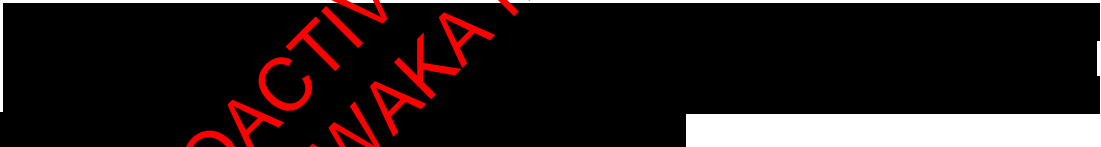
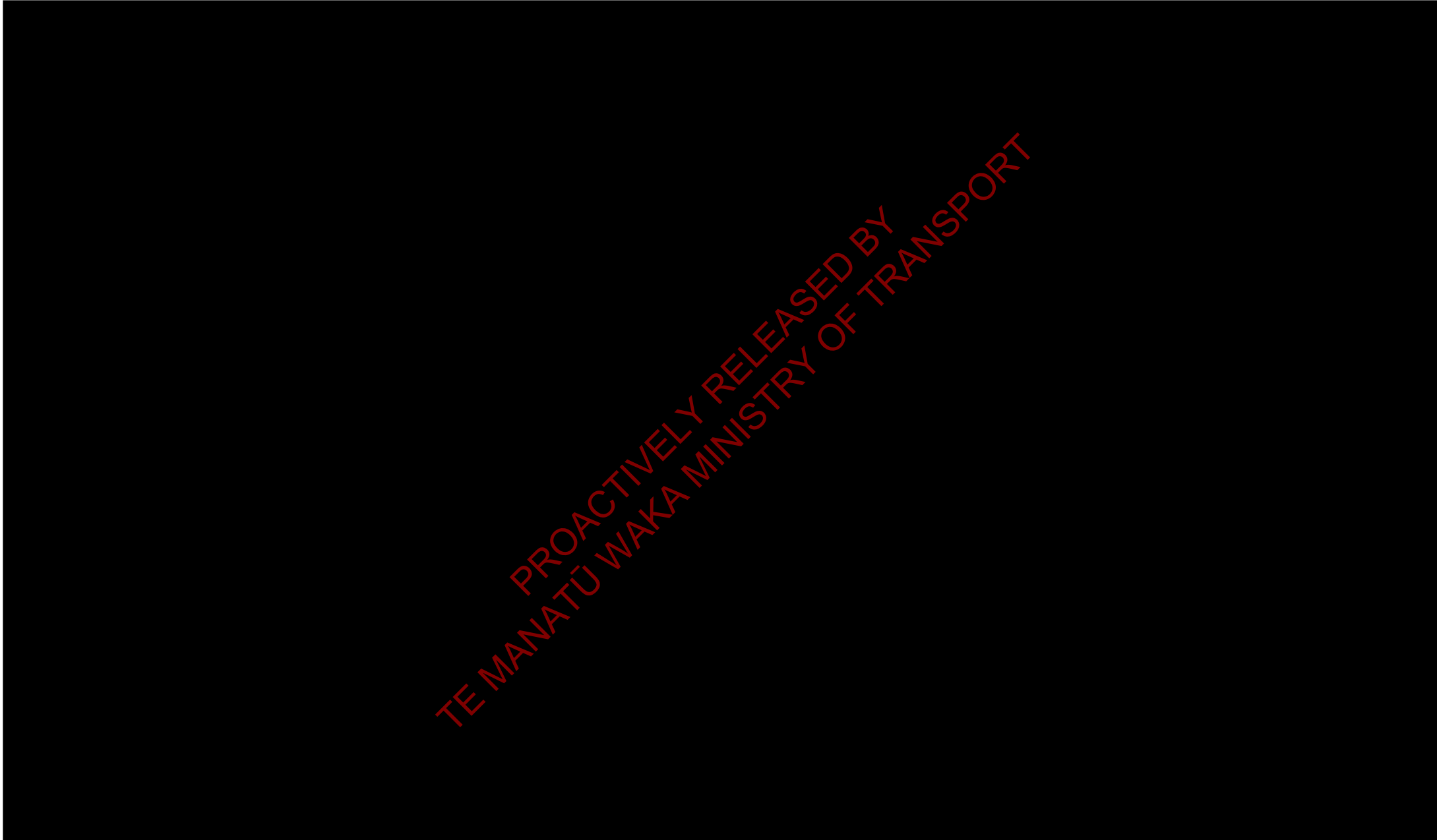






- 8 The Ministry short-listed three options. A subsidiary or business unit of Waka Kotahi or an evolution of the existing arrangements that would see a project unit hosted by Waka Kotahi.
- 9 Some other options have also been developed, including by Waka Kotahi, but none of these have been developed sufficiently for the Ministry to compare these to the short-listed options.
- 10 Across all options the same governance arrangements are proposed. This includes a sponsorship agreement between the Crown, Auckland Council and mana whenua. Sponsoring ministers are proposed to be the Ministers of Transport, Finance and Housing.
- 11 The Ministry's preferred option is an evolution of the existing arrangements on the basis that this (wiring diagram at appendix 1):
- 11.1 provides a high level of ministerial influence in this critical phase of the project where significant strategic and policy decision-making are reserved to the Crown. This is achieved through the ability of the Crown to appoint directors to the project board and direct project outcomes
- 11.2 provides for a direct line of accountability between the Crown and the project board, enabling partners to participate and influence the project on a level playing field. This feature is significant given the focus on urban development in the next phase. A separate entity without responsibilities back to the Waka Kotahi Board is the strongest way of achieving this.
- 11.3 is quick to set-up, maintaining momentum and continuity for the project.
- 12 
- Withheld to enable the Crown to carry out negotiations
- 13 Challenges with the Waka Kotahi business unit or subsidiary options:
- 13.1 create indirect lines of accountability back to the Crown and for directing the project
- 13.2 creates challenges with regards to bringing urban development responsibilities into the remit of Waka Kotahi. A business unit would have to rely on partnership agreements to achieve this, a subsidiary would need to be given urban development functions, which could override Kāinga Ora's urban development statutory leadership and co-ordination function. Further policy work would be required to resolve the appropriateness and flow on implications of these urban development functions being given to Waka Kotahi.
- 14 Across all options clarity of roles and responsibilities will be important. We agree with Waka Kotahi that if we proceed with the evolution of the existing arrangements clarity of the Waka Kotahi Board role is important. The use of accountability mechanisms such as the Waka Kotahi letter of expectation, a funding agreement and associated partner agreements can be used to address this.

Withheld as information is under active consideration



PROACTIVELY RELEASED BY  
TE MANATŪ WAKA MINISTRY OF TRANSPORT