotahi Board position has been clarified; issues are with NLTF taking on the extra costs.

ACTION #1 – Pete to seek more clarity on Bitumen Emulsion funding within Waka Kotahi

3.3 WK sustainability initiatives

2030 Sustainability goals. Is there any Waka Kotahi's policy/guidance on this? This is a work in progress.

Some initial work has been done in the new KRA framework.

Industry wants to settle on ISO14064 as being the recognised standard. Would be good to agree on reporting and have some consistency.

ACTION #2 – Pete to find out where Waka Kotahi are at in terms of their Sustainability policy and provide Stacy's name as the

Industry contact.

Item 4 General Business

4.1 Update from ILM-M Focus Groups by group leads

Innovation – Adam H

- Busy working on the Innovation KPI
- Refresh of the Waka Kotahi Innovation website. This is a work in progress
- Shaping up an Innovation fund with Waka Kotahi

People – Gary P

- Key initiative is the EPIC career campaign.
The campaign will share stories from road maintenance workers across New Zealand, promoting the great opportunities for people to work maintaining New Zealand's roading networks. There will be a feature story each month, sharing the perspective from each of the country's regions. If you have a great story, you'd like to share with career seekers through this channel, email EPIC@civilcontractors.co.nz.
Careers in Road Maintenance stories

[Hannah's road to the top: from Stop-Go to management - EPIC Work NZ](#)

[Wild weather and tricky terrain no problem for Wellington's road maintenance workers - EPIC Work NZ](#)

[Never too late to change: Ed Tuira's journey into road maintenance - EPIC Work NZ](#)

To sign up to the EPIC newsletter

<https://epicwork.us18.list-manage.com/subscribe?u=073223001d66278dfed4a30e9&id=c9cb533a05>

- Developing people capability through schools and regional job engagement is also being looked at.

Sustainability – Simon B

- EV Charging Stations - offer received and chasing up funding
- Biosecurity - pest management, general discussions with MPI
- Healthy water ways - discussed
- Funding - how to we fund initiatives? Karen Kiriona is setting up discussion for this

Collaboration – Mike M

- Mahi Tahi. Peta Brown surveying NOCs, targeting programmes to provide more assistance where required. Some collateral material is being developed. More sessions in the future, hoping that these can be face to face.

Safety – Bevan

No update as he is not in the meeting

Systems – Martin G

- The Annual Plan has been identified as requiring improvement, but it's a large system with lots of moving parts.
- Been working with the AMDS people
- Another area our group has been involved in is the TTM space

4.2 Confirmation of IAG Terms of Reference

All members accepted ToR and they were ratified.

It was agreed that meetings will be one day in duration (9.00am to 3.00pm) and held at Chews Lane (unless advised otherwise) quarterly in the first instance, with the frequency to be reviewed.

Waka Kotahi shall try its best to schedule the meetings in the second week of the month for that quarter.

Other working/technical groups are being looked at within Waka Kotahi. This is a work in progress.

General Business

- Industry is looking for a bit of leeway in the KPIs in regard to the data in RAMM. Pete is happy to have a discussion with the Performance team at a higher level about not using the stick method with Industry and about all working together. RAMM is our reporting tool and it's a pretty important aspect of what we do and how we deliver.
- Increased Treatment costs. Few examples this season where contract teams have had new Waka Kotahi staff involved in reviewing pavement design, and their design expectations are not aligned with the value-engineering approach. If there is push back, elevate it to System Manager level. Mike/Pete and Jack are also there for support if needed. Timing of these conversations is valuable.

Item 2 – Waka Kotahi updates continued - Gus Herniman, James Houkamau

2.8 H&S reporting – some new Waka Kotahi requirements coming out. What do Waka Kotahi expect will change for the NOCs?

Email information for you all. Our Critical Risk H&S team. Team email address is NotifyHS@nzta.govt.nz
gus.herniman@nzta.govt.nz & james.houkamau@nzta.govt.nz

Waka Kotahi acknowledge that supply partners systems are mature in terms of reporting so are happy to align as needed, but at the same time that these updated requirements reflect their Board requirements.

