

Meeting: NTALG – February 2021

**Name of item: NTA Additional Resource Requirement Request
Supporting delivery of the 2021/24 LTP Programmes**

Author: Calvin Thomas – NTA General Manager

Date of report: January 2021

1. Purpose

The purpose of this paper is to provide the required information to support the request of the Alliance Leadership Group to approve additional resources identified as being required to enable successful delivery of the three District Council's Transport Programmes¹ within the 2021/24 Long Term Plans and meet associated Key Performance Measures.

The proposed changes are designed to enable achievement of the agreed NTA Vision of **"Collectively creating better, safer and more accessible journeys across Northland"** through appropriately resourcing the NTA to enable the achievement of the following key deliverables:

- Industry Leader in Asset Management;
- Improve the reach of the public transport network²;
- Deliver the Capital Works programme;
- Deliver the Maintenance programme;
- Lift the quality of customer experience; and
- Prove a demonstrable improvement in the Northland Transport Network.

2. Recommendations

That the Alliance Leadership Group:

- a) Notes the significant forecast increase, comparing to 2018/19 levels, in District Council's respective Transportation expenditure across the Region;**
- b) Notes the supporting background information provided as justification for the increase in resourcing levels;**
- c) Notes that while any increase in resource will result in an increase in FTE's, the associated costs are covered through the proposed 2021/31 LTP Transportation Budgets;**
- d) Approves the proposal for additional resources as outlined in this paper; and**
- e) Delegates Authority to the NTA General Manager to work with the Council People and Capability Managers to finalise Home Council employers for each identified position.**

¹ NRC Resourcing is excluded from this analysis as the approval and recruitment of the additional FTE position of Transport Support Officer (in late 2020) has addressed the identified resource requirements in this area.

² Supporting achievement of this deliverable excluded from this proposal – refer to note 1

3. Background

In March 2019 the NTA transitioned to a functional based structure designed to better support a regionally focused delivery of Council’s Transport programmes. At the time of implementing the structure there were 19 vacant positions which were all successfully recruited and filled over the following 18-month period, providing the NTA resourcing to deliver the volume of works that were identified at the time of original structure implementation.

As demonstrated in the table below, in the period since implementing the NTA functional structure (2018/19 Financial Year), base council work volumes have increased by approximately 50% with further pressures added through a combination of external government funding, increasing external activity and reassignment of activities previously completed by other Council departments to the NTA.

To date this progressive volume increase has been addressed through a combination of external consultant engagement and work prioritization however this is seen as a short-term solution and not sustainable given the projected lift in Council’s Transportation budgets indicated in draft 2021/31 LTP’s.

Transport Budgets	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 LTP	2022/23 LTP	2023/24 LTP
FNDC	\$ 32,437,500	\$ 45,000,179	\$ 56,064,042	\$ 58,196,158	\$ 59,738,171	\$ 57,833,038
KDC	\$ 19,200,000	\$ 25,869,379	\$ 26,178,155	\$ 27,417,520	\$ 26,973,449	\$ 27,974,926
WDC	\$ 39,600,000	\$ 46,501,651	\$ 51,534,578	\$ 53,095,250	\$ 55,321,623	\$ 54,483,208
Total	\$ 91,237,500	\$ 117,371,209	\$ 133,776,774	\$ 138,708,928	\$ 142,033,243	\$ 140,291,172
Budget increase vs. 2018/19		29%	47%	52%	56%	54%

The table above excludes on-going work volumes associated with external funding where it is anticipated that resources to deliver this work will continue to be supplemented using consultant resources.

Each NTA department has completed an assessment of their respective forecast activities and associated resource requirements against the forecast 2021/24 LTP Budgets, associated key performance measures and ability to achieve respective agreed NTA deliverables. As a result of this analysis several key new resource requirements have been identified to enable successful delivery of the Transport programmes while continuing to improve the quality of service and Northland transport system user outcomes.

4. Identified Resource Requirements - Summary

A total of nine additional resources have been identified as being required to support delivery of the 2021/24 LTP Transportation Programmes, specifically:

Department	Position	Hiring Council
Asset Strategy & Management	Asset Manager	WDC
Asset Strategy & Management	Graduate Asset Engineer	FNDC
Road Safety & Traffic Engineering	Senior Development Engineer, Transportation	WDC
Road Safety & Traffic Engineering	RSAP Program Manager	TBC
Road Safety & Traffic Engineering	Graduate Transportation Engineer	TBC
Maintenance & Operations	CAR Specialist	FNDC
Maintenance & Operations	Regional Field Compliance Assessor	TBC
Maintenance & Operations	Streetlighting Services Manager	TBC
Business Performance	Customer Services Administrator	TBC

In addition to the above, the following internal structure / positional change is also proposed:

- Creation of a new Team Leader role of “Regional Customer Services Lead”, with intent for this role to be filled via an internal application process.

