

Waka Kotahi: 2021 - IAG MEETING

Meeting Name:	Waka Kotahi Industry Advisory Group Meeting		
Date of Meeting:	19 th May 2021	Time:	9am-3pm
Meeting Chair:	Pete Connors (Waka Kotahi)	Location:	Waka Kotahi Boardroom, Chews Lane Office
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
Jonathon Doggett	Downer	Jonathon.doggett@downer.co.nz – apology
Nick Rodger	Downer	Nick.rodger@downer.co.nz – in person
Chris Edsall	Downer	chris.edsall@downer.co.nz - apology
Bevan Sandison	FH	Bevan.Sandison@fultonhogan.com - apology
Adam Humphries	FH	Adam.humphries@fultonhogan.com – in person
Gary Porteous	WSP	gary.porteous@wsp.com – in person
Sean O’Neill	Higgins	S.ONeill@higgins.co.nz – in person
Chris Kerr	HEB	chris.kerr@heb.co.nz – in person
Peter Silcock	Civil Contractors	peter@civilcontractors.co.nz - apologies
Stacy Goldsworthy	Civil Contractors	stacy@civilcontractors.co.nz – in person
Robert Tutty	Beca	Robert.tutty@beca.com – in person
Wendy Edwards	Ventia	Wendy.Edwards@broadspectrum.com - apology
Victor Hensley	Ventia	victor.hensley@ventia.com.au – apology
Dean Elder	Southroads	dean.elder@southroads.co.nz - apology
Stuart MacLeod	Southroads	stuart.macleod@southroads.co.nz – via TEAMS
Simon Bird	GHD	Simon.Bird@ghd.com – in person
Craig Pitchford	Aecom	Craig.pitchford@aecom.com – in person
Gavin O’Connor	Stantec	Gavin.oconnor@stantec.com - apology
Jack Hansby	Waka Kotahi	Jack.hansby@nzta.govt.nz – in person
Margarita Gonzalez-Borrero	Waka Kotahi	Margarita.Gonzalez-Borrero@nzta.govt.nz – in person
Jaco De Vries	Waka Kotahi	Jaco.devries@nzta.govt.nz – via TEAMS
Peter Connors (chair)	Waka Kotahi	Peter.connors@nzta.govt.nz – in person
Wayne Oldfield	Waka Kotahi	Wayne.oldfield@nzta.govt.nz - apology
Mike Manion	Waka Kotahi	Mike.manion@nzta.govt.nz – in person
Rob Campbell	Waka Kotahi	rob.campbell@nzta.govt.nz - via TEAMS
Rachael Davidson	Waka Kotahi	Rachael.davidson@nzta.govt.nz – in person

MEETING AGENDA

Topic	Lead / Time																										
Item 1 - Welcome & Safety Moment	9.00 – 9.15am Pete Connors																										
Item 2 – Wellington Alliance update	9:15am-9:30am Richard Q and Mark Owen																										
Item 3 – Waka Kotahi Updates 3.1 Call to Action update 3.2 Annual Plan & NLTP – timeframes for budgets/ programmes to be confirmed 3.3 KRA plan audit process – there is no defined process for the MMP and QMP, when can we expect this to be shared with suppliers? 3.4 OAG Workstreams update 3.5 Project Mahi Tahī – Collaboration training	9.30am – 10:30am Mike M, Pete C, Margarita, Rob C Margarita Rob C Mike M																										
MORNING TEA	10:30am-10:45am																										
Item 4 - Industry Matters 4.1 TTM planner 4.2 MMP V4	10.45am – 11:15am Stacy Adam Humphries																										
Item 5 –Emulsion discussion	11:15am-11:30am Pete C																										
Item 4 – Industry Matters continued 4.3 TTM training and competency 4.4 TTM interim notice – change to inspection activities, further guidance (COPTTM update and T&C Model rollout 4.5 Skid Extra/Over – What is Waka Kotahi expectations on risk profile on various scenarios as per table (Jack?)	11:30am-12pm Chris Kerr Adam requested																										
<table border="1"> <thead> <tr> <th>site IL</th> <th>E/O paid?</th> <th>chip imported?</th> <th>Risk</th> </tr> </thead> <tbody> <tr> <td rowspan="2">0.45</td> <td rowspan="2">Yes</td> <td>Yes</td> <td>Principal</td> </tr> <tr> <td>No</td> <td>Principal/ Contractor</td> </tr> <tr> <td rowspan="2">0.5</td> <td rowspan="2">No</td> <td>Yes</td> <td>shouldn't happen</td> </tr> <tr> <td>No</td> <td>Principal</td> </tr> <tr> <td rowspan="3">0.55</td> <td>negotiated</td> <td>yes</td> <td>Principal</td> </tr> <tr> <td>yes - 0.5 rate</td> <td>yes</td> <td></td> </tr> <tr> <td>yes - 0.5 rate</td> <td>no</td> <td></td> </tr> </tbody> </table>	site IL	E/O paid?	chip imported?	Risk	0.45	Yes	Yes	Principal	No	Principal/ Contractor	0.5	No	Yes	shouldn't happen	No	Principal	0.55	negotiated	yes	Principal	yes - 0.5 rate	yes		yes - 0.5 rate	no		
site IL	E/O paid?	chip imported?	Risk																								
0.45	Yes	Yes	Principal																								
		No	Principal/ Contractor																								
0.5	No	Yes	shouldn't happen																								
		No	Principal																								
0.55	negotiated	yes	Principal																								
	yes - 0.5 rate	yes																									
	yes - 0.5 rate	no																									
LUNCH	12.00pm – 12:30pm																										
Item 6 – EPPP rollout	12:30pm-12:45pm Paul Bagg and Hannah Thompson																										
Item 7 – PCDAR 7.1 How the process is going, discussion on timeframes and report format	12:45pm-1:15pm Pete McDonald																										
Item 8 – CMT/Board level refresh update 8.1 NOC Governance specification implementation progress	1:15pm-1:30pm Pete C																										
Item 9 – Quality – Z1 rollout 9.1 Z1 rollout 9.2 Quality Assurance	2pm Johan Rivas, Janice Brass & Donald McRae Mike M																										
Item 10 – Procurement update 10.1 Gisborne, others?	1:45pm-2pm Jaco De Vries																										
Item 11 General Business	2pm-2:15pm																										

