

Waka Kotahi: 2022 - IAG MEETING

Meeting Name:	Waka Kotahi Industry Advisory Group Meeting		
Date of Meeting:	9 November 2022	Time:	9am-3:30pm
Meeting Chair:	Pete Connors (Waka Kotahi)	Location:	AREA EVENTS 1 O'Reily Avenue, Wellington Room - East Precinct
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 – in person
Jonathon Doggett	Downer	Jonathon.Doggett@downer.co.nz (ALTERNATE)
Bevan Sandison	FH	Bevan.Sandison@fultonhogan.com (ALTERNATE)
Adam Humphries	FH	Adam.humphries@fultonhogan.com – in person
Gary Porteous	WSP	gary.porteous@wsp.com - Apologies
Michael Darnell	WSP	mike.darnell@wsp.com - online
Sean O'Neill	Higgins	S.ONeill@higgins.co.nz - Apologies
Tracy Ten Hove	Higgins	t.tenhove@higgins.co.nz - in person
Chris Kerr	HEB	chris.kerr@heb.co.nz - Apologies
Rob Sharp	HEB	rob.sharp@heb.co.nz (ALTERNATE) - in person
Stacy Goldsworthy	Civil Contractors	stacy@civilcontractors.co.nz online
Robert Tutty	Beca	Robert.tutty@beca.com online
Nick Jones	Ventia	Nick.Jones@ventia.com Apologies
Stuart MacLeod	Southroads	stuart.macleod@southroads.co.nz online
David Larsen	GHD	David.larsen@ghd.com – (ALTERNATE) - Apologies
Simon Bird	GHD	Simon.Bird@ghd.com – in person
Craig Pitchford	Aecom	Craig.pitchford@aecom.com Apologies
Gavin O'Connor	Stantec	Gavin.Oconnor@stantec.com (ALTERNATE)- Apologies
Rhys Graham	Ventia	Rhys.Graham@ventia.com – online
Jack Hansby	Waka Kotahi	Jack.hansby@nzta.govt.nz in person
Jaco De Vries (chair)	Waka Kotahi	Jaco.devries@nzta.govt.nz - Apologies
Rochelle Leach	Waka Kotahi	Rochelle.leach@nzta.govt.nz - online
Peter Connors	Waka Kotahi	Peter.connors@nzta.govt.nz – online
Wayne Oldfield	Waka Kotahi	Wayne.oldfield@nzta.govt.nz - Apologies
Ross I'Anson	Waka Kotahi	Ross.ianson@nzta.govt.nz – Apologies
Mike Manion	Waka Kotahi	Mike.manion@nzta.govt.nz – online
Rachael Davidson	Waka Kotahi	Rachael.davidson@nzta.govt.nz – in person

MEETING AGENDA

Topic	Lead / Time
Item 1 - Welcome & Safety Moment Recognition/success	9.00 –9.10am Pete Connors
Item 2 – Waka Kotahi Updates 2.1 Multi Speed Deflectometer (MSD). Update on the trials undertaken. Where to from here? 2.2 Use of T23 for this season’s rehabilitation works 2.3 Waste Minimisation levy 2.4 TTM pilots – progress on how they are going, and the change management required 2.5 Additional leave variation 2.6 Survey 123 Engagement tool 2.7 Maintaining Operation efficiencies at a time when no tenders are coming to market	9:10am – 10:30am Jack Hansby (9:10am-9:25am) Mike Manion (9:25am-9:40am) Mike Manion (9:40am-9:55am) Peter Connors (9:55am-10:05am) Mike Manion (10:05am-10:15am) Mike Manion (10:15am-10:25am) Mike Manion (10:25am-10:40am)
TEA BREAK (20 mins)	10:40am-11am
Item 2 – Waka Kotahi Updates continued 2.8 KRAs – Mitigating Circumstances Process and Record 2.9 Training. Site safe/Construct safe 2.9. 1 Enabling contracts. Current negotiations for extension of contracts outside of contract periods <ul style="list-style-type: none"> • Have there been any lessons learnt in going through this process? 	Mike Manion (11am-11:20am) Mike Manion (11:20am-11:35am) Peter Connors (11:35am-11:50am)
Item 3 – Industry Matters 3.1 TTM update (standing item each meeting)	Stacy Goldsworthy (11:50pm-12pm)
Item 2 – Waka Kotahi Updates continued 2.9.2 Update on the NOC Review	Neil Walker (12-12:30pm)
LUNCH BREAK (60 mins)	12:30pm-1:30pm
Item 2 – Waka Kotahi Updates continued 2.9.3 Programme and Standards update SM018 <ul style="list-style-type: none"> - update from Waka Kotahi on expected timing of release - summary of process/ expectations on NOCs leading into next annual plan and NLTP NOC performance <ul style="list-style-type: none"> - update from Waka Kotahi (Rochelle/ Penny?) on when 21/22 results will be finalised - feedback on the annual NOC performance workshops PCDAR/P17	Rochelle Leach/Mark Allingham (1:30pm-2:15pm)
Item 3 – Industry Matters continued 3.2 ATP reinstatement update	Pete Connors (2:15pm-2:30pm)
Item 4 - General Business 4.1 Update from ILM-M Focus Groups by group leads Systems, Safety, Innovation, Collaboration, People and Sustainability	ILM-M leads (2:30pm-2:50pm) PLEASE COME PREPARED
Item 3 – Industry Matters continued 3.3 GMA (and other HPSV) supply issues	Tracy ten Hove (2:50pm-3pm)
Item 5 - Review previous actions	3pm -3:20pm
AOB	

Date of next meeting: 14th March 2023
Location: TBC - Wellington

Future Meeting dates for 2023:
- 10 May, 9 August, and 7 November

November 2022 MEETING MINUTES

Item 1 - Welcome & Safety Moment

There was a fatality on the South Canterbury network a little while ago. Professional services respond to fatal. This was escalated up to management within GHD. What came out of it though was having a people focus. What is currently in place for people to help them prepare for an event (not after the event). This is not from a EPPP perspective, it is "what is your mental state?". Some staff have never been to a fatal crash before. The intent is to attend the crash as close as possible to when it occurred so that you can see what happened. GHDs Health and Safety team are going to roll out training for their people to prepare them for these events. It will be based more on "How are you?", These are the things that you might be confronted on etc.

Simon Bird will keep the group across this trial training. It is a good thing that has come out of a sad occasion, but hopefully its an opportunity to support our people (Health and Wellbeing).

Recognition

It's been awesome to see so many people recognised with industry awards over the last few weeks.

