

**PROJECT PLAN  
UTILITIES IN THE TRANSPORTATION CORRIDOR**

**July 2007**

## Contents

<b>1.</b>	<b>Background .....</b>	<b>3</b>
<b>2.</b>	<b>Project Plan .....</b>	<b>4</b>
<b>3.</b>	<b>Directors Group Status.....</b>	<b>4</b>
<b>4.</b>	<b>Project Objective .....</b>	<b>4</b>
<b>5.</b>	<b>Project Principles.....</b>	<b>4</b>
<b>6.</b>	<b>Project Approach .....</b>	<b>5</b>
<b>7.</b>	<b>Project Roles &amp; Responsibilities .....</b>	<b>7</b>
<b>8.</b>	<b>Development of National Code .....</b>	<b>8</b>
<b>9.</b>	<b>Project Inter-relationships.....</b>	<b>8</b>
<b>10.</b>	<b>Project Costs .....</b>	<b>8</b>
<b>11.</b>	<b>Project Funding.....</b>	<b>10</b>
<b>12.</b>	<b>Project Timeline .....</b>	<b>11</b>
<b>13.</b>	<b>Project Risk &amp; Mitigation.....</b>	<b>12</b>
<b>14.</b>	<b>Project Plan Change Control.....</b>	<b>12</b>

## Appendices

<b>Appendix A – Statement of Intent.....</b>	<b>13</b>
<b>Appendix B – Communications Plan – Local Government .....</b>	<b>18</b>
<b>Appendix C – Communications Plan – Utilities.....</b>	<b>20</b>
<b>Appendix D – Risk Register .....</b>	<b>23</b>

### Change Control

<b>Version</b>	<b>Date</b>	<b>Approved by DG</b>	<b>Approved by NZUAG</b>
1,2,3	April 2007	April 2007	
4	May 2007	26 April 2007	1 May 2007
5	July 2007	12 July 2007	

## 1. Background

An efficient transportation network<sup>1</sup> is critical to New Zealand's economic performance, so is an efficient utility network<sup>2</sup>. At the moment, access to the transportation corridor by network utility operators is governed under a variety of statutes, including but not limited to – Gas Act, Telecommunications Act, Electricity Act etc. The Local Government Act, the Resource Management Act, the Transit New Zealand Act and the Railways Act are also relevant.

Unfortunately, there are a number of inconsistencies between the various pieces of legislation and a variety of approaches are taken by relevant authorities to administering access into the transportation corridor. The outcome is a sub-optimal environment where there is a lack of clarity and certainty (for all parties) and significant opportunity for risk/cost reduction and greater coordination of work programmes.

The Government is committed to economic transformation. In 2005 it circulated a discussion paper on how this might be achieved in the utilities sector and after consultation with key stakeholders a 'position paper' outlining the Government's policy objectives was published by the Ministry of Economic Development late in 2006. The public policy objectives are:

- a. *To reduce the costs and inefficiencies arising from the current statutory framework, including avoidable damage to roads and utility networks, delays and disputes, inconsistencies between statutes, and poor coordination.*
- b. *To provide for better management of the multi-use road corridors in the public interest, including road safety, and balancing the provision of utility services with efficient transport and universal access to roads.*
- c. *To provide the potential for increased utility access to rail and motorway corridors while recognising the transport and safety responsibilities of Transit NZ, and the transport, safety and business interests of ONTRACK.*

One of the key ways to achieve these objectives is to establish a national code of practice for working in the transportation corridor. It is believed that this offers significant potential to reduce cost and risk, improve the coordination of works between stakeholders, provide better outcomes for all stakeholders and generally provide an excellent platform for the development of world-class infrastructure.

The potential financial implications of this are very significant. The National Land Transport Programme for the 2006/07 year provides for a total CAPEX/OPEX spend of \$1.6B. In addition, New Zealand ratepayers contribute an additional \$549M making a total spend on New Zealand roads of over \$2B in the current financial year.

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<sup>1</sup> *The transportation network includes local roads, state highway, motorway and rail.*

<sup>2</sup> *The utility network includes power, gas, telecommunications, water, wastewater etc*

## **Project Plan – Utilities in the Transportation Corridor July 2007**

Even if only marginal savings were achieved under a national code of practice the financial implications are large and there are wide-ranging public benefits.