11.1 Update from ILM-M Focus Groups by group leads	
Item 12 Review previous actions	2:15pm-3:00pm

Date of next meeting: Wednesday 4th August 2021
Location: Waka Kotahi Chews Lane Boardroom

Future Meeting dates for 2021:
10th November 2021

May 2021 MEETING MINUTES

1. Welcome and Safety moment

Welcome to Craig Pitchford from Aecom, Nick Rodger from Downer and Nick Jones from Ventia (online)

A lot going on in recent times with the Call to Action, the Annual Plan, PCDAR and the KRA booklets. Thank you to Industry, it's been a difficult time, its been time consuming but we appreciate all the effort from your teams.

Safety Moment

It is road safety week this week, and it is very sad that there was a fatality of a worker last week. A Fulton Hogan employee died at work last week in an accident on the Waikato expressway. It is currently being investigated but the worker stepped out of a truck and was collected by a vehicle. This is very devastating for the family, clearly for the team involved and Fulton Hogan. It highlights the importance of road safety and the criticality of the work we do to not only improve the road safety for all users in New Zealand but also for our own staff and supply chain who do very high risk work every day and who's lives can change in a minute.

There was another worker loss of life from our local roads after they were hit by a train.

These two incidents were on the same day.

Industry's preference is to remove live traffic from as many activities as possible. COPTTM guidance needs to come out, but there is an Industry that needs to be trained on risk and risk management. Massive piece of work to upskill Industry and there needs to be a coordinated approach.

Fulton Hogan are going with ESTOP

https://www.fultonhogansigns.co.nz/wp-content/uploads/2015/05/eSTOP-Traffic-Lights_FLYER-V4.pdf

Other groups should be looking at mandating that.

What are people out there doing sand circles?

There is technology out there to do it quicker and better and the risk profile is lower. This is about people out on the network, on foot and doing activities. We need to find better engineering solutions.

You don't know how public are going to respond out on the network and at community meetings. Craig had some team members go to an open day at Hutt City and there were some really angry people. There is work going on internally in Aecom to support people who have to go out and front open days in future.

Waka Kotahi are rolling out the Speed Management programme and doing consultation with SH75. There is anger in the community about the proposal. The Speed team are all female staff members and they have asked for a male staff member to attend those meetings. Security is also getting looked at for these drop-in community meetings.

2. Wellington Alliance Update

Welcome Mark Owen and Richard Quinn.

Still going through rationalising, the feedback, and how the model might land internally. Until that is sorted, they are not ready to go external yet.

Once that stage has been sorted, they will then look to do registration of interest.

There is an internal workshop today around what the Alliance will mean for them.

Couple of weeks behind at the moment.

How do they pull the components together? Currently they have the Waka Kotahi team (not clear on how many of them will or wont go into the Alliance), a large contractor for the building and delivery part of it, the consulting and network skillset part, specialised providers for core functions and then they want to include a healthy market. The team want to learn from ASM and make sure there

is a cohesive team that is going to deliver what is needed for Wellington.

The Alliance includes Greater Wellington Region plus the 10km that is managed up until the 57 junctions.

There will be significant network changes with all the builds that are happening.

There will be technological changes and environmental changes. There is multi modal to be considered.

There were two stages of market sounding. One was the face to face interactions in July and the other was the letter.

