


OC250351

23 May 2025



Tēnā koe 

I refer to your email dated 15 April 2025, requesting the following briefings under the Official Information Act 1982 (the Act):

*“OC241430 Brown 9/12/2024 Meeting with Infrastructure Commission on Aucklanders and their Infrastructure
OC241409 Brown 13/12/2024 Metropolitan Rail Operating Model: Further Policy Advice on Entity Types and the Legislative Process
OC241420 Brown 13/12/2024 2025 Transport Roadmap
OC241437 Brown 16/12/2024 Aide Memoire: Rail Funding Table
OC250043 Bishop 3/02/2025 City Rail Link: Project Update and Key Decisions Required on Land Development and Level Crossing Removals
OC250068 Bishop 13/02/2025 Establishing a New Metropolitan Rail Operating Model
OC250124 Meager 26/02/2025 Progress Towards a National Aviation Policy Statement
OC250143 Bishop 27/02/2025 Aide Memoire: Auckland Level Crossing Removal Programme - Key Milestones, Governance and Funding Arrangements
OC250152 Bishop 28/02/2025 Meeting with Daran Ponter and Nigel Corry on Metro Rail”*

On 12 May 2025, we advised you of an extension to the time period for responding to your request. The extension was due to consultations necessary to make a decision on your request being such that a proper response could not reasonably be made within the original time limit. We have now completed the necessary consultations.

Of the nine briefings requested, five are released with some information withheld, one is withheld in full and three are refused.

The document schedule attached as Annex 1 outlines how the documents you requested have been treated under the Act. Certain information is withheld 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)(f)(iv) | to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials |

- | | |
|------------|---|
| 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 |
| 9(2)(j) | to enable a Minister of the Crown or any public service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) |
| 18(d) | the information requested is or will soon be publicly available |

With regard to the information that has been withheld under section 9 of the Act, I am satisfied that the reasons for withholding the information at this time are not outweighed by 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



Hilary Penman
Manager, Ministerial and Executive Services

Annex 1: Document Schedule

Doc #	Reference number	Date	Title of Document	Proposed decision on request
1	OC241430	9/12/2024	Meeting with Infrastructure Commission on Aucklanders and their Infrastructure	Released with some information withheld under section 9(2)(a).
2	OC241409	13/12/2024	Metropolitan Rail Operating Model: Further Policy Advice on Entity Types and the Legislative Process	Withheld in full under section 9(2)(f)(iv).
3	OC241420	13/12/2024	2025 Transport Roadmap	Release with some information withheld under sections 9(2)(a), 9(2)(f)(iv), 9(2)(i) and 9(2)(j).
4	OC241437	16/12/2024	Aide Memoire: Rail Funding Table	Released with some information withheld under sections 9(2)(a) and 9(2)(f)(iv).
5	OC250043	3/02/2025	City Rail Link: Project Update and Key Decisions Required on Land Development and Level Crossing Removals	Released with some information withheld under sections 9(2)(a), 9(2)(b)(ii), 9(2)(f)(iv), 9(2)(g)(i), 9(2)(h) and 9(2)(i).
6	OC250068	13/02/2025	Establishing a New Metropolitan Rail Operating Model	Refused under section 18(d). The briefing can be found here (refer to page - 37) https://www.transport.govt.nz/assets/Uploads/OC250308-Redacted.pdf
7	OC250124	26/02/2025	Progress Towards a National Aviation Policy Statement	Refused under section 18(d). The briefing can be found here (refer to page - 24) https://www.transport.govt.nz/assets/Uploads/OC250308-Redacted.pdf
8	OC250143	27/02/2025	Aide Memoire: Auckland Level Crossing Removal Programme - Key Milestones, Governance and Funding Arrangements	Released with some information withheld under sections 9(2)(a) and 9(2)(j).
9	OC250152	28/02/2025	Meeting with Daran Ponter and Nigel Corry on Metro Rail	Refused under section 18(d). The briefing can be found here (refer to page - 8) https://www.transport.govt.nz/assets/Uploads/OC250308-Redacted.pdf

9 December 2024

OC241430

Hon Simeon Brown
Minister of Transport**MEETING WITH INFRASTRUCTURE COMMISSION ON
AUCKLANDERS AND THEIR INFRASTRUCTURE****Snapshot**

This is a short 10-minute meeting with the Infrastructure Commission. The meeting will focus on a draft research report that the Infrastructure Commission have produced on Aucklanders and their infrastructure.

Time and date	11.50am-12.00pm Wednesday 11 December 2024
Venue	EW5.1, The Beehive
Attendees	Geoff Cooper, Chief Executive, Infrastructure Commission Andy Hagan, General Manager – Infrastructure Delivery, Infrastructure Commission
Agenda	Contained in the body of this briefing

Contacts

Name	Telephone	First contact
Tim Herbert, Manager, Investment	s 9(2)(a)	✓

MEETING WITH THE INFRASTRUCTURE COMMISSION ON AUCKLANDERS AND THEIR INFRASTRUCTURE

Meeting agenda

- 1 The Infrastructure Commission (the Commission) will share a draft research report on Aucklanders and their infrastructure. We understand that the Commission intends to publish this research report before Christmas. The report looks at:
 - 1.1 What Auckland households spend on infrastructure and how this differs from households outside of Auckland.
 - 1.2 Economies of scale and density and the subsequent benefits and disbenefits.
 - 1.3 How Aucklanders can or might pay for infrastructure, including volumetric water charging, public transport fares, development contributions, targeted rates, and congestion or time of use charging.

Previous Infrastructure Commission reports

- 2 The Commission has previously published numerous research reports as part of their Research and Insights series. These reports are a part of their in-depth research programme building a greater understanding of infrastructure issues and challenges. Recent reports that may be relevant for this meeting include:
 - 2.1 Introducing water meters: Lessons and perspectives (November 2024)
 - 2.2 Valuing water: Sustainable water services and the role of volumetric charging (August 2024)
 - 2.3 Understanding how infrastructure charges affect households (June 2024)
 - 2.4 What's fair when it comes to paying for infrastructure? (June 2024)
- 3 Key facts from each of these reports can be found in **Annex 2** and may be built upon in the draft report that the Commission wishes to share with you.

Recent transport governance announcement

- 4 You recently announced a package of reforms to transport governance in Auckland, with legislation expected in 2025. The reforms will increase long-term alignment between Government and Auckland Council, providing a strategic direction for the transport system in Auckland and outline indicative 10-year and 30-year transport investment priorities. The plan should inform and align with other Government work programmes, including the 30-year National Infrastructure Plan that the Commission is developing. Legislation will strengthen democratic accountability for transport decisions by shifting responsibility for regional transport policy and planning from Auckland Transport to Auckland Council.

National Infrastructure Plan

- 5 The Minister for Infrastructure has tasked the Commission with developing a 30-year infrastructure plan to demonstrate a pipeline of major projects for New Zealand. It will have four main components:
 - 5.1 An **Infrastructure Needs Assessment** which provides analysis of New Zealand's long-term needs, and what we can afford, over the next 5 to 30 years.
 - 5.2 A strengthened **National Infrastructure Pipeline** which will provide a national view of upcoming projects in the next ten years
 - 5.3 The **Infrastructure Priorities Programme** (IPP) which will involve a structured independent review of unfunded projects and initiatives, and
 - 5.4 **Priority reforms** which will improve the way we select, invest in, deliver and maintain our infrastructure.
- 6 The National Infrastructure Plan will interact with the Government Policy Statement of land transport (GPS), the National Land Transport Plan, and wider transport sector project planning. This includes the Roads of National Significance, the Roads of Regional Significance, and major public transport projects as outlined in GPS 2024. You may wish to ask the Commission how they intend for this interaction to occur.

