

## Board meeting | 22 February 2024

<b>Time</b>	10.15am
<b>Location</b>	Waka Kotahi, 44 Bowen St, Wellington (and Microsoft Teams)
<b>Board</b>	Cassandra Crowley (Acting Chair), David Smol, John Bridgman, Victoria Carter, Catherine Taylor, Hon Tracey Martin, Ngarimu Blair.

## Whakataki | Introduction

### 1. Board only session

A Board only session was held.

### 2. Board & CE only session

A Board and CE only session was held.

### 3. Apologies, Minutes, Actions & Interests

The current actions list was noted.

Ngarimu Blair advised the following interests had ceased:

- Ngati Whatua Representative on Auckland Light Rail Sponsors Group
- Board member Kāinga Ora - Homes and Communities, and
- Director Housing New Zealand Build Ltd and Housing New Zealand Ltd.

**Resolutions** The Board **approved** the minutes of the Waka Kotahi Board meeting of 12 December 2023.

## Rautaki | Strategic

### 4. CE report

s 9(2)(g)(i)

### 5. Te kāpehu 2024

The Board and Management discussed a number of matters, including:

- A discussion of each of the strategic pillars.
- Some of the key drivers for delivering further value for money.
- Options for engagement with stakeholders.

- The various roles NZTA currently plays, could play in the future and impacts of differing approaches including in respect of integrated planning.
- Options for differing approaches in maintenance and operations, including benefits and risks, and contracting models.
- A discussion on digital change options and opportunities, including from the perspective of transformational change, customer experience and change intensity.

<b>Resolutions</b>	<p>The Board:</p> <ul style="list-style-type: none"> <li>• <b>Provided</b> direction and input on focus areas, targets and the questions raised in the paper.</li> <li>• <b>Endorsed</b> the approach and outcome targets/measures in the paper.</li> </ul>
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<b>Actions</b>	Management to hold a communications strategy workshop.
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Item 9 was considered next.

## 9. Monthly financial update

The Board and Management discussed a number of matters, including:

- Revenue continued to decline in the period, offset slightly by lower Agency spend in the start of the calendar year.
- Funding for the initial NIWE recovery and rebuild work remains but Budget funding for the next phases is important to maintain momentum. Management continues to monitor the use of the current funding and will continue to advise the Board as that funding is utilised.
- Enquiry into RuC revenue forecasting and collection, noting the main driver for recent lower collection being pre-purchasing ahead of the restoration to full RuC rates.

<b>Actions</b>	Management to present a plan for RuC revenue collection and safety, including underlying drivers of RuC revenue, including forecasting and collection.
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## 6. Efficiency and Effectiveness update

The Board and Management discussed a number of matters, including:

- An overview of the work undertaken by the Executive team identifying further efficiency and effectiveness opportunities.

<b>Resolutions</b>	<p>The Board:</p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the savings targets, approach and work underway.</li> <li>• <b>Established</b> an Efficiency and Effectiveness Board subcommittee comprising David Smol (chair), Victoria Carter, Ngarimu Blair and Cassandra Crowley.</li> <li>• <b>Nominated</b> Tracey Martin as the Board appointed to the Effectiveness and Efficiency Challenge Panel.</li> <li>• <b>Noted</b> that a briefing is due to the Minister of Transport by 28 February 2024.</li> </ul>
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## 7. Joint policy programme

The Board and Management discussed a number of matters, including:

- The programme is the result of joint work with the Ministry of Transport late last year. Some items have shifted slightly since then.
- The impediment poor regulation is to economic outcomes, efficiencies and effectiveness.
- NZTA and the Ministry are continuing to work closely together to identify the entity best placed to undertake work and support each other in respect of the programme.

## 12. PPP learnings

Item 12 was considered next.

