BOARD AGENDA

Meeting	15 June 2021, 9.30am – 1.25pm
Location	Level 10, 203 Queen St, Auckland
VC/dial in	Teams
Attendees	Leigh Auton (Independent Chair), Peter Mersi, Nicole Rosie, Shane Ellison, Katja Lietz, Jim Stabback, Cr. Darby, Margi Watson, Erana Sitterlé (observer, alternate), Dan Parker (observer) Tommy Parker, Out of Scope , Lucy Riddiford* (VC), Out of Scope *, Out of Scope , Bryn Gandy*, Out of Scope *
Apologies	Leilani Frew
External attendees	N.A

* Present for part of the meeting

Karakia timatanga (to open the meeting)

Kia hora te marino	May peace be widespread
Kia whakapapa pounamu te moana	May the sea be like greenstone
Hei huarahi mā tatou i te rangi nei	A pathway for all this day
Aroha atu, aroha mai	Let us show respect for each other
Tātou i a tātou katoa	For one another
Hui e! Tāiki e!	Bind us all together

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No.	Item	Sponsor	Attendees	Timing	Mins
Introduction					
1 1A 1B	Apologies, minutes and actions Minutes Actions	Chair		9.30am	10
2	Interests Register				
3	Feedback from Sponsors' meeting (see paper which was provided to sponsors on 9 June for the meeting on 14 June)	Chair/ Tommy Parker		9.40am	20
MORNING TEA				10.00am	20
Deep dives					
4A 4B	Monthly report and programme Mobilisation leader's report: - Attachment 1: Project Investment Objectives, measures - Attachment 2: Delivery entity update - Attachment 3: Assurance Panel— Proposed Candidates	Tommy Parker		10:20am	30
5A 5B	Communications & Stakeholder presentation Mana Whenua Engagement discussion Attachments to sponsors paper provided for information: - Stakeholder management strategy - Stakeholder map - Mana whenua engagement plan	Tommy Parker	Out of Scope Out of Scope	10.50am 11.20am	30 30
Operational					
6	Health and safety	Tommy Parker		11.50am	10

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No.	Item	Sponsor	Attendees	Timing	Mins
7	Ongoing obligations arising out of the parallel process	Bryn Gandy Sarah Sinclair		12.00pm	20
General Business					
8	General Business	Chair		12.20pm	15
9	Board only session			12.35pm	30
	MEETING CLOSE			1.05pm	

He Karakia Whakamutunga (to close the meeting)

Unuhia, unuhia	Draw on, draw on,
Unuhia ki te uru tapu nui	Draw on the power of the natural world
Kia wātea, kia māmā, te ngākau, te tinana, te wairua i te ara tāngata	To clear, to free the heart, the body and the spirit of mankind
Koia rā e rongo whakairia ake ki runga	Peace, suspended high above us
Kia tina! Tina! Hui e! Tāiki e!	Draw together! Affirm!

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Board Matters Arising
(as at 24 May 2021)

Meeting / Item	Action	Owners	Due	Status
14 May 2021 3A. Introduction to Light Rail	Review draft terms of reference to ensure that they appropriately reflect their roles as members of the Establishment Unit Board and as representatives of their respective home organisations.	Lucy Riddiford/ MoT/ Treasury	June 2021	Complete. Terms of Reference are with Ministers for approval.
	Explain how the Establishment Unit will support engagement with the home organisations to support the Establishment Unit board members.	Lucy Riddiford	June 2021	Papers will be provided to the Board members a minimum of 3 working days prior to the Board meeting to enable Board members to engage with their home organisations as required. As noted in the stakeholder pack, there is specific engagement planned with Council and local boards. Council (Megan Tyler) will ensure that Councillor Darby and Margi Watson are briefed ahead of the Board meetings.
14 May 2021 4A. Mobilisation Leaders Report	Board to provide feedback on the ILM		May 2021	Complete.