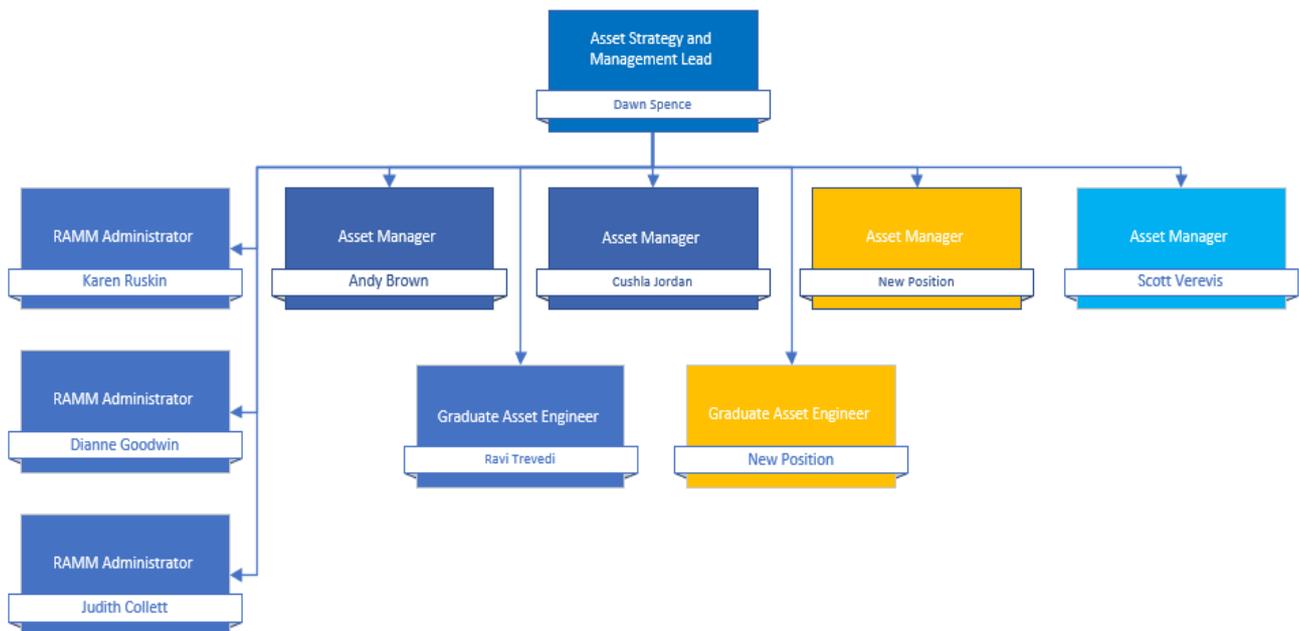
5. Resource Requirements – Department Summaries

Strategy and Planning - Asset Strategy and Management

Two proposed additional FTE roles identified being:

- **Asset Manager** – (Business Cases, AMP, RLTP, and co-ordination of Traffic services and Safety including TIO updates)
- **Graduate Asset Engineer** – Kaikohe based primarily supporting FNDC activities

The revised department structure with proposed new positions (in orange) is:



Key – Dark Blue = Existing internal resource / Light Blue = Existing consultant resource / Orange = Proposed new resource

Primary justifications for the requested changes are:

- Consultant Mark Seakins presently undertakes the following:
 - WDC Liaison;
 - Asset Manager for over 75% of our asset groups;
 - Led the creation & development of the combined region AMP document; and
 - Manages the NZTA TIO system.

Mark has advised his intent to cease asset management related activities to return to be a project management consultant and is due to exit the asset management team through a phase handover over the next six months. We therefore require:

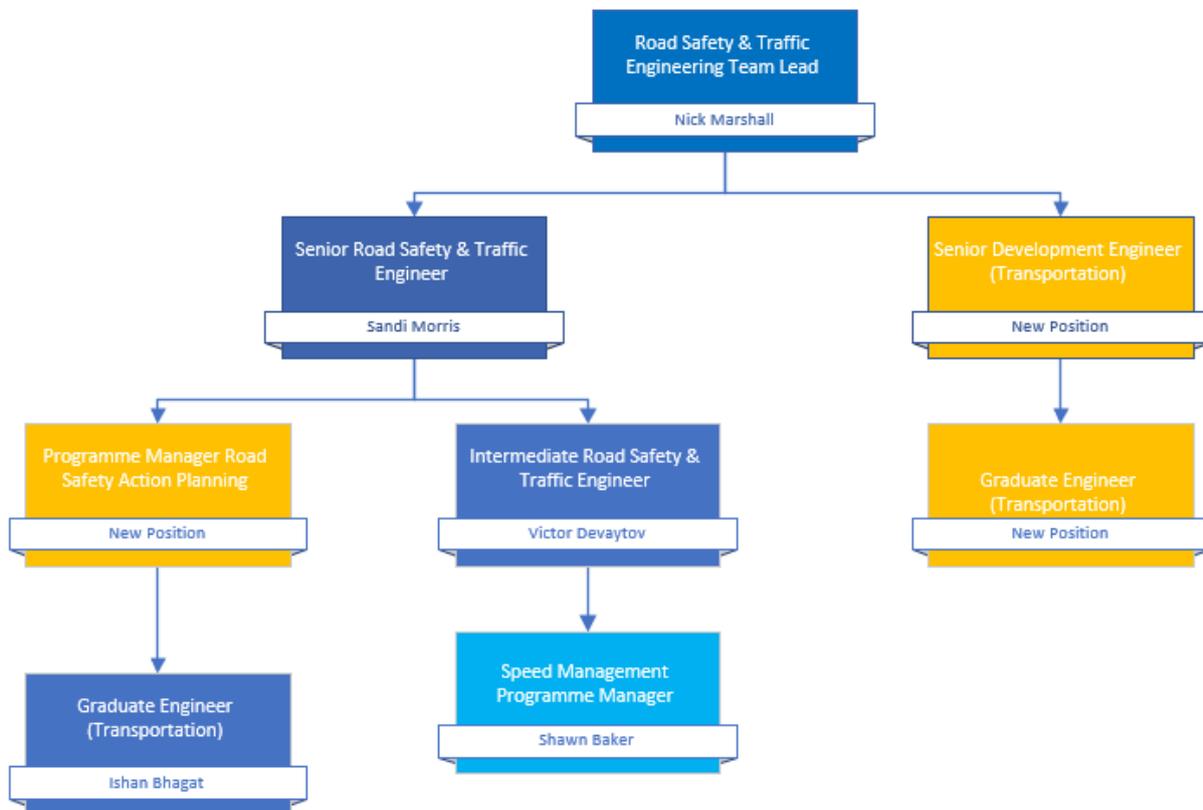
- A replacement in-house Asset Manager
- A restructure of roles and duties to re-balance work load
- Our KDC and FNDC Asset Managers are disproportionately engaged on their respective Council Financial systems and their customer review and resource consents rather than their core asset management work. To assist in resolving it is proposed to:
 - Recruit an additional Graduate Asset Manager required to assist FNDC Asset Manager with increased work load; and
 - Restructure current roles and duties to re-balance work load

Strategy and Planning - Road Safety & Traffic Engineering

Three proposed additional FTE roles identified being:

- **Senior Development Engineer, Transportation** – Review of; consent applications, development engineering plans, District Plan and Policy changes, engineering standards and Customer Enquiries; and
- **Graduate Transportation Engineering** – to assist Senior Development Engineer and Road Safety and Traffic Engineers
- **RSAP Program Manager** – to manage Road Safety Action Planning programs and contracts for all three district councils and run the Northland Road Safety Action Planning Committee.

The revised department structure with proposed new positions (in orange) is:



Key – Dark Blue = Existing internal resource / Light Blue = Existing consultant resource / Orange = Proposed new resource

Primary justifications for the requested changes are:

- Northland is one of the fastest growing regions in New Zealand, and with this associated growth the amount, size and complexity of developments to be reviewed has increased. In the past 12 months the volume of consents processed via the NTA Safety and Transportation team has increased by 400%, with the identified need for:
 - A new role to specifically manage **Development Engineering** (consent application reviews and approvals);
 - Additional **Graduate Transportation Engineer** required to assist Development Engineering Team with increased workload and management requirements;
 - A restructure of roles and duties to re-balance workload.

- Additionally, due to a combination of increased development engineering, the size of NTA programs increasing over the past 4 years, and increased management required of our Road Safety Program for NZ Road to Zero Strategy (as reported to Council's in mid-2019), the following role has been identified as being required to enable the Road Safety & Traffic Engineering Team to prioritise and plan future projects and programs to maintain the 'pipeline' of work through to the Capital Delivery Team:
 - **Program Manager, Road Safety Action Planning** to manage Road Safety Action Planning activities, contracts and Committees
 - A restructure of roles and duties to re-balance workload and improve Regional outcomes.

Capital Works and Procurement

While the Capital Works programmes have increased across the Region, due to historic recruitment constraints and the anticipated workload peaks no additional positions are currently proposed within this department (noting recruitment of replacement for FNDC Project Manager resulting from Jaco Cronje's resignation will continue), with consultant resources to continue to be used to manage increased programme delivery.

Additional resourcing proposed for the Asset Strategy and Management department is designed to better support the preparation and planning of Forward Work Programmes prior to handover to Capital Works and Procurement to improve the ability to successfully deliver the increased annual Capital Works programmes.

As noted in the Asset Strategy and Management section, Mark Seakins (consultant) has advised of his intent to cease asset management related activities to return to be a project management consultant which will provide an additional experienced and semi-dedicated Regional resource to manage the complex projects across the region.