The various stakeholders (Local Government, Utilities, Transit and ONTRACK) came together under the auspices of the New Zealand Utilities Advisory group (NZUAG) to discuss this matter and agreed there was merit in a smaller number of people working as a 'Directors Group' to lead this project. The NZUAG Project Sponsor is Stephen Parker.

This initiative is supported by MED and a copy of the 'Statement of Intent' (Sol) reached between the parties is attached as Appendix A.

### **2. Project Plan**

This document is the Project Plan. It identifies the project objective, project principles, the approach to be taken to the project, project structure, key roles and responsibilities, budget, timeline and so on. It has been developed and agreed by the Directors Group, reviewed by Ministry of Economic Development and signed off by the NZUAG. However, it is not a static document – it is our best estimate at this time (July 2007) of the shape and form of the project. The Plan is likely to need updating during the project as circumstances change and as we gain more insight. Changes will be discussed and agreed by the Directors Group and referred to the NZUAG for approval (see Section 14).

### **3. Directors Group Status**

The Directors Group (DG) has been established by and reports to NZUAG. It has no independent decision-making powers - its work will simply be referred to the NZUAG for consideration/approval. Having said that, the DG consists of representatives of each of the stakeholder parties and it is expected that whatever it agrees will be robust. The DG gains its budget from NZUAG and NZUAG will approve this Project Plan. (The role of the DG is shown in Section 7)

### **4. Project Objective**

The DG's principal objective is to develop and deliver to NZUAG by the end of September 2007 a national code of practice for working in the transportation corridor. A companion document will also be delivered highlighting areas of disagreement and where further work is required. (See Section 6)

### **5. Project Principles**

Given the large workload, the significance of the work and the competing interests of stakeholders in some areas, this project will be complex and demanding and the DG has agreed some key principles:

**Strategic**

It is acknowledged that this project is a step in a much longer journey. We will put in place the building blocks to facilitate further stages of work later on.

**Project Management Focus**

The timeline is very short. A simple project structure, clear communications and effective project management are critical to delivery of outputs.

**Consensus**

The DG will work on the basis of consensus. Where this can't be achieved we will document the issue of concern and the respective positions of each party.

**Communication**

A critical success factor (especially for the Local Government and Utility sectors) is high quality communication with respective constituencies. Each party will develop a communications plan to be attached as a subset to this Project Plan. (Appendices B and C.)

**6. Project Approach**

**National Code**

The Code will be wide-ranging incorporating all matters currently contained in the Standards NZ document 'Working in the Road' (and other relevant documents) plus other matters such as mediation, cost-share guidelines and anything else the DG considers useful.

It is acknowledged that the Code will need to allow for local variations and there are important sectoral differences between the three main transportation corridor owners/managers. It may in fact be necessary to issue separate versions or chapters reflecting the different requirements for rail, motorway and other roads. Despite this, the aim is to achieve as much national consistency as possible.

The Code will be based on the present New Zealand Standards 'Working in the Road' document (SNZ HB: 2002:2003) which has already been adopted by a number of local authorities. To the extent possible, the Code will reference and be consistent with the relevant legislation it will be cited under.

**Companion Document**

It is anticipated there will be a companion report to the Code identifying issues where agreement was not reached (with reasons provided for the lack of agreement) and issues where further work is required.

**Work Allocation**

To assist delivery and ensure consistency of approach the DG will delegate or engage others only as required. (See also 'Project Inter-relationships' in Section 9, 'Project Timeline' in Section 12 and the 'Detailed Work Programme' at Appendix E.)

It is anticipated that there will be five workstreams:

## Project Plan – Utilities in the Transportation Corridor July 2007

	Sponsor	Members	General Content
<b>Directors Group</b>	Stephen Parker	DG	Introduction, partnering principles, cost sharing.
<b>Corridor Planning &amp; Management</b>	Mark Larsen	2 x LG 1 x ONTRACK 1 x Transit 2 x Utilities	Planning/allocation of space, safety, business issues, consents & works approval, handover & quality assurance.
<b>Technical Content</b>	Phil Consedine	2 x LG 1 x ONTRACK 1 x Transit 2 x Utilities	Site construction, below ground, attachment to structures, contractor obligations.
<b>Dispute Resolution</b>	Ian Cox / Mark Larsen	Ian & Mark	Dispute resolution.
<b>Above Ground Structures</b>	Ian Cox	Existing NZUAG group + telco and electricity representative.	

