

OC260095

28 April 2026

Tēnā koe

I refer to your email dated 17 February 2026, requesting the following under the Official Information Act 1982 (the Act):

“Copies of all advice, briefings, aide memoires, emails, cabinet papers, draft documents, and any other written or recorded material provided by, or commissioned by, your agency relating to the drafting of the Government Policy Statement on land transport 2027 (GPS 2027).

This request includes (but is not limited to):

- *Advice provided directly to the Minister of Transport.*
- *Advice prepared for internal purposes that informed the development of the draft GPS 2027.*
- *Communications between your agency and the Ministry of Transport / The Treasury concerning GPS 2027.*
- *Any material received from or shared with NZ Transport Agency Waka Kotahi that was used to inform advice on GPS 2027.*
- *Analysis of policy options, investment priorities, fiscal impacts, evidence bases, or alternatives considered for inclusion in the GPS 2027.*
- *Records relating to consultation design, scope, or process under the Land Transport Management Act 2003.*

Timeframe: from 1 January 2025 to present.

For avoidance of doubt:

- *This request is made separately to both The Treasury and the Ministry of Transport.*
- *Please do not transfer this request between agencies under section 14 of the OIA. Each agency is required to respond independently with all information held by that agency that falls within scope.*
- *This request applies to any advice or material generated, held, commissioned, or received by your agency, regardless of whether similar material may also be held by another agency.”*

On 25 February 2026, we reached out to you to clarify and refine your request. We advised that the parts of your request for *correspondence between the Ministry and the Treasury and for material received or shared with NZ Transport Agency* would be very difficult to meet without

substantial collation or research. On receipt of your request, the Ministry conducted an initial search to assess the number of emails that fell within scope. We identified that a single staff member had over 1,000 emails with attachments which referenced GPS 2027 in the last six months alone. The timeframe of your request was wider. We advised that if you did not clarify these parts of your request, the Ministry would refuse them under substantial collation and research.

On 25 February 2026, you clarified your request to cover:

“Copies of all advice, briefings, aide memoires, emails, cabinet papers, draft documents, and any other written or recorded material provided by, or commissioned by, your agency relating to the drafting of the Government Policy Statement on land transport 2027 (GPS 2027).

This request includes (but is not limited to):

- *Advice provided directly to the Minister of Transport.*
- *Advice prepared for internal purposes that informed the development of the draft GPS 2027.*
- *Substantive emails or attachments between senior officials (Tier 2 and above, or equivalent) at the Ministry of Transport and The Treasury relating to GPS 2027 policy development; and*
- *Substantive material received from or shared with NZ Transport Agency Waka Kotahi that informed advice on GPS 2027.*
- *Analysis of policy options, investment priorities, fiscal impacts, evidence bases, or alternatives considered for inclusion in the GPS 2027.*
- *Records relating to consultation design, scope, or process under the Land Transport Management Act 2003.”*

We also advised that the requested information remains subject to future Cabinet consideration, so the Ministry may withhold it under section 9(2)(f)(iv) of the Act to protect the confidentiality of advice tendered by Ministers of the Crown and officials. The response below outlines how each part of your request has been considered.

On 26 March 2026, we advised you that due to necessary consultation on your request, we could not reasonably provide a full response within the original timeframe. We advised you that we would be extending the due date on your request by up to 20 working days. We advised that we would respond no later than 28 April 2026.

We have made a decision on your request. However, it will take us some time to prepare this information for release. The information is being released to you in two stages as outlined below:

Briefings (Advice to Ministers)

There are nine briefings and several Weekly Report excerpts that fall within scope of this request. The Ministry is currently finalising this part of your request. We aim to provide you this information no later than 30 April 2026.

Advice prepared for internal purposes

The Ministry has withheld all internally prepared advice that is informing the development of the draft GPS 2027 under section 9(2)(f)(iv) of the Act.

Correspondence between the TSY and the Ministry

The Ministry's Senior Leadership members have not sent or received emails to Treasury Officials relating to the GPS 2027 policy development. I am therefore refusing this part of your request under section 18(e) of the Act as the documents/correspondence requested do not exist.

Correspondence between NZTA and the Ministry

The Ministry is currently finalising this part of your request following consultation with NZTA. We aim to provide you this information no later than 15 May 2026.

Analysis of policy options, investment priorities, fiscal impacts, evidence bases, or alternatives considered for inclusion in the GPS 2027

This information is being used to inform the development of the draft GPS 2027, so has been withheld under section 9(2)(f)(iv) of the Act.

Records relating to consultation design, scope, or process under the Land Transport Management Act 2003

The Ministry has withheld this information in full under section 9(2)(f)(iv) of the Act.

Regarding 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.

Please note that the Ministry intends to proactively release the information that has been withheld under this response once the final decisions relating to GPS 2027 are made.

If you would like to discuss this decision with us, please do not hesitate to contact us at OIA@transport.govt.nz.

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



Lucy Forsman
Manager, Investment

OC260095

29 April 2026



Tēnā koe 

I refer to my letter dated 28 April 2026 where we advised you that the Ministry was finalising the information that falls in the following part of your request and aim to provide it to you no later than 30 April 2026.

“Copies of all advice, briefings, aide memoires, emails, cabinet papers, draft documents, and any other written or recorded material provided by, or commissioned by, your agency relating to the drafting of the Government Policy Statement on land transport 2027 (GPS 2027).

This request includes (but is not limited to):

- *Advice provided directly to the Minister of Transport.”*

There are nine briefings and several Weekly Report excerpts that fall within scope of above part of your request. Of those, two briefings are released with some information withheld and seven are being withheld in full. The Weekly Report excerpts have been released with some information withheld.

The document schedule attached as Annex 1 outlines how the information and documents that are in scope of your request have been treated under the Act. Certain 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)(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)(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 |

Regarding 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.

Please note that the Ministry intends to proactively release the information that has been withheld under this response once the final decisions relating to GPS 2027 are made.

The Ministry is currently finalising part of your request for copies of correspondence between NZTA and the Ministry. We aim to provide you this information no later than 15 May 2026.

If you would like to discuss this decision with us, please do not hesitate to contact us at OIA@transport.govt.nz.

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



Lucy Forsman
Manager, Investment

Annex 1: Document Schedule

Doc #	Reference number	Date	Title of Document	Decision on request
Briefings (Advice to Ministers)				
1	OC250151	19 March 2025	Seeking your direction on land transport investment direction	Withheld in full under section 9(2)(f)(iv).
2	OC250362	23 April 2025	Aide Memoire: Additional information on land transport investment	Released with some information withheld under section 9(2)(a). Attachment is refused under section 18(d), as it is available here: https://www.transport.govt.nz/assets/Uploads/ReviewofGPS24ActivityClassRangeForecasts.pdf
3	OC250376	07 May 2025	City and Regional Deals – Options to deliver transport components	Withheld in full under sections 9(2)(f)(iv) and 9(2)(j).
4	OC250681	27 August 2025	Detailed report back on the Roads of National Significance (RoNS) Programme	Released with some information withheld under sections 9(2)(a), 9(2)(b)(ii), 9(2)(f)(iv), 9(2)(g)(i), 9(2)(i) and 9(2)(j).
5	OC250886	03 October 2025	Seeking your direction on the development of a draft GPS 2027	Withheld in full under section 9(2)(f)(iv).
6	OC251095	05 November 2025	Seeking your direction on the draft Major Transport Projects Pipeline	Withheld in full under section 9(2)(f)(iv).
7	OC250952	04 December 2025	Seeking your direction on GPS 2027 activity classes	Withheld in full under section 9(2)(f)(iv).
8	OC251152	29 January 2026	Seeking your review of the draft GPS 2027 and the MTPP Cabinet paper	Withheld in full under section 9(2)(f)(iv).
9	OC260078	13 February 2026	Title withheld	Withheld in full including its title under section 9(2)(f)(iv).
10	N/A	January 2025 – February 2026	Weekly Report excerpts relating to GPS 2027	Released with some information withheld under sections 9(2)(f)(iv).



AIDE MEMOIRE

23 April 2025

OC250362

Hon Chris Bishop
Minister of Transport

AIDE MEMOIRE: ADDITIONAL INFORMATION ON LAND TRANSPORT INVESTMENT

Summary/Purpose

- 1 Following your review of *OC250151: Seeking your direction on land transport investment direction*, you have requested additional information on:
 - the components that constitute the \$8.4 billion of time-limited Crown funding (mentioned in paragraph 5.1 of OC250151)
 - the development Regional Land Transport Plans (RLTP) and how they interact with the development of the National Land Transport Programme (NLTP) and the Government Policy Statement on land transport (GPS)
 - how activity class ranges are set
 - the 2023 KPMG report.

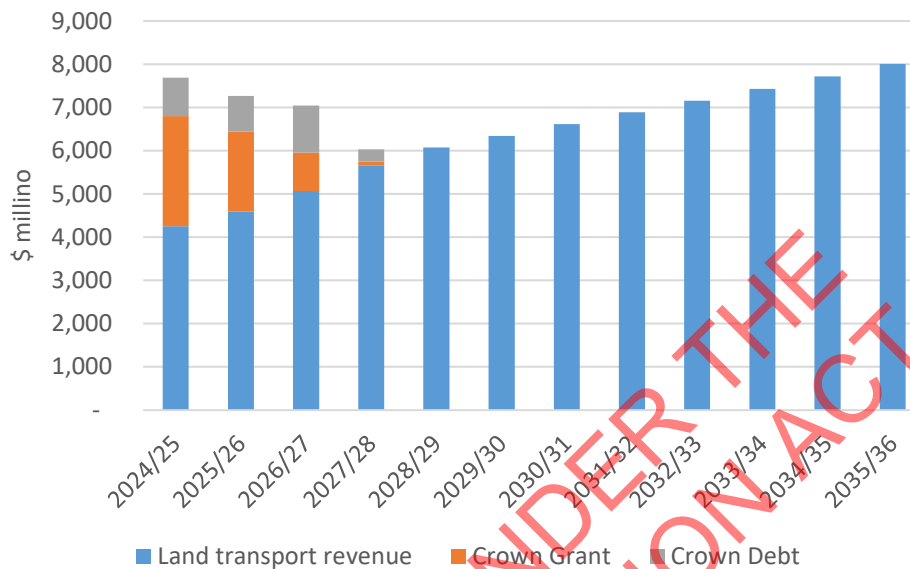
Time Limited funding

- 2 GPS 2024 signals a \$22 billion investment in land transport over 2024-27, which will be funded from the National Land Transport Fund (NLTF).
- 3 In NZTA's latest 12-year expenditure forecast (MIN-4725), NZTA is forecasting \$22 billion of expenditure which will be funded from the NLTF via:
 - Land transport revenue (eg Fuel Excise Duty (FED), Road User Charges (RUC), and Motor Vehicle Registration fees) - \$13.9 billion
 - Crown grants - \$5.3 billion
 - Crown debt - \$2.8 billion¹
- 4 The Crown grants include funding for NIWE (\$1.1 billion), the Rail Network Investment Plan (\$1 billion), and NLTF top ups (\$3.1 billion). This forecast is from November 2024, and does

¹ NZTA are also forecasting to drawdown on \$94 million of Crown funding, and \$281 million of Crown debt in 2027/28, bringing the total time limited funding to \$8.4 billion.

not include the additional funding drawn down for the GPS 2024 tagged contingency (\$1 billion) in December.

- 5 The below graph outlines NLTF forecast revenue by funding source, and includes the additional land transport revenue from the increases to FED and RUC (12 cents per litre in January 2027, 6 cents per litre in January 2028, and 4 cents per litre annually from 2029).



The development Regional Land Transport Plans (RLTP) and how they interact with the development of the National Land Transport Programme (NLTP) and the Government Policy Statement on land transport (GPS)

- 6 The Land Transport Management Act 2003 (LTMA 2003) requires that every 6 years RLTPs are prepared by regional transport committees (and Auckland Transport) and approved by regional councils (and Auckland Transport). RLTPs are required to be consistent with the GPS and must be reviewed every 3 years. In practice this means that RLTPs are prepared every three years.
- 7 Although RLTPs are required to give effect to the GPS, the development of RLTPs begin in advance of the release of a final GPS. This ensures regional transport committees have sufficient time to consider the needs of their transport network rather than waiting for the release of a GPS to initiate the planning process. A GPS must be issued before the financial year in which it applies (ie it can be released as late as June 30) and an NLTP must be issued before 1 September of the first financial year. If RLTPs were developed after the release of GPS, regional transport committees could have as little as 2 months to develop an RLTP.
- 8 RLTPs are commonly prepared in sequence with the strategic sections prepared first, followed by the continuous programmes (eg road maintenance or public transport services) and the improvement programmes (eg state highway improvements, or public transport infrastructure). At this point in the cycle, regional transport committees are developing their strategic objectives/vision for their RLTPs, and local councils are beginning to develop their

activity management plans² which will form the basis of their continuous programmes. The forecasts from RLTPs will also be used as an input in Councils Long Term Plans, which will Councils will begin developing from mid next year.

How activity class ranges are set

- 9 Activity classes in the GPS provide direction to NZTA on the types of activities that the NLTF can invest in, and through the funding range, the expected level of NLTF investment. The NZTA Board has statutory authority over the NLTF, but it must be invested in a way that gives effect to the GPS, including complying with activity class definitions and funding ranges.
- 10 The “Request for information to support GPS review” (GPS 2027 RFI) that you have recently sent to NZTA (OC250151) will provide the Ministry with forecast activity class expenditure out to 2036/37. The Ministry will use this information to provide you advice on possible activity class settings, and any implications of activity class settings (including the impacts on levels of service, improvement activities, and any need for additional revenue). The activity classes in the GPS will reflect your direction/priorities for investment.
- 11 Before issuing a final GPS, you must consult NZTA about the proposed GPS. Generally, this is done through issuing a draft GPS, but the LTMA 2003 does not outline specific criteria that you must consider/consult with NZTA on. Similarly, NZTA is not required to make public recommendations to the Minister on the GPS.

The 2023 KPMG report

- 12 In 2023 the Ministry of Transport commissioned KPMG and Mott MacDonald to do a rapid review of the forecasts used to develop the activity class ranges in the draft GPS 2024 (which was released in 2023). The review considered whether the forecasts were reasonable and credible, and reviewed the deliverability of the forward programme. A copy of this review has been attached.
- 13 The report found that forecast NLTP investment provides an adequate basis to inform immediate GPS 2024 decisions, but the standard of the activity class setting process is lower than expected, especially given the scale of funding. The overall scope and standard of the activity class setting process compares unfavourably against similar sectors or contexts, such as electricity transmission, and does not allow for price-quality trade offs.
- 14 The report found there is substantial room to improve the activity class setting processes and investigate efficiencies, which should be advanced prior to development of the next GPS. Key to improving forecasting is developing purpose-built models and setting clear expectations on the roles, and quality standards, of the forecasts between the Ministry and NZTA at the start of the process.
- 15 The Ministry has used the findings of this report to inform the GPS 2027 work programme. Primarily this has been through the development of the GPS 2027 RFI which outlines clear

² Activity management plans are similar to asset management plans, but are designed to account for level of service requirements of multiple activities (eg walking and cycling, private vehicles, and heavy vehicles)

expectations/requirements for NZTA's forecasts. The information the Ministry receives through this should inform our advice to you on price-quality trade offs.

- 16 NZTA has been making a number of improvements to its forecasting practices and models to support the development of GPS 2027 and future NLTPs. These improvements include the delivery of a:
- 16.1 **National Network Performance model:** Improved model giving a 360 view of the performance of the transport system.
 - 16.2 **National Forecast of Future Transport Demand:** Identifies how the transport system will perform in the future and key deficiencies.
 - 16.3 **Multiple Outcomes Assessment Tool (MOAT):** A quantitative outcomes assessment tool to assess and prioritise interventions across multiple outcomes.
 - 16.4 **Maintenance, Operations and Renewals Model; Major Capital Investment Model:** Standardised models to underpin repeatable forecasts using bottom-up data, to complement top-down forecasts.
 - 16.5 **Intervention Catalogue:** A standardised searchable database of interventions that are relevant to specific contexts and evidenced to work well – also available to local government.
- 17 The improvements NZTA is making to its forecasting practices and models will be used to inform NZTA's response to the GPS 2027 RFI, which will be reviewed by an independent third party. This review may highlight further areas of improvement for NZTA.

Contacts

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

Attachment refused under section 18(d) as it is available here: <https://www.transport.govt.nz/assets/Uploads/ReviewofGPS24ActivityClassRangeForecasts.pdf>

27 August 2025

OC250681

Hon Chris Bishop

Action required by:

Minister of Transport

Wednesday, 3 September 2025

DETAILED REPORT BACK ON THE ROADS OF NATIONAL SIGNIFICANCE (RONS) PROGRAMME

Purpose

Following a request from your office on 20 May 2025 for a detailed report back on the Roads of National Significance (RoNS) Programme, this briefing provides expenditure, revenue, phasing, and governance and assurance options to support delivery of the RoNS Programme.

This briefing will inform a discussion between the Minister, the Ministry of Transport and NZTA on 3 September 2025. Following the discussion, the Ministry will draft a Cabinet paper for the Cabinet Economic Development (ECO) Committee on 22 October 2025, to provide an update on the RoNS Programme.

Key points

- The RoNS Programme will be the most complex and expensive infrastructure programme in New Zealand's recent history. NZTA's latest estimate indicates that the total cost to deliver the 17 new RoNS will likely be over \$56 billion, and the individual RoNS projects have medium to low Benefit Cost Ratios (BCRs) (0.7 to 3.1). NZTA have also indicated that an additional \$49 billion will be required to fully deliver the RoNS Programme.
- In addition to the RoNS Programme, over the next 20-years \$163 billion from the NLTF is projected to be invested into the land transport network including the Waitematā Harbour Connections ^{s 9(2)(f)(iv)} the Northwest Busway ^{s 9(2)(f)(iv)} and potential rail investments ^{s 9(2)(f)(iv)}. If all proposed projects are delivered in full, total Crown expenditure on land transport over the next 20 years would be over a quarter of trillion dollars ^{s 9(2)(f)(iv)}.
- The relative value of the RoNS Programme will need to be assessed against other major capital transport investments planned, as there is unlikely to be sufficient funding or market capacity to support delivery of all the proposed capital projects within a 20-year timeframe. The Ministry recommends all proposed projects and programmes be considered and prioritised through the development of GPS 2027.
- As part of GPS 2024, increases to Fuel Excise Duty (FED) (and Road User Charge (RUC) equivalent) of 12, 6 and 4 cents per litre in 2027, 2028 and 2029 respectively were signalled – and these increases are expected to generate \$1.2 billion per annum for the National Land Transport Fund (NLTF) from 2029.

The Ministry and NZTA have developed options for how the RoNS Programme could be delivered and funded

- s 9(2)(f)(iv)
-
- Under all options, the Ministry recommends that the RoNS Programme is considered for inclusion in the National Land Transport Programme (NLTP) and funded from the NLTF – ensuring each investment is assessed against the relative priority of other transport projects.

s 9(2)(f)(iv)

s 9(2)(f)(iv)

User charges are the preferred funding source for land transport investment

- You have choices about the overall mix of tools to fund the RoNS Programme. The Ministry recommends prioritising project user charges (e.g. tolling) first and general user charges (e.g. FED and RUC) second as the preferred funding sources for land transport investments.

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

- s 9(2)(f)(iv)

- s 9(2)(i)

s 9(2)(f)(iv)

BUDGET SENSITIVE

- NZTA estimates that NLTF expenditure over the next 20 years is \$163 billion, including \$12 billion on debt (including PPPs), \$121 billion on continuous programmes, and \$30 billion on improvements (including Local Road Improvements, Walking and Cycling Improvements, Public Transport Infrastructure and State Highway Improvements).

- s 9(2)(f)(iv)

- This estimate is indicative only and the Ministry, working with NZTA, will undertake further work, as part of GPS 2027 development, to understand what is expected to be delivered through NZTA's forecast and the potential for reprioritisation and efficiency. s 9(2)(f)(iv)

Risks facing the delivery of the RoNS Programme

- The Ministry has identified five key risks facing the delivery of the RoNS Programme: cost escalation, value for money, readiness to deliver, market capacity, and governance and oversight s 9(2)(f)(iv)

Recommendations

We recommend you:

- 1 **note** that in addition to the RoNS Programme, over the next 20-years, over a quarter of a trillion dollars s 9(2)(f)(iv) will be invested in land transport, including \$161 billion through the NLTF, \$56 billion on the RoNS Programme, and s 9(2)(f)(iv) on other mega projects
- 2 **note** that the cost to deliver the 17 Roads of National Significance (RoNS) Programme is likely to be over \$56 billion – and NZTA has advised that additional revenue of \$49 billion is required to deliver the RoNS Programme
- 3 **note** that the 12, 6 and 4 cent per litre increase in Fuel Excise Duty (FED) (and Road User Charge (RUC) equivalent) signalled as part of the Government Policy Statement on land transport 2024 (GPS 2024) are expected to generate \$1.2 billion per annum in revenue for the National Land Transport Fund (NLTF) from 2029
- 4 **note** that the options presented in this briefing are a preliminary version, and further analysis and/or options can be developed

Prioritisation of investment in the RoNS Programme

- 5 **note** the RoNS projects have a medium to low value for money (BCRs between 0.7 and 3.1), and should be assessed against other major transport capital projects

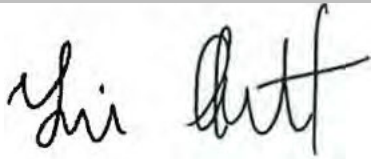
- | | | |
|---|---------------|----------|
| 6 | s 9(2)(f)(iv) | Yes / No |
| 7 | | Yes / No |
| 8 | | Yes / No |

s 9(2)(f)(iv)

s 9(2)(f)(iv)

Risks facing the RoNS Programme and additional governance, oversight and assurance

- 13 **note** that the Ministry has identified five key risks facing the RoNS Programme: cost escalation, value for money, readiness to deliver, market capacity, and governance and oversight; s 9(2)(f)(iv)



Tim Herbert
**Manager, Investment
Investment and Monitoring**
27 / 8 / 2025

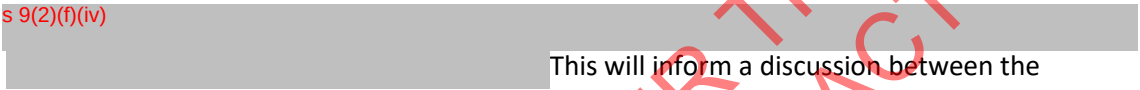
Hon Chris Bishop
Minister of Transport
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Minister's office to complete:☐ Approved☐ Declined☐ Seen by Minister☐ Not seen by Minister☐ Overtaken by events**Comments****Contacts**

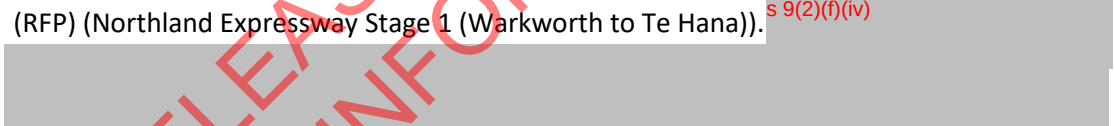
Name	Telephone	First contact
David Wood, Deputy Chief Executive, Investment and Monitoring	s 9(2)(a)	
Tim Herbert, Manager, Investment		✓
George Ross, Principal Advisor, Investment		
Richard Manning, Senior Advisor, Investment		

DETAILED REPORT BACK ON THE ROADS OF NATIONAL SIGNIFICANCE (RONS) PROGRAMME

Background

- 1 As part of the Government Policy Statement on land transport 2024 (GPS 2024), the Government re-introduced the Roads of National Significance (RoNS) Programme. GPS 2024 included a list of 17 new RoNS,¹ and stated that each should be four-laned, grade-separated highways, with all funding, financing and delivery options considered to deliver these in stages and as quickly as possible.
- 2 The RoNS Programme represents one of the most complex and expensive infrastructure programmes in New Zealand's recent history – with NZTA's latest estimate placing the total cost to deliver the 17 new RoNS at over \$56 billion,² with \$49 billion of the programme currently unfunded.
- 3 s 9(2)(f)(iv)  This will inform a discussion between the Minister, the Ministry of Transport and NZTA on 3 September.
- 4 Following the discussion the Ministry will draft a Cabinet paper for the Cabinet Economic Development (ECO) Committee on 22 October 2025.

NZTA has developed investment cases for the RoNS projects

- 5 Since GPS 2024 was published in June 2024, NZTA has been developing investment cases for 13 of the 17 RoNS. Of the remaining four, two are currently under construction (Ōtaki to North of Levin and Takitimu North Link Stage 1), and one is seeking Requests for Proposals (RFP) (Northland Expressway Stage 1 (Warkworth to Te Hana)). s 9(2)(f)(iv) 
- 6 Given this, Takitimu North Link Stage 1, Ōtaki to North Levin and the Northland Expressway Stage 1 (Warkworth to Te Hana), have been excluded from the options presented in this briefing, as they are expected to be delivered through baseline funding.
- 7 Some of NZTA's investment cases do not reflect the full scope of the RoNS projects as outlined in GPS 2024. These include Mill Road (only Stage 1), Hawke's Bay Expressway (only Stage 1), and the Cross Valley Link being classed as a local road in the Petone to Grenada Investment Case – with expected costs and delivery timeframes excluded. NZTA note that the reduction in scope for the RoNS projects has been due to a focus on value for money and ensuring that investments are made in the parts of the corridor that need improvements now.

¹ The RoNS programme includes: Northland Expressway Stage 1 (Warkworth to Te Hana), Northland Expressway Stages 2 & 3 (Te Hana to Whangārei), Mill Road Stage 1, East West Link, North-West Alternative State Highway 16, Cambridge to Piarere Expressway, Hamilton Southern Links, Tauriko West, Takitimu North Link Stage One, Takitimu North Link Stage Two, Hawke's Bay Expressway, Ōtaki to North of Levin, Petone to Grenada Link Road & Cross Valley Link, Wellington Tunnels and Basin Reserve Upgrade, the Hope Bypass, and Belfast to Pegasus Motorway and Woodend Bypass.

² Based on the current P95 estimates provided to the Ministry from NZTA.

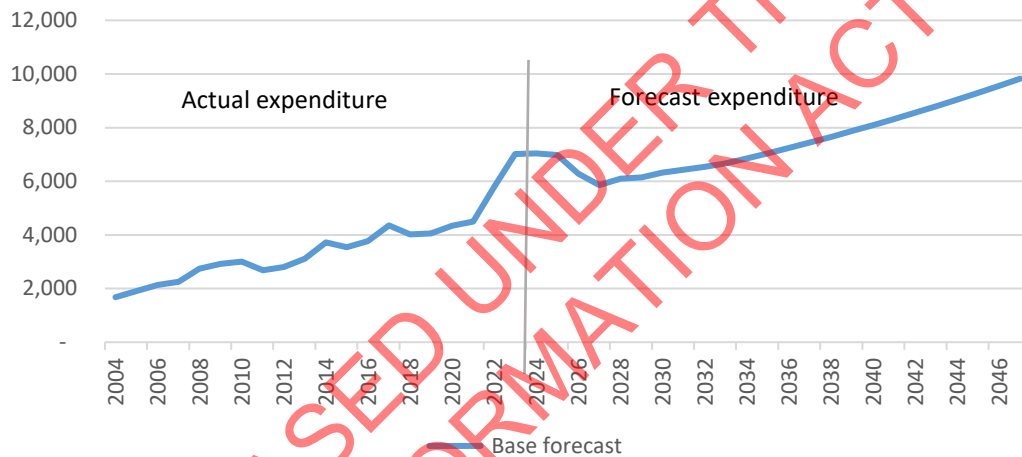
BUDGET SENSITIVE

- 8 While the Ministry has received cost estimates and benefit cost ratios (BCRs) for the Hamilton Southern Links, NZTA does not expect to complete the Investment Case until September 2025. **Attachment 1** provides one-page summaries for each of the RoNS projects that the Ministry has received Investment Cases for including estimated costs, BCR, and construction start date.

You will need to prioritise the RoNS against other investments in land transport

- 9 Over the next 20 years, \$163 billion of NLTF revenue is forecast to be invested into the land transport network. NZTA has advised that this funding will be used to repay debt (\$12 billion) maintain existing service levels (\$121 billion), deliver BAU improvements (\$30 billion), and that there is limited opportunity to reprioritise this funding to deliver any additional RoNS projects (i.e. the 14 of the 17 RoNS which this advice is focused on).

Figure 1: NLTF expenditure (actual and forecast)



- 10 In addition to the planned investments from the NLTF (\$163 billion) and the RoNS Programme (\$56 billion), there are other major transport capital investments which are planned for delivery over the next 20 years, including:

10.1 Waitematā Harbour Connections s 9(2)(f)(iv)

10.2 potential rail investments across the metropolitan and freight rail networks s 9(2)(f)(iv)

10.3 Northwest Busway s 9(2)(f)(iv)

- 11 Delivering these other transport capital investments in full could require additional funding of s 9(2)(f)(iv) and result in total expenditure of s 9(2)(f)(iv) over 20 years –

s 9(2)(f)(iv)

You will therefore need to prioritise, not just within the RoNS Programme, but across all transport capital investments.

s 9(2)(f)(iv)

The Ministry and NZTA have developed expenditure options for the RoNS Programme

- 14 The Ministry recommends that the RoNS Programme is prioritised through the National Land Transport Programme (NLTP) process and funded from the National Land Transport Fund (NLTF). While this ensures each investment is assessed against the relative priority of other transport projects, it will also mean that decisions to progress with RoNS projects will sit with the NZTA Board. The Ministry expects that if the RoNS are high priority, then they will be prioritised for funding from the NLTF.
- 15 Notwithstanding the Ministry's first best advice that projects are prioritised through the NLTP, the Ministry and NZTA have independently prioritised the RoNS Programme and developed comparable delivery options and investment options

s 9(2)(f)(iv)

- 16 BCRs are highly sensitive to the underlying assumptions, and the Ministry recommends that these are used to assess relative, not absolute value of a proposed investment.

- 17

s 9(2)(f)(iv)

- 18 **Table 2** below summarises the Ministry's prioritisation of the RoNS Programme. s 9(2)(f)(iv)

Table 3 below summarises the NZTA's prioritisation.

- 19 The Ministry notes that **tables 2 & 3** present an initial prioritisation of the RoNS Programme, and that further options can be developed that factor in other considerations.

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

s 9(2)(f)(iv)

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The Ministry and NZTA have developed options for how you can fund and finance the RoNS programme

- 20 There are various revenue tools available to support the delivery of the RoNS Programme, which can be divided into three groups:
- 20.1 **Project-specific user/beneficiary charges**, which charge users and/or beneficiaries for projects. This includes road tolling and Infrastructure Funding and Financing Act (IFF Act) levies.
- 20.2 **General user charges**, which charge users of the road network regardless of where or when they use it. The primary tools here are fuel excise duty (FED), road user charges (RUC), and motor vehicle licensing fees (MVR).
- 20.3 **Crown funding**, drawn from general taxation.
- 21 All revenue tools are constrained by New Zealanders' willingness and ability to pay, and ultimately revenue raised will come from the same broad set of people: New Zealand households. Using multiple funding sources is therefore unlikely to materially mitigate cost-of-living concerns, although it may shift costs between different kinds of households. The Ministry recommends prioritising project-specific charges as they ensure the closest possible connection between the revenue and the users or beneficiaries of a project.
- 22 NZTA's analysis is that on average between ^{s 9(2)(i)} of the capital net present value of the RoNS Programme can be met through tolling, and that IFF Act levies could contribute a further ^{s 9(2)(i)}. The specific amount of revenue raised will depend on the projects delivered, and the Ministry and NZTA will provide detailed advice on the use of these revenue tools on a case-by-case basis.
- 23 Once project-specific user charges have been maximised, the Ministry recommends prioritising general user charges to generate the remaining revenue. While noting that general user charges have a weaker connection to the RoNS Programme than direct user charges, these ensure that the transport network is self-funding (as recommended by the Infrastructure Commission's draft National Infrastructure Plan).
- 24 Of the general user charges, FED and RUC are the most administratively efficient tools. Motor vehicle licensing fees (MVR) can be used alongside FED and RUC ^{s 9(2)(f)(iv)}
- 

- 25 You could also seek Crown funding to help deliver the RoNS Programme. This is the Ministry's least-preferred option as it has the weakest user-pays link to the projects.

You have choices about the mix of tools

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s 9(2)(f)(iv)

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As an approximate guide, increasing MVR by \$10 is equivalent to about a 1 cent per litre on FED and a commensurate increase in RUC rates. Crown funding of approximately \$55-60 million annually would be required to offset a 1 cent per litre FED increase (and equivalent RUC) on current levels of fuel efficiency. Increases to FED, RUC and MVR shown in Figure 2 below represent the amount rates would be increased by if implemented as a one-off (meaning that if they were phased then the eventual maximum increase may be higher). They are also additional to the increases Cabinet has already agreed to (CAB-24-MIN-0057 refers).⁶

s 9(2)(f)(iv)

28

To illustrate the potential impact of the Scenario 3 approach on general user charges (FED, RUC and MVR), we have prepared Table 4, which shows the estimated required increases.

29

The analysis assumes tolling and IFF Act levies contribute s 9(2)(i) respectively of overall programme costs. s 9(2)(f)(iv)

⁶ Cabinet agreed to increase FED by 12 cents per litre from January 2027, a further 6 cents per litre from January 2028, and a further 4 cents per litre annually from January 2029. Cabinet agreed that each FED increase would be matched by an equivalent RUC increase. Cabinet also agreed to increase the standard MVR fee by \$50 in two \$25 stages. The first of these stages took effect on 1 January 2025, with the second set to take effect from 1 January 2026.

- 30 Under these assumptions, there remains a significant reliance on FED and RUC revenue which could vary depending on your preferred approach. In the last 50 years FED rates have not increased by more than 5 cents per litre annually.

s 9(2)(f)(iv)

- 31 The increases in the above table would be additional to the increases Cabinet has already agreed to. For example, if the FED increases outlined above were implemented in 2027 they would be additional to a 'base' rate of 82 cents per litre (and further increases of 6 and 4 cents per litre per year would still be required in future).

- 32 Across these scenarios, the quantum of funding generated from each revenue tool could change. In particular:

- 32.1 revenue from tolling and IFF Act assumes that the midpoint of NZTA's revenue estimates is met in each investment option s 9(2)(i)

The actual amount raised will be highly dependent on which RONS are built.

- 32.2 the cost of implementing and administering tolling schemes has historically been slightly more than 30 percent of overall scheme revenue on average.

s 9(2)(i)

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s 9(2)(i)

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NZTA revenue options

36

s 9(2)(f)(iv)

s 9(2)(f)(iv)

The Ministry does not recommend using debt as the main tool to fund the RoNS Programme

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While debt can be used to smooth annual peaks in investment, the Ministry does not recommend it is used as the primary tool to deliver large transport capital programmes. Large capital programmes are by nature spread over several years and the land transport system has efficient and broad base funding tools (FED/RUC) that can extract the required revenue over this time.

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s 9(2)(f)(iv)

s 9(2)(f)(iv)

- 39 While there may be some merit to using debt to link costs to future beneficiaries, this remains an imperfect targeting and comes with much higher overall costs. The Ministry instead recommends debt funding be used to the level to which can be repaid through direct beneficiary charges.

Future revenue pricing considerations

- 40 Road prices should ideally be set to cover the full cost of providing and maintaining the road network, including both the costs of providing the current network, and the least-cost investment required to meet future demand. The RUC transition provides a pathway towards more cost-reflective pricing for the current network but does not provide signals about whether or where to invest. Tolls are the best tool to do this.
- 41 Crown grants and loans into the transport system, reflecting a reluctance to increase prices (especially FED/RUC and tolls), have weakened price signals, which in turn has weakened investment signals. Other network infrastructure sectors, such as electricity, set both prices and investment to closely mimic the optimal whole of life cost which would be achieved in a competitive market. s 9(2)(f)(iv)

s 9(2)(f)(iv)

- 42 NZTA has indicated that base expenditure⁸ over the 2027-48 period is \$163 billion, and includes: \$12 billion on debt, including PPPs, \$121 billion on continuous programmes, and \$30 billion on improvements (\$7 billion on local road improvements, \$2 billion on Walking and Cycling, \$11 billion on Public Transport Infrastructure, and \$10 billion on State Highway Improvements).
- 43 NZTA has advised that this forecast has been built off high level assumptions. The continuous programme's expenditure has been estimated using the midpoints of the GPS 2024 activity class. Improvements expenditure has been based on the lower band of the GPS 2024 activity class for local road improvements, walking and cycling, and public transport infrastructure. Expenditure on state highway improvements accounts for the completion of Ōtaki to North Levin s 9(2)(i) pre-implementation of the Second Waitematā Harbour Crossing s 9(2)(i) and an allowance for other non-RoNS improvements.
- 44 The draft National Infrastructure Plan outlines that although New Zealand in the top 10% of OECD countries for per capita expenditure on infrastructure, it is in the bottom 10% in terms of what gets delivered. This suggests that as a country, New Zealand is relatively inefficient at delivering infrastructure and there could be significant opportunities to increase the "bang for buck" New Zealand gets from infrastructure spending.

⁸ Base expenditure excludes expenditure on uncommitted RoNS projects, the WHC and the Northwest Busway.

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s 9(2)(f)(iv)

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48 NZTA are working to refine the above forecast and to develop a detailed 10-year expenditure forecast, which will be used to inform expenditure and revenue settings in GPS 2027. The Ministry expects to receive this forecast on 19 September 2025 and have procured an independent third party to review this forecast. As part of this, the independent reviewer will

s 9(2)(f)(iv)

49 The Ministry will receive an initial draft of the third-party review in December 2025, and following the receipt will provide further advice

s 9(2)(f)(iv)

The Ministry has identified 5 key risks with the RoNS Programme

50 The Ministry has identified five key risks with the RoNS Programme: cost estimation, value for money, readiness to deliver, market capacity, governance. We have highlighted these risks below as well as potential mitigation strategies. The Ministry notes that even though NZTA has undertaken various forms of external assurance,⁹ the RoNS Programme have not gone through Treasury's Gateway Process, or Infrastructure Commission's Infrastructure Priorities Programme (IPP).¹⁰

51 Given the size and complexity of the RoNS projects, the Ministry recommend each RoNS project should go through the IPP and Gateway process, before funding is approved or the projects proceed to implementation. This will provide greater confidence that the projects can be delivered on time, within budget, deliver the expected benefits, and are high value infrastructure projects – when compared to projects in other sectors (e.g. health or education).

⁹ As part of NZTA's investment case process, investment cases are required to undertake external Peer Reviews, Parallel Cost estimates, and internal Investment Quality Assurance.

¹⁰ The IPP is a public menu of priority infrastructure proposals that have gone through a standardised independent review process. This allows for projects across different sectors to be compared against each other.

- 52 NZTA have recently undertaken the Transport Infrastructure Capital Improvement Project (TICIP) and had KPMG undertake a review of its financial management systems and processes. These reviews provided a range of recommendations for how NZTA can improve its governance and delivery of capital projects, and NZTA has an improvement programme underway to action these recommendations.

Cost estimation – the actual cost to deliver projects may exceed budgeted funding

- 53 Recent reviews of large transport capital investment projects by the Australian Transport Research Forum and the United Kingdom's Department for Transport have highlighted the tendency for large capital transport projects to consistently result in lower benefits and higher costs than the business cases forecast (both in New Zealand and internationally).

s 9(2)(f)(iv)

Value for money – a BCR of 1 may not represent value for money if costs increase and benefits decrease

- 56 When assessing value for money from each of the investments, we have relied on the BCRs from the respective Investment Cases. BCR's are highly sensitive to the underlying assumptions used, and we recommend that these are used to assess relative, not absolute value of a proposed investment.
- 57 For the RoNS Programme, BCRs have been calculated based on a 60-year evaluation period, using a 2% discount rate (consistent with Treasury guidance). NZTA has advised that this approach results in BCRs two or three times higher than under the previous assumptions of a 40-year evaluation period and a 4% discount rate. In the case of the Belfast to Pegasus and the Woodend Bypass RoNS, using a 2% discount rate and extending the evaluation period by 20 years has resulted in the BCR range increasing from 0.3-1 to 1-2.5, despite no change in the underlying investment.

s 9(2)(f)(iv)

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

Next steps

- 69 Following the discussion on 3 September, the Ministry will draft a Cabinet paper to be lodged on 16 October 2025, targeting the Cabinet Economic Development (ECO) Committee on 22 October 2025. Key milestones for the remainder of the year are outlined below.