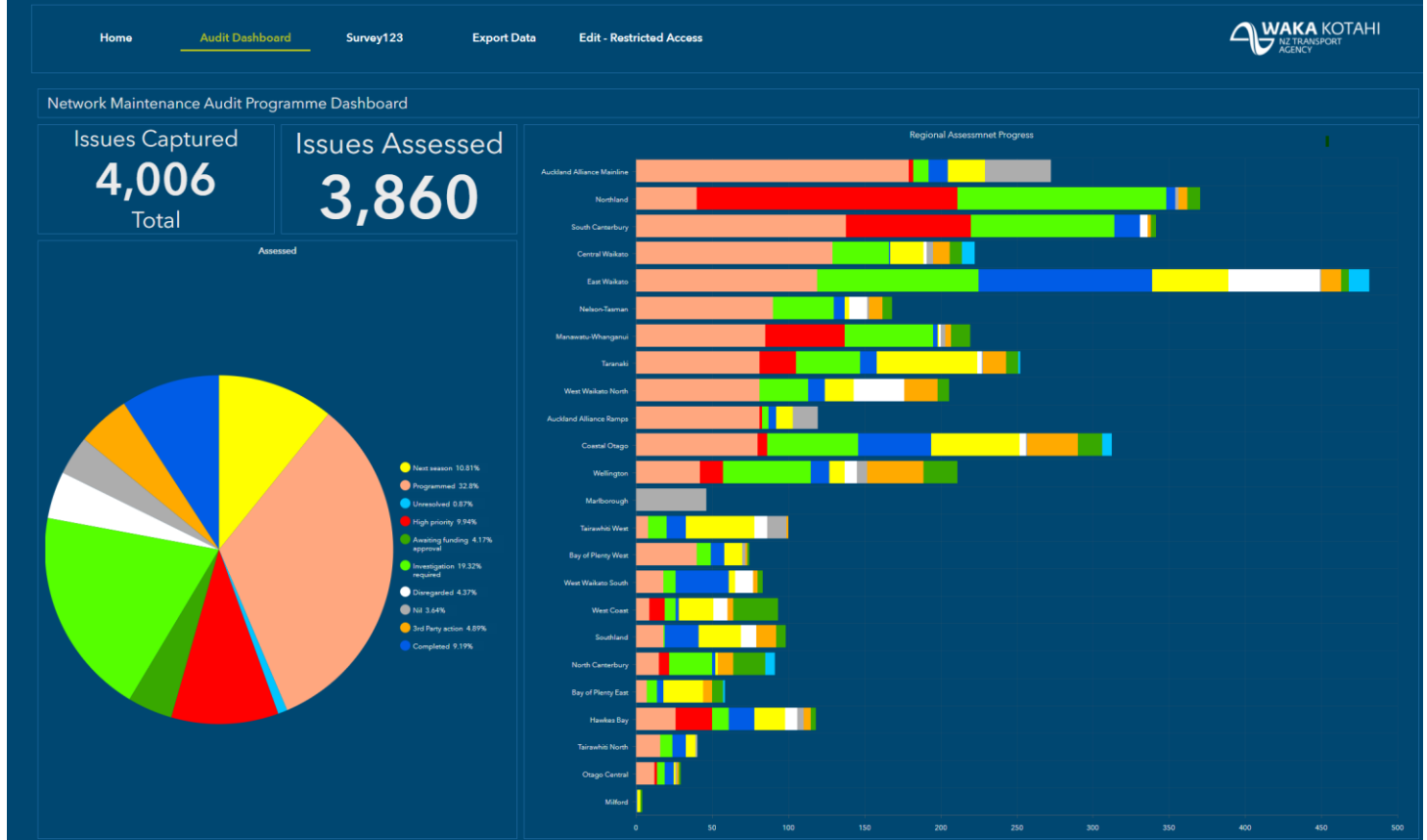
A few suppliers were left confused after the letters around whether professional services were separate or joined? Waka Kotahi have taken this feedback on and this is what they are debating internally.

Timeframe to hear outcome for Procurement part 1? – Aiming for early June.

1st July 2022 the contract will be in place. The answer for preferred supplier will need to be by Xmas.

Item 3 – Waka Kotahi Update

3.1 Call to Action update



Over 4,000 faults were logged following the recent highway inspection by our maintenance teams. These have now been assessed, prioritised and triaged by our Contract Management Teams to determine how we will address these issues.

Thanks to the collaborative effort of our teams and suppliers across each Network Outcomes Contracts (NOC) region who acted promptly to carry out this inspection of the entire highway network - this was completed late April, using data collected from a network-wide drive-over in March. From this analysis, our regional teams have assessed the defects identified, allocated them into various categories and for the high priority sites, additional funding was allocated in order to complete the most urgent pavement works before winter sets in. Our maintenance contracts teams have worked at pace to complete these tasks in a short timeframe, with regular industry liaison meetings being held to keep our suppliers fully briefed.

The next phase is to finalise the programme of work based on the analysed data and progress the pre-winter pavement and surfacing works. The remaining sites and activities will be programmed accordingly for each of the NOC regions. We will also work proactively to produce communications for our external stakeholders leading into winter, providing them with timeframes and outlining key maintenance messages. I'd like to reiterate my appreciation for the effort each workstream has put into the call to action so far, working alongside suppliers. This work is integral to ensuring our state highways are kept safe and resilient for our travelling

The workstreams update:

- **Network Awareness – Mike Manion/Peter Connors.** This work stream is now over and that was finding out what issues were out there and then trying to go and triage them. From the graph, white is what has been disregarded. They are issues that aren't really OPM defects and not going to offend our customers. Blue is completed. Currently sitting at just over 9%. Big challenge is the peach and red colour on the graph. They are programmed work and high priority things that we really want to get on with sorting out.
- **Programme Delivery – Rob Campbell.** Funds have been applied for and allocated for sites that were principals' risk. There was an assessment process for this. \$4M was set aside for this. \$3.6M has been allocated straight away. There were a few things that we improvements that Waka Kotahi simply couldn't fund through that work category. Concerns were raised about pavement works being done out of season so there was a caveat around "to be sure that you can do a good job around this at this time of year". Still a small opportunity for small things that might pop up, so bring those to the APMT (Annual Plan Moderation Team) and they will review.

- Contract Review – Mike Manion. Why did we get to this stage? Why did we have all these issues on the network that were upsetting to customers? This is a process that Michael Kwok is starting off. There will be interviews with suppliers around this review. It would be good if Programme and Planning piece was included in the review. Timeframe on this? – looking at 3 months. Lessons learnt to be shared, affordability to be looked at so that improvements can be made on the next NOC.

Industry raised that inspections were subjective. Some NOCs didn't invite the supplier to be involved. Waka Kotahi advised that instructions advised were that this should be done jointly with Waka Kotahi and supplier collaboratively.

Industry also raised that we shouldn't forget that we had a lockdown last year and we weren't able to do pavement repairs for 5-6 weeks. So that should be considered as part of the why when looking at the bigger picture.

Some networks haven't finished the triaging of the issues and resolving them. Refer to the graph above.

Thanks everyone for your work on Call to Action!

3.4 OAG workstreams update

These recommendation's need to be looked at over the next 3-year period.