- **Hinewai Hausman, Principal Asset Investment Advisor, Programme and Standards:** Institute of Public Works Engineering Australasia (IPWEA) NZ Asset Management Excellence Awards – Winner of the 2022 AECOM IMNZ Young Leaders Scholarship Award. Hinewai Hausman received the 2022 Young Leaders Scholarship to attend the leadership training at The Institute of Management New Zealand. This is such a fantastic opportunity and acknowledgement of her passion for asset management.
- **Congrats to Adam for being nominated for the 2022 AECOM IMNZ Young Leaders Scholarship award.**
- **Linked in videos done by Waka Kotahi have been a success.** One video was around winter maintenance (keeping the roads open in winter) for Coastal and Central Otago another about the stock getting out of paddocks and the consequence for a road user in Southland. These videos have been good for educating community.
- **Congratulations to Justin Reid and the Southroads team** who were nominated for their wondering stock video at the National Award for Road Safety 2022 NZ Road Safety, Emergency Response and Healthcare Awards. The video was recognised and highly commended as a unique approach to Road safety and seeks to address an important issue faced on New Zealand Roads.
- **Marlborough Roads team picked up the Emergency Response and Healthcare Award.** This gets presented on 26th November.

How are we feeling in terms of the start of the construction season? Are we setting ourselves up for success?

Coastal Otago – They are 65-70% through their Asphalt programme and 30% through their sealing programme.

Taranaki - Have had a heavy start to the season. They have completed 6 rehabs already. This is showing that when the approvals are there, the teams and the subbies are lined up. We can get it done.

Nelson - 50% through their programme already. There was a closure over the last weekend. The team were able to do 10 shifts of sealing in 2 shifts.

One comment that was made is that we seem to be struggling to get pavement designs across the line. Part of it is just pavement design resource, but it doesn't help when we are re-iterating some of the designs and going around in circles with some of the options. This conversation will continue in AOB.

Goal is to try and get as much of your programme completed before Xmas.

Higgins are tracking along.

Item 2 – Waka Kotahi Updates

2.1 Multi Speed Deflectometer (MSD). Update on the trials undertaken. Where to from here?

Jack had a catch up this morning with Graham Salt (highly experienced pavement and geotechnical engineer) from GeoSolve. GeoSolve are doing a lot of work in the Multi Speed Deflectometer space. Jack asked Graham if he could undertake a survey of the network. They had already completed a survey of Milford Road. Jack saw this as an opportunity to calibrate/align their MSD to a section of network in Taranaki where we had a high level of FWD results. We also got him to go beyond the Taranaki network (BOP and Central Waikato network). Jack can share the outputs in terms of the map that was produced.

Jack is really keen to see if the MSD can provide us with information that supports our decisions around whether or not we are going to rehab, we are going to reseal, and also identify whether or not potentially if patching is a suitable option. Graham converts his structural number to remaining life.

We are not going to be able to predict exactly, but what GeoSolve will be able to do is give us bandings for remaining life so that when we start building up our 3 and our 10-year view, we have some good information that supports why we are going to invest in the future at certain sites. Its also very useful not to agree to defer sites. Sometimes we make a decision due to lack of funding, to push a site 1 or maybe 2 years believing that we will get that additional life. But that outputs that Graham could potentially show us is that will cost us more in the long run, if we don't actually fit it today.

It has the potential to be used as a quality assurance process. Graham talks about running MSD over different construction layers as we are building our layers so that it can give view very quickly -in 5 mins you can undertake a survey and in a very short time you can have your outputs of that survey and that will identify for us, the segments of the construction site where there are areas of concern.

Graham has had international recognition but not necessarily national recognition, but Jack is keen to see if Waka Kotahi and or Industry can see the benefit.

Are we using the MSD in anyway? What are we finding? What can we do as a collective to advance this technology/advance its use within the decision-making space?

- Downer - the challenge is that the bucket of money is the same size, and when you take a network view of your actual remaining life and what treatments need to be done. Its not affordable anyway. They feel it will support the position they are in now. They are still prioritising within prioritised programmes. To give the big picture, this is brilliant. The bucket is the bucket.
- Fulton Hogan – did quite a bit of work 5/6 years ago. Impressed with the outputs. Found it useful to justify rehabs. But when we do things in isolation within our NOCs, there is a struggle to get people on board with it because its not a national initiative. Definitely support having that data set and supporting those applications in terms of remaining life. It is useful to justify the rehabs and network need going into a NLTP bid for Waka Kotahi as well. Has there been any thought about getting the TSD truck back over? Yes, there are discussions going on to get the TSD truck back in in the new year.
- CCNZ – FWD. There is not a constant calibration for them. There are some differences between the units. Having some sort of mechanism, so that if this is a way forward, that they are all correlated together so that we know that we are comparing like for like.
- GHD – Comment on determining the quantum of repairs. If we are going to change our model for lump sum vs not, regardless of it gives you an idea of quantum for upcoming work. What is the expectation of how this will work? Will this go to the supplier to engage for the drive over? Or is Waka Kotahi considering doing a complete drive over? Possibly the latter. It all comes down to confidence around the data and whether or not we can get credible outputs from that information that allows us to form a view.
- It is a great piece of technology to be using and using more often. It might help us spread our dollars and fix roads before they are completely broken, rather than waiting for them to fail. It is a tool to help us spend money earlier and better. Good for network analysis but for construction validation it brings in a whole lot more risks which could be worrying.

- Best to trial this out in the project space

Where to from here? There is interest from the group. We will end up doing more surveys and start talking about what the information is telling us. Setting up a working group would be ideal.

2.2 Use of T23 for this season's rehabilitation works

Why the new test method

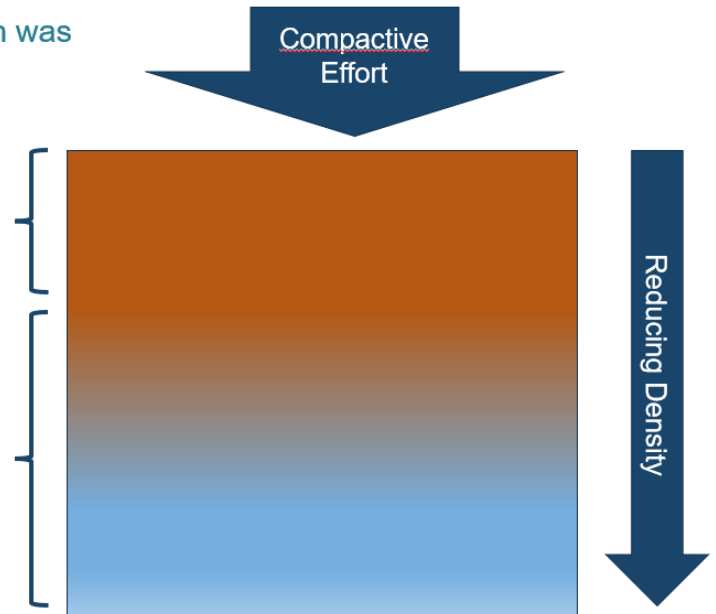
Industry experts worked with our people to develop T23.

Everybody accepted there was a problem which was contributing to poor performing pavements.

A Nuclear Densometer operating in Backscatter mode, measures the density in the top 50-75mm of a layer

The remainder of the layer is missed.