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Board Matters Arising

(as at 24 May 2021)

Meeting / Item	Action	Owners	Due	Status
	Management to provide further information on the Health & Safety management System	Lucy Riddiford	June 2021	This meeting.
	Provide a map of Auckland in future board packs depicting the relevant corridor and suburbs	Keelin Flynn	June 21	

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AUCKLAND LIGHT RAIL

BOARD REPORT

June 2021

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ESTABLISHMENT UNIT DASHBOARD

Key Actions for the Period Mid May –Mid June 2021	Status
Board establishment, meetings/events with Minister Wood and meeting with sponsors.	
Delivery entity, funding and finance and procurement workstreams scoped and work underway.	
Community Engagement , media plan and briefing underway. Two Communication Agencies and three Engagement Agencies engaged.	
Programme and Procurement: Market Engagement strategy, Technical Options workshop, refining schemes , Design optimisation scoping scheme	
Urban scenario development, modelling and feasibility analysis underway.	
Business Case ILM (investment logic map) workshop conducted	
Airport Property engagement	

Project status			
	Scope		Resources
	Risk		Issues
	Budget		Schedule

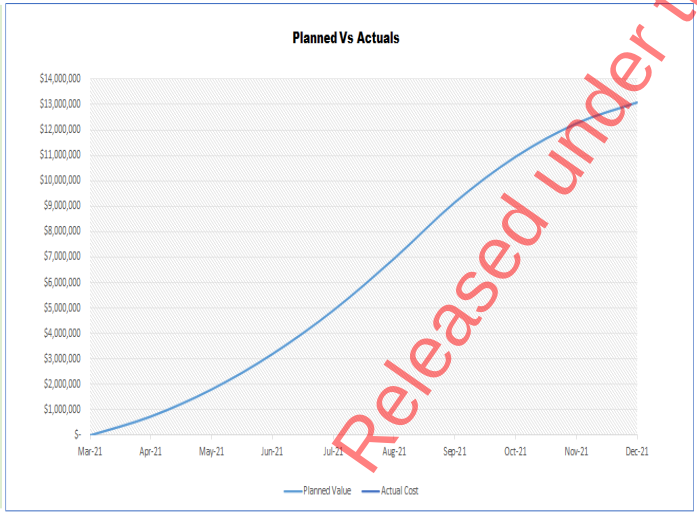
Key	
	Off track, immediate attention needed
	Risk of falling off track, attention needed
	On target, no issues or risks
	On hold
	Complete

Financials

This forecast holds a 30% contingency.
This will be reforecast 30/6/21 after the Technical design/solution costs are complete. At time of writing no actuals to present.

Current forecast for the Establishment Unit is $13million for the period April – December 2021

This covers Programme + Procurement, Business Planning, Social Licence, Urban, PMO, Delivery Entity. Refer to Mobilisation team structure also.



Planned for next period Mid June – Mid July 2021

- Terms of Reference with Ministers for approval.
- Risk Workshops (internal and external factors)
- Stakeholder kick offs, Media Plan and Briefing continue, Communication Agency and Engagement Agency appointed to develop key messages, channels etc
- Sponsors Meeting on 14th June 2021
- Urban Uplift Scenario Development and feasibility analysis continues and informs the business case
- Defining scope for funding and finance, powers required, value capture & partnership approach, brief advisers & scoping with Ministry of Transport and Treasury
- Technical Options workshop, refining schemes , Design optimisation scoping scheme
- Continue with Market Engagement Strategy
- Urban – gathering non-transport requirements and key urban messages to inform the narrative.

Top 5 milestones	Date	Note
Establishment unit announced	31/03/21	
First board meeting	13/05/21	
Ministerial engagement start	07/05/21	2
Cabinet paper finalised	01/10/21	
Cabinet decision	21/11/21	

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WORKSTREAMS PROGRESS DASHBOARD