The Chair welcomed s 9(2)(a) to the meeting. The Board and s 9(2)(a) discussed a number of matters, including:

- The Chair noted the conversation was on a without prejudice basis and that it was not about any particular issues but to understand learnings from PPPs.
- s 9(2)(a) noted he was present in a personal capacity to share his personal observations and learnings on PPPs.
- s 9(2)(a) gave his insights and observations into PPPs, including the potential learnings from the changes made for NZ PPPs from international precedents, successful PPPs overseas, the benefits in understanding the detail of the contracts and considering the contracts from the perspectives of the relative parties.
- The Board Chair thanked s 9(2)(a) for his reflections and insights.

Ngarimu Blair left the meeting.

<b>Actions</b>	Management to provide a session on learnings from PPPs and opportunities to facilitate more PPPs in the future.
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## Eke panuku | Delivery excellence

### 8. Health, safety and wellbeing dashboard

The Board and Management discussed a number of matters, including:

- There has been significant focus on temporary traffic management as the new New Zealand Guide to Temporary Traffic Management (NZGTTM) is implemented.
- The NZGTTM takes a risk-based approach, increasing focus on innovation and planning to more effectively and safely manage TTM sites.
- The Board explored concepts on using data sets more proactively to help identify emerging risks.
- The Board enquired into the controls in place to provide assurance about the actions being taken by subcontractors.

David Smol left the meeting.

## 10.1 I&D Committee report back

Resolutions	The Board: <i>Transport Services report</i> <ul style="list-style-type: none"><li>• <b>Agreed</b> that the Walk It Wheel It event currently being explored for the Auckland Harbour Bridge not proceed.</li></ul>
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## 10.2 Regulatory Committee report back

Resolutions	The Board <b>noted</b> the papers provided to the Committee.
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## 10.3 R&A Committee report back

Resolutions	The Board: <i>GGM Commercial &amp; Corporate update</i> <ul style="list-style-type: none"><li>• <b>Endorsed</b> the Business Continuity Management 90-day action plan (Attachment 1 to the paper).</li></ul> <i>KPMG External audit Plan and Fee</i> s 9(2)(b)(ii)  <ul style="list-style-type: none"><li>• <b>Noted</b> the audit plan for the 2023/2024 audit.</li></ul> <i>Internal audit charter</i> <ul style="list-style-type: none"><li>• <b>Approved</b> the updated Internal Audit Charter 2024.</li></ul> <i>Quarterly performance report</i> <ul style="list-style-type: none"><li>• <b>Approved</b> the quarter two 2023/24 performance report for submission to the Minister of Transport, and subsequent publication on the NZTA website.</li><li>• <b>Delegated</b> authority to the Board chair to approve the final cover letter to the Minister of Transport.</li></ul>
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## 11. Board correspondence

## Ngā kōrero o te wā | General business

### 13. Other business

There was no other business.

The meeting closed at 3.15pm

## Ētahi atu tāngata kua tae ā-tinana mai | Other attendees

		Items
<b>External attendees</b>		
s 9(2)(a)	Independent presenter	12
<b>Waka Kotahi</b>		
Nicole Rosie	Chief Executive	2 - 13
Amy Moorhead	National Manager Policy	7
Andrew Clark	National Manager Maintenance & Operations	3-5
Anthony Fewster	Head of Health, Safety and Wellbeing	8
Brent Alderton	GGM Regulatory Services and Director Land Transport	3-5
Brett Gliddon	GGM Transport Services	3-5
Caz Jackson	GGM People, Culture & Safety	3-5, 8
Chris Bunny	GGM Systems Leadership	3-5, 7
Howard Cattermole	Chief Financial Officer	3-5, 9
Karen Jones	GGM Engagement & Partnerships	3-5, 8
Liz Maguire	Chief Digital Officer	3-5
Mike Birchler	General Counsel, Governance and Funding	3-13
Sarina Pratley	Chief Customer & Services Officer	3-5
Sara Lindsay	GGM Commercial & Corporate	3-7, 9
Sarah Jacobson	Executive Advisor	3-5

Minutes approved



**Simon Bridges, Board Chair**

20 March 2024

PROACTIVELY RELEASED