Milestone	Deadline
Advice provided on the RoNS Programme	27 August 2025
Discussion with Ministry and NZTA officials to discuss delivery of the RoNS Programme	3 September 2025
Draft Cabinet Paper developed	3 September to 3 October 2025
Ministry of Transport receives NZTA's forecast expenditure and performance information	19 September 2025
Draft Cabinet paper provided to your Office	First week of October 2025
Departmental/Ministerial consultation on draft Cabinet paper	6 – 17 October 2025
Cabinet Economic Policy Committee (ECO)	22 October 2025
Ministry provides initial advice and initial review of NZTA's forecast expenditure and performance information	December 2025

Northland Expressway Stage 1 Warkworth - Te Hana

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

High level overview

Problem statement: The current corridor has a high safety risk, with 26 fatalities since 2019. It is also unreliable and vulnerable, with 25% more closures annually than in 2017.	Project description: Northland Corridor Section 1 (Warkworth to Te Hana) is 26km long and includes around 13 bridges and several tunnels. (the whole Northland Corridor, including Sections 2 and 3, will be 100km long).						
Delivery method and funding source: Section 1 will be delivered as a PPP. s 9(2)(b)(ii)	<table><tr><td>Pre-implementation start date:</td><td>2024/25</td></tr><tr><td>Indicative Construction start date:</td><td>2026/27</td></tr><tr><td>Completion date:</td><td>2034/35</td></tr></table>	Pre-implementation start date:	2024/25	Indicative Construction start date:	2026/27	Completion date:	2034/35
Pre-implementation start date:	2024/25						
Indicative Construction start date:	2026/27						
Completion date:	2034/35						
Interaction with other projects and alternative funding arrangements: The Northland Expressway is split into 3 sections. PPPs are also currently planned to deliver sections 2 & 3. NZTA has considered tolling and value capture but have not quantified the amount of revenue this will generate.							

Key information

Impacts and benefits: The <u>section 1</u> implementation case states: 145 DSI savings over the life of the PPP 7-10 minutes travel time savings per vehicle - over 1000 less closure hours due to unexpected events (mainly weather) over the life of the PPP.	Cost estimation: s 9(2)(b)(ii), s 9(2)(i), s 9(2)(j)
BCR (P50-P95):	s 9(2)(b)(ii), s 9(2)(i), s 9(2)(j)
BCR incl. WEBs (P50-P95):	
Risks: s 9(2)(g)(i)	 The map shows the Northland Expressway corridor from Warkworth in the south to Whangarei in the north. It is divided into several sections with different development statuses: Section 3B - Route refinement: Located near Whangarei. Section 3A - Short list development and assessment: Located south of Section 3B. Section 2C - Short list development and assessment: Located south of Section 3A. Section 2B - Short list development and assessment: Located south of Section 2C. Section 2A - Long list development and assessment: Located south of Section 2B. Section 1 - Designation confirmed, no further corridor optioneering required: The southernmost section, from Warkworth to Te Hana. Other locations marked on the map include Marsden Point, Waipū, Brynderwyn Hills, Mangawhai, Te Hana, and Vellsford.
s 9(2)(f)(iv)	

Ministry comment:

s 9(2)(b)(ii), s 9(2)(f)(iv), s 9(2)(i), s 9(2)(j)

Northland Expressway Stages 2 & 3

\$15,300m – \$18,300m

High level overview

Problem statement: Providing a safer, more resilient and cost efficient route to enable more reliable access between Northland, within New Zealand and to the rest of the world via Northport, Ports of Auckland, Auckland Airport and Ports of Tauranga.	Project description: Four lane grade separated highway over 75km long from Te Hana (where Stage 1 finishes) to Whangārei.						
Delivery method and funding source: s 9(2)(b)(ii)	<table><tr><td>Pre-implementation start date:</td><td>2025/26</td></tr><tr><td>Indicative Construction start date:</td><td>s 9(2)(f)(iv)</td></tr><tr><td>Completion date:</td><td></td></tr></table>	Pre-implementation start date:	2025/26	Indicative Construction start date:	s 9(2)(f)(iv)	Completion date:	
Pre-implementation start date:	2025/26						
Indicative Construction start date:	s 9(2)(f)(iv)						
Completion date:							
Interaction with other projects and alternative funding arrangements: Flows on from Stage 1 and the existing Puhoi – Warkworth motorway. s 9(2)(b)(ii), s 9(2)(f)(iv)							

Key information

Impacts and benefits: Travel time – up to 38 minutes faster, with a 64% reduction in travel time delays Crash – a 66% reduction in DSIs along the corridor Resilience – an 82% reduction in resilience risk along the corridor	Cost estimation: s 9(2)(b)(ii), s 9(2)(f)(iv)								
<table><tr><td>BCR (P50-P95):</td><td>1.2 – 1.4</td></tr><tr><td>BCR incl. WEBs (P50-P95):</td><td>1.3 – 1.5</td></tr></table>	BCR (P50-P95):	1.2 – 1.4	BCR incl. WEBs (P50-P95):	1.3 – 1.5	<table><tr><td>P50 cost:</td><td>\$15,300m</td></tr><tr><td>P95 cost:</td><td>\$18,300m</td></tr></table>	P50 cost:	\$15,300m	P95 cost:	\$18,300m
BCR (P50-P95):	1.2 – 1.4								
BCR incl. WEBs (P50-P95):	1.3 – 1.5								
P50 cost:	\$15,300m								
P95 cost:	\$18,300m								
Risks: s 9(2)(g)(i)									
s 9(2)(f)(iv)									

Ministry comment: s 9(2)(f)(iv)

Mill Road Stage 1

\$1,750m – \$2,045m

High level overview

Problem statement: The Mill Road Corridor experiences significant congestion during peak periods caused by its limited capacity, frequent crashes, and turning traffic along the corridor. The investment case seeks to improve traffic efficiency on Mill Road and enhance the resilience of the network.	Project description: Mill Road is split into two packages. Package 1 consists of a 1.7km four lane road, with 700m of bus lane on one side of the road. Package 2 consists of a 5.4km four lane road, with a 1.8km shared pathway.						
Delivery method and funding source: s 9(2)(b)(ii), s 9(2)(f)(iv)	<table><tr><td>Pre-implementation start date:</td><td>2025/26</td></tr><tr><td>Indicative Construction start date:</td><td>s 9(2)(f)(iv)</td></tr><tr><td>Completion date:</td><td></td></tr></table>	Pre-implementation start date:	2025/26	Indicative Construction start date:	s 9(2)(f)(iv)	Completion date:	
Pre-implementation start date:	2025/26						
Indicative Construction start date:	s 9(2)(f)(iv)						
Completion date:							
Interaction with other projects and alternative funding arrangements: NZTA is only progressing route protection and lodgement of Notice of Requirement for Stages 2 and 3. s 9(2)(b)(ii), s 9(2)(f)(iv)							

Key information

Impacts and benefits:		Cost estimation:	
Travel time benefits: \$1.8b (averaging 5 minutes time savings) Congestion benefits: \$972m Resilience benefits: \$695m Safety benefits: \$147m (7 less death and serious injury crashes p.a.)		s 9(2)(b)(ii), s 9(2)(f)(iv)	
BCR (P50-P95):	2.7 – 3.1	P50 cost:	\$1,750m
BCR incl. WEBs (P50-P95):	3.1 – 3.6	P95 cost:	\$2,045m

Risks:
s 9(2)(g)(i)
s 9(2)(f)(iv)

Ministry comment:
s 9(2)(f)(iv)


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East West Link

\$3,671m – \$4,065m

High level overview

Problem statement: There is growing congestion and limited freight access to the Onehunga and Penrose area from SH20 and SH1. Travel times are expected to increase by ~5 minutes by 2051, affecting freight efficiency, and economic productivity.	Project description: Three laning 800m of the Onehunga Harbour Road, with a new link into Galway St. New offramps connecting SH1 and Sylvia Park Road and a new 3km four lane grade separated connection between Neilson St and Great South Road.						
Delivery method and funding source: s 9(2)(b)(ii), s 9(2)(f)(iv)	<table><tr><td>Pre-implementation start date</td><td>2025/26</td></tr><tr><td>Indicative Construction start date:</td><td>s 9(2)(f)(iv)</td></tr><tr><td>Completion date:</td><td></td></tr></table>	Pre-implementation start date	2025/26	Indicative Construction start date:	s 9(2)(f)(iv)	Completion date:	
Pre-implementation start date	2025/26						
Indicative Construction start date:	s 9(2)(f)(iv)						
Completion date:							
Interaction with other projects and alternative funding arrangements: s 9(2)(b)(ii), s 9(2)(f)(iv)							

Key information

Impacts and benefits: Provides up to 11.5 minutes of travel time savings for 30,000 vehicles accessing SH1, and up to 3.2 minutes of travel time savings for 40,000 accessing SH20.	Cost estimation: s 9(2)(b)(ii), s 9(2)(f)(iv)								
<table><tr><td>BCR (P50-P95):</td><td>2.3 – 2.6</td></tr><tr><td>BCR incl. WEBs (P50-P95):</td><td>2.9 – 3.2</td></tr></table>	BCR (P50-P95):	2.3 – 2.6	BCR incl. WEBs (P50-P95):	2.9 – 3.2	<table><tr><td>P50 cost:</td><td>\$3,671m</td></tr><tr><td>P95 cost:</td><td>\$4,065m</td></tr></table>	P50 cost:	\$3,671m	P95 cost:	\$4,065m
BCR (P50-P95):	2.3 – 2.6								
BCR incl. WEBs (P50-P95):	2.9 – 3.2								
P50 cost:	\$3,671m								
P95 cost:	\$4,065m								
Risks: s 9(2)(g)(i) s 9(2)(b)(ii), s 9(2)(f)(iv)									
Ministry comment: s 9(2)(f)(iv)									

Cambridge to Piarere Expressway

\$1,888m – \$2,187m

High level overview

Problem statement: A nationally significant freight route. The 2021 business case outline's reliability issues (closing on average once every 10 days) and safety issues (27 deaths and serious injuries in the 5 years to 2021).	Project description: A 16km four lane expressway from the end of the Cambridge section of the Waikato Expressway to the intersection of SH1 and SH29 at Piarere. The expressway also includes a new diamond grade separated interchange near Karapiro Rd.						
Delivery method and funding source: s 9(2)(b)(ii)	<table><tr><td>Pre-implementation start date</td><td>2024/25</td></tr><tr><td>Indicative Construction start date:</td><td>s 9(2)(f)(iv)</td></tr><tr><td>Completion date:</td><td></td></tr></table>	Pre-implementation start date	2024/25	Indicative Construction start date:	s 9(2)(f)(iv)	Completion date:	
Pre-implementation start date	2024/25						
Indicative Construction start date:	s 9(2)(f)(iv)						
Completion date:							
Interaction with other projects and alternative funding arrangements: s 9(2)(b)(ii), s 9(2)(f)(iv)							

Key information

Impacts and benefits: Safety: 19.4 fewer DSIs over 5 years Travel time: 2.2-minute travel time saving Reliability: 90% reduction in unplanned road disruptions, from one unplanned event every 10 days to every 102 days	Cost estimation: s 9(2)(b)(ii), s 9(2)(f)(iv)								
<table><tr><td>BCR (P50-P95):</td><td>2.7 – 3.1</td></tr><tr><td>BCR (incl. WEBS):</td><td>N/A</td></tr></table>	BCR (P50-P95):	2.7 – 3.1	BCR (incl. WEBS):	N/A	<table><tr><td>P50 cost:</td><td>\$1,888m</td></tr><tr><td>P95 cost:</td><td>\$2,187m</td></tr></table>	P50 cost:	\$1,888m	P95 cost:	\$2,187m
BCR (P50-P95):	2.7 – 3.1								
BCR (incl. WEBS):	N/A								
P50 cost:	\$1,888m								
P95 cost:	\$2,187m								
Risks: s 9(2)(g)(i)									
s 9(2)(b)(ii), s 9(2)(f)(iv)									
Ministry comment: s 9(2)(f)(iv)									

Tauriko West

\$2,795m – \$3,276m

High level overview

Problem statement:

SH29 and SH29A are congested at peak times and trips on this short section can vary by more than 30 minutes. Planned residential and commercial growth and increasing freight demand is expected to worsen congestion and travel times without intervention.

Project description:

New four lane SH29 between Redwood Lane and TNL, widening Takitimu Drive to four lanes. Widening SH29A to four lanes, and protected space for two more lanes. Various intersection improvements and upgrade to an at-grade signalised intersection.

Delivery method and funding source:

s 9(2)(b)(ii)

Pre-implementation start date: 2024/25

Indicative Construction start date: s 9(2)(f)(iv)

Completion date:

Interaction with other projects and alternative funding arrangements:

s 9(2)(b)(ii), s 9(2)(f)(iv)

Key information

Impacts and benefits:

40% improvement in travel time reliability on SH29 (13mins) & SH29A (6mins).
Will support 3600-4000 new dwellings and potentially 18,000 houses in the Western Corridor by 2063.
50% reduction in DSIs, and improved network resilience on SH29 and SH29A.

BCR (P50-P95): 3

BCR incl. WEBs (P50-P95): 3.6

Cost estimation:

s 9(2)(b)(ii), s 9(2)(f)(iv)

P50 cost: \$2,795m

P95 cost: \$3,276m

Risks:

s 9(2)(f)(iv), s 9(2)(g)(i)

s 9(2)(f)(iv)



Ministry comment:

s 9(2)(f)(iv)

Takitimu North Link Stage 2

\$1,595m – \$1,829m

High level overview

Problem statement: This section of SH2 is a high-risk section with 19 DSIs in the 2011-2015 period. Traffic flows through this section of SH2 are between 18,000 and 21,000 vehicles per day, exceeding the capacity threshold of 19,000 leading to delays.	Project description: Building an offline four lane highway with median barrier on a new route with a grade separated interchange and overbridges. Reclassifies the existing SH2 section to local road.						
Delivery method and funding source: s 9(2)(b)(ii), s 9(2)(f)(iv)	<table><tr><td>Pre-implementation start date</td><td>2025/26</td></tr><tr><td>Indicative Construction start date:</td><td>s 9(2)(f)(iv)</td></tr><tr><td>Completion date:</td><td></td></tr></table>	Pre-implementation start date	2025/26	Indicative Construction start date:	s 9(2)(f)(iv)	Completion date:	
Pre-implementation start date	2025/26						
Indicative Construction start date:	s 9(2)(f)(iv)						
Completion date:							
Interaction with other projects and alternative funding arrangements: TNL stage 2 follows on from TNL Stage 1 and decisions have been made to toll the full corridor.							

Key information

Impacts and benefits: 25-50% improvement in travel time during peak periods, with a reliable 15-minute journey between Omokora and Tauranga CBD. Travel time benefits make up 90% of the total benefits.	Cost estimation: s 9(2)(b)(ii), s 9(2)(f)(iv)								
<table><tr><td>BCR (P50):</td><td>2.3</td></tr><tr><td>BCR incl. WEBs (P50-P95):</td><td>2.8</td></tr></table>	BCR (P50):	2.3	BCR incl. WEBs (P50-P95):	2.8	<table><tr><td>P50 cost:</td><td>\$1,595m</td></tr><tr><td>P95 cost:</td><td>\$1,829m</td></tr></table>	P50 cost:	\$1,595m	P95 cost:	\$1,829m
BCR (P50):	2.3								
BCR incl. WEBs (P50-P95):	2.8								
P50 cost:	\$1,595m								
P95 cost:	\$1,829m								

Risks: s 9(2)(f)(iv) and s9(2)(g)(i)	
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s 9(2)(f)(iv)

Hawke's Bay Expressway Stage 1

\$570m – \$673m

High level overview

Problem statement:

The project aims to reduce growing wait times on the expressway, boosting regional economic growth and productivity. It also seeks to enhance safety and resilience along the route.

Delivery method and funding source:

A staged delivery approach over several NLTP periods. The NLTF is the preferred source for 100% funding of Stage 1.

Project description:

Stage 1 will widen the 6.5km mid-block section between Taradale and Pakowhai Roads roundabouts from two to four lanes, and duplicate overbridges at Meeanee and Kennedy Roads, and the Tutaekuri River bridge (Section 1). It also seeks to grade separate the Pākōwhai Road intersection (Section 2).

Pre-implementation start date: 2025/26

Indicative Construction start date: 2025/26

Completion date: 2030/31

Interaction with other projects and alternative funding arrangements:

Section 1 has already progressed to pre-implementation; this business case seeks funding for implementation of Section 1 and pre-implementation for Section 2. s 9(2)(b)(ii), s 9(2)(f)(iv)

Key information

Impacts and benefits:

- travel time benefits: \$108m
 - VOC (Vehicle Operating Cost) benefits: \$31m
 - safety benefits: \$15m
- These benefits rely on Stage 2 delivery. It is unclear how NZTA calculates the dollar value of these benefits, as several documents in the IC provide different figures.

BCR (P50): 2.3 – 2.8

BCR incl. WEBs (P50-P95): N/A

Cost estimation:

s 9(2)(b)(ii), s 9(2)(f)(iv)

P50 cost: \$570m

P95 cost: \$673m

Risks:

s 9(2)(f)(iv) and s9(2)(g)(i)

s 9(2)(f)(iv)



Ministry comment:

s 9(2)(f)(iv)

Petone to Grenada Link Road & Cross Valley Link

\$2,119m – \$2,677m

High level overview

Problem statement:

There is poor connectivity between Lower Hutt and Wellington / Porirua which limits economic productivity. SH1 and 2 carry over 70,000 vehicles per day and experience significant congestion at peak times. Due to poor network resilience, even minor events can significantly affect state highway operations and sever lifeline access between the Hutt and Wellington.

Delivery method and funding source

s 9(2)(b)(ii), s 9(2)(f)(iv)

Project description:

s 9(2)(b)(ii), s 9(2)(f)(iv) four lane median separated highway with an 80km/h speed limit. The recommended option includes two tunnels and new interchanges with SH1 and SH2, as well as a new bridge over SH2 that connects into Hutt Road.

Pre-implementation start date: 2025/26

Indicative Construction start date: s 9(2)(f)(iv)

Completion date:

Interaction with other projects and alternative funding arrangements

Interaction with the Cross Valley Link (which NZTA has treated as a separate initiative given it's a local road). The BCR of P2G and CVL as a combined project is 2.0. Other interactions include Te Ara Tupua (which is nearing completion) and RiverLink.

Key information

Impacts and benefits:

- economic growth and productivity benefits from travel time and reliability improvements
- up to 23 minutes of travel time savings and 60% travel time reliability improvements between Hutt and Porirua
- 10% reduction in death and serious injury crashes
- supports planned housing growth of 30k+ houses
- alternative route for closures on SH1 and SH2 during unplanned incidents.

BCR (P50): 1.7

BCR incl. WEBS (P50-P95): 2.7

Cost estimation:

s 9(2)(b)(ii), s 9(2)(f)(iv)

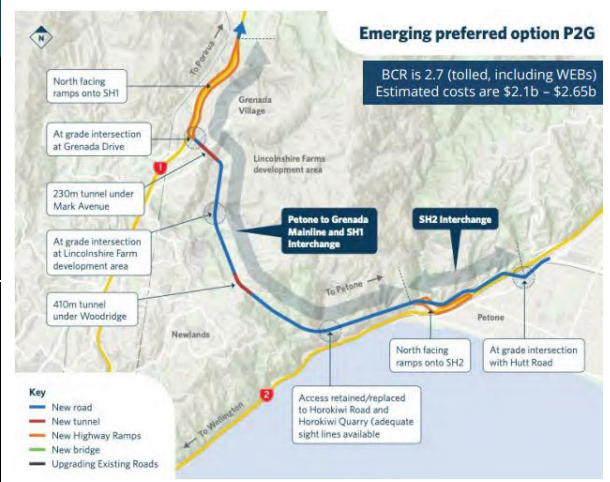
P50 cost: \$2,119m

P95 cost: \$2,677m

Risks:

s 9(2)(f)(iv) and s9(2)(g)(f)

s 9(2)(f)(iv)



Ministry comment:

s 9(2)(f)(iv)

Wellington Tunnels & Basin Reserve Upgrade

\$2,895 – \$3,747m

High level overview

Problem statement:

SH1 in Wellington CBD has capacity constraints, leading to large travel time delays and unreliable journeys. These delays cause people to use local roads, unsuitable for large traffic volumes. Slow journeys through the CBD limit the economic benefits generated by northern improvements. This project will unblock the Terrace and Mt Vic bottlenecks.

Delivery method and funding source:

To be consented via Fast Track Approvals Act, s 9(2)(b)(ii), s 9(2)(f)(iv)

Project description:

This RoNS project includes:

- a duplicate Terrace tunnel
- additional lanes on Karo Drive and Vivian Street
- major changes to Arras Tunnel and Basin Reserve roads
- a duplicate Mt Vic tunnel
- additional lanes from Mt Vic to Cobham Drive.

Pre-implementation start date: 2024/25

Indicative Construction start date: s 9(2)(f)(iv)

Completion date:

Interaction with other projects and alternative funding arrangements:

s 9(2)(b)(ii), s 9(2)(f)(iv)

Key information

Impacts and benefits:

Economic appraisal methodology said to align with MBCM.
Travel time: 10min reduction at peak times (\$1150m NPV)
Travel time variability: reduced by up to 40% (\$556m NPV)
Walking/cycling: 200+ extra trips per day (\$28m NPV)
Safety: worsens due to enabled VKT growth (-\$6m NPV)
Emissions: worsens due to enabled VKT growth (-\$33m NPV)
Other unmonetised benefits: -20% traffic via Hbr Quays

BCR (P50): 0.7

BCR incl. WEBs (P50-P95): 1.2

Cost estimation:

s 9(2)(b)(ii), s 9(2)(f)(iv)

P50 cost: \$2,895

P95 cost: \$3,747m

Risks:

s 9(2)(f)(iv) and s9(2)(g)(i)

s 9(2)(f)(iv)



Ministry comment:

s 9(2)(f)(iv)

Hope Bypass

\$1,154m – \$1,395m

High level overview

Problem statement:

Congestion and safety issues along SH6 are undermining regional economic performance. As a key freight corridor, SH6 requires enhanced road capacity to support the projected growth in Richmond South and the wider Tasman region.

Delivery method and funding source:

Staged delivery using traditional models (e.g. design and construct).

Project description:

New four lane grade separated road, and four lane grade separated interchange.

Pre-implementation start date 2025/26

Indicative Construction start date: s 9(2)(f)(iv)

Completion date:

Interaction with other projects and alternative funding arrangements:

s 9(2)(b)(ii), s 9(2)(f)(iv)

Key information

Impacts and benefits:

- 13-16min time savings along SH6 during peak times in 2054
- support 10,800 new households by 2034 and additional 11,000 homes by 2054
- 1-2 injury crashes saved per year
- NZTA preferred option (four lanes grade separated) achieves 1.7 BCR with 1.3 MCA score.

BCR (P50-P95): 1.7

BCR incl. WEBs (P50-P95): N/A

Cost estimation:

s 9(2)(b)(ii), s 9(2)(f)(iv)

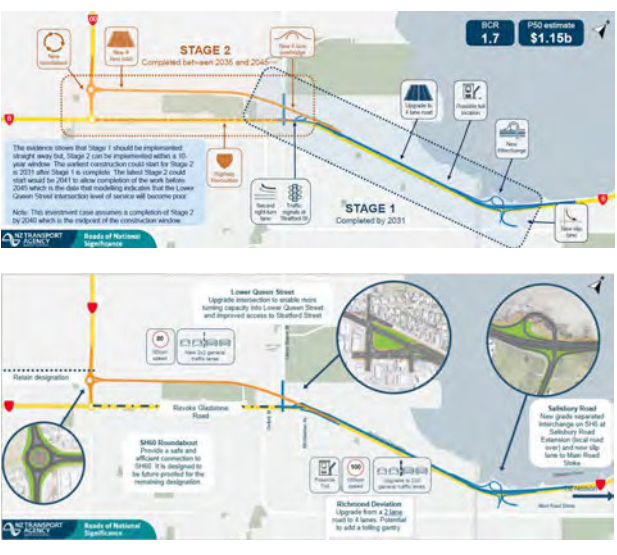
P50 cost: \$1,154m

P95 cost: \$1,395m

Risks:

s 9(2)(f)(iv) and s9(2)(g)(i)

s 9(2)(b)(ii), s 9(2)(f)(iv)



Ministry comment:

s 9(2)(f)(iv)

SH1 Belfast to Pegasus and Woodend Bypass

\$857m – \$1,030m

High level overview

Problem statement:

The Belfast-Pegasus area experiences significant travel delays as well as severance, safety and access issues, especially in Woodend township.

Delivery method and funding source:

Staged approach, traditional form of contract and open tender. NLTF funded with a tolling option.

Project description:

A 9km, four laned, extension of the Christchurch Northern Motorway to Pegasus, bypassing Woodend, including 3 grade separated interchanges and 2 underpasses. B2P also includes revocation of ~5km of the existing SH1.

Pre-implementation start date 2024/25

Indicative Construction start date: s 9(2)(f)(iv)

Completion date:

Interaction with other projects and alternative funding arrangements:

Interaction with other projects: N/A
Alternative funding arrangements: tolling

Key information

Impacts and benefits:

Travel time and reliability benefits: \$694m
Active mode benefits: \$6.9m
Safety benefits: \$32.5m
Reduction from 21,000 vpd (3,000 trucks) to 8,000 vpd (300 trucks) through Woodend

BCR (P50): 2.3

BCR incl. WEBs (P50-P95): N/A

Cost estimation:

s 9(2)(b)(ii), s 9(2)(f)(iv)

P50 cost: \$857m

P95 cost: \$1,030m

Risks:

s 9(2)(f)(iv) and s9(2)(g)(i)



Ministry comment:

s 9(2)(f)(iv)

Transport Portfolio Weekly Report As at Wednesday 29 January 2025

Week ending 28 February 2025	Government Policy Statement on Land Transport 2027/28 - 2036/37 s 9(2)(f)(iv)
	This briefing seeks your direction on delivering GPS 2027 and the scope, approach, and timing for s 9(2)(f)(iv)

Transport Portfolio Weekly Report As at Wednesday 12 February 2025

Delayed to week ending 7 March	Government Policy Statement on Land Transport 2027/28 - 2036/37 s 9(2)(f)(iv)
	This briefing seeks your direction on delivering GPS 2027 and the scope, approach, and timing for s 9(2)(f)(iv)

Transport Portfolio Weekly Report As at Wednesday 5 February 2025

Week ending 28 February 2025	Government Policy Statement on Land Transport 2027/28 - 2036/37 s 9(2)(f)(iv)
	This briefing seeks your direction on delivering GPS 2027 and the scope, approach, and timing for s 9(2)(f)(iv)

Transport Portfolio Weekly Report As at Wednesday 26 February 2025

Week ending 14 March	Government Policy Statement on Land Transport review – seeking initial direction
	This briefing will seek your: • direction on the statutorily required three yearly <u>review</u> of the Government Policy Statement on Land Transport (GPS), and • signature of the letter to the NZTA Board, requesting that it provide an investment proposal covering forecast expenditure and quality standards over the decade, to support your review of the GPS.

Transport Portfolio Weekly Report As at Wednesday 5 March 2025

Week ending 14 March	Government Policy Statement on Land Transport review – seeking initial direction
	This briefing will seek your: • direction on the statutorily required three yearly <u>review</u> of the Government Policy Statement on Land Transport (GPS), and • signature of the letter to the NZTA Board, requesting that it provide an investment proposal covering forecast expenditure and quality standards over the decade, to support your review of the GPS.

Transport Portfolio Weekly Report As at Wednesday 12 March 2025

Week ending 21 March	Government Policy Statement on Land Transport review – seeking initial direction This briefing will seek your direction on timing, and approach to, the statutory three-year review of the Government Policy Statement on Land Transport (GPS) s 9(2)(f)(iv)
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Transport Portfolio Weekly Report As at Tuesday 3 June 2025

Project: GPS 2027 review	
Project Status: NZTA has confirmed its intentions to respond to the forecast expenditure and performance information that you requested, to support your statutory review of GPS. In some instances, it has proposed providing substitute information to that requested, due to constraints on its data collection capabilities. It has also proposed providing evidence based on top-down analyses (e.g., inflation indexes) by end September, and updating this with bottom-up forecasts (e.g., asset condition assessment) by end February 2026. We will discuss this with NZTA and update you on any implications for completing your GPS review (e.g., timeframes and information constraints).	
Decisions required	Confirmed/Denied
None this week	N/A
Project: Roads of National Significance (RoNS)	
Project Status: We have had initial conversations with NZTA on the approach to the Cabinet paper commissioning, and it expressed comfort in providing investment cases and programme level information to the Ministry. We are working through with NZTA the best way to share this information.	
Associated papers	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025
Briefing: Funding and financing the Roads of National Significance Programme This briefing will outline indicative RoNS programme costs, high-level funding and financing options, and key trade-offs the Minister will consider ahead of the Cabinet paper. This will not provide detail on individual projects but will help shape the direction of the August advice. The Ministry is engaging with Treasury and NZTA to develop this advice.	Date: TBC Mid-July 2025

Project: Roads of National Significance (RoNS)		
Briefing: Update on the Roads of National Significance The briefing will provide an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry has begun engaging with NZTA on this.		Date: Wednesday 20 August 2025
Decisions required		Confirmed/Denied
None this week		N/A

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Transport Portfolio Weekly Report As at Tuesday 10 June 2025

Project: Roads of National Significance (RoNS)

Project Status:

Status of RoNS Investment Cases

On Wednesday 11 June, NZTA provided the Ministry with 11 RoNS investment cases that have been considered by the NZTA Board. NZTA will provide a further five investment cases in early August, once they have been submitted to its Board for consideration:

- East-West Link
- Petone to Grenada
- HB Expressway – full corridor
- Hope Bypass
- Wellington Improvements

NZTA has signalled that the Hamilton Southern Links investment case will be completed in September 2025 and the SH16 North West Alternative State Highway investment case – which NZTA do not consider construction a priority for the next 10 years - will be completed after route protection is confirmed in mid-2026.

Implications for RoNS project and programme advice

In light of NZTA's signalled timing for completing its investment cases, together with their collective size and delivery risks, we consider there will be:

- No impact on our ability to outline by mid-July the high-level funding and financing trade-offs for the RoNS programme and seek your direction on funding options (quantum and sources) for inclusion in our 20 August advice.
- Some impact on our 20 August advice – all completed investment cases will be incorporated, but we expect that high level estimates will need to be used for the Hamilton Southern Links and North West Alternative State Highway projects, similar to other mega projects (e.g. the Waitematā Harbour Crossing) and forecast maintenance, operations and renewals budgets.

Associated papers

Briefing: Funding and financing the Roads of National Significance Programme

This briefing will outline indicative RoNS programme costs, high-level funding and financing options, and key trade-offs the Minister will consider ahead of the Cabinet paper. This will not provide detail on individual projects but will help shape the direction of the August advice.

The Ministry is engaging with Treasury, NZTA and the Infrastructure Commission to develop this advice.

Date: Mid-July 2025

Briefing: Update on the Roads of National Significance

The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required.

Date: Wednesday 20 August 2025

Project: Roads of National Significance (RoNS)	
This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is engaging with NZTA on this.	
Associated papers – <i>Continued...</i>	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025
Decisions required	Confirmed/Denied
None this week	N/A

Project: GPS 2027 review	
Project Status: NZTA has confirmed its intention to respond to the forecast expenditure and performance information that you requested to support your statutory review of GPS 2024. NZTA intend to provide a top-down, macro level forecast in September. NZTA will update this to include bottom-up forecasts (informed by asset condition data) in February 2026. While we expect NZTA's February forecast to be of higher quality than the September forecast, we consider that indicative GPS funding envelope decisions can be informed by the September forecast. We do not expect this will affect the completion of the GPS review and it will enable you to release a draft GPS for public consultation in mid 2026 (if you choose). We expect that third-party independent scrutiny will be needed on both the September and February forecasts.	
Decisions required	Confirmed/Denied
None this week	N/A

Transport Portfolio Weekly Report As at Tuesday 17 June 2025

Project: Roads of National Significance (RoNS)		
Project Status: No substantial update this week; the Ministry is starting to review the RoNS investment cases that NZTA provided on 11 June.		
Associated papers		
Briefing: Funding and financing the Roads of National Significance Programme This briefing will outline indicative RoNS programme costs, high-level funding and financing options, and key trade-offs the Minister will consider ahead of the Cabinet paper. This will not provide detail on individual projects but will help shape the direction of the August advice. The Ministry is engaging with Treasury, NZTA and the Infrastructure Commission to develop this advice.	Date: Mid-July 2025	
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is engaging with NZTA on this.	Date: Wednesday 20 August 2025	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025	
Decisions required		Confirmed/Denied
None this week		N/A
Project: GPS 2027 review		
Project Status: We will be seeking your agreement to reprioritise the Ministry's baseline funding to commission a third-party evaluation of NZTA's 10-year expenditure and revenue. Note, this requires an initial decision from Minister Meager, as the funding relates to aviation.		
Associated papers		
Briefing: Section 9 Funding – Ministry of Transport and NZTA funding requests	Date: TBC July 2025	

Project: GPS 2027 review	
This briefing seeks approval to reprioritise uncommitted funding to contract an independent third-party to evaluate whether NZTA's proposed expenditure and performance measures for GPS 2027 represent value for money and is efficient and effective. We will first seek Minister Meager's support for reprioritisation, as the funding relates to aviation.	
Decisions required	Confirmed / Denied
None this week	N/A

Associate Transport Portfolio Weekly Report Week commencing 16 June 2025

18 June	Reprioritising uncommitted Milford Aerodrome runway replacement funding This briefing seeks your support to reprioritise a \$0.650 million uncommitted funding in the 2025/26 financial year for the Milford Aerodrome runway replacement, so that we can contract an independent third-party to evaluate whether NZTA's proposed expenditure and performance measures for the Government Policy Statement on land transport 2027 (GPS 2027) represent value for money and is efficient and effective. The Ministry has sufficient capital funding to cover the costs of the runway works. If you support the proposed reprioritisation, as the Acting Minister of Transport (Aviation), formal approval will then be sought from the Minister of Transport.
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Transport Portfolio Weekly Report As at Tuesday 24 June 2025

Project: Roads of National Significance (RoNS)	
Project Status: No substantial update this week; the Ministry is reviewing the RoNS investment cases that NZTA provided on 11 June.	
Associated papers	
Briefing: Funding and financing the Roads of National Significance Programme This briefing will outline indicative RoNS programme costs, high-level funding and financing options, and key trade-offs to consider ahead of the Cabinet paper. This will not provide detail on individual projects but will help shape the direction of the August advice. The Ministry is engaging with Treasury, NZTA and the Infrastructure Commission to develop this advice.	Date: Mid-July 2025
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is engaging with NZTA on this.	Date: 20 August 2025
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025
Decisions required	Confirmed/Denied
None this week	N/A
Project: GPS 2027 review	
Project Status: We will be seeking your agreement to reprioritise Ministry baseline funding to commission a third-party evaluation of NZTA's 10-year expenditure and revenue. Note: this requires an initial decision from Minister Meager, as the baseline funding proposed for reprioritisation relates to aviation.	
Associated papers	

Project: GPS 2027 review		
Briefing: Section 9 Funding – Ministry of Transport and NZTA funding requests This briefing seeks approval to reprioritise uncommitted funding to contract an independent third-party to evaluate whether NZTA's proposed expenditure and performance measures for GPS 2027 represent value for money and is efficient and effective.		Date: TBC July 2025
Decisions required		Confirmed / Denied
None this week		N/A

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Transport Portfolio Weekly Report As at Tuesday 01 July 2025

Project: Roads of National Significance (RoNS)	
Project Status: No substantial update this week; the Ministry is reviewing the RoNS investment cases that NZTA provided on 11 June and progressing our mid-July briefing.	
Associated papers	
Briefing: Funding and financing the Roads of National Significance Programme This briefing will outline indicative RoNS programme costs, high-level funding and financing options, and the parameters for scenarios that we present ahead of the Cabinet paper. This advice will not provide detail on individual projects but will help shape the direction of the August advice. The Ministry is consulting with Treasury, NZTA and the Infrastructure Commission to develop this advice.	Date: 16 July 2025
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: 20 August 2025
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025
Decisions required	Confirmed/Denied
None this week	N/A

Project: GPS 2027 review
Project Status: We will be seeking your agreement to reprioritise Ministry baseline funding to commission a third-party evaluation of NZTA's 10-year expenditure and revenue. Note: this requires an initial decision from Minister Meager, as the baseline funding proposed for reprioritisation relates to aviation.
Associated papers

Project: GPS 2027 review		
Briefing: Section 9 Funding – Ministry of Transport and NZTA funding requests This briefing seeks approval to reprioritise uncommitted funding to contract an independent third-party to evaluate whether NZTA's proposed expenditure and performance measures for GPS 2027 represent value for money and is efficient and effective.		Date: 30 July 2025
Decisions required		Confirmed / Denied
None this week		N/A

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Transport Portfolio Weekly Report As at Tuesday 8 July 2025

Project: Roads of National Significance (RoNS)		
Project Status: The Ministry is reviewing the RoNS investment cases that NZTA provided on 11 June and progressing our mid-July briefing. We are beginning to develop the options to fund and prioritise the RoNS projects for our August advice.		
Associated papers		
Briefing: Funding and financing the Roads of National Significance Programme This briefing will outline indicative RoNS programme costs, high-level funding and financing options, and the parameters for scenarios that we present ahead of the Cabinet paper. This advice will not provide detail on individual projects but will help shape the direction of the August advice. The Ministry is consulting with Treasury, NZTA and the Infrastructure Commission to develop this advice.	Date: Wednesday 16 July 2025	
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: 20 August 2025	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025	
Decisions required		Confirmed/Denied
None this week		N/A

Project: GPS 2027 review
Project Status: We will be seeking your agreement to reprioritise Ministry baseline funding to commission a third-party evaluation of NZTA's 10-year expenditure and revenue. Note: this requires an initial decision from Minister Meager, as the baseline funding proposed for reprioritisation relates to

Project: GPS 2027 review

aviation. Minister Meager has requested additional information on options to utilise the funding in the aviation sector. We will provide a briefing to Minister Meager by Friday 18 July.

Associated papers

Briefing: Section 9 Funding – Ministry of Transport and NZTA funding requests

This briefing seeks approval to reprioritise uncommitted funding to contract an independent third-party to evaluate whether NZTA's proposed expenditure and performance measures for GPS 2027 represent value for money and are efficient and effective.