Draft doc will be going out to Industry soon for feedback.

Timeframe for feedback is end of March 2022.

Contractor Expectations

Details the Waka Kotahi expectations of supply partners with regards to Health, Safety & Wellbeing incident notification, investigation and reporting

<https://nzta.govt.nz/assets/resources/contractor-health-and-safety-expectations/Contractor-expectations-health-and-safety-incident-notification-investigation-and-reporting.pdf>



New Zealand Government

Why are changes being proposed?

- Continuous improvement and ensuring fit for purpose
- Feedback from supply partners that clarification is needed to the current version of these expectations
- Feedback from supply partners that incident classifications need expanding to capture different incident types and ensure the classifications make sense
- Feedback from Waka Kotahi contract managers that the current version is unclear and at time difficult to follow



New Zealand Government

Industry driven change to improve clarity, and better align with industry practice.

Key changes

- Incident classifications expanded to 4 class levels
- Regulatory enforcement now captured as an incident
- Updated definitions
- Updated incident investigation expectations Class 1 and 2 incidents
- Updated incident investigation expectations Class 3 and 4 incidents
- Reduced number of incident reports required (removal of preliminary report)
- Adjusted timeframes for initial and final incident reports
- Specific details required for initial incident report
- Stop work requirements for significant (Class 1 and 2) incidents
- Safety alert required for all Class 1 and 2 incidents
- Lead-contractor to support sub-contractor and ensure quality standards met
- New Worker wellbeing section
- New media request and external communications requirements
- Optional initial incident report template included



New Zealand Government

Incident classifications expanded to 4 class levels

Current:

Incident Severity Class	Incident Classification
Class 1	Fatality
	Notifiable Injury, Illness or Incident
Class 2	Serious Near Hit/Miss
	Lost Time Injury
	Medical Treatment

Proposed:

Incident Severity Class	Incident type
Class 1	Fatality
Class 2	Notifiable injury, illness or incident Significant Incident (See appendix A definition) Regulatory enforcement
Class 3	Lost Time Injury (LTI), Medical Treatment Injury (MTI), or Restricted Work Injury (RWI) as a result of a low potential incident. Note: Low potential incidents only. Consider Class 2 where the LTI, MTI or RWI has resulted from a significant/high potential incident.
Class 4	Any other incident not covered in classes 1-3 which created a health, safety or wellbeing risk



New Zealand Government

Class 1 and 2 are significant events.

Waka Kotahi are keen to know of any regulatory enforcement occurs – Work safe etc

Regulatory enforcement now captured as an “incident”

Class 2	Notifiable injury, illness or incident Significant Incident (See appendix A definition) Regulatory enforcement
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Definition:

Regulatory enforcement

Any formal enforcement received from a regulatory body relating to work on a Waka Kotahi worksite (eg: Fine/s, Prohibition or Improvement Notice, Sustained compliance letter, Abatement Notice etc)



New Zealand Government

Updated definitions

Appendix A

Definition of terms

For the purposes of this document, unless inconsistent with context, the following definitions apply:
(Please contact your lead Waka Kotahi representative if further clarification is required.)

Waka Kotahi worksite

Any area where work relating to the road network is being undertaken for, and under contract/agreement with, Waka Kotahi.
(Note: Includes unattended worksites and relevant areas beyond the recognised boundaries of the worksite- eg: Driving outside of a project/contract work area for work that is relevant to the project/contract, offsite assembly areas, etc)

Incident

Any unplanned and/or uncontrolled event, relating to a Waka Kotahi worksite, which put the health, safety or wellbeing of a person/persons (including members of the public) at risk.