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Annex 1: Biographies**Geoff Cooper**

Geoff Cooper is the Chief Executive of the Infrastructure Commission. He was previously the General Manager of Strategy where he oversaw research capabilities, the National Infrastructure Pipeline, and development of the New Zealand Infrastructure Strategy. Geoff is a former Chief Economist for both PwC and Auckland Council, where he worked on infrastructure, housing, regulation and financial policy. He holds a Master of Economics with First Class Honours from the University of Auckland and a Master of Public Affairs from Princeton University.

**Andy Hagan**

Andy Hagan is the General Manager – Infrastructure Delivery of the Infrastructure Commission. He was previously a Director at project advisory consultancy HKA, and prior to this, worked for nearly 20 years in public sector infrastructure policy, funding, and financing roles. Andy studied at the University of Otago where he earned a Bachelor of Commerce and a Master of Finance with distinction.

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Annex 2: Key facts – Recent Infrastructure Commission reports

Introducing water meters: Lessons and perspectives (November 2024)

- This report was commissioned to support considerations on upcoming water reform. This report provides insights from the introduction of water meters around New Zealand. It argues that there are significant opportunities to improve pricing practices to lift outcomes in the water sector, including charging for water based on usage. Some of the improved outcomes outlined in the report include:
 - **Deferral of expensive community decisions.** The introduction of water metering in Tauranga allowed the Waiāri Water Supply Scheme to be deferred for more than 10 years and saved an estimated \$53.3 million.
 - **Improved leak detection.** In 2019, the introduction of water meters to communities in Marlborough District Council identified leaks within 25 properties responsible for hundreds of thousands of litres lost each day.
 - **Reduced consumption.** New Zealanders are among the world's highest per capita users of water. A working paper prepared by Motu Research found that volumetric charging can effectively discourage residential water consumption.
 - **Cost savings and wider benefits.** In the case of the Kāpiti Coast District Council, 75% of its rate payers paid less with water metering than they did under the previously fixed charge system.

Valuing water: Sustainable water services and the role of volumetric charging (August 2024)

- This report similarly demonstrates that charging for metered water can significantly reduce a community's water needs through both reduced consumption and leak detection. Some additional key points include:
 - **Per capita use.** Auckland has volumetric water charges and a per-capita use that is comparable to the United Kingdom and Switzerland. Wellington and Hamilton have unmetered supplies and residents use over a third more water.
 - **Supply and security.** Water supply and security is a growing issue in many of New Zealand's towns and cities. Key causes are poorly maintained assets, population changes, and climate change.

Understanding how infrastructure charges affect households (June 2024)

- The way that households and businesses are charged for infrastructure services has a big impact on who pays for infrastructure and how much they pay. Depending on location, households may pay for infrastructure services through taxes, council rates, fixed and variable user charges.
- The average New Zealand household spends **\$13,500 per year on infrastructure**, or about 16% of their after-tax income. On average, lower-income households spend less in total on infrastructure services than higher-income households, but they pay a much higher share of their income.
- The report notes that affordability can be addressed by increasing household incomes (for example, through tax reductions or welfare payments) or reducing infrastructure

prices. However, reducing prices can create other problems, such as encouraging excess use (congestion). In addition, targeted assistance can prove difficult as income levels are not the only driver of infrastructure spending.

- Finding ways to deliver infrastructure more efficiently will benefit all New Zealanders, but the biggest beneficiaries would be lower-income households, who bear the biggest burden (relative to their incomes) of the costs.

What's fair when it comes to paying for infrastructure? (June 2024)

- Households that appear similar can spend very different amounts on infrastructure services and there is **more diversity in spending patterns within income groups than between them**. Observable factors such as income, location, and household composition explain about two-thirds of the variation in spending on infrastructure. The Commission were also unable to conclude whether there is a statistically significant difference between what Māori households and non-Māori households spend on services.
- 75% of New Zealanders thought it was **fair to pay for electricity and water based on usage**, but there was no agreement on how best to pay for roads. Views about what is fair are often consistent with self-interest and can change over time.
- There is a general expectation in New Zealand that location and cost to supply will not be a barrier to receiving a minimum level of infrastructure service. However, **quality can be lower, and services can be more expensive in rural areas**. Providing access to infrastructure services for sparsely populated areas can involve high per-capita costs, and the expectation of broad access can create unrealistic expectations.

13 December 2024

OC241420

Hon Simeon Brown**Minister of Transport**

At your convenience

2025 TRANSPORT ROADMAP

Purpose

To provide you with the second iteration of the draft 2025 Transport Roadmap (the Roadmap).

Key points

- The updated Roadmap attached sets out your priorities for 2025 reflecting the delivery timeframes you have requested of us.
- Reflecting on the programme overall, we do not consider the work programme is deliverable against these timeframes, with the resources the Ministry has available. Our key areas of concern cover the following work programmes:
 - s 9(2)(f)(iv)
 -
 - Aviation Security and MROM work programmes – Policy decisions are needed before we can confirm the scope and resource required from the Ministry work thereafter. The scale of implementation is likely to have cascading impacts on other work programmes.
 - Rail – It is unclear at this stage what, if any, support we will be asked to provide to the Minister for Rail, alongside Treasury as his lead advisers. However, any significant change in this area would require reprioritisation as the Rail team is fully committed to existing priorities.
- The Ministry is continuing to exercise careful judgement over how we utilise both staff and financial resources, engaging specialist capability as required. On the latter point, based on the mapped work programme, we expect to increase our expenditure on consultants and contractors for 2024/25 to approximately \$11m (within the \$12m upper limit provided to the Public Service Commission (PSC)).

- Even with these actions, the scale, timing and complexity of the work programme is extremely challenging. We would welcome the opportunity to discuss these delivery risks further, including options for deprioritising, rephasing and rescopeing some work to ensure a deliverable programme.
- We have received several queries from stakeholders about work plans and opportunities for engagement in 2025. Subject to the Roadmap and Output Plan being finalised, we would like to work with your Office to agree how we might give stakeholders line of sight to upcoming consultation and engagement processes.

Recommendations

We recommend you:

- 1 **Review** the attached 2025 Transport Roadmap Yes / No
- 2 **Discuss** the 2025 Transport Roadmap with Officials at your earliest convenience Yes / No



Audrey Sonerson
Chief Executive

13 / 12 / 2024

Hon Simeon Brown
Minister of Transport

..... / /

Minister's office to complete:

☐ Approved

☐ Declined

☐ Seen by Minister

☐ Not seen by Minister

☐ Overtaken by events

Comments

Contacts

Name	Telephone	First contact
Audrey Sonerson	s 9(2)(a)	✓
Brent Johnston, Chief of Staff		
Tony Frost, Manager Programme Management Office		

2025 TRANSPORT ROADMAP

The Roadmap has been updated incorporating your initial feedback and project status

- 1 We provided you with an initial draft 2025 Roadmap on 23 October 2024 [OC241224 “Draft 2025 Transport Roadmap” refers] and agreed we would submit an updated Roadmap for your consideration as part of your summer reading (attached).
- 2 In addition to the changes you requested in October, we have made the following key changes to the Roadmap.
 - As requested by your Office, we have revised the project descriptions into position statements that reflect what will be delivered/achieved through each project and what successful delivery will mean/enable.
 - We have added new projects:
 - NZTA’s Regulatory Funding Review
 - Level Crossing Removals in Auckland
 - We have made several changes to the timing for work programmes to reflect your preferred delivery timeframes, as well as progress made before year end (e.g. whether papers were considered by Cabinet).
 - We have removed the Transport Modernisation Programme page. The packaging and prioritising of legislative bids for 2025 is included in the Transport Legislative Programme. A separate paper on the Programme has been provided to you to be read in conjunction with this paper. Minor differences from the proposed Legislative Programme will be worked through as it is confirmed.