Date: 30 July 2025 (TBC once Minister Meager has considered our 18 July advice)

Decisions required

Confirmed / Denied

None this week

N/A

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Transport Portfolio Weekly Report As at Tuesday 15 July 2025

Project: Roads of National Significance (RoNS)	
Project Status: The Ministry is preparing an A3 for discussion at Officials on 22 July, outlining the RoNS expenditure and revenue scenarios that we will include in the August 20 advice.	
Associated papers	
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: 20 August 2025
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025
Decisions required	Confirmed/Denied
None this week	N/A

Project: GPS 2027 review	
Project Status: We will seek your agreement to reprioritise Ministry baseline funding to commission a third-party evaluation of NZTA's 10-year expenditure and revenue. Note: this requires an initial decision from Minister Meager, as the baseline funding proposed for reprioritisation relates to aviation. Minister Meager has requested additional information on options to utilise the funding in the aviation sector. We will provide a briefing to Minister Meager by Friday 18 July.	
Associated papers	
Briefing: Section 9 Funding – Ministry of Transport and NZTA funding requests This briefing seeks approval to reprioritise uncommitted funding to contract an independent third-party to evaluate whether NZTA's proposed expenditure and performance measures for GPS 2027 represent value for money and are efficient and effective.	Date: Wednesday 30 July 2025 (TBC once Minister Meager has considered our 18 July advice)

Decisions required	Confirmed / Denied
None this week	N/A

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Transport Portfolio Weekly Report As at Tuesday 22 July 2025

Project: Roads of National Significance (RoNS)		
Project Status: The Ministry continues to review the nine business cases we have received and expect to receive the remaining seven business cases on 1 August. We will provide a summary of the business cases in the August 20 briefing. We are developing a range of expenditure and revenue options for you to consider in the August 20 briefing. As discussed on 22 July, the Ministry will develop: - expenditure options around a 20-year delivery timeframe, s 9(2)(f)(iv) - revenue options with consideration of existing user charges (FED/RUC/MVR), Crown Loans, Crown Grants, and opportunities for tolling and concessions		
Associated papers		
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: 20 August 2025	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 8 October 2025 To Committee (ECO): 15 October 2025	
Decisions required		Confirmed/Denied
None this week		N/A

Project: GPS 2027 review		
Project Status: The Ministry is undertaking a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast required for the development of GPS 2027. The Ministry intends to appoint a preferred supplier from the All of Government procurement panel by early September. The funding which the Ministry sought to reprioritise for this work, has now been committed to support delivery of the new Nelson/Tasman rain radar. The Ministry has reprioritised other elements of the GPS work programme and resourcing structure to ensure this work can be delivered in the required timeframes.		
Decisions required		Confirmed / Denied
None this week		N/A

Transport Portfolio Weekly Report As at Tuesday 29 July 2025

Project: Roads of National Significance (RoNS)	
Project Status: The Ministry continues to review the nine business cases we have received and expects to receive the remaining seven business cases on 1 August. We will provide a summary of the business cases and a range of expenditure and revenue options for you to consider in the 20 August briefing.	
Associated papers	
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: 20 August 2025
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 16 October 2025 To Committee (ECO): 22 October 2025
Decisions required	Confirmed/Denied
None this week	N/A
Project: GPS 2027 review	
Project Status: The Ministry is planning to initiate a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast on Monday, 4 August 2025. The independent review will support your statutory review of the Crown's land transport investment strategy, when preparing the next Government Policy Statement on land transport (GPS 2027). We are planning to appoint a preferred supplier from the All of Government procurement panel in early September 2025.	
Decisions required	Confirmed / Denied
None this week	N/A

Transport Portfolio Weekly Report As at Tuesday 5 August 2025

Project: Roads of National Significance (RoNS)		
Project Status: We are continuing to review the business cases we have received from NZTA but are still awaiting the Hawkes Bay Expressway (stages 1 -4) investment case and updated information on the Cambridge to Piarere and Takitimu North Link Stage 2 projects. NZTA has indicated that it has not completed an investment case for the Cross Valley Link, as it is planned to be built on the Hutt City local road network and so is currently designated as a local road. The Cross Valley Link was included in the investment case for the Petone to Grenada road as part of a joint Roads of National Significance. We have been made aware that changes are being made to investment cases, including project scope, costs, and Benefit-Cost Ratios (BCR) calculations. For example, the Hawkes Bay Expressway BCR has increased from 0.4-0.5 to 2.4-2.8. NZTA has not yet provided the relevant updates to investment cases that we need to ensure we are using consistent project information for the advice going to you and the NZTA Board. We have also requested a copy of NZTA's Investment Quality Assurance (IQA) on the RoNS projects, the RoNS Board paper and supporting material. NZTA has advised that we will not receive a copy of IQAs or Board paper until after the Board considers the RoNS paper on Friday 8 August, but NZTA have not confirmed an exact date. We will not be able to provide advice on the RoNS programme until we receive the detailed project level information from NZTA. Due to delays with getting this information from NZTA, we will need to delay our advice to 27 August. If there continue to be delays in getting information from NZTA, we may need to delay our advice further. This will allow the Ministry time to review any new information, ask clarifying questions and ensure our advice reflects the latest and most accurate information.		
Associated papers		
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: Wednesday 27 August 2025 (dependent on NZTA providing relevant information to us by 8 August)	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 16 October 2025 To Committee (ECO): 22 October 2025	
Decisions required		Confirmed/Denied
None this week		N/A

Project: GPS 2027 review	
Project Status: The Ministry has initiated a competitive tender for the independent third-party review of NZTA’s 10-year expenditure and revenue forecast and is expected to appoint a supplier in early September. The independent review will support your statutory review of the Crown’s land transport investment strategy, when preparing the next Government Policy Statement on land transport (GPS 2027).	
Decisions required	Confirmed / Denied

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Transport Portfolio Weekly Report As at Tuesday 12 August 2025

Project: Roads of National Significance (RoNS)		
Project Status: The Ministry has now received all investment cases, Investment Quality Assurance reports and the RoNS Board paper from NZTA. The Ministry is reviewing this material and is engaging with NZTA to ensure we understand the material; this includes asking follow up questions and requesting additional information (when required). The Ministry is also drafting advice on the RoNS programme, which will be provided on Wednesday 27 August. The RoNS advice will provide options around the level of expenditure on the RoNS programme, and how revenue can be raised to fund the programme. The Ministry will also provide options for how you could deliver/govern the RoNS programme to help the programme deliver on time and to budget. For example, the RoNS programme could be structured with a high degree of Ministerial oversight, or it could utilise existing NZTA governance and assurance arrangements.		
Associated papers		
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: Wednesday 27 August 2025	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 16 October 2025 To Committee (ECO): 22 October 2025	
Decisions required		Confirmed/Denied
None this week		N/A

Project: GPS 2027 review		
Project Status: The Ministry has initiated a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast and is expected to appoint a supplier in early September. The independent review will support your statutory review of the Crown's land transport investment strategy, when preparing the next Government Policy Statement on land transport (GPS 2027).		
Decisions required		Confirmed / Denied
None this week		N/A

Transport Portfolio Weekly Report As at Tuesday 19 August 2025

Project: Roads of National Significance (RoNS)		
Project Status: The Ministry has now received all investment cases, Investment Quality Assurance reports and the RoNS Board paper from NZTA. The Ministry is reviewing this material and is engaging with NZTA to ensure we understand the material; this includes asking follow-up questions and requesting additional information (when required). The Ministry is also drafting advice on the RoNS programme, which will be provided on Wednesday 27 August. The advice will provide options around the level of expenditure on the RoNS programme, and how revenue can be raised to fund the programme. The Ministry will also provide options for how you could deliver/govern the RoNS programme to help the programme deliver on time and to budget.		
Associated papers		
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: Wednesday 27 August 2025	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 17 September 2025 To lodge: 16 October 2025 To Committee (ECO): 22 October 2025	
Decisions required		Confirmed/Denied
None this week		N/A

Project: GPS 2027 review		
Project Status: The Ministry has initiated a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast and is expected to appoint a supplier in early September. The independent review will support your statutory review of the Crown's land transport investment strategy, when preparing the next Government Policy Statement on land transport (GPS 2027).		
Decisions required		Confirmed / Denied
None this week		N/A

Transport Portfolio Weekly Report As at Tuesday 26 August 2025

Project: Roads of National Significance (RoNS)	
Project Status: The Ministry will provide you a briefing on the RoNS programme for discussion with Ministry and NZTA officials on Wednesday 3 September 2025. Following this discussion the Ministry will draft a Cabinet paper on the RoNS for the 22 October 2025 ECO meeting.	
Associated papers	
Briefing: Update on the Roads of National Significance The briefing will be an overview of the RoNS sequencing and prioritisation and will provide you with an understanding of the scale, nature and phasing of the investment required. This briefing will rely on information from NZTA on the RoNS, including the investment cases for the RoNS projects. The Ministry is working with NZTA on this advice.	Date: Wednesday 27 August 2025
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: Wednesday 17 September 2025 To lodge: 16 October 2025 To Committee (ECO): 22 October 2025
Decisions required	Confirmed/Denied
None this week	N/A

Project: GPS 2027 review	
Project Status: The Ministry has initiated a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast, and we expect to appoint a supplier in early September. The independent review will support your statutory review of the Crown's land transport investment strategy when preparing the next Government Policy Statement on land transport (GPS 2027).	
Decisions required	Confirmed / Denied
None this week	N/A

Transport Portfolio Weekly Report As at Tuesday 2 September 2025

Project: Roads of National Significance (RoNS)	
Project Status: The Ministry has provided you with a briefing on the RoNS programme ahead of a discussion between yourself, the Ministry, and NZTA officials on Wednesday 3 September 2025. Following this discussion the Ministry will draft a Cabinet paper on the RoNS for the 22 October 2025 ECO meeting.	
Associated papers	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: 1 October 2025 To lodge: 16 October 2025 To Committee (ECO): 22 October 2025
Decisions required	Confirmed/Denied
None this week	N/A

Project: GPS 2027 review	
Project Status: The Ministry has completed a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast, and we expect to appoint a supplier within the next week. This will allow for a two-week scoping phase with the Independent Reviewer and NZTA, prior to NZTA providing the 10-year forecasts to the Ministry on Friday 19 September 2025.	
Decisions required	Confirmed / Denied
None this week	N/A

Transport Portfolio Weekly Report As at Tuesday 9 September 2025

Project: GPS 2027 review

Project Status: The Ministry has completed a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast and has appointed AECOM as the third-party reviewer. Work has begun between the Ministry, NZTA and AECOM to scope out how the review will run, and the Ministry expects to receive a draft report from AECOM in December.

The Ministry has also begun preparing advice on the development of GPS 2027 and the choices available to you on the content, including on the Strategic Priorities, Activity Class settings, and Ministerial Expectations. This briefing will also outline how we could shift the land transport system to a 10-year planning horizon and the key dates for GPS 2027 development.

Associated papers

Briefing: Seeking your direction on the development of a draft GPS 2027

This briefing gives you with an overview of development process and release timetable for the 2027 Government Policy Statement on land transport. It seeks your feedback on our proposed timing and approach and requests your direction on any changes you would like to see in the document's core components (strategic priorities, activity classes, Ministerial expectations).

Date: Wednesday 24 September 2025

Decisions required

None this week

Confirmed / Denied

N/A

Project: Roads of National Significance (RoNS)

Project Status: Officials from the Ministry and NZTA met with you on Wednesday 3 September to discuss the RoNS. We are awaiting your direction on the RoNS, including if you want to take a paper to Cabinet or, alternatively, to the Infrastructure and Investment Ministers Group.

Associated papers**Cabinet paper: Update on the Roads of National Significance**

This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.

To Minister: TBC

To lodge: TBC

To Committee (ECO): TBC

Decisions required

None this week

Confirmed/Denied

N/A

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Transport Portfolio Weekly Report As at Tuesday 16 September 2025

Project: GPS 2027 review	
Project Status: The Ministry has completed a competitive tender for the independent third-party review of NZTA's 10-year expenditure and revenue forecast and has appointed AECOM as the third-party reviewer. Work has begun between the Ministry, NZTA and AECOM to scope out how the review will run, and the Ministry expects to receive a draft report from AECOM in December. The information requested in May 2025 from NZTA is due to be submitted to the Ministry on Friday 19 September 2025. The Ministry has also begun preparing advice on the development of GPS 2027 and the choices available to you on the content, including on the Strategic Priorities, Activity Class settings, and Ministerial Expectations. This briefing will also outline how we could shift the land transport system to a 10-year planning horizon and the key dates for GPS 2027 development.	
Associated papers	
Briefing: Seeking your direction on the development of a draft GPS 2027 This briefing gives you an overview of development process and release timetable for the 2027 Government Policy Statement on land transport. It seeks your feedback on our proposed timing and approach and requests your direction on any changes you would like to see in the document's core components (strategic priorities, activity classes, Ministerial expectations).	Date: Wednesday 24 September 2025
Decisions required	Confirmed / Denied
None this week	N/A

Project: Roads of National Significance (RoNS)	
Project Status: Officials from the Ministry and NZTA met with you on Wednesday 3 September to discuss the RoNS. We are awaiting your direction, including if you want to take a paper to Cabinet or, alternatively, to the Infrastructure and Investment Ministers Group.	
Associated papers	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: TBC To lodge: TBC To Committee (ECO): TBC
Decisions required	Confirmed/Denied
None this week	N/A

Transport Portfolio Weekly Report As at Tuesday 23 September 2025

Project: GPS 2027 review		
Project Status: The Ministry has received NZTA's 10-year expenditure and revenue forecasts and is working this week with both AECOM (the Ministry's contracted Independent Reviewer) and NZTA to interrogate the information provided. The Ministry expect to be able to provide advice on NZTA's 10-year forecast and activity class settings in late October. The Ministry has also begun preparing advice on the development of GPS 2027 and the choices available to you on the content, including on the Strategic Priorities, Activity Class settings, and Ministerial Expectations. This briefing will also outline how we could shift the land transport system to a 10-year planning horizon and the key dates for GPS 2027 development.		
Associated papers		
Briefing: Seeking your direction on the development of a draft GPS 2027 This briefing gives you an overview of development process and release timetable for the 2027 Government Policy Statement on land transport. It seeks your feedback on our proposed timing and approach and requests your direction on any changes you would like to see in the document's core components (strategic priorities, activity classes, Ministerial expectations).	Date: Wednesday 1 October 2025	
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will outline NZTA's 10-year forecast and provide advice on the activity class definitions and funding ranges. It will also outline the level of funding required to deliver NZTA's 10-year forecast.	Date: Wednesday 29 October 2025	
Decisions required		Confirmed / Denied
None this week		N/A

Project: Roads of National Significance (RoNS)		
Project Status: Officials from the Ministry and NZTA met with you on Wednesday 3 September 2025 to discuss the RoNS. We are awaiting your direction, including if you want to take a paper to Cabinet or alternatively, to the Infrastructure and Investment Ministers Group.		
Associated papers		
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: TBC To lodge: TBC To Committee (ECO): TBC	

Decisions required	Confirmed/Denied
None this week	N/A

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Transport Portfolio Weekly Report As at Tuesday 30 September 2025

Project: Government Policy Statement (GPS) 2027 review		
Project Status: The Ministry continues to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to interrogate the information provided, and we expect to provide advice on this in late October 2025. The Ministry has also begun preparing advice on the development of the GPS 2027 and the choices available to you on the content, including on the Strategic Priorities, Activity Class settings, and Ministerial Expectations. This briefing will also outline how we could shift the land transport system to a 10-year planning horizon and the key dates for GPS 2027 development.		
Associated papers		
Briefing: Seeking your direction on the development of a draft GPS 2027 This briefing gives you an overview of development process and release timetable for the 2027 GPS on land transport. It seeks your feedback on our proposed timing and approach and requests your direction on any changes you would like to see in the document's core components (strategic priorities, activity classes, Ministerial expectations).	Date: Wednesday 1 October 2025	
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will outline NZTA's 10-year forecast and provide advice on the activity class definitions and funding ranges. It will also outline the level of funding required to deliver NZTA's 10-year forecast.	Date: Wednesday 29 October 2025	
Decisions required		Confirmed / Denied
None this week		N/A

Project: Roads of National Significance (RoNS)		
Project Status: Officials from the Ministry and NZTA met with you on Wednesday 3 September 2025 to discuss the RoNS. We are awaiting your direction, including if you want to take a paper to Cabinet or alternatively, to the Infrastructure and Investment Ministers Group.		
Associated papers		
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: TBC To lodge: TBC To Committee (ECO): TBC	

Decisions required	Confirmed/Denied
None this week	N/A

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Transport Portfolio Weekly Report As at Tuesday 7 October 2025

Project: Government Policy Statement (GPS) 2027 review	
Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to interrogate the information provided. We expect to provide advice on this in late October. We are also preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast. The advice will also outline the total cost to deliver NZTA's 10-year forecast (and associated revenue impacts) and any initial findings from AECOM's review.	
Associated papers	
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will outline NZTA's 10-year forecast and provide advice on the activity class definitions and funding ranges. It will also outline the level of funding required to deliver NZTA's 10-year forecast.	Date: Wednesday 29 October
Decisions required	Confirmed / Denied
None this week	N/A

Project: Roads of National Significance (RoNS)	
Project Status: Officials from the Ministry and NZTA met with you on 3 September to discuss the RoNS. We are awaiting your direction, including if you want to take a paper to Cabinet or alternatively, to the Infrastructure and Investment Ministers Group.	
Associated papers	
Cabinet paper: Update on the Roads of National Significance This paper will provide Cabinet with an update on the RoNS programme, including the forecast cost and delivery timelines.	To Minister: TBC To lodge: TBC To Committee (ECO): TBC
Decisions required	Confirmed/Denied
None this week	N/A

Transport Portfolio Weekly Report As at Tuesday 14 October 2025

Project: Government Policy Statement (GPS) 2027 review		
Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We expect to provide advice on this in early November. We are also preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast. The advice will also outline the total cost to deliver NZTA's 10-year forecast (and associated revenue impacts) and any initial findings from AECOM's review. To align this advice with the latest NLTF revenue forecasts we will provide the advice on 5 November (a week later than previously projected).		
Associated papers		
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will outline NZTA's 10-year forecast and provide advice on the activity class definitions and funding ranges. It will also outline the level of funding required to deliver NZTA's 10-year forecast.	Date: Wednesday 5 November	
Briefing: GPS 2027: Shifting the system to 10-year planning horizon The briefing will outline options for how you can shift the system to a 10-year planning horizon and the practical implications of the shift.	Date: Wednesday 5 November	
Decisions required		Confirmed / Denied
None this week		N/A

Project: Roads of National Significance (RoNS)		
Project Status: Officials from the Ministry and NZTA met with you on 3 September to discuss the RoNS. You provided direction this week that you wish to take a paper to Cabinet seeking endorsement of the sequencing of the RoNS programme and other major public transport projects. We are in the early stages of preparing this paper and will discuss it with you at your next Transport Officials Meeting (Thursday 23 October).		
Associated papers		
Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: Wednesday 5 November To lodge: Thursday 20 November To Committee: Monday 24 November (CBC)	
Decisions required		Confirmed/Denied
None this week		N/A

Transport Portfolio Weekly Report As at Tuesday 21 October 2025

Project: Government Policy Statement (GPS) 2027 review

Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We expect to provide advice on this in early November.

To support your Cabinet paper on the Major Transport Projects Pipeline (see update below), we will provide an Aide Memoire on NZTA's forecast expenditure. This will outline the expenditure required to maintain level of services across the land transport network and the forecast expenditure on improvements.

We are also preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings. This advice has been delayed by two weeks to focus on the Major Transport Projects Pipeline Cabinet paper.

Associated papers

s 9(2)(f)(iv)

Date: Wednesday 29 October 2025

Aide memoire: NZTA's forecast expenditure

This will outline NZTA's response to your request for a 10-year forecast of revenue and expenditure.

Date: Wednesday 5 November 2025

Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings

The briefing will provide advice on the activity class definitions and funding ranges. It will also outline the level of funding required to deliver the proposed funding ranges.

Date: Wednesday 19 November 2025

Decisions required

None this week

Confirmed / Denied

N/A

Project: Roads of National Significance (RoNS)

Project Status: We are in the early stages of preparing a Cabinet paper on the Major Transport Projects Pipeline and will discuss the commissioning with you at your next Transport Officials Meeting (Thursday 23 October).

Associated papers

Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: Wednesday 5 November 2025 To lodge: Thursday 20 November 2025 To Committee: Monday 24 November (CBC)	
Decisions required	Confirmed/Denied	
None this week	N/A	

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Transport Portfolio Weekly Report As at Tuesday 28 October 2025

Project: Government Policy Statement (GPS) 2027 review		
Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We expect to provide advice on this in early November. To support your Cabinet paper on the Major Transport Projects Pipeline (see update below), we will provide an Aide Memoire on NZTA's forecast expenditure. This will outline the expenditure required to maintain level of services across the land transport network and the forecast expenditure on improvements. We are also preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings.		
Associated papers		
s 9(2)(f)(iv)		Date: Monday 3 November 2025
Aide memoire: NZTA's forecast expenditure This will outline NZTA's response to your request for a 10-year forecast of revenue and expenditure.		Date: TBC (will align with the Major Transport Projects Pipeline Cabinet Paper)
Associated papers		
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will provide advice on the activity class definitions and options for how the funding ranges could be set. The options will include consideration of what can be delivered within existing revenue, and what can be delivered if additional revenue is provided.		Date: Wednesday 19 November 2025
Decisions required		Confirmed / Denied
None this week		N/A

Project: Roads of National Significance (RoNS)
Project Status: We are preparing advice on the Major Transport Projects Pipeline (MTPP) to be provided to your Office by Tuesday 4 November.
Associated papers

Briefing: Major Transport Projects Pipeline This briefing will provide advice on the MTPP that includes optimal prioritisation (with no timeframes for delivery) and indicative scenarios at different funding levels of the Major Transport Projects Pipeline.	Date: Tuesday 4 November 2025	
Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: TBC To lodge: Thursday 20 November 2025 To Committee: Monday 24 November (CBC)	
Decisions required		Confirmed/Denied
None this week		N/A

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Transport Portfolio Weekly Report As at Tuesday 4 November 2025

Project: Government Policy Statement (GPS) 2027 review

Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided.

To support your Cabinet paper on the Major Transport Projects Pipeline (see update below), we will provide an Aide Memoire on NZTA's forecast expenditure. This will outline the expenditure required to maintain level of services across the land transport network and the forecast expenditure on improvements.

We are also preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings.

Associated papers

s 9(2)(f)(iv)

Date: Wednesday 12 November 2025

Aide memoire: NZTA's forecast expenditure

This will outline NZTA's response to your request for a 10-year forecast of revenue and expenditure.

Date: TBC (will align with the Major Transport Projects Pipeline draft Cabinet Paper)

Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings

The briefing will provide advice on the activity class definitions and options for how the funding ranges could be set. The options will include consideration of what can be delivered within existing revenue, and what can be delivered if additional revenue is provided.

Date: Wednesday 19 November 2025

Decisions required

None this week

Confirmed / Denied

N/A

Project: Roads of National Significance (RoNS)

Project Status: We are preparing advice on the Major Transport Projects Pipeline (MTPP) to be provided to your Office by Wednesday 5 November.

Associated papers

Briefing: Seeking your direction on the Draft Major Transport Projects Pipeline

This briefing responds to your request for further advice on a prioritised list of major transport capital projects. It provides a slide deck, which prioritises the

Date: Wednesday 5 November

MTPP and outlines how many projects could be delivered under different funding scenarios.	
Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: TBC To lodge: TBC To Committee: TBC
Decisions required	Confirmed/Denied
None this week	N/A

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Transport Portfolio Weekly Report Week commencing 10 November 2025

Project: Government Policy Statement (GPS) 2027 review	
Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We are preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings.	
Associated papers	
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will provide advice on the activity class definitions and options for how the funding ranges could be set. The options will include consideration of what can be delivered within existing revenue, and what can be delivered if additional revenue is provided.	Date: Wednesday 26 November 2025
Decisions required	Confirmed / Denied
None this week	N/A

Project: Roads of National Significance (RoNS)	
Project Status: We are awaiting further direction on the Major Transport Projects Pipeline.	
Associated papers	
Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: TBC To lodge: TBC To Committee: TBC
Decisions required	Confirmed/Denied
None this week	N/A

Transport Portfolio Weekly Report Week commencing 17 November 2025

Project: Government Policy Statement (GPS) 2027 review	
Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We are preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings.	
Associated papers	
Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings The briefing will provide advice on the activity class definitions and options for how the funding ranges could be set. The options will include consideration of what can be delivered within existing revenue, and what can be delivered if additional revenue is provided.	Date: Wednesday 26 November 2025
Decisions required	Confirmed / Denied
None this week	N/A

Project: Roads of National Significance (RoNS)	
Project Status: We are awaiting further direction on your next steps for the Major Transport Projects Pipeline.	
Associated papers	
Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: TBC To lodge: TBC To Committee: TBC
Decisions required	Confirmed/Denied
None this week	N/A

Transport Portfolio Weekly Report Week commencing 24 November 2025

Project: Government Policy Statement (GPS) 2027 review

Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided.

We are preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings.

s 9(2)(f)(iv)

Alongside work on the activity class settings, the Ministry has been working to develop the strategic priorities and ministerial expectations. This work will inform an initial draft GPS which we intend to provide to you for review in late December.

This work interfaces with the work on the Major Transport Projects Pipeline (MTPP) Cabinet paper. We suggest providing advice on the GPS 2027 activity class settings, and a draft GPS this side of Christmas, followed by a draft MTPP Cabinet paper in early January. This way we can advise you on the needs for the system, get an understanding of your priorities for the next 10-years, and ensure that the draft MTPP paper reflects your priorities.

Associated papers

Briefing: GPS 2027: NZTA's 10-year forecast and Activity Class settings

The briefing will provide advice on the activity class definitions and options for how the funding ranges could be set. The options will include consideration of what can be delivered within existing revenue, and what can be delivered if additional revenue is provided.

Date: Wednesday 3 December 2025

Briefing GPS 2027: Initial Draft GPS 2027 for review

This briefing will be providing an initial draft GPS for your review. It will outline the strategic priorities, activity class settings, and ministerial expectations, and will build on previous advice we have provided. We append a copy of AECOM's initial draft review of NZTA's forecast to this briefing.

This briefing is aiming to be provided by 17 December, but we recognise that it may not meet the close-off date for your end of year bag. If necessary, this briefing could be considered in the New Year.

Date: Wednesday 17 December 2025 (Tentative)

Decisions required

Confirmed / Denied

None this week

N/A

Project: Major Transport Projects Pipeline (MTPP)

Project Status: We are preparing a draft MTPP Cabinet paper for your review. We suggest this draft Cabinet paper is provided in January so it can build off advice provided on the GPS 2027 activity classes, s 9(2)(f)(iv)

Associated papers

Cabinet paper: Major Transport Projects Pipeline

This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.

To Minister: Early January

To lodge: TBC

To Committee: TBC

Decisions required

Confirmed/Denied

None this week

N/A

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Transport Portfolio Weekly Report Week commencing 01 December 2025

Project: Government Policy Statement (GPS) 2027 review

Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We expect to receive an initial draft review of NZTA's forecast in December, and will provide a copy of the review to you alongside the initial draft GPS.

We are preparing advice on the GPS 2027 activity class settings (including definitions and funding ranges) based on NZTA's 10-year forecast and referencing any initial findings from the AECOM review. The advice will also outline any revenue implications, from the proposed activity class settings.

s 9(2)(f)(iv)

Alongside work on the activity class settings, the Ministry has been working to develop the strategic priorities and ministerial expectations. This work will inform an initial draft GPS which we intend to provide to you for review in late December.

Associated papers

Briefing: Seeking Your Direction on GPS 2027 Activity Classes

The briefing will seek your direction on activity class definitions and options for how the funding ranges could be set, to inform the draft GPS.

Date: Thursday 4 December 2025

Briefing GPS 2027: Initial Draft GPS 2027 for review

This briefing will provide an initial draft GPS for your review. It will outline the strategic priorities, activity class settings, and ministerial expectations, and will build on previous advice we have provided. We append a copy of AECOM's initial draft review of NZTA's forecast to this briefing.

Subject to your feedback on the GPS activity classes briefing we could either provide a draft GPS on 17 December 2025, or in late January 2026.

Date: Either Wednesday 17 December 2025 or late January 2026

Decisions required

Confirmed / Denied

Advise if you would like to receive a draft GPS on 17 December 2025

Yes / No

Project: Major Transport Projects Pipeline (MTPP)

Project Status: We are preparing a draft MTPP Cabinet paper for your review in January. This paper will build off advice provided on the GPS 2027 activity classes, s 9(2)(f)(iv)

Associated papers

Cabinet paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: Early January To lodge: TBC To Committee: TBC	
Decisions required	Confirmed/Denied	
None this week	N/A	

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Transport Portfolio Weekly Report Week commencing 08 December 2025

Project: Government Policy Statement (GPS) 2027 review

Project Status: We are continuing to work with AECOM and NZTA following receipt of NZTA's 10-year expenditure and revenue forecasts, to examine the information provided. We expect to receive an initial draft review of NZTA's forecast in December and will provide a copy of the review to you alongside the initial draft GPS.

s 9(2)(f)(iv)

The Ministry has been working to develop the strategic priorities and ministerial expectations sections of the GPS. This work will inform an initial draft which we intend to provide to you for review in late December.

Associated papers

Briefing GPS 2027: Initial Draft GPS 2027 for review

This briefing will provide an initial draft GPS for your review. It will outline the strategic priorities, activity class settings, and ministerial expectations, and will build on previous advice we have provided. We append a copy of AECOM's initial draft review of NZTA's forecast to this briefing.

Subject to your feedback on the GPS activity classes briefing we could either provide a draft GPS on 17 December 2025, or in late January 2026.

Date: Wednesday 17 December 2025 or late January 2026 (TBC)

Decisions required

Advise if you would like to receive a draft GPS on 17 December 2025

Confirmed / Denied

Yes / No

Project: Major Transport Projects Pipeline (MTPP)

Project Status: We are preparing a draft MTPP Cabinet paper for your review in January. This paper will build off advice provided on the GPS 2027 activity classes

s 9(2)(f)(iv)

Associated papers

Cabinet paper: Major Transport Projects Pipeline

This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.

To Minister: Early January

To lodge: TBC

To Committee: TBC

Decisions required

None this week

Confirmed/Denied

N/A

Transport Portfolio Weekly Report Week commencing Tuesday 20 January 2026

Project: Government Policy Statement (GPS) 2027

Project Status: We have received an initial draft review of NZTA's 10-year forecast and have provided you a copy. We are continuing to work with NZTA and AECOM to understand any changes NZTA will make to the forecast in the February update (due on 27 February)

We are continuing to work on the development of the draft GPS 2027 and will share an initial draft for your review in late January.

Associated papers

Briefing: Updating you on the Independent Review of the NZTA 10-Year Forecast

This briefing provides you with an update on the Independent Reviewer's assessment of NZTA's 10-year forecast, summarising the key findings, limitations, and implications for GPS 2027.

Date: Wednesday 21 January 2026

Briefing: Initial Draft GPS 2027 for review

This briefing will provide an initial draft GPS for your review. It will outline the strategic priorities, activity class settings, and ministerial expectations, and will build on previous advice we have provided.

Date: Wednesday 28 January 2026

This briefing will also provide a draft Major Transport Projects Pipeline Cabinet paper for your review.

s 9(2)(f)(iv)

Briefing: Further advice on GPS 2027 expenditure and revenue

This briefing will build on previous advice and discussions and provide you with options on how you can set GPS 2027 activity classes and how you can raise revenue.

Date: 25 February 2026

Decisions required

Confirmed / Denied

None this week

N/A

Project: Major Transport Projects Pipeline

Project Status: We are preparing a draft MTPP Cabinet paper for your review in January, alongside the draft GPS 2027.

Associated papers

Cabinet Paper: Major Transport Projects Pipeline

This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.

To Minister: Wednesday 28 January 2026

To lodge: TBC

To Committee: TBC

Decisions required

None this week

Confirmed / Denied

N/A

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Transport Portfolio Weekly Report Week commencing Tuesday 26 January 2026

Project: Government Policy Statement (GPS) 2027		
Project Status: We are providing you with a draft GPS 2027 for your review. The draft contains placeholders on the expenditure and revenue settings. We will provide you with further advice on how you can balance expenditure and revenue over the GPS 2027 period in February. We are also continuing to work with NZTA and AECOM to understand any changes NZTA will make to the forecast in the February update (due on 27 February).		
Associated papers		
Briefing: Initial Draft GPS 2027 for review This briefing will provide an initial draft GPS for your review. It will outline the strategic priorities, activity class settings, and ministerial expectations, and will build on previous advice we have provided. This briefing will also provide a draft Major Transport Projects Pipeline Cabinet paper for your review.	Date: Thursday 29 January 2026	
Briefing: Further advice on GPS 2027 expenditure and revenue This briefing will build on previous advice and discussions and provide you with options on how you can set GPS 2027 activity classes and how you can raise revenue.		
Decisions required None this week		Confirmed / Denied N/A

Project: Major Transport Projects Pipeline	
Project Status: We are preparing a draft MTPP Cabinet paper for your review in January, alongside the draft GPS 2027.	
Associated papers	
Cabinet Paper: Major Transport Projects Pipeline This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.	To Minister: Thursday 29 January 2026 To lodge: TBC To Committee: TBC

Decisions required	Confirmed / Denied
None this week	N/A

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Transport Portfolio Weekly Report Week commencing Monday 02 February 2026

Project: Government Policy Statement (GPS) 2027

Project Status: We have provided you with a draft GPS 2027 and are awaiting your feedback.

The draft contains placeholders on the expenditure and revenue settings. We will provide you with further advice on how you can balance expenditure and revenue over the GPS 2027 period in February.

We are also continuing to work with NZTA and AECOM to understand any changes NZTA will make to the forecast in the February update (due on Friday 27 February).

Associated papers

s 9(2)(f)(iv)

Briefing: Further advice on GPS 2027 expenditure and revenue

This briefing will build on previous advice and discussions and provide you with options on how you can set GPS 2027 activity classes and raise revenue.

Date: Wednesday 25 February 2026

Decisions required

None this week

Confirmed / Denied

N/A

Project: Major Transport Projects Pipeline

Project Status: We have provided you a draft MTPP Cabinet paper for your review and are awaiting your feedback.

Associated papers

Cabinet Paper: Major Transport Projects Pipeline

This paper will seek Cabinet endorsement of the sequencing of the RoNS programme and major public transport projects.

To Minister: Complete

To lodge: TBC

To Committee: TBC

Decisions required

None this week

Confirmed / Denied

N/A

Transport Portfolio Weekly Report Week commencing Monday 09 February 2026

Project: Government Policy Statement (GPS) 2027		
Project Status: We have provided you with a draft GPS 2027 and are awaiting your feedback. The draft contains placeholders on the expenditure and revenue settings. We will provide you with further advice on how you can balance expenditure and revenue over the GPS 2027 period on Wednesday 25 February. We are also continuing to work with NZTA and AECOM to understand any changes NZTA will make in the February update.		
Associated papers		
s 9(2)(f)(iv)		
Briefing: Further Advice on GPS 2027 Expenditure and Revenue This briefing will build on previous advice and discussions and provide you with options on how you can set GPS 2027 activity classes and raise revenue.		
		Date: Wednesday 25 February 2026
Decisions required		Confirmed / Denied
None this week		N/A
Project: Major Transport Projects Pipeline (MTPP)		
Project Status: We have provided you a draft MTPP Cabinet paper for your review and are awaiting your feedback.		
Associated papers		
Cabinet Paper: Major Transport Projects Pipeline This paper seeks Cabinet endorsement of the sequencing of the Roads of National Significance programme and major public transport projects.		To Minister: Complete To lodge: TBC To Committee: TBC
Decisions required		Confirmed / Denied
None this week		N/A

Transport Portfolio Weekly Report Week commencing Monday 16 February 2026

Project: Government Policy Statement (GPS) 2027

Project Status: We have provided you with a draft GPS 2027 and are awaiting your feedback.

We will receive NZTA's updated 10-year forecast on Thursday 27 February and will provide updated expenditure and revenue advice on 11 March ^{s 9(2)(f)(iv)}

We are continuing to work with NZTA and AECOM to understand any changes NZTA will make in their February update.

Associated papers

^{s 9(2)(f)(iv)}

Briefing: Update on GPS 2027 Expenditure Scenario and Revenue

This briefing will build on previous advice and discussions, NZTA's updated 10-year forecast (due 27 February), and our proposed investment principles. It will outline how you can set GPS 2027 activity classes and raise revenue.

Date: Wednesday 11 March 2026

Decisions required

None this week

Confirmed / Denied

N/A

Project: Major Transport Projects Pipeline (MTPP)

Project Status: We have provided you a draft MTPP Cabinet paper for your review and are awaiting your feedback.

Associated papers

Cabinet Paper: Major Transport Projects Pipeline

This paper seeks Cabinet endorsement of the sequencing of the Roads of National Significance programme and major public transport projects.

To Minister: Complete

To lodge: TBC

To Committee: TBC

Decisions required

None this week

Confirmed / Denied

N/A

OC260095

15 May 2026



Tēnā koe 

I refer to my letter dated 28 April 2026, where we advised you that the Ministry was finalising the information relevant to this part of your request and aimed to provide a response by 15 May 2026.

“Copies of all advice, briefings, aide memoires, emails, cabinet papers, draft documents, and any other written or recorded material provided by, or commissioned by, your agency relating to the drafting of the Government Policy Statement on land transport 2027 (GPS 2027).”

This request includes (but is not limited to):

- *Substantive material received from or shared with NZ Transport Agency Waka Kotahi that informed advice on GPS 2027.”*

While the majority of the correspondence between the New Zealand Transport Agency and the Ministry of Transport (the Ministry) has been withheld under section 9(2)(f)(iv) of the Act to protect the confidentiality of advice tendered by Ministers of the Crown and officials, we are releasing 22 emails with some information 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)(ba)(ii)	to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to damage the public interest;
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)(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 |

Regarding 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.

The document schedule attached as Annex 1 outlines how the correspondence has been treated under the Act.

If you would like to discuss this decision with us, please do not hesitate to contact us at OIA@transport.govt.nz.

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



Lucy Forsman
Manager, Investment

Annex 1: Document Schedule

Doc #	Date	Title of Document	Decision on request
1	5 March 2025	Email from: James McHardy (NZTA) to the Ministry Subject: Internal Slides Attachments: 2025-0-21 Deficit 2025-02-21 Wave 1 & Wlg Tunnels funding analysis	Release with some information withheld under section 9(2)(b)(ii).
2	29 May 2025	Email from: George Ross (the Ministry) to NZTA Subject: FW: RoNS Investment Cases Attachments: 05.1 Attachment 1 - Mill Road Stage 1 Investment Case 05.2 Attachment 2 -Tauriko West Investment Case 8. RONS update Dec 2024 - Hawke's Bay8 Expressway Investment Case - Omokoroa 2 Te Puna DBC_Business_Case Ver 3 Part 1	Release with some information withheld under section 9(2)(a). Attachments are refused under section 18(d), as the information is available on the NZTA's website: https://nzta.govt.nz/planning-and-investment/major-projects/roads-of-national-significance
3	9 June 2025	Email from: George Ross (the Ministry) to NZTA Subject: RE: RoNS investment cases Attachments: RoNS advice - key messages and high level timeline	Release with some information withheld under sections and 9(2)(f)(iv).
4	19 June 2025	Email from: George Ross (the Ministry) to NZTA Subject: RoNS modelling Attachments: MIN-4725 - 12-year Expenditure Forecast_final	Release with some information withheld under sections 9(2)(a), 9(2)(b)(ii) and 9(2)(f)(iv).
5	7 July 2025	Email from: Andrew Gibben (NZTA) to the Ministry Subject: RE: MoT NZTA Finance / Policy / Strategy Attachments: - Activity Class Breakdown – May - Activity Class Breakdown - April	Release with some information withheld under section 9(2)(a).
6	9 July 2025	Email from: James McHardy (NZTA) to the Ministry Subject: RE: Transport Funding and Financing Working Group meeting 9/7/25	Release with some information withheld under section 9(2)(a). Attachment is refused under section 18(d), as the final plan is available here:

Doc #	Date	Title of Document	Decision on request
		Attachments: draft-national-infrastructure-plan-web	https://tewaihang.govt.nz/national-infrastructure-plan
7	18 July 2025	Email from: George Ross (the Ministry) to NZTA Subject: Draft RoNS A3 Attachments: Draft Expenditure and Revenue Options for Delivering the Roads of National Significance v3	Release with some information withheld under sections 9(2)(a) and 9(2)(f)(iv).
8	21 July 2025	Email from: George Ross (the Ministry) to NZTA Subject: RoNS A3 Attachments: Update on the Roads of National Significance	Release with some information withheld under section 9(2)(a). Attachment refused under section 18(d), as the information is publicly available here: https://www.transport.govt.nz/assets/Uploads/OIA-response/Revised-Advice-provided-on-the-Affordability-of-the-Roads-of-National-Significance.pdf (refer to page 4)
9	22 July 2025	Email from: Cody Davidson (NZTA) to the Ministry Subject: RE: RoNS A3 Attachments: Update on the Roads of National Significance	Release with some information withheld under section 9(2)(a), 9(2)(b)(ii), 9(2)(i), 9(2)(j). Attachment refused under section 18(d), as the information is publicly available here: https://www.transport.govt.nz/assets/Uploads/OIA-response/Revised-Advice-provided-on-the-Affordability-of-the-Roads-of-National-Significance.pdf (refer to page 4)
10	22 July 2025	Email from: Cody Davidson (NZTA) to the Ministry Subject: [IN-CONFIDENCE] FW: RoNS Board papers Attachments: 08.2.1 Attachment 1 - Takitimu North Link Stage 2	Release with some information withheld under section 9(2)(a), 9(2)(b)(ii), 9(2)(ba)(ii), 9(2)(f)(iv), 9(2)(g)(i), 9(2)(j). Refused under section 18(d), those can be found here: https://www.nzta.govt.nz/about-us/who-we-are/our-board/published-board-meeting-minutes
11	22 July 2025	Email from: James McHardy (NZTA) to the Ministry Subject: RE: revenue growth v cost growth Attachments: FED vs cost indices from 2015	Release in full. Attachment is out of scope.
12	7 August 2025	Email from: Brigit Stephenson (NZTA) to the Ministry Subject: RE: RoNs Weekly Meeting: MoT/NZTA Attachments: 20250807 RoNS cost and BCR table	Release with some information withheld under section 9(2)(f)(iv).
13	11 August 2025	Email from: Brigit Stephenson (NZTA) to the Ministry	Release with some information withheld under section 9(2)(f)(iv).

Doc #	Date	Title of Document	Decision on request
		Subject: RE: RoNS Board paper #2- programme scheduling and prioritisation Attachments: RoNS prioritisation CORRECT	
14	25 August 2025	Email from: George Ross (the Ministry) to NZTA Subject: Draft RoNS advice Attachments: OC250681 Advice on the Roads of National Significance - Briefing – Policy (009)	Release with some information withheld under section 9(2)(a) and 9(2)(f)(iv).
15	26 August 2025	Email from: George Ross (the Ministry) to NZTA Subject: Updated draft RoNS Attachments: OC250681 Advice on the Roads of National Significance - Briefing – Policy 2608	Release with some information withheld under section 9(2)(a), 9(2)(b)(ii), 9(2)(f)(iv) and 9(2)(i).
16	26 August 2025	Email from: Cody Davidson (NZTA) to the Ministry Subject: RE: Draft RoNS advice Attachments: BRI-3407 - RoNS Prioritisation draft	Release with some information withheld under sections 9(2)(a), 9(2)(b)(ii) and 9(2)(f)(iv).
17	27 August 2025	Email from: George Ross (the Ministry) to NZTA Subject: RE: Updated draft RoNS Attachments: RE: RONS request: costs and BCR on staged options	Release with some information withheld under sections 9(2)(a), 9(2)(b)(ii) and 9(2)(f)(iv).
18	28 August 2025	Email from: George Ross (the Ministry) to NZTA Subject: OC250681 Advice on the Roads of National Significance - Briefing - Policy (17) Attachments: - OC250681 Advice on the Roads of National Significance - Briefing - Policy (17) - ATTACHMENT 1_RoNS 1 Page Summaries	Release with some information withheld under section 9(2)(a). Attachments were released under previous response dated 29 April 2026.
19	3 September 2025	Email from: George Ross (the Ministry) to NZTA Subject: RE: Draft RoNS summary A3 Attachments: RoNS summary A3	Release with some information withheld under sections 9(2)(a) and 9(2)(f)(iv).
20	25 September 2025	Email from: Eric Weile (NZTA) to the Ministry Subject: NZTA OBU Presentation attached	Release with some information withheld under sections 9(2)(a), 9(2)(b)(ii) and 9(2)(f)(iv).

