

OC251025

18 December 2025

Tēnā koe [REDACTED]

I refer to your email dated 16 October 2025, requesting the following under the Official Information Act 1982 (the Act):

“Context

- CRL scope is ~3.45 km of twin tunnels with two new underground stations; latest cost estimate is **\$5.493b** (March 2023). [Auckland Transport+1](#)
- Public statements differ on CRL **annual running/financing costs**: commentary ranges from ~\$64m ops to ~\$220m including finance, while a \$400m figure has been publicly asserted and disputed. I am seeking the **official, current** numbers and assumptions. [Greater Auckland+1](#)
- CBD crime trends and perceptions diverge; Police data shows a period of **CBD reductions** while citywide issues remain. [RNZ](#)
- AT/Council city-centre street changes (e.g., Queen St) and CRL construction have affected trading conditions; hardship funds and support schemes were created. [Auckland Transport+1](#)

Please provide:

CBD safety and activation

- Provide 2023–2025 monthly CBD crime statistics (by offence type and location) held by your agency or received from NZ Police, and any internal analyses regarding trends, displacement, or perception vs reality.
- Provide copies of plans, evaluations, and KPIs for CBD safety initiatives (e.g., safety hubs, joint operations, outreach), including measured outcomes.

1. CRL operating & financing

- The **current annual operating cost** forecast for CRL (by component: stations, staffing, traction power, maintenance, KiwiRail access/track charges, additional services, renewals).
- The **financing/depreciation schedule** allocated to Council/AT related to CRL once open (with assumptions: interest rates, asset lives).

- Any internal/external documents that **support or rebut** public claims of **\$400m/year** (sources, calculations, decision notes).
2. **CRL programme status & opening**
- The latest **cost-to-complete**, commissioning timeline, and **earliest/most likely opening window** for passenger service.
 - The **benefits realisation plan** and KPIs to be publicly reported post-opening (capacity, travel times, mode shift, emissions, visitation).
3. **Business disruption & support**
- Data and audits for the **Targeted Hardship Fund** and any other support programmes (applications, approvals, payments, criteria, evaluation).
 - Any **footfall, vacancy, sales, or spend** datasets the agencies used to assess CBD impacts from works and street changes, including Queen St and the Karanga-a-Hape area. [OurAuckland+1](#)
4. **CBD safety**
- Monthly **CBD crime statistics** (by category and location meshblock/precinct) for 2023–2025 that **you hold or receive** (e.g., from NZ Police), plus evaluations of **safety hubs or joint operations**. [New Zealand Police](#)
5. **Street reallocation / cycleways**
- Business cases, post-implementation reviews, and **before/after** measures (bus reliability, injuries, retail performance) for **Queen St** changes and **Karanga-a-Hape** street plans (original vs revised). [Auckland Transport+2OurAuckland+2](#)
 - Any guidance or literature the agencies rely on regarding **economic impacts** of cycleways/parking removal on local business. (International consensus tends to find neutral/positive effects; please provide your basis if different.) [The Spinoff](#)
6. **Procurement & consultants (CRL and CBD programmes)**
- Lists of **prime contracts and consultancy contracts** since 2018 (supplier, scope, procurement method, contract value, variations).
 - **Conflict-of-interest declarations** (redacted as required) and **mitigation actions** for boards/executives/project directors/advisers.
 - Any **Ministerial directions/letters of expectation** or Sponsor Group decisions altering scope, schedule, governance or procurement since 2019.
7. **Congestion charging / Time-of-Use**
- The latest **business case** and modelling for **Time-of-Use charging** (coverage, exemptions, expected demand shift, revenue use), noting legislation is progressing and AT's public page indicates decisions are pending. [Auckland Transport+1](#)
8. **America's Cup (AC36) – Viaduct legacy**
- Datasets and reports the agencies hold comparing **public spend vs. realised revenues/benefits** for AC36, and how those learnings inform current waterfront/CBD investment (noting MBIE's **negative net financial return** assessment). [majorevents.govt.nz](#)

This information request was addressed to multiple organisations including Auckland Council (AC), Auckland Transport (AT) and City Rail Link Limited (CRL).

On 4 November 2025, we invited you to refine the scope of your request and advised that some of the information requested was not held by the Ministry but was held by AC and CRL.

Some information was also more closely connected with the functions of NZ Police. We requested transfer of these points under section 14(b)(ii) of the Act but were advised by NZ Police that it had already received transfer through AC. In this case, we did not consider it necessary to transfer these parts of your request.

We outlined the below parts of your request the Ministry could respond to, and invited you to refine the scope of your request as “CBD programmes” was very broad and without refinement would generate a very large volume of information that, and as it stands, could be refused under section 18(f) of the Act, which applies where information cannot be made available without substantial collation or research.

“CRL programme status & opening

- *The benefits realisation plan and KPIs to be publicly reported post-opening (capacity, travel times, mode shift, emissions, visitation).*

Procurement & consultants (CRL and CBD programmes)

- *Lists of **prime contracts and consultancy contracts** since 2018 (supplier, scope, procurement method, contract value, variations).*
- **Conflict-of-interest declarations** (redacted as required) and **mitigation actions** for boards/executives/project directors/advisers.
- *Any **Ministerial directions/letters of expectation** or Sponsor Group decisions altering scope, schedule, governance or procurement since 2019.”*

We followed up on 7 November 2025 but did not receive a response to our refinement email. In the interest of providing you a response, we interpreted the scope of your request to be for information regarding the CRL project, rather than for CRL and CBD projects.

“CRL programme status & opening

- *The benefits realisation plan and KPIs to be publicly reported post-opening (capacity, travel times, mode shift, emissions, visitation).*

Procurement & consultants (CRL)

- *Lists of **prime contracts and consultancy contracts** since 2018 (supplier, scope, procurement method, contract value, variations).*
- **Conflict-of-interest declarations** (redacted as required) and **mitigation actions** for boards/executives/project directors/advisers.
- *Any **Ministerial directions/letters of expectation** or Sponsor Group decisions altering scope, schedule, governance or procurement since 2019.”*

On 13 November 2025, we advised that due to consultations necessary to make a decision on your request are such that a proper response to the request cannot reasonably be made within the original time limit, we would be extending the timeframe available to respond to your request by up to 15 working days.

On 14 November 2025, we notified you that further documents had been identified in scope of the request and as such we would be extending the timeframe available to respond your request by an additional 10 working days, for a total of 25 working days.

Regarding the first part of your request for the CRL Benefits Realisation Plan, AC advises this will be made available in early 2026. Once published, you will be advised where this can be found.

“CRL programme status & opening

- *The benefits realisation plan and KPIs to be publicly reported post-opening (capacity, travel times, mode shift, emissions, visitation).*

There are 21 documents in scope of your request. Of these, 6 are released in full, 13 are released with some information withheld and 2 are refused as they are publicly available.

Details of how each of the papers has been treated under the Act are set out in the document schedule attached as Annex 1. Information has been withheld or refused under the following sections of the Act:

- 9(2)(a) to protect the privacy of natural persons
- 9(2)(b)(ii) to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information
- 9(2)(g)(i) to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty
- 9(2)(h) to maintain legal professional privilege
- 9(2)(i) to enable a Minister of the Crown or any public service agency or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities
- 18(d) the information requested is or will soon be publicly available

With regard to the information withheld under Section 9 of the Act, we consider the reasons for withholding that information at this time are not outweighed by any public interest considerations that would make it desirable to make the information available.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman’s website www.ombudsman.parliament.nz.

The Ministry publishes our Official Information Act responses and the information contained in our reply to you may be published on the Ministry’s website. Before publishing we will remove any personal or identifiable information.

Nāku noa, nā



Richard Cross
Director, Investment and Monitoring

Annex 1: Document Schedule

Doc #	Reference number	Date	Title of Document	Decision on request
1	N/A	2018 – present	Consultancy contracts relating to City Rail Link	Released with some information withheld under sections 9(2)(b)(ii) and 9(2)(i).
2 2a 2b	N/A	19/05/2019 5/06/2020 19/05/2021	City Rail Link Limited Board Conflict of Interest Declaration: Karen Jordan	Released with some information withheld under section 9(2)(a).
3 3a 3b 3c	N/A	19/05/2019 5/06/2020 19/05/2021 23/09/2024	City Rail Link Limited Board Conflict of Interest Declaration: Russell Black	Released with some information withheld under section 9(2)(a).
4	N/A	19/03/2020 5/06/2020	City Rail Link Limited Board Conflict of Interest Declaration: Sir Brian Roche	Released with some information withheld under section 9(2)(a).
5 5a	N/A	5/6/2020 22/05/2021 4/05/2025	City Rail Link Limited Board Conflict of Interest Declaration: Brian Harrison	Released with some information withheld under section 9(2)(a).
6 6a 6b	N/A	8/06/2020 18/05/2021 23/09/2024	City Rail Link Limited Board Conflict of Interest Declaration: Anne Urlwin	Released with some information withheld under section 9(2)(a).
7	N/A	10/06/2022	City Rail Link Limited Board Conflict of Interest Declaration: Malcolm Gibson	Released with some information withheld under section 9(2)(a).
8	N/A	27/07/2022	City Rail Link Limited Board Conflict of Interest Declaration: John Bridgman	Released with some information withheld under section 9(2)(a).
9	OC190435	23/05/2019	Excerpt from Cabinet paper: City Rail Link Limited: Reappointments	Released in full.
10	OC200243	18/03/2020	Excerpt from Cabinet paper: City Rail Link Limited: Reappointment of Chair	Released in full.
11	OC200426	11/06/2020	Excerpt from Cabinet paper: City Rail Link Limited: Reappointment of Members	Released in full.
12	OC210415	30/09/2021	Excerpt from Cabinet paper: City Rail Link Limited: Member Reappointments	Released in full.
13	OC220477	29/06/2022	Excerpt from Cabinet paper: City Rail Link Limited: Member Appointment	Released in full.
14	OC250402	9/09/2025	Excerpt from Cabinet paper: City Rail Link Limited: Reappointments	Released in full.

Doc #	Reference number	Date	Title of Document	Decision on request
15	OC190183	02/04/2019	2019/20 Letter of Expectations for City Rail Link Limited: Sir Brian Roche	Released with some information withheld under sections 9(2)(a) and 9(2)(g)(i).
15a	OC191213	16/12/2019	2020 Letter of Expectations for City Rail Link Limited: Sir Brian Roche	
15b	OC200980	15/04/2021	2021/22 Letter of Expectations for City Rail Link Limited: Sir Brian Roche	
15c	OC220261	2/05/2022	2022/23 Letter of Expectations for City Rail Link Limited: Sir Brian Roche	
16	OC230364	22/03/2023	2023/24 Letter of Expectations for City Rail Link Limited: John Bridgman	Released with some information withheld under sections 9(2)(a) and 9(2)(g)(i).
16a	OC240508	23/04/2024	2024/25 Letter of Expectations for City Rail Link Limited: John Bridgman	
16b	OC250214	09/04/2025	2025/26 Letter of Expectations for City Rail Link Limited: John Bridgman	
17	OC180469	25/07/2018	Cabinet paper and associated Minute: Additional Funding for Change of Scope of the Auckland City Rail Link Project	Released with some information withheld under section 9(2)(h).
18	OC190206	04/2019	Cabinet paper: Additional Funding for the Auckland City Rail Link Project	Refused under section 18(d). This is publicly available on the Treasury's website here (refer page 2): https://www.treasury.govt.nz/sites/default/files/2019-08/b19-4126591.pdf
19	T2020/369 OC200111	03/06/2020	Briefing: City Rail Link – Amended Sponsors' Agreement	Released with some information withheld under sections 9(2)(a) and 9(2)(g)(i). Some information has been marked out of scope.
20	OC210257	4/05/2021	Briefing: City Rail Link Limited – Special Resolution to Amend City Rail Link Limited's Existing Constitution	Released with some information withheld under section 9(2)(a).
21	OC230199	16/03/2023	Cabinet paper and associated Minutes: Additional Funding for the Auckland City Rail Link Project	Refused under section 18(d). This is publicly available on the Ministry's website here (refer page 8 – 27): https://www.transport.govt.nz/assets/Uploads/Proactive-Release-of-Cabinet-Paper-for-the-Auckland-City-Rail-Link-Project-Additional-Funding.pdf

Consultancy contracts relating to City Rail Link (CRL)					
Supplier	Scope	Procurement Method	Contract Value*	Contract start date	Number of times varied
TSA Riley Limited, formally Advisian, formally Worley	Consultancy services, primarily as the CRL Sponsors' Assurance Manager, subsequently extended to focus more explicitly on oversight of delivery risks and mitigations, alongside monitoring operational readiness activities.	Open tender	§ 9(2)(b)(ii), s 9(2)(i)	9/7/2018	2
Minter Ellison Rudd Watts	Reviewing key contractual arrangements in relation to the CRL project including advice on draft key delivery and construction contracts, alongside advice on governance arrangements.	Direct source from All of Government panel		26/6/2020	4
Invisie Ltd	Completion of a Benefits Realisation Plan (BRP) for the CRL project, to provide all agencies with a clear understanding of the benefits targets, how they will be measured, and accountabilities.	Direct source from All of Government panel		29/8/2022	None
PWC Consulting New Zealand	Advice on the accounting treatment of Sponsors' CRL interests in relation to decisions about the ultimate ownership of the CRL assets.	Direct source from All of Government panel		17/12/2024	None

* Note that the contract values are the maximum lifetime paper value of the agreements, and will not necessarily be the same as actual amounts paid to date.

15 May 2019

Karen Jordan

s 8(2)(a)

Dear Karen

CITY RAIL LINK LIMITED BOARD

Subject to you being considered for reappointment as a member of the City Rail Link Limited (CRL) Board you are required to:

- consent, in writing, to being a member of the CRL Board
- certify that you are not disqualified from being a member of the CRL Board; and
- disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have, or are likely to have, in matters relating to the CRL.

Please complete the attached declaration form, and return it to me as soon as possible.

In addition to your consent and disclosure we require a background check to be completed. You can expect an email from our provider CV Check shortly to progress this. I would appreciate it if you would complete their forms promptly to avoid delay in the process.

This information is necessary so that the Minister of Transport can assess your suitability for reappointment. The Ministry of Transport will hold this information. You have the right to access, and to request correction of, personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely



Amanda Wilson
Governance and Commercial,
Ministry of Transport

1. CONSENT

I, **KAREN MARY JORDAN**, consent to being appointed as a member of the City Rail Link Limited (CRL) Board

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM BEING A MEMBER

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is not disqualified may be a member of the CRL Board.

The following persons are disqualified from being members:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from 1 or more of the following under an order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of an overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order made under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company
- j) a person that is not a natural person;
- k) a member of parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from being a member of the CRL Board in relation to the criteria stated above.

Agree

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the CRL Board.

A "matter" is defined as:

- CRL's performance of its functions or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by CRL.

A person is interested in a matter if he or she:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) may be interested in the matter because the entity's Act so provides; or
- f) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter --

- a) only because he or she is a member or an officer of a wholly-owned subsidiary of the entity or of a subsidiary that is owned by the entity together with another parent Crown entity or entities; or
- b) because he or she receives an indemnity, insurance cover, remuneration, or other benefits authorised under the Crown Entities Act or another Act; or
- c) if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities under the Crown Entities Act or another Act; or
- d) if an entity's Act provides that he or she is not interested.

Disclosure of Interest for Question 3:

- a) I am not aware of any actual, potential or perceived interests of relevance to my membership of the CRL Board

Agree

OR

- b) ~~I am aware of actual, potential or perceived interests of relevance to my membership of the CRL Board~~

Agree

Please state any interest(s) and describe how you expect to manage such conflicts. (You may attach other pages if necessary).

In the interests of transparency, please be advised that: I am the Chair of Waimea Water Limited (a CCO in Tasman) and an Independent Member of the New Zealand Defence Force Risk and Assurance Committee but neither of these posts presents any conflict or interest in respect of CRL.

4. If appointed as a member of the CRL Board, and during my tenure as a member, I will keep the Ministry and Minister of Transport informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Signed

K Jordan

Date

19 May 2019

Full legal name

KAREN MARY JORDAN

Street address

s 9(2)(a)

Email address

Phone numbers

Gender

Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:

British

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

1. CONSENT

I, **KAREN MARY JORDAN**, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;

m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLI Board in relation to the criteria stated above.

Agree

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLI Board.

A "matter" is defined as:

- CRLI's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLI Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLI Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLI Board.

Agree

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLI Board.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

NONE

4. I agree that if I am reappointed as member of the CRLL Board, and during my tenure as member of the CRLL Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree

Signed:

K Jordan

Full Legal Name

KAREN MARY JORDAN

Street Address:

s 9(2)(a)

Phone number(s):

Email:

Date:

05 June 2020

Gender

Female

Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state: British

17 May 2021

Karen Jordan

s.9(2)(a)

Dear Karen

City RAIL LINK LIMITED: MEMBER

Subject to you being considered for reappointment as member of the City Rail Link Limited (CRL) Board, you are required to:

- consent, in writing, to being reappointed as member of the CRL Board;
- certify that you are not disqualified from being reappointed as member of the CRL Board; and
- disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have, or are likely to have, in matters relating to the CRL.

Please complete the attached declaration form, and return it to me as soon as possible.

In addition to your consent and signature, we will also complete a background check.

This information is necessary so that Shareholding Ministers can assess your suitability for reappointment. The Ministry of Transport will hold this information. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely

Alex Beedell
Senior Adviser, Governance

1. Consent

I, **KAREN MARY JORDAN**, consent to being reappointed as member of the **City Rail Link Limited (CRL) Board**.

2. Certify that you are not disqualified from THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLL Board in relation to the criteria stated above.

Agree

If you disagree, please state why you think you are disqualified.

3. Disclosure of Interests

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLL Board.

A "matter" is defined as:

- CRLL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, Board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLL Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLL Board.

Agree/Disagree

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLL Board.

Please state interest(s) on the next page. You may attach other pages if necessary.

Out of an abundance of caution, I disclose all interests below

Interests being disclosed:

- Independent Member NZDF Risk and Assurance Committee

- Independent Member IRD Risk and Assurance Committee

- Non Executive Director Steel & Tube Limited - it is conceivable that from time to time Steel & Tube Ltd may provide supplies (not material in scale) within CRL's supply chain (contractors or sub contractors) but as a Director of CRL and a NED of STL I am not involved in any such operational matters (including but not limited to any supply sourcing or contracting at CRL nor sales and marketing activities at STL).