Fatality

The death of any person as a result of harm incurred on, or in relation to, a Waka Kotahi worksite

Notifiable event and Notifiable injury, illness or incident

As defined by the Health and Safety at Work Act 2015 (See below)

Significant Incident

An incident that did not result in a fatality, but which:

- Resulted in, or had the potential to result in, life-threatening injury, injury or illness of a person
- Resulted in, or had the potential to result in, permanently disabling injury, illness or illness of a person
- Resulted in, or had the potential to result in, any other permanent life changing harm to a person
- Had the potential to result in a Notifiable Event

This includes, but should not be limited to:

- LTI, MTI and RWI's where the incident could have caused life threatening or life changing harm
- Any service strike
- Any mobile plant rollover or loss of control
- Any loss of control/crash of a work vehicle that is being driven for Waka Kotahi related work
- Any vehicle incident at a Waka Kotahi worksite that had the potential to cause significant harm to a worker
- Any acts of physical violence towards workers on a Waka Kotahi worksite

NOTE: Harm does not need to occur for an incident to be "significant".

Regulatory enforcement

Any formal enforcement received from a regulatory body relating to work on a Waka Kotahi worksite (eg: Fine/s, Prohibition or Improvement Notice, Sustained compliance letter, Abatement Notice etc)

Lost Time Injury (LTI)

An injury sustained by a worker, during work relevant to a Waka Kotahi work site, which results in at least one full shift absent from work due to the injury (does not include time travelling off site for injury diagnosis).

NOTE: A LTI sustained as a result of a Class 1 or 2 incident should be reported accordingly. A LTI should only be reported as a class 3 incident where the actual harm did not trigger class 1 or 2 classification and where there was low potential for a class 1 or 2 outcome to occur.

Restricted Work Injury (RWI)

An injury sustained by a worker, during work relevant to a Waka Kotahi work site, which has not triggered an LTI but has resulted in the worker being unfit for their normal work duties.

NOTE: A RWI sustained as a result of a Class 2 incident should be reported accordingly. A RWI should only be reported as a class 3 incident where the actual harm did not trigger class 2 classification and where there was low potential for a class 1 or 2 outcome to occur.

Medical Treatment Injury (MTI)

Treatment (other than first aid) by a medical professional of an injury sustained, or notably aggravated, during work relevant to a Waka Kotahi work site.

and/or:

Diagnosis or treatment by a medical professional of a health condition directly attributed to work on a Waka Kotahi site.

For clarity, the above does not include:

- Being seen by a medical professional for assessment only (eg: no medical treatment given/required).
- Proactive treatment provided to prevent injury or illness (where no injury/illness is suspected/present)
- Medical treatment provided to a worker for a condition that is not related to work on a Waka Kotahi worksite

NOTE: A MTI that results from a Class 2 incident will be classified as class 2 and require higher level response. A MTI should only be reported as a Class 3 incident where the actual harm does not trigger a class 2 classification and where there was low potential for a class 1 or 2 outcome to occur.

Health and Safety at Work Act 2015 definitions

Notifiable Event

A notifiable event means any of the following that arises from work (as defined legislation):

New definitions were requested by Industry and Waka Kotahi. Biggest change is around 'Significant Incident'.

Updated definitions

Significant Incident

An incident that did not result in a fatality, but which:

- Resulted in, or had the potential to result in, life-threatening injury, injuries or illness of a person
- Resulted in, or had the potential to result in, permanently disabling injury, injuries or illness of a person
- Resulted in, or had the potential to result in, any other permanent life changing harm to a person
- Had the potential to result in a Notifiable Event

This includes, but should not be limited to:

- LTI, MTI and RWI's where the incident could have caused life threatening or life changing harm
- Any service strike
- Any mobile plant roll/tip over or loss of control
- Any loss of control/crash of a work vehicle that is being driven for Waka Kotahi related work
- Any vehicle incident at a Waka Kotahi worksite that had the potential to cause significant harm to a worker
- Any acts of physical violence towards workers on a Waka Kotahi worksite

NOTE: Harm does not need to occur for an incident to be "significant".