Doc #	Date	Title of Document	Decision on request
		Attachments: 2025-09-25 Summary_OBU for MOT and Tsy updates 25 Sept 25	
21	14 October 2025	Email from: George Ross (the Ministry) to NZTA Subject: RE: AECOM access to RoNS investment cases Attachments: Information Request to NZTA to support GPS review - FINAL sent to NZTA (4)	Release with some information withheld under sections 9(2)(a) and 9(2)(f)(iv).
22	25 February 2026	Email from: Kim Marshall (NZTA) to the Ministry Subject: RE: Discussion of measures for GPS 2027 - process, timing and approach Attachments: FINAL_Waka Kotahi written feedback on GPS 2024 monitoring framework - Ver for MoT - 3 Nov 2022.docx	Release with some information withheld under sections 9(2)(a).

Neha Pawar

From: James McHardy <james.mchardy@nzta.govt.nz>
Sent: Wednesday, 5 March 2025 7:13 am
To: Tim Herbert; George Ross; Charlotte Vannisselroy; Danny Pouwels
Subject: Internal Slides
Attachments: 2025-0-21 Deficit.pdf; 2025-02-21 Wave 1 & Wlg Tunnels funding analysis.pdf

Attachment withheld under section 9(2)(b)(ii).

Morning all – just as a courtesy

- Couple of recent slide decks that Sara needed for various internal/external chat – comes from the Model that you guys have an older version of.
 - Nothing new - other than feels like the financing facilities required from DMO to deliver this looking less and less likely.
- Have also created a powerbi dashboard (see below) that captures some of this functionality – going through IT security now to be able to share with you guys (**sing out if you want a demo from adrian**)
- Our team will get roped in to helping build the continuous programmes cost model as per your requests for GPS27, maybe a coffee to chat about final form of this that would make your life easier (i.e. model design etc)

Jimmy

s 9(2)(b)(ii)

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Neha Pawar

From: George Ross
Sent: Thursday, 29 May 2025 3:16 pm
To: Francie Simone
Cc: Charlotte Vannisselroy; Duncan Wilson
Subject: FW: RoNS Investment Cases
Attachments: 05.1 Attachment 1 - Mill Road Stage 1 Investment Case.pdf; 05.2 Attachment 2 - Tauriko West Investment Case.pdf; 8. RONs update Dec 2024 - Hawke's Bay Expressway Investment Case.pdf; Omokoroa 2 Te Puna DBC_Business_Case Ver 3 Part 1.pdf

Attachments are refused under section 18(d) of the Act, as the information is available on the NZTA's website: <https://nzta.govt.nz/planning-and-investment/major-projects/roads-of-national-significance>

Hey Francie,

Would you be able to help out with this?

Ngā mihi
George

From: George Ross
Sent: Wednesday, 28 May 2025 3:04 pm
To: Robyn Elston <Robyn.Elston@nzta.govt.nz>
Cc: Jess Edlin <J.Edlin@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>; Duncan Wilson <D.Wilson@transport.govt.nz>
Subject: RoNS Investment Cases

Hi Robyn,

Just following up from our meeting on the RoNS this morning. I've attached what we have received on the RoNS investment cases so far.

It looks like these attachments might be summaries for the Board.

Can we confirm that there are more fulsome investment cases behind these, which provides details on:

- The options analysis, including consideration of low cost/scaled options
- Forecast costs and benefits of the projects (ideally broken down annually)
- The strategic context these projects are in, including any link to other RoNS or major projects
- Delivery/procurement models (including PPPs if relevant) and the governance structure of the project
- Possible alternative revenue sources, including tolling

We're already in contact with James McHardy on the portfolio view/prioritisation, but grateful if you can connect us with the relevant people at NZTA to figure out the best way to share this information and to discuss the Ministry's role in reviewing the investment cases.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Matua | Senior Advisor - Investments

Te Rautaki Pūnaha Waka me te Pūtea Haumi | System Strategy & Investment

Te Manatū Waka Ministry of Transport

s 9(2)(a)

E: g.ross@transport.govt.nz | transport.govt.nz

Neha Pawar

From: George Ross
Sent: Monday, 9 June 2025 12:07 pm
To: Cody Davidson
Cc: Francie Simone; Charlotte Vannisselroy
Subject: RE: RoNS investment cases
Attachments: RoNS advice - key messages and high level timeline.docx

Thanks Cody,

Below is my proposed weekly report update. Largely it aligns with your email below, but I have indicated that we will receive investment cases in the week prior to Board meetings, this aligns with comments we received from Sara Lindsay on Friday (attached).

Could you please let me know if you have any comments/concerns with it by **midday tomorrow**? It would also be good to know if you have previously briefed the Minister on the timeline for the RoNS, and if NZTA will be providing a weekly report update on this?

Project: Roads of National Significance (RoNS) Investment

Project Status: NZTA has confirmed that we will receive investment cases for the RoNS projects that have been considered by the NZTA Board by 13 June. There are currently seven RoNS projects that are still being developed, and NZTA has indicated we will receive the investment cases in the week prior to the NZTA Board meeting. The following projects are expected to be considered at the August 8 Board meeting:

- East-West Link
- Petone to Grenada
- HB Expressway – full corridor
- Hope Bypass
- Wellington Improvements

In addition to these projects, NZTA expect the Hamilton Southern Links investment case will be considered at the 11 September Board meeting, and that no further work is expected on North West Alternative State Highway until after it is route protected.

We expect that there will be sufficient time to incorporate the investment cases going to the August 8 Board meeting into the August 20 advice, but that high level estimates will need to be used for the Hamilton Southern Links and North West Alternative State Highway projects. It is likely that information on the Hamilton Southern Links and the North West Alternative State Highway projects will be at a similar level to the information on the other mega projects (e.g. the Waitematā Harbour Crossing).

Although the information for these projects will not be at the same level as the information on the rest of the RoNS, we do not think this will materially impact the advice on the prioritisation, sequencing, and funding of the RoNS programme that the Minister will be providing in August.

Ngā mihi
 George

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Sent: Monday, 9 June 2025 10:51 am
To: George Ross <G.Ross@transport.govt.nz>

Cc: Francie Simone <Francisca.Simone@nzta.govt.nz>

Subject: RE: RoNS investment cases

Hi George,

Yes 13 June would be appreciated. I'd just ask that your weekly report update doesn't imply that we haven't yet sent any Investment Cases so far – we have, we just need to send you the full versions not summaries.

The August Board is 8 August 2025 which is a Friday, so in the week following the board meeting we should be in a position to share the following Investment Cases:

- East-West Link
- Petone to Grenada
- HB Expressway – full corridor
- Hope Bypass
- Wellington Improvements

The Hamilton Southern Links Investment Case is going to the 11 September 2025 Board meeting.

Note no further work is expected on NW-Alternative State Highway until after it is route protected.

Thanks,
Cody

From: George Ross <G.Ross@transport.govt.nz>

Sent: Friday, 6 June 2025 10:30 am

To: Cody Davidson <Cody.Davidson@nzta.govt.nz>

Cc: Francie Simone <Francisca.Simone@nzta.govt.nz>

Subject: RoNS investment cases

Hi Cody,

I'm pulling together an update for our weekly report on the RoNS advice, and specifically on the RoNS investment cases. We've previously advised the Minister that we're working with NZTA to get the investment cases, and other relevant information so it would be great if we could provide the Minister with a date in our next update.

From your previous email, it sounds like we should receive copies of the investment cases (and appendices) that have gone to the Board by mid next week (ie 11 June, but happy to push this back to 13 June to give you a bit of leeway).

For the investment cases that are still in development (the ones listed below), can I confirm if we will receive the investment cases when they are completed or when they are submitted/have gone to the Board? Would we also be able to get an indication of when we will be receiving the below investment cases (the Board meeting date might be a good proxy). This will help us with our planning of the August advice, and if we need to factor in making significant changes following the August Board meeting or if we should expect most decisions to be made at the June Board meeting.

- East-West Link
- NW- Alternative State Highway
- Petone to Grenada
- Hamilton Southern Links
- HB Expressway – full corridor
- Hope Bypass
- Wellington Improvements

If you could get back to me by close of play today, that would be great.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Matua | Senior Advisor - Investments

Te Rautaki Pūnaha Waka me te Pūtea Haumi | System Strategy & Investment

Te Manatū Waka Ministry of Transport

s 9(2)(a)

E: g.ross@transport.govt.nz | transport.govt.nz



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Timeline and key outputs:

When	What	Description, assumptions, constraints	NZTA Response
End June	NZTA completes investment cases for all 15 RoNS projects, and shares these with the Ministry	- We understand NZTA Board is scheduled to review RoNS business cases on 8 August. - To meet the Minister's expectation of advice on programme and project level scaling options, trade-offs and revenue options by 20 August the Ministry needs early access to the investment cases, noting that we will incorporate Board decisions in advice to the Minister when these are available - If we are unable to receive investment cases before August, we will need to moderate expectations with the Minister on what the 20 August advice can provide – largely synthesising Board recommendations, but likely lower quality analysis on the range of options that has been requested.	We will send you the draft investment cases for the remaining RoNS when we issue the Board packs (2 August) as that is the date the team are working on them until. Obviously, these are dependent on Board approval/have potential to change. Hamilton Southern Links is the outlier and will not be complete until September so we will need to have an assumption in the list until its finalised.
By late July	Ministry briefing to Minister, with NZTA and TSY input. Purpose: outline trade-offs and considerations required for financing the Roads of National Significance (RoNS) ahead of detailed individual business case information, and seek direction on revenue/financing options Minister would like	- Provided ahead of detailed individual business case information. - Relies on (indicative) NZTA programme level advice – overall costs, timing of costs, and revenue forecasts - Seeks to narrow the scope of the requested 20 August advice, which is extensive at a programme and project level, with near infinite permutations.	This timing pretty much post-dates the deadline for finalising Aug Board papers. The risk is that we work on scenarios in readiness for the Board that are then not consistent with the feedback from the Minister/TSY in late July - really needs to be early July to be comfortable.

	further advice on in mid-August.		
20 August	Ministry, with NZTA input, provides substantive advice to Minister on RONS, seeking indicative steer on scale of programme and corresponding revenue, and broader commission	- To incorporate NZTA Board advice on scheduling and prioritisation of RoNS programme - Ministry will not be undertaking substantive investment case reviews, but will provide views on: overall confidence of each project's strategic fit, VFM, and deliverability, and any outstanding issues to be resolved before funding approved. - Expect to advise that prioritised RoNS projects undergo independent assurance before final Cabinet approval	Some of the language still has a "RONS only" focus. The ultimate outcome needs to be a prioritised programme of all the mega projects noting the inputs for WHC will be hugely caveated.
w/e 5 Sept	Discuss advice with Minister	- Develop Cabinet paper shell alongside - Expect the Minister to raise questions in response to advice that will need resolving.	Fine
w/e 19 Sept	Submit Cabinet paper to Minister	This will allow for 1 week of departmental consultation (starting in the week of 22 September), and 1 week of Ministerial consultation (starting in the week of 29 September), prior to the submission to the Cabinet Office in the week of 6 October.	Fine
15 Oct	ECO considers RoNS Cabinet paper seeking in principle decisions on RoNS programme (sequencing and prioritisation), subject to confirming funding/financing decisions through the crown budget	Using the Crown Budget process and GPS review process to finalise funding allows RONS to be traded off against other priorities such as maintenance and operations, north-west rapid transit, Waitematā harbour connections, and in	The ability to trade-off will be based on the September information from NZTA as part of GPS 27 process. Our confidence in this information will not be high compared to the February "drop". We may need to discuss this more.

	process and broader NLTF budget process (i.e the GPS review) in the first half of 2026.	the case of the crown budget, non-transport capital priorities.	
Oct-Dec	Opportunity to commission external scrutiny of preferred RoNS package, including assurance on outstanding concerns raised through Aug advice and Cabinet process	This third party review would sit alongside the planned third party review of NZTA's ten-year forecast expenditure and corresponding service levels to support GPS 2027 review	We would prefer "incorporated with" rather than "along-side".
By Christmas	Ministry seeks direction from Minister on GPS27 expenditure and corresponding service levels and performance metrics s 9(2)(f)(iv)	To take account of third-party assurance findings (on both GPS27 and RONS), seeking indicative direction on: - Maintenance, operations, and renewals budget - Major capex budget: options to reduce and phase capital expenditure, while ensuring sufficient funding for maintenance and operations - Service levels/performance measures associated with expenditure	Again, the February timeframe is more robust.
By April 2026	Ministry provides Minister with a draft GPS for feedback s 9(2)(f)(iv) and seeks decisions from Minister, and	Note several other GPS and s 9(2)(f)(iv) deliverables leading up to April.	Agreed.

	later Cabinet on approach to GPS consultation		
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Neha Pawar

From: George Ross
Sent: Thursday, 19 June 2025 4:46 pm
To: james.mchardy@nzta.govt.nz
Subject: RoNS modelling
Attachments: MIN-4725 - 12-year Expenditure Forecast_final.xlsx

Attachment withheld under sections 9(2)(b)(ii) and 9(2)(f)(iv) of the Act.

Hey Jimmy,

We're just doing a bit of thinking on the RoNS modelling and Duncan's July advice. The Minister is probably going to have a few questions about the \$55 billion cost, and the available funding, so we're going to need a good understanding of the assumptions that go into the RoNS modelling.

Are you guys able to share a copy of Natalia's RoNS model? Even if it's a simplified version (similar to the attached which was provided to the Minister) it would be useful to give us an understanding of the assumptions that go into the model. Alternatively, a detailed assumption list could be useful.

Happy to have a chat about this next week.

Enjoy the long weekend.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment
Te Manatū Waka Ministry of Transport

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Neha Pawar

From: Andrew Gilkison <Andrew.Gilkison@nzta.govt.nz>
Sent: Monday, 7 July 2025 1:17 pm
To: James Turner; Penelope Leith; Jenny Smith; George Ross; Chris Jones; John.Coulter; Bruno.Bailly; Nicolle Tabefranca
Cc: Kim Marshall
Subject: RE: MoT NZTA Finance / Policy / Strategy
Attachments: Activity Class Breakdown - May.docx; Activity Class Breakdown - April.docx

Hi James

I'm presuming the following report is what you are referring to?

Regards
 Andrew

Andrew Gilkison (he/him)

Manager Financial Accounting and Analysis

Investment and Finance | Commercial and Corporate

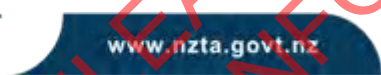
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From: James Turner <J.Turner@transport.govt.nz>
Sent: Tuesday, 24 June 2025 11:06 am
To: Andrew Gilkison <Andrew.Gilkison@nzta.govt.nz>; Penelope Leith <P.Leith@transport.govt.nz>; Jenny Smith <J.Smith2@transport.govt.nz>; George Ross <G.Ross@transport.govt.nz>; Chris Jones <C.Jones@transport.govt.nz>; John Coulter <John.Coulter@nzta.govt.nz>; Bruno Bailly <Bruno.Bailly@nzta.govt.nz>; Nicolle Tabefranca <N.Tabefranca@transport.govt.nz>
Cc: Kim Marshall <Kim.Marshall@nzta.govt.nz>
Subject: RE: MoT NZTA Finance / Policy / Strategy

Kia ora Andrew

Many thanks for this.

Our view is that this will work nicely.

The only issue we have is that the information on Activity Class expenditure shown on slides 7 and 8 is not quite fine-grained enough for us to work through any in month variations etc, so wonder whether it would be possible to add a table of in month and YTD expenditure for the activity classes,

along the lines of what we get currently in the performance report. I'm presuming that won't be too much of a hassle given that the more detailed information is (presumably) used as a source for the aggregate line charts on slides 7 and 8.

Let me know if that works, and if so we can move to this arrangement from now on.

Ngā mihi

James

James Turner ([he/him](#))

Principal Adviser – Programme Management and Investment Monitoring
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E: j.turner@transport.govt.nz | transport.govt.nz



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From: Andrew Gilkison <Andrew.Gilkison@nzta.govt.nz>

Sent: Friday, 6 June 2025 4:27 pm

To: Penelope Leith <P.Leith@transport.govt.nz>; Jenny Smith <J.Smith2@transport.govt.nz>; James Turner <J.Turner@transport.govt.nz>; George Ross <G.Ross@transport.govt.nz>; Chris Jones <C.Jones@transport.govt.nz>; John Coulter <John.Coulter@nzta.govt.nz>; Bruno Bailly <Bruno.Bailly@nzta.govt.nz>; Nicolle Tabefranca <N.Tabefranca@transport.govt.nz>

Subject: RE: MoT NZTA Finance / Policy / Strategy

Hi

I had an action to send MoT a copy of what financial information gets sent to the board monthly – with the hope that we can also use that for MoT instead of the current monthly report.
Attached is the March report.

Regards
Andrew

Andrew Gilkison ([he/him](#))

Manager Financial Accounting and Analysis

Investment and Finance | Commercial and Corporate

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From: Andrew Gilkison

Sent: Thursday, 29 May 2025 9:24 am

To: Penelope Leith <p.leith@transport.govt.nz>; Jenny Smith <j.smith2@transport.govt.nz>; James Turner <j.turner@transport.govt.nz>; George Ross <G.Ross@transport.govt.nz>; Chris Jones <c.jones@transport.govt.nz>; John Coulter <John.Coulter@nzta.govt.nz>; Bruno Bailly <Bruno.Bailly@nzta.govt.nz>; Nicolle Tabefranca <n.tabefranca@transport.govt.nz>

Subject: RE: MoT NZTA Finance / Policy / Strategy

Hi

Minutes of the meeting last Friday.

Please let me know if I've missed anything.

Regards

Andrew

Andrew Gilkison (he/him)

Manager Financial Accounting and Analysis

Investment and Finance | Commercial and Corporate

Phone: s 9(2)(a)

Mobile:

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From: Andrew Gilkison

Sent: Thursday, 22 May 2025 8:58 am

To: Penelope Leith <p.leith@transport.govt.nz>; Jenny Smith <j.smith2@transport.govt.nz>; James Turner <j.turner@transport.govt.nz>; George Ross <G.Ross@transport.govt.nz>; Chris Jones <c.jones@transport.govt.nz>; John Coulter <John.Coulter@nzta.govt.nz>; Bruno Bailly <Bruno.Bailly@nzta.govt.nz>

Subject: RE: MoT NZTA Finance / Policy / Strategy

Hi all

A draft agenda for Friday – let me know if there is anything you want to add.

- SPE – any questions from MoT or the Minister?
- GPS data request
- Dave Brash / KPMG report
- PPP Accounting
- Monthly reporting

Regards

Andrew

Andrew Gilkison (he/him)

Manager Financial Accounting and Analysis

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-----Original Appointment-----

From: Andrew Gilkison

Sent: Tuesday, 13 May 2025 4:40 pm

To: Andrew Gilkison; Penelope Leith; Jenny Smith; James Turner; George Ross; Chris Jones; John Coulter; Bruno Bailly

Subject: MoT NZTA Finance / Policy / Strategy

When: Friday, 23 May 2025 2:00 pm-2:30 pm (UTC+12:00) Auckland, Wellington.

Where: Microsoft Teams Meeting; BOW 3.09 Tāne-Mahuta

Hi all

This meeting is re-setting the previous monthly meetings we have had to be a little bit more streamlined:

- Fewer core people invited – depending on agenda, others may be invited.
- Time is reduced to half an hour

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In confidence

	MONTH		YEAR TO DATE				FULL YEAR		NLTP 2024-27	
	Actual	Budget	Actual	Budget	Variance		Forecast	Budget	Forecast	Budget
	\$m	\$m	\$m	\$m	\$m	%	\$m	\$m	\$m	\$m
State highway improvements	84	89	823	835	12	1%	1,000	1,068	4,119	4,110
Local road improvements	8	12	83	88	5	6%	160	130	553	610
Walking and cycling	7	13	107	91	(16)	(18%)	146	135	310	310
State highway operations	65	98	692	828	136	16%	1,232	1,089	2,820	2,841
SH pothole prevention	67	53	678	477	(201)	(42%)	749	589	2,073	2,072
Local road operations	46	70	412	544	132	24%	740	707	1,780	1,780
Local road pothole prevention	55	65	443	456	13	3%	584	579	1,900	1,900
Public transport services	50	44	455	478	23	5%	603	608	1,955	1,955
Public transport infrastructure	77	63	559	543	(16)	(3%)	757	741	2,146	2,200
Safety	45	44	433	428	(5)	(1%)	531	519	1,680	1,680
Investment management	4	8	49	73	24	33%	66	87	239	265
Rail	48	40	432	393	(39)	(10%)	502	471	871	861
Activity class expenditure	556	599	5,166	5,234	68	1%	7,072	6,722	20,444	20,584
Housing Infrastructure Fund	1	4	29	42	13	31%	42	50	141	152
PPP, debt, interest repayment	(1)	0	150	144	(6)	(4%)	191	192	571	571
Other debt, interest	24	30	572	213	(359)	(169%)	742	273	1,442	1,280
Total NLTF funded expend.	580	633	5,917	5,633	(284)	(5%)	8,047	7,237	22,599	22,587

Climate Emergency Response	6	9	49	84	35	42%	90	107	203	181
Crown Infrastructure Partners	4	7	18	64	46	72%	12	82	59	82
Eastern Busway	8	7	77	62	(15)	(24%)	84	84	84	84
Major Crown Investment	99	68	619	634	15	2%	870	811	2,990	4,206
Nqauranga to Petone	1	2	19	18	(1)	(6%)	25	23	31	29
Crown resilience programme	5	7	33	70	37	53%	101	90	268	247
Retain/recruit bus drivers	1	1	11	16	5	31%	24	21	45	26
SuperGold card	0	0	38	36	(2)	(6%)	41	39	123	117
Supporting Regions Prog.	0	1	12	13	1	8%	12	17	12	17

Crown funded expend. (non NLTF)	124	102	876	997	121	12%	1,259	1,274	3,815	4,989
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NLTF & Crown funded expenditure	704	735	6,793	6,630	(163)	(2%)	9,306	8,511	26,414	27,576
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This table is for MoT

	MONTH		YEAR TO DATE				FULL YEAR		NLTP 2024-27	
	Actual	Budget	Actual	Budget	Variance		Forecast	Budget	Forecast	Budget
	\$m	\$m	\$m	\$m	\$m	%	\$m	\$m	\$m	\$m
State highway improvements	117	96	940	931	(9)	(1%)	1,000	1,068	4,119	4,110
Local road improvements	10	15	93	103	10	10%	160	130	553	610
Walking and cycling	8	18	115	109	(6)	(6%)	146	135	310	310
State highway operations	67	119	759	947	188	20%	1,232	1,089	2,820	2,841
SH pothole prevention	59	53	737	530	(207)	(39%)	749	589	2,073	2,072
Local road operations	49	71	461	615	154	25%	740	707	1,780	1,780
Local road pothole prevention	45	41	488	497	9	2%	584	579	1,900	1,900
Public transport services	49	53	504	531	27	5%	603	608	1,955	1,955
Public transport infrastructure	55	74	614	617	3	0%	757	741	2,146	2,200
Safety	51	44	484	472	(12)	(3%)	531	519	1,680	1,680
Investment management	7	7	56	80	24	30%	66	87	239	265
Rail	12	39	444	432	(12)	(3%)	502	471	871	861
Activity class expenditure	529	630	5,695	5,864	169	3%	7,072	6,722	20,444	20,584
Housing Infrastructure Fund	2	4	31	46	15	33%	42	50	141	152
PPP, debt, interest repayment	15	48	165	192	27	14%	191	192	571	571
Other debt, interest	7	30	579	243	(336)	(138%)	742	273	1,442	1,280
Total NLTF funded expend.	553	712	6,470	6,345	(125)	(2%)	8,047	7,237	22,599	22,587
Climate Emergency Response	5	9	54	93	39	42%	90	107	203	181
COVID-19 Response and Recovery Fund	111	0	113	0	(113)	0%	1	1	1	1
Crown Infrastructure Partners	1	7	19	71	52	73%	12	82	59	82
Eastern Busway	7	8	84	70	(14)	(20%)	84	84	84	84
Major Crown Investment	64	73	683	707	24	3%	870	811	2,990	4,206
Ngauranga to Petone	3	2	22	20	(2)	(10%)	25	23	31	29
Crown resilience programme	3	8	36	78	42	54%	101	90	268	247
Retain/recruit bus drivers	1	2	12	18	6	33%	24	21	45	26
SuperGold card	0	0	38	36	(2)	(6%)	41	39	123	117
Supporting Regions Prog.	0	2	12	15	3	20%	12	17	12	17
Crown funded expend. (non NLTF)	195	111	1,073	1,108	35	3%	1,260	1,275	3,816	4,990
NLTF & Crown funded expenditure	748	823	7,543	7,453	(90)	(1%)	9,307	8,512	26,415	27,577

Neha Pawar

From: James McHardy <james.mchardy@nzta.govt.nz>
Sent: Wednesday, 9 July 2025 8:02 am
To: Adam Howard-Brumby; Mark Hodge; Ben Wells; ngahua.leighton@niff.govt.nz; Libby Proctor (National Infrastructure); Andrew McGavin (National Infrastructure); Sean Wynne (National Infrastructure)
Cc: Paul Glucina; Sara Lindsay; Natalie McClew; nathan@aeira.co.nz; Howard Cattermole; George Ross; Duncan Wilson; Mark Ware; Emma Fisk; Chris Moloney; Ida Dowling (NZTA)
Subject: RE: Transport Funding and Financing Working Group meeting 9/7/25
Attachments: draft-national-infrastructure-plan-web.pdf

For future sessions be good to discuss the NIP and to move toward a consistent baseline macro view. We are trying to get a session with infracomm to check the Transport numbers and logic as couldn't find the supporting evidence that links footnote 105 in the table below, so no idea what they think a road/rail split needs to be given they point out that rail and not roads are underinvested versus international benchmarks (pp35)

Libby may have a better feel but i believe the investment figures of 1.2% GDP to 0.8% GDP (table below) refer to capital investment only, which includes new infrastructure builds as well as renewals and replacements of existing assets but excludes opex.

Infracomm baseline seems to be premised on slowing population growth, lower income growth (via continued productivity declines) and mode shift.

What is still missing are the insights into longer run household affordability. While infracomm point out that H/H affordability is a concern (pp25) there is no long term modelling of H/H debt and disposable incomes similar to the way that net core crown debt/gdp and debt/revenue is laid out (pp24) – this is a critical insight needed to support the “user charges” funding model to pay for transport, energy, water and telcos needs, given we starting out at very high and growth inhibiting private sector debt / gdp ratio of 140% of which h/h debt makes up 80%. **This why the AWHC work to date, that drills down at income deciles and persona level affordability is so valuable**

Attachment is refused under section 18(d) of the Act, as the final plan is available here: <https://tewaihang.govt.nz/national-infrastructure-plan>

7.2.6. Forward guidance for capital investment demand

Land transport (roads, rail, public transport)	2025–2035	2035–2045	2045–2055	2010–2022 historical average
Average annual spending (2023 NZD)	\$3.4 billion	\$4.1 billion	\$4.5 billion	\$3.5 billion
Percent of GDP	0.8%	0.8%	0.8%	1.3%

This table provides further detail on forward guidance summarised in Section 3. Further information on this analysis and the underlying modelling assumptions is provided in a supporting technical report.



Transport sector performance

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The mix of investment between and within sectors will change

Table 3: Sector-level capital investment demand and key drivers

Sector	Main providers	How to fund investment	Recent investment trends, % of GDP (2010–2022)	Forecast future investment demand, % of GDP (2024–2054)	Key drivers of future investment
Network infrastructure					
Land transport – road, public transport, rail	Central and local government	User charges and rates	1.2%	0.8%	↓ Decarbonisation, slowing income and population growth
Electricity and gas	Commercial sector	User charges	0.8%	1.4%	↑ Decarbonisation, renewals
Water and waste	Local government	User charges and rates	0.6%	0.4%	↓ Renewals and natural hazards
Telecommunications	Commercial sector	User charges	0.7%	0.8%	Renewals, stable outlook
Social infrastructure					
Education – primary/secondary	Central government	Taxes	0.4%	0.2%	↓ Demographic change
Education – tertiary	Central government	Taxes and fees	0.6%	0.5%	↓ Demographic change
Hospitals	Central government	Taxes	0.2%	0.4%	↑ Demographic change, renewals
Public administration and safety – government buildings, prisons, defence, justice	Central and local government	Taxes	0.9%	0.8%	Renewals, stable outlook
Social housing	Central and local government	Taxes and rents	0.1%	0.3%	↑ Population growth, catchup investment
Other public capital	Central and local government	Various	0.2%	0.2%	Stable outlook

View New Zealand's Private Debt: % of Nominal GDP from Mar 1988 to Sep 2024 in the chart:



From: Adam Howard-Brumby <Adam.Howard-Brumby@nzta.govt.nz>

Sent: Friday, 4 July 2025 12:16 pm

To: James McHardy <james.mchardy@nzta.govt.nz>; Mark Hodge <M.Hodge@transport.govt.nz>; Ben Wells [TSY] <ben.wells@treasury.govt.nz>; ngahuia.leighton@niff.govt.nz; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; Mark Ware <Mark.Ware@nzta.govt.nz>; Emma Fisk <Emma.Fisk@nzta.govt.nz>; Chris Moloney <Chris.Moloney@nzta.govt.nz>; Libby Proctor (National Infrastructure) <libby.proctor@niff.govt.nz>; Ida Dowling (Commute) <Ida.Dowling@nzta.govt.nz>

Cc: 'Andrew McGavin (Crown Infrastructure)' <andrew.mcgavin@crowninfrastructure.govt.nz>; Paul Glucina <Paul.Glucina@nzta.govt.nz>; Sara Lindsay <Sara.Lindsay@nzta.govt.nz>; Jaqueline Harvey <Jaqueline.Harvey@nzta.govt.nz>; Natalie McClew <natalie@aeira.co.nz>; nathan@aeira.co.nz; Howard Cattermole <Howard.Cattermole@nzta.govt.nz>; Andrew McGavin (National Infrastructure) <Andrew.Mcgavin@niff.govt.nz>; George Ross <G.Ross@transport.govt.nz>; Sean Wynne (National Infrastructure) <Sean.Wynne@niff.govt.nz>; mr-kauri <mr-kauri@awhc.co.nz>; Duncan Wilson <d.wilson@transport.govt.nz>

Subject: Transport Funding and Financing Working Group meeting 9/7/25

Kia ora koutou,

Ahead of our next meeting on Wednesday please find below the agenda and attached documents for review. Apologies the reports are later than the proposed week before the meeting, with the need to pull the meeting forward this has affected the ability to prepare materials in time.

Out of Scope

Have a great weekend.

Ngā mihi

Adam Howard-Brumby

Principal Advisor, Funding & Finance

Email: adam.howard-brumby@nzta.govt.nz
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Private Bag 6995, Wellington 6141, New Zealand

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-----Original Appointment-----

From: James McHardy <james.mchardy@nzta.govt.nz>

Sent: Monday, 30 June 2025 3:04 pm

To: James McHardy; Nathan Green (NZ); Chris Moloney; Natalie McClew (NZ); Mark Hodge; Ben Wells [TSY]; ngahuia.leighton@niff.govt.nz; mr-kauri@awhc.co.nz; Adam Howard-Brumby; Dan Burgess; Francie Simone; Duncan Wilson

Cc: Mark Ware; Emma Fisk; 'Andrew McGavin (Crown Infrastructure)'; Paul Glucina; Sara Lindsay; libby.proctor@niff.govt.nz; Ida Dowling (Commute); Jaqueline Harvey; Natalie McClew; nathan@aeira.co.nz; Howard Cattermole; Andrew McGavin (National Infrastructure); George Ross; Alex Tarrant

Subject: Transport Funding and Financing Working Group

When: Wednesday, 9 July 2025 2:00 pm-4:30 pm (UTC+12:00) Auckland, Wellington.

Where: Microsoft Teams Meeting

At the last meeting of the Transport Funding and Financing Working Group on 18 June, we discussed the potential need to bring forward our next meeting to support the Ministry of Transport's development of a paper for the Minister of Transport in July.

MoT has now confirmed that an earlier meeting would be helpful, so we are proposing to meet on. We appreciate this is short notice and apologise for any inconvenience, but we would be grateful if you could prioritise this time in your calendar.

The agenda is currently under development and will be shared shortly. If you have any items you would like to propose for the agenda, please contact Adam Howard-Brumby at adam.howard-brumby@nzta.govt.nz

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Passcode: yH9Ku6xz

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Neha Pawar

From: George Ross
Sent: Friday, 18 July 2025 12:11 pm
To: Sara Lindsay <sara.lindsay@nzta.govt.nz>; Richard Cross
Cc: Cody Davidson; Tim Herbert; Duncan Wilson
Subject: Draft RoNS A3
Attachments: Draft Expenditure and Revenue Options for Delivering the Roads of National Significance v3.pptx

Hi Sara,

Attached is a revised draft of the RoNS A3. We have updated this to reflect Cody's comments, and have also added in some text in red to reflect your comments re the total programme being the Board endorsed programme (i.e. not necessarily 4-lane grade separated) and to reflect that the \$50b does not account for some of the other major PT projects (e.g. level crossings).

We'll be sending this across to the Office at 3pm today, so if possible could get any comments/concerns back by 2pm.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment

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s 9(2)(a) E: g.ross@transport.govt.nz | transport.govt.nz



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EXPENDITURE AND REVENUE OPTIONS FOR DELIVERING THE ROADS OF NATIONAL SIGNIFICANCE

22 July 2025

Context

Funding the RoNS will require hard trade offs.

Initial modelling puts the total **NZTA Board endorsed** RoNS programme at \$50 billion (P95) over 20 years (excluding Ōtaki to North Levin, Takitimu North Link Stage 1 which are already funded).

This does not include the cost to deliver other major infrastructure like the **s 9(2)(f)(iv)**

other public transport projects (e.g. the level crossing programme), or the ongoing expenditure on the maintenance, operations and renewals of the land transport network **s 9(2)(f)(iv)**

s 9(2)(f)(iv)

Even after scheduled increases to FED and RUC, there is only sufficient NLTF funding to deliver the Northland Expressway Stage 1.

The RoNS projects are relatively low value

Initial information indicates all RoNS projects have BCRs under 3.0, with some BCRs below 1. The low value for money of the RoNS projects means that any benefits to economic growth and productivity would likely be outweighed by the financial burden placed on households.

The increase in expenditure required to deliver the RoNS is counter to the draft National Infrastructure Plan which recommends a decrease in state highway expenditure, due to slow growth in population, income and the need to decarbonise.

The August advice will be informed by the RoNS investment cases.

NZTA are working on the remaining RoNS investment cases, but note that investment cases for Hamilton Southern Links and the Northwest Alternative State Highway will not be finalised in time to input into the August advice.

Alongside developing the remaining RoNS investment cases, **s 9(2)(f)(iv)**

In August, we will provide you a prioritised list of RoNS projects...

The RoNS projects will be prioritised based on their BCR, and adjusted for any major delivery risks, and strategic fit. We will also outline how many RoNS projects will be delivered over a 20-year period at different funding levels and the estimate time to deliver the full RoNS programme.

The below table is an illustration of how the RoNS programme could be presented in the August advice. Noting that the additional funding is on top of the funding that is expected to be provided through the 12c/l, 6c/l and 4c/l increases to FED and RUC.

Project	BCR	Cost	Cumulative cost	Estimated delivery based on funding
AB	2.9	\$3.0b	\$3b	s 9(2)(f)(iv)
CD	2.4	\$1.5b	\$4.5b	
EF	1.8	\$4.0b	\$8.5b	
GH	1.4	\$4.5b	\$13.0b	
IJ	1.3	\$2.0b	\$15.0b	
KL	1.1	\$3.5b	\$18.5b	
MN	1.0	\$2.5b	\$21.0b	
OP	0.9	\$4.0b	\$25.0b	
QR	0.8	\$2.0b	\$26.0b	
ST	0.8	\$4.0b	\$30.0b	
UV	0.7	\$6.0b	\$36.0b	
WX	0.7	\$4.0b	\$40.0b	
YZ	0.6	\$4.0b	\$44.0b	
ZZ	0.5	\$1.0b	\$45.0b	
ABC	0.5	\$2.0b	\$47.0b	
DEF	0.5	\$3.0b	\$50.0b	

Options to reduce expenditure....

We will provide you with high-level options to reduce expenditure by delivering scaled options. This will be informed by NZTA's investment cases, but will likely require further investigations before proceeding to implementation.

NZTA has clarified that the options analysis in the RoNS investment cases reflect the direction of GPS 2024 (four-lane grade separated). Scaling options have therefore been created by applying downward pressure on the scope of projects and have not developed options from the bottom-up in the first instance. NZTA has for constructability or funding purposes sought its Board's approval to step away from RoNS standards or amend project scope when appropriate on some projects.

This means NZTA has adjusted the scope to account for engineering, environmental and/or value for money constraints for some projects. For example, given the topography of the Petone to Grenada route, the NZTA Board has endorsed a design speed of 80km/h (with stretches at 60km/h) to reduce the overall project cost.

Options to raise revenue...

Across the different scenarios we will outline funding options using a combination of existing user charges (i.e. FED, RUC and MVR), Crown loans and Crown Grants, and the implications of these choices.

We will also outline how additional funding and financing tools such as tolling, and concessions can be used to support deliver (although we note this will likely be at the margin and tolling may result in lower BCRs).

As part of GPS 2027 development, we will be able to provide further advice on the available NLTF revenue to support the delivery of the RoNS. This advice will be built off NZTA's 2027-37 forecast which will outline forecast NLTP expenditure including ongoing maintenance operations and renewals, small scale improvements, and major capital projects (e.g. RoNS).

NZTA will also provide you a briefing on the RoNS in August

This briefing will summarise what the NZTA Board was asked to consider, and their confirmed endorsement, of the remaining Investment Cases and their recommended RoNS programme prioritisation scenario.

Neha Pawar

From: George Ross
Sent: Monday, 21 July 2025 4:21 pm
To: Cody Davidson; Dan Burgess; Francie Simone; james.mchardy@nzta.govt.nz
Cc: Tim Herbert; Charlotte Vannisselroy; Duncan Wilson
Subject: RoNS A3
Attachments: Update on the Roads of National Significance.pptx

Kia ora koutou,

Attached is the RoNS A3 that we provided to the Office. You'll notice that we have added in more context into this version, this was in response to feedback from the Office on Friday. Apologies, but due to the tight timeframes, we were unable to circulate this for feedback.

Also, out of interest, are you guys intending to table anything with the Minister on RoNS at your Officials meeting tomorrow?

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment

Te Manatū Waka Ministry of Transport

s 9(2)(a) : g.ross@transport.govt.nz | transport.govt.nz



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Attachment refused under section 18(d) of the Act, as the information is publicly available here: <https://www.transport.govt.nz/assets/Uploads/OIA-response/Revised-Advice-provided-on-the-Affordability-of-the-Roads-of-National-Significance.pdf> (refer to page 4)

Neha Pawar

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Sent: Tuesday, 22 July 2025 10:52 am
To: George Ross
Cc: Tim Herbert; Charlotte Vannisselroy; Duncan Wilson; Dan Burgess; Francie Simone; James McHardy; Brigit Stephenson; Vanessa Bates
Subject: RE: RoNS A3
Attachments: Update on the Roads of National Significance.pptx

Attachment refused under section 18(d) of the Act, as the information is publicly available here: <https://www.transport.govt.nz/assets/Uploads/OIA-response/Revised-Advice-provided-on-the-Affordability-of-the-Roads-of-National-Significance.pdf> (refer to page 4)

Hi George, updates in red.

As per my other email just now, some projects have gone through more recent updates than what is outlined below (and/or what is outlined in the Investment Case) – for example Belfast to Pegasus has had a recent BCR update. We can share that updated information in due course.

I don't believe we are tabling anything at our Officials' meeting today.

Cody

RoNS investment cases	BCR
s 9(2)(b)(ii), s 9(2)(i), s 9(2)(j)	
Mill Road Stage 1	1.9 – 2.2
Tauriko West	1.7 – 1.9
Hawke's Bay Expressway (Stage 1)	2.4 - 2.8
Ōtaki to North Levin (in construction)	1.1 – 1.2
Belfast to Pegasus Motorway and Woodend Bypass	1.4 - 2.5
Takitimu North Link Stage One (in construction)	0.8 – 1.2
Takitimu North Link Stage Two	1.3 - 2.4
Cambridge to Piarere Expressway	2.6 - 3.1

From: George Ross <G.Ross@transport.govt.nz>
Sent: Monday, 21 July 2025 4:46 pm
To: Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>
Cc: Tim Herbert <t.herbert@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>; Duncan Wilson <d.wilson@transport.govt.nz>
Subject: RE: RoNS A3

Thanks Dan,

It would be great if we could get this by midday tomorrow.