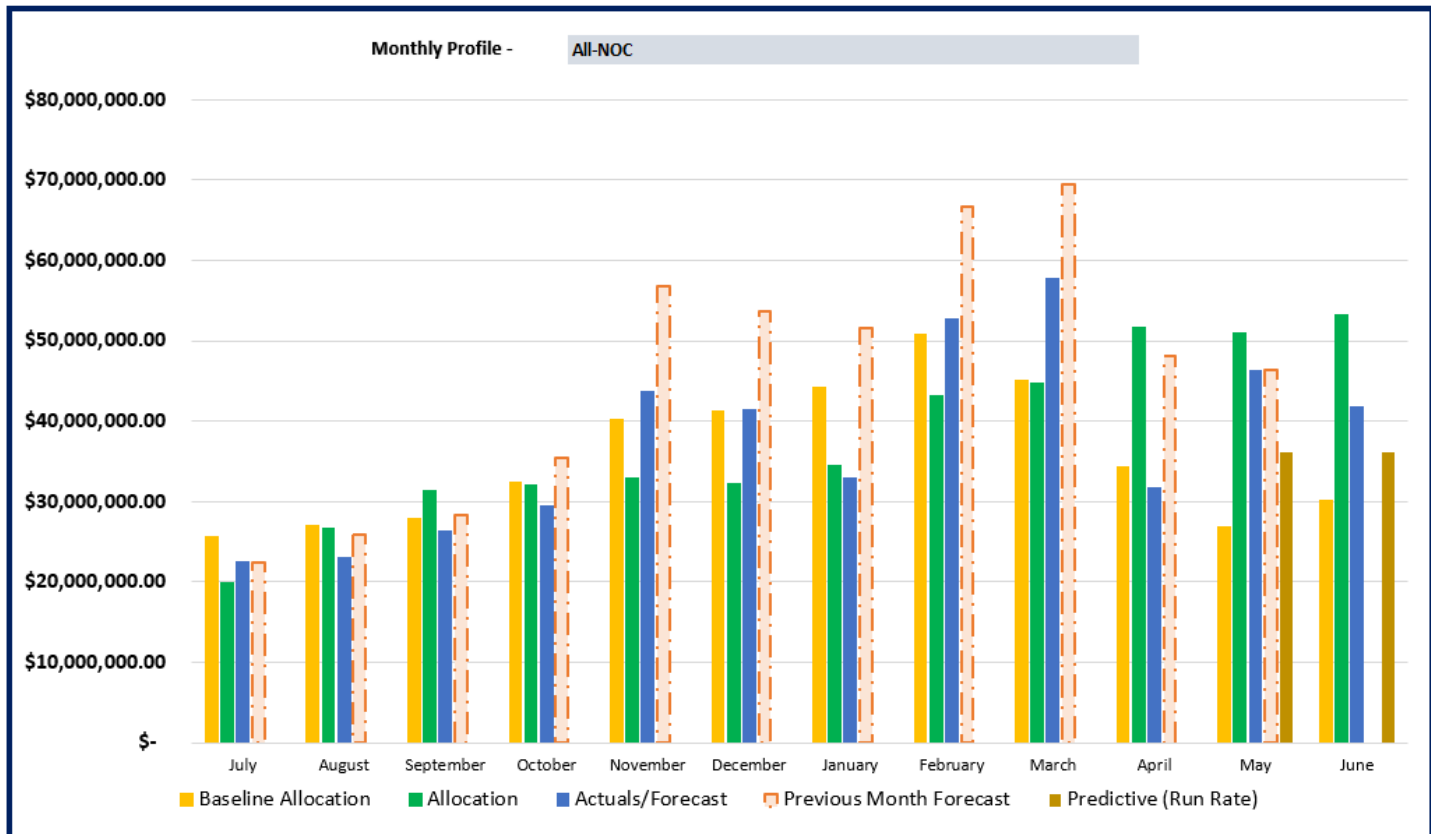
MCGG are tasked with monitoring the progress and how these workstreams are tracking. The workstreams are tracking on target with the plans.

1. OAG Recommendation #1 Monitor and report on the outcomes and benefits achieved from the Network Outcomes Contracts to help it ensure that the contracts are effectively and efficiently supporting the Agency in achieving safe, resilient, and reliable state highways – Margarita. This is mainly the KRA outcomes.
2. OAG Recommendation #2 Identify, mitigate, monitor, and report on the strategic risks from maintaining the state highway network to reduce the likelihood of those risks affecting the safety, reliability, and resilience of state highways – This was Jack Hansby but is now replaced with Barry Wright who is has Chief Engineer Role in Programming and Standards.
3. OAG Recommendation #3 Review the roles and delegations of the parties involved in the Network Outcomes Contracts to ensure that they are clear and support collaborative processes between the Agency and suppliers – Mike M. This around Collaboration. The ILM-M Collaboration is a big part of this workstream.
4. OAG Recommendation #4 Measure, assess, and report its own performance in supporting the Network Outcomes Contracts, as intended, so it can identify opportunities to improve and be held to account for its own performance – Margarita. A plan in place to add more resource here.

This group/workstreams report up to ELT on a quarterly basis on progress.

Local Government all produce a benchmarking report, will Waka Kotahi be doing the same? Yes. Waka Kotahi are working with REG and will be producing a report. A few things are being checked to make sure we can be measured. Aiming to have the report published in August 2021.

3.2 Annual Plan and NLTP – timeframes for budget/programmes to be confirmed



Key message is we are keen to understand how are we getting forecasts so wrong? What do we need to do to make sure we have more confidence in our forecasting?

We are close to the top of the GPS (which is the maximum amount that Waka Kotahi Boards can legally spend) on the current forecast.

The challenge for 21/24 is that we need to be a lot better at forecasting.

Some regions have advised that they haven't delivered their programme fully, so they won't spend their allocated funds.

Industry asked if there were any Networks that were consistently good at forecasting, and if so, could some tips and tricks/lessons learnt be shared with everyone. If you want to know who is doing a good job, you can get in touch with Margarita.