Any work delegated and any specialist advice engaged (legal, economics etc) will be the subject of a detailed Brief specifying (inter alia) the issue, the work and output required and the delivery date.

### **Project Management**

In order to deliver on time and to ensure consistency of approach there will be a strong project management focus. (The role of a Project Manager is shown in Section 7.)

The number of DG meetings will be minimised, electronic communication and teleconferencing will be maximised. Meetings will be actively managed and they will have fully developed agendas so the DG can simply approve/amend recommendations.

### **Code Consultation**

The code will be developed in consultation with key stakeholders in each sectoral group. The Local Government and Utility sectors in particular will identify exactly how this will occur in their respective sectors – this will form part of the Project Plan in Appendices B and C. It is acknowledged that the Code will only be successful if constituents are engaged effectively in its development.

There will also be ongoing consultation with the Ministry of Economic Development as the agency responsible for the overarching legislative framework. Other Government agencies will be consulted on an 'as required' basis.

### **Project Reporting**

The DG will report monthly to the NZUAG. (Directed to Secretariat, copy to Chair and Project Sponsor.)

## **7. Project Roles & Responsibilities**

### **Project Sponsor**

The role and responsibility of the Project Sponsor includes:

- Being an advocate for the Project.
- Being the primary point of liaison between the Directors Group and NZUAG.
- Providing overall support and guidance to the Directors Group, as required.

### **Directors**

The role and responsibility of Directors includes:

- Advocate the importance of this project in their respective constituencies and ensure constituents are appropriately informed of project progress.
- Reflect the interests of the relevant sector group.
- Actively search for ways to bridge sectoral differences.
- Make a positive contribution to project delivery.
- Stay focused on key project issues.

### **Directors Group**

The role and responsibility of the DG includes:

- Approve a comprehensive Project Plan for submission to NZUAG.
- Manage overall delivery of project and approve any changes to the Project Plan.
- Take responsibility for the development (in particular high-level policy) and delivery of a national code of practice as well as a companion document highlighting any areas of disagreement or where further work is required.
- Determine project priorities and the allocation of resource.
- Manage national communications and relationships with key stakeholders.

### **Project Manager**

The role and responsibility of the Project Manager includes:

- Assist development of a Project Plan.
- Manage work programme/deliverables/budget and project change.
- Identify and manage project risks - escalate to Directors Group as required.
- Develop briefing documents - application for Government funding etc.
- Recommend engagement of advisors to Directors Group, as required.
- Be key point of liaison for Directors/stakeholders (including regular reporting on progress/issues).
- Implement national document content as directed.
- Assist with development of Code as required.

### **Working Party Sponsors**

The role and responsibility of the Working Party Sponsors includes:

- Being an advocate for the particular workstream.
- Being the primary point of liaison between the Working party and the DG.
- Providing overall support and guidance to the Working Party, as required.
- Ensuring that the Working Party performs in accordance with its Brief.
- Ensuring liaison between working parties.

## **8. Development of National Code**

The general approach to development of the code will be an initial scan of the 'Working in the Roads' and other relevant documents by the DG. With the Government's public policy objectives in mind (see Section 1 above) the DG will:

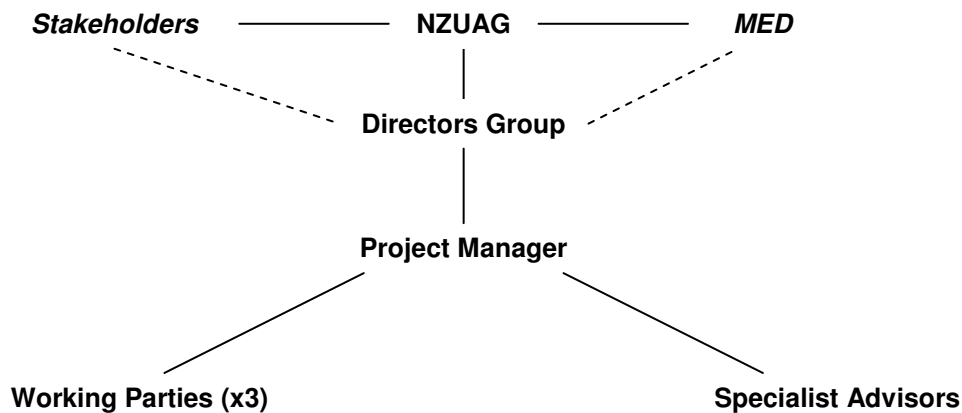
- Confirm areas where it is agreed that no change is required;
- Confirm areas where revision is appropriate – and the extent of any revision;
- Confirm new areas that require development.