Ngā mihi
George

From: Dan Burgess <Daniel.Burgess@nzta.govt.nz>

Sent: Monday, 21 July 2025 4:30 pm

To: George Ross <G.Ross@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>; Duncan Wilson <D.Wilson@transport.govt.nz>

Subject: RE: RoNS A3

Hi George

Yes ill send you an updated table in the morning.

Cheers

Daniel Burgess

Programme Director "RoNS"

Te Toki Manawa, Portfilo and Programme Office

Te Toki, Transport Services

Email: Daniel.Burgess@nzta.govt.nz

s 9(2)(a)

NZ Transport Agency Waka Kotahi

44 Bowen Street

Private Bag 6995, Wellington 6141, New Zealand

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From: George Ross <G.Ross@transport.govt.nz>

Sent: Monday, 21 July 2025 4:29 pm

To: Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>; Duncan Wilson <d.wilson@transport.govt.nz>

Subject: RE: RoNS A3

Thanks Dan,

Could you be more specific? We've taken these BCRs from the investment cases NZTA provided.

Ngā mihi
George

From: Dan Burgess <Daniel.Burgess@nzta.govt.nz>

Sent: Monday, 21 July 2025 4:27 pm

To: George Ross <G.Ross@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>; Duncan Wilson <D.Wilson@transport.govt.nz>

Subject: RE: RoNS A3

Hi George

Thanks for sharing, just for awareness a lot of the BCR's you have on the document are not correct.

Regards

Daniel Burgess

Programme Director "RoNS"

Te Toki Manawa, Portfilo and Programme Office

Te Toki, Transport Services

Email: Daniel.Burgess@nzta.govt.nz

s 9(2)(a)

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From: George Ross <G.Ross@transport.govt.nz>

Sent: Monday, 21 July 2025 4:21 pm

To: Cody Davidson <Cody.Davidson@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>; Duncan Wilson <d.wilson@transport.govt.nz>

Subject: RoNS A3

Kia ora koutou,

Attached is the RoNS A3 that we provided to the Office. You'll notice that we have added in more context into this version, this was in response to feedback from the Office on Friday. Apologies, but due to the tight timeframes, we were unable to circulate this for feedback.

Also, out of interest, are you guys intending to table anything with the Minister on RoNS at your Officials meeting tomorrow?

Ngā mihi
George

Neha Pawar

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Sent: Tuesday, 22 July 2025 10:48 am
To: George Ross
Cc: Francie Simone; Dan Burgess; Tim Herbert; Charlotte Vannisselroy; Brigit Stephenson; Vanessa Bates; Jeff Trevella; Chris Jones
Subject: [IN-CONFIDENCE] FW: RoNS Board papers
Attachments: 08.2.1 Attachment 1 - Takitimu North Link Stage 2.pdf

[IN CONFIDENCE]

Hi George,

As discussed, we'll do our best to tick requests off the list over the coming weeks. Please find below requested:

- RoNS-related Board decisions (from the minutes). Note your original request asked for the unredacted minutes only. We requested more specificity but your revised request in your email below actually expands on the original request by asking for any Board papers on RoNS. We have stuck to the original request.
- Updated Takitimu North Link Stage 2 cost estimate and BCR to support Board decisions – references below (highlighted) and attached.

I need to work with our Board secretariat to find papers that provide updated information on Ōtaki to North of Levin (additional funding approved at 19 June 2025 Board) and Takitimu North Link Stage 1 (discussed at 18 April 2024 Board).

Note also some projects have gone through more recent updates than what is outlined below (and/or what is outlined in the Investment Case) – for example Belfast to Pegasus has had a recent BCR update.

It is worthwhile re-iterating our expectations around sharing Board papers, which encompasses Board decisions/minutes. Note these expectations equally apply to sharing information with other government agencies such as Treasury.

Thanks,
Cody

Expectations for sharing Board papers

- Requests from MoT for Board papers including RoNS Investment Cases to be managed in line with the existing arrangements – between the Ministry's Crown Entity Monitoring team (Liz Anderson/Chris Jones) and NZTA's Government Services & Programmes team (Cody Davidson/Jeff Trevella).
- MoT's Crown Entity Monitoring team controls wider distribution within MoT. The general approach is that papers are not for wider distribution unless there is a need to know – we appreciate the Investment and Transport Finance teams will need to know details about the RoNS to support NZTA and the Minister with programme decisions over the coming years.
- Papers should not be a basis for constructive criticism. They can be used to raise items for discussion with us (usually at the regularly fortnightly Crown Monitoring meetings). For RoNS, monthly meetings have been established between NZTA and MoT, which would provide a suitable forum for discussion of issues and opportunities.
- As a general rule, only the main Papers and essential attachments are provided. Non essential attachments aren't provided (for example, RoNS Investment Cases have a large number of detailed appendices).

- Additional context may be provided, including whether topics need to go back to the Board at a future meeting. Board papers and documents should not be divorced from this context.
- Any reference to Board decisions, papers or content therein in MoT advice to the Minister must be shared with NZTA for comment before being provided to the Minister.

RoNS-related Board decisions

Refused under section 18(d) of the Act, those can be found here: <https://www.nzta.govt.nz/about-us/about-nz-transport-agency-waka-kotahi/our-board/published-board-meeting-minutes>

s 18(d)

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[IN CONFIDENCE]

From: George Ross <G.Ross@transport.govt.nz>

Sent: Wednesday, 16 July 2025 3:39 pm

To: Cody Davidson <Cody.Davidson@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Charlotte Vannisselroy <C.Vannisselroy@transport.govt.nz>

Subject: RoNS Board papers

Hi Cody,

I've been following up internally on the RoNS Board papers, and relevant decisions. We have a few Board papers (attached) as well as some summary investment case packs for Tauriko West, Mill Road, and the Hawkes Bay Expressway, but do not have a copy/summary of decisions the Board has made on the RoNS.

Could we please get a copy of:

- Any additional Board papers that relate to individual RoNS projects and/or the RoNS programme
- Board decisions on the RoNS projects and programme

For the Board decisions, we just need to understand what decisions the Board made based on the papers that were taken up. i.e. a summary of Board decisions should be fine and we do not necessarily need to be a copy of the Board minutes.

Could we please get the additional RoNS Board papers by **COP 25 July**. If there are any issues, could you please let me know asap.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment

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Auckland | NZ Government Auckland Policy Office | Level 7, 167B Victoria Street West | PO Box 106238 | Auckland City | Auckland 1143 | NEW ZEALAND | Tel: +64 4 439 9000 |

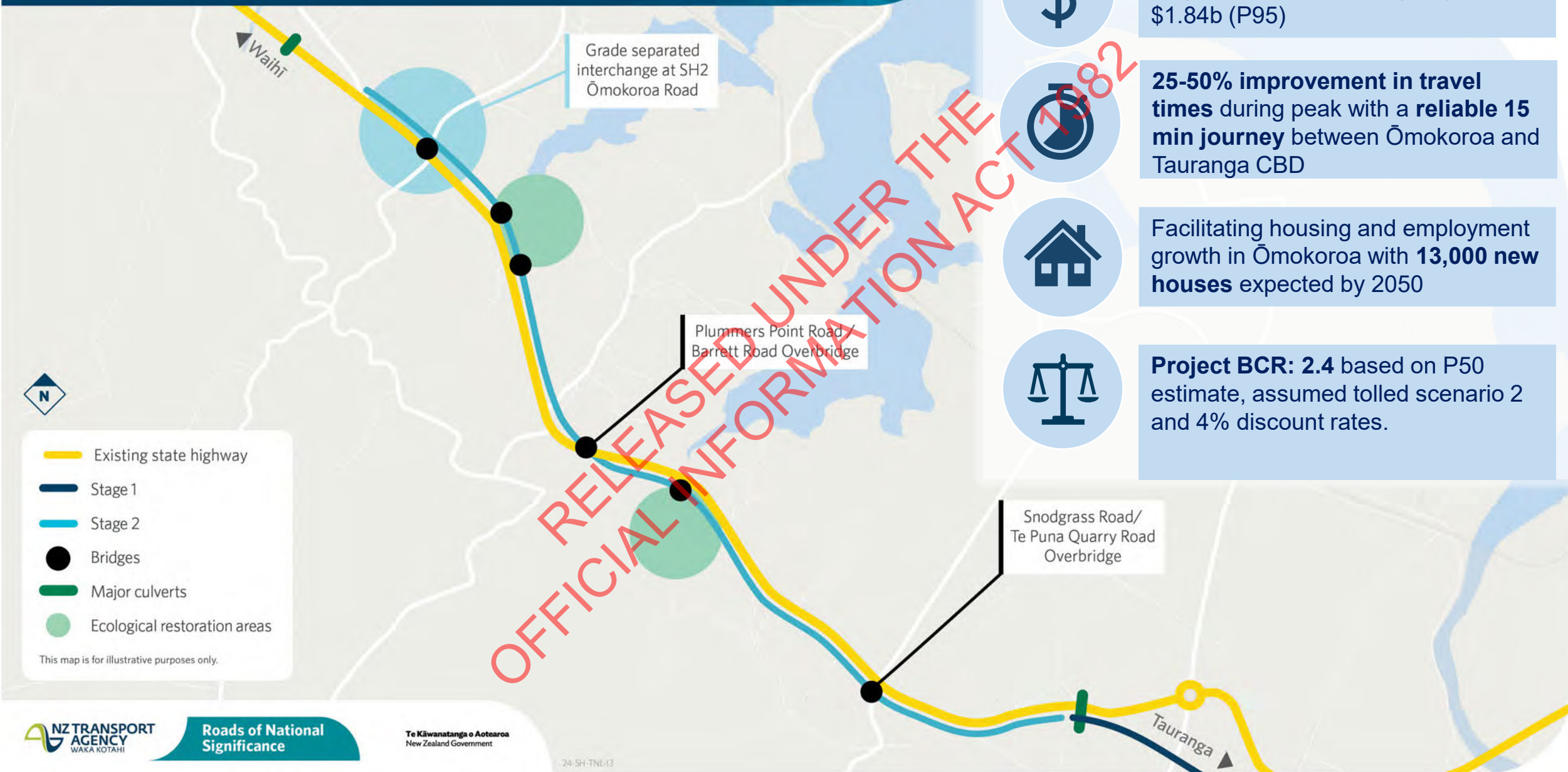
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Attachment 1: Takitimu North Link Stage 2

2 Takitimu North Link Stage 2 — Te Puna to Ōmokoroa



Project envelope: \$1.36b – 2.08b
Project estimate: \$1.6b (P50) - \$1.84b (P95)



25-50% improvement in travel times during peak with a **reliable 15 min journey** between Ōmokoroa and Tauranga CBD



Facilitating housing and employment growth in Ōmokoroa with **13,000 new houses** expected by 2050



Project BCR: 2.4 based on P50 estimate, assumed tolled scenario 2 and 4% discount rates.

Project Overview

Takitimu North Link Stage 2 is on track to be construction ready for ^{s 9(2)(f)(iv)} as a Wave 2 RoNS project. The project will be delivered in two sub-stages to optimise construction efficiencies, manage key risks, and provide decision makers with greater investment flexibility.

Funding for the pre-implementation phase is prioritised within 2024/27 NLTP. Funding for the implementation phases is not included in the 2024/27 NLTP.

\$97m of pre-implementation funding is requested to advance the full Stage 2 project through the next phase and to support active property acquisition. A Board decision is required to approve pre-implementation phase funding, and given the size of the investment we are also seeking Board approval to confirm the project procurement plan and commercial strategy to ensure the project can deliver at pace.

Note that an early release of \$9m has been requested of the CFO to support the project progressing at pace while Board approval is obtained. The proposed \$9m early release funding will enable some must-complete work including geotechnical and contaminated land investigations.



Substation site, Plummers Point Road



SH2 Ōmokoroa interchange site

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Project Economics and Benefits

- The project economics were updated in late 2024 and confirmed the project BCR of 2.4 for the tolled scenario.
- Economics were assessed based on the whole project progressing as one.
- It is expected that benefits of Stage 2A and 2B are approximately proportional to their respective lengths. With this assumption, the BCRs for sub-stages would be expected to remain similar to that of the full project, as stated above.
- Travel time benefits make up 90% of the total project benefits, with modelling suggesting the project will deliver a 25-50% improvement in peak travel times with a reliable 15 min journey between Ōmokoroa and Tauranga CBD.

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SH2 Te Puna, where Stage 1 and Stage 2 meet

Pre-implementation

Within pre-implementation there are activities common to Stages 2A and 2B, and activities applicable for each stage.

The common activities include:

- Lodge and obtain consents for the whole project with a proposal to use the new Fast-track Approvals Act pathway.
- Secure all properties required to deliver the project, which is already in progress.
- Enabling works including archaeological and contaminated land investigations will be undertaken to derisk the project ahead of progressing to Implementation.

The specific activities for Stages 2A and 2B are:

Stage 2A – Pre-implementation	Stage 2B – Pre-implementation
s 9(2)(b)(ii) Geotechnical testing will be completed early to inform and validate design. An affordability threshold will be established to support internal decision making and procurement activities. s 9(2)(b)(ii)	s 9(2)(b)(ii) The geometric and earthworks design will be optimised to reduce surplus fill to be disposed of, and options to avoid the substation will be investigated thoroughly. If the substation relocation is required, PowerCo have advised the relocation could take 4-5 years to complete. NZTA are continuing to work closely with PowerCo to expedite the timeframe as much as possible.

Pre-implementation outcomes

- Secure project consents
- Project support to aid in securing all necessary property
- Complete enabling works including geotechnical, archaeological, and contaminated land investigations to derisk the project area ahead of future construction activities
- Complete Stage 2A detailed design ready to move to implementation
- Complete Stage 2B concept design ready to move to implementation
- Confirm whether the substation within Stage 2B area can be avoided through design, and if not, progress relocation works as soon as possible
- Contingency ^{s 9(2)(b)(ii)} should relocation of the existing substation be required
- ^{s 9(2)(b)(ii)}
- Establish an affordability threshold for both stages based on updated designs. This will help to ensure value for money is achieved through delivery and support internal decision making
- Identify value for money opportunities through detailed design
- Develop the project implementation plan
- Prepare implementation phase procurement documents

Item	Cost (\$m)
Stage 2A Design and ECI	^{s 9(2)(b)(ii)}
Stage 2B Design and ECI	
Enabling Works and Investigations	
Substation Investigation and Long Lead Items (PowerCo related costs)	
Consenting	
Miscellaneous Other Costs, eg funding and financing	
9% TIO Admin	
Total	\$97



SH2 Snodgrass and Barrett Roads

Cost and Contingency

s 9(2)(b)(ii)

Risk Factor	Commentary	Contingency
Risk Identification	Learnings from Stage 1 have informed the identification of risks for Stage 2, giving confidence that risks have been identified with a reasonable confidence.	7%
Design Development	A specimen design has been completed. There is no design of geotechnical, drainage, and utility aspects yet which is driving contingency. There is also potential for design development through pursuit of cost saving opportunities (avoid substation and optimise earthworks cut/fill balance).	7%
Constructability	Similar challenges to Stage 1 project are expected in terms of narrow earthworks corridor and tying into existing SH2. Stage 1 contractor has assisted with constructability review and will continue to do so through ECI.	6%
Consenting	Consent application is substantially ready to lodge. The AEE and draft conditions have been informed by Stage 1, and it is not anticipated that consent conditions will add significant cost.	6%
Scope Definition	The scope has been well defined by the Specimen Design in order to apply for consents and acquire land. Design expected to be an extension of Stage 1 project with RONS standards.	5%
Site Specific Information	Geotechnical testing is required for detailed design and the alignment and location of structures may change in places. No archaeological or contaminated land investigations have been carried out however we do know that the site will be archaeologically rich.	4%
Programme	Stage 2 is similar to Stage 1, and the expected duration of Stage 1 has been determined by the Stage 1 Contractor with reasonable confidence given that the project is more than half-way through construction.	3%
Project Interfaces	The project team has engaged with various external interfaces which are common with Stage 1. None look to present challenges, other than the interface with the PowerCo substation.	2%
	Total contingency s 9(2)(b)(ii)	40%

Procurement Plan and Commercial Strategy

Delivery Pathway	
Procurement and delivery	s 9(2)(b)(ii)
Consenting and property	Consents will be sought under the Fast-track Approvals Act. A ministerial determination is required to confirm project eligibility due to Māori land impacted by the project. Consent lodgement is planned for mid 2025. Active property acquisition is in progress – all s 9(2)(j)
Key risks with delivery pathway	s 9(2)(g)(i)

Key risks and opportunities

s 9(2)(g)(i)

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Neha Pawar

From: James McHardy <james.mchardy@nzta.govt.nz>
Sent: Tuesday, 22 July 2025 7:33 pm
To: Matthew Skinner; George Ross
Cc: Adrian Desilvestro; Natalia Garstecka; Daniel Cruden; Genevieve Woodall
Subject: RE: revenue growth v cost growth
Attachments: FED vs cost indices from 2015.xlsx

Attachment is out of scope of this request.

Does this look right team.

Change the date in cells b6,b7

Start	End
Jun 01	Jun 25

Price per VKT	Average annual growth	Cumulative growth
Ave growth PED Cents/VKT - covid adjusted	2.9%	93.1%
Ave growth Light RUC Cents/VKT - covid adjusted	5.6%	255.1%
Ave growth Heavy RUC Cents/VKT	2.4%	76.5%
Raw PED price growth	3.4%	120.3%
Light Raw RUC price growth	5.6%	255.1%
Heavy Raw RUC price growth	2.4%	76.5%
NZTA Blended Index	2.9%	97.1%
Construction	3.0%	100.1%
Structures	3.1%	100.5%
Maintenance	3.2%	106.6%
Professional services	2.4%	75.3%
CPI	2.5%	81.6%

From: Matthew Skinner <m.skinner@transport.govt.nz>

Sent: Friday, 18 July 2025 1:30 pm

To: James McHardy <james.mchardy@nzta.govt.nz>; George Ross <G.Ross@transport.govt.nz>

Cc: Adrian Desilvestro <adrian.desilvestro@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>;

Daniel Cruden <d.Cruden@transport.govt.nz>; Genevieve Woodall <G.Woodall3@transport.govt.nz>

Subject: RE: revenue growth v cost growth

A couple of things I can think of:

- As George says, adding in the “per km” element will change the story somewhat. Slight problem is that it’s a little hard to explain, because as I understand it a big chunk of the ‘fuel economy improvements’ over the past 15 years resulted from a methodology change in 2020, which attributed more petrol to off-road use (resulting in a big one-off improvement in fuel economy in our trend data that might be more appropriately spread over the previous years). But anyhow, the first spreadsheet attached shows some relatively recent working for this if you wanted to add it.
- I recall doing some work around this stuff a while back — the second attachment is part of it, but I feel like there was more, maybe we updated it later. Anyhow, that shows what we compared it against, even if we don’t go back quite as far.

- Not quite sure if your FED rates look right to me — in 2000, the rate was 32.3c/l (and only 13.525c/l of that went to the NLTF), so 70.024c/l would be a 117% increase since then. The data we have on FED/RUC rates is also attached.

Thanks,
Matt

Matt Skinner

M: +64 22 034 0628 | E: m.skinner@transport.govt.nz



MINISTRY OF T
TE MANATŪ WAIKA

From: James McHardy <james.mchardy@nzta.govt.nz>

Sent: Friday, 18 July 2025 1:05 pm

To: George Ross <G.Ross@transport.govt.nz>

Cc: Adrian Desilvestro <adrian.desilvestro@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>;
Matthew Skinner <m.skinner@transport.govt.nz>; Daniel Cruden <D.Cruden@transport.govt.nz>

Subject: Re: revenue growth v cost growth

Yeah there are some quirks as it's strictly a price increase comparison not picking up levels of service or consumption gains for drivers on fed

Get [Outlook for iOS](#)

From: George Ross <G.Ross@transport.govt.nz>

Sent: Friday, July 18, 2025 12:49:54 PM

To: James McHardy <james.mchardy@nzta.govt.nz>

Cc: Adrian Desilvestro <adrian.desilvestro@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>;
Matthew Skinner <m.skinner@transport.govt.nz>; Daniel Cruden <d.Cruden@transport.govt.nz>

Subject: RE: revenue growth v cost growth

Hey Jimmy,

That's an interesting graph. Not sure if we've done similar analysis at MoT, but Matt and Dan probably know more about it.

One thing that does jump out, is that from this graph PED has roughly increased in-line with inflation but this doesn't account for increases in vehicle efficiency. From what I understand PED hasn't increased in line with vehicles increased efficiency so although the PED rate has increased, the revenue from PED will likely have decreased in real terms.

Ngā mihi
George

From: James McHardy <james.mchardy@nzta.govt.nz>

Sent: Friday, 18 July 2025 12:29 pm

To: George Ross <G.Ross@transport.govt.nz>

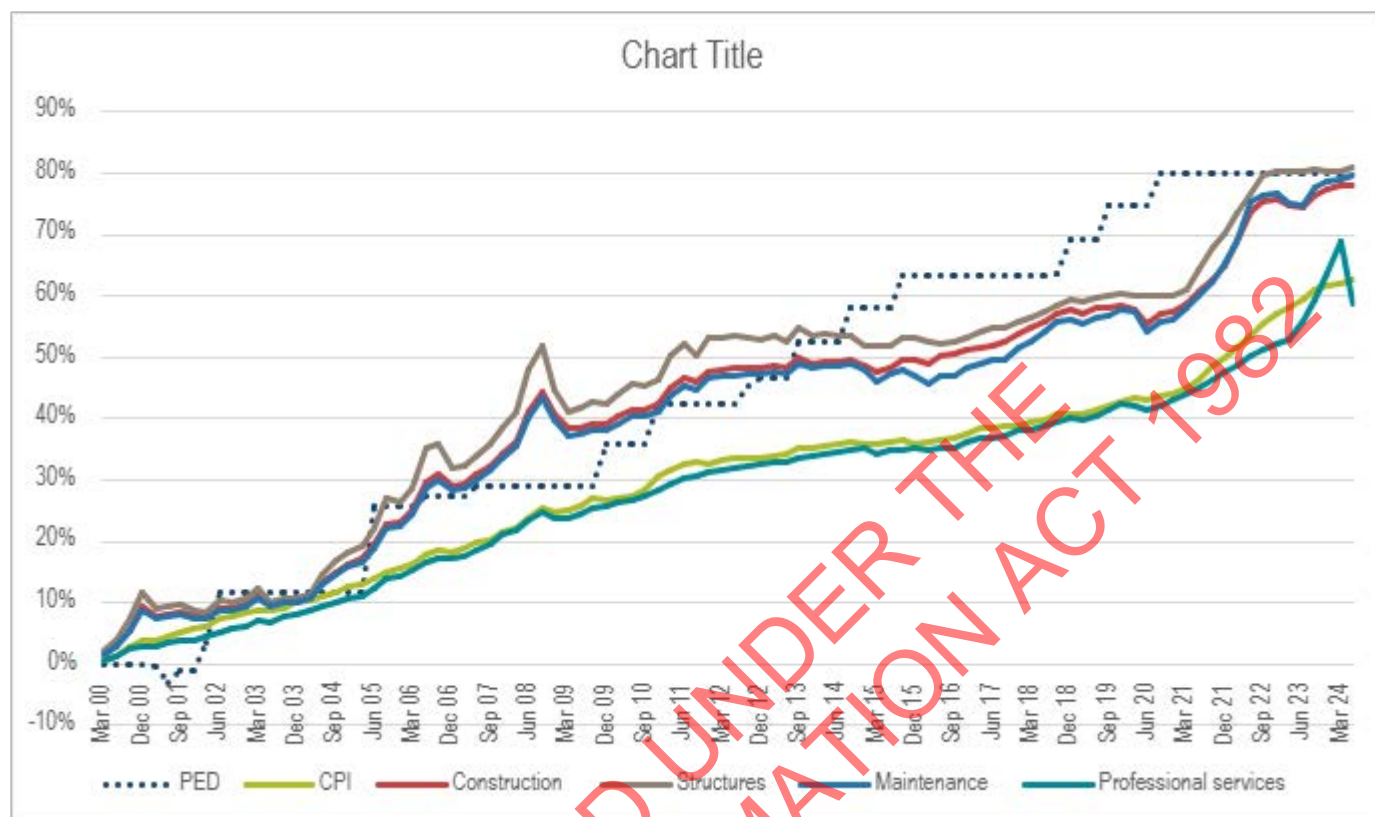
Cc: Adrian Desilvestro <adrian.desilvestro@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>

Subject: revenue growth v cost growth

GR,
We were trying to do some work on long run fed/ruc increases versus general levels of inflation to isolate appropriateness.

Our analysis suggests FED price has roughly caught up with cost curves from 2000-2024 and the future increases probably takes it above the cost indices.

1. Has anyone at MOT done similar work to corroborate this ?.



James McHardy / Senior Manager Funding and Financing
Investment and Finance

M 021 263 4282

E james.mchardy@nzta.govt.nz / W nzta.govt.nz

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Neha Pawar

From: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Sent: Thursday, 7 August 2025 4:45 pm
To: Tim Herbert
Cc: George Ross; Richard Manning; Dan Burgess; James McHardy; Cody Davidson; Natalia Garstecka; Francie Simone; Joseph Herde; Vanessa Bates; Official Correspondence NZTA
Subject: RE: RoNs Weekly Meeting: MoT/NZTA
Attachments: 20250807 RoNS cost and BCR table.pdf

Hi Tim

Here is the information promised in bullet 2 of my email below. Confirming you also have the HBEx IC. We're hoping to get the bundle in bullet 1 to you tonight ...

Cheers
 Brigit and team

From: Tim Herbert <t.herbert@transport.govt.nz>
Sent: Thursday, 7 August 2025 12:13 pm
To: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Cc: George Ross <G.Ross@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; Joseph Herde <Joseph.Herde@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>
Subject: RE: RoNs Weekly Meeting: MoT/NZTA

Thanks Brigit – much appreciated.
 Ta
 Tim

From: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Sent: Thursday, 7 August 2025 12:03 pm
To: Tim Herbert <t.herbert@transport.govt.nz>
Cc: George Ross <G.Ross@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; Joseph Herde <Joseph.Herde@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>
Subject: RE: RoNs Weekly Meeting: MoT/NZTA

Thanks Tim

I've just had the download from our chief of staff at our end. To confirm, we are working on:

- Investment assurance material, including IQAs
- confirmed project cost ranges and BCRs – including reasons for changes to earlier BCRs
- getting you the last investment case (Hawke's Bay Expressway).

Fingers crossed, you will have all of this by cop today.

We will work with you on programme (as opposed to project) info and advice once we have direction from the Board – and as framed by the Board papers. This will include helping to model different programme scenarios in line with board direction.

We can discuss details further at our meeting later today.

Cheers
Brigit

From: Tim Herbert <t.herbert@transport.govt.nz>

Sent: Thursday, 7 August 2025 11:39 am

To: Dan Burgess <Daniel.Burgess@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>

Cc: George Ross <G.Ross@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>

Subject: RoNs Weekly Meeting: MoT/NZTA

FYI, just had a heads up, Ruths let us know that she's had a chat with Brett and he's told her that we should be able to access all papers other than the Board paper (which should be available early next week). In that context can I ask that:

- 1) If you need to, maybe check further up the food chain around the release of the non Board paper material – if there any issues let us know, Ruths happy to go back to Brett
- 2) Assuming you have the necessary authorisation, it would really be appreciated if we could get the rest of the material we've requested through asap.

Thanks again for the ongoing help.

Regards
Tim

MINISTRY OF TRANSPORT

Wellington (Head Office) | Ground Floor, 3 Queens Wharf | PO Box 3175 | Wellington 6011 | NEW ZEALAND | Tel: +64 4 439 9000 |

Auckland | NZ Government Auckland Policy Office | Level 7, 167B Victoria Street West | PO Box 106238 | Auckland City | Auckland 1143 | NEW ZEALAND | Tel: +64 4 439 9000 |

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Roads of National Significance – Updated BCRs and cost estimates as at 7 August 2025:

	Revised p50 BCR	Indicative cost estimate (\$b)		BCR Change Reason
		P50	P95	
Petone to Grenada Link Road & Cross Valley Link	1.7 exc WEBS 2.7 inc WEBS	2.1	2.6	No
East West Link	2.6 exc WEBS 3.2 inc WEBS	3.7	4.1	Scope Change from previous board of enquiry option
Mill Road Stage 1	3.1 exc WEBS 3.6 inc WEBS	1.7	2.0	No
Tauriko West	3.0 exc WEBS 3.6 inc WEBS	2.8	3.3	No
Hope Bypass	1.7 exc WEBS	1.1	1.4	No
Northland Expressway (Te Hana to Whangārei)	1.4 exc WEBS 1.5 inc WEBS	14.3	17.2	No
Takitimu North Link Stage Two	2.3 exc WEBS 2.8 inc WEBS	1.6	1.8	Discount Rate Change
Belfast to Pegasus Motorway and Woodend Bypass	2.3 exc WEBS	0.9	1	No
Wellington Improvements	0.7 exc WEBS 1.2 inc WEBS	2.9	3.8	No
Cambridge to Piarere Expressway	3.1 exc WEBS	1.9	2.2	Discount Rate Change
Hawke's Bay Expressway Stage 1 + Pakawhai Links	2.8 exc WEBS	0.6	0.7	Scope Scope has reduced from 27km corridor to stage 1 + 1 additional intersection
Hamilton Southern Links	TBC In September	2.3	2.7	No
Northwest Alternative SH16	NA	NA	NA	

Explanatory notes:

- The information included in the above table is based on the latest information currently available for each project. In most cases this is the investment cases recently provided to MoT except for Takitimu North Link Stage 2, Cambridge to Piarere and Belfast to Pegasus which are currently in the pre-implementation phase and have subsequently completed additional work.
- The costs provided include admin, escalation and contingency with p95 also including funding risk. These numbers are based on the proposed project staging within each business case. This has been completed on a "best for project" basis and does not constitute a programme view.
- Programme scenarios will include different costs as escalation changes as project timing is amended due to affordability, market capacity and prioritisation.
- BCR numbers for the purpose of this memo are un-tolled based on the p50 cost including and excluding WEBS.

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Neha Pawar

From: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Sent: Monday, 11 August 2025 1:35 pm
To: Tim Herbert
Cc: George Ross; Cody Davidson; Vanessa Bates; Dan Burgess; Francie Simone; James McHardy; Jeff Trevella; Official Correspondence NZTA; Caitlin McInnarney
Subject: RE: RoNS Board paper #2- programme scheduling and prioritisation
Attachments: RoNS prioritisation CORRECT.pdf

Attachment withheld under section 9(2)(f)(iv) of the Act.

[IN CONFIDENCE]

Apologies Tim

Please use this version. The version sent earlier today contained errors in Attachment 1, Appendix 1 (staging maps).

Thanks
 Brigit

[IN CONFIDENCE]

From: Brigit Stephenson
Sent: Monday, 11 August 2025 10:43 am
To: Tim Herbert <t.herbert@transport.govt.nz>
Cc: George Ross <g.ross@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Jeff Trevella <Jeff.Trevella@nzta.govt.nz>; Official Correspondence <Official.Correspondence@nzta.govt.nz>; Caitlin McInnarney <caitlin.mcinnarney@nzta.govt.nz>
Subject: RoNS Board paper #2- programme scheduling and prioritisation

and here is the prioritisation paper.

The Board endorsed the recommended programme (Balanced Scenario) for recommendation to the Minister.

We'll be looking at pulling together our briefing for 20 August, based on this Scenario. Dan and Francie are holding the pen. Cody (back tomorrow), Vanessa and I will continue to help with logistics to support their and your advice – let us know when you're ready to discuss next steps.

Cheers
 Brigit

From: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Sent: Monday, 11 August 2025 10:32 am
To: Tim Herbert <t.herbert@transport.govt.nz>
Cc: George Ross <g.ross@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Jeff Trevella <Jeff.Trevella@nzta.govt.nz>; Official Correspondence <Official.Correspondence@nzta.govt.nz>; Caitlin McInnarney <caitlin.mcinnarney@nzta.govt.nz>
Subject: RoNS Board paper #1- investment cases

Neha Pawar

From: George Ross
Sent: Monday, 25 August 2025 5:20 pm
To: Vanessa Bates; Cody Davidson; Dan Burgess; Francie Simone; Brigit Stephenson; james.mchardy@nzta.govt.nz; Natalia Garstecka
Cc: Tim Herbert; Richard Manning
Subject: Draft RoNS advice
Attachments: OC250681 Advice on the Roads of National Significance - Briefing - Policy (009).docx

Kia ora koutou,

Apologies for the delay in getting this out, but attached is the draft RoNS advice that we'll be putting up to the Minister on Wednesday.

Could you please provide any feedback by **10am Wednesday**.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment

Te Manatū Waka Ministry of Transport

s 9(2)(a)

E: g.ross@transport.govt.nz | transport.govt.nz



Hāpaitia ana ngā tangata o Aotearoa kia eke
Enabling New Zealanders to flourish



27 August 2025

OC250681

Hon Chris Bishop

Action required by:

Minister of Transport

Wednesday, 3 September 2025

DETAILED REPORT BACK ON THE ROADS OF NATIONAL SIGNIFICANCE (RONS) PROGRAMME

Purpose

Following a request from your office on 20 May 2025 for a detailed report back on the Roads of National Significance (RoNS), this briefing provides expenditure, revenue, phasing, and governance and assurance options to support delivery of the RoNS Programme.

Key points

- The RoNS Programme will be the most complex and expensive infrastructure programme in New Zealand's recent history, with NZTA's latest estimate indicating that the total cost to deliver the 17 new RoNS will likely be over \$56 billion.
- In addition to the RoNS programme, over the next 20-years **\$157 billion** from the NLTF will be invested into the land transport network, and there are other major capital projects that may be delivered over the next 20 years including Waitematā Harbour Connections, the Northwest Busway and potential rail investments. If all projects are delivered in full, total expenditure on land transport would be **s 9(2)(f)(iv)**
- The Ministry recommends that all land transport projects (including the RoNS Programme) are considered as part of the development of the next National Land Transport Programme (NLTP), ensuring these are assessed against the relative priority of other transport projects. The Ministry expects that if these projects are high priority, then the NZTA Board would prioritise them for funding from the NLTF.
- **s 9(2)(f)(iv)**
- The Ministry will undertake further work, as part of GPS 2027, to understand NZTA's expenditure forecast, and will provide advice in December 2025 on **s 9(2)(f)(iv)**. If additional funding is sought to deliver the RoNS Programme, the Ministry recommends that this is sought through **s 9(2)(f)(iv)** and/or GPS 2027 development process.

BUDGET SENSITIVE

- s 9(2)(f)(iv)

Recommended way forward

- s 9(2)(f)(iv)

-

Risks facing the delivery of the RoNS Programme

- The Ministry has identified five key risks facing the delivery of the RoNS Programme: cost escalation, value for money, readiness to deliver, market capacity, and governance and oversight.
- To mitigate these risks, the Ministry recommends that: the RoNS projects are considered at the P95 cost; only progressing with RoNS projects that have a BCR over 2; and only progressing projects that are capable beginning construction before 2030.
- NZTA has prioritised the RoNS Programme at a project and project stage level (e.g. East West link Stage 1). The Ministry sees value in this approach but does not have information available at this stage to prioritise at the project stage level.

s 9(2)(f)(iv)

s 9(2)(f)(iv)



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Recommendations (recommendations to follow)

We recommend you:

David Wood
Deputy Chief Executive
Investment and Monitoring
..... / /

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, Deputy Chief Executive, Investment and Monitoring	s 9(2)(a)	
Tim Herbert, Manager, Investment		✓
George Ross, Principal Advisor, Investment		
Richard Manning, Senior Advisor, Investment		

DETAILED REPORT BACK ON THE ROADS OF NATIONAL SIGNIFICANCE (RONS) PROGRAMME

Background

- 1 As part of the Government Policy Statement on land transport 2024 (GPS 2024), the Government re-introduced the Roads of National Significance (RoNS) Programme. GPS 2024 included a list of 17 new RoNS,¹ and stated that each should be four-laned, grade-separated highways, with all funding, financing and delivery options considered to deliver these in stages and as quickly as possible.
- 2 The RoNS Programme represents one of the most complex and expensive infrastructure programmes in New Zealand's recent history – with NZTA's latest estimate placing the total cost to deliver the 17 new RoNS will be likely be over \$56 billion.²

RoNS Investment Cases

- 3 Since GPS 2024 was published in June 2024, NZTA has been developing investment cases for 13 of the 17 RoNS. Of the remaining four, two are currently under construction (Ōtaki to North of Levin and Takitimu North Link Stage 1), and one is seeking a Resource Consent (RFP) (Northland Expressway Stage 1 (Warkworth to Te Hana)).
- 4 Some of NZTA's investment cases do not reflect the full scope of the RoNS projects as outlined in GPS 2024. These include: Mill Road (only Stage 1), Hawke's Bay Expressway (only Stage 1), and the Cross Valley Link being classed as a local road in the Petone to Grenada Investment Case – with expected costs and delivery timeframes excluded.
- 5 While the Ministry has received cost estimates and benefit cost ratios (BCRs) for the Hamilton Southern Links, NZTA does not expect to complete the Investment Case until September 2025. Attachment 1 provides one-page summaries for each of the RoNS projects the Ministry has received Investment Cases for and includes their estimated cost, BCR, and construction start date.

Forecast investment in land transport and GPS 2027

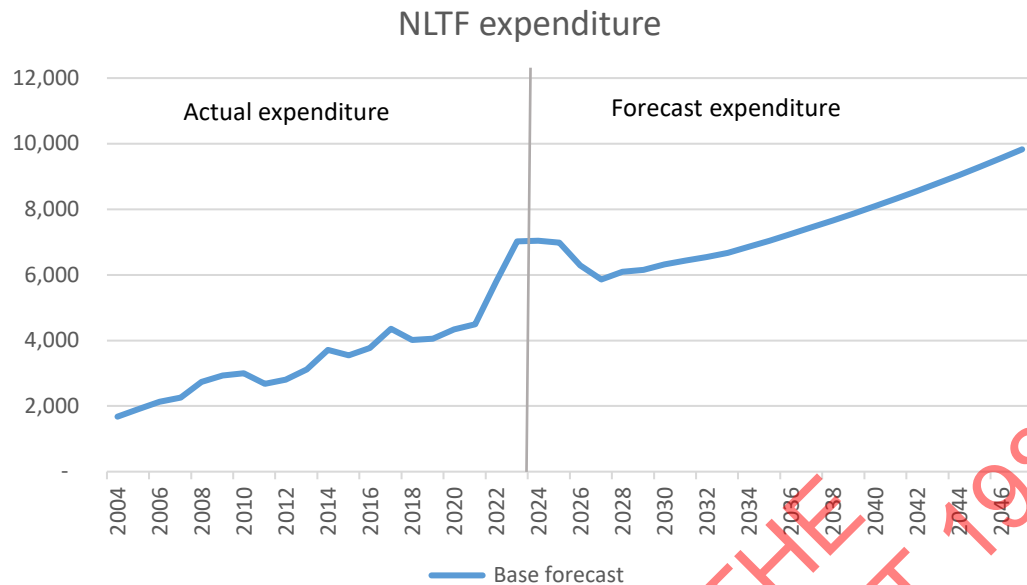
- 6 Over the next 20 years, \$157 billion of NLTF revenue will be invested into the land transport network. NZTA has advised that this funding will be used to maintain existing service levels (\$129 billion) and deliver BAU improvements (\$29.4 billion), and that there is limited opportunity to reprioritise this funding to deliver any additional RoNS projects.³

¹ The RoNS programme includes: Northland Expressway Stage 1 (Warkworth to Te Hana), Northland Expressway Stages 2 & 3 (Te Hana to Whangārei), Mill Road Stage 1, East West Link, North-West Alternative State Highway 16, Cambridge to Piarere Expressway, Hamilton Southern Links, Tauriko West, Takitimu North Link Stage One, Takitimu North Link Stage Two, Hawke's Bay Expressway, Ōtaki to North of Levin, Petone to Grenada Link Road & Cross Valley Link, Wellington Tunnels and Basin Reserve Upgrade, the Hope Bypass, and Belfast to Pegasus Motorway and Woodend Bypass.

² Based on the current P95 estimates provided to the Ministry from NZTA

³ Takitimu North Link Stage One, Ōtaki North Levin, and the Northland Expressway Stage 1 are currently funded from a combination of NLTF and Crown grants.