The Roadmap represents a highly ambitious work programme

- 3 The Roadmap sets out a substantial work programme covering your priorities. While there is some scope to adaptively manage the programme and agree milestone changes during the year, we consider the work set out in the Roadmap to be significantly more challenging than this year’s work programme, where we have requested changes to 38 out of 81 milestones.
- 4 It is important to note that the Ministry has a range of other work it must progress in addition to that shown in the Roadmap. This includes business-as-usual policy work such as implementing legislation and policies (eg, Emissions Reduction Plan 2, Civil Aviation Act legislation) and contributing to work lead by other agencies (eg Resource Management Act and emergency management reforms). The Ministry is also progressing a number of work programmes for Minister Doocey and Minister Collins respectively as shown in the table overleaf. At this early stage, it is unclear what support we may be asked to provide to the new Minister for Rail, Rt Hon Winston Peters, alongside Treasury as his lead advisers for this portfolio.

Minister Doocey	Minister Collins
<ul style="list-style-type: none"> ○ Critical changes to maritime legislation ○ s 9(2)(f)(iv) ○ [REDACTED] ○ Milford Aerodrome Financial Sustainability ○ Oversight of metrological forecasting services ○ Implementing decisions on the Recreational Safety and Search and Rescue (SAR) review ○ Triennial review of Section 9(1) SAR funding ○ Air Services Agreements ○ Chatham Island work toward a ship solution ○ Maritime Security Tools investment 	<p>Implementing a set of six actions by the end of 2025 to support a world class regulatory environment that allows rapid iteration and testing of advanced aviation vehicles and technology, while maintaining current levels of safety.</p>

- 5 In addition to our policy work programme, it is important to note that our corporate activity next year will involve collective bargaining with the PSA. s 9(2)(f)
- [REDACTED]

The Ministry is managing its resources to drive delivery, but there are risks

- 6 Given the scale of ambition in the work programme, it will be necessary for the Ministry to continue to adaptively manage its resources to support high quality, timely delivery.
- 7 There are several key risks to draw to your attention. We would like to discuss these risks, and possible mitigations, at your earliest opportunity.
- 8 The risks broadly fall into three categories:
- (1) Projects that are still subject to Cabinet decisions, meaning the ongoing work required of the Ministry is uncertain and not fully factored into the Roadmap.
 - (2) Work requiring more specialist skillsets (e.g. Financial/Commercial or Legal). Given capacity constraints, we will work to manage these risks to the extent possible through phasing of work and engagement of additional specialist resources as required.
 - (3) Cascade risks i.e. when risks (1) or (2) above eventuate, we will reprioritise and move resource to priorities, however this can have significant flow on effects for other work programmes. While prioritisation decisions can be made at the time if this occurs, it risks delivery being less efficient overall.
- 9 Our key areas of concern relate to the following work programmes, which primarily cover Category 1 and 2 risks.

- s 9(2)(f)(iv)
- [REDACTED]

s 9(2)(f)(iv)

•

• MROM – s 9(2)(f)(iv)

• LNIRIM – s 9(2)(f)(iv)

- Aviation Security Model – Your summer pack includes a draft Cabinet paper seeking high level policy decisions. Those decisions will inform the timeframes and resourcing for this project.

- 10 In addition to managing our staff resources, our second lever to sustain delivery of the Roadmap is through engaging consultants and contractors. In doing so, we are bound to work within our \$12 million 2024/25 consultancy spend cap agreed with the PSC. New Treasury Guidance also expects departments reduce spending on consultants and contractors and that this be demonstrated in 2024/25 Annual Reports.
- 11 At this stage, we anticipate using approximately \$11 million to progress the work programme, given the specialist capabilities required in several areas. This will impact the staffing composition, with the potential for further roles being removed to free up budget to enable this.
- 12 Should you wish to add significant new projects not currently reflected in the Roadmap or expand the scope of work, we will need to discuss with you the trade-offs and rephasing of work to accommodate this.

Next steps

- 13 We would welcome the opportunity to discuss the Roadmap with you at your earliest convenience.
- 14 Subject to incorporating any changes you may request, and agreeing the Roadmap, as discussed with your Office we will produce an Output Plan as a subset of deliverables from the Roadmap, specifically critical briefings, and when draft Cabinet papers are provided to your office.

Roadmap 2025

as at 13 December 2024

Roadmap ver 5.0

Programmes	Page
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Roadmap 2025

as at 13 December 2024

Key



Auckland

January

February

March

April

May

June

July

August

September

October

November

December

Recess

Recess

Recess

A: Transport Governance Reform in Auckland

s 9(2)(f)(iv)

C: Waitematā Harbour Connections

Position Statement: Investment case complete including findings from geotechnical investigations and market soundings

While the Ministry will continue to monitor progress, this will occur as part of business-as-usual, and updates will be provided as and when required.

AO: Auckland City Rail Link

Position Statement: Providing assurance and oversight over the delivery of the CRL project, and supporting you when decisions are required from project Sponsors

A03

Briefing with update on Maungawhau land development and next steps

A04

Briefing on setting CRLL expectations for 2025/26

A05

Briefing on CRLL's draft Statement of Performance Expectations

s 9(2)(f)(iv)

AP: Northland Corridor

Position Statement: Prepare investment/business case to progress the Northland Corridor.

AP2

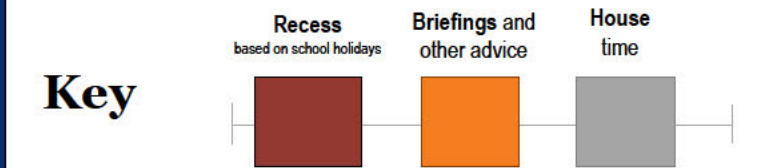
Briefing with draft Cabinet paper on approval of Business Case and Cabinet approval to proceed with procurement

AP3

Updated investment case for the corridor will be provided in August

Roadmap 2025

as at 13 December 2024



Auckland continued



B: Level Crossing Removals in Auckland

Position Statement: We will provide advice on different delivery options to accelerate the removal of priority level crossing removals in Auckland and capitalise the expenditure, and implement the preferred option.



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Roadmap 2025

as at 13 December 2024

Key



Budget 25

January	February	March	April	May	June	July	August	September	October	November	December
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Recess

Recess

Recess

E: Vote Restructure

Position Statement: Improvements to Vote Transport appropriation structure.

E3

E4

Briefing to Joint Ministers on appropriation changes and funding transfers

Briefing on completed 2025 Estimates, including appropriation changes

AS: Budget 25

Position Statement: Compile material to support Vote Transport's submission to Budget 2025, and to support Treasury with the development of Budget 2025.

AS1

AS2

AS3

Submission of advice for Track 6: Baseline savings (if invited)

Briefing with Budget bilateral advice, and collation of draft financial recommendations

Briefing with Budget communication collateral

F: Section 9(1) Triennial Review

Position Statement: Complete the triennial review of section 9(1) funding for search and rescue activities over the next three financial years.

F3

Briefing seeking final decisions following conclusion of triennial review

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Roadmap 2025

as at 13 December 2024

Key



Budget 26

January	February	March	April	May	June	July	August	September	October	November	December
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Recess

Recess

Recess

BJ: Budget 26

Position Statement: Compile material to support Vote Transport's submission to Budget 2026, and to support Treasury with the development of Budget 2026.

