

*Will be considered for release with redactions***MINISTERIAL BRIEFING NOTE**

<b>Subject</b>	Let's Get Wellington Moving Partners Meeting, 20 July 2023
<b>Date</b>	18 July 2023
<b>Briefing number</b>	BRI-2808

Contact(s) for telephone discussion (if required)				
Name	Position	Direct line	Cell phone	1 <sup>st</sup> contact
Brett Gliddon	Group General Manager Transport Services		s 9(2)(a)	✓

**Action taken by Office of the Minister**

- ☐ Noted
- ☐ Seen by Minister
- ☐ Agreed
- ☐ Feedback provided
- ☐ Forwarded to
- ☐ Needs change [please specify]
- ☐ Withdrawn
- ☐ Overtaken by events

18 July 2023

**Hon David Parker – Minister of Transport**

## LET'S GET WELLINGTON MOVING PARTNERS MEETING, 20 JULY 2023

### Purpose

1. This briefing provides information ahead of your meeting with Let's Get Wellington Moving (LGWM) Funding Partners on Thursday, 20 July 2023.
2. The Funding Partners and representatives attending the meeting are:
  - Greater Wellington Regional Council (Daran Ponter, Chair and Nigel Corry, Chief Executive)
  - Waka Kotahi NZ Transport Agency (Robyn Elston, National Manager System Design)
  - Wellington City Council (Barbara McKerrow, Chief Executive Officer and Laurie Foon, Deputy Mayor)
3. Dave Brash, Chair of the LGWM Partnership Board and Sarah Gardner, LGWM Programme Director will also attend.
4. This meeting was set up as your inaugural meeting with the representatives of the LGWM Governance Reference Group and LGWM Board to facilitate initial introductions to the programme and the partners' views on the programme.
5. Noting this is your first meeting and for only thirty minutes, we have not set out a formal agenda beyond introductions and a general overview.
6. We are aware of your preference to discuss options for realising early benefits s 9(2)(f)(iv) [redacted] and we have briefed the Programme Director accordingly.
7. We understand that Te Manatū Waka Ministry of Transport has provided you with the information to support a discussion on this subject, which Waka Kotahi provided input to.
8. We are happy to arrange an officials' briefing of this once you have considered this information.

### Background

9. LGWM is a once-in-a-generation opportunity that aims to provide better travel choices and reshape how communities in Wellington live by enabling greater urban density and increasing the share of public and active mode transport options. It is a partnership between Wellington City Council (WCC), Greater Wellington Regional Council and Waka Kotahi with support from mana whenua partners Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira.
10. Wellington City expects to see its population grow by 50,000 to 80,000 over the next 30 years.
11. Housing the new inhabitants and giving them access to employment and amenities is a significant challenge under the status quo because the city is experiencing a housing shortage while roads, buses and trains are approaching peak capacity.

12. Adding to this challenge is the need to respond to the climate change emergency by reducing New Zealand's carbon dioxide emissions. This recognises that transport is the biggest source of emissions in the Wellington region, accounting for 40% of all emissions in the region, and 48% of emissions in Wellington City. Between 2001 and 2019, total transport emissions rose by 14%. The current pathway does not put the city or region on track to help meet national emission targets.
13. A further challenge is the need to increase the resilience of the city to natural hazards posed by seismic and climate change risks.
14. LGWM is a programme that sees transport investment as the key enabler of wider initiatives to meet this complex set of challenges.
15. LGWM's objectives were developed with public input and agreed by the programme partners in 2016, and then refined by the partners (with agreed weightings) in 2021 as follows. LGWM seeks to develop a transport system that:
  - Enhances urban amenity and enables urban development outcomes (20%)
  - Provides more efficient and reliable access for users (15%)
  - Reduces carbon emissions and increases mode shift by reducing reliance on private vehicles (40%)
  - Improves safety for all users (15%)
  - Is adaptable to disruption and future uncertainty (10%)
16. The outcomes of the programme align with the Government's Emissions Reduction Plan, which includes supporting people walking, cycling and using public transport and reducing total kilometres travelled by light vehicle fleet by 20% by 2035.
17. LGWM is a priority in the GPS however the NLTF is under pressure to deliver on existing commitments and is s 9(2)(g)(i) [REDACTED]
18. A PowerPoint presentation on LGWM is attached.