Workstream	High-Level Progress Overview	Programme	Resources	Budget	Risk Status
Delivery Entity	Board Secretariat setup, begun scoping including powers required, funding and finance. Produced Resource Plan	Future reports will show progress + will be baselined	Resources Identified, Contracts to be finalised following internal processes being completed.	$1,558,587	Future reports will show overall RAG status
Social Licence	Community Engagement begun with Minister Wood on 07/5/21, Communications Manager on board, Marketing Agencies engaged, Creative concept and brand, Media Plan and briefing, agencies engaged			$2,144,902	
Business case and consenting	Short list assessment being undertaken, ILM facilitated workshops completed and project objectives finalised. Long list assessment mainly complete. Business case programme has been mapped out. Strategic Case first draft prepared for review.			$2,083,150	
Urban development	Urban scenario development, modelling and feasibility analysis underway to inform the business case. Developing Urban key facts and key messages to input into comm's and engagement and the wider story.			$1,052,728	
Technical Support	Resource Planning , Design Scoping Sessions Technical Options W/Shop Interface into the Business Case, Objectives Workshop			$2,144,902	
Procurement	Marketing Strategy, begun developing Procurement Strategy, Consultant Brief			$298,571	
PMO & Culture	Resource Plan, Schedule, WBS on a page, Forecast budget, reporting to board setup; Culture plan – engagement with Human Syncs			$422,292	
Office Support	Office Manager has been appointed, IT support still outstanding. Waka Kotahi internal processes to be established to support procurement of resources.			$352,000	

Key	
	Off track, immediate attention needed
	Risk of falling off track, attention needed
	On target, no issues or risks

Total	$10,057 000.00+ 30% Contingency
Grant total	$13,074,272

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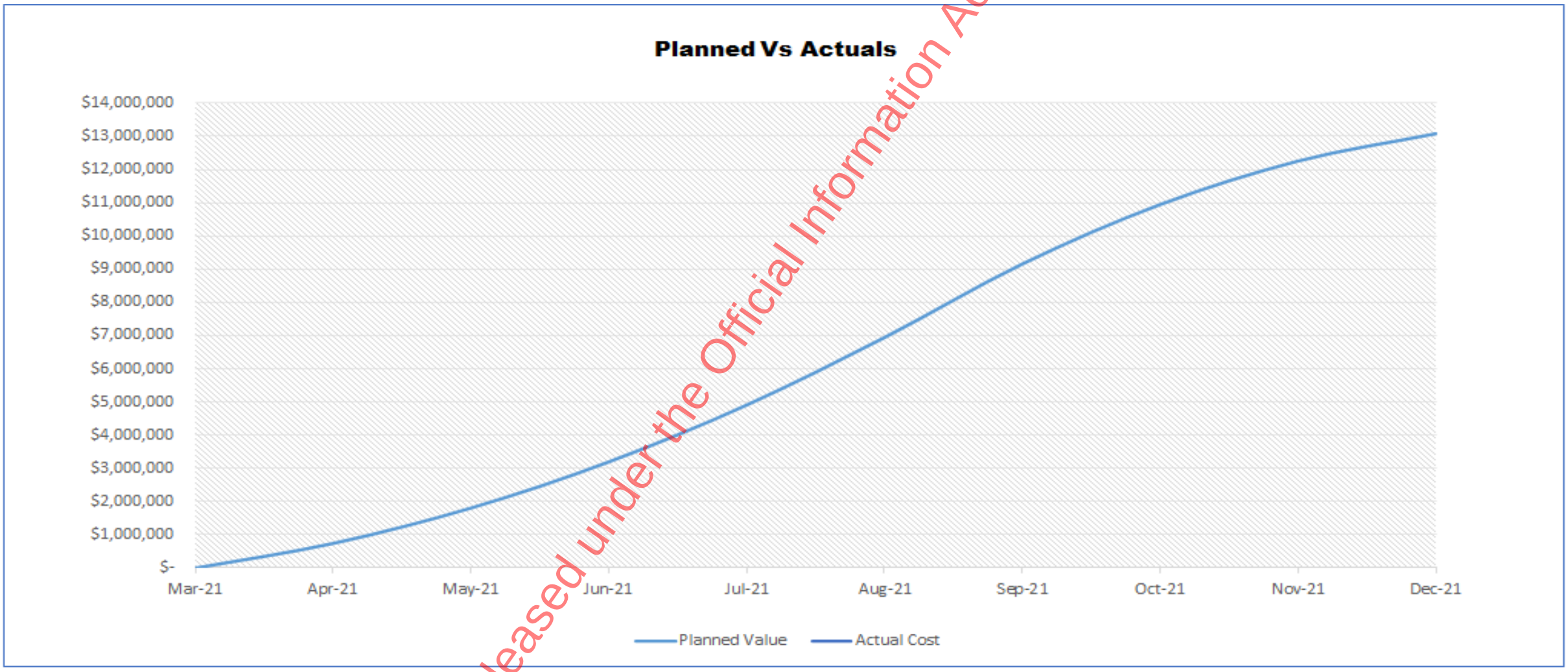
FINANCIALS