4. I agree that if I am reappointed as member of the CRL Board, and during my tenure as member of the CRL Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree

Signed:	
Full Legal Name	KAREN MARY JORDAN
Street Address:	s 9(2)(a)
Phone number(s):	
Email:	
Date:	19 May 2021
Gender	Female
Ethnicity (please tick as many as applicable)	<input type="checkbox"/> New Zealand European <input type="checkbox"/> Māori <input type="checkbox"/> Samoan <input type="checkbox"/> Cook Islands Maori <input type="checkbox"/> Tongan <input type="checkbox"/> Chinese <input type="checkbox"/> Indian <input checked="" type="checkbox"/> Other, eg Dutch, Japanese, Tokelauan. Please state: British s 9(2)(a)

OFFICIAL INFORMATION ACT 1982

1. CONSENT

I, Russell John Black consent to being appointed as a member of the City Rail Link Limited (CRL) Board

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM BEING A MEMBER

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is not disqualified may be a member of the CRL Board.

The following persons are disqualified from being members:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from 1 or more of the following under an order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of an overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order made under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company
- j) a person that is not a natural person;
- k) a member of parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from being a member of the CRLL Board in relation to the criteria stated above.

Agree / ~~Disagree~~

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the CRLL Board.

A "matter" is defined as:

- CRLL's performance of its functions or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by CRLL.

A person is interested in a matter if he or she:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) may be interested in the matter because the entity's Act so provides; or
- f) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter –

- a) only because he or she is a member or an officer of a wholly-owned subsidiary of the entity or of a subsidiary that is owned by the entity together with another parent Crown entity or entities; or
- b) because he or she receives an indemnity, insurance cover, remuneration, or other benefits authorised under the Crown Entities Act or another Act; or
- c) if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities under the Crown Entities Act or another Act; or
- d) if an entity's Act provides that he or she is not interested.

Disclosure of Interest for Question 3:

- a) I am not aware of any actual, potential or perceived interests of relevance to my membership of the CRLL Board

Agree

OR

- b) I am aware of actual, potential or perceived interests of relevance to my membership of the CRLL Board

~~Agree~~

Please state any interest(s) and describe how you expect to manage such conflicts. (You may attach other pages if necessary).

4. If appointed as a member of the CRLL Board, and during my tenure as a member, I will keep the Ministry and Minister of Transport informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree ~~Disagree~~

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

Signed

R Black

Date

19 May 2019

Full legal name

Russell John Black

Street address

s 9(2)(a)

Email address

Phone numbers

Gender

Male

Ethnicity (please tick as many as applicable)

- New Zealand European
- Māori
- Samoan
- Cook Islands Maori
- Tongan
- Chinese
- Indian
- Other, eg Dutch, Japanese, Tokelauan. Please state:

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

1. CONSENT

I, Russell John BLACK, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;

m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRL Board in relation to the criteria stated above.

Agree ~~Disagree~~

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRL Board.

A "matter" is defined as:

- CRL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRL Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRL Board.

Agree ~~Disagree~~

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRL Board.

~~Agree / Disagree~~

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

4. I agree that if I am reappointed as member of the CRL Board, and during my tenure as member of the CRL Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / Disagree

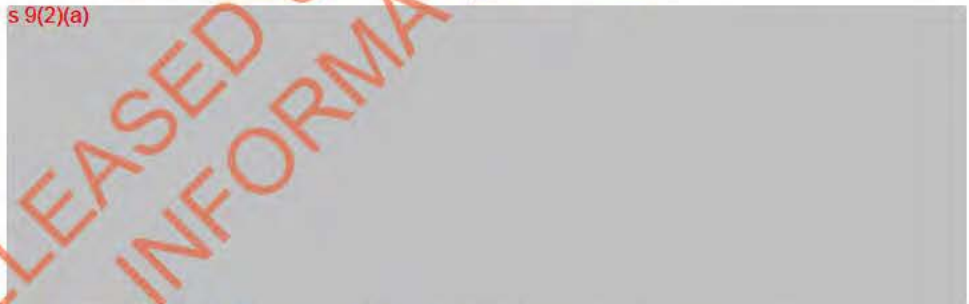
Signed:

R Black

Full Legal Name

Russell John Black

Street Address:



Phone number(s):

Email:

Date:

5 June 2020

Gender

Male

Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:

1. Consent

I, Russell John BLACK, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. Certify that you are not disqualified from THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRL Board in relation to the criteria

stated above.

Agree / ~~Disagree~~

If you disagree, please state why you think you are disqualified.

3. Disclosure of Interests

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRL Board.

A "matter" is defined as:

- CRL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRL Board.

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- may derive a financial benefit from the matter; or
- is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- may have a financial interest in a person to whom the matter relates; or
- is a partner, director, officer, Board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRL Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRL Board.

Agree / ~~Disagree~~

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRL Board.

~~Agree / Disagree~~

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

- I agree that if I am reappointed as member of the CRL Board, and during my tenure as member of the CRL Board, I will keep the Ministry informed of any changes to the interests

now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / ~~Disagree~~

Signed: 

Full Legal Name: Russell John Black

Street Address: s 9(2)(a)


Phone number(s):

Email:

Date: 19 May 2021

Gender: Male

Ethnicity (please tick as many as applicable) New Zealand European

- Māori
- Samoan
- Cook Islands Maori
- Tongan
- Chinese
- Indian
- Other, eg Dutch, Japanese, Tokelauan. Please state:

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23 September 2024

Russell Black

s 9(2)(a)

Dear Russell,

CITY RAIL LINK LIMITED (CRL) BOARD: REAPPOINTMENT

Subject to you being considered for reappointment as member of the CRL Board, you are required to:

- consent, in writing, to being reappointed as member of the CRL Board;
- certify that you are not disqualified from being reappointed as member of the CRL Board; and
- disclose any interests.

Please complete the attached declaration form, and return it to me as soon as possible.

This information is necessary so that Ministers can assess your suitability for reappointment. Decisions on the CRL Board are made jointly by the Minister of Transport and the Minister of Finance

It is critically important to the integrity of this process that it is conducted with high standards of probity, which includes ensuring that all actual, potential, and perceived conflicts of interest are declared and managed.

The Ministry of Transport will hold this information; however, this information may be shared between the Ministry, the Treasury and Auckland Council for the purposes of informing advice to Ministers on your reappointment. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely

Angeliki-Filia Neonaki
Adviser, Crown Entity Monitoring

1. CONSENT

I, *Russell John BLACK*, consent to being reappointed as member of the CRL Board

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be reappointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being reappointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

CERTIFICATION FOR QUESTION 2:

I am not disqualified from the position of member of the CRL Board in relation to the criteria stated above.

Agree / Disagree

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRL Board.

A "matter" is defined as:

- The CRL Board's performance of its role and functions; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities on the CRL Board.

YOUR DECLARATION (✓)

<input checked="" type="checkbox"/> I declare that, to the best of my knowledge, there is no actual, perceived or potential current conflict of interest that will or may arise as a result of my involvement as member of the CRL Board.

OR *Please refer to the attached classification note*

<input type="checkbox"/> I declare that I do have an actual, potential or perceived conflict of interest – detailed below:
--

Details of the conflict(s) of interest:

Date conflict(s) was identified:	
Date conflict(s) was reported:	
The period this conflict(s) is expected to last:	

YOUR ACKNOWLEDGEMENT (✓)

- I confirm that to the best of my knowledge, any actual, perceived or potential conflicts between my duties as member of the CRLB Board and my private and/or business interests have been fully disclosed.
- I will promptly inform the Ministry should there be any change to the above information and declaration, or should a conflict or potential conflict of interest arise during the time in which I am reappointed
- I will work cooperatively with the Ministry to resolve and actively manage any identified conflict(s) of interest.
- I understand that failure to declare, provide relevant information or actively manage an actual, perceived or potential conflict of interest could constitute a breach of my reappointment arrangements and could have serious consequences for the integrity of the process that is being undertaken.

Signed:




Date: 23 September 2024

Full Legal Name

Russell John Black

Street Address:

s 9(2)(a)


Phone number(s):

Email:

Date of Birth:

Place of Birth

New Zealand

Gender

Male

**Ethnicity (optional)
 (please tick as many
 as applicable)**

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Australian

Other, eg Dutch, Japanese, Tokelauan. Please state:

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CRRLL Board Member : Reappointment : Disclosure of Interests : Russell Black

For the purposes of being considered for reappointment I have declared, that to the best of my knowledge, there is no actual, perceived or potential current conflict that will or may arise as a result of my involvement as a member of the CRRL Board.

For clarity, the status of the companies listed on the Company Register for which I am a director is as follows:

- Leafcutter Ltd - 100% owner/operator Project Management Professional Services provider, ceased offering services from 31 July 2024.
- Mark Six Co. Ltd – 100% Family Trust jointly held, owns and operates grazing and forestry land at Dargaville.
- Tin Hau Farm Ltd – 100% Family Trust jointly held, owned a dairy farm and operation at Dargaville, property sold in 2021, farming operation ceased, and company is now a financial investment operation.
- R&G Orchard Ltd – 70% shareholding by Family Trust, owned and operated a kiwifruit orchard in Te Puke, ceased trading and sold the property in 2022, now in the process of removal from the Company Register.



Russell Black

23 September 2024

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Candidate CV Form

Sections with * must be completed.

This form should be completed by, or in consultation with, the candidate where possible.

Name* (family name in upper case; include title if appropriate)	Russell John BLACK
--	--------------------

The Position

Organisation/Entity*	City Rail Link Limited
Position * (chair/member etc.)	Member
Term*	Tbc
Payment* (per day /per year)	\$49,000 per annum \$51,450

How the Candidate Meets the Needs of the Position

Skills and attributes the candidate will bring to the position* (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)	Ministry to complete.
Possible conflicts of interest*	Nil
Proposals for conflict management (if applicable)	N/A

The Candidate

Name* (family name in upper case; include title if appropriate)	Russell John BLACK	
Address	s 9(2)(a)	
Ethnicity(s)		
Age range*	60+	
Gender*	M	
Current or most recent Employment* (specify position and employer, include years)	Consultant and Company Director Currently Self-employed consulting as Leafcutter Ltd since 2010, - 7/2024. and Company Directorships as below.	
Government board appointments held* (current and previous, include years)	Current positions: - 2017 to present, Member, City Rail Link Limited Previous position: - 2010 to 2016, Commissioner, Earthquake Commission	
Private and/or voluntary sector board appointments held* (current and previous, include years)	Present Current positions: - 2017 to present 7/2024, Independent Chair, Melbourne's High Capacity Metro Train Project Control Group, VIC Govt. Previous positions: - 2015 to 2018, Member, Sydney Metro Assurance Board, NSW Govt. - 2012 to 2015, Member, Sydney North West Rail Link Advisory Board, NSW Govt. - 2012 to 2017, Project Adviser and Member of Project Control Group, City Rail Link, Auckland Transport - 2011 to 2017, Director, Northpower Limited - 2010 to 2011, Director, Metro Trains Melbourne Pty Limited - 2007 to 2010, Council Member, HK Govt. Construction Industry Council - 2001 to 2007, Member, HK Govt. Prov. Construction Industry Board - 1998 to 2002, Council Member, HK Govt. Vocational Training Council	

OFFICIAL INFORMATION ACT 1982

<p>Qualifications and experience (include significant work history and community involvement)</p>	<p>Qualifications:</p> <ul style="list-style-type: none"> - Bachelor of Engineering (Civil)(Hons), University of Canterbury - International Fellow of the Royal Academy of Engineers (UK) – FEng - Fellow of IHK Academy of Engineering Sciences – FHKEng - Fellow of Engineering NZ - FEngNZ <p>Previous experience:</p> <ul style="list-style-type: none"> - 2010 to ²⁰²⁰present, consultant Peer Review Panel Member, Regional Rail Link and Melbourne Metro Projects, VIC Govt. - 1992 to 2010, Projects Director, MTR Corporation Limited Hong Kong Govt. - 1990 to 1992, Project Director, Jubilee Line Extension, London Underground Limited - 1986 to 1990, Construction Director, Eastern Harbour Crossing Project Management Company, HK - 1984 to 1986, Construction Manager, Singapore Mass Rapid Transit Corporation, Singapore Govt. - 1976 to 1984, Resident Engineer/Senior R.E, MTR Corporation, IHK Govt.
--	--

Use further pages, if required.

Date: ~~30/05/2020~~ ²³ 30/09/2024

Ethnicity, age and gender information is collected for statistical collation by the State Services Commission, Ministry for Women, and Office of Ethnic Communities.

RELEASED UNDER THE OIA ACT 1982

1. CONSENT

I, *BRIAN JOSEPH ROCHE*, consent to being reappointed as Chair of the City Rail Link Limited (CRL) Board.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF CHAIR OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of Chair of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;

m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of Chair of the CRL Board in relation to the criteria stated above.

Agree / ~~Disagree~~

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of Chair of the CRL Board.

A "matter" is defined as:

- CRL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as Chair of the CRL Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as Chair of the CRL Board.

Agree / ~~Disagree~~

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as Chair of the CRL Board.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

4. I agree that if I am reappointed as Chair of the CRLL Board, and during my tenure as Chair of the CRLL Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / ~~Disagree~~

Signed:

Brian Roche

Full Legal Name

BRIAN JOSEPH ROCHE

Street Address:

s 9(2)(a)



Phone number(s):

Email:

Date:

19/ March / 2020

Gender

MALE

Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:

APH Organisation Form

All sections must be completed.

Organisation and Responsible Portfolio

City Rail Link Limited – Transport

Brief Outline of the Functions and Responsibilities of the Organisation

City Rail Link Limited (CRL) is responsible for delivering the City Rail Link Project (CRL or the Project), New Zealand's first underground passenger rail project. CRL was established on 1 July 2017 as a Public Finance Act Schedule 4A company. The Crown owns 51 percent, while Auckland Council owns 49 percent of the company.

The Project is a significant infrastructure project to enhance the capacity and performance of Auckland rail services and improve transport and broader outcomes in Auckland. The Project comprises a 3.45km twin tunnel underground rail link from the existing Britomart Transport Centre connecting to the Auckland Rail Network at a redeveloped Mt Eden Station with two new stations at Aotea and Karangahape.

The Board provides governance and assurance that Management is delivering the Project in accordance with the objectives of the Project. This includes procurement and management of the contracts required to complete the Project as well as the associated activities of consenting, land acquisition/disposal and community engagement.

The Minister of Transport is jointly responsible with the Minister of Finance for the Crown's ownership responsibilities.

Current Membership

Name	Gender Identity	Region	Ethnicities (and Iwi if applicable)	Date of original appointment	Expiry date of present term
Sir Brian Roche (Chair)	M	Wellington	NZ European	13/04/2017	12/04/2020
Russell Black	M	Auckland	NZ European	01/07/2017	30/06/2020
Brian Harrison	M	Auckland	NZ European	01/07/2017	30/06/2020
Karen Jordan	F	Tasman	NZ European	01/07/2017	30/06/2020
Anne Urlwin	F	Wanaka	NZ European	01/07/2017	30/06/2020

Candidate CV Form

Name (family name in upper case; include title if appropriate)	Sir Brian Joseph ROCHE
---	------------------------

The Position

Organisation/Entity	City Rail Link Limited
Position (chair/member etc.)	Chair
Term	13 April 2020 – 12 April 2023
Payment (per day /per year)	\$98,000 per annum

How the Candidate Meets the Needs of the Position

Skills and attributes the candidate will bring to the position (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)	Ministry to complete
Possible conflicts of interest	XX [Brian to declare] <i>None that I'm aware of</i>
Proposals for conflict management (if applicable)	XX <i>If conflicts arise I would excuse myself per established Institute of Directors guidance & the Owner Expectation Manual.</i>

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The Candidate

Name (family name in upper case; include title if appropriate)	Sir Brian Joseph Roche	
Address	s 9(2)(a)	
Ethnicity(s)	New Zealand European	
Age range	<30 31-40 41-50 51-60 60+ prefer not to say	
Gender	M F gender diverse prefer not to say	
Current or most recent Employment (specify position and employer, include years)	Date: 2017 - present	Position: Director and Consultant
Government board appointments held (current and previous, include years)	Date: August 2018 - present June 2018 - present 2017 - present 2015 - present Date: 2017 - 2019 2009 - 2012 2007 - 2010	Current: Member <u>Health and Disability System Review</u> Chair <u>Waka Kotahi, the New Zealand Transport Agency</u> Chair <u>City Rail Link Limited</u> Chair <u>Antarctica New Zealand</u> Previous: Chair <u>Ministerial Advisory Group for Health</u> Chair <u>Rugby New Zealand 2011 Ltd</u> Chair <u>Waka Kotahi, the New Zealand Transport Agency</u>

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Private and/or voluntary sector board appointments held (current and previous, include years)	Date: 2019 – present	Current: Chair <u>Pouakai LP</u>
	2018 – present	Director <u>Timberlands Limited</u>
	2018 – present	Chair <u>Hugh Green Group Limited</u>
	2017 – present	Adviser to PwC
	2015 – present	Chair <u>Tait Limited</u>
	2012 – present	Chair <u>Hurricanes GP Limited</u>
	Date: 2014 – June 2019	Previous: Chair Wellington Gateway Partnership
	2013 – 2016	Chair <u>National Military Heritage Charitable Trust</u>
	2012 - 2014	Working Group <u>Waka Kotahi, the New Zealand Transport Agency/Local Government New Zealand</u>
	2008 – 2009	Deputy Commissioner <u>Hawkes Bay Health Care Limited</u>
	2006 – 2008	Chair Westcoast Development Limited
	2005 – 2009	Member <u>PwC</u>
	Unclear	Trustee <u>Victoria University of Wellington Foundation</u>
	Unclear	Trustee <u>St Patricks College Foundation</u>

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	Unclear	Board Member <u>St Patricks College, Wellington</u>
Qualifications and experience (include significant work history and community involvement)	Date: January 2010 – April 2017	Experience: Group Chief Executive <u>New Zealand Post Group</u>
	2001 – 2003	Director (seconded) New Zealand Climate Change Project
	1997 – 2000	Chief Executive (seconded) Housing New Zealand
	1997 – 2009	Chief Crown Negotiator <u>Port Nicholson Block, Ngati Awa, Foreshore and Seabed Claims</u>
	1997 - 2009	Chief Crown Negotiator <u>Ngai Tahu Treaty Claims</u>
	1989 – 1992	Private Advisor <u>Office of the Prime Minister</u>
	1989 – 1995	Chief Executive <u>Crown Company Monitoring and Advisory Unit</u>
	1978 – 2009	Partner <u>PwC</u>
Date: Unclear	Qualifications: Fellow <u>New Zealand Institute of Chartered Accountants</u>	
Unclear 1978	Bachelor of Commerce and Administration <u>Victoria University of Wellington</u>	

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Date: XX/03/2020

1. CONSENT

I, Brian William Harrison, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;

m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLL Board in relation to the criteria stated above.

Agree / Disagree

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLL Board.

A "matter" is defined as:

- CRLL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLL Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLL Board.