## Projects

19. LGWM will deliver a series of projects in two large programmes of work, which combine transport infrastructure with urban development objectives:
  - a. Transitional Programme comprising the Golden Mile Revitalisation Programme, a major upgrade to Thorndon Quay & Hutt Road (Wellington's northern "gateway") and a variety of City Streets projects aimed to supporting public transport and active modes.
  - b. Transformational Programme, focussed on Mass Rapid Transit (MRT) connecting the CBD to Island Bay, the airport and Miramar, with major urban development planned along the MRT corridor.
20. The two programmes are interlinked to produce a broad set of positive outcomes for the city, the region and its residents.
21. Collectively, the two programmes and their respective projects represent a multi-decade investment programme with an estimated whole-of-life cost of \$7.4 billion.

#	Name	Description	Details	Status
1.	The Transitional Programme	Early improvements to start moving more people with fewer vehicles, and improvement of travel options ahead of larger construction projects to come.	<ul style="list-style-type: none"> <li>• Safer speeds in the central city (complete)</li> <li>• Central City walking improvements (under construction)</li> <li>• Cobham Drive crossing (under construction) and SH1 safer speeds east of Mt Victoria (complete)</li> <li>• Golden Mile transformation</li> <li>• Thorndon Quay/Hutt Road improvements</li> <li>• People-Friendly City Streets</li> </ul>	<ul style="list-style-type: none"> <li>• Golden Mile developed design 30% complete, and public engagement closes mid-August 2022.</li> <li>• Thorndon Quay/Hutt Road design and KidZone trials underway, and public engagement for traffic resolution complete.</li> <li>• People-Friendly City Streets Indicative Business Case (IBC) approved by funding partners in late 2021</li> <li>• People-Friendly City Streets business case investigations underway on Tranche 1 projects, with construction planned 2023 to 2028</li> </ul>
2.	Transformational Programme	Larger programme elements to help shape future growth, and transform our city, substantially change how we get around, and move more people with fewer vehicles.	<ul style="list-style-type: none"> <li>• MRT and urban development</li> <li>• Basin Reserve and Mt Victoria Tunnel (Strategic Highway Improvements)</li> <li>• Travel Demand Management</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Business Case complete, progressing to Detail Business Case stage with Option 1 (light rail from Railway Station to Island Bay) and Option 2 (BRT variation) progressing.</li> </ul>

### Recent progress

22. Funding approval for the Golden Mile and Thorndon Quay/Hutt Road projects has recently been signed off by WCC and the Waka Kotahi Board, clearing the way for construction to begin after the FIFA Women's World Cup.

23. The Transformational Programme is at the Detailed Business Case stage.

**It is recommended that you:**

1. **Note** the content of this briefing



.....  
**Brett Gliddon**

Group General Manager Transport Services

.....  
**Hon David Parker, Minister of Transport**

Date: 2023





# LET'S GET WELLINGTON MOVING PROGRAMME INDUCTION





# Context

A transformational city-shaping programme...

We're working together to improve how people get to and around the city and how the city develops alongside our transport system.

## Our partners



## Mana whenua values

1. **Tongi** – A sense of place
2. **Wai-ora** – Respect the role of water
3. **Pūngao-ora** – Energy
4. **Hau-ora** – Optimising health and wellbeing
5. **Whakamahitanga** – Use of materials
6. **Manaakitanga** – Support a just and equitable society
7. **Whakāhuatanga** – Celebrate beauty in design
8. **Aroturiki** – Ongoing monitoring of design outcomes

LGWM Focus area (indicative)

Includes connections to Johnsonville, Karori, Miramar, and Island Bay

# History

**2015**  
Basin Bridge project rejected

**2017**  
programme scenarios community feedback

**10,000 people** provide input on what they want for Wellington

**2016/17**  
Objectives developed, Programme Business Case (PBC) starts

1. Support for better public transport: now and long-term
2. Universal support for less congestion
3. Widespread support for walking and cycling
4. Opposition to new infrastructure increasing car use
5. A regional, integrated approach is required
6. It is time to act, while being mindful of cost
7. Future-proofed solutions are needed
8. Basin traffic flow issues need solving: no clear view
9. Wellington-specific solutions are required

**2018**  
LGWM develops Recommended Programme of investment

**2019**

- Indicative Package announced by Minister, Mayor and GW Chair.
- PBC complete
- Partners approve funding for next stage.