BJ1

Briefing on submission of initial
Performance Plan for 2026/27

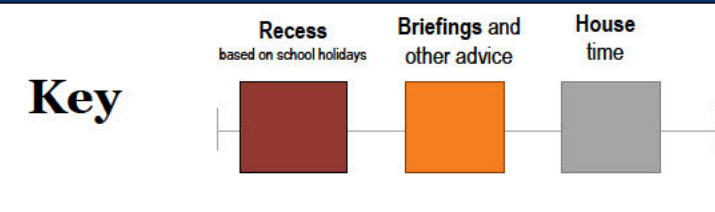
BJ2

Briefing to Minister on
submission of Budget bids

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Roadmap 2025

as at 13 December 2024



Crown Monitoring & Appointments

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

G: Updated Crown Entity Monitoring Plans

Position Statement: Delivery of updated monitoring plans for each Crown entity, setting out the priority areas of focus and accountability

G3

Briefing seeking approval of new monitoring plan for CAA, and any changes that may be required to the monitoring plan for NZTA

H: Key Board Appointments

Position Statement: Delivery of the 2025 appointments work programme for Transport Crown Entities And Companies

H4

Briefing on 2025 appointments

H5

Draft Cabinet paper on reappointment / replacement of one CAA Board member

H6

s 9(2)(f)(iv)
reappointment / replacement of one CRL Board member

H7

Draft Cabinet paper on reappointment / replacement of Medical Convenor & Deputy Medical Convenor

H8

s 9(2)(f)(iv)
reappointment / replacement of Chair of CRL

AW: NZTA Accountability Documents

Position Statement: Monitoring of NZTA performance against Minister of Transport expectations (includes Sol SPE, PEP and GPS implementation reporting)

AW1

Briefing on Q2 performance

AW2

Briefing on Letter of Expectations

AW3

Briefing on Q3 performance

AW5

Briefing on Q4 performance

AW6

Briefing on Q1 performance

AW4

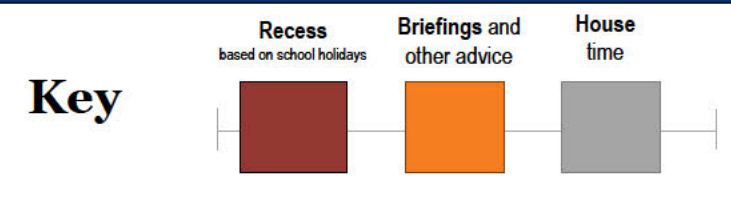
Briefing on draft SOI & SPE

AW7

Briefing on draft Annual Report

Roadmap 2025

as at 13 December 2024



Crown Monitoring & Appointments continued

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

AX: CAA Accountability Documents

Position Statement: Monitoring of CAA performance against Minister of Transport's expectations

AX1

Briefing on Q2 performance

AX2

Briefing on Letter of Expectations

AX3

Briefing on Statement of Performance Expectations

AX4

Briefing on Q3 performance

AX5

Briefing on Q4 performance

AX6

Briefing on draft Annual Report

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Roadmap 2025

as at 13 December 2024

Key



Environment Policy

January	February	March	April	May	June	July	August	September	October	November	December
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Recess

Recess

Recess

K: Clean Car Importer Standard – cost recovery administration

K3

Briefing with draft Cabinet LEG
paper for Fees Regulations

Position Statement: Introduce a cost-recovery
regime for administering the Clean Car Standard

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Roadmap 2025

as at 13 December 2024

Key



Funding Reviews

January	February	March	April	May	June	July	August	September	October	November	December
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Recess

Recess

Recess

I: NZTA Regulatory Funding Review

s 9(2)(f)(iv)

U: CAA Funding Review – s 9(2)(f)(iv)

V: CAA Funding Review

s 9(2)(f)(iv)

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Roadmap 2025

as at 13 December 2024

Key



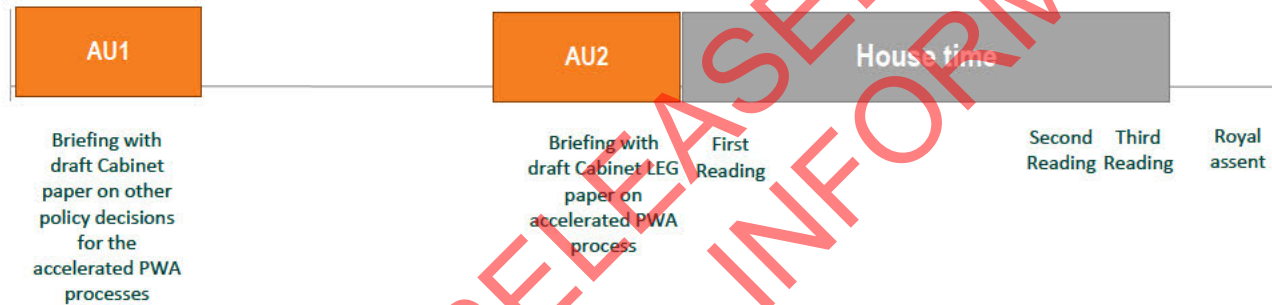
GPS 2024 Implementation

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

s 9(2)(f)(iv)

AU: Legislation to support RONS

Position Statement: Support LINZ to develop legislative and practice proposals that speed up statutory approvals and land acquisition to support more timely delivery of RoNS



Roadmap 2025

as at 13 December 2024

Key



GPS 2027

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

BI: GPS 2027

s 9(2)(f)(iv)

R: Ten-Year Investment Plan

s 9(2)(f)(iv)

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Roadmap 2025

as at 13 December 2024

Key



Modernising Aviation

January	February	March	April	May	June	July	August	September	October	November	December
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Recess

Recess

Recess

W: Interim Aviation Council (National Policy Statement)

Position Statement: The Interim Aviation Council is driving system leadership in the aviation sector and developing the National Aviation Policy Statement (NAPS). The NAPS will provide direction for the aviation system and set out pathways and actions to achieve that direction.

W2

Briefing on progress on National Aviation Policy Statement

W3

Briefing on progress on National Aviation Policy Statement

X: Aviation Security Model

Position Statement: Undertake policy work to enable delivery of an efficient and effective aviation security system by ensuring the appropriate settings are in place to achieve optimal security outcomes, cost effectiveness, and passenger experience and facilitation.

X2

Cabinet paper seeking in principle decisions on model

X3

Cabinet paper seeking policy decisions on model, implementation, including impacts on cost recovery & legislative requirements

Roadmap 2025

as at 13 December 2024

Key



Rail

January February March April May June July August September October November December

Recess

Recess

Recess

Z: Rail Freight Network

Position Statement: s 9(2)(f)(iv)

and support the Government's strategic priority of economic growth and productivity.

AA: Metropolitan Rail Operating Model (MROM)

Position Statement: s 9(2)(f)(iv)

Metropolitan Rail Operating Model to improve metro rail services in Auckland and Wellington, and supports the Government's strategic priority of economic growth and productivity.

BG: Lower North Island Rail Integrated Mobility

Position Statement: s 9(2)(f)(iv)

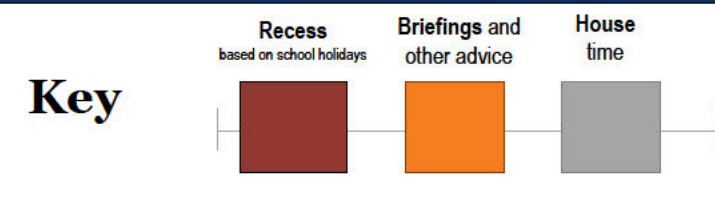
Lower North Island Rail Integrated Mobility (LNIRIM) project to deliver high-quality, value-for-money inter-regional passenger rail services on the Wairarapa and Manawātū lines to deliver economic and social benefits.

s 9(2)(f)(iv)

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Roadmap 2025

as at 13 December 2024



Revenue

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

AC: Fleet-wide Transition to RUC

Position Statement: Transitioning the light petrol vehicle fleet from excise to road user charges.

s 9(2)(f)(iv)

AQ: Capital Efficiency Programme

Position Statement: Progress concession opportunities on toll roads s 9(2)(i) which could generate capital for reinvestment in land transport and support other objectives like making toll road operations more efficient.