Agree / Disagree

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLL Board.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

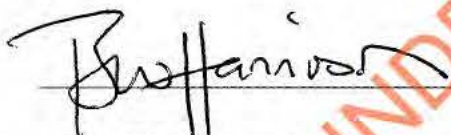
Interests being disclosed:

I am a director of Wellington Gateway Partnership No. 2 LP. (WGP). WGP has entered into a construction contract with a joint venture comprised of CPB Contractors PTY Ltd and for the construction of the Transmission Gully highway. HEB Construction Ltd is 100% owned by Vinci Construction International Network which is in turn 100% owned by Vinci Construction. Vinci Grand Projects is 100% owned by Vinci Construction. Soletanche Bachy is 100% owned by Soletanche Freyssinet which in turn is 100% owned by Vinci Construction. Vinci and Soletanche Bachy are members of the Alliance contracted to carry out the C3 contract for CRL.

4. I agree that if I am reappointed as member of the CRL Board, and during my tenure as member of the CRL Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / Disagree

Signed:



Full Legal Name

Brian William Harrison

Street Address:

s 9(2)(a)

Phone number(s):

s 9(2)(a)

Email:

Date:

5/6/2020

Gender

Male

Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:

Candidate CV Form

Name (family name in upper case; include title if appropriate)	Brian William HARRISON
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The Position

Organisation/Entity	City Rail Link Limited
Position (chair/member etc.)	Member
Term	1 July 2020 to 30 June 2023
Payment (per day /per year)	\$49,000 per annum

How the Candidate Meets the Needs of the Position

Skills and attributes the candidate will bring to the position (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)	Mr Harrison provides significant experience as an advisor in large scale infrastructure and finance projects. He offers extensive transaction and financing experience, specifically in rail projects as well as other large infrastructure projects. He was a Partner at the international law firm Allen & Overy for over 20 years, including as Managing Partner of their Middle East and Asian Operations.
Possible conflicts of interest	I am a director of Wellington Gateway Partnership No. 2 LP. (WGP). WGP has entered into a construction contract with a joint venture comprised of CPB Contractors PTY Ltd and for the construction of the Transmission Gully highway. HEB Construction Ltd is 100% owned by Vinci Construction International Network which is in turn 100% owned by Vinci Construction. Vinci Grand Projects is 100% owned by Vinci Construction. Soletanche Bachy is 100% owned by Soletanche Freyssinet which in turn is 100% owned by Vinci Construction. Vinci and Soletanche Bachy are members of the Alliance contracted to carry out the C3 contract for CRL.
Proposals for conflict management (if applicable)	The CRL Board has strategies in place to manage any conflicts of interest that may arise, including identifying early any potential or perceived conflicts and managing conflicted members' involvement in discussions and decisions of the Board. This includes established Institute of Directors Guidance and the Owners Expectations Manual.

The Candidate

Name (family name in upper case; include title if appropriate)	Brian William HARRISON	
Address	s 9(2)(a)	
Ethnicity(s)	New Zealand European	
Age range	60+	
Gender	M	
Current or most recent Employment (specify position and employer, include years)	Date: August 2018 – present July 2017 – present 2015 – present 2012 – 2019 2009 – present	Position: Director <u>Crown Irrigation Investments Limited</u> Director <u>City Rail Link Limited</u> Director <u>Wellington Gateway Partnerships</u> Director <u>Secure Future Limited</u> Principal <u>BWH Limited</u>
Government board appointments held (current and previous, include years)	Date: August 2018 – present July 2017 – present Date: N/A	Current: Director <u>Crown Irrigation Investments Limited</u> Director <u>City Rail Link Limited</u> Previous: N/A

<p>Private and/or voluntary sector board appointments held (current and previous, include years)</p>	<p>Date: 2015 – present</p> <p>2012 – 2019</p> <p>Date: N/A</p>	<p>Current: Director <u>Wellington Gateway Partnerships</u></p> <p>Director <u>Secure Future Limited</u></p> <p>Previous: N/A</p>
<p>Qualifications and experience (include significant work history and community involvement)</p>	<p>Date: 1988 – 2008</p> <p>Date: 1985</p> <p>1976</p> <p>1975</p>	<p>Experience: Partner <u>Allen & Overy</u></p> <p>Qualifications: Admission as Solicitor <u>Supreme Court of England and Wales</u></p> <p>Admission and Barrister and Solicitor <u>High Court of New Zealand</u></p> <p>Bachelor of Law <u>University of Auckland</u></p>

Date: 5/6/2020

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

17 May 2021

Brian Harrison

s 9(2)(a)

Dear Brian

City RAIL LINK LIMITED: MEMBER

Subject to you being considered for reappointment as member of the City Rail Link Limited (CRL) Board, you are required to:

- consent, in writing, to being reappointed as member of the CRL Board;
- certify that you are not disqualified from being reappointed as member of the CRL Board; and
- disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have, or are likely to have, in matters relating to the CRL.

Please complete the attached declaration form, and return it to me as soon as possible.

In addition to your consent and signature, we will also complete a background check.

This information is necessary so that Shareholding Ministers can assess your suitability for reappointment. The Ministry of Transport will hold this information. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely

Alex Beedell
Senior Adviser, Governance

1. Consent

I, BRIAN HARRISON, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. Certify that you are not disqualified from THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
- being a director of an overseas company;
 - being a promoter of an overseas company;
 - being concerned or taking part in the management of an overseas company;
 - being a general partner of a overseas limited partnership;
 - being a promoter of an overseas limited partnership;
 - being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
- competence to manage his or her own affairs in relation to his or her property; or
 - capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLL Board in relation to the criteria stated above.

Agree Disagree

If you disagree, please state why you think you are disqualified.

3. Disclosure of Interests

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLL Board.

A "matter" is defined as:

- CRLL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLL Board.

A person is interested in a matter if he or she directly or indirectly:

- may derive a financial benefit from the matter; or
- is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or

- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, Board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLB Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLB Board.

Agree / Disagree

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLB Board.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

4. I agree that if I am reappointed as member of the CRLB Board, and during my tenure as member of the CRLB Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / Disagree

Signed:	
Full Legal Name	BRIAN WILLIAM HARRISON
Street Address:	<small>s 9(2)(a)</small> 
Phone number(s):	
Email:	
Date:	22 MAY 2021
Gender	MALE
Ethnicity (please tick as many as applicable)	<input checked="" type="checkbox"/> New Zealand European
	<input type="checkbox"/> Māori
	<input type="checkbox"/> Samoan
	<input type="checkbox"/> Cook Islands Maori
	<input type="checkbox"/> Tongan
	<input type="checkbox"/> Chinese

	<input type="checkbox"/> Indian
	<input type="checkbox"/> Other, eg Dutch, Japanese, Tokelauan. Please state:

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982



2 May 2025

Brian Harrison

s 9(2)(a)

Dear Brian,

CITY RAIL LINK LIMITED (CRL) BOARD: REAPPOINTMENT

Subject to you being considered for reappointment as member of the CRL Board, you are required to:

- consent, in writing, to being reappointed as member of the CRL Board;
- certify that you are not disqualified from being reappointed as member of the CRL Board; and
- disclose any interests.

Please complete the attached declaration form, and return it to me as soon as possible.

This information is necessary so that Ministers can assess your suitability for reappointment. Decisions on the CRL Board are made jointly by the Minister of Transport and the Minister of Finance

It is critically important to the integrity of this process that it is conducted with high standards of probity, which includes ensuring that all actual, potential, and perceived conflicts of interest are declared and managed.

Information from this declaration will also be used for reporting on AppointNet, which is an all-of-Government reporting tool administered by the Public Service Commission. The Privacy Protocol can be found [here](#).

The Ministry of Transport will hold this information; however, this information may be shared between the Ministry, The Treasury and Auckland Council for the purposes of informing advice to Ministers on your reappointment. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely

Jono Reid
Principal Adviser, Crown Entity Monitoring

1. CONSENT

I, Brian William Harrison, consent to being reappointed as member of the CRLL Board

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRLL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be reappointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being reappointed or holding office as a director.

A person who is disqualified may not be a member of the CRLL Board.

The following persons are disqualified from the position of member of the CRLL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

CERTIFICATION FOR QUESTION 2:

I am not disqualified from the position of member of the CRL Board in relation to the criteria stated above.

Agree

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRL Board.

A "matter" is defined as:

- The CRL Board's performance of its role and functions; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities on the CRL Board.

YOUR DECLARATION (✓)

<input type="checkbox"/> I declare that, to the best of my knowledge, there is no actual, perceived or potential current conflict of interest that will or may arise as a result of my involvement as member of the CRL Board.
--

OR

<input checked="" type="checkbox"/> I declare that I do have an actual, potential or perceived conflict of interest – detailed below:
Details of the conflict(s) of interest:

I am a director of Wellington Gateway Partnership No. 2 LP. (WGP).WGP has entered into a Project Agreement with NZTA for the construction and operation of Transmission Gully Highway I see no conflict other than the Project Agreement is between NZTA and WGP .	
Date conflict(s) was identified:	
Date conflict(s) was reported:	
The period this conflict(s) is expected to last:	For the balance of the term of the project Agreement or dale of WGP's interest.

YOUR ACKNOWLEDGEMENT (✓)

- I confirm that to the best of my knowledge, any actual, perceived or potential conflicts between my duties as member of the CRLL Board and my private and/or business interests have been fully disclosed.
- I will promptly inform the Ministry should there be any change to the above information and declaration, or should a conflict or potential conflict of interest arise during the time in which I am reappointed
- I will work cooperatively with the Ministry to resolve and actively manage any identified conflict(s) of interest.
- I understand that failure to declare, provide relevant information or actively manage an actual, perceived or potential conflict of interest could constitute a breach of my reappointment arrangements and could have serious consequences for the integrity of the process that is being undertaken.

Signed: BRIAN HARRISON
Date: 4/5/2025

Full Legal Name Brian William Harrison

Street Address: s 9(2)(a)

Phone number(s): _____

Email: _____

Date of Birth: _____

Place of Birth New Zealand

Gender Male

Ethnicity (optional) [X] New Zealand European

(please tick as many as applicable)

- Māori

- Samoan

- Cook Islands Maori

- Tongan

- Chinese

- Indian

- Australian

- Other, eg Dutch, Japanese, Tokelauan. Please state:

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

1. CONSENT

I, **Anne June Urlwin**, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence,

- unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLL Board in relation to the criteria stated above.

Agree / ~~Disagree~~

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLL Board.

A "matter" is defined as:

- CRLL's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLL Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLL Board.

Agree / ~~Disagree~~

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLL Board.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed – in interests of full disclosure, not because they are actual, potential or perceived interests of relevance:

In the interests of full disclosure, I note the following matters which **I do not consider to be a “matter”, as defined above**, in which I have an interest and which have been discussed with the City Rail Link Ltd Chairman who determined they did not represent a conflict of interest. Appropriate arrangements to manage any actual, potential or perceived conflicts of interest are in place.

- (a) I am a director of Steel & Tube Holdings Ltd (appointed June 2013), a company which has previously, and may in the future, be a supplier of steel products to subcontractors to the main contractors for CRLT contracts. I am not aware of the amounts involved for previous supplies (such information is not visible or relevant to me in my capacity as a director of either Steel & Tube Holdings Ltd or City Rail Link Ltd) but expect they will be immaterial for both companies.
- (b) I am a director of Precinct Properties New Zealand Ltd (appointed September 2019), a company that has developed the Commercial Bay shopping and office building over a portion of the City Rail Link tunnel. The construction of that part of the City Rail Link tunnel was under a contract (known as the Downtown Shopping Centre (DSC) contract) between Precinct Properties and Auckland Transport, with the contract assigned to City Rail Link Ltd on 30 June 2017. The DSC contract commenced in February 2016, and was completed in February 2019. There is one outstanding matter under the contract currently being actioned in relation to the technical specification for vibration levels in the tunnel.

4. I agree that if I am reappointed as member of the CRLT Board, and during my tenure as member of the CRLT Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / ~~Disagree~~

Signed:



Full Legal Name

Anne June Urlwin

Street Address:

s 9(2)(a)

Phone number(s):

Email:

Date:

8th June 2020

Gender: Female

Ethnicity (please tick as many as applicable) New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

City Rail Link Limited – Disclosure and Consent

1. Consent

I, **Anne June Urlwin**, consent to being reappointed as member of the City Rail Link Limited (CRL) Board.

2. Certify that you are not disqualified from THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;

- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLB Board in relation to the criteria stated above.

Agree /~~Disagree~~

If you disagree, please state why you think you are disqualified.

3. Disclosure of Interests

You are required to disclose the nature and extent (including monetary value if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLB Board.

A "matter" is defined as:

- CRLB's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLB Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, Board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLB Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLB Board.

Agree /~~Disagree~~

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLB Board.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

In the interests of full disclosure, I note the following matter which **I do not consider to be a "matter", as defined above**, in which I have an interest and which has been discussed with the City Rail Link Ltd Chairman who determined it did not represent a conflict of interest.

Appropriate arrangements to manage any actual, potential or perceived conflicts of interest are in place.

I am a director of Precinct Properties New Zealand Ltd (appointed September 2019), a company that has developed the Commercial Bay shopping and office building over a portion of the City Rail Link tunnel. The construction of that part of the City Rail Link tunnel was under a contract (known as the Downtown Shopping Centre (DSC) contract) between Precinct Properties and Auckland Transport, with the contract assigned to City Rail Link Ltd on 30 June 2017. The DSC contract commenced in February 2016, and was completed in February 2019.

4. I agree that if I am reappointed as member of the CRL Board, and during my tenure as member of the CRL Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / Disagree

Signed:

Full Legal Name: **Anne June Urlwin**

Street Address: s 9(2)(a)
[Redacted address block]

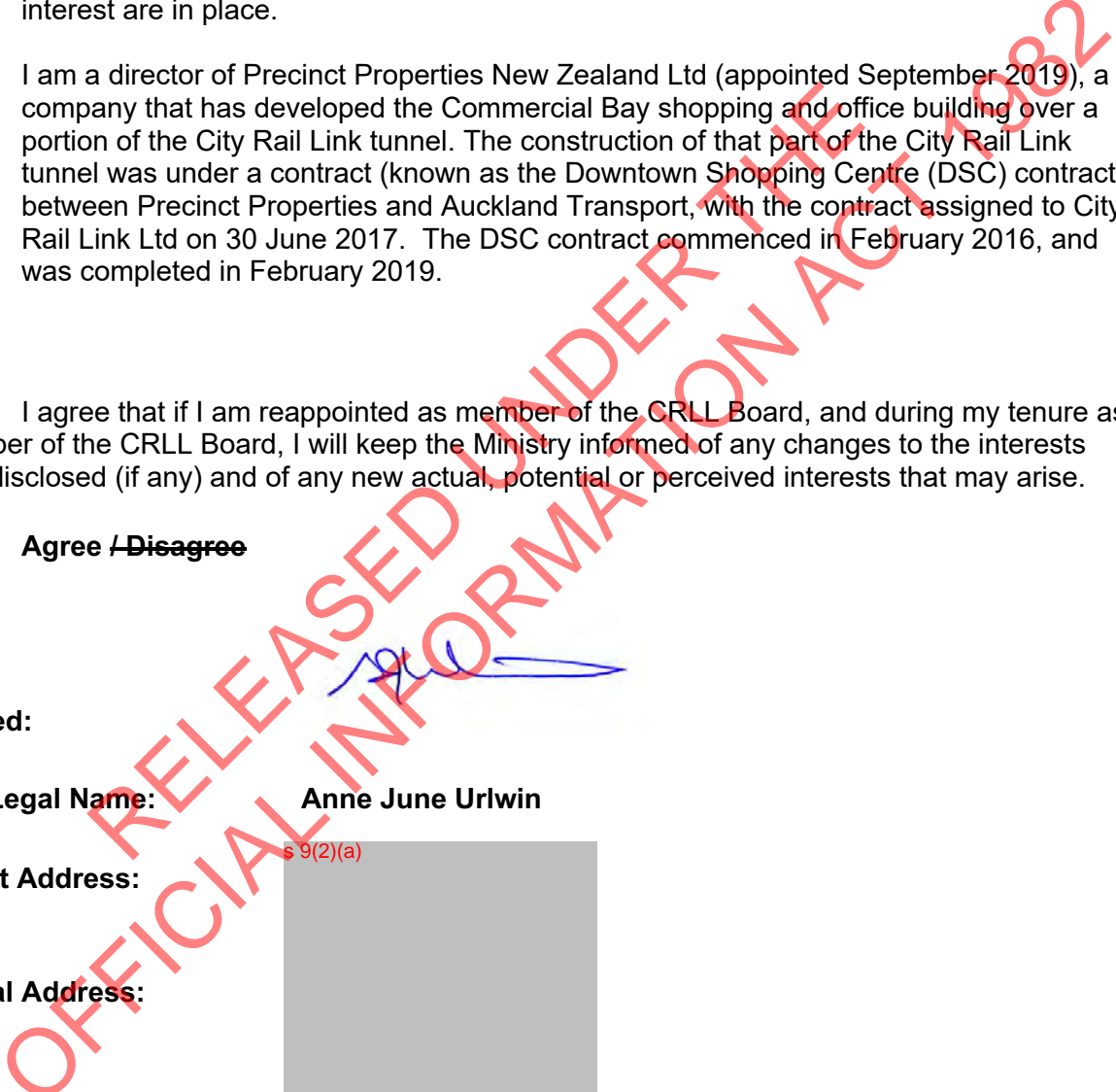
Postal Address:

Phone number(s):

Email:

Date: **18th May 2021**

Gender: **Female**



Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:

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23 September 2024

Anne Urlwin
s 9(2)(a)

Dear Anne,

CITY RAIL LINK LIMITED (CRL) BOARD: REAPPOINTMENT

Subject to you being considered for reappointment as member of the CRL Board, you are required to:

- consent, in writing, to being reappointed as member of the CRL Board;
- certify that you are not disqualified from being reappointed as member of the CRL Board; and
- disclose any interests.

Please complete the attached declaration form, and return it to me as soon as possible.

This information is necessary so that Ministers can assess your suitability for reappointment. Decisions on the CRL Board are made jointly by the Minister of Transport and the Minister of Finance

It is critically important to the integrity of this process that it is conducted with high standards of probity, which includes ensuring that all actual, potential, and perceived conflicts of interest are declared and managed.

The Ministry of Transport will hold this information; however, this information may be shared between the Ministry, the Treasury and Auckland Council for the purposes of informing advice to Ministers on your reappointment. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely

Angeliki-Filia Neonaki
Adviser, Crown Entity Monitoring

1. CONSENT

I, **Anne June Urlwin**, consent to being reappointed as member of the CRL Board

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be reappointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being reappointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

CERTIFICATION FOR QUESTION 2:

I am not disqualified from the position of member of the CRLL Board in relation to the criteria stated above.