If forecasting is leading to poor Network Condition – then it could potentially be added to Mike's review.

AP/NLTP – there is a planning issue. Should be getting forecasting right all the time and not just in the final year.

Each NOC had the opportunity to be given \$50k to spend on customer focussed improvements. Only 17% has been spent.

Why hasn't it been used? After a few of the Board meetings recently, a whole lot of requests have come through for this. Hopefully its resonated to use these funds as there is only 6 weeks left of the financial year.

NLTP

Moderation detailed timeline

<https://www.nzta.govt.nz/assets/Highways-Information-Portal/Processes/Strategic-activity-management/Annual-planning/Annual-planning-docs/SM018-Three-Year-Plan-Instructions-Manual-2021-24-Addendum-B-Moderation-Process.pdf>

It is encouraged for suppliers to start designs for Year 1.

Are Industry confident you have programmed the works in a way that is achievable? How are you going to resource this 30% increase?

Industry mentioned it is important that once there is a 3-year budget, that there is flexibility to move things around particularly if there is a spike in Year 1 and 2 and a lull in Year 3.

Waka Kotahi are wanting better utilisation of Industry's resources. There is opportunity for all parties here to look at this collaboratively.

The customer issues suggest we need to do more in terms of pavements and surfacing. The lump sum from the contract suggests we need to more pavements and surfacing to mitigate risk. As best we can, we should agree to the quantity, but it just comes down to the cost to deliver that quantity.

There are opportunities in this programme to deliver it faster and for the right cost and get the right outcome.

3.3 KRA plan audit process – there is no defined process for the MMP and QMP, when can we expect this to be shared with suppliers?

CMT have taken ownership and are empowered. They are aligned and its been a promising start.

The MMP and the QMP – Waka Kotahi has only ever asked for what is required in the contract. Waka Kotahi will aim to look at the things that are important for the period that they are looking at. The reason why Waka Kotahi were interested in knowing your MMP effectiveness measures and the QMP renewal plans was because at that point in time, those were the things that were important to Waka Kotahi to ensure that they got the right outcome in terms of what they were delivering and how they were managing the network.

The assessment was basic. Is the information there or not?

One improvement is that the CMT can invite the Asset Investment Advisors so they can explain the reason of why they have reached the decisions that they have reached.

One thing that will be introduced into the Framework is that Waka Kotahi will let the regions know what they will be asking for at the beginning of the quarter.

Quarter 4

- MMP – Maintenance effective measures. One is around your Maintenance intervention strategy. Probably going to ask suppliers to provide those measures similar to the MMP effectiveness measures.
- Interested in the MPVs that will be provided for the rehabs for the 2021/22. Waka Kotahi want to assess the treatments that are getting put up as part of the MPVs and make the connection between the maintenance intervention strategy and the MPV process.
- QMP – All about continuous improvement. What are you going to do to improve on the performance of the results that Waka Kotahi have seen from the PCDAR to improve the outcomes so a) Industry are not carrying at higher liability and b) our customers and Waka Kotahi get a better outcome in terms of delivery.

Jack's team are meeting on the 20th May to agree on the above measures.

These will be officially communicated early the week of 24th May 2021.

3.5 Project Mahi Tahi Collaboration training

ILM- M Collaboration Focus Group

Working together to achieve things that we cannot do on our own

- Mahi Tahi – Working together
- Delivered by Peta Brown
- Equipping teams with the skills to collaborate better
- Initial Training
- Projects
- Ongoing check-in / mentoring
- Targeted training

Tour Dates

Northland 19th May

South Canterbury 2nd June

Coastal Otago 3rd June

BOP East 9th June

BOP West 10th June

Southland 16th June

Central Otago 17th June

Gisborne 23rd June

Hawkes Bay 24th June

West Coast 30th June

Manawatu 7th July

Wellington 8th July

West Waikato 28th July

East Waikato 29th July

Nelson 4th August

Marlborough 5th August

Central Waikato 11th August

North Canterbury 18th August

Taranaki 25th August

Item 4 – Industry Matters

4.1 TTM planner

New planner requirements came into place 1st May 2021. At that time 151/953 had gone through and got qualified. Industry indicated that they would need 250-300 planners to still function.

Currently there are 170 qualified to the system. There will start to be delays in the not too distant future. This will create a whole lot of pressure; it will become a paper exercise in signing off things. There is short term risk to the programme. It is taking 8 weeks for a TMP to get approved. There is a behaviour that could get generated because of this - things just getting signed off to keep things moving. So effectively there would be no change in behaviour.

Industry don't think bringing this new requirement in was appropriate until the training and the system has been set up correctly. There should be a prerequisite before you attend the TTM planner course.

There is a two-day course to complete the assessment.

The RCA forum's response is that the bottom of the North Island would not be implementing the requirements. Their opinion was 30% of the work that was done would require that level of planning but the other 70% didn't. There are inconsistencies with some RCAs adopting this change and some not.

There is a small working group that will look at what a 2-tier system would look like and the decision making around the level of planning. The group includes Stacy, Gary P(ASM), Neil G(WK), Danny W(WK), Anthony (WK), John Bailey (WK), Damian (FH), Betty (My traffic), Charles, Peter and Eugene from RC network and Tom Kittle (AT).

This group are meeting next on 2nd June 2021.

Worksafe are developing a guideline and taken on feedback from a 2-day workshop with Industry. Something will be ready by the end of the year that will go out for general consultation.

Industries recommendation would be to sort out the process first, then get onto training and competency.

Waka Kotahi have employed a change manager – John Bailey.