AQ6

Briefing on concession opportunities for announcement by Minister of Transport at Infrastructure Summit

AQ7

Briefing on outcomes of market engagement on concession opportunities.

AQ8

Briefing on outcomes of scoping study stage

AD: Time of Use Charging

Position Statment: Legislation enabling time of use charging on the most congested parts of New Zealand's road network.

House time

Referred to Select Committee

Departmental Report

Royal Assent

The Ministry will support the legislative process which includes the following deliverables: briefing to Select Committee on policy intent, securing Cabinet papers on substantive policy changes (as required) and delivery of a departmental report. The timing for these deliverables is determined by the legislative process timelines.

AE: Tolling

Position Statement: Enabling expanded and more effective use of tolling through legislative reform.

s 9(2)(f)(iv)

Roadmap 2025

as at 13 December 2024

Key



Safety

January	February	March	April	May	June	July	August	September	October	November	December
---------	----------	-------	-------	-----	------	------	--------	-----------	---------	----------	----------

Recess

Recess

Recess

AF: Drug Driving Legislation

Position Statement: Legislation and new regulations that enable the Police to deliver roadside oral fluid testing in December 2025.

Subject to change and Ministerial/LEG confirmation through the Legislative Programme

AF3

Briefing s 9(2)(iv)

AF4

Briefing s 9(2)(iv)

AL: Driver Licensing

Position Statement: Deliver improvements to the graduated driver licensing system that makes driver licences cheaper and easier to get, while giving drivers the skills they need to drive safely.

AL3

Briefing with draft Cabinet paper & discussion document

AL4

Briefing s 9(2)(iv)

BB: Digital Driver Licence

Position Statement: Legislation to enable the NZTA to issue a DDL to support the government's digital modernisation objective.

BB1

Briefing with draft Cabinet paper

s 9(2)(iv)

BF: Road Safety Penalties Review

Position Statement: Review traffic offences to enable better road safety outcomes.

Roadmap 2025

as at 13 December 2024

Key



Safety continued

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

BH: Alcohol Interlocks Review

Position Statement: Review policy and operational settings for alcohol interlocks

s 9(2)(f)(iv)

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Roadmap 2025

as at 13 December 2024

Key



Other

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

s 9(2)(f)(iv)

BA: Joint Venture Airports

Position Statement: Managing the Crown's 50% interest in the five Joint Venture Airports (Whanganui, Whangarei, Whakatane, Westport, and Taupō) to ensure these assets sustainably support regional air connectivity."

BA1

Briefing on funding of capital works at JV airports in 2026/27

AV: Emergency Ocean Response Capability

Position Statement: Deliver a detailed business case, Cabinet paper and Budget bid to enable and support government to address risks in the Cook Strait.

AV1

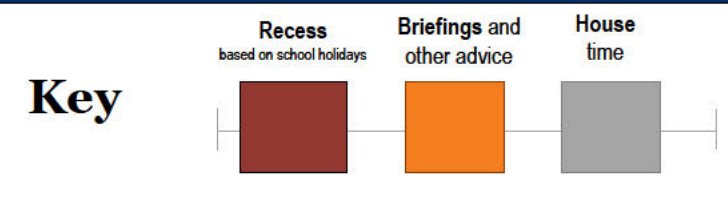
Briefing with draft Cabinet paper & detailed business case

AJ: Anti-Social Road Users

s 9(2)(f)(iv)

Roadmap 2025

as at 13 December 2024



Other continued

January	February	March	April	May	June	July	August	September	October	November	December
			Recess			Recess		Recess			

s 9(2)(f)(iv)

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13 December 2024

Hon Simeon Brown

TRANSPORT

AIDE MEMOIRE: RAIL FUNDING TABLE

To: Hon Simeon Brown

From: Bev Driscoll, Manager, Rail

Date: 16 December 2024

OC Number: OC241437

Context

- 1 The summary table in Annex One responds to your request for a breakdown of total rail funding over the past 10 years, split between:
 - 1.1 rail related programmes and projects
 - 1.2 funders.
- 2 The summary table builds on the material included in the Rail Funding A3s we submitted to you on 29 November 2024 (OC241403 refers).
- 3 We have also provided electronically the detailed funding spreadsheets that informed the summary table. It is not possible to print this.

Information sources and caveats

- 4 We have pulled funding information from a range of sources including Vote Transport documentation, NZ Transport Agency and KiwiRail financial reporting, and council material.
- 5 Building a comprehensive funding picture has been challenging because of:
 - 5.1 the variety of funding sources with separate accountability structures and reporting arrangements in place
 - 5.2 changes to the scope and timing of programmes and projects between (i) their initial approval and (ii) final delivery, as well as differences in the way organisations record this information. Funding sources may have also changed.

- 6 Therefore, there is a risk we may have double counted funding for a small number of projects. We will undertake further work in the New Year to pare this back further, where we can.
- 7 Sources of Government funding and their mix have changed over the past 10 years. This includes funding through the Transitional Rail Activity Class in the Government Policy Statement on land transport (GPS) 2018-2021. The Activity Class was funded through a mix of Fuel Excise Duty (FED) and Road User Charges (RUC), and Crown funding through Budget. It has not been possible in all cases to identify the proportions of funding from these sources for some of the programmes and projects listed. We will undertake further work in the New Year to pare this back further, where we can.
- 8 The summary table does not yet reflect the amount of expenditure that KiwiRail carries out through retained earnings. In recent years this has been immaterial, however, it may have been more material in the past. We will work with KiwiRail in the New Year to reflect this where appropriate.

Forward funding outlook

- 9 For metro rail, we have included forecast and committed funding for the 2024/25 – 2026/27 period. We have also included unfunded overdue renewals over the next years. We have not included any uncommitted improvement projects – they would need to be subject to business cases and Budget processes.
- 10 For the rail freight network, we have identified the portion of unfunded investment over the next 10 years commensurate with KiwiRail's current Rail Network Investment Programme (RNIP) 2024-27 request. s 9(2)(f)(iv)

Next steps

- 11 We will provide periodic updates as we resolve the above matters. We will continue to keep the table up to date with current and future programmes and projects, their funding sources and splits.

Contacts

Name	Telephone	First contact
Bev Driscoll, Manager, Rail	s 9(2)(a)	✓

Annex 1 is withheld under section 9(2)(f)(iv).

4 February 2025

OC250043

Hon Chris Bishop

Action required by:

Minister of Transport

Friday, 7 March 2025

Copy to: Hon Shane Jones

Associate Minister of Finance

CITY RAIL LINK: PROJECT UPDATE AND KEY DECISIONS REQUIRED ON LAND DEVELOPMENT AND LEVEL CROSSING REMOVALS

Purpose

This briefing provides you with an update on the City Rail Link (CRL) project, and decisions that are required of you either now, or over the next 12 months.

It is divided into three parts:

- Part A provides an update on the status of the project and its performance against the agreed budget and delivery schedule.
- Part B seeks your direction on two-time sensitive matters, where we were awaiting decisions from the previous Minister of Transport (Hon Simeon Brown). These relate to the approach to developing land in the Maungawhau and Karanga-a-Hape Railway Station precinct, and accelerating the removal of a priority group of level crossings.
- Part C provides a brief overview of other decisions that we expect will be required of you in 2025.

Key points

- Good progress has been made with the CRL project since the last reset of the budget and schedule in 2023, with civil construction now largely complete. ^{s 9(2)(b)(ii)}

-

- We are seeking your direction on the approach to developing land in the Maungawhau and Karanga-a-Hape Railway Station precinct. ^{s 9(2)(i)}

s 9(2)(i)

- We are also seeking direction on whether to progress changes to legislation that would enable local roads passing over or under the rail corridor to be designated as 'jointly owned' assets. This would enable the Crown's contribution to the level crossing removal programme to be treated as capital expenditure. However, this work carries significant risk and would need to progress with urgency.
- A range of other decisions will be required in 2025 to support the delivery of CRL. s 9(2)(f)(iv) confirmation of the split of CRL assets between the Crown and Auckland Council; the role and functions of CRL beyond practical completion; and the wind-down of the Targeted Hardship Fund (THF).