If the Plateau Density Method is used and the roller is too small, then backscatter testing will only confirm the density of the top and not identify that the base of the layer is inadequately compacted



Challenges

- H&S issue if operator is not trained and skilled
- Drilling the hole and backfilling – challenge in AP 65 material
- Calibration of the equipment with recycling materials and subsequent corrections
- Moisture content adjustment – needs sample from where test was taken
- Entering the right Maximum Dry Density – need to be sure it is representative of the materials being tested
- Susceptible to vibration
- Susceptible to surface irregularity

Implementation

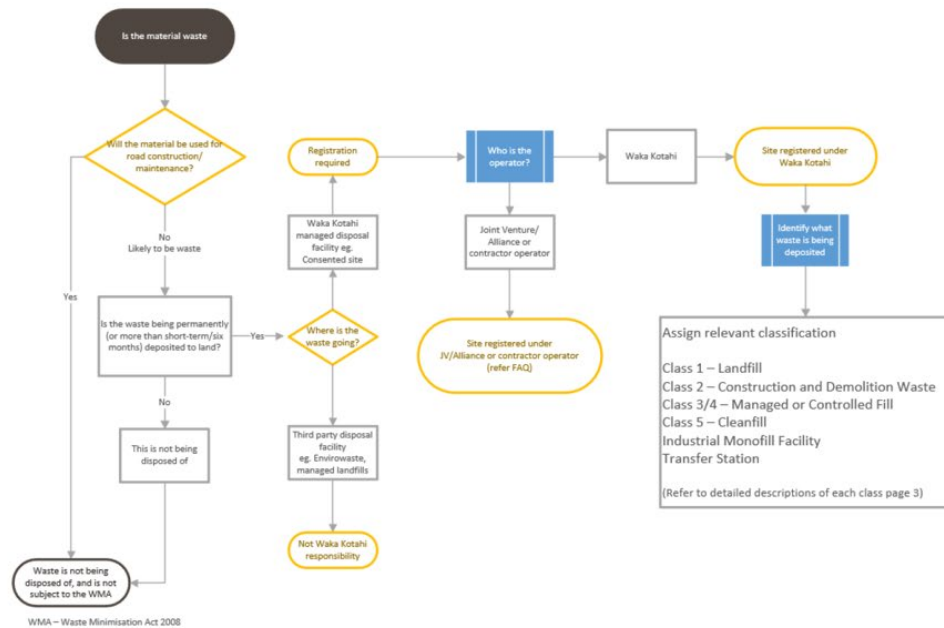
- NTC issued
- Works currently in play can continue, but suppliers are taking a big risk with PCDAR
- New ITPs must have T23 referenced
- Test frequency as per B2 i.e., 5 per lot (not exceeding 1,000 sq.)
- Working with suppliers to resolve some of the finer details
- Expect to have to pay variations for the additional testing cost (drilling the holes), but the extra compaction to achieve the required densities.

T24 hasn't come out yet but is supposed to go hand in hand with T23. It is hard to do one without the other.

Not all the NOCs have been given the NTC and the NOCs that have, it would be fair to say that the interpretation that has been given alongside the NTC by the SNM and MCMs varies quite a bit.

Regarding implementation – it would be good for Mike to reach out to CTANs (Civil engineering testing guys). Under 4407 direct transmission is part of the test method. Good to work with them of surface irregularity.

Waste Minimisation Act



1. Pursuing the beneficial use of materials generated for highway maintenance and operations activities. To the greatest extent possible materials generated by highway maintenance activities should be directed to areas where it can be reused.
2. Separation of waste stream so that material is sent to the appropriate landfills. Care needs to be taken during the work activity so that waste is minimised and if was generated, that the higher classification materials are separated.
3. Operation of clean fill sites to dispose of material from our operations where there are no viable options for the beneficial reuse. – We are to register landfills that we operate.
4. Recording of material disposal activities and submission of data to meet MfE requirements

From January we need to start registering these sites and sending in returns to meet the Ministry of Environment requirement.

There will be a memo via a NTC coming out in the next week or so. Mike to circulate the NTC to IAG before it goes out to contracts.

Would be good to provide that NTC to the other RCAs as well to provide them with the same direction. Stacy to work with Mike on this.

2.4 TTM pilots – progress on how they are going, and the change management required

The NOC Pilots of the NZGTTM have been underway for just over a month, and there has been great progress identifying opportunities to improve safety. These coming from changes to TTM planning and operations, and also from changes to work scheduling and coordination.

NOC pilots

- Northland - Fulton Hogan
- Marlborough Roads (State Highways only) - HEB
- North Canterbury – Downer
- Westlink – WSP

- Manawatu – Higgins

Each of the 5 pilots has now completed three workshops. Below is a list of some of the topics that have been discussed (not all NOC's have covered all these topics):

- the system (NZGTTM)
- cyclic activities,
- reseals
- inspections
- mobile operations
- unattended sites.

The purpose of the Pilots is to learn about what is needed to support the change. To date we have been made aware of a number of topics where further education and support material would be helpful.

The TTM review team has heard that the workshops have been successful in helping the sector understand more of these concepts and so are looking into a roadshow across all NOCs in 2023. The topics are:

- Understanding risk management
- Understanding PCBU accountabilities and other legislation
- Mis-understanding the legal status of CoPTTM (it is not a legal document; it is a guide and adaption is OK with appropriate reviews)
- Understanding of lowest total risk.
- Commercial views being more important than safety (which is incorrect)
- Lack of trust between organisations, sub-contractors, contractors, and RCA's, inhibiting finding the safest solution.

Both Waka Kotahi and Industry need to read the new guide. COPTTM can't be turned off until there is something in place

It is a change of ownership. Work involved to develop what the new is etc.

There is a procurement piece that needs to be developed as well as a contractual piece.

Item 3 – Industry Matters

3.1 TTM update (standing item each meeting)

Training and competency – a consultation/reference group has been set up. 100 or so people attend that on a monthly basis.

As part of that group, it was agreed that there was no decision-making entity, so CCNZ got expressions of interest to form a governance group around training and competency. They met for the first-time last week to discuss purpose and scope. The group started to look at the framework that had been developed and put forward. Looking to do some communication out to Industry around the mandate and what the group is looking to achieve.

Waka Kotahi Governance group – ACE NZ have an overall decision-making group. In time the training and competency group will probably become a subgroup of ACEs decision making group.

That decision making group will be looking at more of the day-to-day implementation and making decisions on how the industry implements them. A fair bit of resource is needed in terms of writing practice notes.

2.5 Additional leave variation

Additional Leave Variations

- In the past year government has granted additional leave entitlements to workers. These increase costs for our suppliers but are not covered by the Labour Index in the Cost Fluctuation Calculations.
- Therefore Contractors are entitled to additional payments in accordance with NZS 3917.
- Basis of payment:
- Average Crew Size – Based on Safety Stats
- Average wage rate - \$55/hr incl ACC+ Super + Off site margin
- Additional Days: Matariki + QE II Memorial + 3 Additional Sick days
- Contractors responsible for paying your subcontractors

2.6 Survey 123 Engagement tool

Site engagement records

Expectations/Principle's around use

- 4 different types of engagement, Safety, TTM, Quality and Environment
- This is an engagement not an audit. The questions should not be read out but rather encourage becoming familiar with the engagement, so it is more of an open conversation.
- Not every question needs to be answered.
- Highlight the positive actions being taken on site.
- It is anticipated that 1 of each type of engagement will be undertaken each month. (This is a minimum but would encourage more if possible).
- If possible, do with members of your CMT
- Co-ordination of other audits to ensure the same crews are not being disadvantaged (i.e., disruption, feeling picked on, not visited)

What happens to data once it is loaded



CMT Review

- What is working well and why
- What is a challenge, work type, supplier
- What are the trends

National Review

- Where are our problems
- What can we fix, supplier, work activities
- How does this match with other data sets

Safety Issues

- Make People Safe
- Record in Korero Mai
- Report to serious matters to Critical Risk Team and System Manager

TTM Issues

- Make Site Safe
- Record in Korero Mai
- Report to Danny Wood for advice on follow up actions

Quality Issues

- Understand what is not to specification
- Report to Quality Advisors

Environmental Issues

- Stop any discharges if safe to do so
- Record in Korero Mai
- Report to Environmental team

This tool has only been live with our MCMs for a week. It was noted from Industry that it's been good to see the MCMs again and some positive stories are coming out.