It will also:

- Identify areas of national consistency and areas of (potential) regional difference;
- Identify areas where sectoral differences are relevant;
- Identify the relative difficulty of each task – for the purposes of prioritisation.

Having completed the high-level review, the DG will allocate the necessary work between the DG, working parties (WP) and it will brief expert reviewers as appropriate.

## **9. Project Inter-relationships**



## **10. Project Costs**

### **10.1 Broad Budget Assumptions**

Based on the broad assumptions listed below, an indicative budget has been prepared. More detailed cost assumptions are shown under each cost centre.

- Development of national code.
- May – Sept 2007 timeline.
- Tight control over work programme and consultation.
- No charge for participant time.
- Maximum use of teleconferencing/electronic communication.
- Strong project management focus.

## Project Plan – Utilities in the Transportation Corridor July 2007

- Five cost centres.
- No provision for publication – Standards New Zealand or similar.
- Budget excludes GST.
- Numbers rounded.

### 10.2 Cost Centre 1: Directors Group

#### Assumptions

- Formal meetings in Wellington - one out-of-Wellington Director.
- Director costs will include national travel and disbursements but the cost of time and local disbursements will not be charged (phone, travel).
- No provision for accommodation.
- Fourteen Wgtn DG meetings.

		<b>\$000</b>
<b>Travel</b>	Airfares, taxi's - 14 Wgtn meetings @ \$500/fare x 1	7
<b>Secretarial</b>	16 DG meetings x 1.5 day @ \$900/day	22
<b>Disbursements</b>	Copying, phone etc	6
<b>Contingency</b>		5
<b>TOTAL</b>		<b>\$40k</b>

### 10.3 Cost Centre 2: Working Parties (x3)

#### Assumptions

- Provision for two out-of-town members per W/P.
- Nine W/P meetings.
- Drafting of documents to be undertaken by W/P members.

		<b>\$000</b>
<b>Travel</b>	Nil	
<b>Accommodation</b>	PC sum	4
<b>Resourcing</b>	\$10k x 2 (Above Ground, Technical and Corridor Management WPs)	25
<b>Disbursements</b>	Copying, phone etc	5
<b>Contingency</b>		5
<b>TOTAL</b>		<b>\$39k</b>

**Project Plan – Utilities in the Transportation Corridor  
July 2007**

**10.4 Cost Centre 3: Project Management**

**Assumptions**

- Costs will include time, airfares, accommodation, disbursements and miscellaneous.
- Resourcing proportional to tasks. Includes PM tasks as per Section 7 plus general support to Working Parties – does not include drafting of documents.
- Attendance at all DG meetings..

		<b>\$000</b>
<b>Travel</b>	Airfares, taxis – 14 Wgtn meetings @ \$500/fare	7
<b>Accommodation</b>	Accommodation/meals – 4 hotel nights @ \$200	1
<b>Resourcing</b>	40 days @ \$1,650/day = \$66k	66
	40 days @ \$900/day = \$37k	37
<b>TOTAL</b>		<b>\$111k</b>

**10.5 Cost Centre 4: National Communications**

Pro forma sum for national communications – brochures, website, wordsmithing final code etc

**TOTAL**

**\$15k**

**10.6 Cost Centre 5: External Assistance**

Pro forma sum for external specialist advice/assistance – still to be finalised.  
Eg: economics advice relating to cost-share workstream, legal advice on mediation/dispute resolution

**TOTAL**

**\$40k**

**10.7 Project Budget**

Based on the above assumptions and estimates, the total project cost is estimated to be \$245k.

Costs will be monitored on a monthly basis against these estimates. If it becomes apparent there is likely to be significant variance then the DG will consider the matter and report to NZUAG in accordance with the change control process described in Section 14.

**11. Project Funding**

Project funding to be determined by NZUAG. It is noted that ONTRACK has indicated a willingness to contribute to the project and that MED has indicated a willingness to consider an application for funding.