CURVE VIEW of Planned vs Actual Spend – MARCH to DECEMBER 2021
Note: This Planned value (forecast) holds a 30% contingency (held centrally by the ALR PMO).
Actuals not available yet.



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OPPORTUNITIES, RISKS & MITGATIONS

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SCHEDULE

This is a high-level view of all programme activities. For further detail on workstream activities, refer to the workstream schedules provided at the end of this pack.

Task Name	Duration	Start	Finish	Predecessors
1 CCZM ESTABLISHMENT UNIT PROGRAMME	135 days?	Mon 3/05/21	Fri 5/11/21	
1.1 Programme Start	0 days	Mon 3/05/21	Mon 3/05/21	
1.2 Project Management	0 days	Mon 3/05/21	Mon 3/05/2	
1.3 Reporting	1 day?	Mon 3/05/21	Mon 3/05/2	
1.4 Business Case	110 days	Mon 3/05/21	Fri 1/10/21	
1.4.1 Strategic Case	90 days	Mon 3/05/21	Fri 3/09/21	
1.4.1.1 Purpose and Background	55 days	Mon 3/05/21	Fri 16/07/21	
1.4.1.2 Strategic Context	10 days	Mon 24/05/2	Fri 4/06/21	
1.4.1.3 Problem Identification	50 days	Mon 10/05/2	Fri 16/07/21	
1.4.1.3.1 ILM	15 days	Mon 10/05/2	Fri 28/05/21	20FS-5 days
1.4.1.3.2 Problem 1 - Capacity for growth	30 days	Mon 24/05/2	Fri 2/07/21	
1.4.1.3.3 Problem 2 - Climate change	40 days	Mon 24/05/2	Fri 16/07/21	
1.4.1.3.4 Problem 3 - Equity	35 days	Mon 24/05/2	Fri 9/07/21	
1.4.1.4 Benefit Mapping	30 days	Mon 10/05/2	Fri 18/06/21	
1.4.1.5 Drafting	84 days	Tue 11/05/2	Fri 3/09/21	
1.4.2 Economic Case	93 days	Mon 10/05/2	Wed 15/09/2	
1.4.2.1 Options Evaluation	63 days	Mon 10/05/2	Wed 4/08/2	
1.4.2.2 Transport modelling	53 days	Mon 17/05/2	Wed 28/07/2	
1.4.2.3 Accessibility analysis	55 days	Mon 31/05/2	Fri 13/08/21	
1.4.2.4 Landuse Modelling	40 days	Mon 17/05/2	Fri 9/07/21	
1.4.2.5 Cost Estimation	30 days	Thu 15/07/2	Wed 25/08/2	
1.4.2.6 Economic Analysis	53 days	Mon 31/05/2	Wed 11/08/2	
1.4.2.7 Drafting	78 days	Mon 31/05/2	Wed 15/09/2	
1.4.3 Financial Case	75 days	Mon 24/05/2	Fri 3/09/21	
1.4.4 Commercial Case	95 days	Mon 3/05/21	Fri 10/09/21	
1.4.5 Management Case	85 days	Mon 7/06/21	Fri 1/10/21	
1.5 Peer reviews (TBC)	0 days	Mon 3/05/21	Mon 3/05/2	
1.6 Design & Engineering	78 days	Mon 3/05/21	Wed 18/08/2	
1.6.1 Design	67 days	Tue 18/05/2	Wed 18/08/2	
1.6.1.1 Design Tasks Start	1 day	Tue 18/05/2	Tue 18/05/2	
1.6.1.2 Confirm basis of design	5 days	Wed 19/05/2	Tue 25/05/2	