Updated incident investigation expectations Class 1 and 2 incidents

Incident investigation (Class 1 or 2 incidents)

Supply partners are required to conduct a full root cause investigation into all class 1 and 2 incidents with written initial and final reports provided to the lead Waka Kotahi representative as soon as practicable but no later than the timeframes set out in the flowchart above.

Through in-depth investigation, the supply partner must:

1. Identify all of the factors that contributed to the incident (e.g. any organizational factors, task/environmental conditions, individual/ team actions, absent/ failed defenses etc), and,
2. Determine the root cause/s of the incident.

Once these have been determined the supply partner must:

1. In consultation with its workers- Determine and develop all necessary corrective actions (CA's) which clearly address the root cause/s (and any other relevant contributing factors) and which will prevent recurrence of the incident, and,
2. Develop a CA implementation plan which will ensure that the CA's are implemented effectively and in a timely manner.

Such a plan should include (but not be limited to):

- Assigning each CA to an appropriate person who is responsible for implementing (on time)
- Allocating manager responsibility for ensuring all CA's are actioned/closed out on time
- Ensuring all relevant policies and procedures are updated to reflect any changes made
- Ensuring all relevant workers are trained and competent in, and are able to comply with, the changes
- Setting short and medium-term reviews of all changes to ensure they are effective, and embedded
- Ensuring CA's (particularly any recently closed, overdue, and recently reviewed CA's) are periodically reported on to the lead Waka Kotahi representative

Sufficient resources must be made available as soon as possible following a class 1 or 2 incident to enable a thorough investigation to be undertaken and to ensure all essential factors are considered.

Should the supply partner consider a less formal investigation to be appropriate for a class 1 or 2 incident, acceptance of this must first be gained from the lead Waka Kotahi representative. Failure to gain acceptance will require the supply partner to conduct a full root cause investigation into the event.

Waka Kotahi may require supply partners to review the investigation findings, reinvestigate the incident, and/or rewrite a report, if not satisfied with the quality, completeness, or rational of the findings and corrective actions.



Updated incident investigation expectations Class 3 and 4 incidents

Incident investigation & reporting (Class 3 or 4 incidents)

Supply partners should investigate all Class 3 incidents, and where necessary Class 4 incidents, to determine the circumstances of the failure and ensure (so far as is reasonably practicable) that all necessary actions are implemented to prevent reoccurrence.

Where requested by a Waka Kotahi representative- a written summary of the Class 3 (or 4) investigation findings and actions are to be provided to the Waka Kotahi representative, within the requested or agreed timeframe.

As previously mentioned, it is expected that all incidents are reported according to the highest relevant class level and that an updated report is made should the incident severity increase at any stage.

Waka Kotahi may require supply partners to review and reclass incidents if not satisfied that the correct classification has been made. Waka Kotahi may also require supply partners to review the investigation findings, reinvestigate the incident, and/or rewrite a report, if not satisfied with the quality, completeness, or rational of the findings and corrective actions.



Reduced number of incident reports required for significant events (removal of preliminary report)

Currently-

A Class 1 (Significant) event requires:

1. Written initial incident report (within 72 hours)
2. Written preliminary investigation report (within 2 weeks)
3. Written final investigation report (within 2 months)

Proposed-

Investigation reporting (Class 1 or 2 incidents)

Along with any verbal notifications & updates- All Class 1 and 2 incidents will require the supply partner to provide the lead Waka Kotahi representative with:

1. A written **Initial incident report**- within 48 hours of the incident occurrence, and,
2. A written **Final investigation report**- as soon as practicable but no later than the 28th of the following month.

Reporting requirements have been reduced – more value in investigation rather than preparing initial investigation. One report has been taken away.