BUDGET SENSITIVE



- 7 Alongside the investment from the NLTF and the RoNS programme (\$56 billion), there are other major capital projects that may be delivered over the next 20 years including:
- 7.1 Waitematā Harbour Connections s 9(2)(f)(iv)
- 7.2 Potential rail investments across the metropolitan and freight rail networks s 9(2)(f)(iv)
- 7.3 Northwest Busway s 9(2)(f)(iv)
- 8 Delivering these other programmes in full could require additional funding s 9(2)(f)(iv), and result in total expenditure of s 9(2)(f)(iv). Delivering this level of expenditure likely exceeds the Crown's ability to fund on their current fiscal track and the markets capacity to deliver, as such, you will need to prioritise across not just the RONS themselves, but also against these other major capital projects.
- 9 The Ministry recommends that all land transport projects (including the RoNS Programme) are considered as part of the development of the next National Land Transport Programme (NLTP), ensuring these are assessed against the relative priority of other transport projects. The Ministry expects that if these projects are high priority, then the NZTA Board would prioritise them for funding from the NLTF.
- 10 As part of the development of GPS 2027, the Ministry has requested NZTA provide a detailed 10-year expenditure. The Ministry will provide further advice in December 2025 on s 9(2)(f)(iv)
- This follows receipt of the initial feedback on the Independent Review of NZTA's 10-year expenditure and corresponding service levels (OC250151 refers).

- 11 This advice will also include options on how you might allocate available revenue to different activities (e.g., maintenance, public transport, roading improvements, walking and cycling), and setting performance expectations about levels of service over a ten-year period. (2027/28 – 2036/37).

s 9(2)(f)(iv)

Expenditure options

- 14 NZTA and the Ministry have separately prioritised the RoNS Programme and developed comparable options on how much of the programme can be delivered over the next 20-years – using the same investment scenarios (additional investment of \$0.750 billion, \$1.5 billion,

s 9(2)(f)(iv)

- 15 The key difference between the two prioritisation methods is the Ministry has focused on when delivery can begin, whilst NZTA has focused on network need (when the project is required). As the network owner/operator, NZTA will have a greater understanding than the Ministry of when these investments are required to manage demand across the roading network. **Attachment X** summarises the results from these two prioritisation methods.

16

s 9(2)(f)(iv)

17

18

Revenue options to deliver the RoNS Programme

NZTA revenue options

s 9(2)(f)(iv)

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Ministry of Transport revenue options

- 24 There are various revenue tools available to support the delivery of your preferred package of RoNS projects which can be combined at different levels. These revenue tools can be split into three broad groups:
- 24.1 **Project-specific user/beneficiary charges**, which charge users and/or beneficiaries for projects. This includes road tolling and Infrastructure Funding and Financing Act (IFF Act) levies.
 - 24.2 **General user charges**, which charge users of the road network regardless of where or when they use it. The primary tools here are fuel excise duty (FED), road user charges (RUC), and motor vehicles licensing fees (MVR).
 - 24.3 **Crown funding**, drawn from general taxation.
- 25 All revenue tools are constrained by New Zealanders' willingness and ability to pay, and ultimately the revenue raised will come from the same broad set of people: New Zealand households. Using multiple funding sources is therefore unlikely to materially mitigate cost-of-living concerns, although it may shift costs between different kinds of households.

BUDGET SENSITIVE

26 We recommend prioritising project-specific charges as they ensure the closest possible connection between the revenue and the users or beneficiaries of a project. NZTA's analysis is that between s 9(2)(f)(iv) of the capital net present value of the RoNS Programme can be met through tolling, and that IFF Act levies could provide a further s 9(2)(f)(iv).

27 This level of cost recovery indicates a relatively low willingness to pay for the value these projects are expected to generate. NZTA and the Ministry will provide more detailed advice about the use of tolling and IFF Act levies on a case-by-case basis.

28 Once project-specific user charges have been maximised, we recommend prioritising general user charges to fund the remaining costs. Although they have a weaker connection to the RoNS Programme than direct user charges, they ensure that the transport network is self-funding as the current system was intended.

29 Of the general user charges, FED and RUC are the most administratively efficient tools. Motor vehicle licensing fees (MVR) can be used alongside FED and RUC s 9(2)(f)(iv)

30 You could also seek Crown funding to help deliver the RoNS Programme. This is the Ministry's least-preferred option as it has the weakest user-pays link to the projects.

31 s 9(2)(f)(iv)

32

33

s 9(2)(f)(iv)

- 36 As a rule of thumb, a \$10 MVR is equivalent to 1 cent per litre on FED or 80 cents per 1,000km for light vehicles and \$2.71per 1,000km for heavy vehicles.

s 9(2)(f)(iv)

- 37 The increases shown are indicative, with the following caveats:
- 37.1 Revenue from tolling and IFF Act assumes that the midpoint of NZTA's revenue estimates is met in each revenue scenario. The actual amount raised will be highly dependent on which RONS are built.
 - 37.2 The cost of implementing and administering tolling schemes has historically been slightly more than 30 percent of overall scheme revenue on average.
 - 37.3 s 9(2)(f)(iv)

Concessions

- 38 (hold for points on concessions)

Risks and mitigations

- 39 The Ministry has identified five key risks with the RoNS Programme: cost estimation, value for money, readiness to deliver, market capacity, governance. We have highlighted these risks below as well as potential mitigation strategies. The Ministry also note that even though

NZTA has undertaken various forms of external assurance,⁵ the RoNS Programme have not gone through Treasury's Gateway Process, or Infrastructure Commission's Infrastructure Priorities Programme (IPP).⁶

- 40 Given the size and complexity of the RoNS projects, the Ministry recommend each RoNS project should go through the IPP and Gateway process, before funding is approved or the projects proceed to implementation. This will provide greater confidence that the projects can be delivered on time, within budget, deliver the expected benefits, and are high value infrastructure projects – when compared to projects in other sectors (e.g. health or education).

Cost estimation – the actual cost to deliver projects may exceed P50 and P95 estimates

- 41 Recent reviews of large transport capital investment projects by the Australian Transport Research Forum and the United Kingdom's Department for Transport have highlighted the tendency for large capital transport projects to consistently result in lower benefits and higher costs than the business cases forecast (both in New Zealand and internationally).

s 9(2)(f)(iv)

Value for money – a BCR of 1 may not represent value for money if costs increase and benefits decrease

- 44 When assessing value for money from each of the investments, we have relied on the BCRs from the respective Investment Cases. BCR's are highly sensitive to the underlying assumptions used, and we recommend that these are used to assess relative, not absolute value of a proposed investment.
- 45 For the RoNS Programme, BCRs have been calculated based on a 60-year evaluation period, using a 2% discount rate (consistent with Treasury guidance). NZTA has advised that this approach results in BCRs two or three times high than under the previous assumptions of a 40-year evaluation period and a 4% discount rate. In the case of the Belfast to Pegasus and the Woodend Bypass RoNS, using a 2% discount rate and extending the evaluation period by

⁵ As part of NZTA's investment case process, investment cases are required to undertake external Peer Reviews, Parallel Cost estimates, and internal Investment Quality Assurance.

⁶ The IPP is a public menu of priority infrastructure proposals that have gone through a standardised independent review process. This allows for projects across different sectors to be compared against each other.

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20 years has resulted in the BCR range increasing from 0.3-1 to 1-2.5, despite no change in the underlying investment.

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

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Next steps

- 59 Following the discussion on 3 September, the Ministry will draft a Cabinet paper to be lodged on 16 October 2025, targeting the Cabinet Economic Development (ECO) Committee on 22 October 2025. Key milestones for the remainder of the year are outlined below.

Milestone	Deadline
Advice provided on the RoNS Programme	27 August 2025
Discussion with Ministry and NZTA officials to discuss delivery of the RoNS Programme	3 September 2025
Draft Cabinet Paper developed	3 September to 3 October 2025
Ministry of Transport receives NZTA's forecast expenditure and performance information	19 September 2025
Draft Cabinet paper provided to your Office	First week of October 2025
Departmental/Ministerial consultation on draft Cabinet paper	6 – 17 October 2025
Cabinet Economic Policy Committee (ECO)	22 October 2025
Ministry provides initial advice and draft report on NZTA's forecast expenditure and performance information	December 2025

Neha Pawar

From: George Ross
Sent: Tuesday, 26 August 2025 5:59 pm
To: Tim Herbert; Richard Manning; Duncan Wilson; Brigit Stephenson; Cody Davidson; Vanessa Bates; James McHardy; Natalia Garstecka; Dan Burgess; Francie Simone
Subject: Updated draft RoNS
Attachments: OC250681 Advice on the Roads of National Significance - Briefing - Policy 2608.docx

Kia ora koutou,

Attached is an updated draft of the RoNS briefing. We are not expecting you will have time to factor this version into the comments you provide us tomorrow morning, but we thought we would send this through so that you guys are up to date with the briefing. There aren't significant changes to the advice, but we have been working on sharpening the paper up and clarifying the narrative.

Ngā mihi
George

George Ross ([he / his](#))
Kaitohutohu Mātāmua | Principal Advisor - Investment
Te Manatū Waka Ministry of Transport

s 9(2)(a) E: g.ross@transport.govt.nz | transport.govt.nz



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Enabling New Zealanders to flourish



27 August 2025

OC250681

Hon Chris Bishop

Action required by:

Minister of Transport

Wednesday, 3 September 2025

DETAILED REPORT BACK ON THE ROADS OF NATIONAL SIGNIFICANCE (RONS) PROGRAMME

Purpose

Following a request from your office on 20 May 2025 for a detailed report back on the Roads of National Significance (RoNS), this briefing provides expenditure, revenue, phasing, and governance and assurance options to support delivery of the RoNS Programme.

Key points

- The RoNS Programme will be the most complex and expensive infrastructure programme in New Zealand's recent history, with NZTA's latest estimate indicating that the total cost to deliver the 17 new RoNS will likely be over \$56 billion.
- In addition to the RoNS Programme, over the next 20-years **\$157 billion** from the NLTF is projected be invested into the land transport network, excluding other major capital projects that may be delivered over the next 20 years including Waitematā Harbour Connections ^{s 9(2)(f)} the Northwest Busway ^{s 9(2)(f)(iv)} and potential rail investments ^{s 9(2)(f)(iv)}. If all projects are delivered in full, total Crown expenditure on land transport would be ^{s 9(2)(f)(iv)}.

The Ministry and NZTA have developed options for how the RoNS Programme could be delivered and funded

- Under all options, the Ministry recommends that the RoNS Programme is considered for inclusion in the National Land Transport Programme (NLTP) and funded from the National Land Transport Fund (NLTF). This ensures each investment is assessed against the relative priority of other transport projects. ^{s 9(2)(f)(iv)}

User charges are the preferred funding source for land transport investment

- You have choices about the overall mix of tools to fund the Programme. The Ministry recommends prioritising project user charges (e.g. tolling) first and general user charges (e.g. FED and RUC) second as the preferred funding sources for the land transport investments.

- ^{s 9(2)(i), s 9(2)(b)(ii)}

- ^{s 9(2)(f)(iv)}

^{s 9(2)(f)(iv)}

- NZTA has indicated that expenditure over the next 20 years includes:
 - o \$12 billion on debt, including PPPs
 - o \$121 billion on continuous programmes
 - o \$30 billion on improvements (including Local Road Improvements, Walking and Cycling Improvements, Public Transport Infrastructure and State Highway Improvements)

- ^{s 9(2)(f)(iv)}

- This in an above estimate is indicative only and the Ministry will undertake further work, as part of GPS 2027, to understand NZTA's expenditure forecast, including what is expected to

be delivered with the forecast expenditure. Further advice will be provided in December 2025 including s 9(2)(f)(iv)

Risks facing the delivery of the RoNS Programme

- The Ministry has identified five key risks facing the delivery of the RoNS Programme: cost escalation, value for money, readiness to deliver, market capacity, and governance and oversight.

s 9(2)(f)(iv)

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Recommendations

We recommend you:

1	note that the cost to deliver the 17 Roads of National Significance (RoNS) Programme is likely to be over \$56 billion – and NZTA has advised that unless additional revenue, debt or Crown grants are provided, there is no available revenue in the National Land Transport Fund (NLTF) from 2027 to deliver the RoNS Programme	
2	note that in addition to the RoNS Programme, over the next 20-years, \$157 billion from the NLTF will be invested into the land transport network, and, accounting for other major capital projects which have been signalled (Waitematā Harbour Connections, the Northwest Busway, and potential rail investments) – if all projects are delivered in full, total expenditure on land transport s 9(2)(f)(iv)	

Prioritisation of investment in the RoNS Programme

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

Risks facing the RoNS Programme and additional governance, oversight and assurance

- | | | |
|----|---|--|
| 16 | note that the Ministry has identified five key risks facing the RoNS Programme: cost escalation, value for money, readiness to deliver, market capacity, and governance and oversight, s 9(2)(f)(iv) | |
|----|---|--|

BUDGET SENSITIVE

s 9(2)(f)(iv)

David Wood
Deputy Chief Executive
Investment and Monitoring
..... / /

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, Deputy Chief Executive, Investment and Monitoring	s 9(2)(a)	
Tim Herbert, Manager, Investment		✓
George Ross, Principal Advisor, Investment		
Richard Manning, Senior Advisor, Investment		

DETAILED REPORT BACK ON THE ROADS OF NATIONAL SIGNIFICANCE (RONS) PROGRAMME

Background

- 1 As part of the Government Policy Statement on land transport 2024 (GPS 2024), the Government re-introduced the Roads of National Significance (RoNS) Programme. GPS 2024 included a list of 17 new RoNS,¹ and stated that each should be four-laned, grade-separated highways, with all funding, financing and delivery options considered to deliver these in stages and as quickly as possible.
- 2 The RoNS Programme represents one of the most complex and expensive infrastructure programmes in New Zealand's recent history – with NZTA's latest estimate placing the total cost to deliver the 17 new RoNS will be likely be over \$56 billion.²

RoNS Investment Cases

- 3 Since GPS 2024 was published in June 2024, NZTA has been developing investment cases for 13 of the 17 RoNS. Of the remaining four, two are currently under construction (Ōtaki to North of Levin and Takitimu North Link Stage 1), and one is seeking Requests for Proposals (RFP) (Northland Expressway Stage 1 (Warkworth to Te Hana)).^{§ 9(2)(f)(iv)}
- 4 Given this, Takitimu North Link Stage 1, Ōtaki to North Levin and the Northland Expressway Stage 1 (Warkworth to Te Hana), have been excluded from the options presented in this briefing, as they are expected to be delivered through baseline funding.
- 5 Some of NZTA's investment cases do not reflect the full scope of the RoNS projects as outlined in GPS 2024. These include Mill Road (only Stage 1), Hawke's Bay Expressway (only Stage 1), and the Cross Valley Link being classed as a local road in the Petone to Grenada Investment Case – with expected costs and delivery timeframes excluded.
- 6 While the Ministry has received cost estimates and benefit cost ratios (BCRs) for the Hamilton Southern Links, NZTA does not expect to complete the Investment Case until September 2025. **Attachment 1** provides one-page summaries for each of the RoNS projects the Ministry has received Investment Cases for including estimated costs, BCR, and construction start date.

Forecast investment in land transport and GPS 2027

- 7 Over the next 20 years, \$157 billion of NLTF revenue is forecast to be invested into the land transport network. NZTA has advised that this funding will be used to maintain existing

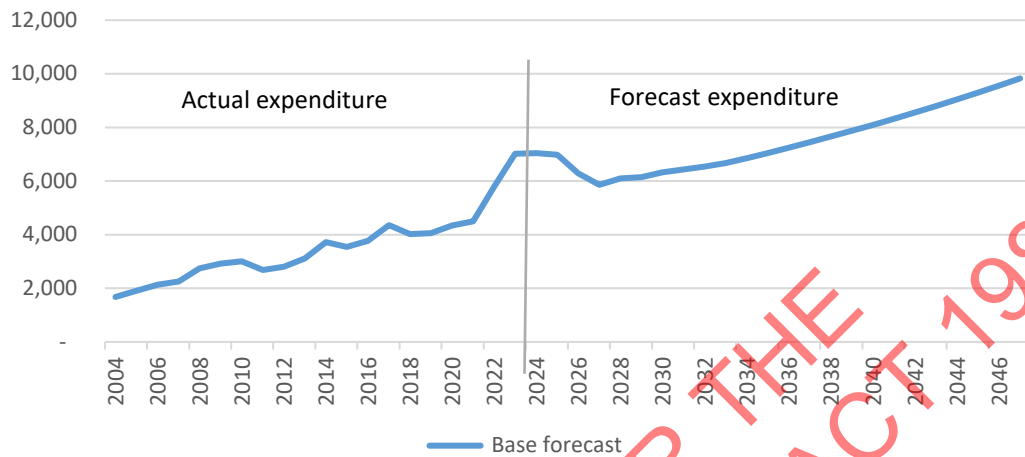
¹ The RoNS programme includes: Northland Expressway Stage 1 (Warkworth to Te Hana), Northland Expressway Stages 2 & 3 (Te Hana to Whangārei), Mill Road Stage 1, East West Link, North-West Alternative State Highway 16, Cambridge to Piarere Expressway, Hamilton Southern Links, Tauriko West, Takitimu North Link Stage One, Takitimu North Link Stage Two, Hawke's Bay Expressway, Ōtaki to North of Levin, Petone to Grenada Link Road & Cross Valley Link, Wellington Tunnels and Basin Reserve Upgrade, the Hope Bypass, and Belfast to Pegasus Motorway and Woodend Bypass.

² Based on the current P95 estimates provided to the Ministry from NZTA

BUDGET SENSITIVE

service levels (\$129 billion) deliver BAU improvements (\$29.4 billion), and that there is limited opportunity to reprioritise this funding to deliver any additional RoNS projects (i.e. the 14 of the 17 RoNS which this advice is focused on).

Figure 1: NLTF expenditure (actual and forecast)



- 8 In addition to the planned investments from the NLTF (\$57 billion) and the RoNS Programme (\$56 billion), there are other major transport capital investments which are planned for delivery over the next 20 years, including:

- 8.1 Waitematā Harbour Connections s 9(2)(f)(iv)
- 8.2 Potential rail investments across the metropolitan and freight rail networks s 9(2)(f)(iv)
- 8.3 Northwest Busway s 9(2)(f)(iv)

- 9 Delivering these other transport capital investments in full could require additional funding s 9(2)(f)(iv) and result in total expenditure of s 9(2)(f)(iv)

You will therefore need to prioritise, not just within the RoNS Programme, but across all transport capital investments.

s 9(2)(f)(iv)

s 9(2)(f)(iv)

Expenditure options

- 11 NZTA and the Ministry have independently prioritised the RoNS Programme and developed comparable delivery options and investment options s 9(2)(f)(iv)

Both NZTA and the Ministry have used a three-factor prioritisation framework for the RoNS programme, as outlined in table 1 below.

- 12 While acknowledging your preference for investment options, the Ministry recommends that the RoNS Programme is prioritised through the National Land Transport Programme (NLTP) process and funded from the National Land Transport Fund (NLTF). This ensures each investment is assessed against the relative priority of other transport projects. The Ministry expects that if the RoNS are high priority, then they will be prioritised for funding from the NLTF.

s 9(2)(f)(iv)

- 13 The key difference between the Ministry's and NZTA's prioritisation method is the Ministry has included a focus on when the investment can be delivered, whilst NZTA has focused on network need (when the project is required). As the network owner/operator, NZTA has a greater understanding of when these investments are required to manage demand across the roading network. **Table 2** below summarises the Ministry's prioritisation of the RoNS Programme.

s 9(2)(f)(iv)

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

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Table 3

below summarises the NZTA's prioritisation.

s 9(2)(f)(iv)

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

17

Revenue options to deliver the RoNS Programme

- 18 There are various revenue tools available to support the delivery of the RoNS Programme, which can be divided into three groups:
- 18.1 **Project-specific user/beneficiary charges**, which charge users and/or beneficiaries for projects. This includes road tolling and Infrastructure Funding and Financing Act (IFF Act) levies.
- 18.2 **General user charges**, which charge users of the road network regardless of where or when they use it. The primary tools here are fuel excise duty (FED), road user charges (RUC), and motor vehicles licensing fees (MVR).
- 18.3 **Crown funding**, drawn from general taxation.

Project-specific user/beneficiary charges

- 19 All revenue tools are constrained by New Zealanders' willingness and ability to pay, and ultimately revenue raised will come from the same broad set of people: New Zealand households. Using multiple funding sources is therefore unlikely to materially mitigate cost-of-living concerns, although it may shift costs between different kinds of households. The Ministry recommends prioritising project-specific charges as they ensure the closest possible connection between the revenue and the users or beneficiaries of a project.

20 s 9(2)(f)(iv)

The use of direct user charges depends on the specific projects delivered, and the Ministry and NZTA will provide detailed advice on the use of these revenue tools on a case-by-case basis.

General user charges (FED/RUC/MVR)

- 21 Once project-specific user charges have been maximised, the Ministry recommends prioritising general user charges to generate the remaining revenue. While noting that general user charges have a weaker connection to the RoNS Programme than direct user charges, these ensure that the transport network is self-funding.
- 22 Of the general user charges, FED and RUC are the most administratively efficient tools. Motor vehicle licensing fees (MVR) can be used alongside FED and RUC t

- 23 You could also seek Crown funding to help deliver the RoNS Programme. This is the Ministry's least-preferred option as it has the weakest user-pays link to the projects.

You have choices about the mix of tools

s 9(2)(f)(iv)

- 25 As an approximate guide, increasing MVR by \$10 is equivalent to about a 1 cent per litre on FED and a commensurate increase in RUC rates. Given FED increases of 1 cent per litre (and equivalent RUC increases) tend to raise approximately \$55-60 million annually on current levels of fuel efficiency, that amount of annual Crown funding would be approximately what is required to reduce FED increases by 1 cent per litre. All increases to FED, RUC and MVR shown in Figure 2 below are in addition to the increases Cabinet has already agreed to (CAB-24-MIN-0057 refers).⁴

s 9(2)(f)(iv)

- 26 Offsetting FED and RUC increases with MVR increases and Crown funding across all three of NZTA's revenue scenarios are summarised in Table 4 below. The analysis assumes a \$25 increase in MVR for most vehicle classes, increasing to \$50 for second and third options as revenue required increases. Crown funding was held constant at \$100 million. Under these assumptions, there remains a significant reliance on FED and RUC revenue which could vary depending on your preferred approach.

s 9(2)(f)(iv)

⁴ Cabinet agreed to increase FED by 12 cents per litre from January 2027, a further 6 cents per litre from January 2028, and a further 4 cents per litre annually from January 2029. Cabinet agreed that each FED increase would be matched by an equivalent RUC increase. Cabinet also agreed to increase the standard MVR fee by \$50 in two \$25 stages. The first of these stages took effect on 1 January 2025, with the second set to take effect from 1 January 2026.

s 9(2)(f)(iv)

- 27 Across these scenarios, the quantum of funding generated from each revenue tool could change, and the Ministry notes:
- 27.1 Revenue from tolling and IFF Act assumes that the midpoint of NZTA's revenue estimates is met in each investment option s 9(2)(i)
The actual amount raised will be highly dependent on which RONS are built.
- 27.2 The cost of implementing and administering tolling schemes has historically been slightly more than 30 percent of overall scheme revenue on average.
- 27.3 There is a risk that the FED and RUC increases outlined below will prove insufficient to fund the RoNS Programme at the intended scale given risks of cost escalation and/or forecast error.

NZTA revenue options

- 28 s 9(2)(f)(iv)

⁵ To register most classes of vehicle for 12 months. Rate takes effect on 1 January 2026. Excludes non-MVR components of the 'rego' fee.

s 9(2)(f)(iv)

The Ministry does not recommend using debt as the main tool to fund the RoNS Programme

- 29 While debt can be used to smooth annual peaks in investment, the Ministry does not recommend it is used as the primary tool to deliver large transport capital programmes. Large capital programmes are by nature spread over several years and the land transport system has efficient and broad base funding tools (FED/RUC) that can extract the required revenue over this time.

30

s 9(2)(f)(iv)

- 31 The Ministry recommends debt funding is only used to smooth peaks in capital investment, and, if debt is used, this is in the form of amortised loans, as opposed to bullet (balloon) loans, ensuring that principal is repaid over the term of the loan.

s 9(2)(f)(iv)

- 32 NZTA has indicated that base expenditure⁶ over the 2027-48 period is \$162 billion, and includes: \$12 billion on debt, including PPPs, \$121 billion on continuous programmes,

⁶ Base expenditure excludes expenditure on uncommitted RoNS projects, the WHC and the Northwest Busway.

BUDGET SENSITIVE

\$7 billion on local road improvements, \$2 billion on Walking and Cycling, \$11 billion on Public Transport Infrastructure, and \$9 billion on State Highway Improvements.

- 33 NZTA has advised that this forecast has been built off high level assumptions, including that continuous programmes are estimated based on GPS 2024 activity class mid points, expenditure on local road improvements, walking and cycling, and public transport infrastructure is based on the GPS 2024 activity class lower band, and that state highway improvements includes a notional allowance of \$500 million per annum for other non-RoNS improvements.
- 34 The draft National Infrastructure Plan outlines that although New Zealand in the top 10% of OECD countries for per capita expenditure on infrastructure, New Zealand is in the bottom 10% in terms of what gets delivered. This suggests that as a country, New Zealand is relatively inefficient at delivering infrastructure and there could be significant opportunities to increase the “bang for buck” New Zealand gets from infrastructure spending.

35

s 9(2)(f)(iv)

36

- 37 NZTA are working to refine the above forecast and to develop a detailed 10-year expenditure forecast, which will be used to inform expenditure and revenue settings in GPS 2027. The Ministry expect to receive this forecast on 19 September and have procured an independent third party to review this forecast. As part of this, the independent reviewer will

s 9(2)(f)(iv)

- 38 The Ministry will receive an initial draft of the third party review in December 2025, and following the receipt will provide further advice

s 9(2)(f)(iv)

Risks and mitigations

- 39 The Ministry has identified five key risks with the RoNS Programme: cost estimation, value for money, readiness to deliver, market capacity, governance. We have highlighted these risks below as well as potential mitigation strategies. The Ministry also note that even though NZTA has undertaken various forms of external assurance,⁷ the RoNS Programme have not

⁷ As part of NZTA's investment case process, investment cases are required to undertake external Peer Reviews, Parallel Cost estimates, and internal Investment Quality Assurance.

gone through Treasury's Gateway Process, or Infrastructure Commission's Infrastructure Priorities Programme (IPP).⁸

- 40 Given the size and complexity of the RoNS projects, the Ministry recommend each RoNS project should go through the IPP and Gateway process, before funding is approved or the projects proceed to implementation. This will provide greater confidence that the projects can be delivered on time, within budget, deliver the expected benefits, and are high value infrastructure projects – when compared to projects in other sectors (e.g. health or education).

Cost estimation – the actual cost to deliver projects may exceed budgeted funding

- 41 Recent reviews of large transport capital investment projects by the Australian Transport Research Forum and the United Kingdom's Department for Transport have highlighted the tendency for large capital transport projects to consistently result in lower benefits and higher costs than the business cases forecast (both in New Zealand and internationally).

s 9(2)(f)(iv)

Value for money – a BCR of 1 may not represent value for money if costs increase and benefits decrease

- 44 When assessing value for money from each of the investments, we have relied on the BCRs from the respective Investment Cases. BCR's are highly sensitive to the underlying assumptions used, and we recommend that these are used to assess relative, not absolute value of a proposed investment.
- 45 For the RoNS Programme, BCRs have been calculated based on a 60-year evaluation period, using a 2% discount rate (consistent with Treasury guidance). NZTA has advised that this approach results in BCRs two or three times higher than under the previous assumptions of a 40-year evaluation period and a 4% discount rate. In the case of the Belfast to Pegasus and the Woodend Bypass RoNS, using a 2% discount rate and extending the evaluation period by 20 years has resulted in the BCR range increasing from 0.3-1 to 1-2.5, despite no change in the underlying investment.

s 9(2)(f)(iv)

⁸ The IPP is a public menu of priority infrastructure proposals that have gone through a standardised independent review process. This allows for projects across different sectors to be compared against each other.

s 9(2)(f)(iv)

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s 9(2)(f)(iv)

Next steps

- 57 Following the discussion on 3 September, the Ministry will draft a Cabinet paper to be lodged on 16 October 2025, targeting the Cabinet Economic Development (ECO) Committee on 22 October 2025. Key milestones for the remainder of the year are outlined below.

Milestone	Deadline
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Draft Cabinet Paper developed	3 September to 3 October 2025
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Draft Cabinet paper provided to your Office	First week of October 2025
Departmental/Ministerial consultation on draft Cabinet paper	6 – 17 October 2025
Cabinet Economic Policy Committee (ECO)	22 October 2025
Ministry provides initial advice and initial review of NZTA's forecast expenditure and performance information	December 2025

Neha Pawar

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Sent: Tuesday, 26 August 2025 7:45 am
To: George Ross
Cc: Tim Herbert; Richard Manning; Vanessa Bates; Dan Burgess; Francie Simone; Brigit Stephenson; James McHardy; Natalia Garstecka
Subject: RE: Draft RoNS advice
Attachments: BRI-3407 - RoNS Prioritisation draft.pdf

Attachment is withheld under sections 9(2)(f)(iv) and 9(2)(b)(ii) of the Act.

Mōrena George,

Thanks for sending this through.

Please find attached the NZTA briefing. We are just making some final design changes to the appendices so will send them through when ready, but the main body of the briefing is attached.

Thanks,
Cody

From: George Ross <G.Ross@transport.govt.nz>
Sent: Monday, 25 August 2025 5:20 pm
To: Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>
Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>
Subject: Draft RoNS advice

Kia ora koutou,

Apologies for the delay in getting this out, but attached is the draft RoNS advice that we'll be putting up to the Minister on Wednesday.

Could you please provide any feedback by **10am Wednesday**.

Ngā mihi
George

George Ross ([he / his](#))
 Kaitohutohu Mātāmua | Principal Advisor - Investment
Te Manatū Waka Ministry of Transport

s 9(2)(a)

E: g.ross@transport.govt.nz | transport.govt.nz



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MINISTRY OF TRANSPORT

Wellington (Head Office) | Ground Floor, 3 Queens Wharf | PO Box 3175 | Wellington 6011 | NEW ZEALAND | Tel: +64 4 439 9000 |

Neha Pawar

From: George Ross
Sent: Wednesday, 27 August 2025 3:08 pm
To: Brigit Stephenson; Cody Davidson
Cc: Tim Herbert; Richard Manning; Duncan Wilson; Vanessa Bates; James McHardy; Natalia Garstecka; Dan Burgess; Francie Simone
Subject: RE: Updated draft RoNS
Attachments: RE: RONS request: costs and BCR on staged options

Thanks all,

The Northland Corridor costs are from the attached spreadsheet which we received on 14 August. Please let me know if there is any issue using these costs.

Ngā mihi
 George

From: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Sent: Wednesday, 27 August 2025 2:58 pm
To: George Ross <G.Ross@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>
Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Duncan Wilson <D.Wilson@transport.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>
Subject: RE: Updated draft RoNS

Hi George

The team has confirmed as follows:

- The BCR for Hamilton Southern Links is 1.9 this is going to the Board next month but BCR is 1.9 and 2.3 with WEBS

• s 9(2)(b)(ii), s 9(2)(f)(iv)

Hope that helps
 Cheers
 Brigit

From: George Ross <G.Ross@transport.govt.nz>
Sent: Wednesday, 27 August 2025 1:40 pm
To: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Duncan Wilson <d.wilson@transport.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>
Subject: RE: Updated draft RoNS

Thanks Cody for sending this through.

The comments you've provided are helpful, and we have made changes to the briefing to reflect them.

Just on the BCR and project costs, the table you sent through is good, but it doesn't include all costs and BCRs. Could I please confirm that the below is correct?

Could you get back to me ASAP on this.

Ngā mihi
George

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>

Sent: Wednesday, 27 August 2025 8:37 am

To: George Ross <G.Ross@transport.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Duncan Wilson <D.Wilson@transport.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>

Subject: RE: Updated draft RoNS

Kia ora George,

Please find NZTA comment below. I have done a quick cross-check against the updated briefing, removed comments no longer relevant and updated para/table references but apologies if any have been missed.

The attached document should help to answer your query from this morning too regarding a numbers check.

Thanks,
Cody

Thank you for the opportunity to comment on this paper. NZTA's feedback is as follows:

Background

- We suggest clarifying whether the \$56b referenced for all 17 RoNS includes those RoNS projects that are already in construction and/or clarifying that while \$56b is the total estimated cost, \$xx billion is the currently unfunded amount.

BCRs

- Table 5, page 13 – please check the BCRs against the updated cost and BCR table attached.
- The paper is silent on how the Ministry is treating Wider Economic Benefits (WEBS). WEBS improve BCRs (including getting some above the Ministry's threshold of 2) and are an important part of the benefits of some projects such as the Wellington Improvements. We suggest the paper outlines how MoT has considered WEBS. Note we are making a slight update to our briefing to expand on the role of WEBS.

RoNS Investment Cases

- Para 4 – should Hawke's Bay Expressway also be excluded from the paper given it is now funded?
- Para 5 – the briefing notes that some of our Investment cases do not reflect the scope outlined in GPS 2024, but it doesn't outline why. Without this, it could be perceived as NZTA not delivering on what it was asked to deliver. We request reference is made as to why the GPS scope has had some departures – refer to page 4 of the Board RoNS Prioritisation paper: "[NZTA has] reviewed the GPS requirement that

all RoNS are grade-separated and four lanes, reducing this standard on a number of RoNS projects to better address the transport problem while delivering value for money.” There are also strong value for money reasons why we have departed from the GPS scope for the projects listed in paragraph 4 (noting these have now been removed in the updated briefing):

- Hawkes Bay Expressway - investment case investigation determined that the value for money solution to deliver on the objectives of economic productivity only needed interventions to a portion of the corridor.

- s 9(2)(b)(ii), s 9(2)(f)(iv)

-

Forecast investment in land transport and GPS 2027

- Para 8.1 – unsure where the s 9(2)(f)(iv) in the updated briefing) range for WHC came from. Please refer to our previous advice from 18 July 2025:
 - As discussed, we are still undertaking the analysis of a bridge vs tunnel option for WHC so we don’t have a definitive cost figure. We appreciate the intent is just to raise that this potential investment is significant; as agreed we can provide a range noting there is significant uncertainty. The range is s 9(2)(f)(iv) roughly aligns with the June QIR figure, which is essentially a placeholder.

Value for money

- Para 45 – This para isn’t clear on whether a 2% discount rate is now Treasury’s recommended approach to all BCR assessment across government (or at least for infrastructure). Presenting the old assessment (4%) is relatively moot if 2% is now the recommended way to develop BCRs.

Readiness to deliver

- Para 47 – this paragraph does not acknowledge the GPS 24 expectations to deliver more efficient business case processes, the Decision Led Approach (which the Minister is very supportive of) and that projects such as the Hawke’s Bay Expressway is taking 18 months from investment case to construction. We suggest some explanation or evidence be included to support the following statement:
 - The Ministry does not consider that this is an indication that the projects can progress to implementation (construction) any faster that would usually be expected.

Governance

- We request that this section acknowledges that NZTA has improvements underway in response to the KPMG and TCIP reviews and that the TCIP review also identified that NZTA was a competent deliver of capital projects.

From: George Ross <G.Ross@transport.govt.nz>

Sent: Tuesday, 26 August 2025 5:59 pm

To: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Duncan Wilson <d.wilson@transport.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>

Subject: Updated draft RoNS

Kia ora koutou,

Attached is an updated draft of the RoNS briefing. We are not expecting you will have time to factor this version into the comments you provide us tomorrow morning, but we thought we would send this through so that you guys are up to date with the briefing. There aren’t significant changes to the advice, but we have been working on sharpening the paper up and clarifying the narrative.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment

Te Manatū Waka Ministry of Transport

s 9(2)(a)

E: g.ross@transport.govt.nz | transport.govt.nz



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Neha Pawar

From: Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>
Sent: Thursday, 14 August 2025 10:36 am
To: George Ross; Brigit Stephenson
Cc: Tim Herbert; Richard Manning; Cody Davidson; Dan Burgess; Francie Simone; James McHardy; Official Correspondence NZTA; Caitlin McInnarney; Vanessa Bates
Subject: RE: RONS request: costs and BCR on staged options
Attachments: 20250813 for MOT IC project costs.xlsx

Attachment withheld under section 9(2)(b)(ii).

Hi George,

Costs calculations are fine, just the formula pulling delivery phase name needed adjusting (updated file attached).

Natalia

From: George Ross <G.Ross@transport.govt.nz>
Sent: Thursday, 14 August 2025 10:26 am
To: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Official Correspondence <Official.Correspondence@nzta.govt.nz>; Caitlin McInnarney <caitlin.mcinnarney@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>
Subject: RE: RONS request: costs and BCR on staged options

Thanks Brigit,

This spreadsheet is really helpful.

Quick question, there might be a slight formula error in the spreadsheet. It looks like for the final cost for the projects, the cost aren't showing against the correct category. The below snippet of the Northland Corridor (Port Marsden to Wellsford) is showing nearly s 9(2)(b)(ii) for pre-imp but nothing for implementation, I'm guessing that these costs just need to be moved down and that Escalation Indices should be \$0?

Delivery phase description	
Escalation indices	\$m
Property	\$m
Pre-Implementation	\$m
Implementation	\$m
-	\$m
Total	\$m

s 9(2)(b)(ii)

Ngā mihi
George

From: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>
Sent: Wednesday, 13 August 2025 4:30 pm
To: George Ross <G.Ross@transport.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>; Official Correspondence NZTA <official.correspondence@nzta.govt.nz>; Caitlin McInnarney <caitlin.mcinnarney@nzta.govt.nz>; Natalia Garstecka <Natalia.Garstecka@nzta.govt.nz>; Vanessa Bates <Vanessa.Bates@nzta.govt.nz>

Subject: RE: RONS request: costs and BCR on staged options

Kia ora George

Please see attached data and analysis of annual project cashflows.

We have not developed separate BCRs for each of the various project stages – just for each project overall.

Nominal cost of delivering all the projects is \$48.8b based on P95 costs from the investment cases (as per table 2 in the summary tab). Programming choices obviously impact this (due to cost escalation and other factors).

The closest we get to a 20-year programme to deliver all projects in full is the aspirational scenario (3).

Hope this meets needs!

Cheers
Brigit and team

From: George Ross <G.Ross@transport.govt.nz>

Sent: Tuesday, 12 August 2025 9:56 am

To: Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Cody Davidson <Cody.Davidson@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>; Francie Simone <Francisca.Simone@nzta.govt.nz>; James McHardy <james.mchardy@nzta.govt.nz>

Cc: Tim Herbert <t.herbert@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>

Subject: RONS request: costs and BCR on staged options

Kia koutou,

Thank you for providing the RoNS board papers yesterday.

I noticed that in the Roads of National Significance Programme Scheduling and Prioritisation Board Paper, you have broken down the RoNS projects into discrete stages. To ensure we can align with this in our advice, could I please get annual cash flows and BCR information for the various stages of the RoNS projects?

Additionally, could we get a scenario outlining the total estimated costs for delivering the entire RoNS programme over a 20-year period (including costs broken down by financial year and project)? Previously we were working off a \$50 billion over 20 years figure, but I'm not sure if that is still accurate.

Could you please provide this information by the COP on Wednesday, 13 August? Let me know if you have any issues.

Ngā mihi
George

George Ross ([he / his](#))
Kaitohutohu Mātāmua | Principal Advisor - Investment

Neha Pawar

From: George Ross
Sent: Thursday, 28 August 2025 1:38 pm
To: Brigit Stephenson; Cody Davidson; Dan Burgess; Francie Simone; james.mchardy@nzta.govt.nz; Natalia Garstecka; Vanessa Bates
Cc: Tim Herbert; Richard Manning
Subject: OC250681 Advice on the Roads of National Significance - Briefing - Policy (17)
Attachments: OC250681 Advice on the Roads of National Significance - Briefing - Policy (17).docx; ATTACHMENT 1_RoNS 1 Page Summaries.docx

Kia ora koutou,

Thanks for the comments on the draft RoNS briefing. Attached is the final version.

Also given we'll be in front of the Minister next week, it would be good to get a copy of the final briefing you guys sent up.

Ngā mihi
George

George Ross ([he / his](#))

Kaitohutohu Mātāmua | Principal Advisor - Investment

Te Manatū Waka Ministry of Transport

s 9(2)(a)

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Attachments were released under previous response dated 29 April 2026.

Neha Pawar

From: George Ross
Sent: Wednesday, 3 September 2025 10:39 am
To: Cody Davidson
Subject: RE: Draft RoNS summary A3
Attachments: RoNS summary A3.pptx

Here is the latest version

Ngā mihi
George

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Sent: Wednesday, 3 September 2025 10:36 am
To: George Ross <G.Ross@transport.govt.nz>
Subject: RE: Draft RoNS summary A3

Hi George, just checking if there is a final version of the slides you can share?

Thanks,
Cody

From: Cody Davidson
Sent: Tuesday, 2 September 2025 3:39 pm
To: George Ross <G.Ross@transport.govt.nz>
Subject: RE: Draft RoNS summary A3

Thanks George. No comments on the update and confirming we aren't proposing to table anything at the meeting (to my knowledge).

Thanks for the update.

Cody

From: George Ross <G.Ross@transport.govt.nz>
Sent: Tuesday, 2 September 2025 2:49 pm
To: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Subject: RE: Draft RoNS summary A3

Hey Cody,

Just to keep you guys updated, attached is an updated version of the A3. We'll aim to send out a final version at COP today.

Let me know if you have any comments or concerns.

Also previously you indicated that NZTA is not planning on tabling anything at the meeting. If this changes, could you please let me know.