2.7 Maintaining Operation efficiencies at a time when no tenders are coming to market

Competition keeps the sector sharp and focussed

- One tender in the past 2 years
- Numerous changes that are negotiated at the expense of Waka Kotahi
- Need to reflect about how efficiently the sector is operating and what can be done to keep it sharp.

Track record in the procurement was discussed.

Focus should heavily be on how many sq. per day (those are big inputs into the tender discussion).

Further investigation needed here. There is an opportunity to try and look at productivity through road maintenance. There are larger factors that are coming into play thought (economic etc)

This is where our Alliances should be shining. They are the ones who should be finding efficiencies. How do we share those efficiencies?

Maybe several working groups could be set up with the focus on "what is our role to create a more efficient environment for people to go and operate in?"

2.8 KRAs – Mitigating Circumstances Process and Record

Renewals Delivery

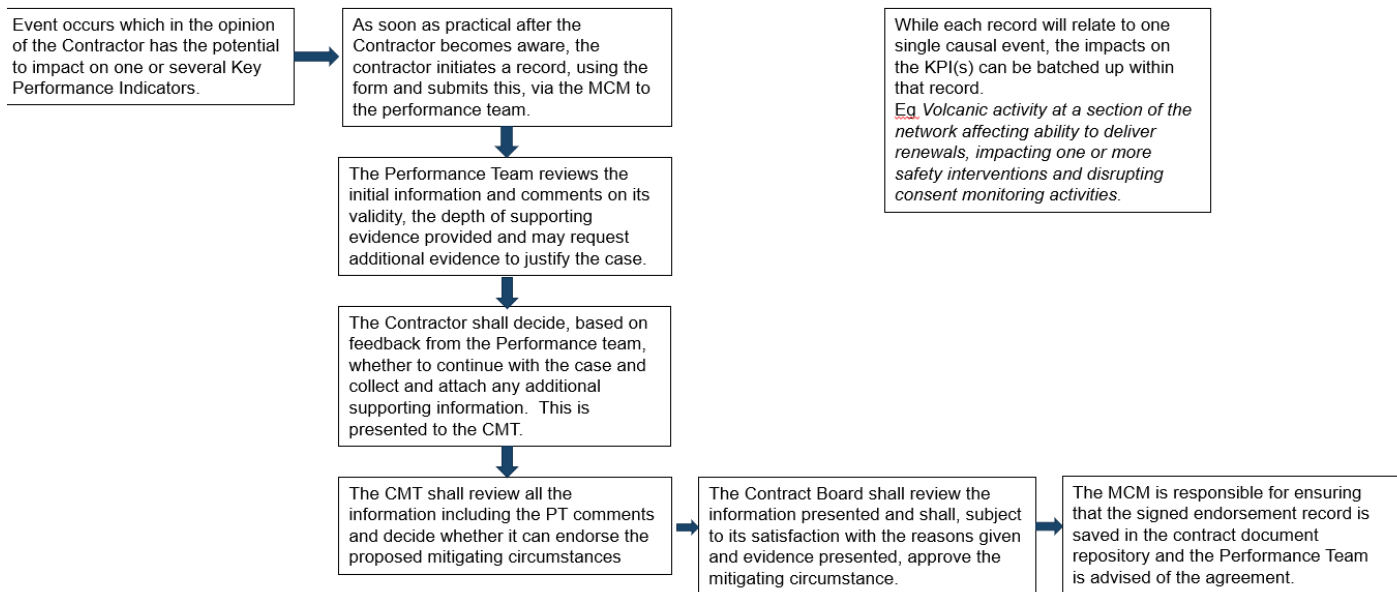
Understanding our world

How we'll measure performance

Reference	Measure	Estimated actual 2021/22	Target 2022/23
SHM1	Proportion of state highway maintenance activities delivered to agreed programme	Not available	≥90%

- Late or absent advice on programme challenges means we are not able adjust and take steps to achieve what is expected of us.

KRA Mitigating Circumstances



Having a debate after the fact is not productive. Getting notified early on would be much better.
 Penny is still waiting for responses for 2 contracts (since July).
 Rochelle and Penny to reach out to the IAG reps for those two contracts to get responses.

The Board has a role to resolve.

Rachael has sent out the Mitigating Circumstances Record principle to all the IAG members as an FYI

The KRA subgroup will look to review feedback, agree, and implement.

2.9. 1 Enabling contracts. Current negotiations for extension of contracts outside of contract periods

6 contracts ongoing – Close to having the two Gisborne ones signed off as well as BOP East.
 It is taking a bit longer than we had hoped for. The process has gone well. No roadblocks.
 Most of the Heads of agreements have been signed off.
 Industry have indicated that it would be good to share opportunities/learnings/better way of doing things.
 OPMs – able to discuss smarter ways

ACTION #1 – Peter Connors to provide a summary report to share with the team on OPMs discussed/agreed changes etc. Lessons learned from Gisborne would also be good to share.

2.9 Training. Site safe/Construct safe

Base Worker Safety Accreditation

Construct Safe was removed as a Waka Kotahi requirement for work on state highway projects in 2019. Industry has worked with CHASNZ and Site Safe to develop site access requirements which has requirement to demonstrate Health and Safety competency of all workers on construction sites. Construct Safe is a way of demonstrating this competence within this industry standard but PCBU's can opt to use other forms of assessment that also meet this standard.

CCNZ have worked with Site safe in the last few years on their foundation course. The course has been re-done and was rolled out in September. It is getting really good feedback. Stacy to find out where this course has got to and share with the wider IAG group.

Allowance to work under supervision/Contractor Health and Safety provisions document to be reviewed in the Waka

Kotahi Health and Safety forum.

3.3 GMA

Flagging ordering supply issue and how do we approach that? What is the future of GMA?

This is an opportunity for Peter Robinson to come in and do a presentation to this group around how he is now managing the supply of GMA. The intent was that Waka Kotahi were never going to be the ones that created the agreements with NZ Steel. The aim was to ensure that we understood where the resource was getting allocated for the SH that it was then distributed. It was up to the supply chain to arrange the distribution for that material. We are not aware of any production issues.

Reshuffling of the programme – not always available when needed.

SCRIM – intent is that is one of our priority seals that needs to be done in Oct/Nov.

