



COVERSHEET

Minister	Hon Simeon Brown	Portfolio	Auckland
Title of Cabinet paper	Coordination of Government Initiatives and Engagement in Auckland	Date to be published	6 September 2024

List of documents that have been proactively released

Date	Title	Author
June 2024	Coordination of Government Initiatives and Engagement in Auckland	Office of the Minister for Auckland
19 June 2024	Coordination of Government Initiatives and Engagement in Auckland ECO-24-MIN-0108 Minute	Cabinet Office

Information redacted

YES / NO (please select)

Any information redacted in this document is redacted in accordance with MBIE's policy on Proactive Release and is labelled with the reason for redaction. This may include information that would be redacted if this information was requested under Official Information Act 1982. Where this is the case, the reasons for withholding information are listed below. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Some information has been withheld for the reason of Confidential advice to Government.

In Confidence

Office of the Minister for Auckland

Office of the Minister for Local Government

Office of the Minister of Transport

Cabinet Business Committee

Coordination of government initiatives and engagement in Auckland

Proposal

- 1 This paper informs Cabinet of:
 - 1.1 the responsibilities and priorities of my role as Minister for Auckland;
 - 1.2 updates to the CabGuide that will remind Ministers and agencies of expectations regarding consultation with the Minister for Auckland on matters requiring Cabinet approval that will have a significant or disproportionate impact for Auckland;
 - 1.3 a six-monthly report back to the Cabinet Economic Policy Committee on a coordinated central government work programme in Auckland;
 - 1.4 the initiatives across my Local Government and Transport portfolios that will contribute to the government's Auckland work programme.

Relation to government priorities

- 2 This paper supports the coalition agreements to deliver better public services. Ensuring a coordinated cross-government approach to engaging with local government in Auckland, and on the development and implementation of new initiatives affecting Auckland, will improve efficiency and provide more value to New Zealanders.

Executive Summary

- 3 As Minister for Auckland, I have an advocacy and coordination function, with responsibility for providing oversight and ensuring a whole-of-government approach is taken to matters that have a significant or disproportionate impact for Auckland. Liaising closely with Auckland local government representatives (including the Mayor of Auckland, Auckland Council's Governing Body and the leadership of the Council Controlled Organisations) on behalf of the Coalition Government is also an important part of my role.

- 4 To ensure that I deliver on my Auckland portfolio responsibilities, I have requested an update to the CabGuide to include a new section reminding Ministers and agencies of expectations regarding consultation with the Minister for Auckland on matters requiring Cabinet approval that will have a significant or disproportionate impact for Auckland. Consultation will be coordinated by the Ministry of Business, Innovation and Employment, working through the multi-agency Auckland Policy Office.
- 5 I will ensure that information provided through consultation is collated and that Cabinet is informed of the cross-government work programme in Auckland by providing the Cabinet Economic Policy Committee with an update every six months. This will include relevant initiatives I am progressing in Auckland under my Transport and Local Government portfolios.

A coordinated approach in Auckland is important to New Zealand

- 6 Auckland is home to 34 per cent of the New Zealand population and delivers 38 per cent of GDP. It is our most culturally and economically diverse city. It plays a central role in key industries including construction, business services, manufacturing, and tourism and has a burgeoning innovation and technology sector.
- 7 As our only international city of scale, Auckland plays a pivotal role in the New Zealand economy. A well performing Auckland region is critical to boosting New Zealand's economic growth and increasing national prosperity.
- 8 The scale and scope of central and local government initiatives in Auckland is significant and takes place across multiple Ministerial portfolios. Ensuring a coordinated approach across portfolios will be critical to maximising the impact of central government investment in the city.

The role of the Minister for Auckland

- 9 As Minister for Auckland, I have an advocacy and coordination function, with responsibility for providing oversight and ensuring a whole-of-government approach is taken to matters affecting Auckland. Given the importance of Auckland to New Zealand, both economically and socially, I am acutely aware of the importance of this responsibility.
- 10 I also have a role in maintaining a constructive relationship with the Mayor of Auckland, Auckland Council's Governing Body and Auckland Council Controlled Organisations on behalf of the Coalition Government. This relationship will be critical to ensure coordination between central and local government initiatives, that engagement is effective and efficient, and that roles and responsibilities are clearly understood.
- 11 Being aware of other Ministerial engagements with the Mayor of Auckland, Auckland Council's Governing Body and with the governance and executive leadership of Auckland Council Controlled Organisations would

assist me in maintaining a productive working relationship with Auckland local government on behalf of the Coalition Government.