How do we bring this back to, we have existing Maintenance contracts and existing programmes of work? How do make sure for the upcoming renewals that we are aligned? Is there anything that needs to change from where the CMTs are concerned? Once we get an updated guidance, an updated COPTTM and work safe have issued their document we will have a bit better idea of how that is implemented in the contract space.

We need to raise the bar. Does there need to be a step change?

We should be addressing risk. Need to go back to the fundamentals/ a career and a pathway.

ACTION#1 Mike M to take TTM planner conversation back internally and speak with John Bailey, Neil Greaves and Danny Wood and then raise it up with Wayne about how we make this work. Industry would like the new requirements to put on hold, have an extended date and to continue with the previous model. This needs to be put in a project state and have some key milestones and have some deliverables. The underlying issue is there is no process to train people to, and the competency model needs to be put on hold until roles and responsibilities have been sorted out.

4.2 MMP V4

Adam sent an email to Jack and Mike last week. Frustration around waiting for formal approval of MMP.

How do Industry update MMP? Who do Industry talk to? Last update was July 2020. Adam provided a register of changes.

ACTION#2 Jack H to follow up with his team and provide Adam with an answer asap. Rachael to add to the August agenda to ensure this has happened.

Item 5 – Emulsions discussion

Change to Emulsions will happen. TAN is being prepared and it will come into the next NLTP 24/27. The TAN hasn't been fully agreed. Advice on logistics/roll out is coming

Most Port terminals have emulsion plants.

In terms of Gisborne – What is the best way for Waka Kotahi to start to signal in contracts going forward about the roll out in 2024?

How do we ensure that there is a smooth integration for Gisborne? Easiest way is to just make it Emulsion from the start or state from this date in 2024 that it has to be Emulsion.

ACTION#3 Jack to work through Gisborne with Stacy once the TAN is released.

4.3 TTM training and competency

Industry have come up with a training and competency framework which is unit standard based. It accepts the role that Waka Kotahi have which is minimum standards only and takes their warrant card process and the minimal training that is being proposed and joins in with the training and competency that Industry have worked on. This has been developed into training packages with some costs and time around that. Industry have a training provider that they are working with. More than likely going to roll this training into ASM as a best practice model.

Industry are looking to make sure that all Tier 1's is familiar with this. Industry are seeking an opinion from Waka Kotahi on PCBU position.

HEB are reasonably close to framing up an apprenticeship for Traffic Management.

Next discussion that needs to be had is around the warrant system. How that works and would Waka Kotahi recognise a certificate in Traffic management based on unit standards and a complete skill set?

At the moment Waka Kotahi have proposed that Unit Standards are not required for you to get your warrant.

Does the training framework from Waka Kotahi need to be parked that is getting rolled out and work together with Industry?

ACTION#4 Industry need to present this training package to Waka Kotahi. ILM-M group are looking at this.

4.4 TTM interim notice – change to inspection activities, further guidance (COPTTM update and T&C Model rollout).

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

4.5 SKID extra/over – what is Waka Kotahi expectation on risk profile on various scenarios as per table

site IL	E/O paid?	chip imported?	Risk
---------	-----------	----------------	------

0.45	Yes	Yes	Principal
		No	Principal/ Contractor
0.5	No	Yes	shouldn't happen
		No	Principal
0.55	negotiated	yes	Principal
	yes - 0.5 rate	yes	
	yes - 0.5 rate	no	

Adam wants to make sure that there is alignment at a National level on the interpretation on where the risk lies for the different scenarios.

The intent was that suppliers needed to show Waka Kotahi how you could achieve the 0.45 and interested in the aggregate sources that you will be using.

Irrespective if it was imported or not. Waka Kotahi's expectation was that suppliers had identified those quarries where they believed that chip would meet the performance requirements. The quarry risk is back on the contractor.

Waka Kotahi have the requirement now to measure performance and have the aggregate tool (which all Industry has access to now).

Waka Kotahi are not getting the performance that they expected out of what they put up in their contracts.

There is different interpretation on the E/O.

Robert Tutty to send through information to Jack about issues he has had with changing the IL and putting things in the SKID change bucket and then not hearing anything back. This dates back to 2018. Jack will follow up with this for Robert.

If there is any particular area/section of concern with the High-Speed Data – this is something that Waka Kotahi can look into, then please contact Margarita about this.

Item 6 – EPPP rollout

Improving Highway Emergency Response – EPPP Template

To respond to incidents and emergencies consistently with clear accountability, expectations, plans, roles and skills that fulfil our obligations as a central government agency and a lifeline utility.

WHY?

- We were asked to establish whether the existing EPPP template aligned with NOC3
- Whilst assessing this alignment, it was identified that the current template did not currently align with best practice, CIMS 3rd edition or NZTA's most up-to-date emergency response framework/s
- It has not been properly reviewed since 2015 and this provided an opportunity to ensure it was fit for purpose
- A lot has happened in the past five years that have led us to review how we can do things better and these essential learnings needed to be reflected in the EPPP

EPPP Template changes

Section	Change	Reason
Acronyms	Addition of new acronyms and deletion of old	Update to current practice
Section 1.1 – Document Distribution	Change of names	Alignment with current terminology
Section 1.3 – Documents	Added 3 Highway EM documents	Update to current practice
Section 4.1 – Contract Plan	Delete 2 words	Alignment with current terminology
Section 4.2 – Purpose	Changes and deletion	Sharpen the purpose and alignment
Section 4.3 – Scope	Delete Civil Defence Emergencies	No such thing
Section 4.5 – Incident Response Management	New section added	Update to current practice
Section 4.6 – CIMS	Section rewritten	Alignment with CIMS 3 rd Edition and NZTA EM arrangements

Section 6 – Roles & Responsibilities	Parts rewritten	Alignment with CIMS 3rd Edition and NZTA EM arrangements
Section 11 – Event Escalation Process	Section rewritten	Alignment with NZTA EM arrangements

There are no material cost implications, this is just tidying up terminology.

