

OC240267

9 May 2024

AP

fyi-request-26098-edde02a0@requests.fyi.org.nz

Tēnā koe AP,

Thank you for your request of 15 March 2024, requesting the following under the Official Information Act 1982 (the Act):

"I request any information held relating to the appointment of Simon Bridges as Chair of the New Zealand Transport Agency. For the avoidance of doubt, this request includes:

- *Advice from the Ministry provided to the Minister regarding this appointment.*
- *Any other correspondence between the Minister and the Ministry concerning the appointment.*
- *Any papers taken to Cabinet regarding the appointment".*

Ten documents fall within the scope of your request and are detailed in the document schedule attached as **Annex One**. The schedule outlines how the documents you requested have been treated under the Act.

Certain information is withheld under the following sections of the Act:

- | | |
|-------------|---|
| 9(2)(a) | to protect the privacy of natural persons |
| 9(2)(f)(iv) | to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials |
| 9(2)(g)(i) | to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty |

With regard to the information that has been withheld under section 9 of the Act, I am satisfied that the reasons for withholding the information at this time are not outweighed by public interest considerations that would make it desirable to make the information available.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website www.ombudsman.parliament.nz

The Ministry publishes our Official Information Act responses and the information contained in our reply to you may be published on the Ministry website. Before publishing we will remove any personal or identifiable information.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'Harriet Shelton', with a long, sweeping horizontal line extending to the right.

Harriet Shelton
Manager, Crown Entity Monitoring.

Annex One - Document Schedule

#	Date	Document	Decision on release
1	19 December 2023	OC231034 NZ Transport Agency Board – Process for appointing a new Chair.	Certain information is withheld under sections 9(2)(a) and 9(2)(f)(iv) of the Act.
2	20 December 2023	Position Description – NZ Transport Agency Chair	Released in full.
3	19 January 2024	OC231137 NZ Transport Agency Board – Shortlist for Chair	Certain information is withheld under sections 9(2)(a) and 9(2)(g)(i) of the Act.
4	5 February 2024	OC240087 NZ Transport Agency – Recommendations on Board Chair appointment	Certain information is withheld under section 9(2)(a) and s9(2)(g)(i) of the Act.
5	21 February 2024	OC240153 New Zealand Transport Agency Cabinet paper to progress Chair appointment	Certain information is withheld under sections 9(2)(a) and 9(2)(f)(iv) of the Act.
6	22 February 2024	OC240153 - Uploaded Cab Paper - NZ Transport Agency Chair Appointment	Released in full.
7	22 February 2024	OC240153 - Uploaded Org Chart and CV Form - NZ Transport Agency - Organisation and Candidate CV forms	Certain information is withheld under section 9(2)(a) of the Act.
8	11 March 2024	OC240153 - Talking Points for CAB NZTA Chair Appointment	Released in full.
9	11 March 2024	Appointment Letter	Certain information is withheld under section 9(2)(a) of the Act. The enclosures are publicly available at: https://gazette.govt.nz/notice/id/2024-go1082 and https://www.publicservice.govt.nz/assets/DirectoryFile/Code-of-Conduct-For-Crown-Entity-Board-Members.pdf .
10	Various	Collated emails/ correspondence	Certain information is withheld under sections 9(2)(a), 9(2)(ba)(i), 9(2)(f)(iv) and 9(2)(g)(i). Out of scope and duplicated information removed.



19 December 2023

OC231034

Hon Simeon Brown
Minister of Transport

Action required by:
 Wednesday, 20 December 2023

NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Purpose

Confirm next steps for appointing a new Chair of the New Zealand Transport Agency (NZTA).

Key points

- Dr Paul Reynolds and Patrick Reynolds resigned from the NZTA Board on 6 December 2023. You have sought advice following this decision on the process for appointing a new Chair by early March 2024.
- To achieve the Chair's appointment by this date, the Ministry recommends seeking nominations through public advertisement commencing this week, and targeted searches. The proposed approach involves contacting several experienced Chairs within the transport portfolio and approaching candidates to ascertain their interest.
- We will also be interested in receiving any nominations from yourself or your caucus and coalition colleagues.
- We recommend that appointment of a new board member be carried out separately, after the Chair appointment. This enables the new Chair to be involved in the selection of the new board member, a key factor in achieving the best mix of skills for the board as a whole. This approach will also enable a full appointments process to be undertaken for board members instead of the accelerated process for appointing the new Chair.

Recommendations

We recommend you:

- | | | |
|---|--|----------|
| 1 | approve the position description at Appendix One for the Chair, New Zealand Transport Agency | Yes / No |
| 2 | agree to the Ministry conducting a call for nominations for the Chair's role through the Treasury candidate database, public service nominating agencies and LinkedIn | Yes / No |

- 3 **note** that the Ministry recommends deferring a full appointments process for a new member in order to focus on appointing the new Chair
- 4 **advise** officials of any further actions you would like the Ministry to take with respect to the Waka Kotahi Chair appointment process.



David Wood
Deputy Chief Executive, Investment and Monitoring

Hon Simeon Brown
Minister of Transport

..... / /

Minister's office to complete:

- Approved
- Declined
- Seen by Minister
- Not seen by Minister
- Overtaken by events

Comments

Contacts

Name	Telephone	First contact
David Wood, Deputy Chief Executive, Investment and Monitoring	s 9(2)(a)	
Harriet Shelton, Manager, Crown Entity Monitoring	s 9(2)(a)	✓
Jono Reid, Principal Adviser, Crown Entity Monitoring	s 9(2)(a)	

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NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

- 1 Leading the NZTA Board is a challenging and time-consuming endeavour given the breadth of functions of the Agency, the trade-offs that the Board needs to make to give effect to those functions, and the Agency's impacts across New Zealand.
- 2 Successful leadership from the Chair requires:
 - 2.1 political nous
 - 2.2 an understanding of considerations that need to be made at a central and local Government level, and the ability to navigate those interests and influence decisions
 - 2.3 commercial acumen; and
 - 2.4 an ability to take responsibility for the actions of the Board and organisation, and provide considered responses to the range of opinions New Zealanders have about the use or utility of certain modes of land transport.
- 3 A position description is attached as **Appendix One** for your approval.
- 4 While there is a limited pool of suitable individuals who will be interested and available to chair the Board for the fee available (\$78,540 per annum), there are a range of skills and attributes that we can explore further to help determine who should be taken forward for consideration. We will look to discuss these further with you in the New Year as nominations are received and potential candidates are identified.

It is possible to appoint a new Chair by early March 2024, but it will require early agreement with coalition partners

- 5 You have indicated to the Ministry that you would like the Chair appointed by early March 2024. Such a timeline is ambitious and achieving it requires early identification of candidates and efficient coalition consultation. Consultation timelines will also have to be very short.
- 6 A draft timeline for your consideration is outlined in Table One below. This timeline assumes a Cabinet meeting is possible in late February, and that you are comfortable deciding on a short list for consultation with coalition partners in the week beginning 22 January 2024.
- 7 A key dependency for achieving this timeline will be an early signal of comfort by your coalition partners.
- 8 We recommend deferring member vacancies until a new Chair is appointed, but you may wish to also make decisions on the reappointment of incumbent members.

9 **s 9(2)(f)(iv)**

TABLE ONE: Timetable for Chair, NZTA appointment	
Working Week	Action
18 – 22 December 2023	Calls for nominations issued. As part of this, we will provide you with letters to send to caucus and coalition colleagues.
Christmas and New Year Holiday Period	
8 – 12 January 2024	Nominations process underway.
15 – 19 January 2024	Call for nominations to close 9am, 15 January 2024 Ministry of Transport to review nominations and submit briefing on short list.
23 – 26 January 2024 Wellington Anniversary: 22 January 2024	Minister of Transport to consult with coalition partners on short list.
29 Jan – 2 Feb 2024 Auckland Anniversary: 29 January 2024	Minister to confirm short list. Ministry to organise and conducts due diligence conversations.
5 – 9 February 2024 Waitangi Day: 6 February 2024	Ministry to provide decision paper following due diligence conversations. Background checks commissioned.
12 – 16 February 2024	Ministerial decision on appointment. Statutory consultation carried out. Draft Cabinet paperwork provided to office for consultation
19 – 23 February 2024	Caucus and cross-party consultation. Lodgement on 22 February 2024.
26 Feb – 1 March 2024	Cabinet's Appointment and Honours Committee considers appointments on 28 February 2024
4 – 8 March 2024	Cabinet confirms decision on 4 March 2024. Minister to send appointment letter, and issue press release. Appointment commences on 8 March 2024.

Immediate Next Steps

- 10 We will look to advertise the Chair's role this week, and will provide you with draft letters for your caucus and coalition partners notifying them of the vacancy and calling for nominations.

Position Description | Chair, New Zealand Transport Agency

On behalf of the Minister of Transport, the Ministry of Transport is searching for a high-calibre candidate to Chair the Board of the New Zealand Transport Agency (NZTA).

NZTA is a Crown agent under the Crown Entities Act 2004, with responsibility for financial investments in, and the management and regulation of, the land transport system. It is governed by a Board of seven to nine members who are appointed by the Minister of Transport under the Land Transport Management Act 2003.

Competencies sought

The Board requires a full range of competencies across members to be effective. To be considered, candidates must be an experienced Board Chair and possess competencies which complement those of existing Board members. They must bring an understanding of the complexity of operating within a modern transport system.

Section 30(2) of the Crown Entities Act 2004 sets out the criteria for disqualification from membership of a Crown entity board.

You will need to be able to demonstrate most, if not all, of the following qualities and competencies as Chair of the NZTA Board:

- **strategy and culture** – contribute to and drive strategy formulation, direction, implementation and communication and ensure development of organisational culture based on the vision and strategy
- **leadership** – can demonstrate experience in taking responsibility for the effective operation of a Board, ensuring that the Board sets a purpose or vision and articulates organisational values. You should also be able to demonstrate the ability to ask the right questions of management, distinguish between governance and management, and the levels of oversight and leadership required across NZTA's operations
- **experience in the inner workings of Government** – this includes the ability to work with the Minister to problem solve, and navigate issues between the political environment and agency's functions. You should also have an understanding of the political context and relationships within which central and/or local Government is required to operate. Understanding of and agreement to implement the Government's National Policy Statement for Land Transport.
- **able to navigate complex operating environments to deliver results** – this includes being able to manage competing and/or challenging priorities, as well as political and public policy factors
- **judgement and critical thinking** – demonstrated experience of exercising judgement

and critical thinking, preferably within a regulatory environment. In addition, you should be an active listener, open thinker, and be able to draw from your own personal experiences to contribute towards discussions at the Board table

- **able to work collaboratively to reach consensus** – demonstrated understanding of the individual and collective duties Boards possess (particularly within a Crown context), and an ability to reach a collective decision as a Board while respectfully and constructively evaluating each other's personal views on a matter. Accepts the need for collective responsibility for the final decision reached.

In addition, the Minister of Transport expects the Board as a whole to possess the following competencies. Candidates will be expected to demonstrate experience or understanding of one or more these competencies:

- **engineering, planning and delivery** – experience in overseeing and delivering major infrastructure projects particularly as a lead contractor or part of an alliance/public private partnership model. The successful candidate must be able to demonstrate knowledge of the lifecycles of large infrastructure assets, their resilience and security, and their ability to respond to population needs over time; as well as low-carbon construction methodologies. A qualification and experience in engineering or a related discipline is desirable
- **finance (investment and funding)** – deep understanding of funding mechanisms, investment funding models and debt management, including a strong understanding of how funding works. In addition, you must be able to demonstrate an awareness of how organisations should perform effectively and prudently within a given funding envelope
- **procurement** – experience of contract management of large-scale construction contracts on time and on budget
- **governance and strategy** – experience in governance, preferably in both the public and private sectors, with the ability to ask the right questions of management, distinguish between governance and management, and understand and perform governance functions. The successful candidate will be able to engage with a range of stakeholders, deliver on Government policy and direction and have a clear understanding of the role of a governor
- **regulation** – a strong understanding of regulatory functions and powers including senior experience in either a regulated industry or as a regulator. A deep understanding of the fundamentals of a modern regulator and the impacts of regulation is required
- **digitally competent (IT change programmes)** – knowledge of digital systems and experience in overseeing IT change management, assurance of change programmes.
- **health, safety and legal obligations** – an understanding of all the legislative requirements of directors and entities, in particular the Health and Safety at Work Act 2015 and ideally experience in embedding a health and safety culture within a complex organisation.

Background to NZTA

NZTA's core functions (fully listed under section 95 of the Land Transport Management Act 2003) are:

- **planning the land transport networks:** influencing transport planning and partnering with approved organisations to invest in the transport system for desired results
- **investing in land transport:** partnering with approved organisations to invest in the land transport system for desired outcomes
- **managing the State highway network:** developing and managing the State highway network
- **regulation:** implementing the land transport regulatory framework to ensure safe

- access and the use of the land transport system
- **investigate and review accidents and incidents involving transport on land** in its capacity as the responsible safety authority, subject to any limitations set out in the Transport Accident Investigation Commission Act 1990
- **assist, advise, and co-operate with KiwiRail** in relation to KiwiRail's role in preparing each rail network investment programme.

The Land Transport Management Act 2003 further outlines NZTA's statutorily independent functions, which are to:

- develop and approve the National Land Transport Programme (NLTP) to give effect to the direction and priorities in the Government Policy Statement on Land Transport (GPS)
- approve activities as qualifying for payment from the National Land Transport Fund (NLTF)
- approve procurement procedures for land transport activities
- issue or suspend any land or rail transport document or authorisation
- enforce any provisions relating to its functions.

Background to the role

The Board has the following responsibilities:

- setting the strategic direction for NZTA to ensure that it has the right capability to effectively deliver its core roles and functions
- appointing the Chief Executive and holding management to account for the delivery of Government priorities and the organisation's core functions
- providing oversight of NZTA's operational activities to support the efficient operation of the land transport system, including management and maintenance of the State highway network
- providing oversight and management of the land transport investment system, including providing stewardship and oversight of the NLTF
- developing the NLTP to give effect to the Government's transport priorities set through the GPS
- giving effect to the responsibilities as a regulator of the land transport system to ensure that NZTA operates as a modern, risk-based regulator that is effectively targeting risk across the land transport system, including regulation of commercial transport operators, rail, vehicle certification, driver licensing and speed management.
- appointing the Director of Land Transport
- ensuring NZTA has robust risk and assurance processes across the delivery of NZTA's core functions and activities, including delivery undertaken by its contractors, suppliers and approved organisations
- making significant planning, investment, and funding decisions
- influencing and contributing to the land transport sector, including supporting urban development, regeneration, and land use planning
- overseeing the development and delivery of major land transport infrastructure.

Board members are appointed for a term of up to three years. The Board meets monthly from February to December, and the three Board committees meet every two to three months. Board Chairs are expected to work approximately 30 days a year.