Recommendations

We recommend you:

1. s 9(2)(b)(ii)

2.

3. s 9(2)(i)

¹ Auckland Council intends to disestablish Eke Panuku by July 2025 and assume its functions.

s 9(2)(i)

4. note that any changes to the development approach will require approval from Auckland Council's Governing Body before they can be implemented
5. note that once you have considered this briefing, officials will draft a letter for you to send to the Mayor of Auckland, seeking his support to change the development approach
6. agree that work to amend the Government Rooding Powers Act to enable joint ownership of local roading assets which pass directly over or under the rail corridor should not be progressed further at this time Yes / No
7. note that the New Zealand Transport Agency will provide further advice on the fiscal implications if the accelerated removal of level crossings progresses under current legislative settings
8. note that the Ministry will provide you with further advice later in 2025 on s 9(2)(i) (iv); the split of CRL assets between the Crown and Auckland Council; the role and functions of CRL beyond practical completion; and decisions required to wind down the Targeted Hardship Fund.



David Wood
DCE Investment & Monitoring
04 / 02 / 2025

Hon Chris Bishop
Minister of Transport
..... / /

Minister's office to complete:

☐ Approved☐ Declined☐ Seen by Minister☐ Not seen by Minister☐ Overtaken by events

Comments

Contacts

Name	Telephone	First contact
David Wood, DCE Investment & Monitoring	s 9(2)(a)	
Richard Cross, Director Investment & Monitoring		✓

CITY RAIL LINK: PROJECT UPDATE AND KEY DECISIONS REQUIRED ON LAND DEVELOPMENT AND LEVEL CROSSING REMOVALS

Part A: Project update

s 9(2)(b)(ii)

- 1 The CRL project is the largest and most complex infrastructure project delivered in New Zealand to date. When completed, the project will enable the Auckland rail network to at least double its capacity over time, and significantly improve journey times for Aucklanders.
- 2 The total budget for the project is \$5.493 billion. The budget and completion dates have been amended twice – most recently in April 2023 when Cabinet approved a request for additional funding to address project delays and increased costs which were primarily caused either directly or indirectly by COVID-19. Cabinet also agreed to reset the contracted project completion date from December 2024 to 26 November 2025.
- 3 The project is a joint venture between the Crown and Auckland Council, which is delivered through CRL, a Crown Entity listed under Schedule 4A of the Public Finance Act 1989. CRL is responsible for delivering the project in accordance with the PDA, a contractual agreement between the Crown, Auckland Council, and CRL. A separate Sponsors Agreement sets out how the Crown and Auckland Council will work together on the project.
- 4 CRL contracts directly with suppliers to undertake various packages of work. Most of the work (the tunnels, tracks and the three new stations) falls under the 'C3' contract and has been contracted to the Link Alliance².
- 5 Good progress has been made on the project since the last reset of the budget and schedule in April 2023. With less than one year to go until the contracted practical completion date, the civil construction works are largely complete. s 9(2)(g)(i)

s 9(2)(b)(ii)

6

² The Link Alliance is a consortium of international companies, including Vinci Construction Grands Projets S.A.S (Vinci), Downer New Zealand Limited, Soletanche Bachy International (NZ) Limited, AECOM New Zealand Limited, WSP New Zealand Limited, Tonkin & Taylor Limited, and City Rail Link Limited.

7

s 9(2)(b)(ii), s 9(2)(g)(i)



8

The practical completion date is the date at which the CRL project assets are deemed to be completed and ready to be handed over to their ultimate owners. More time will be required after the practical completion date to prepare for the first passenger services. The opening date for CRL has not been specified but it is s 9(2)(f)(iv)

Delays to the practical completion date will not necessarily result in commensurate delays to the opening date, as it may be possible to undertake some activities in parallel.

9

s 9(2)(h)



10

s 9(2)(b)(ii)



11

s 9(2)(b)(ii)



Reporting and project governance

12

The Ministry receives monthly progress reports from CRLL, and we have previously passed these on to Minister Brown with additional commentary provided through the weekly report when required.

13

The Ministry, Auckland Council, Treasury and CRLL participate in monthly 'Joint Sponsors Team' meetings to discuss progress and issues. We also participate in regular 'One Client Governance Group' meetings with the Chairs and Chief Executives of CRLL, KiwiRail, Auckland

Transport and Auckland OneRail. These meetings provide a point of escalation for issues and risks and ensure that the agencies that will play a role in the success of the project are aligned and working constructively together.

- 14 Minister Brown has previously convened a quarterly 'CRL preparedness meeting' with representatives from CRL, Auckland Transport and KiwiRail. However, we understand that the Mayor of Auckland has proposed that these meetings (and his own regular meetings with CRL) are replaced with joint, bi-monthly Sponsors meetings. These meetings had not yet been confirmed by Minister Brown, but we strongly support this approach. Joint Sponsors meetings have been effective in the past, and we expect they would help streamline decision-making processes in the lead up to Day 1 operations.

Part B: Key decisions required

Agencies require direction from Sponsors on the intended development approach for the land in the Maungawhau and Karanga-a-Hape Railway Station precinct

- 15 The CRL project required the acquisition of land to complete the works required for the underground rail infrastructure and above ground stations. In July 2021, CRL Sponsors directed Eke Panuku and Kāinga Ora to work in consultation with CRL to deliver a development programme business case for eleven sites of land it owned, and one site of land in the same vicinity owned by Kāinga Ora, with development potential. Of the twelve sites, eleven are in the vicinity of Maungawhau station, and one is adjacent to Karanga-a-Hape station. s 9(2)(i)
 - 16 The blocks of land were indicatively valued at between s 9(2)(i) The expected proceeds from the land sales were intended to offset some of the cost of the project. The valuations were highly indicative and continue to be revised as more information becomes available about what land is surplus to requirements, and where development opportunities may be constrained by the railway (e.g. due to noise or vibrations).
 - 17 In July 2023, Sponsors approved the development programme business case and precinct development plan. As CRL does not have legal authority to develop land for urban renewal purposes, it was envisaged that the land owned by CRL would be transferred to Auckland Council under section 17 of the PWA, so that it could be developed by Eke Panuku (in partnership with Kāinga Ora). The development plan included seven 'foundational outcomes' that would guide delivery of the development programme⁴. s 9(2)(g)(i)
- Eke Panuku was appointed as the lead agency to take the sites to market.

s 9(2)(i)

⁴ The seven foundation outcomes are: environmental vitality and climate action; Mana Whenua partnership; a mix of different housing types and options; affordable homes; accessibility; and economic and social wellbeing.

18

s 9(2)(i)

19

s 9(2)(i)

20

In September 2024, we provided advice to the previous Minister of Transport on this issue (OC241346 refers). s 9(2)(i)

21

Minister Brown did not sign the briefing provided in December 2024, so we require your direction if we are to progress these changes, or any other changes to the delivery approach. Any changes to the delivery approach need to be confirmed by Crown Sponsors (you and the Associate Minister of Finance, Hon Shane Jones), and Auckland Council's Governing Body. We have engaged informally with officers at Auckland Council who have advised that the proposed changes are feasible, but it is uncertain that the changes would be approved by Auckland Council's Governing Body. If they are not approved, the status quo arrangements will prevail. s 9(2)(g)(i), s 9(2)(h)

22

s 9(2)(g)(i)

23

We previously considered whether the foundation outcomes could be removed or replaced with a different set of outcomes. We do not recommend this approach, as removing the outcomes entirely would compromise the justification for developing the land as an urban renewal project, and it would be difficult to achieve consensus on a different set of outcomes without causing delays. We expect the outcomes to have minimal impact on the sale price as they largely reflect modern design principles, and only need to be applied across the precinct as a whole.