Transport and Local Government portfolio initiatives for Auckland

- 12 Alongside the Auckland portfolio I am also the Minister of Transport and for Local Government. A number of initiatives I am progressing in these areas will have a significant impact for Auckland.
- 13 I propose providing Cabinet with an overview of the whole-of-government Auckland work programme (refer Cabinet report back section below). As a first step, the initiatives below provide you with an early indication of the Auckland work programme as it relates to Transport and Local Government.

Transport

- 14 Transport is pivotal in unlocking Auckland’s economic potential and enhancing the quality of life and experience for its residents and visitors alike. The city's economic prosperity relies heavily on a robust transport network that facilitates the easy, efficient, and safe movement of people and freight across the region. Auckland currently performs poorly on international rankings for connectivity and transport is holding back the city’s productivity.
- 15 Government contributes significant funding to transport in Auckland both through the National Land Transport Fund and direct Crown investment for major projects such as the City Rail Link (CRL). We are therefore key to transport planning and decision-making in our major city.
- 16 Given the need to improve transport in Auckland, and the key role Government plays in the city’s transport system, I intend to progress a package of transport initiatives as a priority in my Auckland portfolio. The Auckland Package includes strategic initiatives as well as advancing a range of transport projects.
- 17 The strategic work includes:

Confidential advice to Government



Confidential advice to Government

17.3 Responsibility for the Regional Land Transport Plan

We also need to consider how transport decisions are made in Auckland. Auckland is the only region in New Zealand where elected members cannot approve the Regional Land Transport Plan. Responsibility sits with Auckland Transport, a council controlled organisation. Auckland Mayor Brown has called for change. I have asked transport officials to progress work to review the current governance, accountability arrangements, and roles and responsibilities for the Auckland RLTP to identify where improvements could be made. This will involve looking at the status quo, moving responsibility for the RLTP, broader reform on transport decision-making and the role of the Mayor. I expect to seek policy decisions later this year, with any legislative changes being progressed through legislation I will introduce in 2025. This timing allows for changes to be made in time for the next RLTP process.

17.4 Time of Use Charging

Our Coalition Government has committed to working with Auckland Council to deliver time of use charging that will improve travel times on our roads and network efficiency. I intend to introduce legislation in mid-2024 that will establish the framework and expectations for time of use charging schemes. Confidential advice to Government

17.5 Parking Infringement Fees Review

The fees in the Land Transport (Offences and Penalties) Regulations 1999 have not kept up with inflation, with some not being updated since enactment. Many parking offence penalties have not changed substantially since at least 1987. The value and intended effect of these penalties has been eroded by inflation. While this is a national issue, Auckland Council have raised

particular concerns with regards to there being incentives for people to risk an infringement rather than pay parking charges given the small differential between the two. For example, if someone wanted to park on-street for four hours in Auckland's CBD, they could either comply and pay \$34 for the use of the parking space or risk getting a \$30 parking ticket for overstaying. I am reviewing parking fee limits to bring them up to current day costs and looking at options to index fees to inflation. Confidential advice to Government

17.6 **Contactless payment on Auckland public transport**

The Government is supporting Auckland Transport to enable contactless payment methods on its public transport services. From late 2024, Auckland Transport will be introducing contactless payments by debit and credit cards on Auckland's public transport. This functionality is part of the overall plan to roll out a National Ticketing Solution (NTS) across New Zealand by getting customers in our largest city familiar with traveling using contactless payment, and it decreases the transition costs when Auckland is fully integrated with NTS in 2026. The NTS will provide a range of easy-to-use payment methods for all public transport in New Zealand.

- 18 The draft Government Policy Statement on Land Transport (GPS) signals Roads of National Significance (RoNS) and public transport projects for Auckland. The GPS also emphasises the importance of maintaining the existing roading network and improving efficiency through the transport sector. For new projects in Auckland, I expect consideration of alternative delivery and funding models.
- 19 The priority projects for Auckland are at different stages from early planning through to construction. They include:
- 19.1 **City Rail Link(CRL):** Complete the CRL build and supporting infrastructure required for opening in 2026.
 - 19.2 **Eastern Busway:** Complete the Eastern Busway (Pakuranga to Botany phase), noting the Crown funding of \$200 million in addition to funding through the National Land Transport Fund.
 - 19.3 **Airport to Botany:** Progress the dedicated route between Auckland Airport, Manukau, and Botany. A new bus-rail interchange at Puhinui, and bus and transit lanes between Manukau and the Auckland Airport precinct have been completed.
 - 19.4 **Northwest Rapid Transit:** Undertake planning over the next three years for a dedicated bus corridor alongside State Highway 16 (SH16) to improve access to an area currently very poorly served by public transport. Delivery is expected to be staged.
 - 19.5 **Penlink O Mahurangi:** Complete a new two-lane road between the Northern Motorway and the Whangaparāoa Peninsula. Enabling works started in January 2023 and completion is expected in late 2026.

