

MINISTERIAL BRIEFING NOTE

Subject	Additional Waitematā Harbour Connections – Progress Update
Date	19 August 2022
Briefing number	BRI-2554

Contact(s) for telephone discussion (if required)				
Name	Position	Direct line	Cell phone	1 st contact
Brett Gliddon	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- ☐ Withdrawn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

16 August 2022

Minister of Transport

ADDITIONAL WAITEMATĀ HARBOUR CONNNECTIONS – PROGRESS UPDATE – AUGUST 2022

Purpose of Briefing Note

1. This briefing is to provide you with a progress update on the Additional Waitematā Harbour Connections (AWHC) project.

Background

2. Waka Kotahi NZ Transport Agency is working with Auckland Council and Auckland Transport to progress the next phase of work on the AWHC project. The upcoming investigations will be undertaken in the form of an Indicative Business Case (IBC) to agree the form, function, alignment, and timing of future active modes, rapid transit and road/resilience improvements across the Waitematā Harbour.

Upcoming investigations

3. The IBC will build on previous work while considering recent strategic policy developments with carbon emissions reduction planning, updated land use and urban development priorities, and progress on other projects such as Auckland Light Rail (ALR) and road pricing.

4. s 9(2)(f)(iv)

The recommended way forward will outline the:

- a. preferred mode, form and alignment for an additional rapid transit connection, including integration with the Northern Busway, other rapid transit corridors (for example, future modes such as ALR) and wider public transport network.
- b. strong focus and consideration throughout these investigations will be to establish recommendations for the best urban development and land use response to support any transport investment. Future phases will further develop these investigations into more detailed place-based planning and intervention responses.
- c. preferred form and alignment of the long-term cross-harbour active modes connection.
- d. preferred form and alignment of road connectivity improvements, including both the crossing and supporting networks, to address network resilience with regard to the existing Auckland Harbour Bridge and its approaches.
- e. The opportunity for longer term management of lifeline utilities that currently cross the harbour within transport corridors.
- f. preferred timing of these interventions

Procurement process

5. The procurement process to select the AWHC technical team started in May 2022, and is reaching its concluding phase with three consortia now shortlisted for assessment. The procurement strategy and timeframes have been co-ordinated with ALR to ensure the best teams for each project. The preferred technical team to deliver the IBC is expected to be on board by October 2022.
6. Both the AWHC and ALR projects are procuring technical teams through an Alliance contracting model. Given the significance and scale of these projects, the Alliance teams will be providing teams comprised of both local and international expertise. The benefits of this model for AWHC are:
 - Supporting flexibility and innovation, providing the best platform to achieve the objectives within the timeframe.
 - Driving collaboration with the AWHC project partners, incentivising delivery of broader non-cost outcomes.
 - Allowing Partners to be embedded into the team and have appropriate control and direction over critical decisions through the working together phase and into delivery.
 - Sharing risk/reward model to manage interface risks and drive best outcomes for project decision making.

Partnership approach

7. Waka Kotahi, Auckland Transport and Auckland Council are working in partnership on this planning work and have established a Partner Steering Group (PSG) to oversee the upcoming investigations. In addition to the project partners, Directors from Te Manatū Waka Ministry of Transport (MoT) and ALR are also observers on the Steering Group.
8. In addition to the PSG with core Project Partners, Waka Kotahi will be establishing a cross agency forum for engaging with other Central and Local Government agencies such as Treasury, Kiwi Rail, MHUD, Eke Panuku and others.
9. A strong delivery team has been established within Waka Kotahi to drive the current phase of the project. Led by a Project Director, there is a core team of 14 specialists from Waka Kotahi supporting the investigations. This project team is also supplemented with personnel from Auckland Transport and Auckland Council to ensure delivery of the appropriate urban responses and integration with the wider transport system for Auckland.
10. Waka Kotahi is also committed to partnering with Mana Whenua on the Partner Steering Group. Waka Kotahi is working through an approach with the 19 interested Iwi parties. There is strong interest in the project given the cultural and environmental significance of the Waitematā Harbour. This is continuing but not complete. This needs to be done prior to confirming iwi partnership within the project governance.

Investment Objectives

11. The previous Programme Business Case (PBC) was seeking to provide 'more resilient, reliable and efficient transport options connecting the growing number of people & goods moving across the Waitematā Harbour between the North Shore, Auckland City and beyond.
12. We are now working with our partners to refresh the Investment Objectives and Problem Statements. We will seek your input on these updated objectives before presenting a finalised set to Ministers for their support.

Governance

13. The Waka Kotahi Board has accountability for the project investigations however Waka Kotahi will also be engaging with the respective Boards and governing bodies of Auckland Council and

Auckland Transport as progress is made during the study period. For Auckland Council, this will include reporting to the Planning Committee as well as direct Mayoral engagement.

