

# Appendix 3: Key relationships, accountabilities, and responsibilities

This appendix offers more detail on the roles and responsibilities outlined in chapter 3.

## 3.1 Group General Manager Transport Services

They are accountable, owning the consequences for approving that the allocations presented in the 2024-27 state highway maintenance, operations, and renewals portfolio to give effect to the *state highway investment proposal (SHIP)* and the *state highway activity management plan (SHAMP)*.

## 3.2 Values, Outcomes & Scope Committee

They are accountable for endorsing the portfolio.

## 3.3 Manager Portfolio & Performance

They are accountable, owning the consequences for:

- Making a recommendation to the Group General Manager Transport Services on what the allocations should be to give effect to the SHIP and SHAMP.
- Leading the governance group by providing them with direction and holding them to account that alternative detailed programming approaches have been considered as part of their review to give effect to the SHIP and SHAMP.

They are responsible, carrying out the task of:

- Briefing the value, outcomes, and scope committee adequately on why their recommendation is robust and key alternative investments that were explored but did not represent better value for money.

Note this subsection excludes the accountabilities and responsibilities associated with this position's role as Deputy Chair of the value, outcomes, and scope committee.

They are responsible, carrying out the task of briefing the Group General Manager Transport Services adequately on why their recommendation for allocations based on the *3-year plans* is robust and key alternative investments that were explored but did not represent better value for money.

### 3.4 Governance group

(Previously known as Annual Plan Moderation Team)

May consist of the following roles:

- Manager Portfolio & Performance
- Maintenance & Operations Regional Managers x5
- Manager Tactical Asset Investment

They are accountable, owning the consequences for:

- Identifying any required adjustments to the submitted *3-year plans* to ensure that the SHIP & SHAMP is given effect to with the most optimised detailed programming of allocations.
- Assessing different approaches to the detailed programming and consulting with relevant roles to understand the risks and issues.

They are responsible, carrying out the task of:

- Understanding how each of the *3-year plans* gives effect to the SHIP and SHAMP and the associated risks presented by each.
- Consulting the preparers for additional information

### 3.5 Portfolio & Performance team

They are accountable, owning the consequences for:

- Ensuring that all roles have the information they need to carry out their required expectations set within these guidelines *SM 018* as well as any additional guidance, analytics and insights as required.
- Monitoring the overall progress as these guidelines are implemented, ensuring any critical risks and issues are managed appropriately. This is via connecting with the following roles on a frequent basis:
  - Regional managers
  - Senior Manager Maintenance & Operations
  - Manager Tactical Asset Investment
  - Manager Portfolio & Performance
- Facilitating feedback from all users of *SM 018* to ensure guidance continues to improve.
- Escalating any significant issues and risks to the Manager - Portfolio and Performance where timeliness and data quality from any of the *3-year plans* looks likely to impede the assessment of *3-year plans*.
- Monitor allocations during delivery of the three-year delivery to identify any risks and issues that need to be addressed.

They are responsible, carrying out the tasks:

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Assessing the quality of each *3-year plan* to ensure they are complete in their assessment of how each activity/project/programme gives effect to the SHIP and SHAMP.

Compiling all *3-year plans* into a format that makes it as easy as possible for the governance group to assess the content. This includes indicating any significant risk and issues in delivering on the SHIP and SHAMP.

Managing changes to the allocations and/or programmes (change management request process).

Keeping informed of the development of the SHIP and SHAMP as it develops and assessing what the SHIP and SHAMP means for the *3-year plans*.

## 3.6 Approvers of the 3-year plans for submissions to the Portfolio & Performance team

### The accountable roles and their 3-Year Plans

Plan	Role
1, 2, 23	Regional Manager Auckland/Northland
3-7, 24, 25	Regional Manager Waikato/BoP
8-12, 26, 27	Regional Manager Central North Island
13-15, 28	Regional Manager Wellington/Top of South
16-22, 29, 30	Regional Manager Central and Lower South Island
33-37	Senior Manager Maintenance & Operations
38	Senior Manager Property Services
39 & 40	Chief Digital Officer
41	National Manager Performance & Standards

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The identified roles are accountable, owning the consequences for:

- Approving their *3-year plans* are ready for submission to the Portfolio and Performance Team.
- Maintaining oversight of and ensuring detailed planning is carried out within their proposed *3-year plans*. This includes supporting those preparing their *3-year plans* to understand the relevant strategic context including the fiscal constraints and how the SHIP and SHAMP need to be given effect to.
- Escalating any significant issues or risks with the Team Lead – Maintenance Portfolio during the development of the *3-year plans*.
- Moderating their proposed *3-year plan/s* to ensure it presents the agreed scenario of the SHIP.
- Ensuring that each of their *3-year plans* is submitted to the Portfolio & Performance team on time and are consistent with *SM 018*.
- Ensuring the Preparer of the *3-year plan* has the people and resources they need to produce the *3-year plan*.
- Ensuring collaboration with other NLTP funded areas to identify opportunities to deliver more with less. E.g. specific to the regional managers – collaborating with other regional managers across Transport Services as relevant.

The identified roles are responsible, carrying out the task of shaping the detailed programming of each of their respective *3-year plans* and the associated risks to give effect to the SHIP and SHAMP within the NLTP funding provided.