- 19.6 **Mill Road:** Progress as part of the RoNS programme this four lane corridor to support regional movement within Auckland and the growth areas of Manukau, Papakura and Drury. It will provide network resilience to the Southern Motorway.
- 19.7 **East West Link:** Progress as part of RoNS a new four-lane highway connecting State Highway to State Highway 1 between Onehunga and Mount Wellington that will reduce travel times for freight accessing the State Highway network and reduce congestion along key corridors.
- 19.8 **Northwest Alternate State Highway:** Progress as part of RoNS a new four-lane road provides an additional connection from Huapai to Waimauku. This would unlock urban growth in Auckland's northwest and ease congestion for people and freight.
- 19.9 **Waitematā Harbour Connections:** Progress work that is underway investigating options for a second harbour crossing with a focus on addressing resilience issues associated with the ageing bridge and climate-related events. Confidential advice to Government
- 19.10 **Rail Network Rebuild and Metropolitan Rail Operating Model Review (MROM):** Complete the Rail Network Rebuild programme of catch-up renewals across the network to bring the network to a resilient and reliable level. Complete the MROM review looking at options for the ongoing operating model for metro rail in Auckland and Wellington.

Local Government

- 20 **City Deal with Auckland Council:** I have had conversations with the Mayor of Auckland on the potential for a City Deal for Auckland and intend to have further conversations on this once the framework for City and Regional Deals is developed. I continue to work with the Mayor of Auckland on a range of transport and local government matters outside of the framework.
- 21 **Financially Sustainable Model for Watercare:** I have been working with the Mayor of Auckland to support a more financially sustainable model for Watercare. Auckland Council, supported by the Department of Internal Affairs and Crown Infrastructure Partners, have developed policy options that will provide for more financial independence of Watercare, enabling Watercare to take on more debt without impacting Auckland Council's credit rating. Auckland Council's Governing Body have now unanimously endorsed an option that achieves financial independence for Watercare while the council retains ownership and control. The Mayor of Auckland requested that I enable this model through legislative amendments, and I intend to do this through the Local Government Water Services (Transitional Provisions) Bill, which will be passed mid-2024. This new model will enable Auckland Council to avoid the 25.8 per cent water rate

increases previously proposed by Watercare. Aucklanders will instead see a more manageable 7.2 per cent increase.

Updated Cabinet Guidance to enable a coordinated approach across Government

- 22 To fulfil my cross-government advocacy and coordinating role effectively, it is important that I have an overview of major government initiatives as they are being developed and implemented. This includes Auckland specific work programmes and national initiatives that will be significant for Auckland.
- 23 To give effect to my coordinating role, I have asked officials to update the CabGuide that is hosted on the website of the Department of Prime Minister and Cabinet.¹ The CabGuide currently provides direction on papers that require consultation with departments that have responsibility for more specialised areas of activity with application across the government.
- 24 The new section to be added will remind Ministers and agencies of expectations regarding consultation with the Minister for Auckland on matters **coming before Cabinet that will have a significant or disproportionate impact for Auckland**. Consultation will be coordinated by the Ministry of Business, Innovation and Employment as the key agency supporting me, with assistance from the wider Auckland Policy Office (APO). Early and effective engagement by agencies, through the APO, on government initiatives meeting the above criteria, will maximise the efficacy of my advocacy and coordinating function on behalf of Cabinet.
- 25 I am aware of the importance of maintaining clear boundaries between my Auckland Ministerial functions and those of portfolio Ministers. In exercising my coordinating and advocacy role, I will not engage on the details of proposals that clearly sit with portfolio Ministers. Rather, I will provide an Auckland-specific and cross-government perspective to:
- identify any areas of alignment or conflicts between initiatives;
 - enable efficient and effective collaboration between central and local government; and
 - provide Cabinet with a regular report on the government’s work programme as it relates to Auckland.

The role of the Auckland Policy Office in supporting coordination

- 26 The multi-agency APO is a key enabler for the coordination of central government work programmes in Auckland. Located in central Auckland, the APO consists of 20 government departments and agencies, including the Department of Internal Affairs, Department of Prime Minister and Cabinet, Kāinga Ora, Ministry of Business Innovation and Employment

¹ <https://www.dPMC.govt.nz/publications/cabinet-guide>

(MBIE), Ministry for the Environment, Ministry of Housing and Urban Development, Ministry of Social Development, Ministry of Transport and the Treasury.