## Project Plan – Utilities in the Transportation Corridor July 2007

### 12. Project Timeline

The proposed National Code of Practice must be delivered to MED by October 30 2007. Working back from that date the monthly milestones are:

<b>April</b>	<ul style="list-style-type: none"> <li>• Statement of Intent executed.</li> <li>• Draft Project Plan prepared including project budget, work programme, timeline etc.</li> <li>• Communications Plans finalised – LG &amp; Utilities</li> <li>• Case for MED funding prepared.</li> <li>• Funding approved by RCA Forum.</li> <li>• Technical Working Party (TWP) selected/appointed.</li> <li>• Meeting with Ministers sought.</li> <li>• Report to NZUAG.</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Project Plan approved by NZUAG.</li> <li>• Meeting with Ministers held.</li> <li>• Government funding approved.</li> <li>• Project Management arrangements in place.</li> <li>• DG has undertaken initial scan and agreed its work programme/timeline.</li> <li>• TWP has undertaken initial scan, agreed its work programme/timeline and submitted DG for approval. DG has approved.</li> <li>• Report to NZUAG.</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Work programme completed – key milestones met.</li> <li>• Report to NZUAG.</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• Work programme completed – key milestones met.</li> <li>• Report to NZUAG.</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• Work programme completed – key milestones met.</li> <li>• Report to NZUAG.</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• Code of Practice (as per Brief) agreed by DG and delivered to NZUAG.</li> <li>• Companion document included highlighting any areas of difference/dissent.</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• NZUAG Review</li> </ul>

**13. Project Risk & Mitigation**

Project risks and mitigation measures are shown in Appendix D.

**14. Project Plan Change Control**

This Project Plan will need to be updated from time to time as circumstances change. Changes can only be made by NZUAG on recommendation from the DG.

The process to effect change is to have a report on the DG agenda explaining the need for the change, any implications of the change and detailing the specific change proposed. The proposal will be considered by the DG, a decision taken and (if approved) referred to NZUAG for consideration.

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## Appendix A – Statement of Intent

### Statement of Intent Between Territorial Authorities, Transit New Zealand, ONTRACK & Utilities

#### 1. Purpose

The purpose of the Statement of Intent is to promote a collaborative working relationship between Local Government New Zealand, Network Utility Operators, Transit New Zealand and ONTRACK to enable a number of issues relating to utilities in road and rail corridors to be addressed.

The Statement of Intent confirms the relationship between the parties is based on a spirit of goodwill and co-operation. The parties agree to work together to reach consensus where possible or document the issues where consensus cannot be achieved.

#### 2. Background

In response to an initiative by the Ministry of Economic Development (MED) relating to the use of the transportation corridor by utilities, there are a number of critical matters that require working through and there is advantage to all parties if the approach to these matters is collaborative rather than adversarial. The purpose of this 'Statement of Intent' is to set out the general principles by which the parties will approach these discussions and the process that will be followed. This document is not legally binding.

#### 3. Status

This document is a Statement of Intent that the parties will work together constructively in an attempt to resolve any issues identified.

#### 4 Objective

The objective of this project is to agree national solutions that will deliver on Cabinet's public policy objectives. (See Attachment A)

#### 5. Basis for All Discussions & Decisions

The parties acknowledge:

##### **Nature of Relationship**

That the relationship between the parties is interdependent and there are significant benefits to all stakeholders in a stable, long-term, harmonious relationship.

##### **Urgency**

That there is urgency and incentive to resolve many of the long-standing differences between the parties, for various reasons, including the avoidance of excessive legislative intervention.

**Good Faith**

That the parties will work together in good faith and in a positive and constructive manner, to resolve differences and reach agreement.

**Behaviour**

The overarching behaviours for all discussions and decisions are: respect, transparency, fairness, national consistency, sustainability.

**6. Work Content**

The specific issues to be addressed include, but are not limited to:

- Cost share
- Corridor access / occupation
- Strategic planning and co-ordination
- Information management
- Dispute process
- Amenity
- Risk
- Reasonable Conditions
- Notification

**7. Administration**

The parties agree:

**Structure**

That there will be a Directors Group of six, one from ONTRACK, one from Transit New Zealand, two from the Local Government sector and two from the Utility sector. The

Directors are as follows:

ONTRACK	Michael Curran
Transit New Zealand	Ian Cox
Local Government	Phil Consedine, North Shore City Phillip Eyles, Local Government New Zealand
Utilities	Ewan Gebbie, Vector Ltd Mark Larsen, Telecom Ltd.