Specific details required for initial incident report

Based on what is known and/or reasonably assumed **at the time**- the **initial** report must include:

- Date, time, location/address of incident, and the name of project/contract
- PCBU's involved (including their relevance to the incident and the project/contract)
- Incident description
- Current indications of the harm and/or damage that has occurred (actual outcome)
- Initial indications of what could have resulted (potential outcome)
- Immediate response and actions taken on site
- Notifiable Event determination
- Confirmation (where applicable) that the scene has been held until authorised by WorkSafe
- Anticipated Incident class (as per Waka Kotahi Contractor Expectations Incident classes)
- Initial indications of what went wrong
- Confirmation that all relevant work has stopped (while the work plan/controls are being reviewed)
- Explanation of the improvements required on site to prevent the incident reoccurring
- Details regarding the work plan being updated to reflect any revised control requirements
- Details regarding the work plan being reassessed against the Hierarchy of Controls
- Details regarding the project and/or Lead contractor H&S team approving the updated work plan
- Details regarding the Engineer to Contract/MSQA (where applicable) reviewing and accepting the updated work plan
- Details regarding the updated work plan being implemented and communicated on site
- Detail of the wellbeing support and care that is being provided to those impacted by this event
- Confirmation of any investigation status and (where applicable) the level of investigation & due dates
- Confirmation of initial notification that were made and who the written initial report has been provided to

Refer **Appendix B** for a template that may be used for initial report submission to Waka Kotahi.

Stop work requirements for significant (Class 1 and 2) incidents

All related work should cease while the incident is being responded to. In the event of a class 1 or 2 incident the work should not recommence until the work plan and site arrangements have been reviewed and any improvements that are required to prevent reoccurrence of the event having been implemented (based on what is known and/or reasonably assumed at the time). Due to the significant nature of Class 1 and 2 events- Waka Kotahi expects that the lead supply partner's Health & Safety team, and Professional services provider (where applicable), are involved in the review process, including approving the reviewed plan, prior to the relevant work recommencing.

Where a class 1 or 2 incident has occurred the supply partner must also provide the lead Waka Kotahi representative with assurance that a review of the workplan and site arrangements has taken place, and that any identified improvements have been/are being implemented to prevent a reoccurrence of the event. Any such improvements are expected to be in place prior to the work recommencing.

Assurance may be provided in person/ via phone, however written confirmation must be provided to the lead Waka Kotahi representative via email and/or the initial incident report.

Safety alert required for all Class 1 and 2 incidents

Safety alerts/Lessons Learnt

It is vital that lessons learnt from incidents are communicated promptly and effectively.

All Class 1 or 2 incidents will require a safety alert and/or a [lessons](#) learnt summary to be developed as soon as practicable. These must be distributed effectively across:

- The relevant project/contract
- Within the relevant supply partner/s organisation
- To the lead Waka Kotahi representative
- To notifyhs@nzta.govt.nz

Where appropriate Waka Kotahi may also request and require a safety alert and/or a [lessons](#) learnt summary to be developed for other incident classes.

Should the supply partner believe that a safety alert/lessons learnt is not necessary for a given Class 1 or 2 event they are expected to gain acceptance of this from the lead Waka Kotahi representative. Where acceptance is not gained the safety alert/ lessons learnt summary will be required.

Waka Kotahi asked if Industry were happy to share lessons across the sector. Waka Kotahi also advised that NZTA would look to anonymise the safety alerts and redistribute.

Lead-contractor to support sub-contractor and ensure quality standards met

Sub-contractor support

Lead Contractors are required to support subcontractors (as needed) to ensure that all incidents are managed, notified, [investigated](#) and reported to the Waka Kotahi expectation standards, and in line with the Waka Kotahi subcontractor management expectations.

Should a subcontractor be unable to meet the Waka Kotahi notification, investigation and/or reporting standards, the lead contractor is expected to manage the process for the subcontractor.

In all instances the lead contractor will submit the report to Waka Kotahi and is required to ensure that all investigation and reporting standards have been met.

New Worker wellbeing section

Worker Wellbeing

Workers who are involved in, exposed to, or are otherwise impacted by an incident can suffer significant psychological harm and may require assistance with managing wellbeing post event.

Waka Kotahi expects contractors to have systems which adequately manage the wellbeing of workers, including where impacted by an incident, and to provide ongoing wellbeing support where needed.