24

We considered the option of requiring CRLL to dispose of *all* surplus land (including the highly visible land around Maungawhau station). The key risk with this option is that Sponsors would lose control over the development outcomes. A poor-quality development on these sites may compromise the intended Transit Oriented Development benefits of the project which could have reputational impacts on Sponsors.

25

Finally, we considered options to increase the density of developments on the sites, which would increase the potential returns to Sponsors. The existing business case is based on maximising density to the extent permissible under the Auckland Unitary Plan. A higher density development would infringe upon volcanic view shafts. Volcanic view shafts are of cultural significance to Mana Whenua, and the Council has not previously been prepared to consider amendments to the Unitary Plan that would permit developments to impede on the view shafts.

26

We are seeking confirmation of changes you may wish to make to the development approach. Regardless of whether you wish to pursue changes to the development approach, an agreement under section 17 of the PWA will be required for any land that is transferred from CRLL to Auckland Council. This Agreement is currently being drafted, but it cannot be finalised until there is clarity on the development approach. s 9(2)(i)

Accelerating the removal of level crossings in Auckland

27

There are currently 42 level crossing sites (where roads or footpaths intersect the rail corridor at street level) on the Auckland network (refer to Annex 3). The opening of CRL will significantly increase the frequency of rail services, which will result in longer delays to road users and greater safety risks at level crossings if they are not removed or grade separated. The impacts vary from site to site, depending on road and rail traffic volumes, and some sites

are more urgent than others. An initial group of seven crossings have already been removed or will be removed before CRL opens.

- 28 Of the remaining sites, the next highest priority is a cluster of level crossings on the Southern line known as the “Takāanini Cluster”. Removal of these crossings was not previously considered essential to support the Day 1 CRL timetable, but there is a strong case for accelerating their removal to take advantage of network closures or ‘blocks of line’ that are already scheduled to occur. This will reduce the risk of delays to road users and avoid the need to close parts of the network again shortly after CRL opens to the public.
- 29 The Ministry has been working with the New Zealand Transport Agency (NZTA) to consider how this work can be funded and delivered. Auckland Transport has approached both agencies to seek support for an accelerated programme, including confirmation that the Crown will contribute its share of the funding. Both agencies agree in principle that the work is a priority, and Cabinet recently agreed to make funding available from the \$1.0 billion *Government Policy Statement on Land Transport 2024 – Tagged Capital Contingency* to the level crossings programme to enable it to progress.
- 30 Because the work involves improvements to local roads, any NLTF contribution would be treated as operating expenditure in the Crown’s accounts. Minister Brown was concerned about the potential impact on OBEGAL, and sought advice from the Ministry on options to progress the programme in a way that would enable it to be treated as capital expenditure (OC241312 refers).
- 31 Our advice concluded that it would not be possible to change the accounting treatment for work involving improvements to local roads without changing the underlying ownership of the assets through legislation. We subsequently discussed this issue with Minister Brown, and he had indicated that he would like further advice on the option of using the Land Transport (Transport Governance Reform in Auckland) Amendment Bill (the Bill) to amend the Government Rounding Powers Act and introduce a new asset category through which roads crossing over or under the rail corridor could be designated as ‘jointly owned’ assets.
- 32 While this approach would reduce fiscal pressure on the Crown and arguably provide a stronger fiscal incentive to invest in level crossing removals, it would be regarded as a significant change to existing asset management practices. A provision of this nature could not be added to the Bill without Cabinet approval, which would need to occur quickly to avoid any delays to the Bill. We also expect that it would be difficult to justify from a legislative design perspective, as there has been no prior consultation with Auckland Council, and there has not been adequate time to consider the operational implications (for example, what governance arrangements would need to be put in place to manage any jointly owned assets).
- 33 Having considered the issue further since our previous discussion with Minister Brown, the Ministry’s view is that introducing this concept into the Auckland governance reforms Bill at this stage in the process would introduce considerable risk which may compromise the smooth passage of the legislation, for relatively modest fiscal benefits. However, we can provide further advice on the legislative option if you would like to progress it – noting that it would need to progress with urgency.

- 34 In the absence of any legislative change, Auckland Transport will need assurance that the Crown (through NZTA) is prepared to fund its share of the cost. Ultimately, the NZTA Board will need to decide whether it is prepared to allocate additional NLTF revenue to the project, but it is required to consider the Government's fiscal strategy when allocating the funding from the \$1 billion GPS tagged contingency. NZTA will therefore be seeking assurance that you are comfortable for the work to progress.
- 35 We understand that whilst NZTA has been exploring options to capitalise the level crossing spend, its view is that it will likely need to be treated as operating expenditure. NZTA is intending to provide you with further advice on the fiscal impacts if the work progresses under existing legislative settings, before seeking funding approval from its Board.
- 36 The Ministry and NZTA will continue to work together to ensure the Crown has appropriate influence on the direction of the programme to ensure it supports the realisation of the benefits of CRL and provides value for money.

Part C: Other upcoming decisions

- 37 In addition to the matters raised in Part B, we anticipate that decisions will be required from Sponsors on a range of other matters in 2025. These are set out below.

s 9(2)(f)(iv)

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- 42 The remainder of CRL Board membership terms expire in 2025. Malcom Gibson's (member) term expires in early August and John Bridgman's (Chair) term expires on 31 December 2025.

Cabinet will need to agree to a change in accounting treatment, which will have fiscal implications

- 43 CRL has been jointly funded by Auckland Council and the Crown on a 50:50 basis. Under the current contractual arrangements, Sponsors do not have rights to CRL's assets. Sponsors report their rights to the net assets (equity) of their investment in the project. Any assets and any subsequent additions made by CRL are owned and controlled by CRL until a binding agreement is in place to transfer ownership to the Sponsors.
- 44 As the practical completion date approaches, at a certain point, the existing joint venture arrangement should be reclassified as a joint operation. This change means that each Sponsor will have rights to their assets and responsibilities for the liabilities associated with the arrangement. This reclassification better aligns with the project's strategic goals, as the Crown recognises the assets held by KiwiRail, and the Auckland Council recognises the assets held by Auckland Transport. The 'trigger point' for this change in accounting treatment is when Cabinet and Auckland Council's Governing Body take explicit decisions on the asset split. This will need to occur prior to practical completion (when all completed assets will be handed over to their eventual owners).
- 45 Work is ongoing to determine which assets will be transferred to each party, and the likely value of those assets. However, Sponsors have previously agreed that the assets should be transferred to where they can best be operated under the current Metropolitan Rail Operating Model (i.e. the tunnels and tracks will transfer to KiwiRail, and the station assets will transfer to Auckland Council). s 9(2)(i)

46

s 9(2)(f)(iv)

- 47 A Cabinet decision will be required later to confirm the existing asset transfer principles, agree to the costing of the split of the assets, authorise an agreement with Auckland Council, and establish the required appropriations to enable the agreement to be put into effect. We are working with Auckland Council to confirm the preferred timing for this Cabinet paper as it will need to align with Auckland Council's approval processes, s 9(2)(f)(iv)


Sponsors will need to confirm how long CRL should continue to operate

- 48 CRL was established with the sole purpose of delivering the CRL project. In the coming months, Sponsors will need to decide what functions CRL should undertake in the post-completion period (e.g. managing defects and warranties), and at what point it should be wound down. CRL is currently preparing an options paper on this issue which will inform our advice to you and Mayor Brown on the wind-down of the company.

The Targeted Hardship Fund is coming to an end

49 The \$12 million THF was established in 2021 by Auckland Council and the Crown, to provide financial support (not full compensation) to businesses who had been impacted by disruption due to CRL construction activities. The THF was the first of its kind in New Zealand. To date, more than \$10 million has been paid out to affected businesses.