Support by Cabinet and partners, subject to business case investigation

**2020**

- Relationship and funding agreement between partners
- Early delivery programme starts
- MRT IBC investigation starts
- Golden Mile public engagement

**Golden Mile feedback:** Strong community support for significant change, especially public transport, walking and cycling

**2021**

- Health check includes improvements to governance, processes and people
- Mana Whenua partnership
- Safer speeds in the central city
- Engagement on Golden Mile, Thorndon Quay/Hutt Rd, Cobham, MRT options
- City Streets IBC approved

**6,000 people provide MRT feedback:** Strong appetite for change, needs to be done once and right first time, must represent value

**2022**

- Health check improvements complete
- Implemented restructure
- Examining governance
- Construction: central city walking improvements, Cobham crossing
- Public engagement: Golden Mile, Aotea Quay roundabout, Thorndon Quay, Johnsonville Ngā Ūranga
- MRT preferred option announced and IBC complete

Cabinet and councils endorse the preferred programme option



# Outcomes

## Why change is needed

- 50,000-80,000 more people over 30 years
- Housing shortage
- Climate emergency
- Roads, buses and trains nearing capacity at peak times.
- Resilience and safety challenges

## Programme vision

A great harbour city, accessible to all, with attractive places, shared streets and efficient local and regional journeys.

To realise our vision we need to **move more people with fewer vehicles.**

## Objectives agreed by the partners

### A transport system that...

### Weightings



Enhances urban amenity and enables urban development outcomes

20%

Provides more efficient and reliable access for users

15%



Reduces carbon emissions and increases mode shift by reducing reliance on private vehicles

40%



Improves safety for all users

15%

Is adaptable to disruption and future uncertainty

10%

LGWM will be developing a monitoring plan to ensure the investment delivers on the programme objectives.

# Our plan – a multi-decade \$7.4 billion investment

## Transitional Programme

Early improvements to start moving more people with fewer vehicles and improve travel options ahead of larger projects to come.

- ✓ Safer speeds in central city
- ✓ Cobham Drive crossing and safer speeds on SH1 east of Mt Victoria
- Central city walking improvements
- Golden Mile transformation
- Thorndon Quay/Hutt Road

## People Friendly City Streets

Improvements to bus reliability, and for people walking and on bikes, providing options between suburban centres and the central city for people to get around without relying on a car.

- Targeted improvements
- Johnsonville/Ngā Ūranga
- South-west CBD
- Taranaki/Wallace/John Streets
- Featherston Street
- CBD to Miramar
- Tranche 2 projects