Board fees are set according to criteria in the Cabinet Fees Framework. NZTA is classified as a Group 3a Level 1 General Governance Board. Accordingly, the Chair is entitled to receive an annual fee of \$78,540.

Expressions of Interest

Please note that should a candidate from within the Board be identified for appointment as Chair, the Ministry may approach you for consideration as a member.

To apply for the role, please apply through the Treasury database at <http://www.boardappointments.co.nz>, and include a copy of your full Curriculum Vitae by 9.00 am on 15 January 2024.

The Minister is interested in completing this process as soon as practicable. To achieve this, candidates may be asked to be available for interview between late January and early February 2024.

If you require further information, please email boardappointments@transport.govt.nz

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s 9(2)(f)(iv)

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Position Description | Chair, New Zealand Transport Agency

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- **experience in the inner workings of Government** – this includes the ability to work with the Minister to problem solve, and navigate issues between the political environment and agency's functions. You should also have an understanding of the political and social context and relationships within which central and/or local Government is required to operate. Understanding of and agreement to implement the Government Policy Statement for Land Transport (GPS).
- **able to navigate complex operating environments to deliver results** – this includes being able to manage competing and/or challenging priorities, as well as political and public policy factors
- **judgement and critical thinking** – demonstrated experience of exercising judgement and critical thinking, preferably within a regulatory environment. In addition, you should be an active listener, open thinker, and be able to draw from your own personal experiences to contribute towards discussions at the Board table
- **able to work collaboratively to reach consensus** – demonstrated understanding of the individual and collective duties Boards possess (particularly within a Crown context), and an ability to reach a collective decision as a Board while respectfully and constructively evaluating each other's personal views on a matter. Accepts the need for collective

responsibility for the final decision reached.

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- **procurement** – experience of contract management of large scale construction contracts on time and on budget
- **governance and strategy** – experience in governance, preferably in both the public and private sectors, with the ability to ask the right questions of management, distinguish between governance and management, and understand and perform governance functions. The successful candidate will be able to engage with a range of stakeholders, deliver on Government policy and direction and have a clear understanding of the role of a governor
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- **digitally competent (IT change programmes)** – knowledge of digital systems and experience in overseeing IT change management, assurance of change programmes.
- **health, safety and legal obligations** – an understanding of all the legislative requirements of directors and entities, in particular the Health and Safety at Work Act 2015 and ideally experience in embedding a health and safety culture within a complex organisation.
- **an understanding of the role The Treaty of Waitangi plays in the transport sector.**

Background to NZTA

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- appointing the Director of Land Transport
- ensuring NZTA has robust risk and assurance processes across the delivery of NZTA's core functions and activities, including delivery undertaken by its contractors, suppliers and approved organisations
- making significant planning, investment, and funding decisions
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- overseeing the development and delivery of major land transport infrastructure.

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Board fees are set according to criteria in the Cabinet Fees Framework. NZTA is classified as a Group 3a Level 1 General Governance Board. Accordingly, the Chair is entitled to receive an annual fee of \$78,540.

Expressions of Interest

Please note that should a candidate from within the Board be identified for appointment as Chair, the Ministry may approach you for consideration as a member.

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on 15 January 2024.

The Minister is interested in completing this process as soon as practicable. To achieve this, candidates may be asked to be available for interview between late January and early February 2024.

If you require further information, please email boardappointments@transport.govt.nz

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19 January 2024

OC220926

Hon Simeon Brown
Minister of Transport

Action required by:
Tuesday, 23 January 2024

NZ TRANSPORT AGENCY BOARD: SHORTLIST FOR CHAIR

Purpose

Confirm the shortlist of candidates to interview for the role of Chair of the New Zealand Transport Agency (NZTA) Board.

Key points

- In OC231034, you directed the Ministry to conduct a call for nominations for the NZTA Chair's role. In response, the Ministry received 55 nominations. Your office has been supplied with a list of all nominees.
- Through our assessment of these nominations, the Ministry of Transport has developed a longlist of potential candidates for the NZTA Chair's role. This list is outlined in **Annex One** and has been developed in consultation with Jo Brosnahan, Chair of Maritime New Zealand who has agreed to support the appointments process.
- From the longlist, we have identified a shortlist of five candidates who we consider best align with the competencies sought on the position description, as well as offering the leadership attributes needed for the role. We recommend these candidates are progressed for interview.
- The Ministry considers that the successful candidate will need to demonstrate:
 - strong collaborative leadership, and the capacity to navigate the wide range of stakeholder relationships the entity possesses;
 - the ability to effectively set the strategic direction, and drive high standards of service delivery;
 - a commitment to focusing on productivity and value for money; and
 - political nous and commercial acumen.

1. The candidates we recommend you shortlist are set out in the table below:

Name	Rationale	Areas identified for testing
s 9(2)(a)	s 9(2)(a)	s 9(2)(g)(i)
s 9(2)(a)	s 9(2)(a)	s 9(2)(g)(i)
Hon Simon Bridges	Hon Bridges is recommended because of his experience as a senior Cabinet Minister and political leader, and transport sector knowledge.	<p>The Ministry will test Mr Bridges's ability as a director, as well as how he intends to manage the role with his duties as Chief Executive of Auckland Business Chamber.</p> <p>Mr Bridges has already made declarations about other conflicts which the Ministry is comfortable with, but the Chamber role remains of interest.</p>
s 9(2)(a)	s 9(2)(a)	s 9(2)(g)(i)

Conflicts of Interest

2. Many of the longlisted candidates have conflicts of interest, which requires exploration to ascertain whether they are manageable should they be appointed to the role.

3. It is important for Chairs to be clear on their understanding of conflicts of interest, as they will be responsible for day-to-day management of Board member conflicts of interest. Crown agents such as NZTA are required to adhere to the requirements of the Crown Entities Act 2004, as well as guidance for managing conflicts of interest in the public sector. This includes the Public Service Commission's Code of Conduct for Crown entity board members and the Office of the Auditor-General's (OAG) Guidance on managing conflicts of interest in the public sector.
4. In recent years, stronger attention has been paid to perceived conflicts of interest – particularly the benefits that could be derived from an individual being privy to the strategic discussions within an entity.

Next Steps

5. Given the short timeframe for this appointment process, we recommend that you consult with your coalition partners on the shortlist for the Chair. Below is the timeline for the Chair's appointments – extra time was built into the shortlisting process for consultation.
6. Once your direction has been received, we will interview the shortlisted candidates as soon as possible and provide further advice on a recommended appointment in early-mid February 2024.

Working Week	Action
15 – 19 January 2024	Call for nominations to close 9am, 15 January 2024 Ministry of Transport to review nominations and submit briefing on short list.
23 – 26 January 2024 Wellington Anniversary: 22 January 2024	Minister of Transport to confirm shortlist and consult with coalition partners.
29 Jan – 2 Feb 2024 Auckland Anniversary: 29 January 2024	Ministry to complete due diligence conversations.
5 – 9 February 2024 Waitangi Day: 6 February 2024	Ministry to provide decision paper following due diligence conversations and feedback from coalition partner consultation. Background checks commissioned.
12 – 16 February 2024	Ministerial decision on appointment. Statutory consultation carried out. Draft Cabinet paperwork provided to office for consultation
19 – 23 February 2024	Caucus and cross-party consultation. Lodgement on 22 February 2024.
26 Feb – 1 March 2024	Cabinet's Appointment and Honours Committee considers appointments on 28 February 2024
4 – 8 March 2024	Cabinet confirms decision on 4 March 2024.

Working Week	Action
	Minister to send appointment letter, and issue press release. Appointment commences on 8 March 2024.

Recommendations

We recommend that you:

- 1 **agree** to the Ministry interviewing the below candidates for the NZTA Board Chair role:
 - a. s 9(2)(a) Yes / No
 - b. s 9(2)(a) Yes / No
 - c. Hon Simon Bridges Yes / No
 - d. s 9(2)(a) Yes / No
- 2 **indicate** in the comments section below if there are any other candidates you would like interviewed.
- 3 **consult** with your coalition colleagues on the proposed shortlist for Chair



David Wood
Deputy Chief Executive, Investment
and Monitoring

Hon Simeon Brown
Minister of Transport

..... / /

Minister's office to complete:

- Approved
- Declined
- Seen by Minister
- Not seen by Minister
- Overtaken by events

Comments

Contacts

Name	Telephone	First contact
David Wood, Deputy Chief Executive, Investment and Monitoring	s 9(2)(a)	✓
Marcus Schutenko, Acting Manager, Crown Entity Monitoring (between 17 – 29 January 2024)	s 9(2)(a)	
Jono Reid, Principal Adviser, Crown Entity Monitoring	s 9(2)(a)	

ANNEX ONE: BIOGRAPHIES OF LONGLISTED APPLICANTS

Below is a summary of the longlisted candidate CVs, as well as a brief targeted assessment against the competencies identified in the position description, and priority skill sets identified. Most of NZTA's core functions are represented in the targeted assessment, with regulation being the exception as there are several board members who already offer strengths in this area.

Key:

✓	Knowledge in this area	✓✓	Strength in this area	Q	Qualification
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Name	Details
s 9(2)(a) [Redacted]	s 9(2)(g)(i) [Redacted]
[Redacted]	s 9(2)(a) [Redacted]

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s 9(2)(a)

[Redacted content]

s 9(2)(a)

s 9(2)(g)(i)

[Redacted content]

s 9(2)(a)

[Redacted content]

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s 9(2)(a)

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s 9(2)(g)(i)

**Hon Simon
Bridges**

Self Nominated

Age range: 40-49

Gender: Male

Ethnicity: NZ Māori (Ngāti Maniapoto), NZ European

Region: Auckland

Hon Bridges is a former leader of the National Party, senior Cabinet Minister and Member of Parliament for Tauranga. His ministerial portfolios included: Economic Development, Transport, Communications, Energy & Resources, Labour, Associate Finance and Leader of the House. He is the current Chief Executive of the Auckland Business Chamber and holds several Chair roles on industry groups.

Current Governance Experience:

- Chair – Advisory Board, Universal Granite (2023 – present)
- Chair, CC Group (2022 – present)
- Chair, National Road Carriers' Association (2022 – present)
- Chair, Northern Infrastructure Forum (2022 – present)
- Chair, Waste & Recycling Industry Forum (2022 – present)

Previous Governance Experience:

- Cabinet Minister, New Zealand Parliament (2013 – 2017)
- Member of Parliament, New Zealand Parliament (2008 – 2022)

Current Employment:

- Chief Executive, Auckland Business Chamber (2022 – present)

Previous Employment:

- Crown prosecutor and Senior Crown Counsel, Ronayne Hollister-Jones Lellman (2001 – 2008)
- Solicitor, Kensington Swan (2000 – 2001)

Qualifications and Awards:

- Bachelor of Civil Law, University of Oxford (2005)
- Bachelor of Arts/Bachelor of Laws (Honours), University of Auckland (2000)

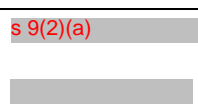
	<p>Possible conflicts of interest already identified:</p> <ul style="list-style-type: none">• Mr Bridges current roles as Chief Executive of Auckland Business Chamber, Chair of the National Road Carriers Association and Chair of the Northern Infrastructure Forum are all conflicts of interest. He has advised in his covering letter that he will resign from his roles on National Road Carriers Association and the Northern Infrastructure Forum if appointed. Further discussions will need to take place concerning his conflict on the Auckland Business Chamber to determine if an effective mitigation strategy is possible.
s 9(2)(a) [Redacted]	s 9(2)(g)(i) [Redacted]
	s 9(2)(a) [Redacted]

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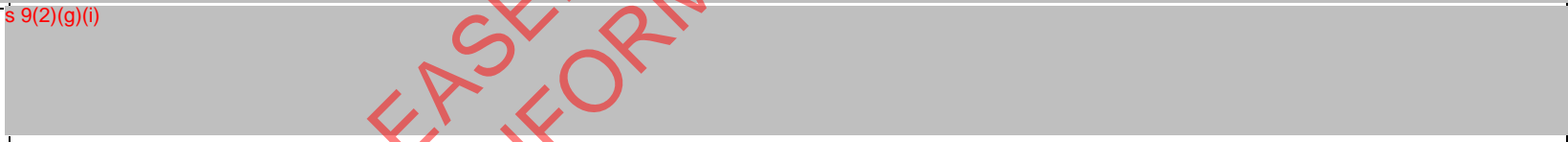
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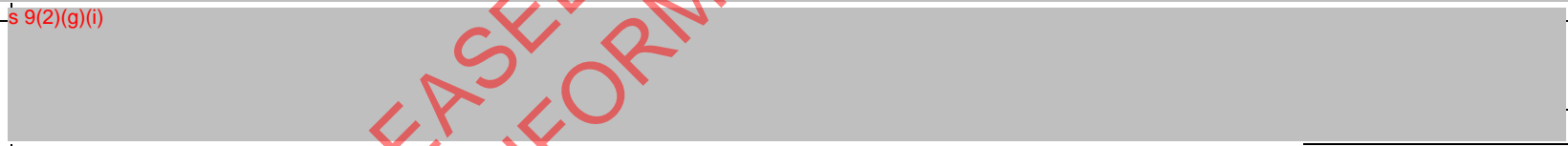


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s 9(2)(a)