1.6.1.3 Light Rail	60 days	Thu 27/05/2	Wed 18/08/2	
1.6.1.4 Light Metro	60 days	Thu 27/05/2	Wed 18/08/2	
1.6.1.5 Light Rail and Metro Combination	50 days	Thu 10/06/2	Wed 18/08/2	
1.6.2 Operations	60 days	Thu 27/05/2	Wed 18/08/2	
1.6.3 Construction	45 days	Mon 24/05/2	Fri 23/07/21	
1.6.4 Demand Forecasting	8 days	Mon 24/05/2	Thu 3/06/21	
1.6.5 Master Planning	20 days	Thu 22/07/2	Wed 18/08/2	
1.6.6 Cost Estimation	60 days	Thu 27/05/2	Wed 18/08/2	
1.6.7 Transport Planning	15 days	Mon 3/05/21	Fri 21/05/21	
1.6.8 Sustainability	15 days	Thu 15/07/2	Thu 5/08/21	
1.6.9 Requirements	15 days	Thu 8/07/21	Wed 28/07/2	
1.7 Comms & Engagement	98 days?	Mon 17/05/2	Wed 29/09/2	
1.8 Urban & Land Use	65 days	Mon 3/05/21	Fri 30/07/21	
1.8.1 Urban Economics	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.1.1 Routes Stations & Mode	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.1.2 Funding & Finance	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.1.3 Community & Urban Outcomes	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.1.4 Climate	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.1.5 Policy Outcomes	15 days	Mon 3/05/21	Fri 21/05/21	
1.8.2 Urban Development Delivery	65 days	Mon 3/05/21	Fri 30/07/21	
1.8.2.1 Delivery Entity	30 days	Mon 21/06/2	Fri 30/07/21	
1.8.2.2 Funding & Finance	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.2.3 Urban Interventions	30 days	Mon 3/05/21	Fri 11/06/21	
1.8.2.4 Urban Intergration	20 days	Mon 3/05/21	Fri 28/05/21	
1.8.2.5 Policy Outcomes	20 days	Mon 3/05/21	Fri 28/05/21	
1.9 Commercial	135 days	Mon 3/05/21	Fri 5/11/21	
1.10 Delivery Entity Work Stream	135 days?	Mon 3/05/21	Fri 5/11/21	
1.10.1 Scope	10 days	Mon 24/05/2	Fri 4/06/21	
1.10.2 EU Board Reporting	110 days	Mon 7/06/21	Fri 5/11/21	
1.10.3 Powers	80 days	Mon 24/05/2	Fri 10/09/21	
1.10.4 Form (CRLL, JV)	90 days	Mon 24/05/2	Fri 24/09/21	
1.10.5 Institutional Arrangements	25 days	Mon 31/05/2	Fri 2/07/21	
1.10.6 Partner (Role, Options)	55 days	Mon 3/05/21	Fri 16/07/21	
1.10.7 Governance (Linked to Forms)	40 days	Mon 7/06/21	Fri 30/07/21	
1.10.8 DE Scope and Option Evaluation	60 days	Mon 24/05/2	Fri 13/08/21	
1.10.9 Transitioning	45 days?	Mon 3/05/21	Fri 2/07/21	
1.10.10 Funding	95 days	Mon 24/05/2	Fri 1/10/21	
1.10.11 Financing	75 days	Mon 21/06/2	Fri 1/10/21	
1.10.12 Policy	30 days	Mon 24/05/2	Fri 2/07/21	