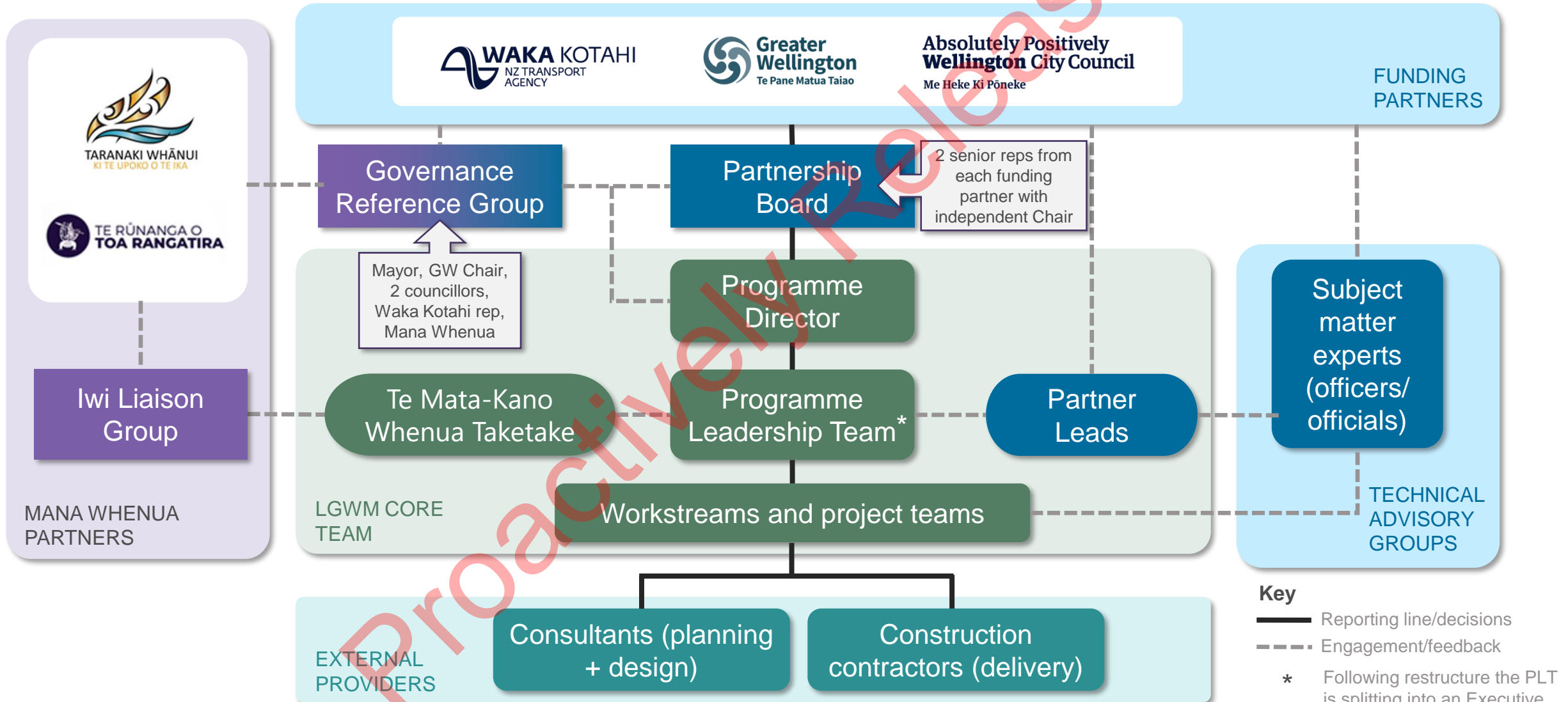
## Transformational Programme

Larger projects to help shape future growth, and transform our city, substantially change how we get around, and move more people with fewer vehicles.

- Mass Rapid Transit (MRT) from the railway station to Island Bay aligned with urban development plus continuous bus priority to Miramar
- Basin Reserve transformation by extending the Arras Tunnel to the east
- An extra Mt Victoria Tunnel with lanes dedicated for public transport and a high-quality walking and cycling facility
- Smarter transport network including travel demand management

# Business context

- LGWM is not a standalone entity. It operates according to the Relationship and Funding Agreement between our three funding partners.
- The Partnership Board is a decision-maker and acts by consensus via board member delegations. Decisions beyond these delegations are made by the partners.
- Procurement is via Waka Kotahi (Transformational Prog) and WCC (Transitional Prog).



# Governance – Governance Reference Group

- Under the Relationship and Funding Agreement, the GRG:
  - provides an interface between the Councils and Waka Kotahi on the political or senior internal governance level preferences of each of the parties and in relation to community interaction
  - keeps the Councils informed of the progress and the LGWM Partnership Board's decisions about the Detailed Investigation and Development Stage and LGWM generally.
- The GRG makes sure voices and views from all three programme partners and local iwi are represented equally. It also provides advice to the Partnership Board.
- Meetings are held monthly and the standing items include matters to raise at the Minister's meeting with funding partners (see slide 9).
- Terms of Reference are at Attachment 1.