Ngā mihi
George

From: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Sent: Tuesday, 2 September 2025 8:46 am
To: George Ross <G.Ross@transport.govt.nz>
Subject: RE: Draft RoNS summary A3

Mōrena George, thanks for sharing.

The Office sent through an updated agenda last night (Emma W was included so she may have passed this on to you already); only change being timings added. I've combined your version and the updated version attached. We had an internal catch-up yesterday and while we didn't assign specific names to talk to certain items, Brett is going to lead the NZTA conversation/response to questions and may pass to others if needed.

The slides look good. Just one question on slide 3 re utilising existing funding – is the last bullet meant to say Dec 2025 instead of 2026?

Correct we didn't plan to provide any other support materials.

Thanks,
Cody

From: George Ross <G.Ross@transport.govt.nz>
Sent: Monday, 1 September 2025 5:25 pm
To: Cody Davidson <Cody.Davidson@nzta.govt.nz>
Subject: Draft RoNS summary A3

Kia ora Cody,

Attached is a draft summary A3 for the RoNS advice, and an agenda for the meeting with the Minister on Wednesday. In the agenda, we've also done an initial outline of who will speak to which part.

This is all very draft and is still a bit of a work in progress, but happy to receive feedback.

I don't think NZTA was planning to prepare any additional/summary material for the meeting on Wednesday but let me know if there's anything you would like us to reference in the A3s.

Ngā mihi
George

George Ross ([he / his](#))
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Land transport investment decisions and prioritisation

3 September 2025

1. Purpose

We are seeking your direction on prioritisation across RoNS and other planned transport capital projects.

- This will help us frame Cabinet advice on RoNS in late October and will inform the development of GPS 2027.

2. Government policy direction and overview

GPS 2024 signals a commitment to delivering \$93-104b of capital projects:

- Roads of National Significance (RoNS) - \$56b / 20 years
- Waitemata Harbour Connections – s 9(2)(f)(iv) / 20 years
- Metro and freight rail investments – s 9(2)(f)(iv) / 20 years
- Northwest Busway s 9(2)(f)(iv)

NZTA is forecasting \$163 billion investment from the NLTF over the next 20 years, including:

- \$121 billion on continuous programmes (maintenance, operations and renewals)
- \$12 billion on debt repayments (including PPPs)
- \$30 billion on BAU improvements

GPS 2027 (and NLTP 2027-30) are an opportunity to consider the RoNS against all other transport investments.

GPS 2027 will include a 10-year planning horizon.

- This will require an in-depth assessment of future revenue and expenditure.
- That process is underway; we expect it will surface potential efficiency gains across the NLTF.

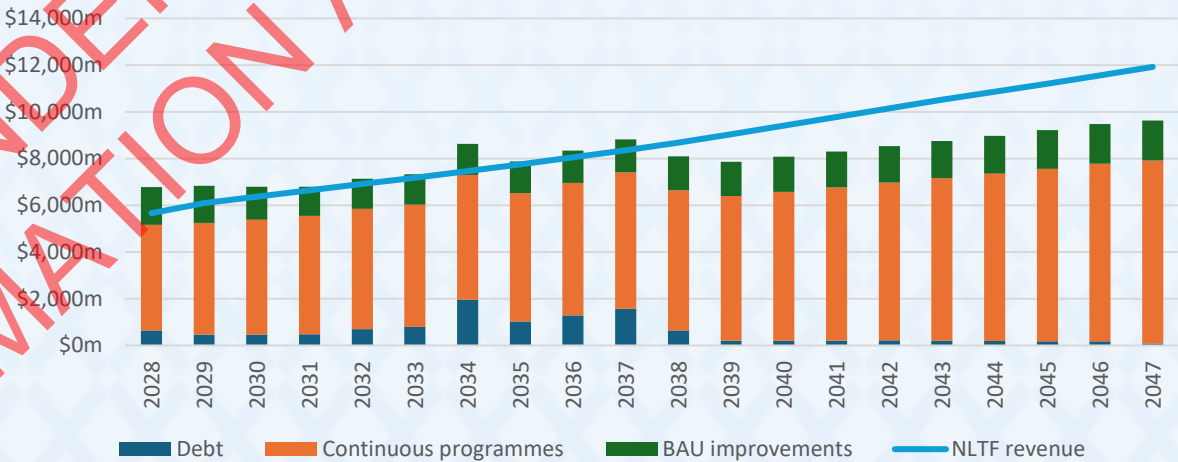
We will advise you in detail on this in December 2025.

- You may be able to offset some costs through utilization of existing NLTF revenue. This could include:
 - efficiency savings, for example of s 9(2)(f)(iv)
 - Reallocating funding across activity classes in GPS 2027, and
 - Allocating up to s 9(2)(f)(iv) BAU improvements spend towards State Highway improvements.

Through GPS 2024, the Government has committed to increasing to FED, RUC and MVR.

- FED/RUC increases of 12cpl, 6cpl and 4cpl will generate ~\$1.2 billion per annum by 2029. The ongoing 4cpl p.a. increases provides funding of \$240m per annum.
- Increases to MVR of \$50 generate \$280m per annum of additional revenue.
- These are already factored into the NLTF forecast. The graph below outlines this.

Figure 1 Indicative NLTF revenue and expenditure based on GPS 2024 commitments



3. Investment case approach – Refer to NZTA.

4. Expenditure scenarios

- The Ministry and NZTA have prioritised 14 RoNS based on several criteria (refer to next page).
- The priority order is organised according to three funding scenarios s 9(2)(f)(iv)
- The table below summarises the assessment criteria used between the Ministry and NZTA.

s 9(2)(f)(iv)

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Land transport investment decisions and prioritisation

3 September 2025

5. Funding principles (*descending priority*)

We propose the below approach to funding, in line with the principle that users and beneficiaries of projects should pay for them.

I. Utilise existing funding within the system:

- Reasonable efficiency gains expected from NLTF s 9(2)(f)(iv)
- Option to reprioritise some activity class funding
- Allocating up to s 9(2)(f)(iv) BAU improvements towards State Highway Improvements

II. Implement additional user charges:

- Project specific charges (tolling, concessions, and IFF Act levies)
- FED/RUC increases would be in addition to already planned changes from 2027 onwards

III. Debt:

- Useful for smoothing funding cliffs, but not ideal for long-term capital projects given increase to Core Crown debt and repayment burden.
- As a general rule, \$100 million of debt (assuming a 20-year maturity, a 5% interest rate, and equal repayments) incurs \$60 million interest repayments.

IV. Crown funding:

- Crown funding would require tradeoffs with other Government priorities. This is the Ministry's least-preferred option as it has the weakest user-pays link to the projects.

Potential funding mix

- Below is a breakdown of how a potential funding mix would look like, assuming no efficiency/reallocation gains across the NLTF.



6. Next steps



Neha Pawar

From: Eric Weile <Eric.Weile@nzta.govt.nz>
Sent: Thursday, 25 September 2025 3:20 pm
To: Kamlesh Patel [TSY]; olivia.maxwell; Jess.Grant@treasury.govt.nz; Penelope Leith; Jenny Smith; Nicolle Tabefranca; George Ross; amanda.wilson@treasury.govt
Cc: John.Coulter; Elize Hunt; Andrew Gilkison; Howard Cattermole; Todd Webb
Subject: NZTA OBU Presentation attached
Attachments: 2025-09-25 Summary_OBU for MOT and Tsy updates 25 Sept 25.pptx

Hi all, thanks for your time today. Attached as discussed is today's OBU presentation. There are also some notes below the presentation that may be useful.

Let us know if you have any questions.

Thanks

Eric

Eric Weile

Principal Financial Accountant Funding and Projects, Financial Accounting and Analysis

Te Ama – Commercial and Corporate

Email: eric.weile@nzta.govt.nz

Phone: s 9(2)(a)

NZ Transport Agency Waka Kotahi

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NZTA OBU Forecast Draft

NZTA OBU Forecast

- Approx \$38.5bn in forecast spend over the five years.
- MBU/BEFU to OBU changes reflect
 - Removal of 24/25 and insertion of 29/30
 - New revocation forecast in 29/30 – Hamilton bypass the largest
 - Depreciation increases primarily due to higher asset base and expected inflation (24/25 actuals drop out and 29/30 comes in – typically depreciation increases 2%+ per annum)
 - Roll-forward of underspends Crown (IPET's in NIWE, HIF and Resilience) and NLTP from 24/25 into out years noting these are fiscally neutral over the xBU / NLTP period
 - Activity class updates including latest approvals and probable's –PT Infrastructure Opex being major movements in OBEGAL
 - s 9(2)(b)(ii) + s 9(2)(f)(iv) s 9(2)(b)(ii)
- s 9(2)(f)(iv)
- Net movement of \$0.67 bn increase in Opex in OBU - incl roll forwards, depreciation & revocation
- “True” increase from HYEUFU relates to PT Infrastructure and part of the depreciation expense due to higher asset values

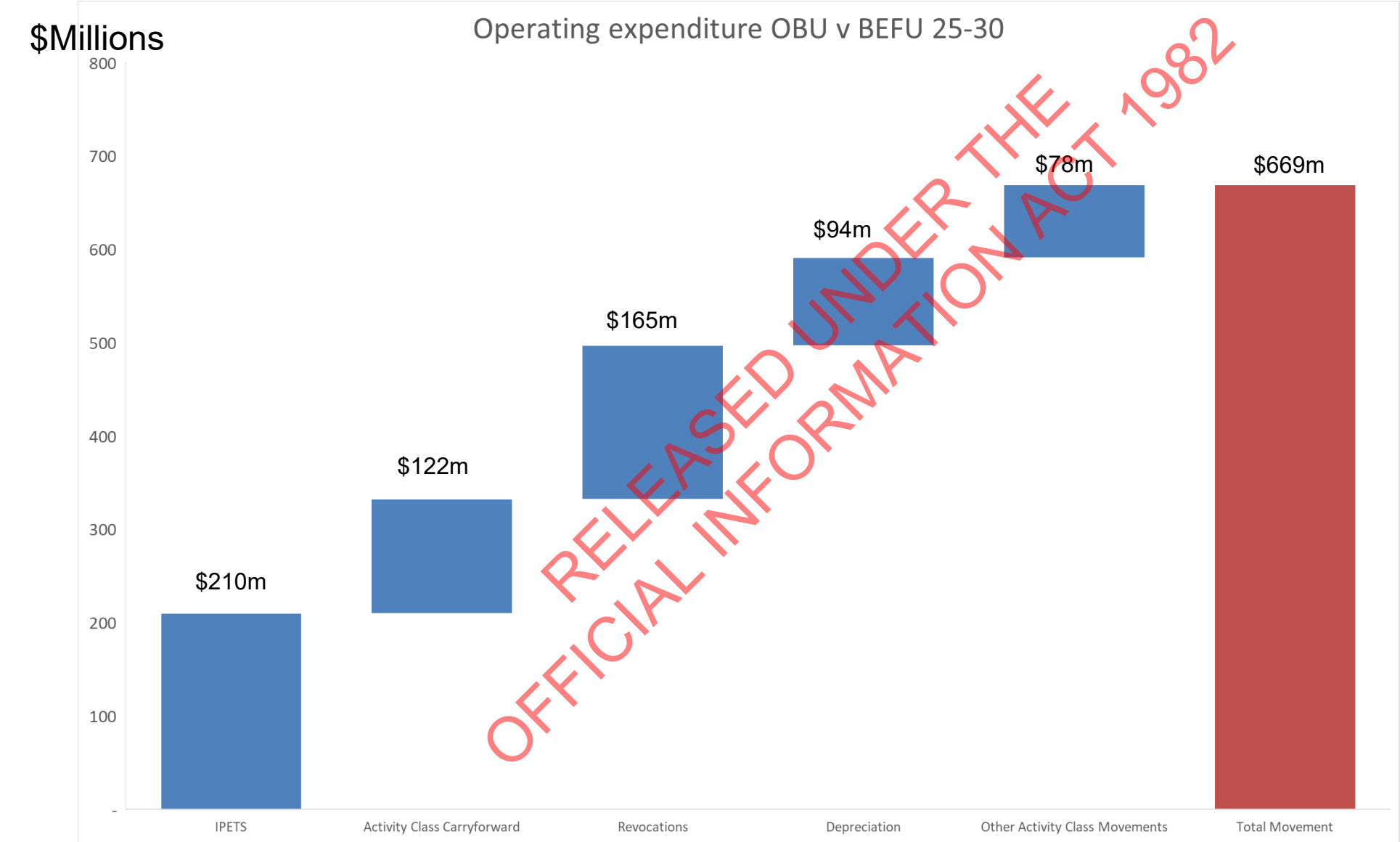
Update since MBU - SHI

- RONS Board approvals for \$1.6bn
 - \$0.75bn pre-implementation (including Hamilton Southern Links \$152m)
 - \$0.4bn property
 - \$0.6bn implementation (mainly Hawkes Bay Expressway)
 - s 9(2)(f)(iv)
 - Forecast to meet the investment target of \$4.1bn to 30 June 27 noting risks of variation to this target incl carry over to 27-30
- Emphasis on 20 year route protection (e.g. property purchases)

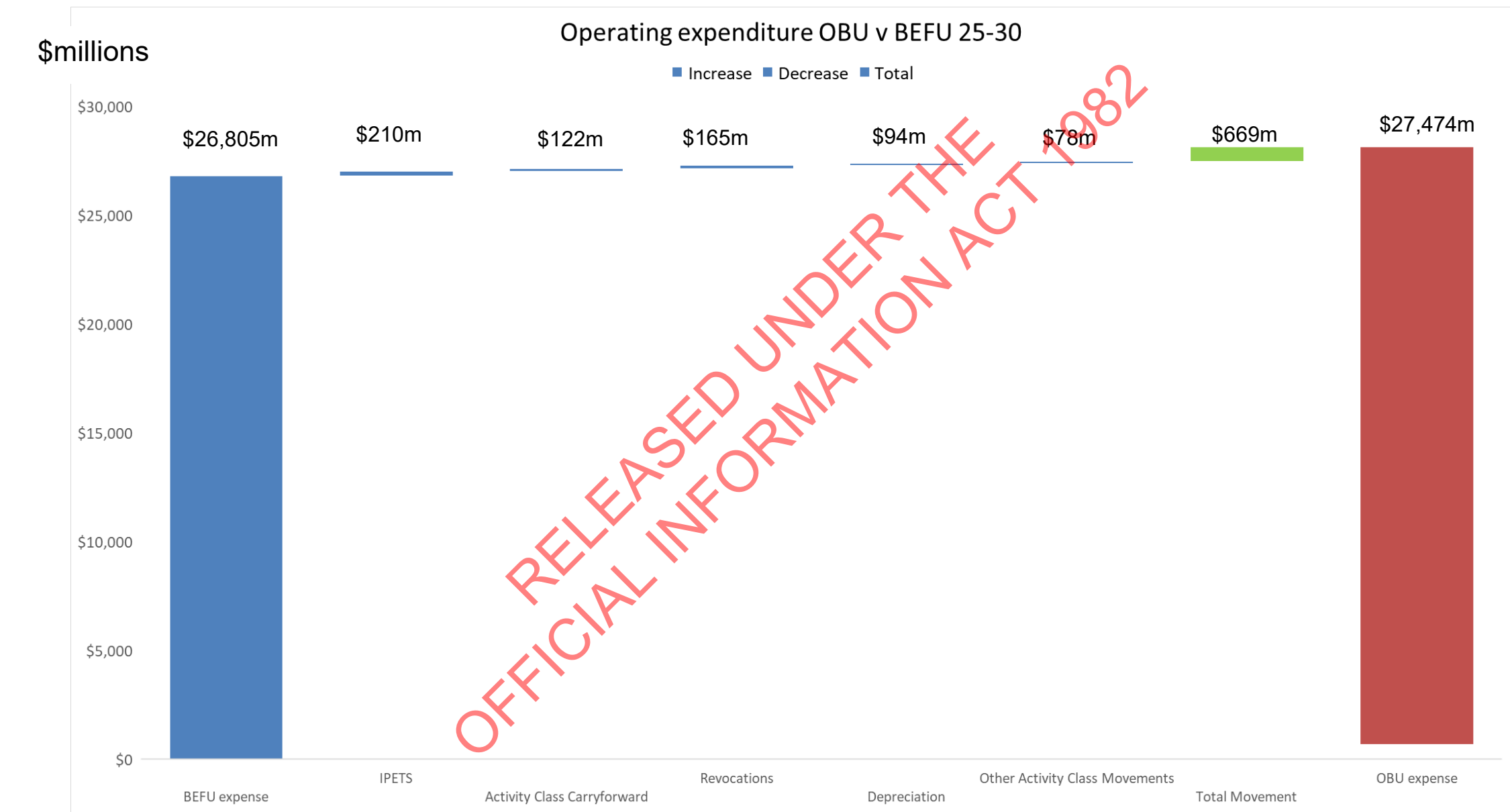
s 9(2)(f)(iv)

OBU Forecasts – Opex : OBU CFIS view

\$0.7bn movement since BEFU driven by below.



OBU – Opex v BEFU CFIS view (to scale)



Opex vs. Capex spending: OBU risks

- Revocation timings – assumption is 7 years from new highway commissioning – but there can be variations to that.
- s 9(2)(f)(iv)A large grey rectangular box redacting the content of the second bullet point. A red diagonal watermark stamp is visible across the slide.
- Potential Depreciation Impact with Pavement value considered “low” with better information potentially increasing value, while life is considered (by new Auditors) to be high and subbase potentially depreciable
- New Crown funding / revenue is likely to go into Opex given constrained scenario

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OBU 2025 capex profile vs. BEFU 2024 key changes

26 & 27 Increases relate to:

- SH Resilience & NIWE IPET's \$0.2bn
- MCIP IPET into 2026 \$0.1bn
- PTI Board approvals (Northwest Busway)
- Rephasing of capital grant and ex tagged contingency special projects to reflect slightly more backloading into last year of NLTP
- Rephasing of state highway improvement spend to better reflect emerging RONS spend profile – NLTP 24-27 forecast consistent with BEFU at \$4.1bn
- Key risks to meeting revised forecast: market capacity, property progress, timely RONS approvals and speed of moving to construction

FY	2025 \$bn	2026 \$bn	2027 \$bn	2028 \$bn	2029 \$bn	2030 \$bn	Total \$bn
OBU	N/A	3.7	3.5	3.4	3.2	3.0	16.8
BEFU	2.7	3.5	3.3	3.4	3.2	N/A	16.1
Movement		0.2	0.2	0.0	0.0		0.7

- The above table reflects 5 years of the capital programme and excludes the outyears for the emerging RONS spend profile
- \$0.1bn of MCIP is forecast in 2031 and i.e. not included in the table above

OBU 2025 opex profile vs. BEFU 2024 key changes

26 & 27 Increases relate to:

- Crown IPET's \$0.2bn
- NLTP carry forward into 2026 \$0.1bn
- Depreciation \$0.1bn

• s 9(2)(b)(ii)

The numbers in the table include depreciation which is used to fund capital spend.

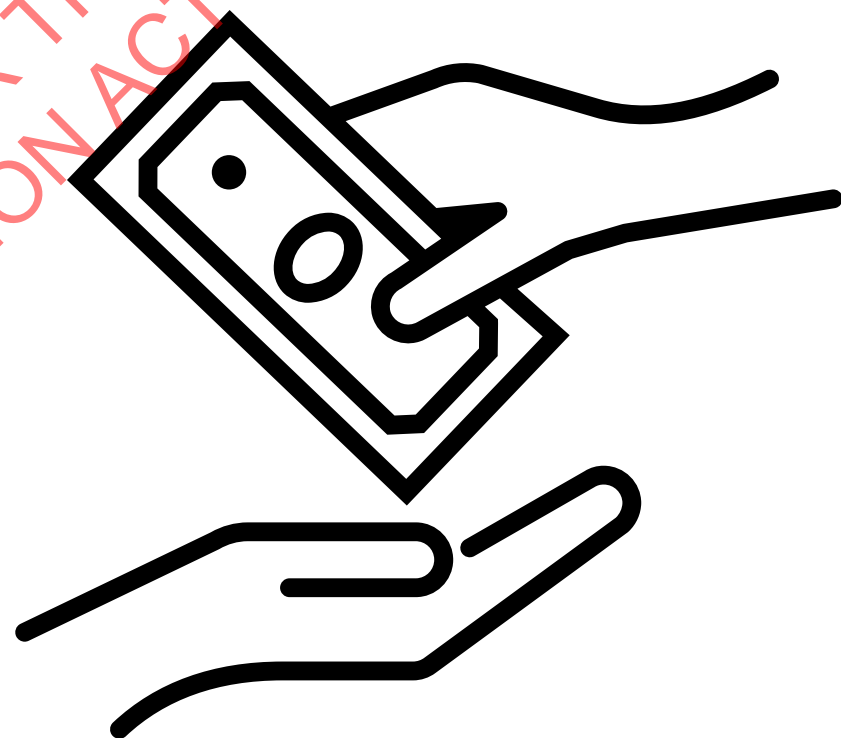
FY	2025 \$bn	2026 \$bn	2027 \$bn	2028 \$bn	2029 \$bn	2030 \$bn	Total \$bn
OBU	N/A	5.7	5.7	4.9	4.8	4.7	25.8
BEFU	5.7	5.3	5.5	4.8	4.8	N/A	26.1
Movement		0.4	0.2	0.1	0.0		(0.3)

What would help?

Crown grants will create a problem for OBEGAL

More Crown loans may be difficult to repay without ...

s 9(2)(f)(iv)



Neha Pawar

From: George Ross
Sent: Tuesday, 14 October 2025 12:59 pm
To: Francie Simone
Cc: Ali Ajmal; Richard Manning; Conor McLean; Brigit Stephenson; Anaru Silao; Gareth Hughes; Dan Burgess
Subject: RE: AECOM access to RoNS investment cases
Attachments: Information Request to NZTA to support GPS review - FINAL sent to NZTA (4).pdf

Hi Francie,

This information was requested as part of the Minister's request for information to support GPS 2027 development (section C of the attached).

I'm guessing that to respond to the information request it is probably easiest to provide the RoNS business cases in full, but happy for NZTA to extract information from the business cases if you are worried about commercial sensitivities. In either case, I would expect that the information requested by the Minister is provided.

I am aware that there may be differences between the information in the investment cases, and the information in the forecast. I don't think this is a huge issue, but we need to be able to explain why the costs/timings are different.

Ngā mihi
George

From: Francie Simone <Francisca.Simone@nzta.govt.nz>
Sent: Tuesday, 14 October 2025 11:39 am
To: George Ross <G.Ross@transport.govt.nz>
Cc: Ali Ajmal <A.Ajmal@transport.govt.nz>; Richard Manning <R.Manning@transport.govt.nz>; Conor McLean <C.McLean@transport.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Anaru Silao <anaru.silao@nzta.govt.nz>; Gareth Hughes <Gareth.Hughes@nzta.govt.nz>; Dan Burgess <Daniel.Burgess@nzta.govt.nz>
Subject: RE: AECOM access to RoNS investment cases

Good morning,

I have had a chat internally and given the current and future procurement processes on RoNS we are unable to release unredacted copies of RoNS Business Cases to AECOM. George can you please find out what specific information AECOM requires, and I can look to see if that can be shared? I am not sure why they would specifically require these business cases. I note that the business case costs information in many cases would differ from what we submitted though the GPS given changes in timing and recommendations of individual phases of projects progressing.

Kind regards,

Francisca Simone (she/her)

Lead Advisor, Portfolio Definition

Portfolio and Standards, Transport Services

Email: Francisca.simone@nzta.govt.nz

Waka Kotahi NZ Transport Agency

From: Gareth Hughes <Gareth.Hughes@nzta.govt.nz>
Sent: Monday, 13 October 2025 12:48 pm
To: Francie Simone <Francisca.Simone@nzta.govt.nz>
Cc: Ali Ajmal <a.ajmal@transport.govt.nz>; Richard Manning <r.manning@transport.govt.nz>; Conor McLean <c.mclean@transport.govt.nz>; George Ross <G.Ross@transport.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Anaru Silao <anaru.silao@nzta.govt.nz>
Subject: RE: AECOM access to RoNS investment cases

Hey Francie

Is this okay or are further approvals required?

From: George Ross <G.Ross@transport.govt.nz>
Sent: Monday, 13 October 2025 12:46 pm
To: Gareth Hughes <Gareth.Hughes@nzta.govt.nz>; Brigit Stephenson <Brigit.Stephenson@nzta.govt.nz>; Anaru Silao <anaru.silao@nzta.govt.nz>
Cc: Ali Ajmal <a.ajmal@transport.govt.nz>; Richard Manning <r.manning@transport.govt.nz>; Conor McLean <c.mclean@transport.govt.nz>
Subject: AECOM access to RoNS investment cases

Kia ora koutou,

As part of AECOM's review of NZTA's forecast, they have requested copies of the RoNS investment cases, and I understand they have been directed them to the investment cases which were previously provided to the Ministry to support the RoNS advice.

Can you please confirm that you are comfortable with us providing AECOM access to the RoNS investment cases.

Ngā mihi
George

George Ross (he / his)
 Kaitohutohu Mātāmua | Principal Advisor - Investment
Te Manatū Waka Ministry of Transport



Hāpaitia ana ngā tāngata o Aotearoa kia eke
 Enabling New Zealanders to flourish

MINISTRY OF TRANSPORT

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GPS 2027 – Information Request

Definitions

18 In this information request, bolded terms have their meaning set out below:

18.1 **Activity** means a land transport output or capital project eligible for National Land Transport Fund funding, such as those defined on NZTA's website as 'qualifying activities' under different work categories.

18.2 **Base Improvements expenditure** means the allocation of NLTF funding to an **improvement activity**, including **low-cost, low-risk improvement expenditure** and excluding:

18.2.1 investments that substantially enhance or develop the network or service offerings that exceed \$35 million, and

18.2.2 investments to replace existing assets that exceed \$35 million.

18.3 **Committed major improvements expenditure** means **activity** phases of **major improvements expenditure** that have received funding approval by NZTA (or are expected to be approved before 1 July 2027) and are being actively progressed.

18.4 **Continuous programme expenditure** means allocating NLTF funding to an **activity** (or activities) that is ongoing (has no start or end date). It maintains an adequate level of customer service on an existing asset or service. These activities include, but are not limited to:

18.4.1 existing public transport services (that form part of the public transport services GPS 2024 activity class and include total mobility)

18.4.2 maintenance (including renewals) of public transport facilities and infrastructure (that form part of the public transport infrastructure GPS 2024 activity class)

18.4.3 local road maintenance programme (comprising the local road operation and pothole prevention GPS 2024 activity classes)

18.4.4 state highways maintenance programme (comprising the state highway operation and pothole prevention GPS 2024 activity classes)

18.4.5 maintenance and renewal of walking and cycling networks (that form part of the walking and cycling GPS 2024 activity class)

18.4.6 Road Policing Investment Programme (includes road policing, and forms part of the safety GPS 2024 activity class)

18.4.7 management, operation and renewal of KiwiRail's national rail network.

18.5 **Emergency works** mean response and recovery works to address the impact of major, short duration, sudden events that cause urgent safety and access

problems on part(s) of the transport network and that result in unforeseen, significant expenditure.

18.6 **Financial year** means a period of twelve months from 1 July to 30 June.

18.7 **GPS 2024** means the Government Policy Statement on land transport 2024/25 – 2033/34, published on the Ministry's website.

18.8 **GPS 2024 Activity Class** refers to each of the following activity classes defined on pages 29 – 35 in **GPS 2024**:

- State Highway Pothole Prevention
- State Highway Operations
- Local Road Pothole prevention
- Local Road Operations
- Walking and Cycling
- Public Transport Services
- Investment Management
- Safety
- Public Transport Infrastructure
- State Highway Improvements
- Local Road Improvements
- Rail Network

18.9 **Improvement activity** is an **activity** that increases levels of service or improves the efficiency of the land transport system in delivering existing levels of service. These activities include, but are not limited to, state highway improvements, local road improvements, regional improvements, resilience improvements, walking and cycling improvements, public transport improvements, and improvement of KiwiRail's national rail network.

18.10 **Low cost, low risk improvement expenditure** means allocating NLTF funding to an **improvement activity** with a total implementation cost at or below \$2 million, which is low risk to implement (as outlined by NZTA in the 2024-27 NLTP¹).

18.11 **Major Improvements Expenditure** means allocating NLTF funding to an **improvement activity** that:

- substantially enhances or develops the network or service offerings and exceeds \$35 million, or
- replaces existing assets that exceed \$35 million.

¹ <https://www.nzta.govt.nz/assets/planning-and-investment/docs/TIO-guides/TIO-user-guide-for-low-cost-low-risk-2024-27-NLTP.pdf>

18.12 **NLTF Revenue** means the National Land Transport Fund inflows specified in section 10(2) of the Land Transport Management Act 2003 and the proceeds of any borrowing to manage the national land transport programme.

18.13 **Region** means the region of a regional council and includes the territorial authority's district if the territorial authority is a unitary authority.

18.14 **Roads of National Significance programme** means the following strategic corridors that NZTA has been asked to prioritise when developing the NLTP in **GPS 2024** (p 11):

- Whangarei to Auckland, with the following stages prioritised:
 - (a) alternative to Brynderwyns
 - (b) Whangārei to Port Marsden
 - (c) Warkworth to Wellsford
- Tauranga to Auckland, with the following stages prioritised:
 - (d) Cambridge to Piarere
 - (e) Tauriko West State Highway 29
- Auckland roads:
 - (f) Mill Road
 - (g) the East West Link
- Roads to unlock housing growth:
 - (h) Hamilton Southern Links
 - (i) Petone to Grenada Link Road and the Cross Valley Link
 - (j) North West Alternative State Highway (SH 16)
- Other major routes
 - (k) Takitimu Northern Link Stage 1²
 - (l) Takitimu Northern Link Stage 2
 - (m) Hawke's Bay Expressway
 - (n) Ōtaki to North of Levin²
 - (o) SH1 Wellington Improvements
 - (p) the Hope Bypass

² GPS 2024 states that these projects are Crown funded and should not be considered for additional funding.

(q) the Belfast to Pegasus Motorway and Woodend Bypass.

18.15 **Work Category** means a grouping of similar activities from investment through the National Land Transport Programme, as defined on NZTA's website.

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PART 1: Forecast revenue, Maintenance, Operations, Renewals and Base Improvements

Historical revenue and expenditure over the GPS 2018, GPS 2021 and GPS 2024 period

Historical revenue

- 19 For the 1 July 2018 – 30 June 2027 period, **NLTF revenue** broken down by:
- 19.1 **financial year** (actuals until 30 June 2025, and current forecasts for 2025/26 and 2026/27), and
 - 19.2 revenue type (including separately identifying bad debts (actual or provisions)).

Historical debt repayments

- 20 For the 1 July 2018 – 30 June 2027 period, debt repayments funded by the NLTF and broken down by:
- 20.1 **financial year** (actuals until 30 June 2025, and current forecasts for 2025/26 and 2026/27), and
 - 20.2 debt type.

Historical Continuous Programmes Expenditure

- 21 For the 1 July 2018 – 30 June 2027 period, **continuous programme expenditure** broken down by:
- 21.1 **financial year** (actuals until 30 June 2025, and current forecasts for 2025/26 and 2026/27), and
 - 21.2 **Region**
 - 21.3 **GPS 2024 Activity class**
 - 21.4 **Work category** (or a group of similar activities within an activity class if information is not available at a work category level)
 - 21.5 **Activity.**
- 22 The historical expenditure in paragraph 21 should include separate detail of expenditure on **emergency works** covering the 2017/18 – 2026/27 financial years, including how actual expenditure related to the *ex ante* provision for emergency works in each of these years.
- 23 **Continuous programme expenditure** forecasts made at the time of publishing the National Land Transport Programme 2018/19 – 2020/21, broken down by **financial year** and **GPS 2024 Activity Class**
- 24 **Continuous programme expenditure** forecasts made at the time of publishing the National Land Transport Programme 2021/22 – 2023/24, broken down by **financial year** and **GPS 2024 Activity Class**

25 **Continuous programme expenditure** forecasts made at the time of publishing the National Land Transport Programme 2024/25 – 2026/27 broken down by **financial year** and **GPS 2024 Activity Class**

26 Explanation for any significant differences between the **Continuous programme expenditure** (actuals and current forecasts) provided under paragraph 21 and the **Continuous programme expenditure** historical forecast provided under paragraphs 23, 24 and 25, broken down by:

26.1 input cost drivers (eg, CPI inflation, labour cost index, raw materials)

26.2 quantity or output drivers (eg, kms of pavement maintained - this could be explained through changes in the composition and quantum of **work category** and **activity** expenditure)

26.3 efficiency savings or losses

26.4 other exogenous factors.

Historical Base Improvements Expenditure

27 For the 1 July 2018 – 30 June 2027 period, **base improvement expenditure**, broken down by:

27.1 **financial year** (actuals until 30 June 2025 and current forecasts for 2025/26 and 2026/27)

27.2 **region**

27.3 **low cost, low risk improvement expenditure**

27.4 **GPS 2024 Activity Class**

27.5 **work category** (or group of similar activities within an activity class if information is not available at a work category level)

27.6 **activity**

27.7 committed activity phases that have received funding approval by NZTA (or are expected to be approved before 1 July 2027) and are being actively progressed.

28 **Base improvement expenditure** forecasts made at the time of publishing the National Land Transport Programme 2018/19 – 2020/21, broken down by **financial year** and **GPS 2024 Activity Class**

29 **Base improvement expenditure** forecasts made at the time of publishing the National Land Transport Programme 2021/22 – 2023/24, broken down by **financial year** and **GPS 2024 Activity Class**

30 **Base improvement expenditure** forecasts made at the time of publishing the National Land Transport Programme 2024/25 – 2026/27 broken down by **financial year** and **GPS 2024 Activity Class**

31 Explanation for any significant differences between the **base improvement expenditure** (actuals and forecasts) provided under paragraph 27 and the **base improvement expenditure** historical forecasts provided under paragraph 28, 29 and 30 broken down by:

- 31.1 input cost drivers (eg, CPI inflation, labour cost index, cost of land, raw materials, design and consenting costs)
- 31.2 quantity or output drivers (this could be explained through changes in the composition and quantum of **work category** and **activity** expenditure)
- 31.3 efficiency savings or losses
- 31.4 other exogenous factors.

Historical Operating Costs

32 Regarding the 2018/19 – 2026/27 financial years, the NZTA operational costs funded by the NLTF and broken down by:

- 32.1 **financial year**
- 32.2 **GPS 2024 Activity class**
- 32.3 cost allocation (indirect or direct costs, including any capitalised direct costs)
- 32.4 cost category (such as business unit or other grouping).

33 In addition to the operational costs described in paragraph 32, describe any other fees, charges or levies that NZTA has applied to recover its internal costs in delivering the NLTP over the 2028/19 – 2026/27 financial years.

34 Outline the approach taken to capitalise the direct costs in paragraph 32.3.

Historical Performance

35 Regarding the GPS 2024 period (2024/25 – 2026/27 financial years), evidence demonstrating if and how NZTA has:

- 35.1 managed and is continuing to manage assets to ensure they efficiently deliver levels of service to a reasonable standard. This includes capturing relevant indicators of past and projected asset performance (for example, asset utilisation, condition, and fitness for purpose) for service critical assets and using these indicators to inform expenditure decisions.
- 35.2 ensured and is seeking to ensure appropriate least whole of life costs and efficient interventions.
- 35.3 pursued and is pursuing cost reduction strategies, with relevant examples provided from its **Continuous programme expenditure** and **Base Improvements expenditure** categories.
- 35.4 ensured and is seeking to ensure that both internal and external suppliers of goods and services have incentives to perform well and identify cost savings,

such as through terms and conditions that apply to the approval of funding from the NLTF and comparative benchmarking.

Forecast information over GPS 2027 (2027/28 – 2036/37)

Forecast revenue

36 Forecast **NLTF revenue** covering the 2027/28 – 2036/37 financial years, broken down by:

36.1 **financial year**

36.2 revenue type (including separately identifying bad debt provisions)

Forecast debt repayments

37 Forecast debt repayments that the NLTF is obligated to fund based on agreed loan terms covering the 2027/28 – 2036/37 financial years, broken down by:

37.1 **financial year**

37.2 debt type.

Forecast Continuous programmes expenditure over GPS 2027 (2027/28 – 2036/37)

38 Forecast **Continuous programme expenditure** covering the 2027/28 – 2036/37 financial years broken down by:

38.1 **financial year**

38.2 **region**

38.3 **GPS 2024 Activity class**

38.4 **work category** (or group of similar activities within an activity class if information is not available at a work category level)

38.5 **activity**.

39 Provision for **emergency works** expenditure covering the 2027/28 – 2036/37 financial years.

40 Underlying assumptions of the **emergency works** provision in paragraph 39.

Forecast Base Improvements Expenditure over GPS 2027 (2027/28 – 2036/37)

41 Forecast **base improvement expenditure** covering the 2027/28 – 2036/37 financial years broken down by:

41.1 **financial year**

41.2 **region**

41.3 **GPS 2024 Activity class**

- 41.4 **work category** (or group of similar activities within an activity class if information is not available at a work category level)
- 41.5 **activity**
- 41.6 Committed activity phases that have received funding approval by NZTA (or are expected to be approved before 1 July 2027) and are being actively progressed.

NZTA operating costs

- 42 NZTA operational costs funded by the NLTF covering the 2027/28 – 2036/37 financial years, broken down by:
 - 42.1 **financial year**
 - 42.2 **GPS 2024 Activity class**
 - 42.3 cost allocation (indirect or direct costs, including any plans to capitalise direct costs)
 - 42.4 cost category (such as business unit or other grouping).
- 43 In addition to the operational costs described in paragraph 42, describe any other fees, charges or levies that NZTA plans to apply to recover its internal costs delivering the NLTP over the 2027/28 – 2036/37 financial years.
- 44 Outline the approach taken to capitalise the direct costs in paragraph 42.3.

Inputs underpinning forecast expenditure

- 45 For each **Continuous programmes expenditure** forecast and **base improvements expenditure** forecast provided in paragraphs 38 and 41 respectively, evidence for the cost drivers of the expenditure forecasts, broken down by:
 - 45.1 price drivers (eg, CPI inflation, labour cost index, cost of land, raw materials, design and consenting costs), and
 - 45.2 quantity or output drivers (eg, median barrier kms replaced, road kms resealed).
- 46 Evidence of the cost drivers in paragraph 45 should be supported by:
 - 46.1 evidence for any forecast efficiency improvements and description of initiatives planned to achieve the forecast efficiency improvements.
 - 46.2 description and quantification of any contingency amounts included.
 - 46.3 description and quantification of relevant regulatory obligations and design standards that have a material effect on the cost drivers.
 - 46.4 evidence demonstrating if and how NZTA is seeking to ensure the appropriate whole of life cost and efficient interventions.
 - 46.5 evidence demonstrating if and how NZTA is seeking to ensure that both internal and external suppliers of goods and services have incentives to perform well and

identify cost savings, such as through terms and conditions that apply to the approval of funding from the NLTF and comparative benchmarking.

- 47 An overview of the methods used to develop each expenditure forecast is provided in paragraphs 38, 39 and 40, and each **activity** expenditure forecast is provided in paragraphs 38.5 and 41.5, including where relevant:
- 47.1 details of the forecasting approach used for each **activity** expenditure forecast are provided in paragraphs 38.5 and 41.5 (eg, bottom up, base step trend, benchmarking analysis).
 - 47.2 assumptions made about public transport activities, including the proportion of funding coming from fare box, local government, other sources and NZTA respectively, along with an explanation of any changes from the assumptions used in GPS 2024.
 - 47.3 funding assistance rates by an approved organisation and any activity specific funding assistance rates, including the rationale for any changes since GPS 2024.
 - 47.4 an explanation of why the forecasting approach used is appropriate.
 - 47.5 if using a base-step trend forecasting approach, an explanation on why the expenditure in the selected historical base year is representative of recurring expenditure, including information on non-recurring expenditure that has been removed from the base year expenditure;
 - 47.6 if using a base-step trend forecasting approach is used, an explanation of how any included forecast step changes and trend assumptions reflect efficient costs.
 - 47.7 details of how the effects of uncertainties are incorporated in forecasts;
 - 47.8 details of how the forecasting approach takes account of synergies across work categories and activity classes
 - 47.9 details of the challenge and approval process employed for sign-off of expenditure forecasts;

Outputs and outcomes (service levels) resulting from forecast expenditure

- 48 A description of the aims and objectives for the **continuous programmes expenditure** forecast and **base improvements expenditure** forecasts outlined in paragraphs 38 and 41.
- 49 Explanation of how the expenditure forecasts are consistent with efficiently maintaining land transport services to a reasonable standard over the 2027/28 – 2036/37 period, with evidence to support this.
- 50 For each **GPS 2024 activity class** expenditure forecast outlined in paragraphs 38.3 and 41.3, a description of and supporting evidence for the corresponding service levels. Where relevant to the **GPS 2024 Activity Class**, this should include:

- 50.1 proposed performance measures and targets that NZTA consider challenging but achievable over the 2027/28 – 2036/37 period (accompanied by an explanation for any differences to relevant existing performance measures and targets in NZTA's Statement of Performance Expectations and the Annual report).
- 50.2 description and evidence of how the forecast expenditure maintains the existing asset base at One Network Framework service levels.
- 50.3 description and evidence of how the forecast expenditure maintains existing services according to relevant service metrics, such as number of boardings, reliability of services, and user experience of transport network by mode.
- 50.4 description and evidence for the extent the forecast expenditure is expected to change the service levels compared to the service levels over the 2028/19 – 2026/27 period (underpinned by the historical expenditure outlined above) and justification for this.