If you have any feedback send this directly to Paul Bagg Paul.Bagg@nzta.govt.nz

Rachael will send out released document next week to Industry for review.

Item 7 – PCDAR

This is starting to see some life. FH have sent through some PCDAR info to Pete McDonald, and Pete has also reviewed some Downer – South Canterbury info, that is all that has been seen to date.

Pete McDonald is happy look at and to provide feedback on what you have currently and answer any questions, make sure that you cc in your MCM.

Industry raised that there is a lot of work involved in this process. There is a huge backlog for the older NOCs.

Anything around risk transfer is information that should've been sorted up front so that it was noted as a risk and it was either accepted/agreed by the appropriate delegated person, then that can be set up in the tracker, in the risk register and it gets removed from the PCDAR consideration.

Item 8 – CMT Board Refresh

New specification for the CMT and the refresh of the Board.

Higgins have completed this refresh

Downers are having the 5 combined boards refresh 25th June

West link used Peta Brown

Waka Kotahi want to empower the CMT. We are already seeing a refreshing approach.

Fulton Hogan combined refresh – date tbc

Item 10 – Procurement

Gisborne NOC is at the planning and resourcing stage. Robust workshop had last week with the local team. Key decisions in the next couple of weeks would be lessons learnt and risk registers etc from some of the things that have been picked up from West Waikato.

Timing around go to market will be discussed at the MCGG meeting in June about whether Waka Kotahi want to look at early next year instead of the end of this year. Target 3rd week of January

Stellar helping with programme documentation and go to market info.

At this stage SH/Local roads are going to be separate but will be discussed at MCGG meeting.

SH network contract kicks off 1st July 2022. Needs to have a crisp tender programme and a crisp transition programme.

Item 11 – General Business

Medium side barriers

The impact of the Safer Networks treatments particularly around medium and side barriers and the cost implications to contractors.

These are being picked up at Measure and Value

Who is signing off on pricing requests? MCMs

Is there a significant increase? No

There is a change in methodology and that is now being priced. Who is claiming what?

ACTION#7 Industry to let Rachael know the TTM costs/Additional cost to do medium and side barriers so that Jack can look at and try and get some consistency on how this is being applied.

ACTION#8 An internal discussion between Mike, Jack and Pete needs to be had on Asset Growth

ILM-M leads update

Collaboration Focus Group

Sponsor – David Simpson

Current actions:

- Undertook Collaboration survey 2020
- Appointed collaborations trainer / coach 2021
- Mahi Tahi training

Innovation Focus Group

Sponsor – Wayne Oldfield

Current actions:

- Define innovation & what good innovation looks like

Innovation definition developed

- Create a mechanism for industry to access innovation funding

Awaiting wider Waka Kotahi initiative

- Create a framework that encourages sharing of innovations

NOC Innovation Award

- Make recommendations on changes to NOC model

Innovation KPI drafted – with Performance Team

People Focus Group

Sponsor – Craig West

Current actions:

Key Implementation of initiatives

- Little GEM awards
- Recognition and reward of good work done
- CCNZ EPIC Campaign – Maintenance Focus
- Work life balance calendarization and Wellness training

Safety Focus Group

Sponsor – Bevan Sandison

Current actions:

- Building a safety culture with visible leadership
- Improving safety and engagement quality
- Applying safety design early

Sustainability Focus Group

Sponsor – Cara Lauder

Current actions:

- Living wage into contracts
- Pest Management
- Working with Waterways teams – culverts, fish passage etc

Systems Focus Group

Sponsor – Gavin O'Connor

Current actions:

- Asset Data Management System
- TTM auditing tool
- AP
- SKID tool

Juno is being looked at for drainage. Jack to give an update at the next meeting.

Each lead to a provide a slide at the next meeting

ACTION #6 Adam to send the Innovation booklet out to the IAG group.

Item 9 – Quality Z1 rollout

Background

- Infrastructure Improvement Projects (IIP) premature pavement failures – (2012)
- Pilot of “Quality Right – No Defects” for pavements (2016)
- IIP premature failures continue - Ngaruawahia, Te Rapa, Eastern Taupo Arterial, M2PP (2017 onwards)
- Review of State Highway Pavement Delivery System (2020)
- Overhaul of Waka Kotahi’s Quality Assurance requirements for IIP’s (contractors and consultants) - Z/1 (2020)
- Overhaul of Waka Kotahi’s Inspection sampling and testing requirements for IIP’s - Z/8 (2020)
- Addition of Waka Kotahi’s Quality Assurance expectations for Maintenance & Operations (M&O) – Z/1 (2021)
-

Review of State Highway Pavement Delivery (2020)

6. **Quality Assurance:** Extend Quality Right processes, complemented with mitigated risk evaluation, as an end to end process through all pavement delivery phases and apply Quality Right as a highly preferred assurance discipline to include both new projects and rehabilitated pavements (i.e. NOC contracts).

7. **Quality Assurance:** Review and incorporate the findings of Austroads “Review of the Delivery of Quality Assurance in Road Construction (2019)” to strengthen and extend Quality Right with particular emphasis on real time QC information and control action.