Such systems could include (but should not be limited to):

- Providing immediate organisational support to their team members as needed (particularly important for class 1-2 incidents)
- Having a process of ensuring workers who have been impacted by an incident are fit for work prior to resuming normal work duties
- Limiting, as much as is reasonably possible, the exposure of effected persons to situations which may prevent recovery, or which may cause further psychological harm
- Providing sensitive debriefing session/s for workers impacted by a significant incident (bearing in mind that not all workers will want to talk about the event or may want to talk at a later date)
- Regularly assessing workers who have been impacted by an incident for after effect symptoms especially any indications of post-traumatic stress disorder (PTSD) (being mindful that there can sometimes be delays in the onset of symptoms of psychological harm)
- Ensuring workers/managers know how to support their colleagues
- Providing access to, and recommending use of, professional counselling services

Further detail regarding Waka Kotahi worker Wellbeing expectations can be found in section 6.4 of [The Waka Kotahi NZ Transport Agency Contractor Health and Safety Expectations Guidance for Supply Chain Partners](#).

Looking at a holistic approach to worker well-being, particularly where workers have been exposed in traumatic incidents and horrific events.

Industry raised Mates in Construction as a potential partner, Waka Kotahi meeting with them next week.

New media request and external communications requirements

Media requests and external communications

All external media enquiries about an incident should be referred to a [Waka Kotahi Media Manager](#). Any external communications should also be shared with the relevant Waka Kotahi Media Manager or Waka Kotahi Engagement and Partnerships Practice Manager.

ACTIONS (from November 2021):

ACTIONS:

	<i>Action</i>	<i>Owner</i>	<i>Action raised</i>	<i>Due Date</i>	<i>Status</i>
1	Waka Kotahi ACTION #1 – Pete to seek more clarity on Bitumen Emulsion funding within Waka Kotahi	Pete	March 2022	May 2022	Open
2	Waka Kotahi ACTION #2 – Pete to find out where Waka Kotahi are at in terms of their Sustainability policy and provide Stacy's name as the Industry contact.	Pete	March 2022	May 2022	Open

PREVIOUS ACTION POINTS STILL ONGOING:					
1	Waka Kotahi ACTION #1 Pete to look into making the OIA reports available to Industry to understand what is going on in terms of summary of complaints Leave open. Pete to check if the website FYI.org will be suffice. We don't want people to be named and shamed.	Pete C	August 2021	May 2022	Open
2	Working groups at Waka Kotahi ACTION #4 Pete and Mike to workshop the current working groups such as ILM-M, IAG, NOC CGG, MCGG at the next IAG meeting Work in progress. NOC CGG has ceased, and the Practice Area Team now look after that groups work.	Mike/Pete	August 2021	May 2022	Open
3	General Business ACTION #5 Pete to see if ILM focus group newsletter can be included in Brett's update.	Pete	August 2021	May 2022	Open
4	Emulsions ACTION#3 Jack to work through Gisborne with Stacy once the TAN is released. Update – leave this on for Waka Kotahi to come back to Industry outlining the position	Pete	May 2021	May 2022	Open
5	TTM interim notice Interim notice talked about providing an assessment to risk and looking at the cost implications. ACTION#5 Mike to follow this up and provide an update at the next meeting Leave on as it is WIP	Mike	May 2021	May 2022	Open
6	2.2 Annual Plan process and timing Ross and Rachael to add "Strategic view/long term view of resourcing to the MCGG Annual meeting at the end of the year	Rachael	March 2021	March 2022	CLOSED
7	6.1 Line marking Update – An internal discussion has been had. There is now alignment between asset management, safety, and M&O. Progressing the first draft of the lifecycle plan and now looking to implement this. Discussions with Industry will take place soon. Things are moving nicely in this space to enable us to start developing a forward works programme and an investment strategy for line marking going forward.	Jack/Claire	August 2020	May 2022	Open