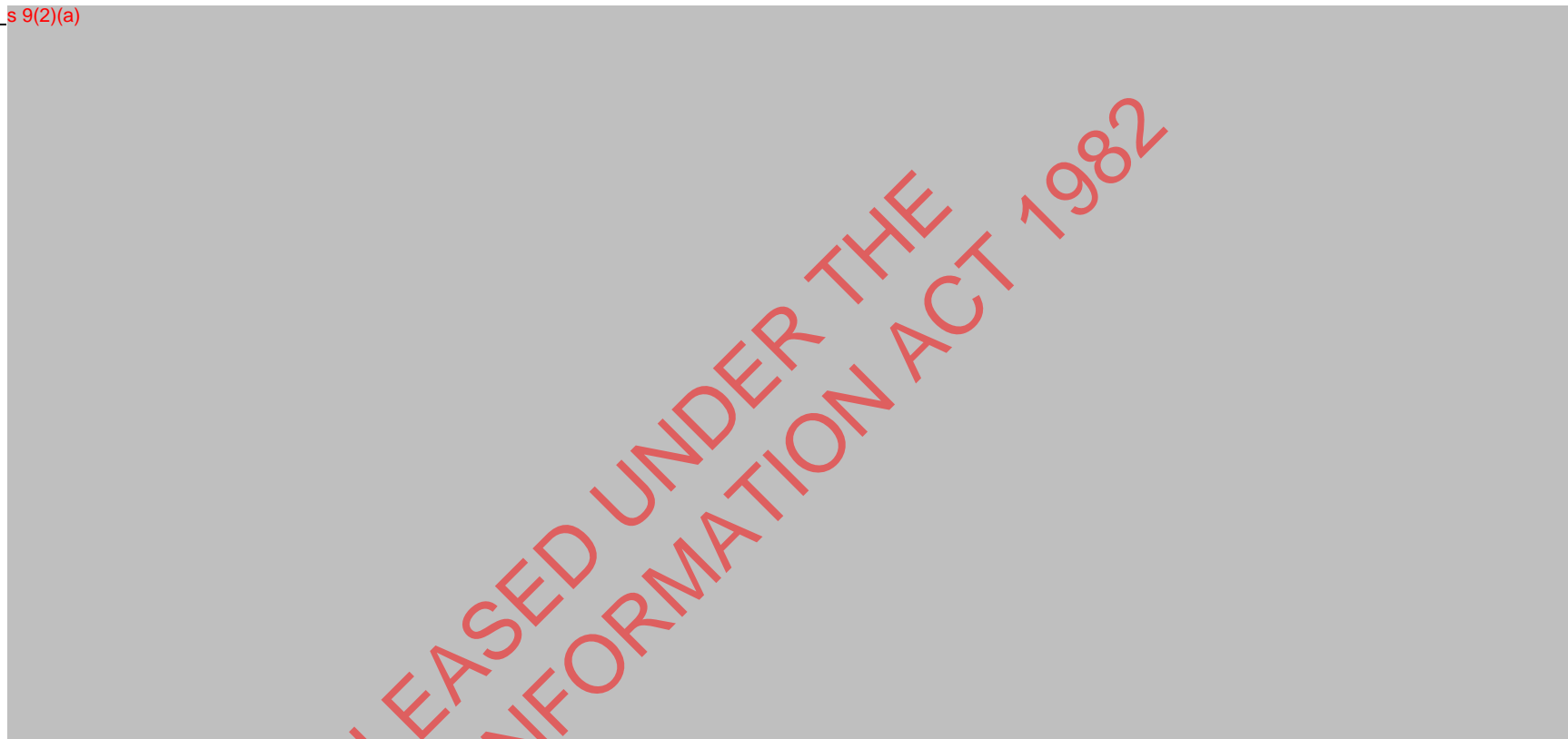
s 9(2)(g)(i)



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s 9(2)(a)



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s 9(2)(g)(i)



s 9(2)(a)



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s 9(2)(a)

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s 9(2)(a)

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s 9(2)(a)

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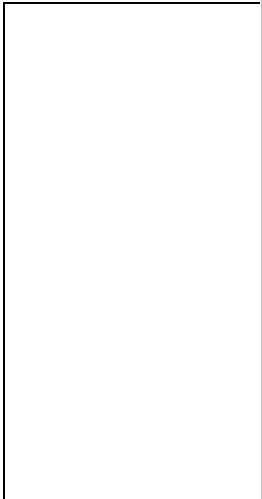
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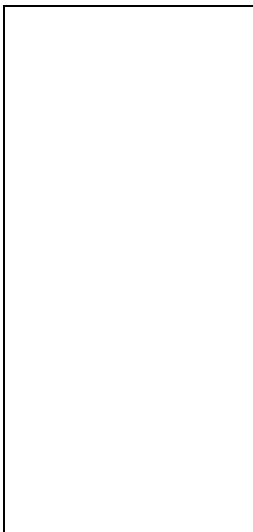


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s 9(2)(a)



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s 9(2)(a)



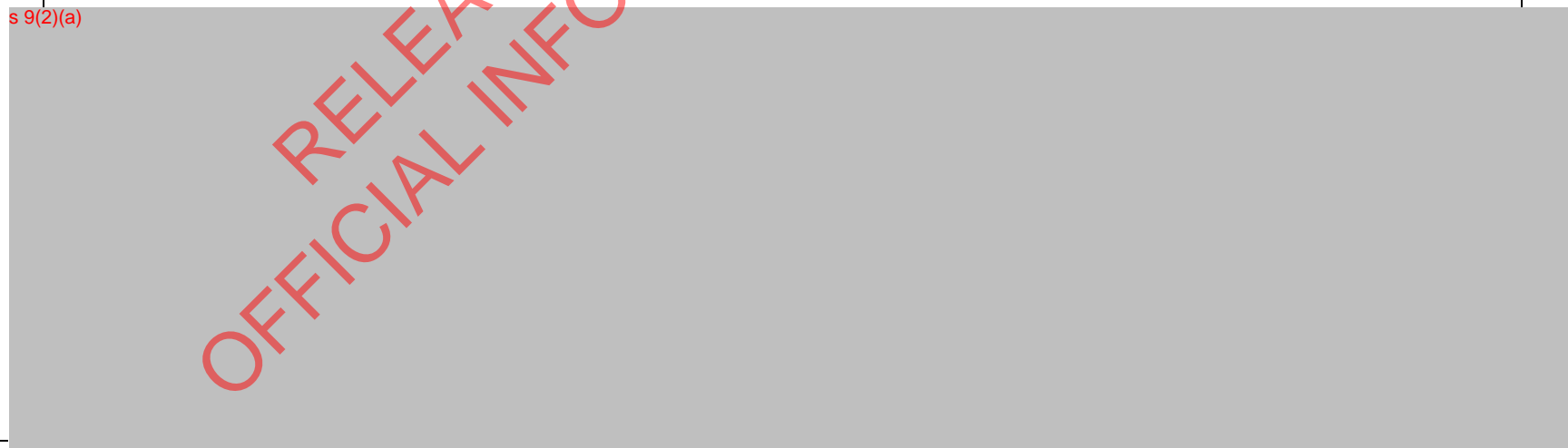
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s 9(2)(a)



s 9(2)(a)

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5 February 2024

OC240087

Hon Simeon Brown
Minister of Transport

Action required by:
Monday, 5 February 2024

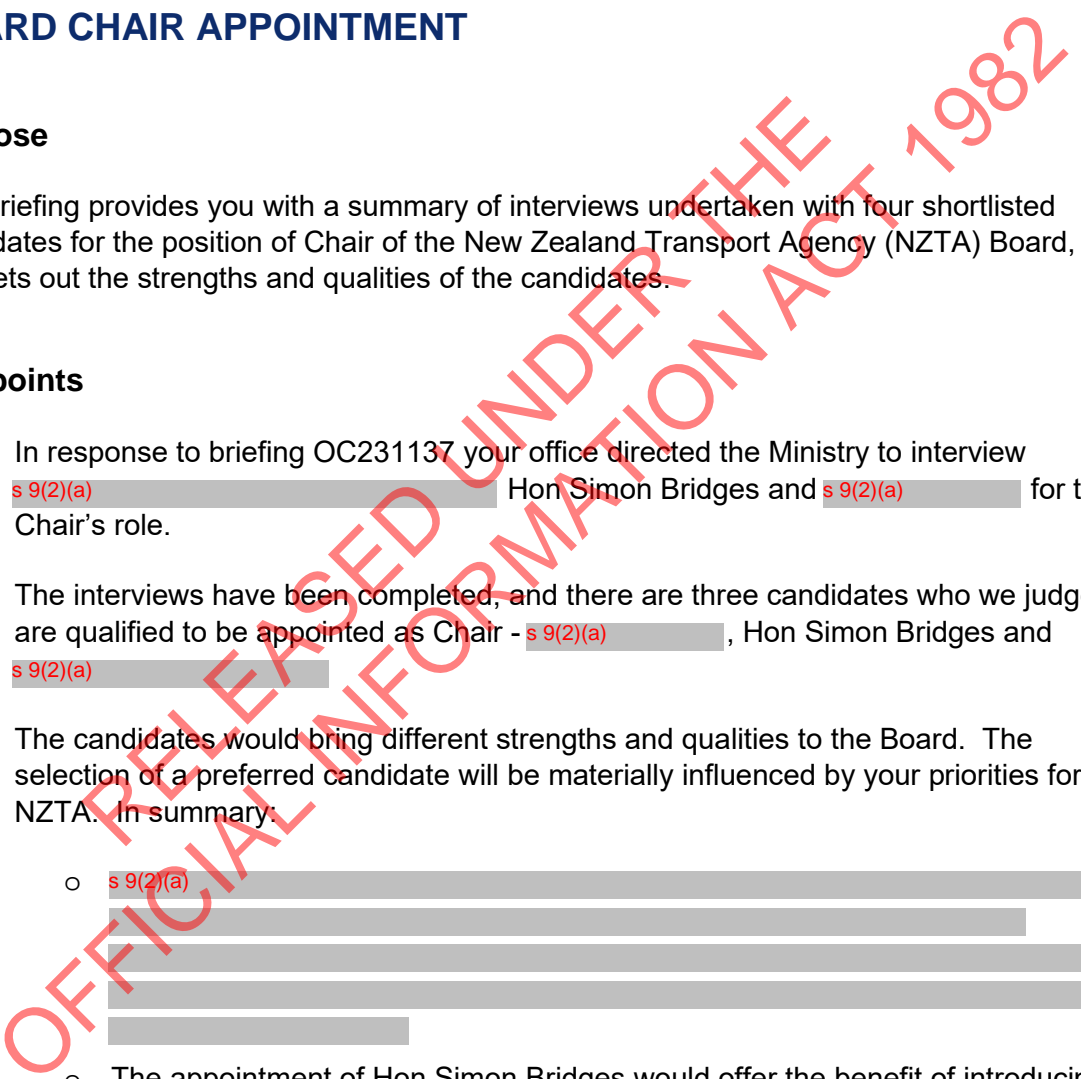
NEW ZEALAND TRANSPORT AGENCY: RECOMMENDATIONS ON BOARD CHAIR APPOINTMENT

Purpose

This briefing provides you with a summary of interviews undertaken with four shortlisted candidates for the position of Chair of the New Zealand Transport Agency (NZTA) Board, and sets out the strengths and qualities of the candidates.

Key points

- In response to briefing OC231137 your office directed the Ministry to interview s 9(2)(a) Hon Simon Bridges and s 9(2)(a) for the Chair's role.
- The interviews have been completed, and there are three candidates who we judge are qualified to be appointed as Chair - s 9(2)(a), Hon Simon Bridges and s 9(2)(a)
- The candidates would bring different strengths and qualities to the Board. The selection of a preferred candidate will be materially influenced by your priorities for NZTA. In summary:
 - s 9(2)(a)
 - The appointment of Hon Simon Bridges would offer the benefit of introducing collaborative leader to the Board with a good understanding of land transport. Simon is well placed if you want to inject new perspectives to the Board, coupled with the right experience to navigate the roles of the Board and Minister under the land transport legislation.
 - s 9(2)(a)



Recommendations

We recommend you:

- 1 **agree** to progress one of the following candidates for appointment as Chair of the NZTA Board for a three-year term:

s 9(2)(a)	Yes / No
Hon Simon Bridges	Yes / No
s 9(2)(a)	Yes / No

- 2 **note** that further due diligence will be required to progress the preferred candidate for the appointment, including statutory consultation with land transport representative groups listed in **Annex One** and background checks
- 3 **advise** in the comments section of any changes to the list of land transport representative groups the Ministry will consult with on your behalf about the proposed appointment, as set out in **Annex One**



David Wood
Deputy Chief Executive, Investment and Monitoring
 05 / 02 / 2024

Hon Simeon Brown
Minister of Transport
 / /

- Minister's office to complete:**
- Approved
 - Declined
 - Seen by Minister
 - Not seen by Minister
 - Overtaken by events

Comments

Contacts

Name	Telephone	First contact
David Wood, Deputy Chief Executive, Investment and Monitoring	s 9(2)(a)	✓
Harriet Shelton, Manager, Crown Entity Monitoring	s 9(2)(a)	
Jono Reid, Principal Adviser, Crown Entity Monitoring	s 9(2)(a)	

NEW ZEALAND TRANSPORT AGENCY BOARD: INTERVIEW SUMMARIES AND ADVICE ON CHAIR APPOINTMENT

At a Glance: Interviewed Candidates

1 A summary of the four shortlisted candidates is set out below.

Candidate	Strengths	Points to consider
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s 9(2)(a)

Hon Simon Bridges

- Experienced former Minister, with a good understanding of the Agency from his time as Transport Minister.
- Offers a collaborative style of leadership.
- Adept in networking and building professional relationships.
- Well placed to navigate the respective roles of the Board and Minister under the land transport legislation
- Offers a point of difference and fresh pair of eyes.

- Appointable, s 9(2)(g)(i) [REDACTED]
- Does not have the depth of professional governance experience as the other appointable candidates.
- There is a perceived conflict with his role as Chief Executive of Auckland Business Chamber. This conflict is likely to be manageable as the Chamber focuses on service delivery rather than policy advocacy.

s 9(2)(a)

s 9(2)(a)

Four candidates have been interviewed for the Chair role

- 2 A panel comprising David Wood (Deputy Chief Executive, Investment and Monitoring), Harriet Shelton (Manager, Crown Entity Monitoring), and Jono Reid (Principal Adviser, Crown Entity Monitoring) interviewed s 9(2)(a), Hon Simon Bridges, s 9(2)(a) for the NZTA Board Chair role on Friday 2 February 2024.
- 3 The panel considered the competencies identified in the position description, as well as the priorities you communicated in discussions with officials. Each interview focussed on the following themes:
 - 3.1 leadership and vision;
 - 3.2 relationships and influence; and
 - 3.3 how they will get the best out of the Agency – particularly around organisational culture, delivery and achieving value for money in investments.
- 4 The following themes also emerged during the interviews:
 - 4.1 the ability of an incoming Chair to ‘hit the ground’ running for the effective delivery of Government priorities;
 - 4.2 the extent of change the incoming Chair will look to deliver, and the impacts that will have for the organisation; and
 - 4.3 how the Chair manages key relationships – particularly with yourself, fellow Board members, the Agency’s Chief Executive and management, the Ministry and local government.
- 5 Three possible candidates were identified for progression. The choice of a preferred will be significantly influenced by the leadership attributes you prioritise, as well as the degree of change to the Agency focus, operations and culture you are seeking.

Summary of Interviews

s 9(2)(a)

6 s 9(2)(a)

s 9(2)(a) [Redacted]

7 s 9(2)(a) [Redacted]

8 s 9(2)(a) [Redacted]

9 s 9(2)(a) [Redacted]

Hon Simon Bridges

10 Hon Simon Bridges is a former Cabinet Minister whose current roles include Chief Executive of Auckland Business Chamber, Chair of National Road Carriers' Chief Executive Advisory Board, and the Chair of the Northern Infrastructure Forum. He is familiar with the operations of the Agency from his time as Transport Minister and considers that he has sufficient capacity (in terms of time) to serve as Chair.

11 Mr Bridges demonstrated a strong focus on collaborative leadership and the economic development opportunities offered by the Agency. He has a strong public service ethos and work ethic.

12 The Panel considers that Mr Bridges is appointable based on his prior transport experience and leadership attributes. He is likely to bring a collaborative style of leadership to the Board. He may, however, take more time to come up to speed with the demands of the Chair role compared to the other appointable candidates. He doesn't possess the same depth of governance expertise and experience leading the board of a large organisation, though he is a quick study and has the capacity to master his brief. He is well placed to navigate the statutory roles played by the Board and you, as Minister of Transport, under the Land Transport Management Act.