Agree / ~~Disagree~~

If you disagree, please state why you think you are disqualified.

n/a

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLL Board.

A “matter” is defined as:

- The CRLL Board’s performance of its role and functions; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities on the CRLL Board.

YOUR DECLARATION (✓)

I declare that, to the best of my knowledge, there is no actual, perceived or potential current conflict of interest that will or may arise as a result of my involvement as member of the CRLL Board.

OR

I declare that I do have an actual, potential or perceived conflict of interest – detailed below:

Details of the conflict(s) of interest:

Date conflict(s) was identified:	
Date conflict(s) was reported:	
The period this conflict(s) is expected to last:	

YOUR ACKNOWLEDGEMENT (✓)

I confirm that to the best of my knowledge, any actual, perceived or potential conflicts between my duties as member of the CRLB Board and my private and/or business interests have been fully disclosed.

I will promptly inform the Ministry should there be any change to the above information and declaration, or should a conflict or potential conflict of interest arise during the time in which I am reappointed

I will work cooperatively with the Ministry to resolve and actively manage any identified conflict(s) of interest.

I understand that failure to declare, provide relevant information or actively manage an actual, perceived or potential conflict of interest could constitute a breach of my reappointment arrangements and could have serious consequences for the integrity of the process that is being undertaken.

Signed:



Date:

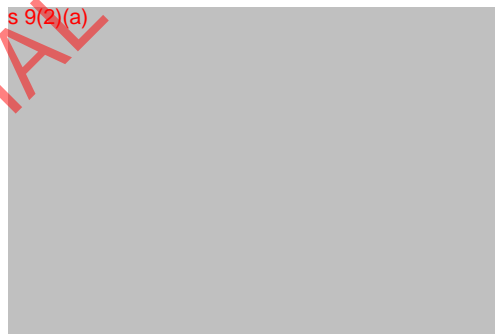
23 September 2024

Full Legal Name

Anne June Urlwin

Street Address:

s 9(2)(a)



Phone number(s):

Email:

Date of Birth:

Place of Birth

New Zealand

Gender

Female

**Ethnicity (optional)
(please tick as many
as applicable)**

New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Australian

Other, eg Dutch, Japanese, Tokelauan. Please state:

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

10 June 2022

Malcolm Gibson
s 9(2)(a)

Dear Malcolm

CITY RAIL LINK LIMITED: MEMBER

Subject to you being considered for appointment as member of the City Rail Link Limited (CRL) Board, you are required to:

- consent, in writing, to being appointed as member of the CRL Board;
- certify that you are not disqualified from being appointed as member of the CRL Board; and
- disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have, or are likely to have, in matters relating to the CRL.

Please complete the attached declaration form, and return it to me as soon as possible.

In addition to your consent and signature, we will also complete a background check.

This information is necessary so that Shareholding Ministers can assess your suitability for appointment. The Ministry of Transport will hold this information. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely



Alex Beedell
Senior Adviser, Governance

1. CONSENT

I, Alan Malcolm Gibson, consent to being appointed as member of the City Rail Link Limited (CRL) Board.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF MEMBER OF THE CRL BOARD

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as a director.

A person who is disqualified may not be a member of the CRL Board.

The following persons are disqualified from the position of member of the CRL Board:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;

m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position of member of the CRLI Board in relation to the criteria stated above.

Agree / **Disagree**

If you disagree, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of member of the CRLI Board.

A "matter" is defined as:

- CRLI's performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRLI Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, Board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as member of the CRLI Board.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential or perceived interests of relevance to my appointment as member of the CRLI Board.

Agree / **Disagree**

OR

I am aware of the following actual, potential or perceived interests of relevance to my appointment as member of the CRLI Board.

Agree / **Disagree**

Please state interest(s) on the next page. You may attach other pages if necessary.

Interests being disclosed:

[Empty box for disclosing interests]

4. I agree that if I am appointed as member of the CRLI Board, and during my tenure as member of the CRLI Board, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential or perceived interests that may arise.

Agree / **Disagree**

Signed: 

Full Legal Name Alan Malcolm Gibson

Street Address: s 9(2)(a) 

Phone number(s):

Email:

Date: 10 June 2022

Gender Male

Ethnicity (please tick as many as applicable) New Zealand European

Māori

Samoan

Cook Islands Maori

Tongan

Chinese

Indian

Other, eg Dutch, Japanese, Tokelauan. Please state:



27 July 2022

John Bridgman

s 9(2)(a)

Dear John

CITY RAIL LINK LIMITED: CHAIR

Subject to you being considered for appointment to City Rail Link Limited (CRL) Board Chair, you are required to:

- consent, in writing, to being appointed CRL Board Chair;
- certify that you are not disqualified from being appointed CRL Board Chair; and
- disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have, or are likely to have, in matters relating to the CRL.

Please complete the **attached** declaration form, and return it to me as soon as possible.

In addition to your consent and signature, we will also complete a background check.

This information is necessary so that Shareholding Ministers can assess your suitability for appointment. The Ministry of Transport will hold this information. You have the right to access and correct personal information held about you under the Privacy Act 1993.

I look forward to your response.

Yours sincerely

A handwritten signature in black ink, appearing to read "A Beedell", written over a large, diagonal red watermark that says "OFFICIAL INFORMATION ACT 1982".

Alex Beedell
Senior Adviser, Governance

1. CONSENT

I, John Richard Bridgman, consent to being appointed City Rail Link Limited (CRL) Board Chair.

2. CERTIFY THAT YOU ARE NOT DISQUALIFIED FROM THE POSITION OF CRL BOARD CHAIR

Under the Crown Entities Act 2004 and the Companies Act 1993, before any person can be appointed as a Chair or director of a Crown entity company, the person must certify that he or she is not disqualified from being appointed or holding office as Chair or director. A person who is disqualified may not be CRL Board Chair.

The following persons are disqualified from the position CRL Board Chair:

- a) a person who is under 18 years of age;
- b) a person who is an undischarged bankrupt;
- c) a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under the Companies Act 1993, the Financial Markets Conduct Act 2003, or the Takeovers Act 1993;
- d) a person who is prohibited from being a general partner or promoter of, or being concerned or taking part in the management of, a limited partnership under section 103A, 103B, 103D or 103E of the Limited Partnerships Act 2008
- e) in the case of a company that is an employer, a person who is prohibited from being an officer of an employer under sections 142M and 142N(1)(b) of the Employment Relations Act 2000;
- f) a person who is prohibited from one or more of the following under and order made, or a notice given, under a law of a prescribed country, State or territory outside New Zealand:
 - a. being a director of an overseas company;
 - b. being a promoter of an overseas company;
 - c. being concerned or taking part in the management of an overseas company;
 - d. being a general partner of a overseas limited partnership;
 - e. being a promoter of an overseas limited partnership;
 - f. being concerned or taking part in the management of an overseas limited partnership;
- g) a person who is subject to a property order under the Protection of Personal Property Rights Act 1988;
- h) a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's:
 - (i) competence to manage his or her own affairs in relation to his or her property; or
 - (ii) capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare;
- i) in relation to any particular company, a person who does not comply with any qualifications for directors contained in the constitution of that company;
- j) a person that is not a natural person;
- k) a member of Parliament;
- l) a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless that person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person;
- m) a person who is disqualified under another Act.

Certification for Question 2:

I am not disqualified from the position CRL Board Chair in relation to the criteria stated above.

Agree / Disagree

If you *disagree*, please state why you think you are disqualified.

3. DISCLOSURE OF INTERESTS

You are required to disclose the nature and extent (including monetary value, if quantifiable) of all interests that you have or are likely to have, in matters relating to the role of CRL Board Chair.

A “matter” is defined as:

- CRL’s performance of its role and functions, or exercise of its powers; or
- An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the CRL Board.

A person is interested in a matter if he or she directly or indirectly:

- a) may derive a financial benefit from the matter; or
- b) is the spouse, civil union or de facto partner, child, or parent of a person who may derive a financial benefit from the matter; or
- c) may have a financial interest in a person to whom the matter relates; or
- d) is a partner, director, officer, Board member, or trustee of a person who may have a financial interest in a person to whom the matter relates; or
- e) is otherwise directly or indirectly interested in the matter.

However, a person is not interested in a matter if his or her interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as CRL Board Chair.

Disclosure of Interest for Question 3:

I am not aware of any actual, potential, or perceived interests of relevance to my appointment to CRL Board Chair.

Agree / Disagree

OR

I am aware of the following actual, potential, or perceived interests of relevance to my appointment to CRL Board Chair.

Agree / Disagree

Please state interest(s) on the next page. You may attach other pages if necessary.

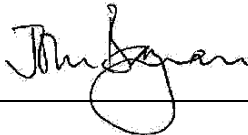
Interests being disclosed:

Waka Kotahi, Board member
 Kainga Ora, Board member
 Ōtākaro Ltd, Chief Executive Officer

See attached Disclosure Statement

4. I agree that if I am appointed CRL Board Chair, and during my tenure as Chair, I will keep the Ministry informed of any changes to the interests now disclosed (if any) and of any new actual, potential, or perceived interests that may arise.

Agree / Disagree

Signed: 

Full Legal Name John Richard Bridgman

Street Address: s 9(2)(a) 

Phone number(s):

Email:

Date: 27 July 2022

Gender Male

Ethnicity (please tick as many as applicable)

New Zealand European

Māori

Samoan

Cook Islands Māori

Tongan

Chinese

Indian

Other, e.g., Dutch, Japanese, Tokelauan. Please state:

Interest Disclosure Statement:

I am a Director of both Waka Kotahi and Kainga Ora.

Waka Kotahi, as rail regulator, will need to approve CRL as ready to start and safe to operate and will need to provide Auckland Transport with a rail licence to use CRL. The decision-making rights for these activities rest with the Director of Land Transport rather than the Waka Kotahi Board. However, if these or related issues come to the Board I can and will recuse myself from the discussion at the Waka Kotahi Board. My appointment is until 31 October 2024.

Kainga Ora is working in partnership with Eke Panuku on a plan for land currently owned by City Rail Link Ltd adjacent to the Maungawhau and Karangahape Road Stations that will be available for urban development following completion of the CRL Project. I can and will recuse myself from any discussion about this or related issues at the Kainga Ora Board. My appointment is until 31 December 2024.

I am currently Chief Executive of Ōtākaro Ltd which is a Crown owned entity. I will resign my position at Ōtākaro in the event I am appointed to the role of CRL Board Chair.

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OC190435 City Rail Link Limited: Reappointments – 23 May 2019

Excerpt from Cabinet Paper:

Conflict of Interests

1. I can confirm that appropriate enquiries concerning conflict of interests have been carried out, in accordance with the State Services Commission's appointment guidelines, to identify any conflict of interest that could reasonably be identified.
2. Mr Black and Ms Jordan have not identified any potential conflicts of interest.

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OC200243 City Rail Link Limited Reappointment of Chair – 18 March 2020

Excerpt from Cabinet Paper:

Conflicts of interest

- 1 We can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with SSC's *Board Appointment and Induction Guidelines*, to identify any conflict of interest that could reasonably be identified, and no conflicts of interest have been identified by Sir Brian.
- 2 The Ministry of Transport notes that Sir Brian is also the Chair of the Transport Agency, and there is the likelihood that conflicts could arise through decision making that affects either agency.
- 3 Both CRL and the Transport Agency have strategies in place to manage any conflicts of interest that may arise, including identifying early any potential or perceived conflicts and managing conflicted members' involvement in discussions and decisions of the Board. This includes established Institute of Directors Guidance and, in the case of CRL, the Owners Expectations Manual.

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OC200426 City Rail Link Limited: Reappointment of Members – 11 June 2020

Excerpt from Cabinet Paper:

Conflicts of interest

- 1 We can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with SSC's *Board Appointment and Induction Guidelines*, to identify any conflict of interest that could reasonably be identified.
- 2 Mr Harrison has declared that he is Chair of Wellington Gateway Partnership No. 2. LP (WGP). WGP has a construction contract with a joint venture comprised of CPB Contractors PTY Limited and HEB Construction Limited for the construction of Transmission Gully. There are ownership links between HEB Construction and both VINCI and Soletanche Bachy, who are members of the Alliance contracted to carry out the C3 Contract for CRLL.
- 3 Mrs Urlwin has disclosed her directorships on Steel and Tube Holdings and Precinct Properties Limited. Steel and Tube Holdings has previously, and may in the future, act as a supplier to CRLL contractors. Precinct Properties have developments that overlap with CRLL projects. Both disclosures have been discussed with the Chair of CRLL previously and are not considered to be direct conflicts. Active plans are in place to ensure any perceived, potential or actual conflicts that may occur are managed appropriately.
- 4 Mr Black and Ms Jordan have declared no conflicts.
- 5 The CRLL Board has strategies in place to manage any conflicts of interest that may arise, including identifying early any potential or perceived conflicts and managing conflicted members' involvement in discussions and decisions of the Board. This includes established Institute of Directors Guidance and the Owners Expectations Manual.

OC210415 City Rail Link Limited: Member Reappointments – 30 September 2021

Excerpt from Cabinet Paper:

Conflicts of interest

- 1 We can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with PSC's *Board Appointment and Induction Guidelines*, to identify any conflict of interest that could reasonably be identified.
- 2 Mr Black and Mr Harrison have declared no conflicts.
- 3 Ms Urlwin is a director of Precinct Properties, a large owner and developer of inner-city real estate in Auckland (and Wellington), including some properties near the CRL project. This may present a conflict or perceived conflict of interest, if – for example – members of the Board receive sensitive information about inner-city properties. The Ministry of Transport does not think that this potential conflict precludes Ms Urlwin's reappointment, as it can be mitigated adequately using the CRLL Board's established conflict management procedures. This conflict was previously disclosed to Cabinet when an actual conflict existed between a now-completed CRLL contract and developments undertaken by Precinct Properties.
- 4 The CRLL Board has strategies in place to manage any conflicts of interest that may arise, including identifying early any potential or perceived conflicts and managing conflicted members' involvement in discussions and decisions of the Board. This includes established Institute of Directors Guidance.

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OC220477: City Rail Link Limited – Member Appointment – 29 June 2022

Excerpt from Cabinet Paper:

Conflicts of interest

- 1 We can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with the *Board Appointment and Induction Guidelines*, to identify any conflict of interest that could reasonably be identified.
- 2 Mr Gibson has not declared a potential or perceived conflict of interest. Background checks on Mr Gibson did not identify any issues that would prevent him from being considered for appointment.
- 3 The CRL Board has strategies in place to manage any conflicts of interest that may arise, including identifying early potential or perceived conflicts and managing conflicted members' involvement in discussions and decisions of the Board. This includes established Institute of Directors' guidance.

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OFFICIAL INFORMATION ACT 1982

OC250402 City Rail Link Limited – Reappointments – 09 September 2025

Excerpt from Cabinet Paper:

Conflicts of interest

- 1 I can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with the Public Service Commission’s Board Appointments and Induction Guidelines, to identify any conflict of interest that could reasonably be identified.
- 2 Mr Bridgman has disclosed that he is a director of Kāinga Ora. Kāinga Ora has been working in partnership with Eke Panuku on a plan for land currently owned by City Rail Link Ltd adjacent to the Maungawhau and Karanga-a-Hape Stations that will be available for urban development following completion of the CRL Project. It has been agreed these land holdings will be transferred to Auckland Council who will take over management of the redevelopment process. Any conflicts arising from this disclosure are expected to be manageable.
- 3 Mr Harrison has disclosed his role as a director of Wellington Gateway Partnership No. 2 LP, which has project agreements and contracts relating to Transmission Gully. Any conflicts arising from this disclosure are expected to be manageable.
- 4 Ms Urlwin, Mr Black, and Mr Gibson have disclosed that they are not aware of any actual, perceived or potential current conflict of interests that will or may arise as a result of their involvement as member of the CRL Board
- 5 The CRL Board has strategies in place to manage any conflicts of interest that may arise, including identifying early any potential or perceived conflicts and managing conflicted members’ involvement in discussions and decisions of the Board. This includes established Institute of Directors’ Guidance.

Hon Phil Twyford

MP for Te Atatu

Minister of Housing and Urban Development

Minister of Transport



02 APR 2019

Sir Brian Roche
Chair
City Rail Link Limited
PO Box 105777
AUCKLAND 1141
E-mail: s 9(2)(a)

Dear Sir Brian

2019/20 Letter of Expectations for City Rail Link Limited

I am writing on behalf of the shareholders of City Rail Link Limited (CRL) to set out our expectations for CRL.

This letter is briefer than usual as many of our expectations are already expressed through the Project Delivery Agreement between Sponsors and CRL. Our overriding expectation is that CRL will deliver the CRL project on time and to budget and help Sponsors realise the benefits arising from this significant item of infrastructure.

We will work closely with you in our role as project Sponsors as the process for establishing the 'grand alliance' evolves over the coming months. The most immediate requirement is for Sponsor approval for awarding of the C3 contract and consideration of funding and potential scope changes. Now that submissions for C3 have been received and the estimated total project cost has been reforecast, we expect that you will work closely with our officials, Auckland Transport (AT), and KiwiRail. It will be important to develop as clear a picture as possible of all costs and options so that decisions by all parties are well informed.

Expectations for 2019/20

As you develop your strategy and accountability documents for the year ahead, we wish to provide the following specific expectations for CRL.

- **Relationship with key partners**

s 9(2)(g)(i)

AT and KiwiRail are crucial parties in ensuring that the CRL is integrated with the rest of the Auckland rail network and that it is able to operate effectively and efficiently, realising benefits from the first day of operation. We expect that you will continue to make progress in this area, as the focus now shifts to a broader programme, to ensure that there are no costly risks or delays to the project s 9(2)(g)(i)

- **Gateway review**

With the next step in the Gateway review scheduled for April 2019, we expect that CRL will make use of the recommendations arising from the review process to improve its processes where required.

- **Information flows**

s 9(2)(g)(i)

Timely reports and information flows and exchanges are important so that officials are able to advise Sponsors, particularly when Sponsor approvals are required. In turn, we accept that Sponsors and officials also need to ensure that we provide appropriate assistance and information to inform your decisions.

- **Organisational efficiency and effectiveness**

Organisational efficiency is an expectation for all Crown entities. Once the grand alliance is fully operational, CRLI will shift from a strong focus on procurement to delivery. During 2019/20 our officials will work with you to develop means to enable us to measure CRLI's organisational/operational efficiency.

- **Development opportunities work programme**

We expect that CRLI will govern and manage the development of a work programme that will provide options for Sponsors to consider in terms of maximising the development opportunities associated with investment in the CRL. We recognise that this is a new role for CRLI, resourced through a Programme Director and team, and separate from the construction role that CRLI holds. We expect that the agreed work programme milestones and reporting mechanisms to Sponsors will form part of your revised Statement of Intent and Statement of Performance Expectations.