Deliverability and monitoring

- 51 For each activity class expenditure forecast outlined in paragraphs 38 and 41:
 - 51.1 identification and explanation of the key risks associated with resourcing and delivery.
 - 51.2 description of the approach to manage or mitigate the resourcing and delivery risks identified in paragraph 51.1, including any expectations on authorised organisations and KiwiRail who access NLTF funding.

PART 2: Major Improvements Expenditure

Information Requested

Section A - Historical Major Improvements Expenditure

- 1 For the 1 July 2018 – 30 June 2027 period, **major improvements expenditure**, broken down by:
 - 1.1 **financial year** (actuals until 30 June 2025 and current forecasts for 2025/26 and 2026/27)
 - 1.2 **region**
 - 1.3 **GPS 2024 Activity Class**
 - 1.4 **work category** (or group of similar activities within an activity class if information is not available at a work category level)
 - 1.5 **activity** and description
 - 1.6 Activity phase(s).
- 2 **Major improvements expenditure** forecasts made when publishing the National Land Transport Programme 2018/19 – 2020/21 broken down by **financial year** and **GPS 2024 Activity Class**.
- 3 **Major improvements expenditure** forecasts made when publishing the National Land Transport Programme 2021/22 – 2023/24 broken down by **financial year** and **GPS 2024 Activity Class**.
- 4 **Major improvements expenditure** forecasts made when publishing the National Land Transport Programme 2024/25 – 2026/27 broken down by **financial year** and **GPS 2024 Activity Class**.
- 5 Explanation for any significant differences between the **major improvements expenditure** (actuals and forecasts) provided under paragraph 1 and the **major improvements expenditure** historical forecasts provided under paragraph 2, 3 and 4, with reference, where relevant, to:
 - 5.1 input cost drivers (eg, CPI inflation, labour cost index, cost of land, raw materials, design and consenting costs).
 - 5.2 quantity or output drivers (this could be explained through changes in the composition and quantum of **work category** and **activity** expenditure).
 - 5.3 efficiency savings.
 - 5.4 other exogenous factors.
- 6 Brief outline of the findings of any ex-post benefits realisation assessment of major improvements expenditure seeking to verify whether the intended value and objectives of the investment have been achieved.

Section B - Forecast committed major improvements expenditure over GPS 2027 (2027/28 – 2036/37)

- 7 Forecast **committed major improvements expenditure** covering the 2027/28 – 2036/37 financial years.
- 8 The forecast **committed major improvements expenditure** in paragraph 7 must be broken down by:
- 8.1 **financial year**
 - 8.2 **region**
 - 8.3 **GPS 2024 Activity class**
 - 8.4 **activity** and description
 - 8.5 activity phase(s) committed to (eg, pre-implementation, implementation)
 - 8.6 approval date (estimated date if expenditure is expected to be approved between the date of responding to this request and 30 June 2027).
- 9 For each activity identified in paragraph 8.4, the total forecast expenditure required to complete the activity is broken down by:
- 9.1 **financial year**
 - 9.2 activity phase (eg, planning, including business case, design and procurement, and implementation, including construction, operating, maintenance, and renewals)³.
- 10 Description of the challenge and approval process employed for sign-off of the **committed major improvements expenditure** provided in paragraph 7.

Section C - Updated portfolio view of the Roads of National Significance programme

- 11 For each of the strategic corridors included under the **Roads of National Significance programme**, a business case that contains, at a minimum:
- 11.1 description and compelling evidence to support the problem and the opportunity to address it.
 - 11.2 description of the preferred option to address the problem and opportunity identified in paragraph 11.1, or if a preferred option has not been selected, a description of the short listed options. Please note that the preferred option should represent NZTA's first and best advice; it is not a requirement that the preferred option be a four lane, grade separated state highway as mentioned in GPS 2024.
 - 11.3 the benefit-cost ratio of the preferred option in paragraph 11.2 and a description of its sensitivity to different variables.

³ Please indicate if operating, maintenance and renewals costs have already been captured in response to the request in **Part 1**.

- 11.4 To the extent possible, forecast expenditure associated with the option(s) at 11.2, broken down by:
- 11.4.1 pre business case
 - 11.4.2 post business case, including construction, ongoing operating, maintenance and renewals.
- 11.5 A description of the source of the forecast cost (eg, CPI inflated from previous business case, new estimates), the significant uncertainties remaining, and an indication of NZTA's confidence in the estimate (eg, high, medium, low).
- 11.6 A description of the benefits the forecast expenditure in paragraph 11.4 is expected to deliver and the beneficiaries.
- 11.7 To the extent reasonably possible, a quantitative estimate of the benefits the forecast expenditure in paragraph 11.4 is expected to deliver.
- 11.8 An estimate of the extent that the forecast expenditure in paragraph 11.4 could reasonably be covered by alternative revenue sources to fuel excise duty and road user charges (eg, tolling) and the key assumptions underpinning this.
- 11.9 Evidence that a range of alternative options was considered to the option identified in paragraph 11.1, which may include low cost or non built options and higher cost options.
- 11.10 Evidence shows that key activity specific risks were identified and are well understood to allow appropriate risk allocation and pricing. Key risks are those that, if ineffectively managed, materially increase the likelihood of cost overruns, delays, and reduced benefits. These could include ground conditions, underground utilities, property acquisition, consenting, design development and constructability.
- 11.11 Description of plans to manage and mitigate the risks identified in paragraph 11.10.
- 12 Description of the challenge and approval process employed for sign off of the business case information provided in paragraph 11.

Section D – Other major improvements expenditure in the pipeline

- 13 **Major improvements expenditure** that NZTA has not committed to but recommends making provision for over the 2027/28 – 2036/37 period to deliver the outcomes and outputs that New Zealand transport users value and its justification for these. These are major improvements not included in the forecast **committed major improvements expenditure** provided in paragraph 7 or the **Roads of National Significance programme** view in paragraph 11.
- 14 The **major improvements expenditure** identified in paragraph 13 should be broken down by:
- 14.1 **activity** and description

- 14.2 brief description of objectives, outcomes sought and expected benefits (quantified where possible)
- 14.3 brief description of key risks and mitigations to delivering the activity
- 14.4 **GPS 2024 Activity class**
- 14.5 **region**
- 14.6 current activity phase
- 14.7 forecast NLTF expenditure required to deliver the **activity**, broken down by financial year (and, where possible, broken down by different activity phases)
- 14.8 forecast non-NLTF funding sources available to deliver the **activity**.
- 15 Description of the challenge and approval process employed for sign off of the list of **activities** in paragraph 13.

Section E – Major improvements expenditure pipeline

Intention to plan major improvements expenditure

- 16 A view on an appropriate level of “seed funding” over the 2027/28 – 2035/36 period to allow sufficient screening of potential activities for their inclusion in a **major improvements expenditure** pipeline, supported by relevant evidence. This screening work would likely include defining network objectives, developing a long list of potential options, outlining the likely scope and budget, identifying potential land requirements and understanding any unusual, critical project specific risks.
- 17 Description of the challenge and approval process employed for sign off of the “seed funding” view provided in paragraph 16.

Delivering the major improvements expenditure pipeline

- 18 A proposed ten-year capital pipeline over the 2027/28 – 2036/37 period that provides NZTA’s view on how the **major improvements expenditure** (included in paragraphs 7, 11 and 13) should be prioritised. This proposed 2027/28 – 2036/37 pipeline should include:
- 18.1 A ranking of priority by **activity**, including identifying for each activity:
- 18.1.1 indicative benefit-cost ratios and their sensitivity to different variables, where available.
- 18.1.2 whether the activity was submitted to the Infrastructure Priorities Programme⁴ for assessment and the outcome of that assessment.
- 18.2 Views on **activities** that should not be progressed or deprioritised
- 18.3 Forecast expenditure, broken down by **activity**, **activity class** and **financial year**.

⁴ <https://tewaihang.govt.nz/our-work/infrastructure-priorities-programme>

- 19 The pipeline view provided in paragraph 18 should explain how it has taken account of the following considerations:
- 19.1 Strategic alignment: does the pipeline provide benefits, such as those included in the Transport Outcomes Framework⁵ or GPS 2024, that New Zealanders need and are willing to pay for?
 - 19.2 Value for money: does the pipeline provide value above the costs required to deliver, operate and maintain the investment?
 - 19.3 Deliverability: is the pipeline deliverable within market constraints?
 - 19.4 Relevant business case information is provided in paragraph 12, as well as other business cases or economic analyses that NZTA has considered.
 - 19.5 Readiness of projects to proceed to the next phase of the project lifecycle and likelihood of them successfully delivering the required objectives.
 - 19.6 Regional priorities, including those within Regional Land Transport Plans
 - 19.7 Any other factors it considers relevant.
- 20 Description of the challenge and approval process employed for sign off of the capital pipeline view provided in paragraph 18.

⁵ <https://www.transport.govt.nz/area-of-interest/strategy-and-direction/transport-outcomes-framework>

Neha Pawar

From: Kim Marshall <Kim.Marshall@nzta.govt.nz>
Sent: Wednesday, 25 February 2026 7:02 am
To: Anaru Silao; Dewi Kurnia; George Ross; Chris Jones; Peter Jackson
Cc: Francis Liu; Alanna Soupen
Subject: RE: Discussion of measures for GPS 2027 - process, timing and approach
Attachments: FINAL_Waka Kotahi written feedback on GPS 2024 monitoring framework - Ver for MoT - 3 Nov 2022.docx

Kia ora koutou

Thanks for the discussion yesterday on what you have in mind on GPS monitoring. As we've done this before a few times, I dug out some prior feedback that I think is still relevant and explains some of the points I was making today. I've attached our comprehensive feedback on the proposed framework for GPS 2024 – I think that with the change of government and the need to change the GPS under tight timeframes, it never got implemented. Alanna (copied) was seconded into MoT at some point to help with designing this, in Joanne's team.

Some things have moved on, but I think this is a helpful reference. It also reminded me that we have the land transport benefits framework for all NLTP investments. @Anaru Silao, I think we need to chat with Gareth and also our evaluation team, as there may be exiting work planned that could assist with assessing the VFM of NLTP investments.

As discussed today, if you can give us a more detailed view of what the monitoring aims to assess and how it will be used, we can take it from there. I can also share our final SOI for 2025-2030 in a few weeks (Crown monitoring team does have the latest draft).

I will brief Sara Lindsay. Anaru, will you or Amy brief Richard? I'm happy to brief them both together if that's easier.

Thanks
Kim

-----Original Appointment-----

From: Anaru Silao <anaru.silao@nzta.govt.nz>
Sent: Tuesday, 17 February 2026 3:26 pm
To: Anaru Silao; Dewi Kurnia; George Ross; Kim Marshall; Chris Jones; p.jackson@transport.govt.nz
Cc: Francis Liu
Subject: Discussion of measures for GPS 2027 - process, timing and approach
When: Tuesday, 24 February 2026 3:30 pm-4:00 pm (UTC+12:00) Auckland, Wellington.
Where: MOT Wellington building

Hi everyone, just putting time in calendars to talk through potential options for 'process, timing, and approach' regarding the development of measures for GPS 2027.

As part of this discussion, we are keen to see what opportunities there might be to align with other related processes and timeframes involving the development of measures (eg, SPE measures) which could still work in with planned/expected steps and timing for the draft GPS.

We will come to your office now that you are just down the road and Dewi has a room booked for us.

Looking forward to meeting and discussing this.

Thanks
Anaru

Anaru Silao

Manager Revenue and Investment System Policy

Te Tūāpae – System Leadership

Email: anaru.silao@nzta.govt.nz

s 9(2)(a)

NZ Transport Agency Waka Kotahi

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Feedback on the draft monitoring framework for the Ministry of Transport

3 November 2022

Summary

Waka Kotahi has welcomed the opportunity for kōrero with the Ministry of Transport on the development of the Government Policy Statement on land transport 2024 (GPS 2024) monitoring framework.

Through our ongoing engagement with the ministry, we have provided the following feedback.

1. The purpose of GPS monitoring should be to monitor the extent to which the intended investment benefits of the GPS have been realised by the wider system, rather than to monitor the activity of individual agencies like Waka Kotahi. The ministry already monitors the operations of Waka Kotahi and other land transport agencies via its Crown monitoring role.
2. Agencies are already required to report to the ministry on their operations, to enable the ministry to fulfil its Crown monitoring obligations. This existing reporting can be used to inform GPS monitoring and reporting and does not need to be duplicated by additional GPS monitoring performance measures and requirements.
3. Development of the framework should include specific points at which the framework is reviewed for alignment with GPS 2024.
4. Clear roles and responsibilities for monitoring and reporting should be agreed between the ministry, Waka Kotahi and other agencies.
5. For each strategic priority, the line of sight from inputs to impacts should be mapped to understand how the GPS intends to drive change. This will aid in the selection of appropriate and meaningful measures.
6. To identify appropriate process indicators and the position of these within the framework, a separate discussion is required on assessing value for money and investment decision-making.
7. The GPS Outcomes Model also being developed has a purpose distinct from the purpose of the GPS monitoring framework. The model is forward-looking and intends to enable the ministry to estimate the benefits of potential investments. It is not appropriate to use the model retrospectively to monitor progress against previous GPSs.
8. This document provides our view of what the GPS monitoring framework could look like if our feedback was incorporated into the framework.
9. It also provides additional detailed feedback on the framework for the ministry's consideration.

Introduction

The Ministry of Transport is working with Waka Kotahi and other agencies on development of the Government Policy Statement on land transport 2024 GPS 2024. As part of this work, the ministry has sought feedback from us on development of its monitoring framework for GPS 2024 (see [appendix 1](#) for the draft framework provided by the ministry).

This document provides the Ministry of Transport with our formal written feedback on the draft GPS 2024 monitoring framework. It reflects the feedback we have previously shared through our regular engagement with the ministry on GPS monitoring over the last three months.

Key dates

The initial dates agreed with the ministry for development of the framework are provided in Table 1 below.

A more detailed timeline is being prepared and will be shared prior to our next meeting on 24 November.

Table 1: Key dates for development of the GPS 2024 monitoring framework

Activity	Dates
Ministry of Transport and Waka Kotahi agree on framework structure and clarify inter-relationship with other reporting frameworks	14 October 2022
Waka Kotahi provides formal written feedback on the draft framework to the Ministry of Transport	3 November 2022
Waka Kotahi to provide draft framework (including measures) for Ministry of Transport internal review	18 November 2022
Ministry of Transport provides the draft framework (including measures) provided to the Minister of Transport	19 December 2022
Final framework delivered	5 May 2023

What this document covers

This document provides:

1. an outline of our view of what the GPS 2024 monitoring framework could look like, if the feedback we have provided on the draft framework was incorporated into the framework's design.
2. the detailed feedback we have provided to date via our regular discussions with the ministry.

Prior to our next meeting, we will also share a list of the measures we have available to populate the framework.

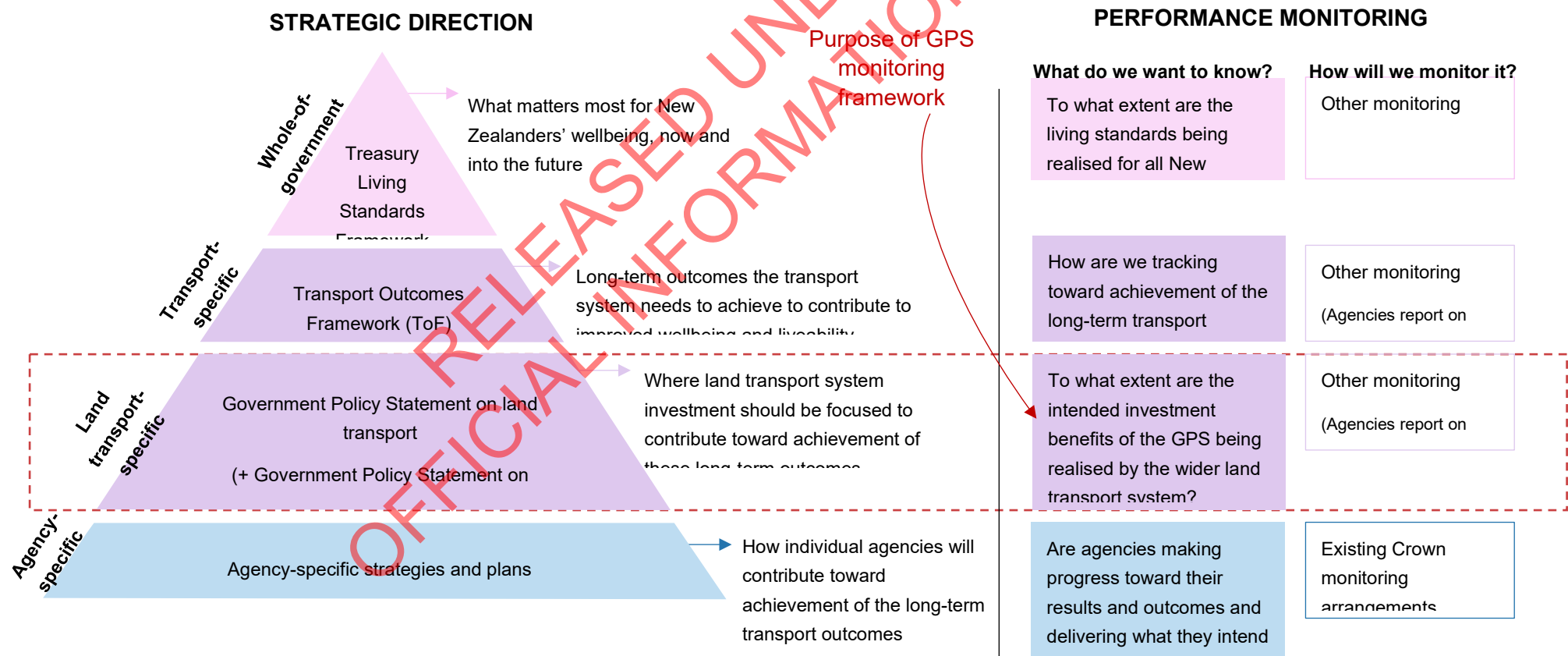
Our view of what the GPS 2024 monitoring framework should look like

Monitoring the progress of strategy implementation at different levels

Figure 1 identifies the different strategies and strategic documents that set the strategic direction for the land transport system at different levels. For each of these strategies, Figure 1 also identifies what we are interested in monitoring, along with our current monitoring approach.

Figure 1 shows that the activities of specific agencies (eg Waka Kotahi) are monitored via existing Crown monitoring arrangements. By comparison, progress toward the system-wide changes set out by the GPS, the ToF and The Treasury's Living Standards Framework have additional monitoring arrangements in place, aimed at capturing the how the collective efforts of multiple agencies and actors across the system contribute toward long-term outcomes for Aotearoa.

Figure 1: How we monitor progress strategy implementation at different levels



Mapping the GPS investment story

The GPS guides how the land transport sector should invest in the system to make a meaningful contribution toward the long-term transport outcomes. We therefore see the core purpose of GPS monitoring as to determine the extent to which the intended investment benefits of the GPS are being realised by the wider system.

We reviewed and mapped the content of GPS 2021 to understand how the GPS intends for the system to contribute to the long-term transport outcomes. Table 2 provides the results of this mapping and demonstrated the investment story told by GPS 2021.

Table 2: GPS 2021 components and investment story

INVESTMENT & DELIVERY			DIFFERENCES MADE FOR AOTEAROA		
Inputs	Activities	Outputs	Results	Outcomes	Impacts
The system will invest in this strategic priority primarily via these revenue streams and funding sources .	Through this investment, the system is delivering these activities to give effect to this strategic priority.	These are the products and services that land transport system agencies aim to deliver via these activities.	These are the results that we expect activities invested in to deliver in the short-to-medium term .	These are the medium to long-term outcomes that we expect these results to contribute to.	Over time, these are the changes to the long-term ToF transport outcomes and indicators we will see if our investments have meaningful impacts .

Opportunity to strengthen results mapping in the GPS

As part of our ongoing conversations with the ministry, we noted the opportunity for clearer linkages between activities, results and outcomes. We are interested in exploring this further as part of the development of the GPS 2024 monitoring framework.

Who monitors each part of the GPS investment story?

There are different monitoring approaches and monitoring roles and responsibilities for each component of the GPS investment story. These are summarised in **Error! Reference source not found.** below.

Table 3: Monitoring approaches and monitoring roles and responsibilities for different components of the GPS

Component		Monitoring approach	Role of individual investment and delivery agencies	Role of the Ministry of Transport
Investment & delivery <i>(What has been put into action?)</i>	Inputs	Crown monitoring + GPS/ToF monitoring	- Monitor expenditure and other inputs - Report to the ministry via existing statutory reporting and accountability structures - Provide information on GPS investment to the ministry to support GPS monitoring	Receive and monitor reporting received via: - Crown monitoring arrangements - GPS/ToF monitoring arrangements Integrate reporting from different sources and agencies for the minister to tell a coherent story about progress toward realising GPS objectives
	Activities	Crown monitoring	Monitor delivery (may include monitoring of other organisations)	
	Outputs	Crown monitoring	Report to the ministry via existing statutory reporting and accountability structures	
Differences made for Aotearoa <i>(What has changed as a result?)</i>	Results	Crown monitoring + GPS/ToF monitoring	Provide information on results and outcomes to the ministry to support GPS monitoring	
	Outcomes and impacts	GPS/ToF monitoring		

Existing Crown monitoring arrangements for Waka Kotahi

Different agencies have different Crown monitoring arrangements in place. For Waka Kotahi, this includes the following.

- Quarterly and annual reporting to the ministry and Minister of Transport on the financial and non-performance of Waka Kotahi against the commitments set out by our performance framework and statement of performance expectations. This includes reporting on inputs/expenditure, outputs, delivery of key activities and performance against our non-financial performance measures.
- Annual reporting on the use of the National Land Transport Fund.
- Regular engagement with our Crown monitor and their Crown monitoring team.
- Dedicated monitoring and reporting arrangements for specific programmes of work, eg Road to Zero.

From time to time the Crown also undertakes reviews of specific parts of the system, such as the Land Transport Revenue Review commissioned by the ministry. The Office of the Auditor General is also undertaking a review of the monitoring and evaluation of the land transport system.

Proposed framework skeleton – using “Safety” as an example to show the line of sight from inputs through to impacts

Using the components of the GPS identified through our mapping, together with our analysis of monitoring roles and responsibilities, we have developed our view of what the GPS monitoring framework should look like. This is shown on Figure 4 on the following page, using “Safety” as an example.

Note, our view of the draft indicators does not yet include “process” indicators, as we wish to discuss the positioning, purpose and nature of these measures with the ministry further as part of the separate value for money discussion scheduled.

Figure 4 shows:

- **What** the specific inputs, activities, outputs, outcomes and outputs are for Safety.
 - The ‘what’ (yellow-shaded in figure 4) has been included to demonstrate the logic of our mapping for the ministry.
 - While we don’t intend think this level of detail on the ‘what’ needs to be included in the actual published framework, we think it there is significant value in undertaking this mapping exercise for each strategic priority as part of framework development, to identify the most meaningful and appropriate measures for inclusion in the framework.
- **How** we might go about monitoring each of these, with some potential measures suggested.
 - Note, a full list of potential measures will be provided prior to our next meeting.

Figure 2: Proposed framework “skeleton” using “Safety” as an example

GPS 2024 monitoring framework							
The purpose of this framework is to:							
- monitor the extent to which the land transport system is delivering on the strategic intent of the GPS (<i>investment and delivery</i>) - monitor the extent to which the GPS is guiding investment in the land transport system in a way that contributes meaningfully to the government’s transport outcomes and living standards, as set out by the Transport Outcomes Framework and Living Standards Framework (<i>the differences made for Aotearoa</i>).							
The framework has been designed to reflect both the investment story told by the GPS, and the partnership and collaboration required to achieve successful implementation.							
This does not rely on any sole agency; it requires partnership and collaboration across the land transport system (including Waka Kotahi, the Ministry of Transport, New Zealand Police and KiwiRail), and working effectively cross-government on important initiatives such as integrated transport and urban planning.							
STRATEGIC INTENT		WHAT HAS BEEN PUT INTO ACTION?			WHAT HAS CHANGED AS A RESULT?		
Transport outcomes Framework	GPS	Inputs	Activities	Outputs	Results (or short to medium term outcomes)	Outcomes (or medium to long-term outcomes)	Impacts
Healthy and safe people Environmental sustainability Resilience and security Economic prosperity Inclusive access	Example: Safety	NLTF activity class funding class allocations for: - Road to Zero - State highway improvements - Local road improvements - State highway maintenance - Local road maintenance - Rail network Other revenue sources, including: - NLTF funding direct to New Zealand Police - Regulatory funding to Waka Kotahi and KiwiRail - NZUP revenue	Key programmes and activities include: - Road to Zero programme - Rail Network Investment Programme - Network maintenance and optimisation - NLTP and NZUP significant capital projects - Regulation of the land transport system - Clean Vehicle Discount	Individual agencies are responsible for determining the expected delivery of outputs.	Road to Zero sets the short to medium-term results expected to be achieved via the government’s investments in land transport system safety. These cover the five Road to Zero focus areas of: - Infrastructure and speed - Vehicle safety - Work-related road safety - Road user choices - System management	Reduced land transport system deaths and serious injuries across each of the five Road to Zero focus areas. <i>Note, for both the results and outcomes we think that colour-coding or symbols could be used to show what is a perception-type measure vs a behavioural change or system architecture-type measure</i>	Investment in the safety priority contributes primarily to healthy and safe people , and to the co-benefits of inclusive access, resilience and economic prosperity. We’ll know if we’re making a meaningful contribution to this outcome if we are on track to achieve the Road to Zero target of reducing DSI by 40% by 2030.
		Possible measures could include: - Percentage (%) of total funding invested in safety-related benefits - Amount (\$) invested in safety-related benefits, broken down by revenue stream and agency - Percentage (%) of funding to each activity class invested in safety-related benefits - Percentage (%) of total funding invested in different types of safety-related benefits	N/A, monitored via Crown monitoring, including: Waka Kotahi quarterly and annual reports to the Ministry of Transport	N/A, monitored via Crown monitoring, including: - Road to Zero reporting - Waka Kotahi quarterly and annual reports	Road to Zero “System performance” indicators would be the best fit for this category of measures, eg: - Percentage (%) of road network where speed limits align with Safe and Appropriate Speed - Percentage of the vehicle fleet with a high safety rating - Percentage of drivers impaired by alcohol	Road to Zero “System outcome” indicators would be the best fit for this category of measures, eg: - Number of DSI crashes where the speed limit does not align with the Safe System - Number of DSI crashes involving a vehicle with a low safety rating - Number of DSI crashes involving alcohol and/or drugs	Track progress toward the overarching target of Road to Zero of reducing land transport system deaths and serious injuries by 40% by 2030. Measures could include: - Number of deaths by mode - Number of serious injuries by mode - Number of crash-related hospitalisations

Detailed feedback

Approach to developing the framework

1. Waka Kotahi has welcomed the opportunity for shared kōrero with the Ministry of Transport.

- We have appreciated the opportunity to engage regularly with the ministry on development of the GPS 2024 monitoring framework and to work together on building a shared understanding of the way forward.
- This approach will help Waka Kotahi to support GPS reporting in an efficient and effective manner, and to align our work with important ministry milestones.

2. We would appreciate greater clarity on the purpose of GPS monitoring and the questions the monitoring framework will seek to answer, including assurance that the framework seeks to monitor the extent to which the intended investment benefits of the GPS have been realised (rather than to monitor the activity of Waka Kotahi).

- While we agree with the guiding principles set out in the latest version of the draft GPS 2024 monitoring purpose document shared by the ministry on 4 October 2022, it is still unclear on what will be monitored through the framework and what specific questions the framework seeks to answer.
- For example, the process indicators included in the ministry's draft framework are largely focused on monitoring the activity of Waka Kotahi. The ministry already monitors the activity of Waka Kotahi as part of its Crown monitoring role.
- Waka Kotahi is only one of the agencies involved in delivering the investment benefits sought by the GPS. Delivering on the GPS involves the coordinated efforts of multiple actors over a sustained period, including our local government partners across Aotearoa, KiwiRail and New Zealand Police.
- The number of agencies involved in investing and delivering on GPS strategic priorities is likely to expand, as GPS 2024 expands in scope to include activities funded from sources other than the National Land Transport Fund (such as the Climate Emergency Response Fund).
- Successful delivery is not just about the actions undertaken by the land transport system; it is also dependent on the types of decisions made by Cabinet, land transport funding decisions made by the government, decisions by non-transport sectors that have an impact on the transport system (such as the Ministry for the Environment) and external factors, such as the global COVID-19 pandemic, extreme weather events and natural disasters.
- GPS monitoring should therefore seek to monitor the progress made across each strategic priority through the coordinated efforts of this complex system, and should not duplicate or replace the Crown monitoring of Waka Kotahi performed by the ministry through other existing structures.

3. Development of the framework should include specific points at which the framework is reviewed for alignment with GPS 2024.

- Development of the framework needs to consider how the expansion of GPS scope to incorporate a wider range of non-NLTF investment activity will affect framework development, including by:
 - creating a broader range of monitoring roles and responsibilities
 - increasing or changing the types of inputs, outputs, outcomes and impacts that are monitored.
- We note that our 11 October 2022 meeting, the ministry and Waka Kotahi agreed that:
 - the ministry will build into their work programme specific points at which the draft framework can be reviewed for alignment with GPS 2024 and will advise Waka Kotahi of these key dates.
 - we will incorporate these dates into our work programmes.
- We would also like more information about how other agencies that may become involved in GPS 2024 will be consulted on the framework.

4. Clear roles and responsibilities for monitoring and reporting should be agreed between the ministry, Waka Kotahi and other agencies.

- These should reflect the distinction between monitoring of the GPS and Crown monitoring of Waka Kotahi/other involved agencies.
- It should also reflect any changes to monitoring roles and responsibilities due to the expanded scope of GPS 2024.

5. The GPS monitoring framework and GPS model being developed separately have two distinct purposes.

- The model is forward-looking and intends to enable the ministry to estimate the benefits of potential investments based on ex-ante data from a selected sample of historic investments. It is not appropriate to use the model retrospectively to monitor progress against actual GPS delivery.

6. We are supportive of a full monitoring framework document being published alongside the framework overview to be included in GPS 2024 but would appreciate clarity on what this full monitoring framework will look like.

- Will it set out key questions to be answered by monitoring as well as key questions to be answered by in-depth, independent evaluation of certain areas?
- Will it clearly set out monitoring roles, responsibilities, timeframes and templates?
- Will it provide a snapshot of what the ministry's GPS reporting to the minister will look like?
- Will it set out a continuous measures improvement programme?
- How often will it be reviewed?

Roles and responsibilities in monitoring value for money and investment decision-making

7. We agreed with the ministry to schedule a separate time to have an in-depth discussion on value for money and investment decision making.

- Most of the initial measures proposed under “Process” measures in the draft framework monitor the activity of Waka Kotahi, rather than extent to which the benefits of GPS investment have been realised.
- The activity of Waka Kotahi is already monitored by the ministry in their Crown monitoring role and should not be the purpose of GPS monitoring (as described in point 2). Note, in addition to having a Crown monitor, our investment approach is also assessed by The Treasury as part of their three-yearly Investor Confidence Rating assessment.
- Before we can identify appropriate process measures, we need to develop a shared understanding of the different levels of measurement for value for money and the positioning of the process indicators in the framework.

Structure of the framework

8. The framework should reflect the specific context and purpose of the GPS.

- We note that the ministry has used the structure and components of the draft Decarbonising Transport Action Plan monitoring framework to inform development of the draft GPS 2024 monitoring framework.
- We also note that the ministry intends to use this structure and components across all its other frameworks, to:
 - ensure linkages to the investment cycle are made clearly and consistently
 - support consistency in the types of measures used, helping to avoid duplication and identify gaps where further development is required.
- While we recognise these benefits, we think it is critical that the GPS 2024 monitoring framework reflects the specific context of the GPS.
- The GPS sets the strategic direction for the land transport system, guiding how land Waka Kotahi and other agencies should invest in the system to contribute to the government’s transport outcomes and living standards for Aotearoa. It cannot set out specific activities to be invested in, as it is the role of Waka Kotahi to work with other land transport system actors to invest in the system in a way that delivers on the GPS.
- This makes the GPS significantly different from other government initiatives, such as the Decarbonising Transport Action Plan DTAP.

9. The framework should reflect the investment story told by the GPS.

- It should demonstrate a clear line of sight from inputs through to outcomes, reflecting how investments across each strategic priority are intended to contribute toward the transport outcomes.
- Waka Kotahi, rather than the ministry, is responsible for monitoring the delivery of specific programmes of work and the benefits of specific investments. However, Waka Kotahi and the ministry agreed that it would still be helpful for the GPS 2024 monitoring framework to provide an overview of:

- how investments in specific activities and outputs intend to benefit Aotearoa and contribute to the transport outcomes (even if activities are not monitored directly by the ministry)
- who is responsible for monitoring each part of the framework (inputs, process, outputs, outcomes and impacts)
- how the ministry will integrate information from various monitoring arrangements into a coherent story as part of GPS reporting.
- We think that this will help the ministry to tell a coherent story about how the wider land transport system is working toward realising the intended benefits of the GPS. As our benefits management approach matures, we will be able to do this more comprehensively to support the ministry's assessments.

Selecting appropriate measures

10. The system outcome indicators used in the framework should align to the intended benefits of investments made in each GPS strategic priority, reflecting the full range of outcomes the GPS intends to contribute to for Aotearoa.

- We note that the draft monitoring framework identifies three different categories of outcome indicators: system architecture, perceptions and behavioural change.
- However, only some programmes of land transport investments intend to change perceptions behaviours to contribute to improved outcomes (such as Road to Zero, through which New Zealand Police aim to play a significant role in supporting people to make safer decisions while travelling on the road).
- Many important investments (such as investment in state highway and local road maintenance) do not seek behavioural and perception changes as their primary or even secondary benefits, and instead to change outcomes that would fall into the "system architecture" category (for example, Road to Zero also has a significant focus on investing in activities that will reduce deaths and serious injuries from roads that do not have safe and appropriate speeds).
- Waka Kotahi and the ministry have agreed that it would be inappropriate to "retrofit" behavioural change and perception change-type outcome measures if they don't reflect the actual intended benefits of investment.
- We are also unsure if "system architecture" is the best description for the transport outcomes being sought, and encourage the ministry to use alternative language eg "system changes."
- We also think that the order of the types of outcome indicators in the draft framework should be changed so that perception change is first, behavioural change is second and system architecture/changes is last. This will allow the framework to tell a story about how investments with a significant behaviour change component intend to shift perceptions to create behavioural change and contribute toward system changes.

11. We agree with the ministry that a consistent set of measures that avoids duplication and draws on existing reporting as much as possible, will best support the ministry in assessing the extent to which the policy direction of the GPS has been realised over time.

- We note that the interim report on the evaluation of GPS 2018 highlighted that, due to the complex, system-wide changes sought by the GPS, it is not feasible to make these changes within the three years before the GPS is reviewed again.
- We agree with the ministry that having a consistent set of GPS measures, that align with the enduring Transport Outcomes Framework, will help to track how the GPS has contributed to the transport outcomes over a sustained period.
- We note the separate, extensive reporting that is being provided to the ministry on Road to Zero and agree with the ministry that this is to be drawn on as much as possible to inform reporting on the safety GPS priority.
- We also want to highlight the difference between an “indicator” (an indication that a change has occurred or not occurred and a performance measure (results from multiple performance measures may be required to assess whether a change has actually occurred).
- A consistent set of measures can be re-combined into different indicators, which will help tell a consistent GPS performance story even as the strategic priorities of the GPS shift as governments and government priorities change.

12. We suggest that a continuous measures improvement programme is put in place to guide decisions about changing measures or developing new measures.

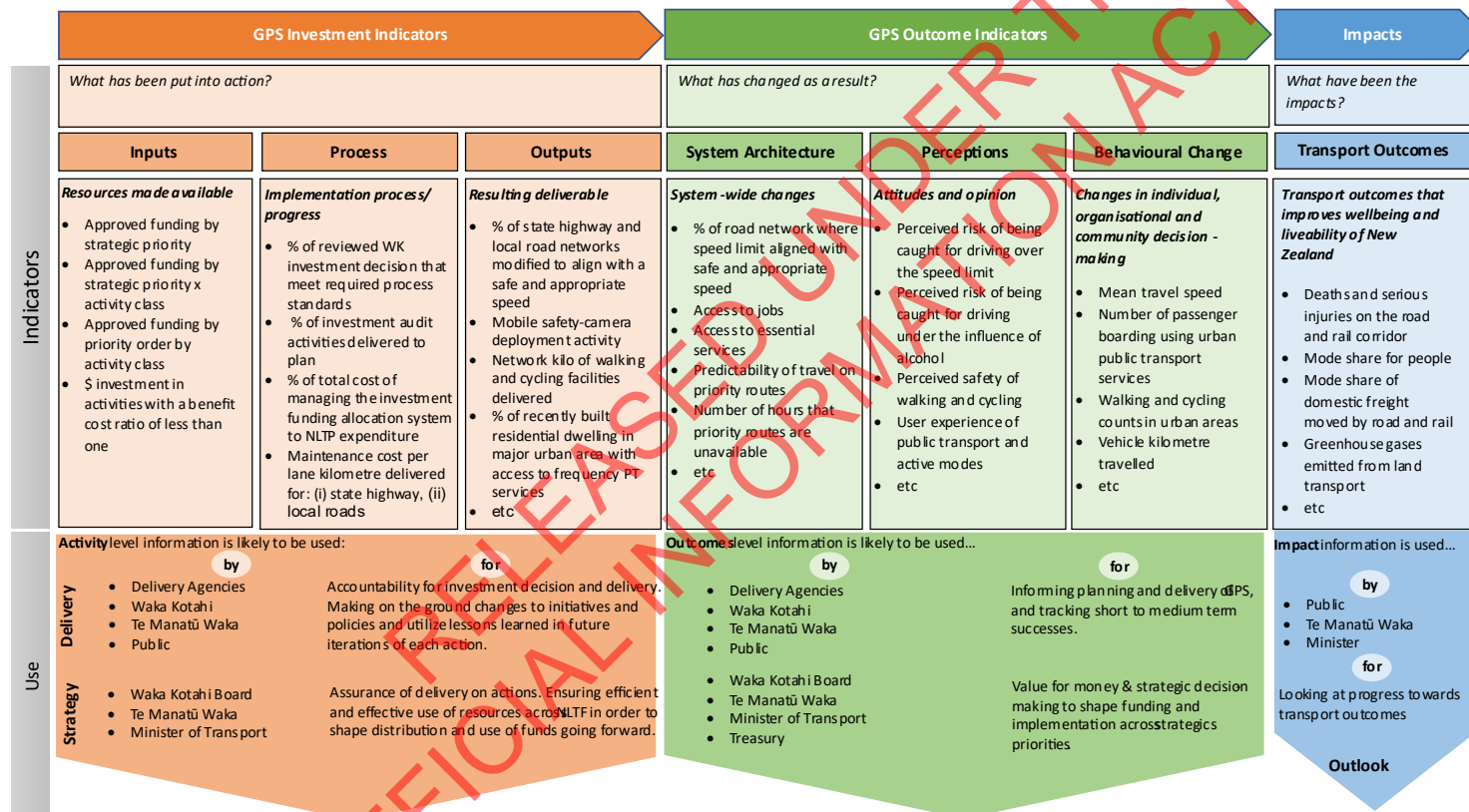
- This will help ensure that a clear process is in place for changing or adding measures and help ensure that there is a clear and documented rationale for investing in the development of new measures.
- This will contribute to retaining a consistent set of GPS measures and support the telling of a coherent story about GPS investment.

Appendices

Appendix 1: Draft GPS 2024 monitoring framework

The draft monitoring framework proposed by the Ministry of Transport is shown in Figure 3. As part of the testing and development of the framework, the ministry has populated the framework with GPS 2021 measures.

Figure 3: Draft framework



The draft framework on the previous page has been structured to include the types of measures shown in Figure 4 below.

Figure 4: Types of measures included in the draft monitoring framework

Type of indicator	What does it measure?
Action indicators	Input indicators that measure inputs employed to deliver specific interventions
	Process indicators that measure systems and processes in place to deliver specific interventions
	Output indicators that measure quality and quantity of outputs delivered for specific interventions
Outcome indicators	System architecture indicators that measure the immediate to medium-term systemwide change achieved through successful delivery of specific interventions
	Perception indicators that measure the perception, attitude and opinion that better understand transport users' motivation, capability and opportunity
	Behavioural indicators that measure the changes in behaviour of individual, social, business, institutional and infrastructure

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