Objectives

- Integrating Austroads Project Delivery best practice guidance

- Aligning Waka Kotahi Quality Management System with current ISO9001 (2016)
- Rationalizing and simplifying existing client QA minimum requirements
- Endorsing “Quality Right” pavement delivery principles, and making it a minimum requirement applicable to all assets
- Separating contract requirements from technical/ minimum requirements
- Establishing objective QA metrics

Principles

- Think carrot, not stick
- Full asset lifecycle – WoL costs
- Bring Quality to front of mind – as important as Time and Cost
- Collaborative quality assurance (QA) planning
- Using existing systems, processes and tools where possible
- Enabling continual improvement
- Reducing rework saves money
- Make QA easy to understand and implement
- Make QA easy to measure

Common across IIP and M&O Quality Management Plans (Z/1)

- Aligned with ISO9001 (2016)
- Defined roles and responsibilities
- Collaboration between all parties
- Monthly quality meetings
- Inspection, sampling, testing and independent monitoring
- Real-time visibility of test data for all parties concurrently
- Progressive close-out of works
- Performance measurement

Spreading the word

- Publication of Z/1 (2021) via normal Waka Kotahi communication channels (HIP/ TAN)
- Internal training - Waka Kotahi maintenance, network, and contract/ project managers: to enable the client team to articulate the quality assurance minimum requirements to their respective suppliers
- External communication - supply chain boards/ organisations: to inform the supply chain of what Waka Kotahi’s quality assurance minimum requirements are
- External communication - supply chain teams, Waka Kotahi IIP/ M&O leads, local body RCA representatives, regional IIP/ M&O supply chain representatives: to inform the supply chain of how Waka Kotahi’s quality assurance minimum requirements will be implemented

Key QA messages

- QA messaging applicable to IIP’s and M&O activities:
 - Asset lifecycle management – WoL costs
 - Improving customer offering – best for asset, not best for project
 - Reducing rework saves money
 - Enable continual improvement
 - Collaboration

Industry provided feedback after the last IAG meeting in March.

Industry have asked to see the revised document before its released.

Donald will send Rachael a copy of the document before its released to share. This should be in a few weeks’ time.

ACTIONS (from May 2021 meeting):

ACTIONS:

	<i>Action</i>	<i>Owner</i>	<i>Action raised</i>	<i>Due Date</i>	<i>Status</i>
1	TTM planner ACTION#1 Mike M to take TTM planner conversation back internally and speak with John Bailey, Neil Greaves and Danny Wood and then raise it up with Wayne about how we make this work. Industry	Mike	May 2021	August 2021	

	would like the new requirements to put on hold, have an extended date and to continue with the previous model. This needs to be put in a project state and have some key milestones and have some deliverables. The underlying issue is there is no process to train people to, and the competency model needs to be put on hold until roles and responsibilities have been sorted out.				
2	MMP V4 ACTION#2 Jack H to follow up with his team and provide Adam with an answer asap. Rachael to add to the August agenda to ensure this has happened.	Jack/Rachael	May 2021	August 2021	
3	Emulsions ACTION#3 Jack to work through Gisborne with Stacy once the TAN is released.	Jack/Stacy	May 2021	August 2021	
4	TTM Training and Competency ACTION#4 Industry need to present this training package to Waka Kotahi. ILM-M group are looking at this.	Industry	May 2021	August 2021	
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	Mike	May 2021	August 2021	
6	ILM-M Focus groups ACTION #6 Adam to send the Innovation booklet out to the IAG group.	Adam	May 2021	August 2021	
7	Medium Side Barriers ACTION#7 Industry to let Rachael know the TTM costs/Additional cost to do medium and side barriers so that Jack can look at and try and get some consistency on how this is being applied. ACTION#8 An internal discussion between Mike, Jack and Pete needs to be had on Asset Growth	Industry/Mike/Jack and Pete	May 2021	August 2021	
PREVIOUS ACTION POINTS STILL ONGOING:					
1	2.4 MCGG (Maintenance Contract Governance Group) Annual workshop IAG members to send nominations to Rachael so we can send out an invite. Rachael has chased everyone up	CLOSED			
2	3.1 Wellington SH Network – Delivery Model Jack H to send Richard, Rob, Steve and Mark the Victoria Governance Alliance paper and provide a contact that can talk about best practices across Australia.	CLOSED			

3	<p>4.2 M10 2020 specification Mike M to check internally Waka Kotahi position and provide clarity and expectation on new spec to Industry. Old contracts vs new contracts. This is being addressed on a case by case basis</p>	CLOSED			
4	<p>2.2 Annual Plan process and timing Waka Kotahi need to speak to supply chain around any increase in requirements for sealing chip etc</p>	CLOSED			
5	<p>2.2 Annual Plan process and timing Waka Kotahi need to speak to supply chain around any increase in requirements for sealing chip etc This was a supply chain discussion.</p>	CLOSED			
6	<p>2.2 Annual Plan process and timing Rob to add "Strategic view/long term view of resourcing to the MCGG Annual meeting in September.</p>	Rob	March 2021	August 2021	Open
7	<p>6.1 ILM-M focus groups Going forward, all ILM-M focus group leads to give an update at each IAG meeting</p>	ILM-M Focus Group leads/Rachael	March 2021	August 2021	Open
8	<p>Bitumen and Emulsions TAN will be issued soon. Provide an update at the next meeting.</p>	Pete	March 2021	August 2021	Open
9	<p>Moving to a lump sum arrangement for the additional TTM costs post the 2018 changes. Mike is trying to tidy up the current guidance on day works. Letters have been sent to each network. Need stability from a cost perspective. This is where it sits, then we can assess other changes are they come.</p>	Chris/Stacy/Gary and Mike	November 2020	August 2021	
10	<p>6.1 Line marking Mike has had a brief discussion with David Adams. Mike will get a team together (Sean O'Neil, Adam Humphries and someone from Downer) to look at problems associated with pavement marking within the contracts and how we develop decent strategies going forward and get this moving before Xmas. Mike M to share learnings from East Waikato</p> <p>Jack has engaged a consultant to help here</p>	Jack/Claire	August 2020	August 2021	