While undertaking this new role, we expect that CRLI will maintain its focus on its role of constructing the CRL rail infrastructure by the due date.

Accountability documents

Given CRLI's new responsibility for development opportunities and changes that may arise from the C3 process, we expect that CRLI will submit a revised Statement of Corporate Intent for 2019/20, along with its Statement of Performance Expectations.

Thank you for your work to date in progressing the CRL project. It is very pleasing to see that significant progress is being made, and we ask that you convey our thanks to the Board and all staff members for their dedication and focus.

Yours sincerely



Hon Phil Twyford
Minister of Transport

Copy to: Hon Grant Robertson, Minister of Finance
Hon Phil Goff, Mayor of Auckland
Bill Cashmore, Deputy Mayor of Auckland

Hon Phil Twyford



MP for Te Atatu

Minister for Economic Development

Minister of Transport

Minister for Urban Development

Sir Brian Roche
Chair
City Rail Link Limited
PO Box 105777
AUCKLAND 1141

15 DEC 2019

s 9(2)(a)

Dear Sir Brian

2020 Letter of Expectations for City Rail Link Limited

I am writing on behalf of the shareholders of City Rail Link Limited (CRL), to set out our expectations for CRL. While this letter is primarily to assist you in preparing your statutory accountability documents – the Statement of Performance Expectations and Statement of Intent – it also outlines other expectations for your consideration.

Core expectations of shareholders, as Sponsors of the CRL project, are expressed through the Project Delivery Agreement between Sponsors and CRL. Our overriding expectation is that CRL will deliver the CRL project on time and to budget and support Sponsors in realising the benefits arising from this significant item of infrastructure. In this regard, we expect continued positive engagement with the delivery partners, Auckland Transport and KiwiRail.

As you develop your accountability documents for the year ahead, and the way in which you give effect to your role, we would like you to consider the following expectations for CRL.

The amended Project Delivery Agreement (PDA)

We are pleased that Sponsors and CRL have agreed to an amended PDA that reflects the revised cost estimate for the project, sets clear expectations for delivery, and provides a clear basis for sponsor engagement in the project. It is important that the PDA is complied with and respected as the basis for engagement, as successful delivery will require a disciplined approach and appropriate contributions from all parties.

Reliance upon a fully engaged Board

There are many parties involved in the project, and the governance structures are complex. Notwithstanding this, shareholders, as sponsors, rely heavily on the CRL Board being fully engaged in order for the project to deliver its intended benefits. Our expectation is that the Board ensures that it is fully informed in its decision making, and that it places high demands on the management team to provide it with necessary information relating to performance of the project and to performance of the company in delivering the project.

I understand that you expect the Board to undergo an evaluation process in early 2020. This is consistent with our expectations and we look forward to you sharing the outputs of that process with our officials.

Management of risks/costs

Sponsors made a significant decision earlier in 2019 to support the additional funding requested by CRL. The expectation remains that the full project scope will be delivered within the revised funding amount. We expect CRL to keep Sponsors well-informed on forecast project costs as new information comes to hand. Similarly, should the target delivery cost for CRL be at risk, it is our expectation that CRL proactively address options available to ensure that the project is delivered with the target cost.

More immediately, we are aware of the immediate challenges regarding the C5 and C7 packages of works. Sponsors expect to be kept fully informed by CRL as information becomes available, together with assurance on how these will be accommodated within budget.

CRL in an Alliance environment

Now that the Link Alliance is fully operational, CRL is shifting from a strong focus on procurement to that of owner participant in the Alliance. In order for Sponsors to gain assurance around project objectives being met, Sponsors will rely heavily upon CRL participating in the Alliance in a way that ensures that the Sponsors' interests are protected throughout the course of the project. It is also our expectation that key performance information is, where possible, shared with the Sponsors' assurance team.

Supporting the Assurance framework

Sponsors are appreciative of recent improvements in regular reports. These are an important contributor to the overall assurance framework. In addition, we expect you to work closely, and transparently, with sponsor representatives and the Sponsors' Assurance Manager in providing timely access to relevant information, consistent with expectations set by the PDA, and in further developing the quality of reporting.

Transparency is a core expectation to build the trust required to support our assurance responsibilities as sponsors of New Zealand's largest infrastructure project. There have been some high profile infrastructure project failures offshore, including the CrossRail project, upon which much of the CRL governance structures were based. Accordingly, we expect that the board be familiar with the ongoing lessons from such projects, including ensuring there is an effective integrated assurance approach.

Health and Safety

In your first quarterly report for 2019/20, we note that the recordable injury rate is tracking at a level higher than the target set in your Statement of Performance Expectations. Sponsors have a particularly strong interest in the safety of the people associated with the CRL project. While we note that there has been some improvement over injury rates in the early stages of the project, we would expect an improvement in this area.

Development Opportunities Work Programme

Thank you for your work to date on the Development Opportunities Work Programme. While some good progress has been made, we anticipate significant work will be needed to ensure the work is completed by March 2020, as currently scheduled.

Maximising the benefits of the CRL through oversight and precinct development is very important to Sponsors. In this regard, we expect CRL to play its part in ensuring that the C3 process is well-integrated and that the design does not unnecessarily restrict options for development. Sponsors also expect innovation will come through strongly in the recommendations that CRL produce.

In March 2020, we look forward to receiving the development options for station sites and wider station precincts. We also await with interest to receive your Value Capture Strategy with recommendations on how value uplift may be captured in the best way possible.

Albert Street Hardship fund

We are aware that CRL has been engaging with businesses adversely affected by the delays in the construction of the CRL project on a case-by-case basis and looking for ways of alleviating their hardship. We thank CRL for the work undertaken so far to progress the proposal for a hardship fund to assist businesses. The Government's in-principle approval for the establishment of a hardship fund was announced on 31 October 2019. Crown Sponsors are currently seeking formal Cabinet approval that the fund is a permitted use of Sponsor funding.

In anticipation of Sponsors formally endorsing the proposed approach, it is our expectation that CRL will continue work to progress the design of a hardship fund in collaboration with Sponsor representatives.

Working collaboratively to mitigate impacts on communities

The issues at Albert Street have provided some useful lessons around the impacts of active construction sites on communities. ^{s 9(2)(g)(i)}

With that in mind

Sponsors would expect to see street activation plans for those areas where communities are to be affected.

More generally, it is important that CRL and the Link Alliance continues to work constructively with all stakeholders. In particular, there will be considerable disruption over the next five years with upcoming street and station closures. There may well be opportunities to engage actively with Auckland Transport to assess ways that could have longer term benefits for the environment and around mode shift. We welcome you to discuss these opportunities with our officials.

Thank you for your work to date in progressing the CRL project. The past twelve months have seen significant progress for the project, particularly with the formation of the Link Alliance to deliver the bulk of the project. We are aware, however, that there are still significant challenges ahead.

We ask that you convey our thanks to the Board and all staff members for their dedication and focus.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Ph', followed by a horizontal line and a small checkmark.

Hon Phil Twyford
Minister of Transport

Copy to: Hon Grant Robertson, Minister of Finance
Hon Phil Goff, Mayor of Auckland
Bill Cashmore, Deputy Mayor of Auckland

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Hon Michael Wood

MP for Mt Roskill
 Minister of Transport
 Minister for Workplace Relations and Safety
 Deputy Leader of the House



15 APR 2021

Sir Brian Roche
 Chair
 City Rail Link Limited
 PO Box 105777
AUCKLAND 1141

s 9(2)(a)

Dear Sir Brian

Letter of Expectations 2021/22 for City Rail Link Limited

I am writing on behalf of the shareholders of City Rail Link Limited (CRL), to set out our expectations for CRL. While this letter is primarily to assist you in preparing your Statement of Performance Expectations, it also outlines other expectations for your consideration.

Core expectations of shareholders, as Sponsors of the City Rail Link (CRL) project, are expressed through the Project Delivery Agreement between Sponsors and CRL. Our overriding expectation is that CRL will deliver the CRL project on time, on budget and to the defined scope, to support Sponsors in realising the benefits arising from this significant piece of infrastructure within the Auckland network. In this regard, we acknowledge the improvement in the past year in CRL's and the wider Alliance's engagement with the delivery partners, Auckland Transport and KiwiRail. Maintaining these healthy relationships in 2021/22 will ensure that the project meets end-user requirements and supports CRL day one readiness in line with the expected benefits of the CRL project.

As you develop your accountability documents for the year ahead, and the way in which you give effect to your role, we would like you to consider the following expectations for CRL.

Health and Safety

We are pleased to see the focus on health and safety has achieved improved results, with the recordable injury rate now tracking below the target set in your 2020/21 Statement of Performance Expectations. Sponsors have a particularly strong interest in the safety of the people associated with the CRL project. We note the need for a continuing focus on the ongoing risks and as the tunnelling and underground works progress.

Reliance upon a fully engaged and effective Board

There are many parties involved in the project, and the governance structures are complex. Notwithstanding this, shareholders, as sponsors, rely heavily on the CRL Board being fully engaged in order for the project to deliver its intended benefits.

We understand that the CRL Board evaluation has recently been completed. This is consistent with our expectations and we look forward to using this evaluation to inform the Board appointments process in 2021.

Management of risks, costs and schedule

The expectation remains that the full project will be completed within budget and schedule in 2024, subject to any ongoing impacts of COVID-19.

We expect CRL to keep Sponsors well-informed on achievement of interim milestones and forecast project costs as new information comes to hand. Similarly, should the target delivery cost for CRL be at risk, it is our expectation that CRL proactively explore options and submit proposals (such as for C8 Henderson, in due course) to Sponsors to help ensure the project can be delivered within the target cost while still delivering the intended benefits.

CRL in an alliance environment

In order to have assurance around project performance and objectives, Sponsors will rely heavily on CRL participating in the Alliance in a way that ensures that the Sponsors' interests, including those of Auckland Transport and KiwiRail, are protected throughout the course of the project. It is also our expectation that key Alliance performance, disaggregated cost and risk information continues to be shared, where possible, with the Sponsors' Assurance Manager and sponsor representatives.

Supporting the assurance framework

Sponsors are appreciative of the regular monitoring reports we receive, in accordance with the Project Delivery Agreement, including information on the impacts of COVID-19 and how CRL is responding to those challenges. These reports are an important contributor to the overall assurance framework for the project. In addition, we expect you to continue to work closely, and transparently, with Sponsor representatives and the Sponsors' Assurance Manager in providing timely access to relevant information, consistent with expectations set by the PDA.

In particular, we expect that our officials will receive key information, such as the updated CRL Project Delivery Schedule setting out the anticipated critical path timetable for the project and an updated CRL Delivery Strategy, as per the requirements of the PDA. It is essential that the Sponsors' Assurance Manager is able to complete reviews with this updated information.

Strong community engagement and working collaboratively to mitigate impacts on communities

We thank CRLL for their ongoing commitment to strong community engagement, noting the extensive business support, activations and events, signage and wayfinding,

Targeted Development Response Plans, and strategic operations they have already put in place. We also acknowledge the work that CRLL has undertaken to set up and deliver a pilot Business Hardship Programme, with payments provided to businesses affected by the delays in the C2 works. Sponsors will give careful thought to further requests for financial assistance for impacted businesses, and we will discuss this further with you if and when required.

It is important that CRLL and the Link Alliance continue to work constructively with local businesses, residents and stakeholders to learn lessons from the issues at Albert Street, and seek to proactively ensure that disruption is minimised wherever possible.

Supporting the wider development opportunities associated with the CRL project

We thank you for CRLL's work in developing the Blueprint report that outlined development opportunities for the Mount Eden and Karangahape sites and for the completion of this work in April 2020. We will convey expectations for the development opportunities programme in a separate letter in due course.

Achievement of CRL milestones

Thank you for your work to date in progressing the CRL project. The CRL project has achieved a number of milestones recently. We acknowledge the efforts of CRLL to complete works packages for C2 (Lower Albert Street) and C8 (Ōtāhuhu), to integrate the C5 and C7 contracts into the C3 Project Alliance Agreement in October 2020, and to re-open the Chief Post Office building at Britomart in April this year.

Please convey our thanks to the Board and all staff members for their dedication and hard work during 2020. We look forward to continuing to work together with you as the project progresses in 2021.

Yours sincerely



Hon Michael Wood
Minister of Transport

Copy to: Hon Grant Robertson, Minister of Finance
Hon Phil Goff, Mayor of Auckland
Bill Cashmore, Deputy Mayor of Auckland

Hon Michael Wood

Minister of Transport
Minister for Workplace Relations and Safety



2 May 2022

Sir Brian Roche
Chair
City Rail Link Limited
PO Box 105777
AUCKLAND 1141

s 9(2)(a)

Dear Sir Brian

Letter of Expectations 2022/23 for City Rail Link Limited

I am writing on behalf of the shareholders to set out our expectations for City Rail Link Limited (CRL). While this letter is primarily to assist you in preparing your Statement of Performance Expectations, it also outlines other expectations for your consideration.

Core expectations of shareholders, as Sponsors of the City Rail Link (CRL) project, are expressed through the Project Delivery Agreement between Sponsors and CRL. Our overriding expectation is that CRL will continue to mitigate the risks to the CRL budget and timeframes where possible, to support Sponsors in realising the benefits arising from this significant piece of infrastructure within the Auckland network. As you develop your accountability documents for the year ahead, and the way in which you give effect to your role, we would like you to consider the following expectations for CRL.

Management of risks, costs and schedule

We thank CRL for continuing to keep Sponsors well-informed on achievement of interim milestones and forecast project costs as new information comes to hand. The impacts of COVID-19 on the delivery of infrastructure projects are significant and extend beyond delays from lockdowns into impacts of border closures on workforce availability and global shipping issues on materials cost and availability. We note that CRL is undertaking a comprehensive review of both project costs and the delivery schedule during 2022, and that CRL will provide an update on this in late 2022. This will be of significant interest to the Sponsors.

CRL in an alliance environment

We note that a number of milestones have been achieved recently by the Link Alliance, including the connecting of the Aotea site through to the end of the existing C2 tunnel in early December 2021, and the breakthrough of the Tunnel Boring Machine at Aotea Station later that month. We ask that you pass on our thanks to the Link Alliance for continuing to deliver significant progress under what have been very challenging circumstances this year.

In order to have assurance around project performance and objectives, Sponsors will rely heavily on CRL participating in the Alliance in a way that ensures that the Sponsors' interests, including those of Auckland Transport and KiwiRail, are protected throughout the course of the project.

Supporting the assurance framework

Sponsors are appreciative of the regular reporting we receive, with these reports being an important contributor to the overall assurance framework for the project. Over the coming year, it will be particularly important for CRL to continue to work closely, and transparently, with our officials and the Sponsors' Assurance Manager.

We request that the latest Link Alliance Programme Schedule is provided to the Sponsors' Assurance Manager by early May 2022 (noting any caveats at that point if not finalised) to enable the Sponsors' Assurance Manager to undertake their reviews for Sponsors in a timely way during 2022.

Strong relationships with KiwiRail and Auckland Transport

We note that CRL, KiwiRail and Auckland Transport have worked collaboratively through the many challenges COVID-19 has presented to the CRL project, with the recent Christmas 'Block of Line' works being an example of a huge amount of co-operation and planning between the parties to successfully complete key works. We expect CRL to continue to work collaboratively with Auckland Transport and KiwiRail. Maintaining these healthy relationships will ensure that the project meets end-user requirements, supports CRL day one readiness, and enables the delivery of the expected benefits of the CRL project.

Health and Safety

Sponsors have a particularly strong interest in the safety of the people associated with the CRL project. While we note that the recordable injury rate continues to track below the target set in your 2021/22 Statement of Performance Expectations, we expect CRL and the Link Alliance to continue to focus on the ongoing risks as the underground and station construction works progress and seek to make continuous health and safety improvements as the project progresses and the risk profile changes.

Strong community engagement and working collaboratively to mitigate impacts on communities

It is important that CRL and the Link Alliance continue to work constructively with local businesses, residents, and stakeholders, and seek to proactively ensure that disruption is minimised wherever possible. Sponsors appreciate the hard work that has gone into the establishment of the Targeted Hardship Fund (THF) to provide targeted assistance to small businesses that experience major and sustained disruption and genuine hardship relating to the C3 construction activity. We particularly note the expedient processing of early applications as part of the THF Advance Interim Payment scheme to provide urgent support to local businesses. We expect the dialogue with impacted businesses to continue and that THF applications will continue to be processed in a timely manner and in line with Sponsors' high-level guidelines for the THF.

Supporting the wider development opportunities associated with the CRL project

Although the Joint Board Committee (Eke Panuku and Kāinga Ora) are leading the development of the advice for the Maungawhau and Karangahape sites, we thank CRL for its ongoing role in contributing to that advice. Once the Programme Business Case has been finalised by the Joint Board Committee, please work with our officials to provide your expertise to help ensure Sponsors can make informed decisions within the context of the governance arrangements for CRL.

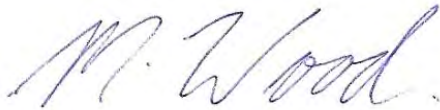
Supporting the Auckland Light Rail project

We have appreciated CRL's engagement with the Auckland Light Rail project to date. We expect this engagement to continue in order to support integration between the two projects and the sharing of lessons learned from the delivery of CRL.

Reliance upon a fully engaged and effective Board

Given the complexity of the relationships across the CRL project, Shareholders, as Sponsors, continue to rely heavily on the CRL Board being fully engaged in order for the project to deliver its intended benefits. We would like to take this opportunity to thank the CRL Board and all staff members for their hard work in continuing to progress this vital infrastructure project in Auckland and wish you well for the year ahead.

Yours sincerely



Hon Michael Wood
Minister of Transport

Copy to: Hon Grant Robertson, Minister of Finance
Hon Phil Goff, Mayor of Auckland
Bill Cashmore, Deputy Mayor of Auckland

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Office of Hon Michael Wood

MP for Mt Roskill

Minister of Immigration
Minister of Transport
Minister for Auckland

Minister for Workplace Relations and Safety
Associate Minister of Finance



22 March 2023

John Bridgman
Chair
City Rail Link Limited

s 9(2)(a)

Dear John

2023/24 Letter of Expectations for City Rail Link Limited

I am writing on behalf of the Sponsors to set out our expectations of City Rail Link Limited (CRL) for the 2023/24 financial year, to inform the entity's planning process and its 2023/24 Statement of Performance Expectations (SPE).