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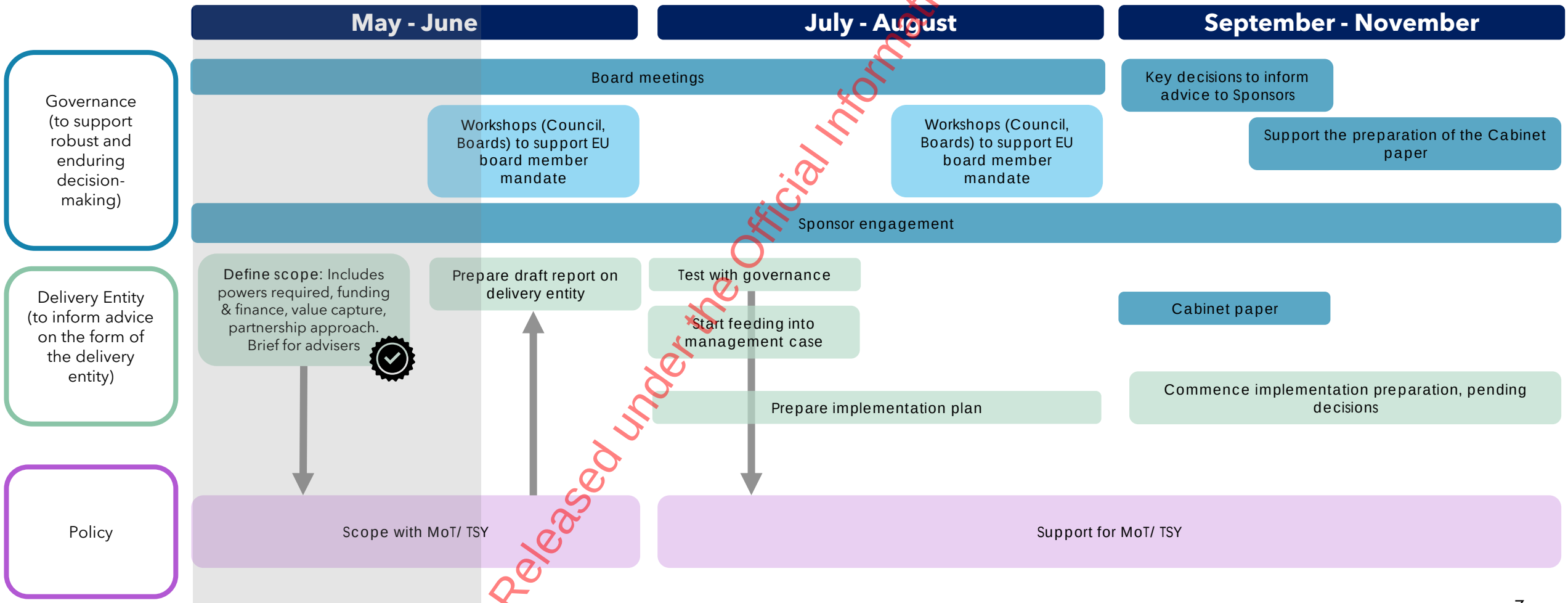
DELIVERY ENTITY

The purpose of the delivery entity workstream is to provide governance support to the Independent Chair and Establishment Unit Board, to lead the advice on the delivery entity and to be the interface with the policy programme of work being led by the Ministry of Transport