The role of the Directors Group will be to liaise with MED, agree overall direction, process, and timelines - and document agreed decisions.

# Project Plan – Utilities in the Transportation Corridor

## July 2007

### Authority

That the Directors Group will be authorised to make appropriate decisions and in the case of Local Government and Utilities they will liaise with their constituent members.

### Reporting

The Directors Group will report to the wider stakeholder group / NZUAG and it will report to MED as required.

### Project Scope

The Directors Group will;

- Develop a Project Plan to be approved by the stakeholders group / NZUAG. The Project Plan will include an outline of the proposed work programme, resources, project budget and a communications plan'
- Manage the project in accordance with the project plan to;
  - Develop a framework which will form the basis of a National Solutions document and may be referenced to in legislation,
  - Identify any strategic or policy issues that should be included in a national solutions document
  - Delegate or seek advice where appropriate, on technical/operational issues that should be included in the national solutions document
  - Document issues where consensus is agreed/not agreed.
  - Present the above outputs to NZUAG for approval

### Costs

Approved costs will be met by NZUAG in accordance with its Cost Allocation Model.

### Consensus

The objective is to work through and resolve the specific issues. Points which can't be resolved will be identified, documented and referred back to NZUAG to resolve. The objective will be to reach agreement by consensus - as defined by the ISO :

*General agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments.*

**Project Plan – Utilities in the Transportation Corridor  
July 2007**

Agreed on the 19<sup>th</sup> day of April 2007.

Signed.....  
**Stephen Parker**  
**Gas Association of NZ Inc**

Signed.....  
**Peter Berry**  
**Electricity Engineers Association**

Signed.....  
**Alan Jenkins**  
**Electricity Networks Association**

Signed.....  
**Malcolm Alexander**  
**Telecommunication Carriers Forum**

Signed.....  
**Eugene Bowen**  
**Local Government New Zealand**

Signed.....  
**Phil Consedine**  
**Auckland Territorial Authorities**

Signed.....  
**Roly Frost**  
**General Manager Network Operations**  
**Transit New Zealand**

Signed .....

**David George**

**ONTRACK**

Signed .....

**David Fraser,**  
**Chairman NZUAG**

**Note : Local Government will represent Water and Wastewater Utilities**

**Project Plan – Utilities in the Transportation Corridor  
July 2007**

**ATTACHMENT A**

**STATEMENT OF THE PUBLIC POLICY OBJECTIVE(S) as agreed by the  
Government October 2006.**

The public policy objectives are:

- A. To reduce the costs and inefficiencies arising from the current statutory framework, including avoidable damage to roads and utility networks, delays and disputes, inconsistencies between statutes, and poor coordination.
- B. To provide for better management of the multi-use of road corridors in the public interest, including road safety, and balancing the provision of utility services with efficient transport and universal access to roads.
- C. To provide the potential for increased utility access to rail and motorway corridors while recognising the transport and safety responsibilities of Transit NZ, and the transport, safety and business interests of ONTRACK.

**ATTACHMENT B**

The proposed Utilities Road and Rail Access amendment Bill has priority 4 for the current year. This means it is scheduled for introduction into the House by December 2007.

The overall timetable is as follows:

<b>MED Timetable</b>	<b>Project Timetable</b>
Draft submission early April	Establish project team
Circulated around Government Departments and to Cabinet by 30 April	Signed Sol to accompany paper to Cabinet
Drafting instructions July 2007	Draft outline of project and process by 30 June
Introduction to Parliament by December 2007 at the latest	Draft Code available 30 September
Report back from Select Committee June 2008	
Enactment August 2008	Final Code available

## Appendix B – Communications Plan Local Government

### 1. Objectives

- Ensure that local authorities are well informed of the need for and the purpose of the Project.
- Provide a forum for advocacy.
- Keep local authorities informed of project progress.
- Explain benefits of and reasons for decisions made by Directors Group.
- Provide a conduit for feedback from local authorities.
- To obtain buy in.

### 2. Directors Group

The role of the local government representatives is to ensure that the view of local authorities is represented in the deliberations of the Directors Group and that the findings of that group are communicated back out to the sector. The Local Government representatives on the Directors Group are:

- Phillip Eyles - *Local Government New Zealand*
- Phil Consedine - *North Shore City Council*

#### Communication Methodology

Information needs to flow both out and back from the sector. It follows that the communications need to be in the appropriate form, i.e. written or verbal.