Organisation	Members
Greater Wellington Regional Council	<ul style="list-style-type: none"><li>• Chair Daran Ponter</li><li>• Councillor Thomas Nash</li></ul>
Iwi	<ul style="list-style-type: none"><li>• s 9(2)(a), Port Nicholson Block Settlement Trust General Manager</li><li>• s 9(2)(a), Te Rūnanga o Toa Rangatira Chief Executive</li></ul>
Waka Kotahi	<ul style="list-style-type: none"><li>• Nicole Rosie, Chief Executive</li><li>• Tracey Martin, Board member</li></ul>
Wellington City Council	<ul style="list-style-type: none"><li>• Major Tory Whanau (Chair)</li><li>• Councillor Tamatha Paul</li></ul>



# Governance – LGWM Partnership Board

- Accountable to the three funding partners for overall strategic direction and decision making relating to the operation of LGWM (within delegated authority) and ensuring that LGWM is delivered in accordance with LGWM principles and objectives.
- Responsible for:
  - demonstrating a best-for-programme culture and commitment to collaborative working consistent with LGWM principles
  - setting the strategic direction for LGWM with guidance from the parties and the GRG
  - ensuring the programme is delivered within approved budget
  - approvals, directions and decisions within approved delegated authorities
  - ensuring effective arrangements are in place to manage programme risk
  - overseeing the performance of LGWM development and delivery
  - ensuring that the Waka Kotahi Board, Councils and the GRG are informed of any within delegation decisions which are likely to impact LGWM Objectives, scope or budget
  - requiring the LGWM Programme Director to maintain a list of upcoming approvals needing LGWM Partnership Board, Council or Waka Kotahi Board approval and ensuring relevant information is provided to decision makers
  - approving the appointment of independent members and the LGWM Programme Director and holding the Programme Director to account for the effective and efficient progress and delivery of LGWM
  - setting, reviewing and revising limits of delegated authority from the Partnership Board down (revisions above this require Councils and Waka Kotahi approval)
- Terms of Reference are at Attachment 2.

Organisation	Members
Independent Chair	<ul style="list-style-type: none"><li>• Dave Brash</li></ul>
Greater Wellington Regional Council	<ul style="list-style-type: none"><li>• Nigel Corry, Chief Executive</li><li>• Luke Troy, General Manager, Strategy Group</li></ul>
Waka Kotahi	<ul style="list-style-type: none"><li>• Brett Gliddon, Group General Manager Transport Services</li><li>• Robyn Elston, National Manager System Design and LGWM Programme Sponsor</li></ul>
Wellington City Council	<ul style="list-style-type: none"><li>• Barbara McKerrow, Chief Executive</li><li>• Siobhan Procter, Chief Infrastructure Officer</li></ul>

# Governance – Minister and funding partner meetings

- Approx. every six weeks, the funding partners meet with the Minister to discuss LGWM.
- Waka Kotahi provides a briefing ahead of the meetings, which includes a proposed agenda and supporting information.
- A monthly report is provided to the Minister which supports discussion at the meeting.
- Work is underway to refresh the approach to the meetings. The likely approach is:
  - Dave Brash to chair the meetings
  - A set topic agenda including:
    - Update on actions from the previous meeting
    - Matters arising from the GRG
    - Matters arising from the Partnership Board
    - Programme update including risks, issues and opportunities.
  - The specific items under each topic will be identified by the funding partners, with written papers provided to support discussion at the meeting.
  - Waka Kotahi will be responsible for collating the partner agreed agenda items and papers and providing them to the Minister with a briefing.

Organisation	Attendees
Independent Chair	<ul style="list-style-type: none"><li>• Dave Brash</li></ul>
Greater Wellington Regional Council	<ul style="list-style-type: none"><li>• Daran Ponter, Chair</li><li>• Nigel Corry, Chief Executive</li></ul>
LGWM	<ul style="list-style-type: none"><li>• Sarah Gardner, Programme Director</li></ul>
Waka Kotahi	<ul style="list-style-type: none"><li>• Robyn Elston, National Manager System Design and LGWM Programme Sponsor</li></ul>
Wellington City Council	<ul style="list-style-type: none"><li>• Tory Whanau, Mayor</li><li>• Barbara McKerrow, Chief Executive</li></ul>

# Stakeholders

The nation's politicians, media, and business leaders travel through the LGWM programme area every day. Scrutiny from media and opposition MPs is high.