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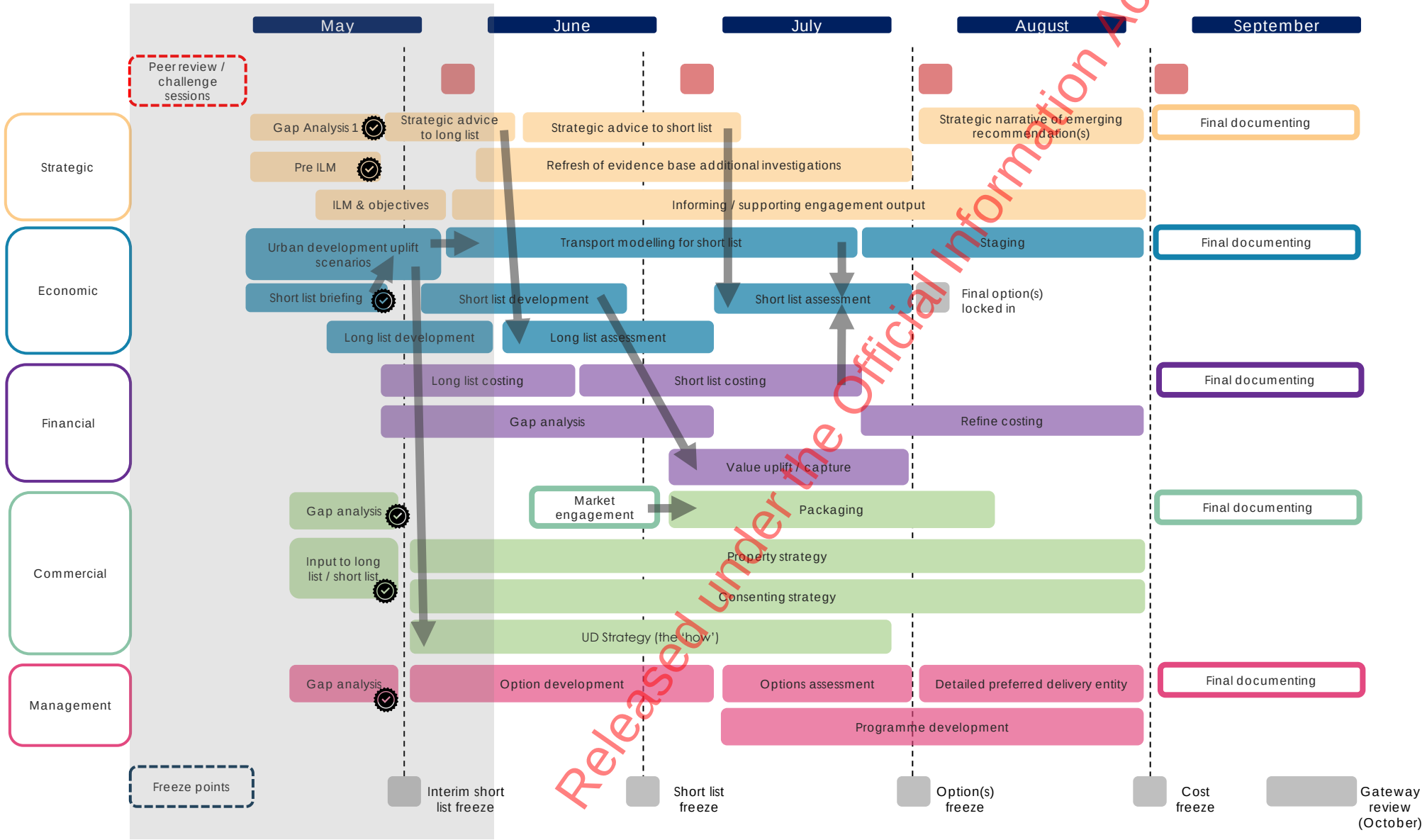
BUSINESS CASE AND CONSENTING

The purpose of the business planning workstream is to lead the business case and consenting for the Independent Chair and Establishment Unit Board, to lead the development of the business case and be the interface of the programme of work



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SOCIAL LICENCE
PARTNERSHIPS, COMMUNICATIONS & ENGAGEMENT

The overall objective of communications and engagement is to introduce light rail to local communities and wider Auckland. We will inform and position the project as a catalyst for improving communities as part of a growing Auckland. Communications will tell the big picture story and what it will mean for people. The purpose of stakeholder engagement is to start the conversation and build new support from stakeholders who will play a role in advocating for the project. A partnership will be established with Mana Whenua to incorporate cultural values and opportunities, to be carried into the next phases of the project.