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## 3.7 Reviewers of the 3-year plan

### The accountable roles and their 3-Year Plans

Plans	Managerial review roles	Technical review roles
1-22	System manager for networks in their region. For # 2 this is the manager – Auckland System Management Alliance. For # 13 this is the Alliance Manager.	Asset Investment Advisors Subject matter experts including Geotechnical Engineer and Lead Advisors
23-32	System Manager as above	Team lead – Structural Performance; Senior/Network Manager for their region
33-35	TOC Managers	n/a
36 & 37	National Journey Manager	n/a
38	Manager Infrastructure Property	Local property representatives
39 & 40	Digital Domain Lead – Transport; Head of Digital Operation; Senior Manager – Maintenance & Operations	Digital Leadership Team
41	Programmes & Standards Leadership Team	n/a

The identified managerial roles are accountable, owning the consequences for applying their knowledge and oversight to make recommendations on how the *3-year plans* could be improved. Specifically asking: Do the plans and their scenarios, give effect to the SHIP and SHAMP and fit within the budgets set by the SHIP?

The identified technical roles are accountable for applying their expertise to review the *3-year plans* to a very high rigour, ensuring that the elements of the *3-year plans* that are relevant to their expertise reflect best practice in their field. This means making recommendations about how the *3-year plans* could be improved. More specifically:

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- Asset Investment Advisors: Does the *3-year plan* demonstrate best practice asset management and value for money? Do the engineering designs demonstrate best practice? Does the *3-year plan* align with the modelling used to inform the SHIP and SHAMP? They must record their technical review in the [Template: Technical Review](#).
- Subject matter experts: Is the proposed investment appropriate best practice? Why is it more appropriate to be funded from the maintenance and operations budget and not the resilience budget?
- Team Lead Structure Performance: Does the *3-year plan* demonstrate best practice asset management for the stewardship of the structures, particularly for non-normal works?
- Senior/Network Manager: Are there any conflicts with the *3-year plans 1-22* and any opportunities to maximise any efficiency opportunities to better utilise the contract with the supplier?

## 3.8 Preparers of the plans

### The accountable roles and their 3-Year Plans

Plan	Role
1-22 (excluding 2 and 13)	Principal / Senior Network Manager
2	Alliance Senior Network Manager - Auckland (or equivalent)
13	Alliance Senior Network Manager - Wellington (or equivalent)
23-32	Structure Project Manager
33-35	TOC Senior Leadership Teams
36 & 37	Principal Optimisation Engineer
38	Manager – Property Management
39 & 40	Digital SHIP Team

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Plan	Role
41	Principal Advisor Maintenance Portfolio

The identified roles are accountable, owning the consequences for:

- Preparing their *3-year plans* consistent with *SM 018* with a strong focus on ensuring consistency with the SHIP and SHAMP.
- Identifying the approach to be taken to develop the *3-year plans*.
- Ensuring all roles who are identified in *SM 018* are providing input or review to their *3-year plans* have sufficient time and direction for providing their input or review.
- Working with the inputters and reviewers to prepare a high-quality plan for submission.
- Escalating any significant issues or risks appropriately.

The identified roles are responsible, carrying out the task of sufficiently briefing the approver of the *3-year plans* at regular intervals to give them the opportunity to shape the content.

### 3.9 Providers of input to the 3-year plans

#### The accountable roles and their 3-Year Plans

Plan	Role
1-22	Supplier; Maintenance Contract Manager; Structure Project Manager; Infrastructure & Delivery
23-32	Structural Management Consultant; Structures Engineer
33-35	Local Authorities; Transport Operating Centre Contract Managers & National Journey Manager
36 & 37	Transport Operating Centre Managers, Local Authorities & System Managers
38	Contracted Property Service Providers
39 & 40	Transport Operating Centre Managers; Delivery Teams; Transport Managers; Digital Leadership Team

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Plan	Role
41	All those with assigned delegated financial authority within the programme

The identified roles are accountable, owning the consequences for:

- Providing input to the *3-year plans* as requested. Specifically:
  - **Supplier:** working together to bring the contractor’s practices and decision-making processes into line with the principal’s goals and objectives. Providing coordination and leadership for the contract, with data and insights from operational expertise.
  - **Maintenance Contract Manager:** providing insights and delivery knowledge as the engineer’s representative in the best interest of the contract with the supplier.
  - **Structures Project Manager:** engaging the structure maintenance consultant as required and work with them as needed to produce required *structure structures annual plan request forms* (SAPRs); organising and holding *SAPR* approval meetings and annual technical/asset management review meetings.
  - **Infrastructure & Delivery:** providing advice on how infrastructure design can influence better outcomes and enable collaboration with other NLTP funded areas to identify opportunities to deliver more with less.
  - **Structures Management Consultant:** subject matter experts engaged through regional contracts to support the New Zealand Transport Agency and its suppliers to successfully manage structure assets. Including the preparation of prioritised maintenance programmes, structural inspections, etc.
  - **Structure Engineer:** supporting *SAPR* approval meetings and annual technical/asset management review meetings as required.
  - **Local authorities:** identifying any opportunities to coordinate asset management works.
  - **Transport Operating Centre Contract Managers:** providing data and insights on the assets required to operate the Transport Operating Centres
  - **National Journey Manager:** providing input as required.
  - **Transport Operating Centre Managers:** providing input as required.
  - **System Managers (for inputting into the Journey Management Plan):** providing network knowledge to support the Journey Managers to co-ordinate events/needs/local council/major works.
  - **Those providing input for Plans 38-41:** identifying activities from their respective areas of expertise that will require investment to ensure that the current service levels for maintenance and operations can be sustained within fiscal constraints, and to give effect to GPS 2024, demonstrating best practice asset management, and providing an appropriate balance between proactive and reactive investment approaches.
- Escalating any significant issues or risks as soon as possible to preparers of the *3-year plans*.

The identified roles are responsible, carrying out the task of understanding the strategic context for why their input is required.