Maintenance

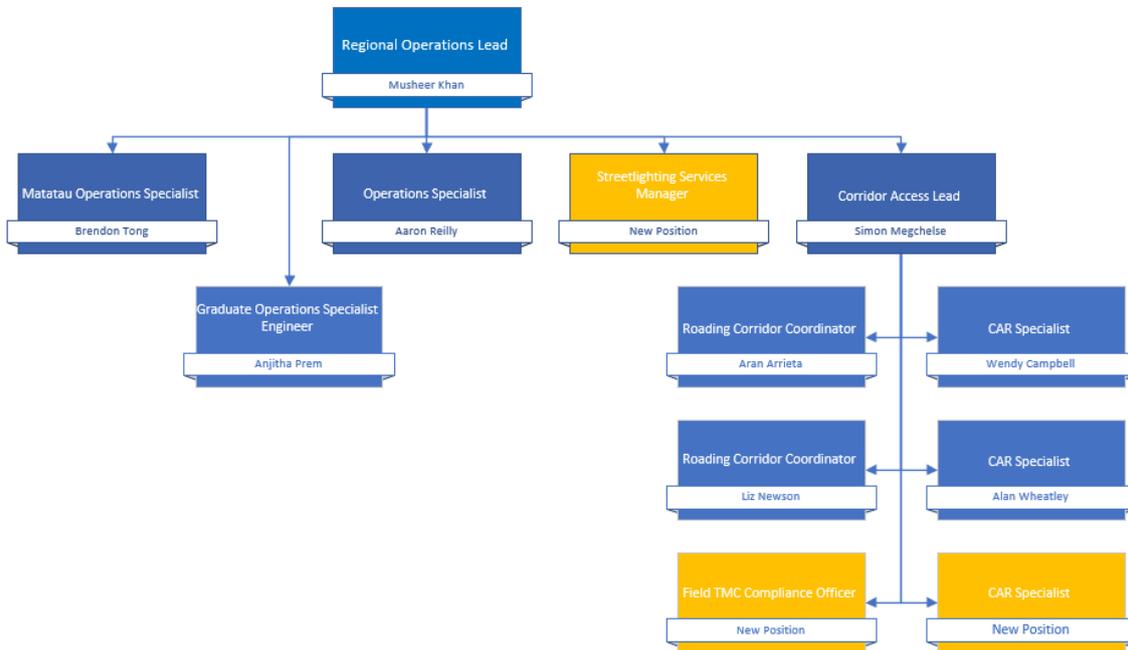
Resourcing of the Maintenance Contract Management teams has been assessed as sufficient to support the delivery of future programmes and no additional positions are currently proposed within this department.

Regional Operations

Three proposed additional FTE roles identified being:

- **CAR Specialist** – FNDC based, succession planning for Alan Wheatley, Regional workload coverage; and
- **Field TMC Compliance Officer** – Regional role, completion of field monitoring and compliance functions across the Region as per the Code of Practice for Temporary Traffic Management (CoPTTM) & National Code of Practice for Utility Operators Access to Transport Corridor
- **Streetlighting Services Manager** – Technical role overseeing all streetlighting related activities across the Region

The revised department structure with proposed new positions (in orange) is:



Key – Dark Blue = Existing internal resource / Orange = Proposed new resource

Primary justifications for the requested changes are:

- **CAR Specialist (FNDC based)**
 - The Corridor Access Requests (CARs) for FNDC are handled by one of the three NTA CAR Specialists who is based at FNDC (Alan Wheatley).
 - Alan has indicated his intent to retire in next 12-18 months triggering a need to commence succession planning activities.
 - The proposed additional role will also alleviate increased workload volume issues and allow for provision of cross District support of all CAR specialists.
- **Field TMC Compliance Officer (Regional role)**
 - Due to the high volume of CAR applications being processed for the WDC district by the CAR Lead who is also the TMC; this role is unable to carry out the monitoring and compliance functions as per the Code of Practice for Temporary Traffic Management (CoPTTM) & National Code of Practice for Utility Operators Access to Transport Corridor.
 - The large geographical area covered by the FNDC & KDC CAR Specialists and the limited ability, due to work volumes, to inspect every work site has led to undetected substandard work been carried out by contractors, most recently identified on Mangamuka Road which has now led to the pavement failure.

This role is ideally required to:

- Ensure there is adequate monitoring and audit of all traffic management within the RCA's roading network by monitoring documentation and worksite activities to ensure compliance with CoPTTM and/or the Health and Safety at Work Act 2015. These checks are to be selected randomly and represent a minimum of five percent of all worksites in any month.
- Inspect 100% of the Utility excavations prior to reinstatement
- Carry out minimum 25% Warranty Audits - 2 weeks; 6 month & 18 months

- **Streetlighting Services Manager (Regional Role)**
 - Technical role overseeing all streetlighting related activities across the Region with the field activities continuing to be supported by the streetlight maintenance contractors.
 - Allows for the role of the Operations Specialist – Traffic Safety who is specialised in ITS system needs to be freed up to focus on its core function rather than being part time lighting specialist.
 - Responsibilities for the region will include but are not limited to:
 - Streetlight Maintenance Contract Management
 - Street & Amenity lights operations and maintenance
 - Streetlight handover inspections for sub-divisions
 - Street & amenity lights design reviews
 - Streetlight MSQA for capital works
 - Streetlight improvement scoping

Customer Services

In late 2020 approval was provided to recruit for an additional (WDC) CRM coordinator for a 6-month fixed term period to support provision of more timely response to Customer Enquiries related to specialist technical areas (Asset Management, Safety, Long Term Strategy, Traffic Operations etc.).