If you have any supply issues, please flag this to Rachael Davidson.

ACTION #2 – Jack to set up a group meeting with Peter Robinson and the people from Industry that are ordering GMA.

2.9.2 Update on the NOC Review

Neil is going to the Board today around the direction.

We are clear on the issues we currently have, the size of the events we are now dealing with, the impact these events are having on BAU activities, the financial climate is uncertain, and then there is the sector issues (everyone trying to get resources, concerns around capacity/capability). These are all the reasons why Waka Kotahi is looking for a change in the model.

Key things that we want to look at

- Administrative overhead at the contracts is high
- Performance regime. Objective to be less onerous, more targeted on key measures
- Clarity on our Asset management plans longer terms. (Realistic forecasts)
- Risk allocation
- Healthy sector – profitability
- Corridor management- how do we plan better than we are? Coordinated approach. Productivity gain

Hopefully to get some direction today.

Timeframes – Clarity on the model and timeframes for the next round of contracts will be in Q1 of next year.

3.2 ATP reinstatement update

There is still an obligation to put the ATP back, we can't be not re-instating it.

ATP will be part of contract review discussions going forward.

There is no contingency bucket for ATP. There is only the unspent from 21/22 when only 44% was delivered from the programme.

It would be good to get an idea of the back log of ATP. Pete to investigate this come back to IAG with a clear direction.

Item 4 - General Business

4.1 Update from ILM-M Focus Groups by group leads

Systems, Safety, Innovation, Collaboration, People and Sustainability

Sustainability

- Pest Management being looked at. Looking at trapping possums/stoats.
- Charging stations around the country
- Fish passage – try to get to a consistent way that this is getting managed nationally

Innovation

- KRA back in the framework. Measured but not scored
- Waka Kotahi website- work in progress. Case studies
- NZIHT conference in May next year. A plan to have an innovation award there

People

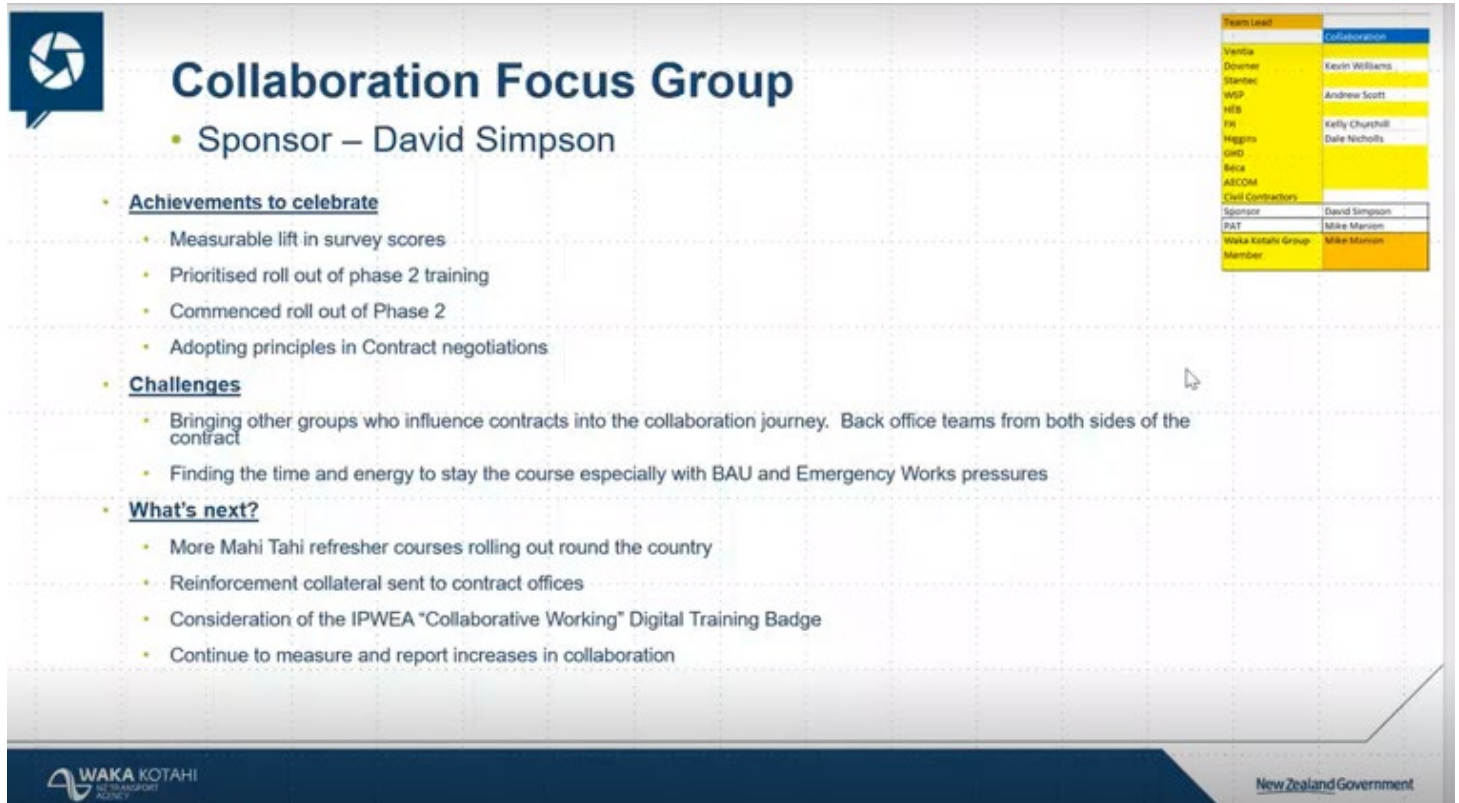
- EPIC careers in Road maintenance. Been running for one year now. Big push to get people into the industry. Massive underspend. Work in progress

Systems – N/A

Safety

- A late submission was done on the review about their effectiveness across the NOCs.
- Harmful interactions looked at

Collaboration



The image shows a presentation slide titled "Collaboration Focus Group" with a sponsor of David Simpson. The slide lists achievements, challenges, and next steps. A table in the top right corner lists team leads for various organizations.

Collaboration Focus Group

- Sponsor – David Simpson

- **Achievements to celebrate**
 - Measurable lift in survey scores
 - Prioritised roll out of phase 2 training
 - Commenced roll out of Phase 2
 - Adopting principles in Contract negotiations
- **Challenges**
 - Bringing other groups who influence contracts into the collaboration journey. Back office teams from both sides of the contract
 - Finding the time and energy to stay the course especially with BAU and Emergency Works pressures
- **What's next?**
 - More Mahi Tahi refresher courses rolling out round the country
 - Reinforcement collateral sent to contract offices
 - Consideration of the IPWEA "Collaborative Working" Digital Training Badge
 - Continue to measure and report increases in collaboration

Team Lead	Collaboration
Ventia	
Downer	Kevin Williams
Stantec	
WSP	Andrew Scott
HIS	
PH	Kelly Churchill
Higgins	Dale Nicholls
GHD	
Beca	
AECOM	
Coal Contractors	
Sponsor	David Simpson
PAT	Mike Marson
Waka Kotahi Group Member	Mike Marson

WAKA KOTAHİ
New Zealand Government

Item 2 – Waka Kotahi Updates continued

2.9.3 Programme and Standards update

Update from Waka Kotahi on 21/22 results will be finalised (Penny)

- Email released with details and a report is currently with MCGG for consideration

Feedback on annual NOC performance workshops (Rochelle)

- Rochelle, Penny, and Phil have been attending these (both in person and digitally due to family, travel, and work commitments).
- Overall, the team are taking on board some feedback. North Canterbury NOC performance workshop still to be done.