50 With surface level construction activities coming to an end, decisions on winding down the fund will be required. ^{s 9(2)(f)(iv)}



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ANNEX 1: BLUEPRINT OF THE MAUNGAWHAU AND KARANGA-A-HAPE DEVELOPMENT SITES

The below image sets out the Blueprint Masterplan for the development sites in the Maungawhau and Karanga-a-Hape precinct as at December 2022. The twelve development sites are split into blocks of land labelled A-L. Block K is a 220sqm building on Symonds Street, which is not captured in the visuals provided by Eke Panuku. For reference, on the map, block K would be located just above block J. Block G is the parcel owned by Kāinga Ora.



s 9(2)(b)(ii)

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ANNEX 2: MAP OF TAKĀANINI CLUSTER LEVEL CROSSINGS



AIDE MEMOIRE

27 February 2025

OC250143

Hon Chris Bishop
Minister of Transport**AIDE MEMOIRE: AUCKLAND LEVEL CROSSING REMOVAL PROGRAMME – KEY MILESTONES, GOVERNANCE AND FUNDING ARRANGEMENTS****Purpose**

- 1 This aide memoire provides further information on the Auckland Level Crossing Removals Programme. It includes information on:
 - 1.1 The key milestones for the priority level crossing removals in Takāanini and Glen Innes, and the wider programme to remove all level crossings from the Auckland rail network
 - 1.2 Governance arrangements for the programme, and the roles and responsibilities of the different Entities involved
 - 1.3 Funding arrangements for the programme

Key milestones for the programme

- 2 The full programme of work to remove all level crossings from the Auckland rail network is expected to progress over a period of 10-30 years. The phasing of the full programme will be influenced by a range of factors including availability of funding and the level of patronage growth on the network after City Rail Link (CRL) opens, which is highly uncertain. A Single Stage Business Case setting out the proposed staging is being finalised and will be considered by the Auckland Transport (AT) and New Zealand Transport Agency (NZTA) Boards in early 2026.
- 3 The programme is led by AT and is progressing in phases:
 - 3.1 The first phase is already well advanced and will be completed before CRL opens. This includes the removal of six pedestrian-only level crossings, and one road level crossing. Measures to improve safety at level crossings are also being progressed ahead of CRL opening.
 - 3.2 The second phase involves removing a group of eight level crossings in Takāanini and Glen Innes (three new road crossings, three new station access bridges, and two road closures). This work is being accelerated, with the objective of substantially completing the station access bridges and progressing some of the disruptive enabling works for the road crossings by early 2026, to minimise further network closures in the period after CRL opens.

- 3.3 The third phase will explore options to remove level crossings from the Inner Western line (from Mount Eden to Mount Albert) and specific crossings on the Outer Western line that already experience safety and congestion issues (e.g. Metcalfe Road in Ranui). A Business Case for this phase of the programme is expected to be completed in early 2026, with Notices of Requirement issued in 2027. This would support construction commencing in 2030 at the earliest under an accelerated scenario to enable additional train frequencies, subject to funding approvals.
- 3.4 The fourth phase is the removal of the remaining level crossings on the outer Western line (from Mount Albert to Swanson). It is anticipated that work on the Outer Western line would be progressed in the late 2030s.
- 3.5 Options for the outer Southern line will be considered alongside decision-making for the four tracking of the North Island Main Trunk line. These are a lower priority. Work on these sections is indicatively expected to start from 2041 onwards.
- 4 While further discussions on the phasing of the third and fourth phases will be required in due course, the current focus is on the second phase (Takāanini and Glen Innes).
- 5 The key milestones for the second phase of the programme (Takāanini and Glen Innes) are set out in the table below. The construction timeframes are highly indicative and will be refined further as part of the procurement process.

Milestone	Indicative date
Commence procurement process with informal market soundings	February 2025 (currently underway)
Takāanini Cluster business case presented to AT Board for approval	Approved on 25 February 2025
Tenders process commences ¹	March 2025
Funding approved by the NZTA Board	April 2025
Construction of three station access bridges substantially completed	Early 2026
Enabling works for road crossings completed	Mid 2026
Construction of road bridges begins	2026/2027

6. Construction of the new road bridges will be staggered to reduce traffic disruption, with the first new road bridge (Manuia Road) expected to be completed in the 2028/29 financial year, and the last (Spartan Road) completed in the 2031/32 financial year. It is not feasible to construct all the new road bridges at the same time, as this would mean that vehicles would need to travel long distances in either direction to cross the rail line during the construction period, which would cause significant delays. AT is undertaking work to ensure that traffic

¹ The tender process will commence in anticipation that funding will be approved by the NZTA Board

impacts are minimised during the construction period, for example through traffic light management and lane reallocations.

Governance arrangements

- 6 The level crossing removal programme involves a number of agencies, and an interagency Programme Steering Group (PSG) has been established to provide joined-up governance and decision making as the work progresses. The PSG is Chaired by Dean Kimpton (Chief Executive of AT). It will provide oversight of project delivery and act as a point of escalation when issues arise. The members of the PSG include:
 - 6.1 AT, which is the lead agency responsible for planning and delivering the programme. This reflects the fact that the work involves improvements to the local roading network.
 - 6.2 Auckland Council, as the funding partner for the local share of the programme
 - 6.3 KiwiRail, which is heavily affected by works at level crossings and needs to work closely with AT to integrate construction activity with planned rail network closures to minimise disruption. KiwiRail has been working closely with AT on the Programme Business Case and may play a lead role for some future level crossing removals depending on the preferred engineering solution (e.g. if the preferred solution involves trenching or elevating the rail line).
 - 6.4 NZTA, which is involved as a funding partner and has a close interest in the programme to ensure that it delivers good value for the investment the Crown is making via the National Land Transport Fund. NZTA also has a role as rail regulator, as level crossings (if unaddressed) can present significant safety risks.
 - 6.5 The Ministry of Transport, which is primarily involved in a monitoring capacity, to provide you with assurance that the work is progressing as expected. The Ministry's involvement will also help ensure that we are well placed to help address issues as they arise, including funding and financing issues.
- 7 City Rail Link Limited (CRL) is not directly involved in the programme as the level crossing removals fall outside of the CRL scope of works. However, the Ministry and Auckland Council (as the Sponsors representatives for the CRL project) will ensure that any interrelationships with CRL are addressed and managed appropriately.

Funding arrangements

- 8 On 21 February you announced that the Government would fund up to \$200 million towards the removal of level crossings in Takāanini and Glen Innes, subject to approval from the NZTA Board. This will be sufficient to cover the Crown's share of the cost for the first three years of funding for the programme.
- 9 The full cost of the Takāanini cluster is currently estimated to be ^{s 9(2)(j)}

s 9(2)(j)

- 10 Auckland Council has indicated that it is likely to commit its share of the funding to accelerate the programme and we expect that this will be confirmed when Auckland Council confirms its annual plan for 2025/26. The NZTA Board is expected to confirm the initial \$200 million funding allocation at its meeting on 1 April 2025.
- 11 The cost of removing the full level crossing programme (inclusive of the crossings in Takāanini and Glen Innes) is indicatively estimated to be s 9(2)(j). This is an early estimate, so should be treated with caution and there is a significant upside risk. The costs will be further refined as part of the Single Stage Business Case for the remainder of the programme.
- 12 Our starting assumption is that funding for the remainder of the programme will be sought through the standard RLTP/NLTP process. However, given pressures on the NLTF, we expect further discussions will be required to determine whether other funding or financing tools could be used, and if not, how the work could be prioritised to fit within the available funding.

Contacts

Name	Telephone	First contact
Richard Cross, Director, Investment & Monitoring	s 9(2)(b)	✓
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