Analysis of District Council Customer Experience reports reveals the following key opportunity areas for improvement:

- ▶ Initial Responsiveness
- ▶ Speed of actioning request
- ▶ Keeping informed of progress
- ▶ Helpfulness of staff actioning the request
- ▶ Follow through of promised actions
- ▶ Reinstatement of the site

In conjunction with the proposals for additional technical resources above it is proposed that this additional position be made permanent to assist with filtering and reducing the amount of issues to be dealt with at a Specialist Technical Resource level and subsequently assist in addressing several the responsiveness and customer communication issues highlighted above.

As part of this change it is proposed to create a new role of “Regional Customer Services Lead” (to be filled via internal application process) who will be responsible for Technical Specialist Responses, Elected Member Responses, Regional response time monitoring and reporting, process improvement initiatives and leave coverage.

6. Resource Requests – Department Detail

Further details, justification and background information is contained within this section specifically for the Asset Strategy & Management, Road Safety & Engineering and Regional Operations requested positions. This information is included to provide further context on the current state issues and subsequent proposed solutions to effectively manage delivery of the 2021/31 LTP Transport programs.

Strategy and Planning – Asset Strategy and Management

Current Challenges

The Team of Asset Management and Strategy have some issues impacting effectiveness. The major issues which affect, our team are as follows:

- A large proportion of our strategy operations are contracted out to consultants. Consultant Mark Seakins is withdrawing his full-time input into the Asset Management team and his work operations will have to be reassigned. (to be phased over the next 6 months). This is an opportunity to bring these operations back in-house.
- Considerable time is being spent by current in-house Asset Managers in dealing with
 - Council financial systems and
 - Customer complaints systems (CRMs and RFS)
 - Council development and consent issues

A large proportion of these activities could be reassigned thus freeing up time which could be more effectively used for asset management core activities.

- The responsibility for asset strategies and Forward Work Programmes (FWP's) have been unbalanced between our in-house staff and external consultants. This needs to be readdressed whereby our in-house Asset Managers take ownership and responsibility for all the strategy works.

Solution options

To effectively manage these major issues a proposed restructure will be required which will involve reallocation of work activities/responsibilities to existing and to new positions.

It is proposed to continue with the focus our asset managers on groupings of assets. In this manner each Asset Manager will be able to have an in-depth comprehension into their responsible asset group and a general overview for all assets over their district areas.

Currently our consultants Mark Seakins and Scott Verevis oversee and co-ordinate the creation of the strategies and forward work plans for the following asset groups:

- Sealed roads – rehabs and reseals
- Forest Strategy
- Bridges
- Drainage
- Resilience slips and retaining walls
- Environmental and Climate change

They also undertake the major preparation of transport modelling, Annual plan, RLTP and AMP development and preparation and TIO management.

We need to ensure that the Team of Asset Management & Strategy has a clear overall responsibility for the work activities although consultants may be engaged to execute the specialised works. To achieve this, it is proposed to split the Asset Strategy work responsibility into four groups being:

- Sealed Roads
 - Re-seals/Rehabs of sealed roads
 - Seal extensions
 - Traffic Counting
 - Footpaths, Kerb and Channel
 - Databases
- Unsealed Roads
 - CoE strategy
 - Rehabs and metaling of roads
 - Forestry Strategy
- Bridges, Drainage and Structures
 - Bridges
 - Roadside drainage
 - Retaining Walls and resilience slips
 - Environmental
 - Climate
- Business Cases and Co-ordination of Traffic Services and Safety Management
 - Drafting of:
 - Business Cases
 - AMP
 - RLTP co-ordination
 - Transport Modelling & Planning
 - Co-ordination of Strategies, FWPs and TIO management prepared by other NTA team members for:
 - Traffic Services: road furniture, markings and pedestrian crossings
 - Streetlighting
 - Traffic Signals
 - Rail level crossings
 - Safety Management

Each Asset Manager will be responsible for the respective strategies within their particular asset group and the creation of the forward works program divided into the three districts. They are also responsible for the liaison with the respective Asset Manager for each district: FNDC/KDC/WDC to ensure they are fully briefed as to the proposed strategies and FWP.

As the asset strategy work is re-balanced between the Asset Managers, there needs to be further support to reduce the Managers in dealing with:

- Council financial systems and
- Customer complaints systems (CRMs and RFS)
- Council development and consent issues

To resolve the above the following solutions are proposed:

1. Creation and monitoring of a single budget spreadsheet across the NTA, to be modeled on TIO but with reference to the FNDC, KDC and WDC financial systems. [To be initiated by the Asset Management and Strategy Lead (Dawn Spence) and will be reviewed as the exercise progresses.]