The number and diversity of local government sector creates a particular challenge to effective communication. To overcome these issues, the local authority members of the Directors Group will disseminate information, in two ways:

- i. Through a caucus of regional and local representatives. The respective representatives and local authorities is set out in the table below:

Region	Regional Representative
Northland	Greg Ingham – Far North DC
Auckland	Barry Williams – Auckland CC (RCA)
Bay of Plenty	Alex Finn – Western Bay of Plenty DC
Rotorua	Ian Hayes – Rotorua DC
Gisborne / Hawkes Bay	David Fraser – Hastings DC (RCA)
New Plymouth	Carl Whittleston – New Plymouth CC
Taranaki / Manawatu	Graeme Tong – Palmerston North CC (RCA)
Wellington	Peter Dodge – Wellington CC (RCA)
Nelson/Marlborough	Alex Louverdis – Nelson CC (RCA)
Canterbury	Weng Kei Chen – Christchurch CC (RCA)
West Coast	Stephen Griffen – Buller DC
Otago	Peter Besuijen – Dunedin CC
Southland	Russell Hawkes – Southland DC

The role of regional representatives is:

- To liaise with appropriate local authority staff within the region on the purpose of the project and progress being made;
- To advocate the benefits of the project;

**Project Plan – Utilities in the Transportation Corridor  
July 2007**

- To provide feedback of local views and circumstances to the local authority representatives on the Directors Group.
- ii. Using existing organisations or agencies that either represent local authority's interest or have a large number of local authority members, as set out in below:

<b>Organisation</b>	<b>Audience Description</b>	<b>Responsibility</b>
<b>Local Government New Zealand</b>	Four relevant forums (all meet quarterly): National Council Metro sector –metropolitan centres	Phillip Eyles
<b>Political</b>	Rural sector – rural TA's Zones- Geographic LGNZ- Newsletter	
<b>RCA Forum</b>	Represents Road Controlling authorities through out New Zealand. Meets Quarterly	Phil Consedine
<b>Ingenium</b>	Three relevant forums Executive Branches	Phil Consedine
<b>NZUAG</b>	Representative of RCA and Utilities groups	Directors Group

The communications used will be appropriately tailored to each audience.

**3. Key Risks**

Communications should represent milestones, over communication may dilute the message.

External communications should be directed to the appropriate audience otherwise there is a risk that the audience may turnoff.

Potentially some of the decisions made by the Directors Group may be controversial. The Directors Group must agree on the timely release of that information. Holding on to information increases the risk that it will be inadvertently released.

## Appendix C – Communications Plan Utilities

### 1. Objectives

- Ensure that utilities are well informed of the need for and the purpose of the Project.
- Provide a forum for advocacy.
- Keep local authorities informed of project progress.
- Explain benefits of and reasons for decisions made by Directors Group.
- Provide a conduit for feedback from local authorities.
- To obtain buy in.

### 2. Approach

- We know that 'ownership' of the code will enhance its chances of success, so in the period May - September, the main objective is to ensure as many utilities as possible participate in the process.
- Key to doing this is to communicate the fact that the code will be enshrined in legislation from 2008, and also to emphasise its monetary, time-saving and reputational benefits.
- Because the timeframe is tight it would be important to communicate the urgency and the need for their attention to the DGs work. The utilities sector is currently overloaded with consultation on regulatory issues, so if the DG can signal at the start of the project exactly when they'll need input from utilities, it would be useful.

### 3. Key Messages

The messages we need to communicate right from the start (and reinforce throughout ) are, inter-alia:

- A new national code of practice is being developed to govern the work of utilities in transportation corridors, both roads and rail. It will cover all aspects and will have important implications for what utilities can and cannot do in the corridors.
- The code has the potential to save money through better co-ordination, to minimise disputes, to reduce accidents and enhance the public reputation of utilities.
- The government will be introducing legislation later this year, with the code attached, so your participation is vital if you want to influence its content.
- Government has instructed the MED to lead this project and work with all RCA's, OnTrack and all utilities, via NZUAG, in devising the code.
- A small working party within the NZUAG, called the Director's Group, will be drafting the code. The E&G sector representative on the DG is Ewan Gebbie from Vector Ltd; the telecommunications rep is Mark Larsen of Telecom. Their role is to ensure the views of their sectors are reflected in the deliberations of the Directors Group.
- The timeframe is tight – the draft must be finished by September. We'll need you input soon; watch out for our material and be ready to respond as quickly as possible.