- 27 The APO already collaborates on key central and local government initiatives and provides a valuable link between Wellington and Auckland on policy development of both regional and national significance.
- 28 MBIE supports the Auckland portfolio and I intend to use its APO-based staff, supported as appropriate by the wider APO membership, to inform a combined perspective on the development of central government policy as it relates to Auckland. I encourage early and effective engagement by agencies with MBIE on significant government initiatives impacting Auckland to maximise the efficacy of my advocacy and coordinating functions on behalf of Cabinet.

Auckland Regional Public Service Commissioner

- 29 Regional Public Service Commissioners (RPSCs) are senior public service leaders appointed by the Public Service Commissioner to represent all-of-Government in regions across the country [CAB-19-MIN-0920 and CAB-21-MIN-0273 refers]. RPSCs support national priority initiatives where these are of regional importance (like Resilience to Organised Crime in Communities), and regional priorities across the social, economic, skills and workforce and environmental sectors. Cabinet agreed that in Auckland, the RPSC will focus on issues that are at the local and regional level and the APO will continue to focus on programmes that have a broader national context [CAB-21-MIN-0273 and GOV-21-MIN-0023 refers].
- 30 A quarterly report back on delivery of the Auckland RPSCs priorities is provided to the Minister for the Public Service. My officials will ensure that relevant information from these reports is incorporated, as appropriate, into the six-monthly Auckland report back to Cabinet.

Cabinet report back

- 31 To ensure that Cabinet has a clear understanding of the scope and scale of central and local government initiatives underway in Auckland; how I am exercising the advocacy and coordination functions of my role as Minister for Auckland; and any synergies or conflicts that I have identified, I propose a regular report back to Cabinet.
- 32 I propose that this report back is every six months and is tabled at the Cabinet Economic Policy Committee.
- 33 The cross-government work programme will collate details of relevant initiatives that Ministers are progressing in their portfolios, including those I am pursuing in Auckland, leveraging my Transport and Local Government portfolios.

Cost-of-living Implications

34 The proposals in this paper will not have implications for the cost of living.

Financial Implications

35 There are no financial implications arising from the proposals in this paper.

Legislative Implications

36 There are no legislative implications arising from the proposals in this paper.

Impact Analysis

37 A Regulatory Impact Statement is not required for this paper. A Climate Implications of Policy Assessment is also not required.

Population Implications

38 There are no population implications arising from the proposals in this paper.

Human Rights

39 There are no human rights implications arising from the proposals in this paper.

Use of External Resources

40 No external resources will be required to implement proposals in this paper.

Consultation

41 In preparing this paper I have consulted with the Cabinet Office, relevant Ministers and agencies including the Department of Internal Affairs, Department of the Prime Minister and Cabinet, Kāinga Ora, Ministry of Business, Innovation and Employment, Ministry for the Environment, Ministry of Housing and Urban Development, Ministry of Justice, Ministry of Social Development, Ministry of Transport and the Treasury.

Communications

42 I will write to Ministers informing them of the update to the CabGuide and to remind agency Chief Executives of the expectations regarding consultation and engagement.

Proactive release

43 I intend to proactively release this paper within 30 business days of Cabinet decisions.

Recommendations

The Minister for Auckland recommends that Cabinet:

- 1 **Note** that the Minister for Auckland has an advocacy and coordination role, providing oversight and ensuring a whole-of-government approach is taken to matters affecting Auckland.
- 2 **Note** that the Minister for Auckland maintains a relationship with the Mayor of Auckland, Auckland Council's Governing Body and Auckland Council Controlled Organisations on behalf of the Coalition Government.
- 3 **Note** that awareness of Ministerial engagements with the Mayor of Auckland, Auckland Council's Governing Body and with the board and executive leadership of Auckland Council Controlled Organisations will assist the Minister for Auckland to maintain a productive working relationship with Auckland local government on behalf of the Coalition Government.
- 4 **Note** that the CabGuide will be updated to include a new section reminding Ministers and agencies of expectations regarding consultation with the Minister for Auckland on matters requiring Cabinet approval that will have a significant or disproportionate impact for Auckland.
- 5 **Note** that officials from the Ministry of Business, Innovation and Employment, working through the Auckland Policy Office, will coordinate consultation with the Minister for Auckland on matters requiring Cabinet approval that will have a significant or disproportionate impact for Auckland.
- 6 **Invite** the Minister for Auckland to provide a report back every six months to Cabinet Economic Policy Committee on the cross-government work programme in Auckland.

The Minister of Transport recommends that Cabinet:

- 7 **Agree** that the Minister of Transport progresses work reviewing governance, accountability arrangements, and roles and responsibilities for transport planning in Auckland including where responsibility for the Auckland Regional Land Transport Plan sits.
- 8 **Invite** the Minister of Transport to report back to Cabinet in August 2024 on progress made on the work described in recommendation 7.

Hon Simeon Brown

Minister for Auckland

Minister of Transport

Minister of Local Government