2. Engagement of an additional (Kaikohe based) Graduate Asset Engineer for delegation of tasks to free up time of the FNDC Asset Manager which could be more effectively used for asset management core activities.
3. Engagement of a further CRM/RFS coordinator to filter and reduce the amount of issues to be dealt with at an Asset Manager level [refer to Customer Services section of this report for further information]

Strategy and Planning - Road Safety & Traffic Engineering

Current Challenges

The Road Safety & Traffic Engineering Team have several issues which impact the ability to be effective. The major issues are:

- A significant proportion of current activities are contracted out to consultants, particularly for Development Engineering. Bringing this in-house will be more efficient and provide a more consistent level of service to our customers. Also, much of our strategic planning for Traffic Engineer specifically has been stalled due to lack of resource internally, and these functions cannot be outsourced.
- Considerable time is being spent by our current in-house Engineers in dealing with;
 - Consents / Development Engineering
 - Customer complaints systems (CRMs and RFS)
 - District Plan and Policy Reviews

A large proportion of these activities could be reassigned thus freeing up time which could be more effectively used for Road Safety & Traffic Engineering activities.

- There is an imbalance between time spent on reactive, externally driven activities (consents & customer responses) versus planned activities resulting in poor delivery of our key planned work streams. This needs to be readdressed whereby our focus can be on our core business of Road Safety, Traffic Engineering and Transport Planning of future works programs.

The graphs & tables below illustrate that the number of Development Applications that the NTA has reviewed and conditioned has increased by 400% and that the average subdivision size has also increased.



Figure 1 – Whangarei Volume/Size of Developments 2010-2018

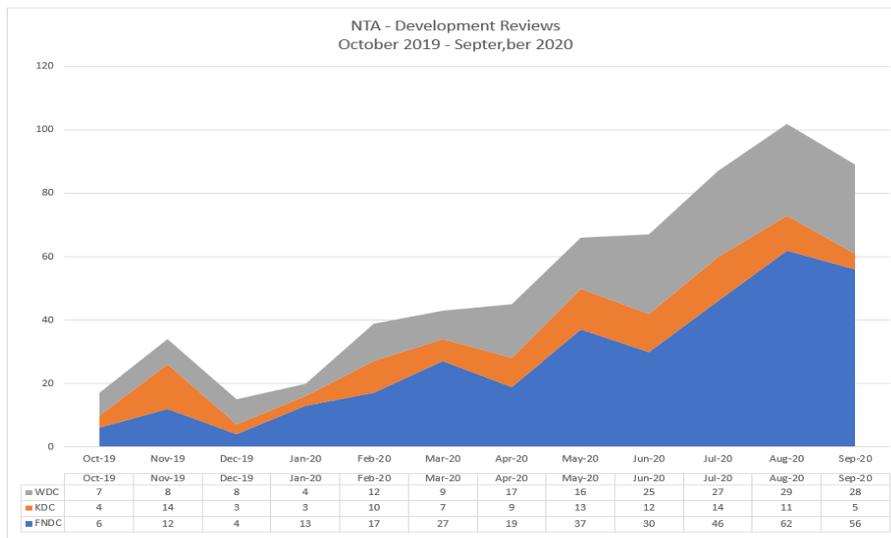


Figure 2 – Northland (NTA) volume of developments October 2019 to September 2020

Solution options

To effectively manage these major issues a proposed department restructure will be required which will also involve reallocation of work activities/responsibilities to existing and to new positions.

As the Road Safety & Traffic Engineering Team work is re-balanced across the team, there needs to be further support to reduce the Managers in dealing with:

- Council development and consent issues
- Increased Road Safety impetus; RSAP and Safer Network Program
- Customer complaints systems (CRMs and RFS)

To resolve the above the following solutions are proposed:

1. Engagement of a **Senior Development Engineer** to manage the Development Engineering and other reactive workstreams, which will free up the Road Safety and Traffic Engineers to focus on their core activities.
2. Engagement of a **Graduate Transportation Engineer** for delegation of tasks, which will free up the Road Safety and Traffic Engineers to focus on their core activities and enable the Senior Development Engineer to provide the required input into consent applications.
3. Engagement of a **Program Manager for Road Safety Action Planning (RSAP)**, to manage Road safety Action Planning Committee, contracts and programs for Northland.
4. Engagement of a further CRM/RFS coordinator to filter and reduce the amount of issues to be dealt with at Senior Engineer level [refer to Customer Services section of this report for further information]

It is proposed to create two functional units within the Road Safety & Traffic Engineering Team being:

1. Road Safety & Traffic Engineer, and
2. Development Engineering.

Road Safety & Traffic Engineering will focus on the planned/strategic activities, whereas Development Engineering will focus on the reactive activities such as consents and customer enquiries.