## **Project Plan – Utilities in the Transportation Corridor July 2007**

- The DG has signed up to a process that involves good faith discussions. We want nationwide consensus as much as possible. Trade-offs may well be required. Please take a constructive approach in your responses.
- We'll update you regularly on progress.

### **4. Communication Methodology**

- The NZUAG website should be central to our communication, as it already contains a wealth of resources on this issue. It follows that the NZUAG website will need regular updating.
- The DG needs to attract attention to its work, and motivate participation, early on in the process. A regular monthly newsletter, perhaps electronic and certainly one that is attractively designed, could be useful in this regard. It should have links to the NZUAG website, where background documents should be posted eg the project plan, the Working in the Road Standard etc. We'd recommend attention grabbing visual content as much as possible.
- The e-newsletter should be supplemented where necessary by regular email updates from the DG (or the utility reps) to the CEO's of the various utility industry associations. They in turn can forward them on to their members.
- Feedback and questions from utilities should be sent to their DG representatives, cc'd to their industry association CEO's. These could also usefully be posted in FAQ form on the NZUAG website.
- It will be important to work through the respective industry associations as far as possible. They have already scheduled meetings of their groups for this period (AGM's, forums etc) which it would be important for several members of the DG to address, not just those representing utilities.

### **5. Key Risks**

As per the Project Plan and:

- Communications should represent milestones, over communication may dilute the message.
- External communications should be directed to the appropriate audience otherwise there is a risk that the audience may turnoff.
- Potentially some of the decisions made by the Directors Group may be controversial. The Directors Group must agree on the timely release of that information. Holding on to information increases the risk that it will be inadvertently released.

**Project Plan – Utilities in the Transportation Corridor  
July 2007**

**6. Key Contacts**

<b>Name</b>	<b>Position</b>	<b>Company</b>	<b>Contact Details</b>
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## Appendix D – Risk Register

<b>Risk</b> <i>(Not in any particular order)</i>		<b>Mitigation</b>	<b>Responsibility</b>
1	<b>Timeline blow-out</b>	<ul style="list-style-type: none"> <li>Detailed timeline developed.</li> <li>Close project management.</li> <li>Close management of 'issues'.</li> </ul>	DG & PM
2	<b>Cost blow-out</b>	<ul style="list-style-type: none"> <li>Costs managed by cost centre. Monthly monitoring of cost.</li> <li>Close management of 'issues'.</li> </ul>	DG & PM
3	<b>Inability to gain / disaffection or disengagement of stakeholder support.</b> <i>(LG, Transit, Utilities, Government, ONTRACK)</i>	<ul style="list-style-type: none"> <li>Communications plan developed and actively managed.</li> <li>Open lines of communication at all times.</li> </ul>	Project Sponsor DG NZUAG
4	<b>Project more complex than anticipated.</b>	<ul style="list-style-type: none"> <li>Monitor closely.</li> <li>PM monthly reports.</li> </ul>	DG & PM
5	<b>Changes in personnel – Directors, Project Manager etc</b>	<ul style="list-style-type: none"> <li>Minimise changes.</li> <li>Minimise 'stand-ins' at meetings and ensure they are fully briefed</li> </ul>	Project Sponsor PM & DG
6	<b>Funding shortfall</b> <i>(Eg: One party won't commit.)</i>	<ul style="list-style-type: none"> <li>Full development and disclosure of Project Plan - including project budget - to all parties. Explicit agreement on funding model.</li> </ul>	NZUAG
7	<b>Loss of Government support</b>	<ul style="list-style-type: none"> <li>MED Liaison</li> <li>Lobby Ministers</li> </ul>	NZUAG
8	<b>Personality Conflicts</b>	<ul style="list-style-type: none"> <li>Care in selection of WP members.</li> <li>Project Sponsor &amp; Working Party sponsors to manage.</li> </ul>	Project Sponsor WP Sponsors PM & DG
9	<b>Legal changes and impediments</b>	<ul style="list-style-type: none"> <li></li> </ul>	