13 Mr Bridges advises that he intends to resign from his roles on National Road Carriers and Northern Infrastructure Forum if appointed. Potential conflicts arising from his role as Chief Executive of the Auckland Business Chamber were discussed in detail. Based on the information provided, officials consider that there are no direct conflicts

of interest. This is because the Auckland Business Chamber has a strong delivery rather than policy focus, with advocacy on transport being led by the Northern Infrastructure Forum and the EMA. We noted the Chamber was an active advocate on transport issues during the tenure of Mr Michael Barnett, but Mr Bridges advised us this has not continued under his tenure. The Chamber doesn't have a work programme on transport issues. If appointed to the NZTA Board, Mr Bridges has committed to refrain from making any public statements on transport in his capacity as Chamber Chief Executive. Mr Bridges has yet to discuss his candidacy with the Chamber's Board, but he anticipates they will be supportive.

- 14 While the Ministry accepts the conflict with Mr Bridges Chamber role is more a matter of perception than substance, consultation with land transport representative groups on his potential appointment could see this conflict flagged as an issue. Should he be selected as the preferred candidate we will actively monitor the reaction of industry groups on this and any other potential conflicts, and advise you of any matters of concern.

s 9(2)(a) [Redacted]

- 15 s 9(2)(a) [Redacted]

- 16 s 9(2)(a) [Redacted]

- 17 s 9(2)(a) [Redacted]

- 18 s 9(2)(a) [Redacted]

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19 s 9(2)(a) [Redacted]

s 9(2)(a) [Redacted]

20 s 9(2)(a) [Redacted]
[Redacted]
[Redacted]

21 s 9(2)(a) [Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

22 s 9(2)(a) [Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

23 s 9(2)(a) [Redacted]
[Redacted]
[Redacted]
[Redacted]

24 s 9(2)(a) [Redacted]
[Redacted]
[Redacted]

Next Steps

25 For your preferred candidate, the Ministry will consult (on your behalf) representative groups or persons within the land transport sector or elsewhere, as required under section 98(2) of the Land Transport Management Act 2003. A list of recommended parties is included in **Annex One**. We will also undertake referee and other background checks for the appointee.

26 Assuming no issues arise from the background checking and consultation processes, we will provide you with the paperwork required for Cabinet's Appointments and Honours Committee to consider this appointment.

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ANNEX ONE: INDUSTRY CONSULTATION LIST

- 1 The Ministry consults with a wide range of parties as part of the industry consultation process. Our proposed list, for your approval, consists of:

Organisation
Auckland Transport
New Zealand Automobile Association
Bus and Coach Association New Zealand
Civil Contractors New Zealand
Cycling Action Network of New Zealand
KiwiRail Holdings Ltd
Living Streets Aotearoa
Local Government New Zealand
Port Chief Executives Group
Motor Industry Association of New Zealand
Motor Trade Association
New Zealand Council of Trade Unions
New Zealand Heavy Haulage Association
Rail and Maritime Transport Union of New Zealand
Ia Ara Aotearoa Transporting New Zealand (formerly the Road Transport Forum)
New Zealand Taxi Federation
Tramways and Public Transport Employees Union

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21 February 2024

OC240153

Hon Simeon Brown
Minister of Transport

Action required by:
Thursday, 22 February 2024

NEW ZEALAND TRANSPORT AGENCY: CABINET PAPER TO PROGRESS CHAIR APPOINTMENT

Purpose

This briefing seeks your agreement to lodge the attached papers for the Cabinet Appointments and Honours (APH) Committee, outlining your intention to appoint Hon Simon Bridges as Chair of the New Zealand Transport Agency (NZTA or the Agency) Board.

Key points

- In response to briefing OC240087, you agreed to progress the appointment of Hon Simon Bridges as the Chair of the NZTA Board for a three-year term.
- The papers required to finalise this appointment are attached to this briefing. **Appendix One** and **Two**.

Appointment timing

- 1 You have indicated that you would like this appointment to be progressed as soon as practicable for the next available APH Committee meeting. The next available meeting is on Tuesday 27 February, with Cabinet confirmation taking place on 4 March 2024.
- 2 To meet these timeframes, the items included in **Appendix One** and **Two** will need to be lodged by 10am on Thursday 22 February 2024.
- 3 The Ministry proposes a start date of 11 March 2024, if the APH Committee and Cabinet confirm the proposed appointment.

Actions underway

- 4 We are in the process of undertaking referee and background checks. A summary of results to date will be provided in advance of the APH meeting, and the APH paperwork notes that the appointment is subject to a satisfactory background check being completed.
- 5 Mr Bridges has also provided his written consent and disclosure form. No new disclosures have been made since the interview. He has spoken with the Auckland Business Chamber Board about his candidacy, and they are supportive of this appointment.

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Appointment In Confidence

Office of the Minister of Transport

Chair, Cabinet Appointments and Honours Committee

NEW ZEALAND TRANSPORT AGENCY: CHAIR APPOINTMENT

Proposal

- 1 This paper outlines my intention to appoint the Honourable Simon Joseph Bridges as a member and Chair of the New Zealand Transport Agency (NZTA or the Agency) Board, for a three-year term commencing on the date of appointment.

Background

- 2 NZTA is a Crown agent under the Crown Entities Act 2004 and established by the Land Transport Management Act 2003 (the Act). Its core functions are:
 - 2.1 planning land transport networks
 - 2.2 investing in land transport
 - 2.3 managing the State highway network
 - 2.4 providing access to, and use of, the land transport system.
- 3 The Agency's statutorily independent functions are to:
 - 3.1 determine whether certain activities should be included in the National Land Transport Programme
 - 3.2 approve activities as qualifying for payment from the National Land Transport Fund
 - 3.3 approve procurement procedures for land transport activities
 - 3.4 issue or suspend any land transport document or authorisation
 - 3.5 enforce any provisions relating to its functions.
- 4 Under section 98 of the Act, the NZTA Board must have at least seven, but no more than nine members appointed by the Minister of Transport. Under Schedule 5 of the Crown Entities Act 2004, the responsible Minister may appoint one of the members as Chairperson.
- 5 There are currently seven members of the NZTA Board, following the resignation of Dr Paul Reynolds and Patrick Reynolds on 6 December 2023. A list of the current membership is attached.

Comment

- 6 I intend to appoint the Honourable Simon Joseph Bridges as a member and Chair of the NZTA Board.
- 7 Mr Bridges replaces Dr Reynolds, who previously served as Chair of NZTA. Deputy Chair Cassandra Crowley has acted in the Chair's role since Dr Reynolds resignation, and I thank her for her service in that role during this period.
- 8 Simon Bridges is a former Cabinet Minister whose current roles include Chief Executive of Auckland Business Chamber, Chair of the National Road Carriers' Chief Executive Advisory Board, and the Chair of the Northern Infrastructure Forum.
- 9 I consider that he will bring a collaborative style of leadership to the Board, as well as a strong public service ethos and work ethic. As a former transport Minister, he is familiar with the issues faced by the Agency as well as the work required to lead the Agency in its delivery of Government priorities. He is also adept in networking and building professional relationships and is excited about the economic development opportunities that can be created through the Agency.
- 10 Mr Bridges advises that he intends to resign from his roles on National Road Carriers and Northern Infrastructure Forum if appointed. He has also committed to refraining from making any public statements on transport in his capacity as Chamber Chief Executive and has agreed strategies with the Chamber's Board to manage perceptions of any conflict of interest.

Representativeness of appointment

- 11 I am satisfied the appointment of the Honourable Simon Bridges as Chair will provide for a well-balanced Board in terms of gender, ethnicity, age, geographic representation, and an appropriate mix of skills and experience.
- 12 The appointment of Mr Bridges will result in the board having an equal split of male and female members, a range of ages between mid 40s and early 70s, and two members who identify as New Zealand Māori. Five members are based in urban centres and three members are based in regional towns. Only one member, however, is based in the South Island.
- 13 The collective experience across the Board also covers central and local government knowledge, funding, audit and risk, regulation, land transport engineering, and community perspectives.

Remuneration

- 14 The Board is classified as a Group 3a Level 1 Governance Board under the Cabinet Fees Framework. The current fee for the Chair is \$78,540 per annum, which is consistent with the Fees Framework.

Appointment process and consultation

- 15 I can confirm an appropriate process has been followed in selecting the proposed appointee, in terms of the Te Kawa Mataaho Public Service Commission's *Board Appointments and Induction Guidelines*. In summary, that process included:
- 15.1 public advertising of the Chair role, including a detailed position description, on the Ministry of Transport's website, LinkedIn and The Treasury's Board Appointments Database
 - 15.2 seeking nominations from a variety of sources including the Ministry for Women, Te Puni Kōkiri, Ministry for Pacific Peoples, Ministry for Ethnic Communities, Office for Disability Issues, Public Service Commission, caucus colleagues and other networks
 - 15.3 identifying suitable candidates and undertaking due diligence interviews, referee and other background checks, as well as consultation with coalition partners.
- 16 In addition, section 98(2) of the Act requires that "the responsible Minister must not appoint a board member unless he or she has consulted with the persons, representative groups within the land transport sector or elsewhere, government departments, and Crown entities that he or she considers appropriate." In accordance with this section, the Ministry of Transport will consult the following parties on my behalf following this meeting:
- New Zealand Automobile Association,
 - Bus and Coach Association New Zealand,
 - Civil Contractors New Zealand,
 - Local Government New Zealand,
 - Motor Industry Association of New Zealand,
 - Motor Trade Association,
 - New Zealand Heavy Haulage Association,
 - Ia Ara Aotearoa Transporting New Zealand (formerly the Road Transport Forum),
- 17 I will provide a verbal update on feedback received at Cabinet.

Conflicts of interest

- 18 I can confirm appropriate enquiries concerning conflicts of interest have been carried out, in accordance with the Te Kawa Mataaho Public Service Commission's *Board Appointments and Induction Guidelines*, to identify any conflict of interest that could reasonably be identified.
- 19 Simon Bridges is currently Chief Executive of the Auckland Business Chamber, Chair of the National Road Carriers' Chief Executive Advisory Board, and the Chair of the Northern Infrastructure Forum. All present conflicts of interest to various degrees.
- 20 Mr Bridges has advised that he will resign from his roles on the National Road Carriers Advisory Board and Northern Infrastructure Forum if appointed.

- 21 Potential conflicts arising from his role as Chief Executive of the Auckland Business Chamber were discussed with Ministry of Transport officials. Based on the information provided, I am satisfied that there is no direct conflict of interest. This is because the Auckland Business Chamber has a strong delivery focus rather than a policy focus, with advocacy on transport being led by the Northern Infrastructure Forum and the Employers and Manufacturers Association. Ministry of Transport officials noted the Chamber was an active advocate on transport issues during the tenure of Mr Michael Barnett, but Mr Bridges advised that this has not continued under his tenure. The Chamber doesn't have a work programme on transport issues.
- 22 If appointed, Mr Bridges has committed to refrain from making any public statements on transport in his capacity as Chamber Chief Executive. He has discussed his candidacy and proposed mitigations with his Board, who are supportive.
- 23 The NZTA Board has strategies in place to manage any conflicts of interest which may arise, including relevant Board members withdrawing from discussions where appropriate. Any conflicts which may arise can be managed in accordance with NZTA's existing practices.

Timing and Publicity

- 24 A media statement may be issued if the appointment is confirmed, and Hon Bridges has been notified. Hon Bridges's appointment will also be published in the *New Zealand Gazette* as per the requirements of the Crown Entities Act 2004.

Recommendation

- 25 It is recommended the Committee notes my intention to appoint The Honourable Simon Joseph Bridges as a member and Chair of the NZTA Board for a three-year term of office commencing on the date of appointment, subject to satisfactory background checks.

Authorised for lodgement

Hon Simeon Brown

Minister of Transport

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APH Organisation Form

Organisation and Responsible Portfolio

New Zealand Transport Agency – Transport

Brief Outline of the Functions and Responsibilities of the Organisation

New Zealand Transport Agency (NZTA) is a Crown agent under the Crown Entities Act 2004.

NZTA aims to undertake its functions in a way that contributes to an effective, efficient and safe land transport system in the public interest. Its functions include managing the state highway system, managing funding of the land transport system, and managing regulatory requirements for transport on land. NZTA has statutory responsibility for allocating funding from the National Land Transport Fund, which is the main central government funding source for the land transport system.

Current Membership

Name	Gender Identity	Region	Ethnicities (and Iwi if applicable)	Date of original appointment	Expiry date of present term
Vacant (Chair)					
Cassandra Crowley (Deputy Chair)	Female	Waikato	NZ European	23/09/2019	14/05/2026
David Smol	Male	Wellington	European	01/02/2019	31/03/2024
Catherine Taylor	Female	Tasman	European	23/09/2019	14/05/2026
Victoria Carter	Female	Auckland	NZ European	23/09/2019	17/09/2022
John Bridgman	Male	Auckland	NZ European	01/07/2020	31/10/2024
Hon Tracey Martin	Female	Wellington	NZ European	12/11/2021	31/10/2024
Ngarimu Blair	Male	Auckland	NZ Māori (Ngāti Whātua Ōrākei)	12/11/2021	31/10/2024
Vacant					

Candidate CV Form

Name (family name in upper case; include title if appropriate)	The Honourable Simon Joseph BRIDGES
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The Position

Organisation/Entity	New Zealand Transport Agency
Position (chair/member etc.)	Chair and member
Term	Three years from the date of appointment
Payment (per day /per year)	\$78,540 per annum

How the Candidate Meets the Needs of the Position

<p>Skills and attributes the candidate will bring to the position (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)</p>	<p>The Honourable Simon Bridges is a former Cabinet Minister, with his Ministerial portfolios including Minister of Transport (2012-17), Energy, Communications, Economic Development and Leader of the House. During his tenure as Minister, he rolled-out nation-building infrastructure like Ultra-Fast Broadband, saw construction start on the Peka Peka to Ōtaki, Puhoi to Warkworth and Waikato Expressway projects, and opened major new roads like the Waterview Tunnel. He also implemented policies during this period to grow the electric vehicle market, as well as investments to improve public transport options in New Zealand.</p> <p>Since leaving politics Mr Bridges has remained involved in the transport sector including governance roles as the Chair of the National Road Carriers' Chief Executive Advisory Board, and Chair of the Northern Infrastructure Forum. He is the current Chief Executive of Auckland Business Chamber.</p> <p>I consider that he will bring a collaborative style of leadership to the Board, as well as a strong focus on delivery. He will also bring a public service ethos and work ethic. As a former transport Minister, he is familiar with the issues faced by the Agency as well as the work required to lead the Agency in its delivery of Government priorities. He is adept in networking and building professional relationships, and is excited about the economic development opportunities that can be created through the Agency.</p>
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<p>Possible conflicts of interest</p>	<p>Mr Bridges is currently Chief Executive of the Auckland Business Chamber, Chair of the National Road Carriers' Chief Executive Advisory Board, and the Chair of the Northern Infrastructure Forum. All present conflicts of interest to various degrees.</p>
<p>Proposals for conflict management (if applicable)</p>	<p>Mr Bridges will resign from his roles on the National Road Carriers and the Northern Infrastructure Forum upon appointment.</p> <p>Mr Bridges will refrain from making any public statements on transport in his capacity as Chamber Chief Executive. He has discussed his candidacy and proposed mitigations with his Board, who are supportive.</p> <p>The NZTA Board has strategies in place to manage any conflicts of interest which may arise, including relevant Board members withdrawing from discussions where appropriate. Any additional conflicts that may arise can be managed in accordance with NZTA's existing practices.</p>