Key Roles identified within each newly proposed functional unit

Road Safety & Traffic Engineer Unit:

- Crash Reduction Studies
- Fatal Crash Investigations
- Safety Audits
- Safer Network Program (SNP)
- Speed Management Program
- Development of Forward Works Programs (FWP)
- Funding Applications
- Transport Planning; Active Transport, Tourism Cycle Trails
- Road Safety Action Planning (RSAP)
- Design Reviews
- Standards & Procedures

Development Engineering Unit:

- Pre-application meeting
- Land Use & Subdivision Consent application reviews
 - Section 92 requests for further information
 - Conditions of consent
 - Hearings
- Engineering Standard reviews
- Input into District Plan & Policy Reviews
- Customer Enquiries (RFS & CRM)

Regional Operations

The present structure for the Regional Operations Team comprises of nine employees (including the Regional Ops Lead), tasked with primary responsibility for the following functions across the Region:

- Corridor Access Requests (All Councils)
- Vehicle Crossings (WDC & KDC only)
- Operations & Maintenance of Intelligent Transportation System (ITS) i.e. Traffic Signals; School Zone Signs; Sydney Coordinated Adaptive Traffic System (SCATS) etc. (Primarily WDC but expanding to other Districts)
- Streetlight Operations & Maintenance (All Councils)
- Hokianga Ferry Operations (FNDC)
- Te Matau A Pohe & Kotuitui Whitinga Bridge operations & maintenance (WDC)

In addition to the core activities above the team is also responsible for the following activities for the respective District Councils:

- Overweight permit - KDC
- Restricted bridges/roads; temporary road closures - KDC
- Road stopping - KDC
- Street numbers & Road naming - KDC
- License to Occupy (LTO) - KDC
- Technical support (Design Reviews) for Streetlighting & Traffic Signals associated with Capital Works & Subdivisions – All Councils
- Streetlighting Handover Inspections – All Councils
- Smart parking systems - WDC
- CCTV systems – WDC

Operation Specialist Team

Under the present arrangement the ITS (Intelligent Transport Systems) unit, comprises of:

- Matatau Operations Specialist - Traffic Safety;
- Operations Specialist Lighting & Transport; and,
- Graduate Engineer.

This team responsibilities presently include:

- Managing the operations and maintenance of 23 WDC and 9 State Highway Traffic Signals and 70 School zone signs in the region. (The State Highway traffic signals are maintained under a delegated authority from the NZTA);
- Contract management of the Hokianga Ferry operations in FNDC;
- Maintenance and Operations of Te Matau A Pohe & Kotuitui Whitinga Bridges in WDC;
- Streetlight operation and maintenance in FNDC, KDC & WDC;
- Provision of technical support to capital works and sub-division planning team with design reviews for traffic signals and streetlighting;
- Smart parking systems related activities for WDC; and
- CCTV systems technical input for WDC.

Present Operational Constraints

The asset management of the continuously increasing streetlight asset base distributed over a very large geographical area make it impractical to continue to manage this as a part time function. The transition to a new formal streetlight maintenance contract for KDC (combined with updated Regionally consistent contracts also being tendered for WDC and FNDC) in the 2021/22 financial year will mean that there will be three new (WDC, FNDC, KDC) formal streetlight maintenance contracts to be managed.

Tabulated below is the streetlight asset base for the three district councils with the forecast growth based on the present streetlight infill works program 2020/2022.

District	Streetlights	Type		Percent LED	LED Infills 2020-2022	Forecast Asset base 2022
		LED	Non-LED			
WDC	5,924	4,808	1,116	81.16%	702	6,626
FNDC	1,899	1,735	165	91.36%	381	2,280
KDC	1,193	1105	88	92.62%	174	1,367
Total	9,016					10,273

In the last six months the ITS team has reviewed over 35 streetlight designs and carried out streetlight handover inspections for over 80 new streetlights in new sub-divisions. The absence of technical expertise and resource constraint in the lighting & electrical field has led to need to contract consultants for MSQA for all infill projects across the regions when this could have been undertaken in-house by an appropriately qualified technical position.

Furthermore, with a growing ITS asset base and a SCATS operating system in need of upgrading (currently running on version V6.7.2.0 versus latest version of 6.9.4), the specialist resources in this area have an increasing commitment to constantly monitor, maintain, upgrade and improve our systems and processes. The separation, and appropriate resourcing of, streetlight related works is seen as a key mitigation of the current operational constraints in this area.

Proposed Solution

It is proposed to separate off the Region's streetlighting works and creating a functional unit within the Regional Operations Team like the CAR and ITS unit. The activities of this unit will be led by the newly created role of Streetlighting Services Manager and the field activities will be supported by the streetlight maintenance contractors. This will be a technical role whose responsibilities for the region will include but are not limited to:

- a) Street & Amenity lights Operations and maintenance
- b) Streetlight handover inspections for sub-divisions
- c) Street & amenity lights design reviews
- d) Streetlight MSQA for capital works
- e) Streetlight improvement scoping

Through removing the responsibility of streetlighting the ITS team will be enabled to focus efforts on delivering to the required levels of service associated with its core technical functions. This is anticipated to require an increased level of resource commitment in the future due to increasing implementations of Intelligent Transport System assets and the need to continually upgrade and maintain systems as technology evolves.