We would like to take this opportunity to thank the CRL Board and all staff members for their hard work in continuing to progress this vital project. During 2022/23 a number of key milestones were achieved by CRL and the Link Alliance, including the final breakthrough of the Tunnel Boring Machine at the Te Wai Horotiu station, and winning the Decarbonisation Outcome Award in the Building Nations 2050 Impact Awards. Please pass on our thanks to the Link Alliance for continuing to deliver significant progress under challenging circumstances.

In 2023/24, Sponsors have some specific expectations for CRL. These expectations are critical to supporting delivery of Sponsors' priorities in the year ahead.

Management of risks, costs, and schedule

Core expectations of shareholders, as Sponsors of the City Rail Link (CRL) project, are expressed through the Project Delivery Agreement between Sponsors and CRL. Our overriding expectation is that CRL will continue to mitigate the risks to the CRL budget and timeframes where possible, to support Sponsors in realising the benefits arising from this significant piece of infrastructure within the Auckland network.

As you know, the CRL project is at an inflexion point as it progresses into the fit out and rail systems integration phase. With this transition comes a new type of complexity for the management of the project, and the potential for a corresponding change in risk to schedule. Please ensure that Sponsors are kept up to date with the delivery strategy for the next phase, including assurance that the risks during this phase of the project are being managed appropriately.

We note the importance of preparing for day-one operational readiness and expect CRL to continue to work collaboratively with Auckland Transport and KiwiRail so that the intended benefits for Aucklanders are realised at the earliest opportunity.

Health and safety

Sponsors have a particularly strong interest in the safety of people who work on the CRL project. The risk profile of the project will change as the nature of construction work changes and as more subcontractors are recruited.

We expect that the Board will continue to drive a strong health and safety culture on the project, including working to further reduce the project's injury rate under the target set in your 2022/23 SPE.

Strong community engagement and working collaboratively to mitigate impacts on communities

It is important that CRL continues to work constructively with local businesses, residents and stakeholders and seek to proactively ensure that disruption is minimised whenever possible. Sponsors appreciate the hard work that has gone into establishing and administering the Targeted Hardship Fund (THF) to assist small businesses experiencing major and sustained disruption and genuine hardship relating to C3 construction activity. We expect dialogue to continue with impacted businesses and that applications will continue to be processed in a timely manner and in line with the previously communicated Sponsors' high level guidelines for the THF.

We also expect that CRL (and therefore the Link Alliance) will continue to look for opportunities to minimise the impact of construction near worksites. We note how responsive CRL and the Link Alliance were prior to Christmas 2022 in opening up pedestrian walkways, and would like to see more proactive steps like this where possible.

Good employer

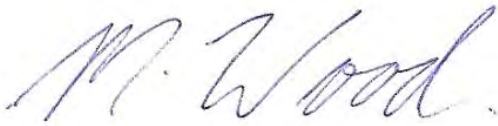
Section 118 of the Crown Entities Act 2004 outlines a statutory requirement for all Crown entities to be good employers. Consistent with these statutory provisions, I expect all transport Crown entities to develop effective relationships with workers and unions that contribute to a fair, safe and productive work environment.

Next steps

A General Election will be held on 14 October 2023. The Public Service Commission is expected to publish guidelines on this year's Election for public service entities covering the pre-election period. I trust the Board will promptly inform me - on a 'no surprises' basis - about matters of significance to the transport portfolio, particularly where these matters may become controversial or subject to public debate.

I look forward to receiving your draft 2023/24 SPE by 30 April 2023, and to working with the Board over the coming year to progress this vital Auckland infrastructure project.

Yours sincerely

A handwritten signature in blue ink that reads "M. Wood". The signature is fluid and cursive, with a small dot above the 'M' and a trailing flourish at the end.

Hon Michael Wood
Minister of Transport
on behalf of shareholding Ministers

Copy to: Hon Grant Robertson, Minister of Finance
Hon Kiri Allan, Associate Minister of Transport
Wayne Brown, Mayor of Auckland
Desley Simpson, Deputy Mayor of Auckland
Dr Sean Sweeney, Chief Executive, City Rail Link Limited
Audrey Sonerson, Chief Executive, Ministry of Transport

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Hon Simeon Brown

Minister for Energy
Minister of Local Government
Minister of Transport
Minister for Auckland
Deputy Leader of the House



John Bridgman
Chair
City Rail Link Limited
s 9(2)(a)

Dear John

2024/25 Letter of Expectations for City Rail Link Limited

I am writing on behalf of the City Rail Link (CRL) Sponsors to set out our expectations for City Rail Link Limited (CRL) to inform CRL's Statement of Performance Expectations (SPE). With the CRL Project nearing its practical completion, this is a good opportunity to set our expectations for the financial year 2024/25 up to practical completion in November 2025. These expectations are to inform your planning processes, including an updated Statement of Intent (SOI) to cover practical completion of the project. The updated SOI should consider the new funding envelope, practical completion date and delivery of the project.

Firstly, on behalf of the Sponsors, I would like to take this opportunity to acknowledge the continued hard work and dedication of the CRL Board and all staff members progressing this vital project.

CRL and the Link Alliance achieved a number of key milestones towards the completion of the CRL project during 2023/24. These include the first of the two 3.45km tracks being laid connecting Waitematā (Britomart) and Maungawhau Stations underground. In addition, two new sections of the Western Line track were finished at Maungawhau Station to make room for the CRL lines. With the completion of the civil engineering works, the new stations are now taking shape.

I would also like to congratulate CRL on being awarded the Supreme Award, along with the Social and Environmental Impact Awards, by New Zealand's Procurement Excellence Forum.

Expectations of all transport Crown Entities

The Coalition Government is committed to getting the government's books back in order and ensuring taxpayer funds deliver positive outcomes for New Zealanders. To help us achieve this we have established a Fiscal Sustainability Programme to embed a culture of responsible spending across Government, including in Crown entities.

Crown entities account for a significant proportion of government expenditure and service delivery. CRL has an important role in achieving greater value, and improved results and outcomes from this expenditure. I expect all transport Crown entities to prioritise cost-effective delivery, their core business and economic growth as an outcome.

Effective governance will be critical to give effect to the expectations outlined in this letter and address the challenging operating conditions facing the transport portfolio. I expect chairs to review board performance on an annual basis, and to commission an independent review at least every three years. ^{s 9(2)(g)(i)}

Regular, high-quality performance reporting will be crucial to ensuring that the Government can deliver its ambitious work programme over the next three years. This may require changes to current entity reporting. I expect transport Crown entities to work collaboratively with the Ministry of Transport to give effect to any reporting changes that may be required to improve transparency and accountability. I expect monthly reporting on the expectations provided in this letter.

Management of costs, risks and schedule

With the above expectations and the tight fiscal situation in mind, Sponsors' primary expectation is that CRLL will focus on mitigating the risks to the CRL Project budget and timeframes, as well as to support Sponsors in realising the benefits arising from this significant piece of infrastructure within the Auckland network.

Core expectations of shareholders, as Sponsors of the City Rail Link (CRL) project, as to the project are also expressed through the Project Delivery Agreement between Sponsors and CRLL.

All government agencies, including Crown Entities and Public Finance Act 1989 Schedule 4A companies, should expect enhanced scrutiny of their Crown funding. Entities are also expected to operate efficiently, effectively and in a financially responsible manner, ensuring that they act as a successful going concern. Entities should be able to demonstrate that activities funded from Crown revenue are as efficient as possible and making a difference for New Zealanders.

For the duration of this term, it is expected that there will be a greater focus on reprioritisation and managing cost drivers, while delivering improved performance. This applies to both departmental and non-departmental appropriations.

Working towards practical completion and Day One operations

Now that civil works have been completed, the CRL project has moved into the fit out and rail systems integration phase. These works will involve many subcontractors working to tight schedules, as well as more stakeholders and delivery partners. This means new complexities for the management of the project, and the potential for a corresponding change in risk to schedule.

Please ensure that Sponsors are kept up to date with the delivery strategy, including assurance that the risks during this phase of the project are being managed appropriately and the Link Alliance will meet the practical completion date of November 2025.

As you work towards practical completion, Sponsors expect that the Board is maintaining a workforce strategy to ensure CRLL retains the right skills and capabilities through to practical completion.

Practical completion is only one step towards the opening of the CRL and the ultimate goal is to be prepared for day-one operational readiness. It is essential that CRL continue to work collaboratively with Auckland Transport and KiwiRail who will eventually operate the CRL lines to ensure that it is up and running and the intended benefits for Aucklanders are realised at the earliest opportunity. Sponsors also want to ensure there is a smooth transition of assets, roles and responsibilities, and obligations to KiwiRail and Auckland Transport in preparation for Day One operations.

We support the steps CRL has taken so far in working with KiwiRail and Auckland Transport such as the One Client Alliance approach and co-location that should help in creating a shared approach, create efficiencies and ensure issues are dealt with quickly.

Mitigate and eliminate impacts on communities

With major street level works coming to an end, it is expected that the impacts and disruptions to businesses, residents and stakeholders in affected areas will ease. Sponsors want to see the disruptions eliminated as soon as possible so life can start to return to normal for these groups who have experienced, in some cases, prolonged disruptions due to delays in the project.

We expect that CRL and the Link Alliance will work to encourage the public back into these areas as the major street works end in order to revitalise these areas for businesses.

In the interim, the Targeted Hardship Fund (THF) is to continue to assist small businesses experiencing disruption and genuine hardship relating to C3 construction activity until it is no longer required. Applications and payments are to be processed in a timely manner.

We encourage CRL to continue to be flexible as much as the THF Guidelines will allow in its administration of the THF to ensure impacted businesses receive the support they need until disruptions have finished.

We note that as disruptions from major construction works comes to an end, THF funding for some businesses will start reducing or stop. We expect CRL to proactively engage with these businesses so that they understand the process and are supported through the transition.

Health and safety

Sponsors continue to have a strong interest in the safety of people who work on the CRL project. The risk profile of the project is changing as the nature of construction work changes and as more subcontractors are utilised during the fitout.

We expect that the Board will continue to drive a strong health and safety culture on the project, including making sure subcontractors are well managed and supported, and ensuring the project's injury rate is kept under the targets set in your SPE.

Regular updates and reporting

As the Minister of Transport, I expect to receive regular updates on how the CRL project is tracking and on Day One Readiness. I will be holding quarterly meetings in my Office in Wellington to discuss Day One Readiness that I expect all relevant parties to attend.

Sponsors expect to receive monthly written updates on milestones, risks, and mitigations. We also expect to receive an exceptions report covering any issues which are tracking outside of planned timeframes or costs, alongside any major risks identified and the work being done to fix them.

Regarding public communications, my Office needs to be notified of any upcoming milestones and planned communications, with a three-monthly forward programme provided on a monthly basis.

Next steps

I look forward to receiving a copy of your draft SPE and SOI by 30 April 2024 working with the Board on progressing this vital Auckland infrastructure project. I trust the Board will continue to keep me informed about matters of significance, particularly where these matters may impact the delivery of this project or may become the subject of public interest and debate.

Yours sincerely



Hon Simeon Brown
Minister of Transport
on behalf of shareholding Ministers

Copy to: Hon Nicola Willis, Minister of Finance
Hon Shane Jones, Associate Minister of Finance
Hon Matt Doocey, Associate Minister of Transport
Wayne Brown, Mayor of Auckland
Desley Simpson, Deputy Mayor of Auckland
Dr Sean Sweeney, Chief Executive, City Rail Link Limited
Audrey Sonerson, Chief Executive, Ministry of Transport

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Hon Chris Bishop

Minister of Housing
Minister for Infrastructure
Minister Responsible for RMA Reform
Minister of Transport
Leader of the House
Associate Minister of Finance
Associate Minister for Sport and Recreation



09 APR 2025

John Bridgman
Chair
City Rail Link Limited
s 9(2)(a)

Dear John

2025/26 Letter of Expectations for City Rail Link Limited

I am writing to outline how your Board can contribute to the joint Auckland priorities of the government and Council, and our expectations of City Rail Link Limited (CRL).

These priorities and expectations provide key input to your business planning process for 2025/26 and associated statutory planning documents.

On behalf of the Sponsors, we would like to take this opportunity to acknowledge the progress that has been made across this crucial project over the last 12 months and in particular, the recent achievement of the first test train successfully completing the full length of the City Rail Link tunnels. This represents a critical step forward in this game-changing public transport project for our largest city.

During my recent visit to inspect the City Rail Link (CRL) project, I was impressed by the quality of construction and architectural fitouts on the facades on each of the stations and want to recognise the continued hard work and dedication of the CRL Board and all staff members involved in the project.

Sponsors' priorities

The Board should be cognisant of the enduring letter of expectations¹ for statutory Crown entity boards (issued by the Minister of Finance and Minister for the Public Service on 23 April 2024), which states that "Our Government is determined to deliver better results and improved public services for New Zealanders, while managing within tight fiscal constraints".

¹ <https://www.publicservice.govt.nz/assets/ELOE24-FINAL-signed-Enduring-Letter-of-Expectation-to-Crown-Entity-Chairs-Apr24-2.pdf>

We expect CRL to mitigate the risks to the CRL budget and timeframes. Ensuring Auckland receives the benefits anticipated from CRL needs to remain a focus for the Board. The focus over the next year needs to be more than achieving practical completion. Operational readiness and working with Auckland Transport and KiwiRail are critical to ensuring that CRL is a success on opening and beyond.

Governance expectations

Effective governance will be crucial to achieving Sponsor's priorities. Consistent with the "no surprises" principle, Sponsors expect the Board to keep them informed about any risks and issues, particularly any challenges to the project budget or schedule.

Management of timing and costs through to Practical Completion

With less than 12 months to go until the expected practical completion date, Sponsors expect that the CRL Board will focus on practical completion of the CRL project and on the delivery of a high-quality project that meets long-term expectations. It is imperative that the Board manage the project within the existing budget envelope and that the project meets operational requirements.

Sponsors appreciate that, as with any project of this size and complexity, milestones will always be subject to change. However, it is important the Board continues to hold the Link Alliance to account. Sponsors would like the Board to ensure that all parties are working towards an agreed target completion date, which is ambitious but achievable. The Board should ensure CRL has a clear strategy for managing the relationship with the Link Alliance partners, so that all parties are working together and taking a 'best for project' approach while maintaining tight management of costs.

We expect CRL to be clear and to have communicated to all parties exactly what constitutes practical completion well in advance of this date. This will help avoid any debate about whether practical completion has been achieved.

Working towards Day One readiness

The CRL project has moved into the testing and commissioning phase which represents a critical transition, requiring close co-ordination across multiple stakeholders to ensure readiness for dynamic testing and subsequent passenger operations. This means new complexities for the management of the project, and the potential for corresponding changes in risk to the delivery schedule.

Practical completion is only one step towards the opening of the CRL, with the goal of being prepared for Day One operational readiness. Sponsors acknowledge the One Client Alliance approach has greatly improved efficiencies and allowed issues to be dealt with promptly. It remains essential that CRL continues to work collaboratively with Auckland Transport and KiwiRail to address interdependencies between construction and testing, infrastructure readiness and system validation.

The CRL Board will need to continue to provide leadership across all entities to ensure that all parties play their part in making CRL a success and to support a smooth transition to operational readiness.

Transition to Post-Practical Completion

As the CRL project reaches practical project completion, CRL will need to work with Sponsors to provide further detail into outstanding obligations post-practical completion and throughout the defects and liabilities period ahead of Final Project Completion.

The Board will need to ensure that the CRL project is fit for handover in accordance with the requirements of the Project Delivery Agreement (PDA) including that all project deliverables and all required sign offs have been completed. ^{s 9(2)(g)(i)}

As the country's biggest transport infrastructure project – it is important that the lessons learned from this project are captured to help inform future infrastructure projects. We would like the CRL Board to produce a lessons learned report for the project which should be completed prior to practical completion.

Other matters

As the disruption at street level nears an end, CRL and the Link Alliance need to return streets to normal operation as soon as possible, and to work to encourage the public back into these areas as the major street works end in order to revitalise these areas for businesses. CRL should continue to proactively engage with businesses impacted from major construction works. We also encourage CRL to continue to be flexible as much as the Targeted Hardship Fund (THF) guidelines will allow so impacted businesses receive the support they need in a timely manner.

Sponsors will need to work together closely over the next few months to ensure an agreed development approach is progressed within the Maungawhau and Karanga-a-Hape Railway Station precincts. It is important that CRL works with Sponsors to support these decisions.

Sponsors continue to have a strong interest in the safety of people who work on the CRL project. The risk profile of the project is changing as we move into the testing and commissioning phase, with more subcontractors being utilised during the fitout. The Board needs to continue to drive a strong health and safety culture on the project, including making sure subcontractors are well managed and supported, so that the project's injury rate is kept under the targets outlined in your SPE.

Next steps

I look forward to receiving a copy of your draft SPE by 1 May 2025 and working with the Board to complete this vital Auckland infrastructure project. I trust the Board will continue to keep me informed about matters of significance, ^{s 9(2)(g)(i)}

Yours sincerely



Hon Chris Bishop
Minister of Transport
on behalf of shareholding Ministers

Copy to: Hon Nicola Willis, Minister of Finance
Hon Shane Jones, Associate Minister of Finance
Hon James Meager, Associate Minister of Transport
Wayne Brown, Mayor of Auckland
Desley Simpson, Deputy Mayor of Auckland
Patrick Brockie, Chief Executive, City Rail Link Limited
Audrey Sonerson, Chief Executive, Ministry of Transport
Ruth Fairhall, Acting Chief Executive, Ministry of Transport

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Office of the Minister of Finance
Office of the Minister of Transport

Chair

Cabinet Economic Development Committee

ADDITIONAL FUNDING FOR CHANGE OF SCOPE OF THE AUCKLAND CITY RAIL LINK PROJECT

Proposal

1. We propose that Cabinet agree to establish a tagged capital contingency of \$134 million in Vote Transport as a pre-commitment against Budget 2019 to increase the capacity of the City Rail Link (CRL) project to respond to revised forecasts of future patronage growth across the Auckland rail network.