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The Candidate

Name (family name in upper case; include title if appropriate)	The Honourable Simon Joseph BRIDGES	
Address	s 9(2)(a) [REDACTED] [REDACTED] [REDACTED]	
Ethnicity(s)	NZ European NZ Māori	
Age range	41 - 49	
Gender	Male	
Current or most recent Employment (specify position and employer, include years)	Date July 2022 - present	Role Chief Executive <u>Auckland Business Chamber</u>
Government board appointments held (current and previous, include years)	N/A	N/A
Private and/or voluntary sector board appointments held (current and previous, include years)	Date 2023 – present 2022 – present 2022 – present 2022 – present 2022 – present Date N/A	Current Independent Chair – Advisory Board <u>Universal Granite</u> Independent Chair <u>CC Group</u> Chair, CEO Advisory Board <u>National Road Carriers Association</u> Chair <u>Northern Infrastructure Forum</u> Chair <u>Waste & Recycling Industry Forum</u> Previous N/A

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Qualifications and experience (include significant work history and community involvement)	Date	Experience
	2008 – 2022	Member of Parliament - Tauranga <u>New Zealand Parliament</u>
	2018 – 2020	Leader of the Opposition <u>New Zealand National Party</u>
	2012 – 2017	Minister of the Crown <u>New Zealand Parliament</u>
	2001 – 2008	Crown Prosecutor <u>Ronayne Hollister-Jones Lellman</u>
	2000 – 2001	Litigation Lawyer <u>Kensington Swan</u>
	Date	Qualifications
	2005	Bachelor of Civil Law <u>University of Oxford</u>
	2000	Bachelor of Laws (Honours) and Bachelor of Arts (Political Science and History) <u>University of Auckland</u>

Date: 21 / 02 / 2024

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Office of The Honourable Simeon Brown
Member of Parliament for Pakuranga

Minister for Energy
 Minister of Local Government
 Minister of Transport
 Minister for Auckland
 Deputy Leader of the House

Cabinet Committee Background Information and Talking Points

Cabinet Committee: Cabinet (CAB) on 11 March 2024

Paper Title: New Zealand Transport Agency: Chair Appointment

Portfolio: Transport

Officials Attending: N/A

- I intend to appoint **The Honourable Simon Bridges** as Chair of the New Zealand Transport Agency Board for a term beginning on 11 March 2024 and ending on 28 February 2027.
- Mr Bridges will replace Dr Paul Reynolds, who resigned on 6 December 2023.
- His appointment is subject to the completion of satisfactory background checks. These have been completed and no issues have arisen.

Candidate for appointment

The Honourable Simon Bridges

- Former Senior Cabinet Minister and National Party Leader. Current Chief Executive of Auckland Business Chamber, Chair of the National Road Carriers' Chief Executive Advisory Board, and the Chair of the Northern Infrastructure Forum.
- Offers a collaborative style of leadership, as well as a strong public service ethos and work ethic. Very experienced in the inner workings of Government.
- Adept at networking and building professional relationships.
- Will be familiar with the issues faced by NZTA from his time as Minister of Transport, as well as the work required to lead the Agency in its delivery of Government priorities.

New Zealand Transport Agency

- NZTA is a Crown agent established by the Land Transport Management Act (the Act). Its core functions are:

- planning land transport networks
 - investing in land transport
 - managing the State highway network
 - regulating access to, and use of, the land transport system.
- The Board currently has seven members, the minimum number under the Act, appointed by the Minister of Transport.

Appointments Process and consultation

- The Chair role was advertised, and nominations sought from nominating agencies and caucus. Four candidates were interviewed and due diligence undertaken for Hon Bridges.
- I have also consulted with coalition partners on the proposed appointments.
- In line with section 98 (2) of the Act, the Ministry consulted representative groups within the land transport sector on my behalf following this meeting. Feedback was received from the Automobile Association, Bus and Coach Association, Motor Industry Association, Motor Trade Association and Iā Ara Transporting New Zealand. All were supportive of the appointment.

Conflicts of interest

- Mr Bridges is currently Chief Executive of the Auckland Business Chamber, Chair of the National Road Carriers' Chief Executive Advisory Board, and the Chair of the Northern Infrastructure Forum. All present conflicts of interest to various degrees.
- Mr Bridges has advised that he will resign from his roles on the National Road Carriers Advisory Board and Northern Infrastructure Forum if appointed.
- Mr Bridges has also committed to refrain from making any public statements on transport in his capacity as the Auckland Business Chamber Chief Executive. He has discussed his candidacy and proposed mitigations with his board, who are supportive.
- The Board has strategies in place to manage any potential conflicts of interest if they arise. Members declare any potential conflicts and withdraw themselves from discussions where appropriate.

Diversity

- If Mr Bridges's appointment is confirmed, the Board will have four female and four male members, two Māori members, and geographic diversity from Auckland to Tasman as well as offering perspectives from regional New Zealand.

Remuneration

- The Board is classified as a Group 3a Level 1 Governance Board under the Cabinet Fees Framework. The current fee for the Chair is \$78,540 per annum, which is consistent with the Fees Framework.

**Hon Simeon Brown****MP for Pakuranga**Minister for Energy
Minister of Local Government
Minister of TransportMinister for Auckland
Deputy Leader of the House

The Honourable Simon Bridges

s 9(2)(a)

Dear Simon

Appointment as Chair of the New Zealand Transport Agency

I am pleased to appoint you as a member and Chairperson of the New Zealand Transport Agency (NZTA or the Agency) Board, for a term commencing on 11 March 2024 and ending on 28 February 2027. Please confirm your acceptance of this appointment in writing as soon as possible.

Your appointment is made under section 98 of the Land Transport Management Act 2003 and section 28(1)(a) and Schedule 5 of the Crown Entities Act 2004. A copy of the notice appointing you, which will appear in the *New Zealand Gazette*, is attached for your information.

Responsibilities and Conflicts of Interest

The main legislation relevant to your role is the Land Transport Management Act 2003, the Land Transport Act 1998 and the Crown Entities Act 2004 and I encourage you to familiarise yourself with this legislation. A key element of your obligations is the need to maintain confidentiality with regard to the Board, and Board committee, discussions, and decisions.

As per section 26 of the Crown Entities Act 2004, you must comply with the Board's collective duties (described in sections 49 to 52), your individual duties as a member (sections 53 to 57), your duties as a Chair (Schedule 5) and any directions applicable to the Board under section 103. You are accountable to me for performing your duties as a member and Chair of the NZTA Board.

Your appointment is made on the basis that you have certified that you are not disqualified from being appointed and that you do not have any unmanageable conflicts of interest. I note that the following disclosures have been made in respect of your appointment:

- You disclosed your roles on the National Road Carriers Association and Northern Infrastructure Forum as a conflict of interest, and that you will resign from these roles upon appointment.
- Your role on the Auckland Business Chamber has also been identified for the perceptions of conflicts that arise. To manage this, you will refrain from making statements on transport in your capacity as Chief Executive of the Auckland Business Chamber. You have also advised that you have discussed your appointment to NZTA and proposed mitigations with the Chamber's Board, who are supportive of you undertaking this appointment.

Giving effect to this arrangement will require all parties to act in good faith and in compliance with their agreements and obligations. This includes ensuring there are appropriate internal assurance mechanisms.

Directors are required by law not to place themselves in a position of a conflict of interest other than to the extent allowed under the Companies Act 1993 and the Crown Entities Act 2004. I expect you to follow the NZTA Board's standard processes of declaring and managing any conflicts of interest that may arise during your tenure.

The Government expects a no surprises approach is taken. Should you find yourself in a position where you have, or are likely to be subject to, negative media scrutiny, legal proceedings or any other event that may reflect negatively on yourself, NZTA, or myself, I expect you to inform the Ministry of Transport and I immediately.

Code of Conduct

As a member of a Crown Entity Board, you are expected to comply with the *Code of Conduct for Crown Entity Board Members*, issued by the Public Service Commissioner under section 17(3) of the Public Service Act 2020. The Code of Conduct outlines the principles and behaviours expected from individuals to ensure our entities retain the trust and confidence of New Zealanders. These principles include acting in the spirit of service; acting with honesty and integrity; as well as acting impartially, lawfully and in a politically neutral manner.

I expect you to have read the Code of Conduct, and to comply with it in the course of your duties. A copy of the Code of Conduct is provided with this letter.

Continuation

As per section 32(2) of the Crown Entities Act 2004, you may be reappointed to the NZTA Board. Section 32(3) and Schedule 5 enables you to continue in office as Chair and member despite the expiry of your term until you are either reappointed, or a successor is appointed to your position, or you are informed by written notice that you will not be reappointed, and no successor will be appointed.

Resignation

As per section 44 and Schedule 5 of the Crown Entities Act 2004, should you wish to resign from office prior to the end of your term, you will need to provide written notice to me with a copy to NZTA. The resignation would be effective on my receipt of the notice, or at any later time specified in the notice.

Removal

As per section 36 and Schedule 5 of the Crown Entities Act 2004 I may, at any time and entirely at my discretion, remove you as Chair and member of the NZTA Board. The removal would be made by written notice to you, with a copy to NZTA.

Remuneration

As Chair of the Waka Kotahi Board, you will receive an annual fee of \$78,540. You are also entitled to be reimbursed for any expenses incurred from attending meetings or undertaking any other agreed work. The Board's secretariat will be able to assist you with claims and any taxation matters.

Contact at the Ministry of Transport

Your contact at the Ministry of Transport is Harriet Shelton, Manager, Crown Entity Monitoring. Her phone number is s 9(2)(a) and her email address is h.shelton@transport.govt.nz. The Ministry looks forward to working with you.

Being the Chair of NZTA is a significantly important role and your skills and experience will be an asset to the organisation. Thank you for taking this position and I look forward to working with you.

Yours sincerely

Hon Simeon Brown
Minister of Transport

Enclosed: *Gazette Notice*
 Code of Conduct

cc Audrey Sonerson, Chief Executive, Ministry of Transport
 Cassandra Crowley, Deputy Chair, New Zealand Transport Agency
 Nicole Rosie, Chief Executive, New Zealand Transport Agency

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Tuesday, 19 December 2023 1:55 pm
To: David Wood; Helen FionaWhite
Cc: Harriet Shelton; Jono Reid; Audrey Sonerson
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Hi David, acknowledging receipt thank you.

**Tony Frost**

Private Secretary | Office of Hon Simeon Brown
 Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
 Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: David Wood <D.Wood@transport.govt.nz>
Sent: Tuesday, 19 December 2023 1:37 PM
To: Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>; Ministers Office <MinistersOffice@transport.govt.nz>; Tony Frost <Tony.Frost@parliament.govt.nz>
Cc: Harriet Shelton <H.Shelton@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>
Subject: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Kia ora Helen and Tony

Please find attached the briefing for the NZTA Chair appointment.

Harriet will send through draft letters for the Minister to send to caucus and coalition partners at the earliest opportunity.

Ngā mihi

David Wood (he/him)

Deputy Chief Executive, Investment and Monitoring

Te Manatū Waka Ministry of Transport

E: D.Wood@transport.govt.nz

M: +s 9(2)(a)



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 Enabling New Zealanders to flourish

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982

Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, 20 December 2023 10:28 am
To: Harriet Shelton; Helen FionaWhite
Cc: David Wood; Audrey Sonerson; Jono Reid; Dominic Cowell-Smith; Helen FionaWhite
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Hi all,

Further to the email below, please note in the signed version the Minister seeks an additional point under the competencies;

- “an understanding of the role the Treaty of Waitangi plays in the Transport Sector”.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Tony Frost
Sent: Wednesday, 20 December 2023 10:10 AM
To: Harriet Shelton <H.Shelton@transport.govt.nz>; Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>
Cc: David Wood <D.Wood@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>; Dominic Cowell-Smith <Dominic.Cowell-Smith@parliament.govt.nz>; Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Thank you Harriet,

The briefing has been signed as attached.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Harriet Shelton <H.Shelton@transport.govt.nz>
Sent: Wednesday, 20 December 2023 9:13 AM
To: Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>; Tony Frost <Tony.Frost@parliament.govt.nz>; Ministers Office <MinistersOffice@transport.govt.nz>
Cc: David Wood <D.Wood@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>
Subject: FW: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Good morning, further to David's email below please see attached draft letter for the Minister.

Ngā mihi

Harriet Shelton

Kaiwhakahaere, Kāwanatanga | Manager, Crown Entity Monitoring
Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: h.shelton@transport.govt.nz | transport.govt.nz

Assistant: Ethan Fogarty | M: s 9(2)(a) | E: e.fogarty@transport.govt.nz | transport.govt.nz



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Note: If this email reaches you out of hours, I don't expect a response outside of your office hours. It's just a convenient time for me to send an email!

From: David Wood <D.Wood@transport.govt.nz>
Sent: Tuesday, December 19, 2023 1:37 PM
To: Helen FionaWhite <helen.fionawhite@parliament.govt.nz>; Ministers Office <MinistersOffice@transport.govt.nz>; Tony Frost (Parliament) <Tony.Frost@parliament.govt.nz>
Cc: Harriet Shelton <H.Shelton@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>
Subject: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Kia ora Helen and Tony

Please find attached the briefing for the NZTA Chair appointment.

Harriet will send through draft letters for the Minister to send to caucus and coalition partners at the earliest opportunity.

Ngā mihi

David Wood (he/him)

Deputy Chief Executive, Investment and Monitoring
Te Manatū Waka Ministry of Transport

E: D.Wood@transport.govt.nz

M: s 9(2)(a)



Hāpaitia ana ngā tāngata o Aotearoa kia eke
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Jono Reid

From: Jono Reid
Sent: Wednesday, 20 December 2023 12:15 pm
To: Tony Frost; Helen FionaWhite
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR
Attachments: Position Description - NZ Transport Agency Chair - December 2023.docx

Hi Tony,

Position description has been updated per the Minister's instructions. I have also added the text in the draft letter at my end assuming that feedback will be consistent in the review process 😊.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



Hāpaitia ana ngā tāngata o Aotearoa kia eke
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From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, December 20, 2023 10:46 AM
To: Jono Reid <J.Reid@transport.govt.nz>; Helen FionaWhite <helen.fionawhite@parliament.govt.nz>
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Thanks Jono, will make contact with you once its approved for splitting it up. Have you got all the details you need?