## A highly complex stakeholder environment

LGWM has:

- Multiple partners and Mana Whenua, the Minister and councillors
- Government stakeholders – Kainga Ora, MoT and other agencies
- A complex and politicised external stakeholder environment. 75 stakeholder groups have interacted with LGWM so far.
- 235+ suppliers need to be advised of progress, market opportunities

Since the 2021 Health Check, LGWM has:

- Refreshed our Communications and Engagement Strategy and approved a Stakeholder Management Plan
- Held a region-wide public engagement programme (the Hello campaign) in Nov/Dec 2021 to seek input on the Transformational Programme
- Is establishing a Stakeholder Forum to seek and receive ongoing feedback from programme-level stakeholders

## Diverse external stakeholders

- Accessibility sector
- Transport advocates
- Business, industry, tourism
- Development, property, heritage
- Community and youth groups
- Environmental advocates
- Utilities providers
- Education sector

# Policy

## Central government

- Govt policy statement on land transport 2021
- National Land Transport Programme 2021-24
- Emissions reduction plan 2022
- Road to Zero (NZ road safety strategy)
- Waka Kotahi Business case approach

### Key legislation

- Land Transport Management Act
- Resource Management Act
- Urban Development Act
- Local Government Act

### LGWM Cabinet papers

- May 2019
- June 2022

## Local government

### Regional

- Regional Land Transport Plan 2021
- Regional Growth Framework 2021
- Regional Policy Statement (under review)
- Metlink Network Plan (under development) 2022
- GWRC Long-Term Plan
- Bus Priority Action Plan 2019 (GWRC and WCC)

### Wellington City

- Spatial plan
- District Plan
- Te Atakura – First to Zero (carbon)
- Parking policy 2022
- Paneke Pōneke Bike Network Plan
- WCC Long-Term Plan

## Mana Whenua

- Mana Whenua Aspirations Plan and Values
- Iwi Liaison Group Terms of Reference

## LGWM

- Relationship and Funding Agreement
- Partnership Board Terms of Reference
- Governance Reference Group Terms of Reference
- 2021 Health Check
- Management Plan and operational plans



# Communications strategy

Following the 2021 Health check, the programme communications strategy was refreshed and is being implemented.

## Agreed outcomes

- People are provided with consistent and regular information to achieve an understanding of what is proposed and why it is required
- Each project's progress and contribution to broader programme outcomes is communicated proactively
- Public confidence and trust in the programme's ability to deliver is restored.

## Key tactics

- Develop a compelling and overarching programme story with a suite of supporting key messages.
- Seek out project champions and advocates to contribute to story content.
- Improve media outputs with a single point of contact, proactive content, accelerated internal approvals process and assigned spokespeople.
- Proactive communications to address planning and construction impacts.
- Integrate brand campaigns and advertising with communications and engagement activities to build public awareness and support of the programme.
- Set KPIs for programme and project level communications, supported by a content plan.

# Economics

## Estimated costs (95%ile)

Item	\$m
<b>Transitional Programme</b>	
3-Year projects	159
City Streets	531
<b>Transformational Programme</b>	
Mass Rapid Transit (including continuous bus priority to Miramar)	2432
Basin Reserve Transformation	774
Extra Mt Victoria Tunnel	1408
Smarter Transport Network (including travel demand management)	76
<b>Total capital cost</b>	<b>5379</b>
<b>Whole of life costs</b>	<b>7370</b>

## Benefits

The preferred programme option (including the Transitional and Transformational Programmes) has been examined under a core land use scenario and an intensified land use scenario (which assumes a higher level of development and population intensity within the walkable catchment of the Mass Rapid Transit).

Both scenarios deliver substantial benefits in terms of travel time and reliability, vehicle operating costs, fare revenue, safety, health, environment and agglomeration.

## Economic Evaluation\*

Assessment shows that the Benefit Cost Ratio for:

- The core scenario is less than 1 (costs exceed the benefits)
- The intensified scenario is in the range 0.9-1.2

Further work is being done in the detailed investigation to refine the preferred programme and plan its implementation, including ensuring the feasibility of the intensified scenario.

## Treatment

We track and manage risks at 3 levels:

- Strategic
- Broader
- Package and project

Risks are managed and treated in accordance with Waka Kotahi risk management guidance. We also track and manage issues and opportunities.

Strategic and broader risks are regularly reported to the board and PLT.

Package + project risks are reported to PLT and escalated to board when appropriate.