14. Waka Kotahi will be providing regular monthly progress updates to yourself through the Weekly Report as well as specific ministerial briefings for key milestones. We would also like to discuss opportunities to engage with you more broadly on the project and how best to do that.

Communications & Engagement

15. Waka Kotahi is progressing with communications and engagement as an early workstream, ahead of the formal IBC technical work and have recently procured One Plus One Communications to support this. The project is a substantial, city-shaping undertaking, and community and stakeholder engagement is considered critical to its success.
16. As outlined on 5 May 2022 (MINO-383 refers), an 'inform' level engagement campaign will focus on understanding the issues problems and goals associated with this corridor by listening to stakeholders and the community, while beginning to build awareness of the upcoming investigations on future cross-harbour connections. The campaign will also identify any information gaps or misinformation that could impact on the project's development. The AWHC engagement team is proactively working with ALR to build on their experience and best practice.
17. We will provide a further update on specific public engagement tactics, including opportunities for Ministerial involvement by the end of September 2022.
18. Engagement, including consultation on potential options, will then continue throughout 2023 as the IBC technical work is progressed. Engagement objectives will build on the first phase to help educate stakeholders and communities, while undertaking formal consultation to provide opportunities to feedback on options and their potential benefits and impacts. This is outlined in Table 1.

Table 1: Overview of communications and engagement activity and timings

Proposed activity	Proposed timings*
Key stakeholder and partner briefings including Local Boards	Underway, Jun – Sept 2022
Wider stakeholder engagement – educate and inform	From Sept 2022
Media relations campaign – educate and inform	From Sept/Oct 2022
Community engagement campaign – educate and inform	From Oct/Nov 2022
Ongoing and more intensive stakeholder, community consultation and media relations campaigns to develop options. Community consultation is expected to be complete by mid-2023 as we input the findings into the IBC work.	Throughout 2023

**Note timings may be subject to change as we progress workstream planning*

Summary timeline and next steps

19. Project key milestones:

Timeframe	Activity
By end September 2022	Refreshed Objectives and Statements presented to the Steering Committee in September, after which Ministerial approval to be sought
October 2022	Urban, engineering and technical proponent selected to form the AWHC Alliance.
Ongoing 2022	Communications and engagement – early educate and inform campaign with stakeholders and community
Early 2023	Business Case Options Shortlisted
Ongoing 2023	Communications and engagement – more intensive consultation with stakeholders and community
Q3 2023	Recommended way forward provided for Ministerial consideration
Q4 2023	IBC finalised
Early 2024	IBC presented for endorsement by project partners and the Waka Kotahi Board

20. Waka Kotahi will arrange a time with you to discuss this briefing in more detail, and to introduce you to the Project Director.

It is recommended that you:

1. **Note** the contents of this briefing.
2. **Agree** to a meeting to discuss the contents of this briefing in more detail



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Brett Gliddon

General Manager Transport Services

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Hon Michael Wood, Minister of Transport

Date: 20

Released under the Official Information Act 1982

Appendix 1 – Previous (2019) AWHC Investment Objectives & Problem Statements

Note these are currently being refreshed

Investment Objective	Problem Statement	Benefits	KPIs (Key Performance Indicators)
Enable Auckland to achieve quality, compact growth and improved amenity	Increasing difficulties serving the growing travel demand along the corridor is worsening travel choice and reducing connectivity between people and places.	High-quality growth and improved urban amenity. Improved travel choice.	<ul style="list-style-type: none"> • Greater density close to high frequency public transport routes (and key locations). • Improved amenity for city centre & metropolitan centres. • Reduced impact of transport on Auckland's environment.
Provide improved travel choices and access to employment, education and social opportunities	Inefficiencies and unreliability in the movement of goods and services will drive up costs and delays and impede access to markets and customers.	Improved access to social and economic opportunities. Improved travel choice.	<ul style="list-style-type: none"> • Increased use of public transport (during AM, IP and PM peak periods). • Improved access to rapid transit. • Improved capacity in the transport system to better serve travel demand. • Improved accessibility of key destinations & centres for people by public transport. • Increased access to employment for North Shore residents by public transport. • Improved accessibility of key destinations & centres for people by private vehicle. • Increased access to employment for North Shore residents by private vehicle.
Improve the productivity, resilience and reliability of Auckland's transport networks	Reliance on a constrained and vulnerable Harbour bridge and corridor risks the provision of resilient and reliable transport and utilities services.	More productive and reliable transport and utilities.	<ul style="list-style-type: none"> • Improved recovery from incidents. • Reduced vulnerability to natural and human induced events. • Improved reliability of key journeys by user type & time of day. • Reduced risk to key utilities.