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)
Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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Subject: FW: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Hi Tony/Helen,

I will be happy to split the letter up if required once it has been approved.

I also left my work phone at home today by accident today so if you need me, my personal number is s 9(2)(a).

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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From: Harriet Shelton <H.Shelton@transport.govt.nz>

Sent: Wednesday, December 20, 2023 9:13 AM

To: Helen FionaWhite <helen.fionawhite@parliament.govt.nz>; Tony Frost (Parliament) <Tony.Frost@parliament.govt.nz>; Ministers Office <MinistersOffice@transport.govt.nz>

Cc: David Wood <D.Wood@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>

Subject: FW: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Good morning, further to David's email below please see attached draft letter for the Minister.

Ngā mihi

Harriet Shelton

Kaiwhakahaere, Kāwanatanga | Manager, Crown Entity Monitoring

Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: h.shelton@transport.govt.nz | transport.govt.nz

Assistant: Ethan Fogarty | M: s 9(2)(a) | E: e.fogarty@transport.govt.nz | transport.govt.nz



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Sent: Tuesday, December 19, 2023 1:37 PM

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Cc: Harriet Shelton <H.Shelton@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>

Subject: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Kia ora Helen and Tony

Please find attached the briefing for the NZTA Chair appointment.

Harriet will send through draft letters for the Minister to send to caucus and coalition partners at the earliest opportunity.

Ngā mihi

David Wood (he/him)
Deputy Chief Executive, Investment and Monitoring
Te Manatū Waka Ministry of Transport

E: D.Wood@transport.govt.nz

M: s 9(2)(a)



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Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, 20 December 2023 3:13 pm
To: Jono Reid
Cc: Helen FionaWhite
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Thank you Jono



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Jono Reid <J.Reid@transport.govt.nz>
Sent: Wednesday, 20 December 2023 2:02 PM
To: Tony Frost <Tony.Frost@parliament.govt.nz>
Cc: Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Hi Tony,

Just spotted an error in the number of working days in the position description (I had edited a downloaded document but forgot to fix the tardis one when I put the Minister's edits in). If you haven't sent the letters, please use the attached invite.

I have just listed the ad, and will get it rectified. Will send a link around after our team meeting.

Cheers,

Jono Reid

Kaitohutohu Matāmua, Kāwanatanga | Principal Adviser, Governance

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



TE MANATŪ WAKA
MINISTRY OF TRANSPORT

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From: Jono Reid
Sent: Wednesday, December 20, 2023 1:34 PM
To: Tony Frost <Tony.Frost@parliament.govt.nz>
Cc: Helen FionaWhite <helen.fionawhite@parliament.govt.nz>
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Hi Tony,

Updated letters and position description **attached**. Please let me know if you need anything further.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, December 20, 2023 12:38 PM
To: Jono Reid <J.Reid@transport.govt.nz>
Cc: Helen FionaWhite <helen.fionawhite@parliament.govt.nz>
Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

Thanks Jono, can you send me the updated draft letter pls.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)
Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
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M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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Subject: RE: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

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Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

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Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



TE MANATŪ WAKA
MINISTRY OF TRANSPORT

Hāpaitia ana ngā tūngata o Aotearoa kia eke
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From: Harriet Shelton <H.Shelton@transport.govt.nz>
Sent: Wednesday, December 20, 2023 9:13 AM
To: Helen FionaWhite <helen.fionawhite@parliament.govt.nz>; Tony Frost (Parliament) <Tony.Frost@parliament.govt.nz>; Ministers Office <MinistersOffice@transport.govt.nz>
Cc: David Wood <D.Wood@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>
Subject: FW: OC231034 - NEW ZEALAND TRANSPORT AGENCY BOARD - PROCESS FOR APPOINTING A NEW CHAIR

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Ngā mihi

Harriet Shelton

Kaiwhakahaere, Kāwanatanga | Manager, Crown Entity Monitoring
Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: h.shelton@transport.govt.nz | transport.govt.nz

Assistant: Ethan Fogarty | M: s 9(2)(a) | E: e.fogarty@transport.govt.nz | transport.govt.nz

Note: If this email reaches you out of hours, I don't expect a response outside of your office hours. It's just a convenient time for me to send an email!

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Ngā mihi

David Wood (he/him)
Deputy Chief Executive, Investment and Monitoring
Te Manatū Waka Ministry of Transport

E: D.Wood@transport.govt.nz

M: s 9(2)(a)

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Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, 20 December 2023 3:15 pm
To: Jono Reid
Subject: RE: NZTA Chair Advert now listed

Thank you



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)
Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Jono Reid <J.Reid@transport.govt.nz>
Sent: Wednesday, 20 December 2023 3:04 PM
To: Tony Frost <Tony.Frost@parliament.govt.nz>; Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>; Harriet Shelton <H.Shelton@transport.govt.nz>; David Wood <D.Wood@transport.govt.nz>; Audrey Sonerson <A.Sonerson@transport.govt.nz>
Subject: NZTA Chair Advert now listed

Hi all,

The NZTA Chair role is now listed. It can be found here: <https://www.boardappointments.co.nz/Vacancies>.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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MINISTRY OF TRANSPORT

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MINISTRY OF TRANSPORT

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Jono Reid

From: Jono Reid
Sent: Monday, 8 January 2024 3:48 pm
To: Jo Brosnahan
Subject: RE: Possible support through NZTA Chair appointment process

Thanks Jo. Happy New Year to you too.

Did you have a preferred time for a chat this week on the general process and where we are currently at? My calendar is quiet this week, with Harriet and David Wood (who I expect will be the panel members for interviews) both back from Wednesday if it is easier to chat as a group. Can do an online meeting or a phone call – whichever is easiest for you.

We are looking to provide a briefing with a recommended shortlist next week and I would definitely be keen for your views on that. With nominations closing first thing next Monday, my thinking was to send through a rough first cut for discussion that evening with a meeting to work through that list on either Tuesday or Wednesday.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



TE MANATŪ WAKA
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From: Jo Brosnahan s 9(2)(a)
Sent: Thursday, December 28, 2023 3:17 PM
To: Jono Reid <J.Reid@transport.govt.nz>
Subject: Re: Possible support through NZTA Chair appointment process

Kia ora Jono

Happy to help. Let me know what involvement you would like me to have.

Happy New Year.

Ngā mihi
Jo

Jo Brosnahan DNZM QSO
s 9(2)(a)

On 21/12/2023, at 4:28 PM, Jono Reid <J.Reid@transport.govt.nz> wrote:

Hi Jo,

Hope things are well with you.

I was wondering if you would be willing/available to possibly help out with the NZTA Chair appointment process we currently have underway? You may be aware that Paul Reynolds resigned a couple of weeks ago, and the Minister has asked that we look to replace him by early March 2024.

To give effect to this, we are looking to run a quick process as per the below timeline. We would be keen for to have a Chair supporting the process, and were wondering if you would be available to help (assuming that you aren't interested in the role of course 😊)? We'd be keen for your input in a similar way to what we did for Auckland Light Rail, where we have your input in the shortlisting process and then any interviews. Apologies in advance for the non-ideal timing.

Happy to discuss if you need. I will be working all the way to Christmas and then back in the office from the 8th.

Working Week	Action
18 – 22 December 2023	Calls for nominations issued. As part of this, we will provide you with letters to send to caucus and coalition colleagues.
Christmas and New Year Holiday Period	
8 – 12 January 2024	Nominations process underway.
15 – 19 January 2024	Call for nominations to close 9am, 15 January 2024 Ministry of Transport to review nominations and submit briefing on short list.
23 – 26 January 2024 Wellington Anniversary: 22 January 2024	Minister of Transport to consult with coalition partners on short list.
29 Jan – 2 Feb 2024	Minister to confirm short list. Ministry to organise and conducts due diligence conversations.
5 – 9 February 2024	Ministry to provide decision paper following due diligence conversations.
Waitangi Day: 6 February 2024	Background checks commissioned.
12 – 16 February 2024	Ministerial decision on appointment. Statutory consultation carried out. Draft Cabinet paperwork provided to office for consultation
19 – 23 February 2024	Caucus and cross-party consultation. Lodgement on 22 February 2024.
26 Feb – 1 March 2024	Cabinet's Appointment and Honours Committee considers appointments on 28 February 2024
4 – 8 March 2024	Cabinet confirms decision on 4 March 2024. Minister to send appointment letter, and issue press release. Appointment commences on 8 March 2024.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance

Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz

<image001.png>

<Position Description - NZ Transport Agency Chair - December 2023.pdf>

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Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, 10 January 2024 1:41 pm
To: Jono Reid
Cc: Harriet Shelton; David Wood
Subject: FW: PDF versions - Cover Letter & CV for NZTA Chair Application
Attachments: s 9(2)(a)

Jono

A nomination for s 9(2)(a) as NZTA Chair to add to the list please.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Thursday, 11 January 2024 11:06 am
To: Jono Reid
Subject: RE: s 9(2)(a) -NZTA/Waka Kotahi Board

Hi Jono, that's fine we can follow up to seek that information if is needed.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)
Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Jono Reid <J.Reid@transport.govt.nz>
Sent: Thursday, 11 January 2024 10:31 AM
To: Tony Frost <Tony.Frost@parliament.govt.nz>
Subject: RE: s 9(2)(a) -NZTA/Waka Kotahi Board

Hi Tony,

I am adding in the details of s 9(2)(a) CV right now. It doesn't have a phone number or email (although I think I can pick up a work one - s 9(2)(a)).

Would the office be able to obtain confirmation of his phone number and email address if there is interest in progressing him further?

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



TE MANATŪ WAKA
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From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Wednesday, January 10, 2024 4:07 PM
To: Jono Reid <J.Reid@transport.govt.nz>
Cc: Harriet Shelton <H.Shelton@transport.govt.nz>; David Wood <D.Wood@transport.govt.nz>
Subject: FW: s 9(2)(a) -NZTA/Waka Kotahi Board

Hi Jono

Another nomination for NZTA Chair. Please add this one to the list.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)
Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Transport Portfolio <Transport.Portfolio@parliament.govt.nz>
Sent: Wednesday, 10 January 2024 10:17 AM
To: Reef Stewart <Reef.Stewart@parliament.govt.nz>; Brian Anderton <Brian.Anderton@parliament.govt.nz>
Cc: Tony Frost <Tony.Frost@parliament.govt.nz>
Subject: FW: s 9(2)(a) -NZTA/Waka Kotahi Board

Hi Reef and Brian,

I think this one is for your information / consideration 😊



Kate Rose

Transport Private Secretary | Office of Hon Matt Doocey
Minister for ACC | Minister for Mental Health | Minister for Tourism and Hospitality | Minister for Youth |
Associate Minister of Health | Associate Minister of Transport

DDI: s 9(2)(a)
Email: Kate.Rose@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Simeon Brown (MIN) <S.Brown@ministers.govt.nz>
Sent: Tuesday, 9 January 2024 10:03 AM
To: Transport Portfolio <Transport.Portfolio@parliament.govt.nz>
Subject: FW: s 9(2)(a) -NZTA/Waka Kotahi Board

Kind regards,



Donna Winter

Private Secretary (Executive Support) | Office of Hon Simeon Brown
Minister of Transport, Minister of Local Government, Minister for Energy, Minister for Auckland

Reception: 04 817 6804
Email: donna.winter@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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organisation, or meet with the Minister in your personal capacity, your name may also be released. The location of
in the Official Information Act, including privacy considerations. Under the Privacy Act 1993 you have the right to a
you'd like to ask for a copy of your information, or to have it corrected, or are concerned about the release of your i
at <https://www.dia.govt.nz/Proactive-Releases#MS>

From: Mayor Nick Smith <MayorNick@ncc.govt.nz>
Sent: Friday, 22 December 2023 2:42 PM
To: Simeon Brown (MIN) <S.Brown@ministers.govt.nz>
Cc: Brian Anderton <Brian.Anderton@parliament.govt.nz>
Subject: s 9(2)(a) -NZTA/Waka Kotahi Board

Dear Simeon,

I know you will have a large number of potential candidates for the future Board of NZTA/Waka Kotahi. It is a critical role and one where you have enormous challenges to reset the direction.

s 9(2)(a)

Best wishes,

Hon Dr Nick Smith,
Mayor of Nelson.

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If you have received this email and any attachments to it in error, please take no action based on it, copy it or show it to anyone. Please advise the sender and delete your copy. Thank you.

Jono Reid

From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Monday, 15 January 2024 9:00 am
To: Jono Reid
Cc: David Wood; Harriet Shelton
Subject: FW: Seeking nominations for the Chair of the New Zealand Transport Agency (NZTA)
Attachments: s 9(2)(a)

Jono

Another nomination for NZTA Chair as recommended by MP Greg Flemming.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)
Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Elena Hood <Elena.Hood@parliament.govt.nz>
Sent: Sunday, 14 January 2024 8:25 PM
To: Tony Frost <Tony.Frost@parliament.govt.nz>
Subject: FW: Seeking nominations for the Chair of the New Zealand Transport Agency (NZTA)

Hi Tony

Another nomination for Chair NZTA.

Kind regards
Elena



Elena Hood

Senior Private Secretary | Office of Hon Simeon Brown
Minister of Transport, Minister of Local Government, Minister for Energy, Minister for Auckland

DDI: s 9(2)(a)
Email: elena.hood@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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Please note information about meetings related to the Ministers' portfolios will be proactively released (this does not include the organisation will be released. If you are a senior staff member at an organisation, or meet with the Minister in your perso 1993 you have the right to ask for a copy of any personal information we hold about you, and to ask for it to be corrected if y <https://www.dia.govt.nz/Proactive-Releases#MS>

From: Greg Fleming <Greg.Fleming@parliament.govt.nz>
Sent: Sunday, 14 January 2024 8:16 PM

To: Elena Hood <Elena.Hood@parliament.govt.nz>; Simeon Brown <Simeon.Brown@parliament.govt.nz>
Subject: Re: Seeking nominations for the Chair of the New Zealand Transport Agency (NZTA)

Attached is the CV for s 9(2)(a) who I would highly recommend for the role of NZTA Chair.

Kind regards,

Greg Fleming

MP for Maungakiekie

s 9(2)(a)



From: Elena Hood <Elena.Hood@parliament.govt.nz>

Sent: Tuesday, January 9, 2024 2:41:27 PM

To: ACT Members of Parliament <ACTMP@parliament.govt.nz>; National MPs <NationalMPs@parliament.govt.nz>; National Ministers <NationalMinisters@parliament.govt.nz>; Winston Peters <Winston.Peters@parliament.govt.nz>; Shane Jones <Shane.Jones@parliament.govt.nz>; Casey Costello <Casey.Costello@parliament.govt.nz>; Jenny Marcroft <Jenny.Marcroft@parliament.govt.nz>; Mark Patterson <Mark.Patterson@parliament.govt.nz>; Andy Foster <Andy.Foster@parliament.govt.nz>; Jamie Arbuckle <Jamie.Arbuckle@parliament.govt.nz>; Tanya Unkovich <Tanya.Unkovich@parliament.govt.nz>

Cc: 'asonerson@transport.govt.nz' <asonerson@transport.govt.nz>; Simeon Brown (MIN) <S.Brown@ministers.govt.nz>

Subject: FW: Seeking nominations for the Chair of the New Zealand Transport Agency (NZTA)

On behalf of Hon Simeon Brown, I attach an uncorrupted version of the position description for the Chair of the New Zealand Transport Agency (NZTA). Nominations close on Monday, 15 January 2024 at 9am.

