



Proactive Release

The following documents have been proactively released by the Department of the Prime Minister and Cabinet (DPMC), on behalf of the Deputy Prime Minister, Hon Grant Robertson:

Progress report on Implementation Unit Assignments

The following documents have been included in this release:

Title of paper: Progress report on Implementation Unit Assignments
(CAB-21-SUB-0519 refers)

- Implementation Unit Work programme update
- Progress Update on Actions from the Mid-Term Review of the Budget 2019 Mental Health and Addiction Package
- New Zealand Upgrade Programme Transport Assessment
- Report: Emergency and Transitional Housing
- Jobs for Nature Stocktake of Progress
- Infrastructure Reference Group Programme Status Update

Title of minute: Progress report on Implementation Unit Assignments (CPC-21-MIN-0034 refers)

Title of minute: Report of the Cabinet Priorities Committee: Period Ended 10 December 2021
(CAB-21-MIN-0519 refers)

Title of paper: Stocktake of Progress Report – Carbon Neutral Government Programme
(CAB-22-SUB-0006 refers)

- Carbon Neutral Government Programme Stocktake of Progress

Title of minute: Stocktake of Progress Report – Carbon Neutral Government Programme
(CBC-22-MIN-0006 refers)

Title of minute: Report of the Cabinet Business Committee: Period Ended 25 February 2022
(CAB-22-MIN-0045 refers)

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.



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FAQs to Support the Release of the New Zealand Upgrade Programme Transport Assessment Report

What is the New Zealand Upgrade (NZUP) Transport Programme?

In January 2020 the Government announced a \$12 billion additional investment to add new infrastructure and improve existing infrastructure in transport, health and education.

Of this, \$6.8 billion was allocated for the transport programmes. In May 2021 the Government added a further \$1.926 billion of Crown funding in a tagged contingency for transport programmes following a reset of the programme.

Waka Kotahi and KiwiRail are responsible for delivery of the transport programme. The Ministry of Transport and the Treasury share responsibility for programme monitoring – the Treasury in its role to develop and maintain the integrity of the investment management and asset performance system, and the Ministry in its role as system lead for transport.

What was the Implementation Unit asked to do?

The Implementation Unit was asked to assess the working arrangements between the agencies that support the delivery of the NZUP Transport Programme, to help ensure the new governance structures are embedded rapidly and advise on possible improvements to monitoring and performance reporting.

What were the Implementation Unit's findings?

Waka Kotahi and KiwiRail assessed whether they needed to make changes to their programme governance arrangements as a result of the revised delegations put in place following the programme reset undertaken by the Government.

Neither agency needed to make any significant changes and together with the measures in place, the Unit found that this demonstrated the strength of their existing programme governance arrangements. The Unit did comment that it would be best practice for each agency to periodically review their arrangements to ensure they remain fit for purpose during the life of the programme.

The Unit noted that the four agencies involved (Ministry of Transport, Treasury, Waka Kotahi and KiwiRail) were meeting regularly to identify the processes and working arrangements to give effect to the revised delegations arising from the programme reset.

All four agencies were clearly committed to ensuring effective working arrangements were in place, but the Unit noted it was too early to assess the effectiveness of the working arrangements following the delegations being finalised after the programme reset.

The Unit suggested some changes to reporting to Ministers by Waka Kotahi and KiwiRail. These changes concerned reporting the impact and materiality of project and overall programme assessments. The Unit also suggested that agencies report actions they are taking to mitigate and or reduce the impact of reported risks and issues.

What, if any follow up work will the Implementation Unit do?

The Unit will report to the Deputy Prime Minister by the end of April 2022 on the effectiveness of the working arrangements between agencies that support the delivery of the transport component of the New Zealand Upgrade programme, and advise on any further improvements to reporting to Joint Ministers.

This assessment will:

- Assess the effectiveness of the working relationships between agencies and identify if any changes are needed to providing oversight and assurance to Joint Ministers that Transport projects' scheduled benefits will be delivered on time and within budget.
- Identify if appropriate changes have been made by Waka Kotahi and KiwiRail to reporting to Joint Ministers following the Unit's report in November 2021.
- Identify if any further changes should be made to ensure Joint Ministers receive appropriate reporting so that they have an informed view of progress and delivery risks.