Fulton Hogan workshop went well. Good content. One comment that it is not pitched to a wider audience. A comment was made that if the audience is heavily field staff, might pay to pull back the details and make it more about achievement. Field staff are interested in OPM scores.

Programme and Standards have the appetite to change up the content, as long as they are advised what to cover.

2023/23 KRA update

New KPIs:

- Network Condition
- Sustainability
- Innovation

KPI 5.3.1 Network Condition

Change management needs identified through consultation

- Increase understanding of the KPI during the testing/modelling phase, including topics raised in industry review sessions (refer appendix)
- Reinforce importance of network condition as a KPI
- Increase understanding that the calculations are relative to self (not other contracts nor National averages), so any impacts of inaccurate data are unlikely, and can be managed through the analytics on a case by case basis as required.
- Confirm annual assessment, with monthly reporting to give visibility and break down assumption that a large amount of work is created monthly – issues significant enough to need excluding will be documented in MMP/Risk Register. 2022/23 year is for modelling only, so a light touch is suitable.
- Articulate that use of quantities (as opposed to \$) introduces other problems (such as varying use of units of measure) and does not improve reliability



Action

- **Contact NOC.Performance@nzta.govt.nz to express interest for an introductory webinar**
- **Review MMP and Risk Register for areas to consider excluding**
- **Review year end 21/22 modelling in KRA booklets for areas above or close to threshold and identify root cause (and any logical exclusions to propose)**
- **Two-way dialogue around fine-tuning model and firming up exclusions**

Industry actions are in blue

New KPI 3.1.7 Resource Efficiency and Waste Minimisation

Change management needs identified through consultation

- Reassure NOC teams that Env initiative is 1 per year not 1 per quarter
- Reiterate that there is no expectation that all relevant data can immediately be reported in accommodating this new and full flexibility for each NOC to establish unique reporting boundaries as applicable:
 - Strongly recommend that any data attracting a disproportionate amount of manual effort to report should be excluded from the reporting boundary.
 - While the processes exist to enable reporting of Scope 3 emissions where feasible, this should not be interpreted as a requirement.
 - use estimation to solve challenges e.g. reporting at contract level.
- Confirm that there are no reduction targets (scored or unscored) involved in this KPI at this time. If any change to that intent arises in the future, it will be consulted upon appropriately.



Action

- **Consider applicability of business rule around integration of existing mature measurement and reporting processes – work with Waka Kotahi Environment team to confirm feasibility.**
- **Seek support/give feedback on the REWM template/supporting processes via NOC.Performance@nzta.govt.nz and/or Environment@nzta.govt.nz**
- **Work with Environment Team to optimise requirements across NOCs/Alliances/Capital projects**
- **Two-way dialogue around how to best facilitate industry adoption of REWM template and design supporting processes**
- **Communicate expected timeframe (Extended to end of Q2) and format of reporting boundaries for FY22/23**

KPI 4.3.1 Innovation

Change management needs identified through consultation

- Reiterate that the CMT (with oversight of the Board) have flexibility to determine what is recognised as innovation idea (this may include incremental changes, inexpensive ideas, ideas without tangible benefits, ideas that are new to the NOC even if not new to industry, and ideas that are being simultaneously put forward by other NOCs), and that there is no national moderation step after the Board approval.
- Intent is to generate and implement ideas, creating a culture of continuous improvement. It is envisaged that this will enable an innovative environment. Outputs will be reviewed and feed into decision to adopt as a scored KPI or not.
- Clarify that the relationship survey aspect is not intended to become part of any scoring mechanism, rather to give visibility of the culture experienced across the wider team.



- **Resolve question of duplication** – “where one innovation is adopted across multiple contracts who can claim what”
- **Resolve question of pilots/trials in relation to ‘implementation’**
- **Share the ILM-M Innovation group Case study template**
- **Refine/review during 2022/23**
- **Clarify the roles and responsibilities** (refer appendix)

SM018 (Rochelle)

a) Update from Waka Kotahi on expected timing of release, and b) Summary of process/expectations on NOCs leading into next Annual Plan and NLTP

23.24 Annual Plan – as we have already received, reviewed and agreed to the 21-24 NLTP 3-year plans we anticipate a repeat of the “light-touch” approach taken in 22.23

- What has/hasn’t been completed, changed or added in 22.23 and the impact on 23.24
 - Financial and programme delivery results/impacts
- What is the programme plan and annual plan based on the above, within remaining allocation?

SM018 – we are working with the Investment Planning, Tactical Asset Investment and Transport Services on gathering and preparing information that feeds into SM018 and 24-27 NLTP, including:

- Pavement modelling
- LAMP documents
- Draft GPS release
- Information and details required for the SHIP, based on their Top-Down approach
 - As some of you are aware they have been gathering asset data information to assist in creating this picture.

We have a revised template for preparing and populating 3-year plan, this will be prepopulated with historic 21-24 figures, pavement modelling and other information to support asset teams. Our target to release the guidance document is end of November / early December with technical input to be reviewed by SMEs, and the SHIP team to confirm its vision/needs. Want to have this all together rather than releasing updates and addendums and changes to targets.

– see also email dated 20/09/22

SM018 will be shared with internal/externals for feedback.