Kind regards
Elena



Elena Hood

Senior Private Secretary | Office of Hon Simeon Brown
Minister of Transport, Minister of Local Government, Minister for Energy, Minister for Auckland

DDI: s 9(2)(a)

Email: elena.hood@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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From: Elena Hood On Behalf Of Simeon Brown

Sent: Friday, 22 December 2023 11:17 AM

To: ACT Members of Parliament <ACTMP@parliament.govt.nz>; National MPs <NationalMPs@parliament.govt.nz>; National Ministers <NationalMinisters@parliament.govt.nz>; Winston Peters <Winston.Peters@parliament.govt.nz>; Shane Jones <Shane.Jones@parliament.govt.nz>; Casey Costello <Casey.Costello@parliament.govt.nz>; Jenny Marcroft <Jenny.Marcroft@parliament.govt.nz>; Mark Patterson <Mark.Patterson@parliament.govt.nz>; Andy Foster <Andy.Foster@parliament.govt.nz>; Jamie Arbuckle <Jamie.Arbuckle@parliament.govt.nz>; Tanya Unkovich <Tanya.Unkovich@parliament.govt.nz>

Cc: asonerson@transport.govt.nz; Simeon Brown (MIN) <S.Brown@ministers.govt.nz>

Subject: Seeking nominations for the Chair of the New Zealand Transport Agency (NZTA)

Dear colleagues and coalition partners

I am writing to seek nominations for the Chair of the New Zealand Transport Agency (NZTA), as part of the search process underway for a new Chair.

A copy of the position description is enclosed with nominations closing at 9am on 15 January 2024.

Background

NZTA is a Crown agent under the Crown Entities Act 2004, with responsibility for financial investments in, and the management and regulation of, the land transport system. The Board has the below responsibilities (a full list of functions is available under section 95 of the Land Transport Management Act 2003):

- setting the strategic direction for NZTA to ensure that it has the right capability to effectively deliver its core roles and functions
- appointing the Chief Executive and holding management to account for the delivery of Government priorities and the organisation's core functions
- providing oversight of NZTA's operational activities to support the efficient operation of the land transport system, including management and maintenance of the State highway network
- providing oversight and management of the land transport investment system, including providing stewardship and oversight of the National Land Transport Fund (NLTF)
- developing the National Land Transport Plan (NLTP) to give effect to the Government's transport priorities set through the Government Policy Statement on Land Transport (GPS)
- giving effect to the responsibilities as a regulator of the land transport system to ensure that NZTA operates as a modern, risk-based regulator that is effectively targeting risk across the land transport system, including regulation of commercial transport operators, rail, vehicle certification, driver licensing and speed management.
- appointing the Director of Land Transport
- ensuring NZTA has robust risk and assurance processes across the delivery of NZTA's core functions and activities, including delivery undertaken by its contractors, suppliers and approved organisations

- making significant planning, investment, and funding decisions
- influencing and contributing to the land transport sector, including supporting urban development, regeneration, and land use planning
- overseeing the development and delivery of major land transport infrastructure.

Competencies Sought

To be considered, candidates must be an experienced Board Chair and possess competencies which complement those of existing Board members. They must bring an understanding of the complexity of operating within a modern transport system.

I would like the successful Chair to be able to demonstrate most, if not all of below qualities and competencies. The Chair will also possess skills relevant to NZTA's core functions.

- **strategy and culture** – contribute to and drive strategy formulation, direction, implementation and communication and ensure development of organisational culture based on the vision and strategy
- **leadership** – can demonstrate experience in taking responsibility for the effective operation of a Board, ensuring that the Board sets a purpose or vision and articulates organisational values. You should also be able to demonstrate the ability to ask the right questions of management, distinguish between governance and management, and the levels of oversight and leadership required across NZTA's operations
- **experience in the inner workings of Government** – this includes the ability to work with the Minister to problem solve, and navigate issues between the political environment and agency's functions. You should also have an understanding of the political and social context and relationships within which central and/or local Government is required to operate. Understanding of and agreement to implement the GPS.
- **able to navigate complex operating environments to deliver results** – this includes being able to manage competing and/or challenging priorities, as well as political and public policy factors
- **judgement and critical thinking** – demonstrated experience of exercising judgement and critical thinking, preferably within a regulatory environment. In addition, you should be an active listener, open thinker, and be able to draw from your own personal experiences to contribute towards discussions at the Board table
- **able to work collaboratively to reach consensus** – demonstrated understanding of the individual and collective duties Boards possess (particularly within a Crown context), and an ability to reach a collective decision as a Board while respectfully and constructively evaluating each other's personal views on a matter. Accepts the need for collective responsibility for the final decision reached
- **an understanding of the role The Treaty of Waitangi plays in the transport sector.**

Appointment term, meeting schedules and fees

Board members are appointed for a term of up to three years. The Board meets monthly from February to December, and the three Board committees meet every two to three months. Board Chairs are expected to work approximately 50 days a year.

Board fees are set according to criteria in the Cabinet Fees Framework. NZTA is classified as a Group 3a Level 1 General Governance Board, with the Chair receiving an annual fee of \$78,540.

Process for making nominations

If you wish to provide me with nominations for the NZTA Board, please let me know me by 15 January 2024. Candidates can either be provided to my office directly for forwarding onto officials, or they can apply via the Treasury database through the following link: <https://www.boardappointments.co.nz/Vacancies>. Should candidates apply directly, please let my office know who has your endorsement.

I also intend to consult with coalition partners further as part of shortlisting, and then of my preferred nominee. It is my intention that this appointment is made in late February / early March 2024.

Kind regards



Hon Simeon Brown

Minister of Transport, Minister of Local Government, Minister for Energy, Minister for Auckland

Email: s.brown@ministers.govt.nz Website: www.Beehive.govt.nz

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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Jono Reid

From: Jono Reid
Sent: Monday, 15 January 2024 2:59 pm
To: Tony Frost
Subject: RE: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Thanks Tony, no worries – I remember last time he had a more clear message of endorsement with s 9(2)(a).

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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From: Tony Frost <Tony.Frost@parliament.govt.nz>
Sent: Monday, January 15, 2024 2:52 PM
To: Jono Reid <J.Reid@transport.govt.nz>
Subject: RE: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Hi Jono, I've sent you all I received. There seems to be an inference that Tim Costley has endorsed this, but only because he's forwarded it to our office.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Jono Reid <j.reid@transport.govt.nz>
Sent: Monday, 15 January 2024 2:24 PM
To: Tony Frost <Tony.Frost@parliament.govt.nz>
Subject: RE: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Thanks Tony. Does this one also have the endorsement of Tim Costley or is he just forwarding on in this instance?

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz

From: Tony Frost <Tony.Frost@parliament.govt.nz>

Sent: Monday, January 15, 2024 2:21 PM

To: Jono Reid <J.Reid@transport.govt.nz>

Subject: FW: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Hi Jono

An application for the Chair role attached.



Tony Frost

Private Secretary | Office of Hon Simeon Brown
Minister of Transport | Minister for Auckland | Minister for Energy | Minister for Local Government

DDI: s 9(2)(a)

Email: tony.frost@parliament.govt.nz Website: www.Beehive.govt.nz
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

From: Elena Hood <Elena.Hood@parliament.govt.nz>

Sent: Monday, 15 January 2024 1:54 PM

To: Tony Frost <Tony.Frost@parliament.govt.nz>

Subject: FW: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Hi Tony

Please see below and attached.

Kind regards

Elena



Elena Hood

Senior Private Secretary | Office of Hon Simeon Brown
Minister of Transport, Minister of Local Government, Minister for Energy, Minister for Auckland

DDI: s 9(2)(a)

Email: elena.hood@parliament.govt.nz Website: www.Beehive.govt.nz
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From: Tim Costley <Tim.Costley@parliament.govt.nz>

Sent: Monday, 15 January 2024 1:39 PM

To: Elena Hood <Elena.Hood@parliament.govt.nz>

Subject: FW: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Hi Elena,

Since I sent you one direct, here is the second for NZTA.

Kind regards,

s 9(2)(a)

From: s 9(2)(a)

Date: Sunday, 14 January 2024 at 9:37 PM

To: Crown Transport Board Appointments <boardappointments@transport.govt.nz>

Cc: Stephen Rich <appointments@treasury.govt.nz>

Subject: UNCLASSIFIED: New Board Opportunity - Chair of NZTA: Covering Letter and CV attached (I have tried to upload my revised CV)

Kia ora Jono

s 9(2)(a)

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Jono Reid

From: Jono Reid
Sent: Monday, 15 January 2024 5:17 pm
To: David Wood
Cc: Harriet Shelton; Chris Jones; Marcus Schutenko
Subject: NZTA Chair Applicants - Summary for Minister's Office
Attachments: NZTA Chair Applicants - Summary for Minister's Office.xlsx; s 9(2)(a)
s 9(2)(a)

Hi David,

Hope things are well.

As requested, please find attached the summarised spreadsheet for the Minister's office for review. s 9(2)(a), s 9(2)(f)(iv) and s9(2)(g)(i)

Draft email to Tony is below – numbers in red are dependent on your view on s 9(2)(a) I presume you want to send?

Hi Tony,

Hope you are well.

Please find attached a copy of the list of nominations for the NZTA Chair. This list includes those who have self-nominated through the process, as well as nominations received through your office and the Ministry for Ethnic Communities.

s 9(2)(f)(iv)

We would be interested in any views the office has while the briefing is under development. Please let me know if you would like to discuss further.

Cheers,

David

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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Title	Name	Gender	Region	Nominated by	Age Range	Ethnicity	Chair Experience (Y / N)	Entities Chaired (List)	Notes	Conflicts of Interest	Panel View
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s 9(2)(a), s 9(2)(g)(i)

Hon	Simon Bridges	Male	Auckland	Self Nominated	40 - 49	NZ Māori (Ngāi Māngano), NZ European	Y	Universal Granite (2023 - present) CC Group (2022 - present) National Road Carriers Association (2022 - present) Northern Infrastructure Forum (2022 - present) Waste & Recycling Industry Forum (2022 - present)	Former Leader of National Party and Senior Cabinet Minister (Transport, Economic Development, Communications, Energy & Resources, Labour, Associate Finance and Leader of the House). Crown prosecutor before politics and has is the current CEO of the Auckland Chamber of Commerce.	National Road Carriers Association and Auckland Chamber of Commerce are both conflicts of interest. These will need to be discussed further.	Longlist. Strong understanding of Government from his time as a former Cabinet Minister. Conflicts of interest will need further exploration.
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s 9(2)(a), s 9(2)(g)(i)

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Jono Reid

From: David Wood
Sent: Monday, 15 January 2024 5:27 pm
To: Helen FionaWhite
Cc: Harriet Shelton; Jono Reid; Audrey Sonerson
Subject: NZTA Chair - Summary of Candidates (SIC)
Attachments: NZTA Chair Applicants - Summary.xlsx

- In Confidence -

Kia ora Helen

With apologies for the delay, please find attached a summary of all the candidates for the NZTA Chair position.

Let's have a discussion about next steps tomorrow.

Ngā mihi

David Wood (he/him)
Deputy Chief Executive, Investment and Monitoring
Te Manatū Waka Ministry of Transport

E: D.Wood@transport.govt.nz

M: s 9(2)(a)

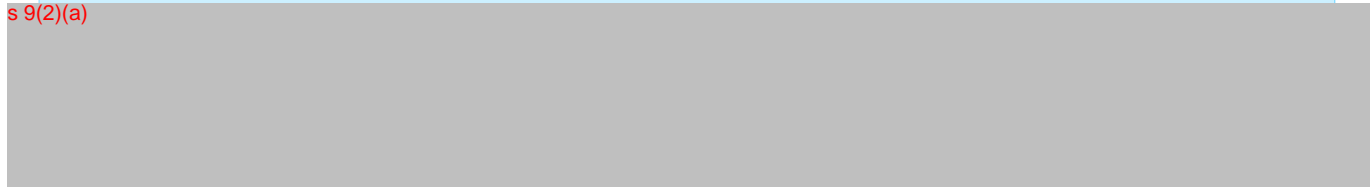


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Title	Name	Gender	Region	Nominated by	Age Range	Ethnicity	Chair Experience (Y / N)	Entities Chaired (List)	Notes	Conflicts of Interest
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s 9(2)(a)



Hon	Simon Bridges	Male	Auckland	Self Nominated	40 - 49	NZ Māori (Ngāti Maniapoto), NZ European	Y	Universal Granite (2023 - present) CC Group (2022 - present) National Road Carriers Association (2022 - present) Northern Infrastructure Forum (2022 - present) Waste & Recycling Industry Forum (2022 - present)	Former Leader of National Party and Senior Cabinet Minister (Transport, Economic Development, Communications, Energy & Resources, Labour, Associate Finance and Leader of the House). Crown prosecutor before politics and has is the current CEO of the Auckland Chamber of Commerce.	National Road Carriers Association and Auckland Chamber of Commerce are both conflicts of interest. These will need to be discussed further.
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s 9(2)(a)



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Jono Reid

From: Jono Reid
Sent: Friday, 12 January 2024 4:04 pm
To: Harriet Shelton
Subject: FW: NZTA - Chair applicants as at 11/01/24

FYI – I mentioned to David that Jo is also very keen to nail down the criteria and thinking and to be prepared for that to be the first thing she wants to discuss.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance

M: [s 9\(2\)\(a\)](#) | E: j.reid@transport.govt.nz | transport.govt.nz



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From: Jo Brosnahan [s 9\(2\)\(a\)](#)
Sent: Friday, January 12, 2024 2:03 PM
To: Jono Reid <J.Reid@transport.govt.nz>
Subject: Re: NZTA - Chair applicants as at 11/01/24

Jono, thank you for sending this through. [Out of Scope](#)

I can tell you more about some of your shortlisted candidates. But I thought it will be really important to get the criteria nailed first.

I think that the Chair needs to know about and be able to practice collaborative leadership - that is essential to get things done - dealing with all the various and the myriad of providers, other transport and regulatory agencies and political and other stakeholders. Not all would be capable of that.

[s 9\(2\)\(a\), s 9\(2\)\(g\)\(i\)](#)

Happy to talk further but first thing Monday morning would be best.

Kind wishes

Jo

Sent from my iPhone

On 11/01/2024, at 5:21 PM, Jono Reid <j.reid@transport.govt.nz> wrote:

Hi Jo,

Hope things are well and you had a good day today.