## Strategic and broader risks

Political misalignment with objectives and outcomes

- Ongoing funding and cost constraints
- Ability to complete a coordinated assessment of mode, benefit realisation and carbon outcomes linked to Urban Development to support the case for MRT investment
- Significant business disruption impacting decision making and social licence
- Ability to sufficiently predict and measure benefits and performance of investment against objectives (evidence)
- Partner misalignment re advice on options and decision making
- Poor external integration with city-wide/regional programmes and projects (Metlink, City Rail, WCC cycling etc)
- Emerging: cost and change processes may not provide desired assurance around estimations and budget expectations in inflationary times

# Transformational Programme – next phase

The funding partners:

**AGREE** that the Preferred Programme Option:

- Includes light rail (LRT) from Wellington Station to Island Bay, enhanced bus to Miramar, grade separated Basin Reserve and a new Mt Victoria Tunnel
- Is the best performing programme option under the intensified land use scenario.
- Should proceed to Detailed Business Case (DBC).

**NOTE** that the preferred option relies on:

1. Ability to support high levels of land use intensification
2. No significant cost escalation or scope change
3. Current assumptions about growth and travel demand
4. Integration with the public transport network
5. The ability to deliver the infrastructure required, including road space, stabling and power supply.

Given the uncertainty and the close performance of the Bus Rapid Transit (BRT) option, both LRT and BRT should continue to be investigated in the DBC along with :

- Ways of minimising cost risk and ensuring affordability
- Planning for intensive urban development to give greater confidence that urban development can be delivered over next 30 years and beyond
- Defining high quality Mass Rapid Transit characteristics required for Wellington City's southern corridor to enable urban development
- Improvements in LRT and BRT technology and equivalent modes that could better deliver high-quality and sufficient-capacity Mass Rapid Transit
- Further ways of optimising carbon-reduction
- Impacts of changes in demands and travel patterns (e.g. post-Covid and travel behaviour change).



# Stage 0 Gateway Review

In confidence

- A 'Stage 0' gateway review is a strategic assessment that may be undertaken at the start-up stage of a programme, to inform decision-making, or may be undertaken during programme implementation to confirm the alignment with the established outcomes.
- The review provides assurance to the Sponsoring Agency responsible for the programme, via the Senior Responsible Owner, that the scope and purpose has been adequately assessed, communicated to stakeholders, and fits within the agency's overall business strategy and/or whole-of-government strategies and policies. It also aims to test whether stakeholders' expectations of the programme are realistic, by reference to planned outcomes, resource requirements, timetable and achievability.
- An independent review panel used key document review and interviews to complete the review.
- The recommendations were supported by a delivery confidence assessment s 9(2)(g)(i)  
[Redacted]  
[Redacted]  
[Redacted]
- s 9(2)(g)(i)  
[Redacted]  
[Redacted]  
[Redacted]
- The gateway report noted that the next gateway review should be a Gate Zero Strategic Assessment and should be held in approximately 12 months (February / March 2024).
- On 12 April 2023, the LGWM Partnership Board endorsed s 9(2)(g)(i) action plan for addressing s 9(2)(g)(i) recommendations from the Stage 0 Gateway review (see Attachment 3). The Waka Kotahi Partner Lead will lead this work.
- The Senior Responsible Owner (Robyn Elston) is responsible for ensuring the recommendations are addressed.

# Readiness for the next phase

In confidence

## Transitional Programme

In the delivery phase:

- Completed the first 2 projects
- Started construction on 2 more
- Preparing for partner approval and construction start on four projects this year:
  - City Streets Targeted Improvements
  - Golden Mile Revitalisation
  - Thorndon Quay and Hutt Road Transformation

## Transformational Programme

Started detailed investigation (DBC phase):

- Mode confirmation due mid year
- Consultant team co-located in the programme office
- Partnering with Kainga Ora to develop potential Specified Development Project

## Programme-wide

- Strengthening Mana Whenua partnership
- Reviewing governance with funding partners, exploring establishing capability-based board
- Building a staff training and development programme
- Identified capability gaps and restructured the core programme team
- Strengthened PMO and Financial Management capability to drive more fit for purpose processes, resource allocation and reporting.
- Establishing an Executive Leadership Team to drive strategic focus and implementation

# Looking forward

## Indicative timeline