LCLR not part of this

Appendix – additional information

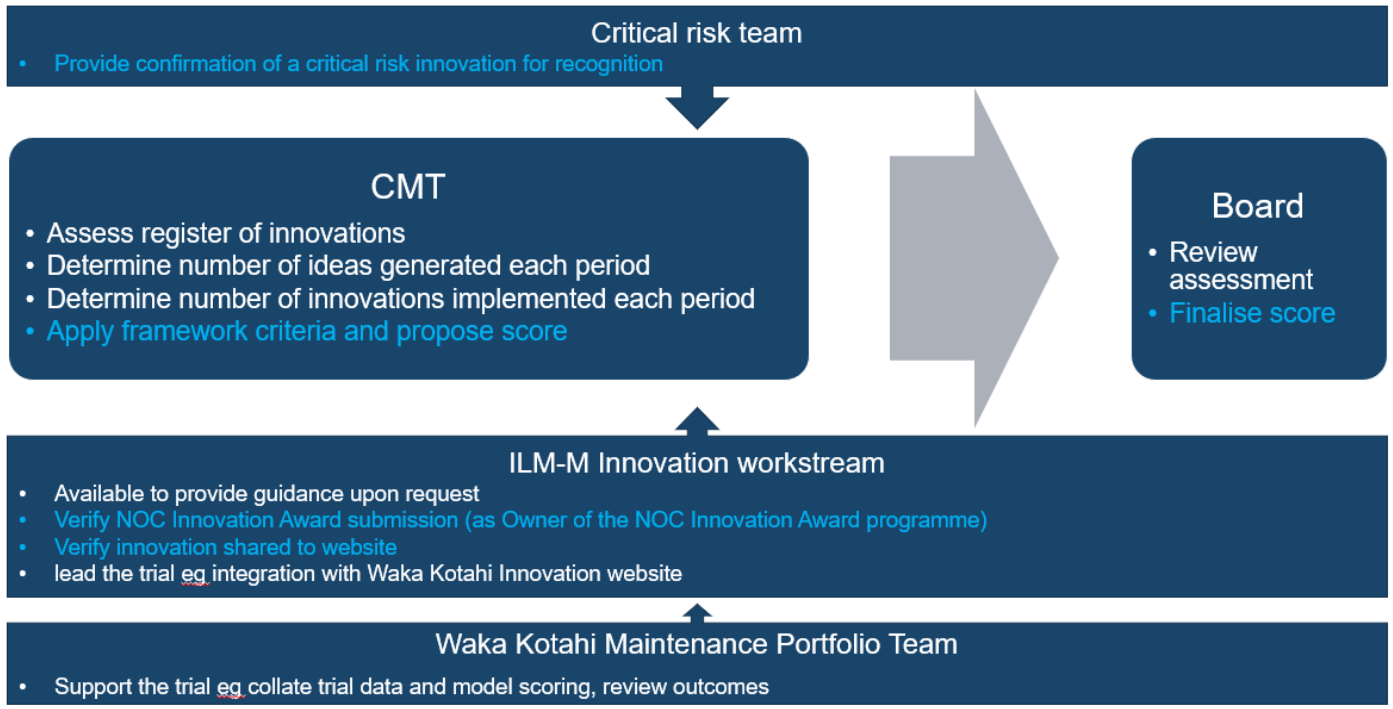
Network condition

Walkthrough capture

- Pre-reseal repairs included in the Maintenance costs and if so, should it be?
- In the webinar, please include the mathematical basis for the 85th percentile
- In the webinar, please include the link to OAG findings
- Clarity that it’s assessed annually and breakdown assumption about large amount of work created monthly.
- State that it’s not trying to identify underspend, its sole purpose is to identify repeat overspend due to rework and short-term treatments
- Ability to influence linked to funding levels (i.e., renewals)
- Observations/comments to work through:
- Perverse outcome possible with driving alteration of works to avoid being picked up

- Waka Kotahi wants more maintenance, including preventative maintenance, this might appear to oppose that
- Time to generate exclusions will be greater for most fragile networks, extra support may be needed
- Clarify if Board is required to sign off exclusions
- Will preventative maintenance be a good inclusion or exclusion (similar question on vegetation and litter) – activity specific walk through?
- Visual check at the sites to sense check purpose of KPI/Customer experience
- Reinforce it's an investigative process, not a locked in scoring approach
- Organise the sections so that ramps/roundabouts etc are grouped with the relevant section, not listed separately

KPI 4.3.1 Innovation – roles and responsibilities



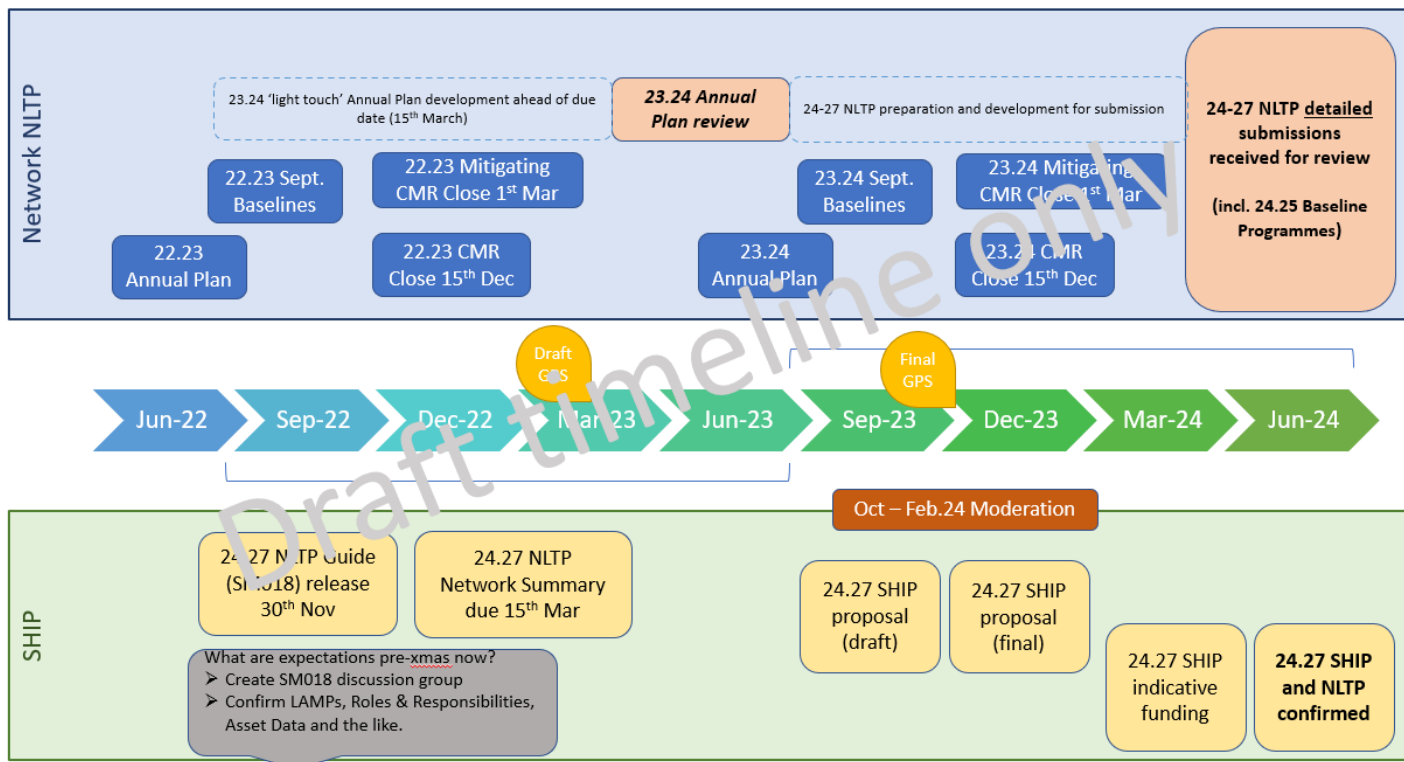
KPI 3.1.1 Environmental Triangle

Change management needs identified through consultation

- Increase understanding of the process for agreeing mitigating circumstances for non-compliances in CS Vue and the opportunity to collaborate with Consents Team to optimise settings
- Increase understanding that targeted monitoring deliverables and associated points introduced in KPI 3.1.4 are optional
- Clarify purpose of recalibration of Poor/MCOS score banding is to distinguish more appropriately between a performance level where some commitment to environmental sustainability has been demonstrated through the Contractors activities vs a performance level where little or no commitment has been demonstrated. (Previously a score of '0' was scored as 'MCOS'.)
- Reiterate that the business rule limiting the KPI score to 'Poor' in the instance of an Abatement notice or Enforcement order still applies and belongs in the Measure score table.
- Increase awareness that weightings of Environmental training, workshops and presentations (KPI 3.1.5) and Environmental hazards or opportunities (KPI 3.1.6) had already been reduced in KRA Framework V5.02

Action

- Provide visibility of the process for reporting CS-VUE centrally
- Provide transparency of the Environment Initiative assessment processes used by the Waka Kotahi Environment and Sustainability Team



AOB – Pavement Design and getting them across the line

Might be isolated cases here and there. There is a bottle neck in design approvals. Only been in networks with big renewals programmes. Volume of work has increased. Industry has the ability to deal with surge a bit better than Waka Kotahi do maybe.