As noted in my previous email, I am forwarding on the list of applicants to date in case you wanted to provide any early comments. The spreadsheet has the nominations marked down, and there is a separate tab where I have started to input some names from a search to forward prep for possible brainstorming and shoulder-tapping. The second part hasn't been too extensive as that would

benefit better from conversations with the Minister, and between us on the type of leader and attributes.

David, Harriet and I are going to have a short meeting on Friday for an initial read of self-nomination and to preparing him for discussions with the Minister on Monday morning.

From the self-nominations, I have put yellow markers on those who I see as for discussion when we meet on Monday. s 9(2)(g)(i)

So far, I see the stronger candidates from my perspective/ones likely to be of most interest to the Minister are:

1. s 9(2)(a)
2. s 9(2)(a)
3. Simon Bridges
4. s 9(2)(a)

Happy to discuss if you need. I will send a more detailed list following the closure of nominations on Monday.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz

<image001.png>

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Wellington (Head Office) | Ground Floor, 3 Queens Wharf | PO Box 3175 | Wellington 6011 | NEW ZEALAND | Tel: +64 4 439 9000 |

Auckland | NZ Government Auckland Policy Office | 45 Queen Street | PO Box 106238 | Auckland City | Auckland 1143 | NEW ZEALAND | Tel: +64 4 439 9000 |

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<EOI All Applicants - Chair.xlsx>

Jono Reid

From: Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>
Sent: Friday, 19 January 2024 1:08 pm
To: David Wood
Cc: Audrey Sonerson; Jono Reid; OCU
Subject: RE: OC220926 - NZ TRANSPORT AGENCY BOARD: SHORTLIST FOR CHAIR (In Confidence)

Thanks David, I've printed this off and it will be included in the weekend bag. Appreciate the team's efforts pulling this together this week.

Cheers
Helen

From: David Wood <D.Wood@transport.govt.nz>
Sent: Friday, January 19, 2024 10:24 AM
To: Helen FionaWhite <Helen.FionaWhite@parliament.govt.nz>
Cc: Audrey Sonerson <A.Sonerson@transport.govt.nz>; Jono Reid <J.Reid@transport.govt.nz>; OCU <ocu@transport.govt.nz>
Subject: OC220926 - NZ TRANSPORT AGENCY BOARD: SHORTLIST FOR CHAIR (In Confidence)

- In Confidence -

Kia ora Helen

Please find attached the briefing on the shortlist for the NZTA Chair.

Ngā mihi

David Wood (he/him)
Deputy Chief Executive, Investment and Monitoring
Te Manatū Waka Ministry of Transport

E: D.Wood@transport.govt.nz

M: s 9(2)(a)



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Jono Reid

From: Jono Reid
Sent: Thursday, 1 February 2024 4:14 pm
To: Helen FionaWhite
Cc: David Wood; Harriet Shelton
Subject: NZTA Appointments - Industry Consultation List

Hi Helen,

Further to your call with David, please find the below industry consultation list. This was the one we used for the last appointments round. With the last coalition government, engagement with coalition colleagues also began at the same time.

The contact approach is that we will email the respective Chairs/CEs/representatives with a bio discussed that the preferred candidate is aware of. I've generally advised the Minister of the feedback received in the covering briefing with the draft Cabinet paper, and then a short summary is included in the Cabinet paper itself (as we need to detail the appointments process steps undertaken, including parties consulted).

The statutory consultation requirements are outlined in section 98(2) of the LTMA, which states that the Minister must not appoint an NZTA Board member unless they have consulted with the "persons, representative groups within the land transport sector or elsewhere, government departments, and Crown entities" they consider appropriate.

Organisation
Auckland Transport
New Zealand Automobile Association
Bus and Coach Association New Zealand
Civil Contractors New Zealand
Cycling Action Network of New Zealand
KiwiRail Holdings Ltd
Living Streets Aotearoa
Local Government New Zealand
Port Chief Executives Group
Motor Industry Association of New Zealand
Motor Trade Association
New Zealand Council of Trade Unions
New Zealand Heavy Haulage Association
Rail and Maritime Transport Union of New Zealand
Ia Ara Aotearoa Transporting New Zealand (formerly the Road Transport Forum)

New Zealand Taxi Federation
Tramways and Public Transport Employees Union

Happy to discuss if you need.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance

Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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Jono Reid

From: Simon Bridges [s 9\(2\)\(a\)](#)
Sent: Thursday, 1 February 2024 5:45 pm
To: Jono Reid
Cc: David Wood; Harriet Shelton
Subject: RE: NZTA Chair - Confirmation of Interview

Many thanks Jono. I look forward to seeing you, David and Harriet tomorrow.

Regards,

Simon Bridges
Chief Executive
Auckland Business Chamber
[s 9\(2\)\(a\)](#)



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Alliance Partners



From: Jono Reid <J.Reid@transport.govt.nz>
Sent: Thursday, February 1, 2024 3:48 PM
To: Simon Bridges [s 9\(2\)\(a\)](#)
Cc: David Wood <D.Wood@transport.govt.nz>; Harriet Shelton <H.Shelton@transport.govt.nz>
Subject: NZTA Chair - Confirmation of Interview

Hi Simon,

This email is to confirm the time for your interview for the Chair's role on the New Zealand Transport Agency. The interview will take place via Teams on 2 February between 2 and 3pm.

In addition to discussing your motivations for applying for the role and capacity, you can expect that the interview will cover the following themes:

- Leadership and vision
- Relationships and decision making
- Getting the best out of an organisation
- Delivery and achieving value for money
- The Treaty of Waitangi
- Due diligence (conflicts of interest/matters of no surprises etc).

The interview panel will consist of the following people:

- David Wood, Deputy Chief Executive, Investment and Monitoring (Panel Chair)
- Harriet Shelton, Manager, Crown Entity Monitoring
- Jono Reid, Principal Adviser, Crown Entity Monitoring

To assist with your preparation, I have attached or linked below the following documents or websites that may be of use:

- The position description
- A copy of Board meeting dates for 2024 (Apologies, I only have an internal version)
- Government Policy Statement on Land Transport (**Note:** a new one is under development):
<https://www.transport.govt.nz/area-of-interest/strategy-and-direction/government-policy-statement-on-land-transport/>
- NZTA Annual Reports: <https://www.nzta.govt.nz/resources/annual-report-nzta/>
- National Party's Transport policy: <https://www.national.org.nz/transportforthefuture>
- Coalition Government Agreements:
<https://www.national.org.nz/national-act-and-new-zealand-first-to-deliver-for-all-new-zealanders#:~:text=%E2%80%9CThe%20coalition%20documents%20between%20National,fiscal%20plans%2C%20with%20some%20adjustments.>

For the interview, we are utilising the CV that you enclosed with your application. Please let us know if there are any further updates.

Please let me know if you have any further questions. A meeting invite with the online link will be sent separately.

Kind Regards,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance
Te Manatū Waka Ministry of Transport

M: s 9(2)(a) | E: j.reid@transport.govt.nz | transport.govt.nz



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Jono Reid

From: Jono Reid
Sent: Friday, 2 February 2024 8:43 pm
To: David Wood; Harriet Shelton
Subject: NZTA Chair - Post Interview Briefing
Attachments: s 9(2)(a) [redacted]
[redacted] NZTA Chair Interview Note - Simon Bridges.docx; NZTA Chair
s 9(2)(a) [redacted] OC240087 - NZ Transport Agency
Board - Interview Summaries and Advice on Chair appointment.docx

Hi all,

Attached (and linked below) for review and comment is a copy of the draft briefing as well as my interview notes. Hopefully it goes a good way towards meeting the brief of what you are looking for – apologies in advance for any typos/poor sentence construction from tired writing.

I ended up making a few tweaks to the structure from early discussions to put in a few dot points about our post interview deliberations, particularly about the pace someone could take on the role. I haven't written as much on risks, although happy to do so if you want.

I also reflected further on Simon's interview and his description with the Chamber, and think we may still need to do a bit of work to be fully comfortable. The challenge we did not discuss is the potential for the Chamber's Board's strategic direction to change and how it could conflict with NZTA's role. That may never fully absolve him for a conflict and, even if the role is okay now, could provide challenges at a later date. It might be best to also get legal to do a read on Monday morning and I can approach Annelies if needed (she helped a lot with the ALR conflicts).

OC240087 - NZ Transport Agency Board - Interview Summaries and Advice on Chair appointment:
<https://tardis.transport.govt.nz/otcs/cs.dll/app/nodes/191521612>

Please let me know what you think. I will keep my work phone on me throughout the weekend should you wish to call, and have more capacity to log on and make changes on Sunday. My return flight to Wellington lands at 9 and I intend to bus into work upon landing.

Cheers,

Jono Reid

Kaitohutohu Mātāmua, Kāwanatanga | Principal Adviser, Governance

Te Manatū Waka Ministry of Transport

M: s 9(2)(a) [redacted] | E: j.reid@transport.govt.nz | transport.govt.nz



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New Zealand Transport Agency Board

Interview Guide - Chair

Candidate Name:

s 9(2)(a)

Date and Time:

2 February 2024, 3pm

Panel

- David Wood, Deputy Chief Executive, Investment and Monitoring (Panel Chair)
- Harriet Shelton, Manager, Crown Entity Monitoring
- Jono Reid, Principal Adviser, Crown Entity Monitoring

Competencies

- 1 The next Chair of NZTA needs to be someone capable of leading the entity through a significant period of transition whilst balancing multiple objectives and stakeholders. This leadership role includes setting the vision, strategic direction and culture for the organisation, and ensuring that management is delivering the Board's expectations appropriately and are providing the necessary information for effective governance.
- 2 Successful leadership from the Chair also requires:
 - Political nous
 - An understanding of the considerations that need to be made at a central and local Government level, and the ability to navigate those interests and influence decisions
 - Commercial acumen; and
 - An ability to take responsibility for the actions of the Board and organisation, and provide considered responses to the range of opinions New Zealanders have about the use or utility of certain modes of land transport.
- 3 Specific challenges the Chair will face over their tenure include:
 - management of the National Land Transport Fund during a challenging economic period, and overseeing NZTA's contribution to the Future of Revenue programme
 - delivery of the Government Policy Statement on Land Transport and National Land Transport Programme, noting constraints and financial pressures
 - implementation of the regulatory funding review, monitoring its effectiveness, and any changes within the regulatory function
 - managing the performance of the NZTA Chief Executive and management, and supporting the organisation as it evolves

- understanding and appreciating the various interests and transport needs of different communities across New Zealand
- climate change, which will necessitate a shift in the entity's direction, priorities, culture and operations.

Preparation

- Prepare by reviewing application materials, including CV.
- Discuss experiences or perspectives that the panel will need to explore for this candidate
- Confirm comfort with questions and direction of interview.

Preparation Notes

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The Interview:

Opening Procedure:

The panel chair will open by:

- greeting the candidate, and allowing for introductions from the panel
- thanking them for their interest in the position and taking the time to come in
- describing the interview plan:
 - interview is expected to take between 45 minutes to an hour.
 - we would like the interview to be as much of a conversation as possible. There will be some specific questions that we will have to ask of you about your experiences, and we will answer any questions you may have about the position.
- providing a brief background to NZTA and clarifying the different roles of the Chair, Board and the Director of the Land Transport.

Questions:

s 9(2)(a), s 9(2)(ba)(i)

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New Zealand Transport Agency Board

Interview Guide - Chair

Candidate Name:

s 9(2)(a)

Date and Time:

2 February, 10am

Panel

- David Wood, Deputy Chief Executive, Investment and Monitoring (Panel Chair)
- Harriet Shelton, Manager, Crown Entity Monitoring
- Jono Reid, Principal Adviser, Crown Entity Monitoring

Competencies

- 1 The next Chair of NZTA needs to be someone capable of leading the entity through a significant period of transition whilst balancing multiple objectives and stakeholders. This leadership role includes setting the vision, strategic direction and culture for the organisation, and ensuring that management is delivering the Board's expectations appropriately and are providing the necessary information for effective governance.
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Preparation Notes

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Questions:

s 9(2)(a), s 9(2)(ba)(i)

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New Zealand Transport Agency Board

Interview Guide - Chair

Candidate Name:

Hon Simon Bridges

Date and Time:

2 February 2024, 2pm

Panel

- David Wood, Deputy Chief Executive, Investment and Monitoring (Panel Chair)
- Harriet Shelton, Manager, Crown Entity Monitoring
- Jono Reid, Principal Adviser, Crown Entity Monitoring

Competencies

- 1 The next Chair of NZTA needs to be someone capable of leading the entity through a significant period of transition whilst balancing multiple objectives and stakeholders. This leadership role includes setting the vision, strategic direction and culture for the organisation, and ensuring that management is delivering the Board's expectations appropriately and are providing the necessary information for effective governance.
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 - implementation of the regulatory funding review, monitoring its effectiveness, and any changes within the regulatory function
 - managing the performance of the NZTA Chief Executive and management, and supporting the organisation as it evolves

- understanding and appreciating the various interests and transport needs of different communities across New Zealand
- climate change, which will necessitate a shift in the entity's direction, priorities, culture and operations.

Preparation

- Prepare by reviewing application materials, including CV.
- Discuss experiences or perspectives that the panel will need to explore for this candidate
- Confirm comfort with questions and direction of interview.

Preparation Notes

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- providing a brief background to NZTA and clarifying the different roles of the Chair, Board and the Director of the Land Transport.

Questions:

s 9(2)(ba)(i)

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New Zealand Transport Agency Board

Interview Guide - Chair

Candidate Name:

s 9(2)(a)

Date and Time:

2 February, 9am

Panel

- David Wood, Deputy Chief Executive, Investment and Monitoring (Panel Chair)
- Harriet Shelton, Manager, Crown Entity Monitoring
- Jono Reid, Principal Adviser, Crown Entity Monitoring

Competencies

- 1 The next Chair of NZTA needs to be someone capable of leading the entity through a significant period of transition whilst balancing multiple objectives and stakeholders. This leadership role includes setting the vision, strategic direction and culture for the organisation, and ensuring that management is delivering the Board's expectations appropriately and are providing the necessary information for effective governance.
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 - implementation of the regulatory funding review, monitoring its effectiveness, and any changes within the regulatory function
 - managing the performance of the NZTA Chief Executive and management, and supporting the organisation as it evolves

- understanding and appreciating the various interests and transport needs of different communities across New Zealand
- climate change, which will necessitate a shift in the entity's direction, priorities, culture and operations.

Preparation

- Prepare by reviewing application materials, including CV.
- Discuss experiences or perspectives that the panel will need to explore for this candidate
- Confirm comfort with questions and direction of interview.

Preparation Notes

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- providing a brief background to NZTA and clarifying the different roles of the Chair, Board and the Director of the Land Transport.

Questions:

s 9(2)(a), s 9(2)(ba)(i)

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s 9(2)(a), s 9(2)(ba)(i), s 9(2)(g)(i)

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