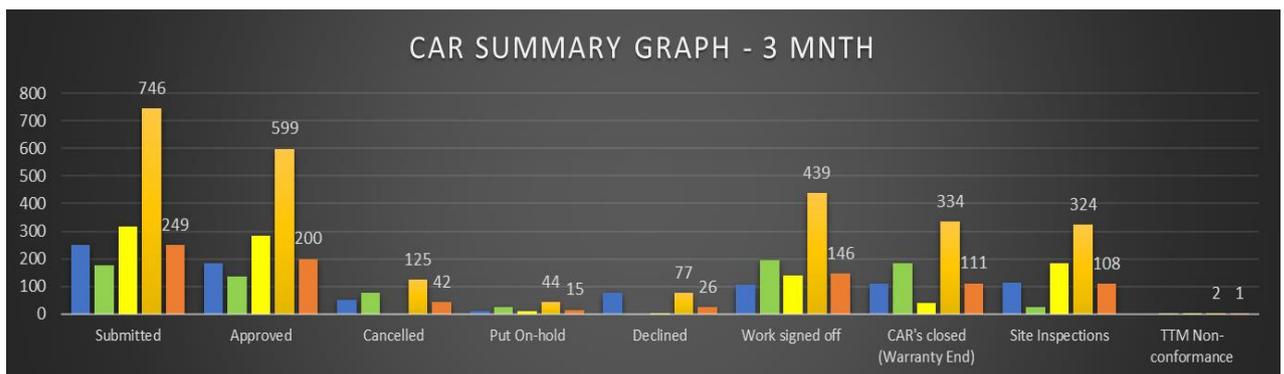
Corridor Access Request team

The Corridor Access team currently comprises of:

- CAR Lead;
- CAR Specialists (x2); and,
- Roadway Corridor Coordinators (x2)

Each month the team receive and process an average of 249 CAR requests for the region and approximately 23 (WDC) / 15 (KDC) vehicle crossing applications as part of their core activity. Processing of the Vehicle Crossing applications includes the undertaking of 2-3 individual site inspections per application.

Illustrated below is the CAR summary for three months of the 2020/21 financial year.



CAR SUMMARY - 3 MNTH									
District	Submitted	Approved	Cancelled	Put On-hold	Declined	Work signed off	CAR's closed (Warranty End)	Site Inspections	TTM Non-conformance
FNDC	250	182	49	10	75	107	111	113	0
KDC	178	135	76	23	0	194	182	26	1
WDC	318	282	0	11	2	138	41	185	1
Total	746	599	125	44	77	439	334	324	2
AVG/MNTH	249	200	42	15	26	146	111	108	1

Present Operational Constraints

Over the past 5-10 years the Corridor Access team have been actively working with the wider industry to improve compliance associated with work being completed in the roading corridor having appropriate CARs submitted. In part the team are now suffering from the success of this with CAR volumes increasing significantly over this time and minimal occurrences of non-notified work occurring within the regions roading corridors.

Due to the increase in volume of CAR applications being processed across the region the CAR Lead and CAR Specialists are presently constrained in their ability to undertake the required field monitoring and statutory compliance aspects of their role as per the Code of Practice for Temporary Traffic Management (CoPTTM) & National Code of Practice for Utility Operators Access to Transport Corridor which include:

- Ensuring there is adequate monitoring and audit of all traffic management within the RCA's roading network by monitoring documentation and worksite activities to ensure compliance with CoPTTM and/or the Health and Safety at Work Act 2015. These checks are to be selected randomly and represent a minimum of five percent of all worksites in any month.
- Inspecting 100% of the Utility excavations prior to reinstatement
- Carrying out at least 25% Warranty Audits - 2 weeks; 6 month & 18 months

In addition, the large geographical area covered by the FNDC CAR Specialist and the limited ability to inspect every work site has recently resulted in identification of previously undetected substandard reinstatement works carried out by a contractor on Mangamuka Road which has now led to the pavement failure.

While completing the structure analysis exercise consideration has also been given to the FNDC incumbents indicated intent to retire in the next 12-18 months and the potential operational risk this creates.

Proposed Solution

It is proposed to introduce two new roles to further support completion of CAR activities, increase the ability to meet statutory field inspection and compliance requirements and ensure appropriate succession planning steps are in place to mitigate the risk associated with the impending retirement of the incumbent FNDC CAR Specialist.

1. **Field TMC Compliance Officer** – this proposed role will be responsible for the field monitoring and auditing of the works sites approved under the Corridor Access Request in the region better enabling the team to fulfil the requirements under CoPTTM. The role will work under the direction of the CAR Lead and CAR Specialists assisting them to ensure we meet field monitoring obligations as a Road Controlling Authority (RCA).
2. **CAR Specialist** – introducing a third CAR specialist (based in FNDC area) to the team is proposed both to mitigate any future risk associated with the FNDC incumbents' retirement while also alleviating increased workload volume issues and allowing for provision of cross District support of all CAR specialists.

Given the specialist nature of the role and a requirement for a level of local area familiarisation, succession planning and associated recruitment is believed to be required now to minimise any resulting knowledge gap created in this space.