Executive summary

2. City Rail Link Limited (CRLL), a company owned by the Crown and Auckland Council, is responsible for delivering the CRL project in central Auckland by contracting with private design and construction firms. Construction has begun and, when opened in early 2024, the CRL will provide immense benefits for transport users. The Sponsors of the CRL project are the Crown and Auckland Council, represented by the us (the Minister of Finance and Minister of Transport) and the Mayor and Deputy Mayor of Auckland.
3. The current project scope is based on patronage projections made in 2015, with an expectation that design capacity would not be exceeded by patronage growth until at least 2045/46. In light of significant recent growth in rail use in Auckland, CRLL has revised its patronage projections and considers that, if built to the current design, the capacity of the CRL infrastructure would only cope to 2033-2035.
4. CRLL is about to issue documents calling for tenders for work on tunnels and stations (known as the C3 package of works). CRLL requested Sponsor approval to include in its documents, a change of scope for the CRL project to enable a 50 percent increase in capacity to handle peak-time passenger movements, including 9-car train capability (the current scope is for 6-car train capability). As the Crown Sponsors, we have provided approval for the scope change subject to funding. Despite uncertainties around exact costs and the timing of the patronage projections, on balance it would be less costly and disruptive in the long-term to future-proof the CRL infrastructure now than re-building at a later date.
5. CRLL states that it is unable to deliver the scope change within its current funding allocation.
[REDACTED]
 As CRL Sponsors, we request that Cabinet approve the establishment of a capital tagged contingency in Vote Transport of up to \$134 million through a pre-commitment to Budget 2019.
6. The \$134 million represents the upper limit of the Crown's half share of costs estimated by CRLL. Actual costs will be known once CRL receives proposals for the build work in February 2019. Sponsors will then have an opportunity to consider options which may include an upfront full fit-out (estimated at \$268 million), or a do minimum approach with preparatory works (estimated at \$97 million) followed by further expenditure (estimated at \$400-450

million), should patronage levels approach capacity some time in the future - between eight and 25 years, depending upon patronage projection pathways.

7. Another option is for Cabinet and Auckland Council to not approve additional funding. In that case, CRL can continue to call for tenders for building of the CRL based on the current design. At a later date, re-building of the CRL would result in much higher cost, disruption, and potential temporary closure of up to two years.
8. The Governing Body of Auckland Council is due to consider advice from its officials at its meeting on 26 July. Council officials recommend that the Council agree to additional funding of its share of up to \$134 million, consistent with the advice in this paper.
9. The CRL stretch of rail comprises a small part of the wider Auckland rail network. Future investment by Auckland Transport and KiwiRail would also be required at a later date to accommodate patronage growth across the network and 9-car trains. That may have potential funding implications for the Crown, not covered in this paper. The extent of additional funding required will depend on the network operating options chosen by Auckland Transport in the future.

Background

10. The City Rail Link (CRL) is a 3.5 km stretch of rail under construction in central Auckland. When opened in 2024 it will provide an important connection between the Britomart and Mt Eden stations. The Crown (represented by us as the Minister of Finance and Minister of Transport) and Auckland Council (represented by the Mayor and Deputy Mayor) are Sponsors and provide equal funding to City Rail Link Limited (CRL) to deliver the CRL through contracting with private firms.
11. The current design of the CRL is based on patronage projections in 2015. Based on significant recent increases in rail use in Auckland, CRL now considers that, if built based on the current design, the CRL would provide capacity to only cope with patronage growth to 2033-2035. It was previously forecast that capacity would keep up with patronage growth until at least 2045/46.
12. CRL is now preparing to issue documents calling for tenders for work on tunnels and stations (known as the C3 package of works). CRL has sought Sponsor approval to change the scope of the CRL project to be contained in those documents. Extra works required include, for example, additional entrances, stairs, escalators, gates to ticket halls, signals, longer platforms and tunnels, and changes to ventilation systems and track and signal positions. A new design would enable a 50 percent increase in peak-time passenger movements, including providing for 9-car train capability.
13. CRL has estimated that an additional \$97-268 million may be required in 2019/20 to 2022/23, depending upon whether a 'full fit-out' or 'do minimum future proofing' option is pursued. CRL states that it is unable to pay for the scope change from within its current funding envelope and additional funding will be required from the Crown and Auckland Council, i.e. in the range of \$48.5-134 million from the Crown for its half share.
14. Crown Sponsors support the change of scope subject to funding. We have advised CRL of our approval subject to confirmation of funding. A decision on funding is required now as legal advice indicates that, before CRL releases its request for proposals, it must have confirmation of available funding.

Rationale for the change of scope

15. We have approved the change of scope, subject to confirmation of funding. Although independent advice has indicated uncertainty regarding the volume and timing of patronage growth, at some stage in the future it is likely that the capacity of the CRL infrastructure will fail to keep pace with population and patronage growth in Auckland.
16. An opportunity now exists to scope the design to cater for higher peak capacities as design work is about to commence on tunnels and stations. The alternative would be to re-scope the CRL at a future date, but that would be costlier, estimated by CRLL at approximately \$1.1 billion. As well, the CRL may potentially have to close for up to two years, or at least there would be significant disruption. This would have a detrimental effect on public transport in Auckland as other transport modes would be unable to provide additional capacity to replace the CRL. The indicative benefit cost ratio of the option of doing the work later is 0.64 to 0.72.

Need for additional funding

17. A commitment to provide funding is required now before CRLL releases tender documents for the C3 contract in late August 2018, but a decision on the exact level of funding will not need to be made until after CRLL receives tenders in February 2019. The level of funding required (if any) will depend on actual costs and which of the following options Sponsors wish to pursue.

Full fit-out option

18. This option envisages building the CRL infrastructure to be ready from inception to accommodate future growth. CRLL has estimated that the additional cost of the works required, compared with the current design, will be approximately \$268 million.

Do minimum option

19. This option envisages retaining most of the current design but carrying out some additional, preparatory work to enable easy expansion in the future with minimal disruption. For example, station platforms would be built now with room left to lengthen them in future.
20. CRLL estimates that the cost of this option would be \$97 million now in the design and build stage. Future works would be required once patronage reaches certain levels, at an estimated cost of \$400-450 million. This cost would be borne by the owner of the CRL at the time, which has not yet been determined. We expect that entities belonging to the Crown and/or Auckland Council are likely to retain ownership.

Table 1: Summary of options (costs split equally between the Crown and Auckland Council)

Option	Work required now	Indicative additional cost now	Work required as patronage grows later	Estimated additional cost later	Indicative Benefit Cost Ratio
Full fit-out	Design and build now to accommodate future passenger growth from inception	\$268 million	None	\$0	1.24 to 1.39
Do minimum	Continue to build to current capacity but make provision for future increase in capacity	\$97 million	Extend platforms and re-fit stations	\$400-450 million	0.98 to 1.1

21. CRLI investigated options to meet the forecast patronage growth by increasing the passenger loading and configuration of the shorter 6-car trains. These options could potentially provide a temporary solution, however this would likely be at the expense of passenger comfort, safety and train frequency and were not shortlisted as preferred options through the business case process.

22. CRLI also considered the following other infrastructure options to cater to patronage growth:

22.1. using double-decker trains (this would require replacement of most bridges and tunnels on the wider Auckland metro network)

22.2. provision of a light rail network close to the same 80-km corridor as heavy rail at an estimated cost of \$2.4 billion

22.3. additional motorway lanes at an estimated cost of \$7.7-14.4 billion

22.4. \$14 billion for new track, rolling stock, tunnels and land acquisitions to achieve an extra 150 percent capacity for heavy rail.

23. CRLI did not provide further analysis of these infrastructure options through the business case process as its expertise and control does not extend to these areas. However, initial assessment undertaken through the business case process indicated that these options were unlikely deliver to a value for money solution.

Funding implications for the rest of the Auckland rail network

24. Building the CRL stretch of rail to cater to increased passenger volumes cannot be done in isolation. The rest of the Auckland rail network would need to be upgraded if the revised forecasts for passenger numbers eventuate. Work would be required on stations, platforms, tunnels, rolling stock, stabling and depots, junction interfaces, level crossings, and rail systems including traction power and signalling. This work could be phased over time and could focus first on major transport interchanges or the most important stations

25. Auckland Transport, KiwiRail, and CRLI have established that the rest of the Auckland rail network could be upgraded to be 9-car ready for an estimated cost of \$490-730

million. Under current funding settings, Auckland Transport would contribute additional funding for the stations and rolling stock while the Crown would provide funding to upgrade below rail infrastructure. This expenditure would likely fall outside the timeframe of the current Auckland Transport Alignment Project (ATAP) package of investments which has identified network upgrades and future priorities to relieve pressure on the Auckland rail network in the period to 2028.

Funding commitment and risks

26. The costs identified by CRLI at this stage are estimates only. Right now the Crown must commit to up to \$134 million to enable CRLI to release the C3 contract request for proposals in late August 2018, which represents its share of the estimated cost of the most expensive full fit-out option.

27. Actual costs will not be known until CRLI receives proposals back in February 2019. At that time there are various courses of action:

27.1. Sponsors will be able to choose whether they wish to pursue the full fit-out, do minimum option, or any other proposed option. For example, there may be a lower cost do minimum option proposed by the designers.

27.2. There is a risk that the additional Crown funding required may be more than \$134 million if Sponsors wish to pursue the full fit-out option and actual costs exceed the current estimated costs.

27.3. If the actual additional costs of proposals that come in are unacceptably high for any option, Sponsors could ask CRLI to re-run the tender process based on the original, smaller-scale design. However, this is unadvisable as it would generate significant delay and reputational risk for Sponsors and the CRL project.

28. A further consideration is that the do minimum option has a second stage. Further funding of \$400-450 million (estimated) will be required for works once patronage starts to get close to the CRL capacity, potentially within ten years of the CRL opening. This cost would be met by the respective owners of the assets at that time.

Other sources of funding for the Crown share

29. CRLI requires funding certainty now to allow it to release request for proposal documents for the C3 project in late August. We consider that establishing a tagged capital contingency will give CRLI the certainty to proceed with the procurement, but also allow us to continue to test other potential funding options before the funding is drawn down.

30. These potential options include:

30.1. Funding the scope change from within the existing project funding envelope of \$3.4 billion. CRLI has indicated that due to the size of the scope change, it will not be possible to do this. However, we will continue to test this proposition as information becomes available about the likely total cost of the project through the ongoing procurement process.

30.2. Funding from the National Land Transport Fund administered by the New Zealand Transport Agency (NZTA). At this stage using this funding source would create significant issues around project governance, including providing funding certainty in the timeframes required by the project as the decision would need to be made through

the National Land Transport Programme development process and would be subject to approval of the NZTA Board. We will continue to investigate this option as a way to meet the Crown's share of the required funding.

Funding from Auckland Council

31. As the other Sponsor, Auckland Council must also be prepared to provide additional funding. Auckland Council officials are drafting advice with a view to the Governing Body considering at its meeting on 26 July 2018 a request for additional funding of up to \$134 million.

Consultation

32. The Department of the Prime Minister and Cabinet has been advised of this paper.

Financial implications

33. To give CRL certainty to procure the change of scope of the CRL project, we are seeking Cabinet's agreement to establish the following tagged capital contingency of \$134 million in Vote Transport:

	\$m – increase				
Vote Transport	2018/19	2019/20	2020/21	2021/22	2022/23
Minister of Transport					
Auckland City Rail Link Scope Change	-	15,000	22,000	44,000	53,000
Total Capital	134,000	-	-	-	-

34. We propose that this tagged capital contingency is established as a pre-commitment against the Budget 2019 capital allowance. This will result in an increase in core Crown net debt equal to the amount drawn down to fund the scope change, expected to be in the range of \$48.5-134 million.

35. This proposal seeks a pre-commitment to Budget 2019, where the available capital allowance is currently \$2.973 billion, and is highly likely to be heavily oversubscribed when Budget 2019 initiatives are submitted. A decision on the management of funding for the P8A aircraft is also still to be agreed, which will further impact on the available capital allowance for Budget 2019. Agreeing to the CRL scope expansion now limits the amount of funding that will be available for Budget 2019. Budget 2019 is also intended to have a strong wellbeing focus, and this should be considered when making this decision on funding for the CRL.

36. Note that this cost range is an estimate only provided by CRL and final amounts will not be known until CRL receives proposals in February 2019 for work on the stations and tunnels contract.

37. We propose that, following receipt of the proposals in February, approval of any drawdown of the capital tagged contingency will be subject to:

37.1. Analysis of the value for money of the final costings of the scope change options; and

37.2. Assessment of whether the Crown's share of the cost of the scope change can be accommodated within the total current project funding envelope, or from any other potential funding source (such as the National Land Transport Fund).

38. We propose that Cabinet delegate authority to us as the Minister of Finance and Minister of Transport to approve drawdowns on the capital tagged contingency and to make the necessary changes to appropriations to give effect to this.

39. We also recommend that Cabinet extends the expiry date of the capital tagged contingency to 30 June 2020, to allow for any potential delays in the procurement or design processes.

Human rights, legislative, gender, and disability issues implications

40. There are no implications.

Regulatory Impact Analysis

41. A regulatory impact analysis is not required.

Publicity

42. The request for additional funding may become publicly known once Auckland councillors receive their papers for the Governing Body meeting on 26 July 2016.

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Recommendations

43. We recommend that Cabinet:
1. **note** that the City Rail Link (CRL) project is currently under construction in Auckland and is expected to be completed in early 2024
 2. **note** that future patronage, based on patronage observed across the Auckland rail network to date, is now expected to exceed that forecast in 2015 when the original scope of the CRL project was agreed
 3. **note** that City Rail Link Limited (CRL) has requested that Sponsors (Crown and Auckland Council) approve a change of scope of the CRL project to cater for forecast patronage growth
 4. **note** in order to tender for additional works to give effect to the change of scope, CRL require additional funding of up to \$268 million, shared equally between the Crown and Auckland Council
 5. **note** that Crown Sponsors have granted approval for the change of scope, subject to confirmation of funding
 6. **agree** to establish the following tagged capital contingency for the Crown's share of the CRL change of scope in Vote Transport:

	\$m – increase				
Vote Transport	2018/19	2019/20	2020/21	2021/22	2022/23
Minister of Transport					
Auckland City Rail Link Scope Change	0.000	14.000	22.000	44.000	53.000
Total Capital	134.000	-	-	-	-

7. **agree** that this tagged capital contingency is established as a pre-commitment against the Budget 2019 capital allowance
8. **note** that this will result in an increase in core Crown net debt equal to the amount drawn down to fund the scope change, expected to be in the range of \$48.5-134 million
9. **note** that this cost range is an estimate only provided by CRL and final amounts will not be known until CRL receives proposals in February 2019 for work on the stations and tunnels contract
10. **authorise** the Minister of Finance and Minister of Transport to approve drawdowns of the capital tagged contingency for the purpose of the funding the change of scope following receipt of proposals in February 2019

11. **agree** that this approval will be subject to the following conditions:
 - a) analysis of the value for money of the final costings of the scope change options; and
 - b) assessment of whether the Crown's share of the cost of the scope change can be accommodated within the total current project funding envelope, or from any other potential funding source (such as the National Land Transport Fund).
12. **agree** to delegate authority to the Minister of Finance and Minister of Transport to make the necessary changes to appropriations to give effect to Recommendation 10, above
13. **agree** to extend the expiry date of the tagged capital contingency to 30 June 2020, to allow for any potential delays in the procurement or design processes.

Hon Grant Robertson

Minister of Finance

Hon Phil Twyford

Minister of Transport

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Cabinet Economic Development Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Auckland City Rail Link Project: Additional Funding for Change of Scope

Portfolios **Finance / Transport**

On 25 July 2018, the Cabinet Economic Development Committee, having been authorised by Cabinet to have Power to Act [CAB-18-MIN-0349]:

- 1 **noted** that the City Rail Link (CRL) project is currently under construction in Auckland and is expected to be completed in early 2024;
- 2 **noted** that future patronage, based on patronage observed across the Auckland rail network to date, is now expected to exceed that forecast in 2015 when the original scope of the CRL project was agreed;
- 3 **noted** that City Rail Link Limited (CRL) has requested that Sponsors (the Crown and Auckland Council) approve a change of scope of the CRL project to cater for forecast patronage growth;
- 4 **noted** that further investment in the wider network, the Crown's share to be funded from the National Land Transport Fund, will be required in the future to pay for upgrades to infrastructure and rolling stock should nine-car trains be introduced;
- 5 **noted** that, in order to tender for additional works to give effect to the change of scope, CRL require additional funding of up to \$268 million, shared equally between the Crown and Auckland Council;
- 6 **noted** that Crown Sponsors have granted approval for the change of scope, subject to confirmation of funding;

Financial implications

- 7 **agreed** to establish the following tagged capital contingency for the Crown's share of the CRL change of scope in Vote Transport:

	\$m – increase				
Vote Transport Minister of Transport	2018/19	2019/20	2020/21	2021/22	2022/23
Auckland City Rail Link Scope Change	-	14.000	22.000	44.000	53.000
Total Capital	134.000	-	-	-	-

- 8 **agreed** that this tagged capital contingency be established as a pre-commitment against the Budget 2019 capital allowance;
- 9 **noted** that this will result in an increase in core Crown net debt equal to the amount drawn down to fund the scope change, expected to be in the range of \$48.5-134 million;
- 10 **noted** that this cost range is an estimate only provided by CRL, and that final amounts will not be known until CRL receives proposals in February 2019 for work on the stations and tunnels contract;
- 11 **authorised** the Minister of Finance and the Minister of Transport to approve drawdowns of the capital tagged contingency for the purpose of the funding the change of scope, following receipt of proposals in February 2019;
- 12 **agreed** that the approval referred to in paragraph 11 above be subject to the following conditions:
- 12.1 analysis of the value for money of the final costings of the scope change options; and
- 12.2 an assessment of whether the Crown's share of the cost of the scope change can be accommodated within the total current project funding envelope, or from any other potential funding source (such as the National Land Transport Fund);
- 13 **authorised** the Minister of Finance and the Minister of Transport to make the necessary changes to appropriations to give effect to paragraph 11 above;
- 14 **agreed** to extend the expiry date of the tagged capital contingency to 30 June 2020, to allow for any potential delays in the procurement or design processes.

Janine Harvey
Committee Secretary

Present:

Rt Hon Winston Peters
Hon Kelvin Davis
Hon Grant Robertson (Chair)
Hon Phil Twyford
Hon Dr Megan Woods
Hon Nanaia Mahuta
Hon Stuart Nash
Hon Iain Lees-Galloway (part of item)
Hon Clare Curran
Hon Shane Jones
Hon Kris Faafoi
Hon Willie Jackson
Hon Meka Whaitiri
Hon Eugenie Sage

Hard-copy distribution:

Minister of Finance
Minister of Transport

Officials present from:

Office of the Prime Minister
Officials Committee for DEV

City Rail Link - Amended Sponsors' Agreement

Reason for this briefing	The Sponsors' Agreement between Auckland Council and the Crown requires amendment to reflect changes to funding level and funding arrangements.
Action required	Sign the Deed of Amendment and Restatement and the Amended and Restated Sponsors' Agreement.
Deadline	5 June 2020
Reason for deadline	To ensure timely signing of the amended agreement by Ministers so that Auckland Council can then counter-sign.