Regular updates need to be had. Need to be driving the joined-up collaboration approach.

Closing out PCDAR has been taking people's attention away from rehab designs.

Nick and Mike to have a chat Downers value map that looks at the renewals process from end-to-end perspective.

Adam will dig into this a bit more.

Practice Area team could help with the process.

AOB – Condition rating/SHIP

No negative feedback from Industry

It was felt that the process could've been communicated formally through the contracts.

Any concerns to take back?

- The process highlights the need for LAMPs (consistency that they would bring on how some of the info is collected and managed).
- AMDS helping support that approach.

ACTIONS (from November 2022):

	<i>Action</i>	<i>Owner</i>	<i>Action raised</i>	<i>Due Date</i>	<i>Status</i>
1	<p>Waka Kotahi</p> <p>ACTION #1 – Peter Connors to provide a summary report to share with the team on OPMs discussed/agreed changes etc. Lessons learned from Gisborne would also be good to share.</p>	Peter	Nov 2022	Mar 2023	OPEN
2	<p>Waka Kotahi</p> <p>ACTION #2 – Jack to set up a group meeting with Peter Robinson and the people from Industry that are ordering GMA.</p>	Jack	Nov 2022	Mar 2023	OPEN
PREVIOUS ACTION POINTS STILL ONGOING:					
1	<p>Waka Kotahi</p> <p>Action 1# Mike to organise the below information for Virginia</p> <ul style="list-style-type: none"> - A list of sites – Consented first (Actively using, managing as great than 6 months, define the type of site) - Names of MCM who verifiers in each area will be - A person who will load the data <p>Draft of questions</p>	Mike	August 2022	March 2023	
2	<p>Industry</p> <p>Action 2# Bernie to talk to Shane Avers with Stacy's comments</p>	Bernie	August 2022	March 2023	
3	<p>Waka Kotahi</p> <p>Action #3 Jack to go back and check the alignment of two vehicles. Refer to Adam's Scrim Data presentation.</p>	Jack	August 2022	November 2022	CLOSED
4	<p>Industry</p> <p>Action #4 Clarification notice that came out in Nov 2021 – Texture calculation for three coat seals, the wording and intent in the notice. Stacy to send the concerns to IAG once completed.</p> <p>Update Nov 2022 – A letter has been sent to Waka Kotahi around P17 and PCDAR texture measurements.</p> <p>There is a desire to get the STAGG group back.</p> <p>Waka Kotahi to come back with feedback</p> <p>Jack to chat with Grant Bosman about the surfacing technical group that he co-chairs with Stacy. That would be a good group to discuss the feedback with.</p>	Waka Kotahi	August 2022	March 2023	

	<p>Recommendations;</p> <ul style="list-style-type: none"> Waka Kotahi forms an industry working group to review the requirements of P/17 to allow for other measures of site performance assessment. Waka Kotahi, consultants and contractors provide data to agree a correlation between the PCAR data and the P/17 prescribed sand circle methodology. Waka Kotahi prioritises an update of P/17 Discuss and agree a suitable transfer of risk model for combination and 3 coat seals Agree how the data for Combination seals and 3 coat seals is to be entered into RAMM or what modifications are required to achieve accurate data entry. 				
5	<p>Industry</p> <p>Action #5 All - Please respond with any comments/feedback to KK by COB Friday 12th August Questionnaire</p>	ALL	August 2022	March 2023	
6	<p>Waka Kotahi</p> <p>Action #6 Pete Connor to identify someone from the ILMM to replace Craig West. Chris Jones is the replacement person but still need a sponsor.</p>	Peter	August 2022	March 2023	
7	<p>Waka Kotahi</p> <p>Action 7# Jack to find out what industry involvement will be for 24-27.</p>	Jack	August 2022	November 2022	CLOSED
8	<p>Waka Kotahi</p> <p>Action 8# Pete C has been tasked to look at ATP contractually and how we might do it as part of the contract review.</p>	Pete C	August 2022	March 2023	
9	<p>Waka Kotahi</p> <p>Action 9# Mike to distribute the new guide for ESMP, IAG to provide feedback.</p>	Mike	August 2022	March 2023	
10	<p>Waka Kotahi</p> <p>ACTION #1 – Jack to seek more clarity with Dave Darwin and Steve Higgs on Bitumen Emulsion and forecasting the extra funding within Waka Kotahi in the next NLTP. In the WK Board meeting minutes it advised that by 2027 that WK were looking at rolling out Emulsions across all contracts.</p> <p>Implementation</p> <p>The move from cut-back bitumen to bitumen emulsion will be supported through the phases indicated below:</p> <ul style="list-style-type: none"> For all existing contracts Waka Kotahi will continue to support the use of bitumen emulsions For all new contracts issued prior to 30 June 2024 Waka Kotahi will assess the opportunity to mandate bitumen emulsion on a case by case basis. For all new contracts issued after 1 July 2024 Waka Kotahi will mandate the use of bitumen emulsion for sealing operations. <p>These changes will be applied to all state highway works including maintenance. Waka Kotahi will provide support to local authorities to adopt bitumen emulsions through this process.</p>	Jack	March 2022	March 2023	Open - Progressing
11	<p>General Business</p> <p>ACTION #5 Pete to see if Karen Kiriona's ILM focus group newsletter can be included in Brett's update.</p>	Pete	August 2021	August 2022	CLOSED
12	<p>Waka Kotahi</p> <p>ACTION#1 – Network Condition KPI. Rochelle to get an update from Barry O'Shea and send to Rachael to send out to IAG members.</p>	Mike	May 2022	March 2023	ON HOLD
13	<p>Waka Kotahi</p>	Pete	May 2022	March 2023	Open

	<p>ACTION#2 – Pete to invite Natalie Rowe -Principal Environmental Specialist to the next IAG meeting to provide a 30 min update.</p> <p>Action – Stacy to flick Pete an email on behalf of Industry regarding the 2030 requirements and the ISO standards etc that Pete can share a brief with the WK sustainability team so they can present at the next meeting (30-45 mins)</p>				
14	<p>Waka Kotahi</p> <p>ACTION #3 Jack Hansby and Peter Robinson to organise an online seminar on the aggregate performance tool for Industry.</p>	Jack	May 2022	March 2023	Open - Progressing