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Tēna koe Minister

## Accelerating implementation of Let's Get Wellington Moving (LGWM)

In the lead up to the launch of the LGWM Mass Rapid Transit and Strategic Highway Improvement options engagement, we briefly discussed our desire to shorten timeframes for the programme.

Since that time we have observed a keen public focus on 2028 as the date for construction to commence on the major programme components. While the revamp of the Golden Mile, other components of the three year programme, and the City Streets Programme will deliver transformative outcomes for the city over the next few years, we have heard a strong desire to bring forward the benefits of Mass Rapid Transport and Strategic Highway Improvements.

Like you, we agree with the need to move faster, and this emerging tension has also been discussed by the LGWM Board. The programme will be conducting further work on timing and sequencing after a preferred option emerges, following the engagement process. It will take into account considerations and constraints such as programme dependencies and interdependencies, managing disruption, sector and market capacity, selecting the right delivery model, and funding considerations.

Some possible options for moving faster are outlined below and expanded on in the attached table, which also shows associated constraints.

- **Bring forward specific elements of the programme for implementation** through a separate Detailed Business Case (DBC) for some early elements and/or starting some works in parallel with DBC approval.
- **Reduce the timescale for the Detailed Business Cases** through increased DBC resourcing and/or an alternative delivery model. We also suggest a review of the discretionary aspects of the approvals process, to streamline these where possible.

- **Speed up procurement and implementation phases** through a delivery model such as Alliance which may streamline the overall process – particularly between phases.
- **Reduce the timescale for the pre-implementation phases** through earlier lodgement of statutory approval applications or utilising empowering legislation.

In addition, we expect the programme to continue to focus on expediting the 3-year and City Streets programmes, both of which are scheduled to start construction within three years. By encouraging people away from private vehicle use, these will help minimise disruption in later years, reduce emissions and reinforce lasting behaviour change.

All options to accelerate the programme will require Partners to bring forward expenditure from what is currently planned.

We suggest that our discussions on this matter continue at our LGWM meeting on 9 December 2021.

Ngā mihi



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**Attachment 1**

LGWM Mass Rapid Transit and Strategic Highways Acceleration Opportunities

## Attachment 1

### LGWM Mass Rapid Transit and Strategic Highways Acceleration Opportunities

	Opportunities	Constraints
Bring forward specific elements of the programme for implementation including unbundling of 'quick wins' where they are not already included in the 3 year programme or City Streets.	<ul style="list-style-type: none"> <li>• Possible separate Detailed Business Case for some early elements.</li> <li>• Starting some works in parallel with DBC approval – (e.g. second Spine on the Quays)</li> </ul>	<ul style="list-style-type: none"> <li>• Integration between programme components becomes more challenging where there are interdependencies and contingencies on other elements of the programme.</li> <li>• Some of these activities may have limited impact as stand-alone interventions.</li> </ul>
Reduce the timescale for the Detailed Business Cases	<ul style="list-style-type: none"> <li>• Increase DBC resourcing. An alternative delivery model such as an alliance may provide the ability to scale up and down resource as needed to accelerate timelines.</li> <li>• Review and streamline partner approval processes and other non-legislated requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Market capacity</li> <li>• Restricted by business case sequencing requirements as well as complex partner approval processes, LGA consultation requirements, changing political landscape etc.</li> <li>• Risk of compromised quality / outcomes if resources and timelines are inadequately balanced.</li> </ul>
Speed up procurement and implementation phases to deliver over a shorter timeframe	<ul style="list-style-type: none"> <li>• A delivery model such as Alliance may streamline the overall process – particularly between phases</li> <li>• Using well-proven delivery vehicles for some components will leverage the best of existing resource and capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of alliance / consultancy resources may increase overall cost.</li> <li>• Councils may be concerned about loss of influence.</li> </ul>
Reduce the timescale for the pre-implementation phases, including consenting	<ul style="list-style-type: none"> <li>• Fast track the consenting process. This may involve: <ul style="list-style-type: none"> <li>○ Bring forward lodgement of applications</li> <li>○ Covid 19 fast-track legislation</li> <li>○ Urban Development Act</li> <li>○ Other special enabling legislation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Departing from due process</li> <li>• Reduced public participation</li> <li>• Increased risk to heritage / social / environmental outcomes</li> </ul>