Contact for telephone discussion (if required)

Name	Position	Telephone	First contact
Ngaire Best	Manager, Governance and Commercial, Ministry of Transport (until 29 May 2020)	s 9(2)(a)	
Robert Anderson	Acting Manager, Governance and Commercial (after 29 May 2020)		✓
Sarah Allen	Senior Adviser, Governance and Commercial, Ministry of Transport		
David Taylor	Manager, National Infrastructure Unit, The Treasury		

MINISTER'S COMMENTS:

Date:	29 May 2020	Briefing number:	T2020/369 (Treasury) OC200111 (Transport)
Attention:	Hon Grant Robertson Minister of Finance Hon Phil Twyford Minister of Transport	Security level:	In confidence
Copied to:	Hon Julie Anne Genter Associate Minister of Transport		

Minister of Transport's office actions

- | | | |
|---------------------------------------|---|--|
| <input type="checkbox"/> Noted | <input type="checkbox"/> Seen | <input type="checkbox"/> Approved |
| <input type="checkbox"/> Needs change | <input type="checkbox"/> Referred to | |
| <input type="checkbox"/> Withdrawn | <input type="checkbox"/> Not seen by Minister | <input type="checkbox"/> Overtaken by events |

Purpose of report

1. To notify you of proposed changes to the Sponsors' Agreement (the Agreement) between the Crown and Auckland Council and to agree to sign the Deed of Amendment and Restatement and the Amended and Restated Sponsors' Agreement.

The need to amend the Agreement

2. The Agreement is a contract between the Crown and Auckland Council that sets out their respective obligations as joint Sponsors of the City Rail Link (CRL) project.
3. The Agreement was entered into on 30 June 2017 at the same time that City Rail Link Limited (CRL) assumed responsibility for delivering the CRL project. Since that date there have been some key changes to the project impacting on the terms of the agreement, and a number of amendments have been made to reflect that the changes made when the Project Delivery Agreement (PDA) was amended and restated in October 2019. The key amendments are:
 - 3.1. *Increased Funding:* CRL requested increased funding after a full project cost reassessment reflecting, amongst other things, the increase in scope and changing market conditions [refer DEV-19-MIN-0071]. The Agreement is now consistent with the updated PDA.
 - 3.2. *Monitoring:* The amended PDA refines the approach to 'monitoring points' and replaces this with the actions that the Sponsors can take in response to an increased forecast cost or slippage in the timing of the project, including the obligation for CRL to provide a Remedial Action Plan in specific circumstances. The Agreement is now consistent with the updated PDA.
 - 3.3. *Potential for flexibility on funding between Sponsors:* The Agreement has been amended to reflect the PDA now allowing that Sponsors may agree to fund at a ratio other than 50/50 for a given period on the basis that overall funding remains 50/50 for the whole project. Any such agreement will be subject to a strict set of conditions, which have been agreed by Cabinet [refer DEV-19-MIN-0071]. These conditions have been shared with Auckland Council.
 - 3.4. *Future ownership:* Provisions for Post-Completion Notices are now consistent with the updated PDA.
4. Given these changes, the Agreement needs to be updated to clarify sponsor accountability following the revised budget and scope for the CRL project in April 2019.
5. There are other non-material changes to the Sponsors' Agreement, including:
 - 5.1. *Receipt of notices:* Two additional officials from the Crown (one each from the Treasury and Ministry of Transport) will now be copied into any notices or communications to be given to the Crown under the Sponsors' Agreement.
 - 5.2. *Sponsor Forum representatives:* The Crown and Council can now each appoint more than one representative to the Sponsors' Forum (equal representation is still required).
6. There are a number of aspects of the Agreement that are now redundant, particularly around Crown funding the transfer of assets from Auckland Transport to CRL on its establishment in 2017. However, there is no requirement for this, and accordingly the Agreement has not been amended or changed for such matters. Clean and fully marked-up versions of the Agreement are attached for your reference.

Risks

7. As noted in paragraph 3, there have been some key changes to the project impacting on the terms of the agreement, and a number of amendments to this Agreement have been made to reflect the changes made when the PDA was amended and restated in October 2019. The changes in this Agreement ensure that it is now aligned to the PDA.
8. The Crown sought legal advice on the Amended and Restated Sponsors' Agreement and the document has been reviewed by MinterEllisonRuddWatts. Officials from Council and the Crown, and their legal representatives, have reviewed and approved the Amended and Restated Sponsors' Agreement.

Next Steps

9. A copy of the Deed of Amendment and Restatement, including the final version of the Amended and Restated Sponsors' Agreement, is attached for your reference.
10. The process is for three copies of the execution versions of the Deed of Amendment and Restatement to be signed in sequence by the Crown (Minister of Transport and Minister of Finance) and Auckland Council (Mayor, Deputy Mayor and Chief Executive).
11. Council officials have advised that there should be no impediment to the Mayor, Deputy Mayor and Chief Executive signing the agreement.
12. Your offices will provide you with execution versions of the Deed of Amendment and Restatement for your signatures.

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Recommendations

13. The recommendation is that you:


- (a) **approve** the Amended and Restated Sponsors' Agreement for the City Rail Link Project, and give effect to this approval by signing the Deed of Amendment and Restatement.

Yes / No
Minister of Finance

Yes/ No
Minister of Transport




David Taylor
**Manager, National Infrastructure Unit
The Treasury**



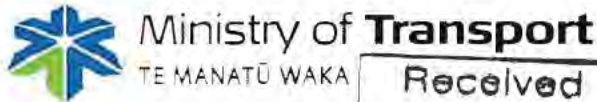
Robert Anderson
**Acting Manager, Governance and Commercial
Ministry of Transport**

Hon Grant Robertson
Minister of Finance
Date:


Hon Phil Twyford
Minister of Transport
Date: 8.6.20

Out of Scope

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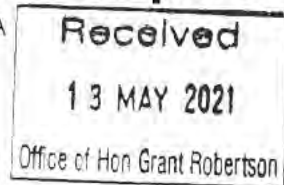


Ministry of **Transport**
TE MANATŪ WAKA

4 May 2021

Hon Grant Robertson
Minister of Finance

Hon Michael Wood
Minister of Transport



OC210257

Action required by:
Tuesday, 11 May 2021

CITY RAIL LINK LIMITED - SPECIAL RESOLUTION TO AMEND CITY RAIL LINK LIMITED'S EXISTING CONSTITUTION

Purpose

Seeks your agreement, as two of the three City Rail Link Project Shareholders, to amend the City Rail Link Limited (CRL) Constitution to increase the maximum number of members from five to six, and enable four CRL Board members to continue in office following the expiry of their term.

Key points

- You are jointly responsible for the Crown's ownership responsibilities of CRL and are joint Shareholders of the Company (Shareholders) with Auckland Council.
- In 2021, Propero conducted an evaluation of the CRL Board (the evaluation). The evaluation concluded that the current Board is a cohesive and well-rounded group. It also recommended Shareholders consider three different options for future Board composition (rotate existing directors, maintain the current composition, and/or increase Board size), which could work to support the City Rail Link Project as it moves from the procurement to delivery stage, detailed at **paragraph 6**.
- The Ministry of Transport (the Ministry) – in consultation with the Chair of CRL, Treasury and Auckland Council – recommends that the current Board composition is maintained and an additional member is appointed.
- To enable Shareholders to consider the skillsets and composition required for the Board (beyond the term expiry of four CRL members on 30 June 2021), the Ministry proposes that clauses 13.1 and 13.3 of the CRL Constitution are amended to:
 - Increase the maximum number of Board members from five to six; and

- enable Board members to continue in office following the expiry of their term. This approach, detailed at **paragraph 14**, mirrors the language of section 32(3) of the Crown Entities Act 2004.
- The Ministry has shared proposed changes to the Constitution with Auckland Council and understands there are no objections to the Amended Constitution or the Special Resolution required to implement changes to the Constitution.

Next steps

- An indicative timeline, with actions for Shareholders, is provided for your reference at **paragraph 18**. This paper requires:
 - All Shareholders to consider the Amended Constitution **attached at Appendix One**, which details the proposed changes to CRL's Constitution.
 - At least 75 percent of CRL Shareholders (both Shareholding Ministers and Auckland Council) must agree to sign the Special Resolution **attached at Appendix One**, if in agreement with the proposed changes outlined in the Amended Constitution.
- Assuming this has taken place, and the Special Resolution has been signed by 18 May 2021:
 - A Shareholding Minister – either the Minister of Finance or Minister of Transport – must present the CRL Constitution changes to the House of Representatives as soon as practicable after the date of the changes to the Constitution.
 - The Minister of Transport, on behalf of Shareholders, should sign the extension letters **attached at Appendix Two** to the CRL Board members with terms expiring on 30 June 2021.

Risks

- There are significant risks to the functionality of the Board, if changes to the CRL's existing Constitution are not implemented by 30 June 2021.
- If the Special Resolution is not signed by all Shareholders, or reappointments are not made before the expiry of the four members' terms on 30 June 2021, then the members will be required to step down from the Board. As such, the Chair of the Board will have sole responsibility for its governance duties and can agree resolutions under clause 16.12 of the existing Constitution.

Recommendations

We recommend you:

- | | Minister of Finance | Minister of Transport |
|--|----------------------------|------------------------------|
| 1 agree to the Amended Constitution attached at Appendix One , which details the proposed changes to the City Rail Link Limited's existing Constitution | Yes / No | Yes / No |
| 2 sign the Special Resolution attached at Appendix One to amend City Rail Link Limited's existing Constitution, and return the document to Ministry of Transport officials by 11 May 2021 | Yes / No | Yes / No |
| <i>Subject to all Shareholders signing the Special Resolution by 18 May 2021</i> | | |
| 3 advise Ministry of Transport officials which Shareholding Minister will present changes to the Constitution to the House in the week ending 23 May 2021 | Yes / No | Yes / No |
| 4 sign and send the extension letters attached at Appendix Two (Minister of Transport only) to City Rail Link Limited members with terms expiring in June, by 21 June 2021 | Yes / No | Yes / No |
| 5 note if the Amended Constitution is not adopted in advance of the expiry of four members' terms on 30 June 2021, or (re)appointments are not made by this time, the members will be required to step down from the Board. | Yes / No | Yes / No |



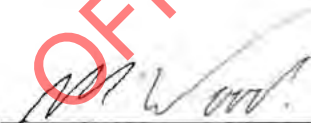
Robert Anderson
Manager, Governance
Ministry of Transport

04/05/2021



Hon Grant Robertson
Minister of Finance

13/5/21



Hon Michael Wood
Minister of Transport

12/5/21

Minister's office to complete:

Approved Declined

Seen by Minister

Not seen by Minister

Overtaken by events

Comments

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Contacts

Name	Telephone	First contact
Robert Anderson, Manager, Governance	s 9(2)(a)	✓
Alex Beedell, Senior Adviser, Governance		

CITY RAIL LINK LIMITED - SPECIAL RESOLUTION TO AMEND CITY RAIL LINK LIMITED'S EXISTING CONSTITUTION

You are jointly responsible for the Crown's City Rail Link Limited ownership responsibilities, and are joint Shareholders of the company with Auckland Council

- 1 City Rail Link Limited (CRL) is a company listed under Schedule 4A of the Public Finance Act. The Crown owns 51 percent¹, while Auckland Council owns 49 percent of the company. You are jointly responsible for the Crown's ownership responsibilities, and are joint Shareholders with Auckland Council.
- 2 The CRL Board provides governance and assurance that CRL management is delivering the Project in accordance with its objectives. This includes procurement and management of the contracts required to complete the CRL Project as well as the associated activities of consenting, land acquisition/disposal and community engagement.
- 3 The CRL Board has five members. The terms of four members: Russell Black, Brian Harrison, Karen Jordan and Anne Urlwin are expiring on 30 June 2021. The term of CRL Board Chair, Sir Brian Roche, expires on 12 April 2023.

The Ministry of Transport proposes minor amendments to the existing CRL Constitution to enable Shareholders to respond to the findings of the CRL Board evaluation

- 4 In 2021, Propero conducted an evaluation of the CRL Board. An overview of the evaluation's findings, and next steps, was provided to you in the City Rail Link Limited Performance Update to 31 December 2020 (OC210257 / T2021/974 refers).
- 5 The evaluation concluded that the current Board is a cohesive and well-rounded group that is broadly performing well, with the right composition of governance capability. It also highlighted the need for an additional Board member with strong rail systems and integration experience. Three Board composition options were also proposed by Propero, to support the Project the procurement to delivery stage.
- 6 As Shareholders you, with the agreement of Auckland Council, may choose to implement one of the three Board composition options recommended by the evaluation to:
 - 6.1 rotate current members, and appoint new members, as needed on a 12-18 month basis;
 - 6.2 maintain the current composition of the Board; and/or
 - 6.3 increase the number of members (from five to six) to build on the current Board's capability with new skills closely aligned to current and future project needs.
- 7 The Ministry recommends that the current Board composition is maintained and an additional member is appointed. This approach will maintain the strong project skillset

¹ The Ministers of Finance and Transport hold 25.5% of the Company's shares and Auckland Council hold 49% of the Company's shares.

of existing Board members, while providing the project with extra support in rail systems integration, commissioning, rail construction and/or stakeholder expertise during the delivery phase of the project.

- 8 If you agree with this approach, changes will be required to amend the existing Constitution, specifically at:
- 8.1 clause 13.1 to increase the maximum number of members from five to six; and
 - 8.2 clause 13.3 to enable Board members to continue in office following the expiry of their term.
- 9 In addition to the above, small wording revisions are proposed to ensure consistent terminology throughout the CRLI Constitution, as well as further alignment between the Constitution and relevant Acts.
- 10 Overall, the Ministry considers the proposed changes to the existing Constitution to be minimal but essential to provide Shareholding Ministers with the time required to consider the Board's composition before the expiry of four members' terms on 30 June 2021.
- 11 The Amended Constitution is **attached** for your consideration in the annexure of **Appendix One**. This document uses tracked changes to note proposed changes to the existing Constitution as outlined in **paragraphs 8 – 9**.

Changes to clause 13.3 will enable Board members to continue in office after the expiry of their term

- 12 The Public Finance Act 1989, and the provisions of the Crown Entities Act 2004 that apply to Schedule 4A Companies such as CRLI, do not provide for a regime under which members of Schedule 4A Companies, can continue in office beyond the expiry of their term in certain circumstances. In addition, the existing Constitution does not have a provision to retain the services of members beyond the length of their term.
- 13 If the proposed change to clause 13.3 of the existing Constitution is not made in advance of the expiry of four members' terms on 30 June 2021, or (re)appointments are not made by this time, the members will be required to step down from the Board. As such, the Chair of the Board will have sole responsibility for its governance duties and can agree resolutions under clause 16.12 of the existing Constitution.
- 14 To mitigate this risk, and provide Shareholders with adequate time to consider the Board composition options outlined in the Board evaluation, the Ministry proposes that the wording below is inserted at clause 13.3 of the existing Constitution:

"a member of the Board shall continue in office after the expiry of his/her term of office until:

the member is reappointed;

the member's successor is appointed; or

the Shareholders inform the member by written notice that the member is not to be reappointed and no successor is to be appointed at that time."

- 15 This wording mirrors section 32(3) of the Crown Entities Act 2004² which provides a regime to retain the services of Board members whose terms have expired.

Next steps to complete changes to the CRLI Constitution

All Shareholders must approve a Special Resolution to alter the CRLI Constitution before changes proposed by the Ministry can be implemented

- 16 If you agree with the proposed changes to the existing Constitution, the Ministry recommends that you sign the Special Resolution **attached at Appendix One** to enable the implementation of these changes.
- 17 In accordance with section 122 of the Companies Act 1993, 75 percent of CRLI Shareholders (both Shareholding Ministers and Auckland Council) must agree to sign a Special Resolution³ to alter the company's Constitution. The Ministry has shared the Amended Constitution with Auckland Council and understands there are no objections to the proposed amendments or the Special Resolution.
- 18 Assuming that all CRLI Shareholders approve the Special Resolution, there are additional actions for you, Auckland Council, and CRLI to complete before the amendments can be implemented. The table below provides an indicative timeline for each required action:

Date (2021)	Responsibility	Action	Compliance under Act
4 May	Shareholding Ministers	Sign the Special Resolution attached at Appendix One, and return the document to the Ministry by Monday 11 May 2021	Section 32(2) of the Companies Act 1993
11 May	Auckland Council	Sign the Special Resolution and return the document to the Ministry by Monday 18 May 2021	Section 32(2) of the Companies Act 1993
18 May – 20 May	A Shareholding Minister – either the Minister of Finance OR Minister of Transport	Present Constitution changes to the House of Representatives as soon as practicable after the date of the changes to the Constitution i.e. the date that the Special Resolution is signed by 75 percent of Shareholders	Section 82 of the Crown Entities Act 2004
By 3 June – 8 June	CRLI's Board	Deliver the alteration of the Constitution in the prescribed form to the Registrar of Companies within 10 working days of the adoption of a Constitution by the company	Section 32(3) of the Companies Act 1993

² Section 32(3) of the Crown Entities Act 2004 states "A member continues in office despite the expiry of his or her term of office until (a) the member is reappointed; or b) the member's successor is appointed; or (c) the appointor informs the member by written notice (with a copy to the entity) that the member is not to be reappointed and no successor is to be appointed at that time."

³ A Special Resolution means a resolution of Shareholders approved by a majority of or more votes of those Shareholders entitled to vote and voting on the question.

Date (2021)	Responsibility	Action	Compliance under Act
By 3 June – 8 June	CRLL's General Counsel and Company Secretary	File a notice of the adoption of the Amended Constitution with the Companies Office within 10 working days of the Effective Date	N/A
<i>Following confirmation that the Companies Office has filed a notice of adoption of the Amended Constitution</i>			
By 21 June	Minister of Transport	Sign and send extension letters attached at Appendix Two to the four Board members with terms expiring on 30 June 2021	N/A

- 19 The Ministry will coordinate the signing of the Special Resolution, and the implementation of changes to CRLL's existing Constitution, with Shareholders and the CRLL Board.

There are significant risks to the functionality of the Board, if the changes to the CRLL's existing Constitution are not implemented by 30 June 2021

- 20 If the Special Resolution is not signed by all Shareholders, or reappointments are not made before the expiry of members' terms on 30 June 2021, then four Board members will be required to step down from the Board.
- 21 In this instance, the Chair of the Board will have sole responsibility for its governance duties, and can agree resolutions under clause 16.12 of the existing Constitution. The departure of four Board Directors would significantly reduce the expertise of the Board.
- 22 The Ministry will work with Shareholders to determine their preference for the composition of the Board, and the skillsets required of its members if Shareholders decide to rotate and/or reappoint current members.
- 23 Advice on Board (re)appointments will likely be provided to Shareholders post June 2021. The Ministry notes that the timing of this advice is subject to Shareholders indicating that an additional appointment of a Board member with specialist rail skillset(s) is required.

Consultation

- 24 The Treasury and Auckland Council have been consulted on this briefing and agree on its content and recommendations.