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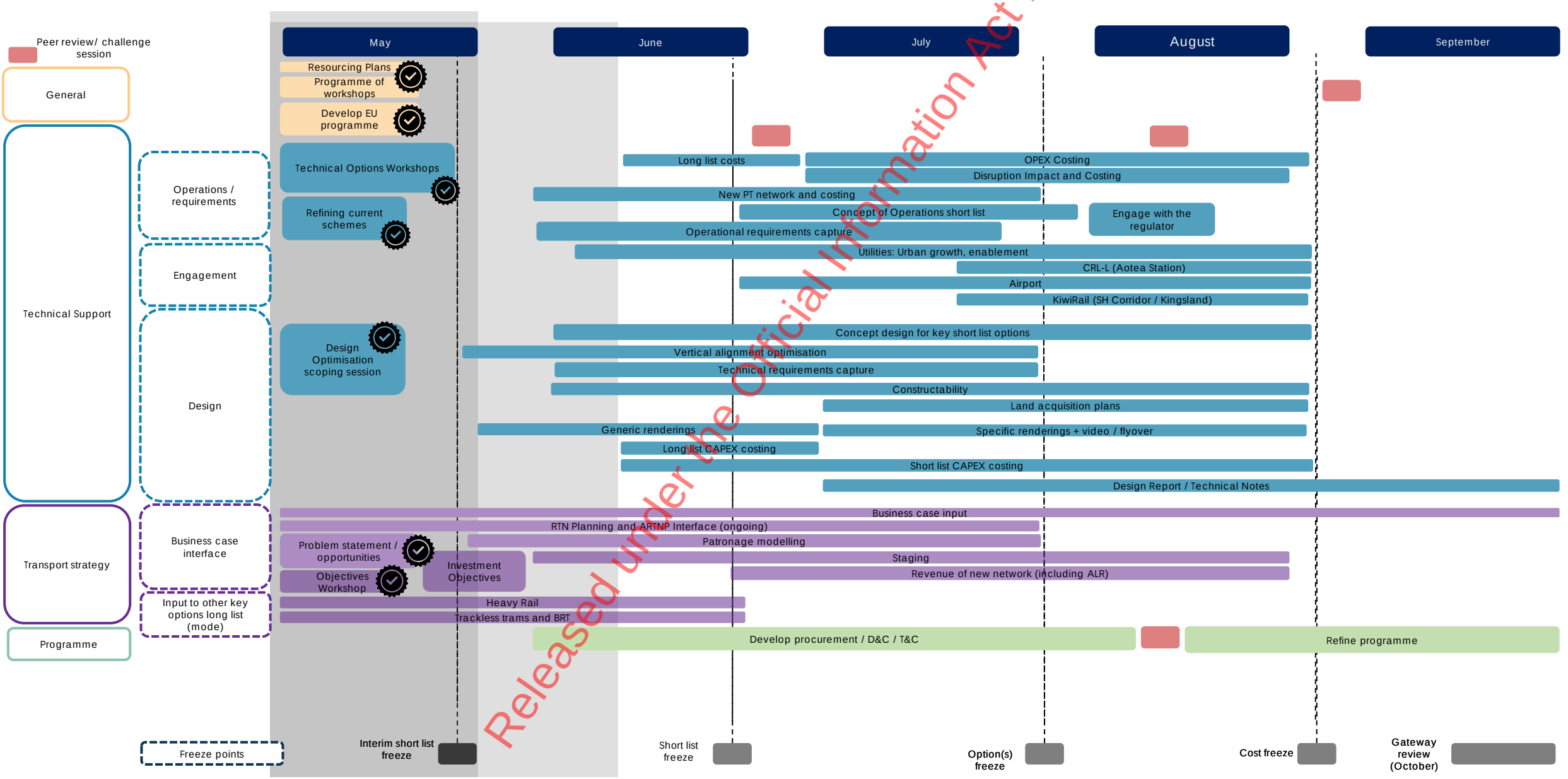
	May - June	July - August	September - November	
Engagement	Priority stakeholder presentations and outreach		Stakeholder Summary 'what we heard'	Respond and close the loop 'what we are doing with your feedback'
		Secondary Stakeholders		
	Prepare community engagement ✓	Prepare & book workshops	Targeted workshops with business groups	Targeted workshops with business/community groups	Summary and report (social outcomes strategy for next phase)	
		Online engagement: Social Pinpoint		
Communications	Creative concept & brand ✓	Creative campaign goes live	Website live/newsletters/posters/feedback forms	Campaign continues		
	Media plan & briefing ✓	Media articles & think piece from experts		Activation: pop-up hub, open days, video vox pops	Evaluation survey	
	Agencies engaged	Create activation & pop-up hub	Activation: pop-up hub, open days, video vox pops			
Partnership	Mana Whenua Hui					
	Key themes/values/aspirations	Governance & kaitiaki goals aligned	Key housing economic, social opportunities,		Summary & report (Maori outcomes strategy) for next phase	Respond and close the loop 'how we will work together in the next phase'
		Mataawaka Hui: urban Maori goals		

TECHNICAL SUPPORT

The purpose of the Technical Support workstream is to lead the technical support, transport strategy and programme for the business case.



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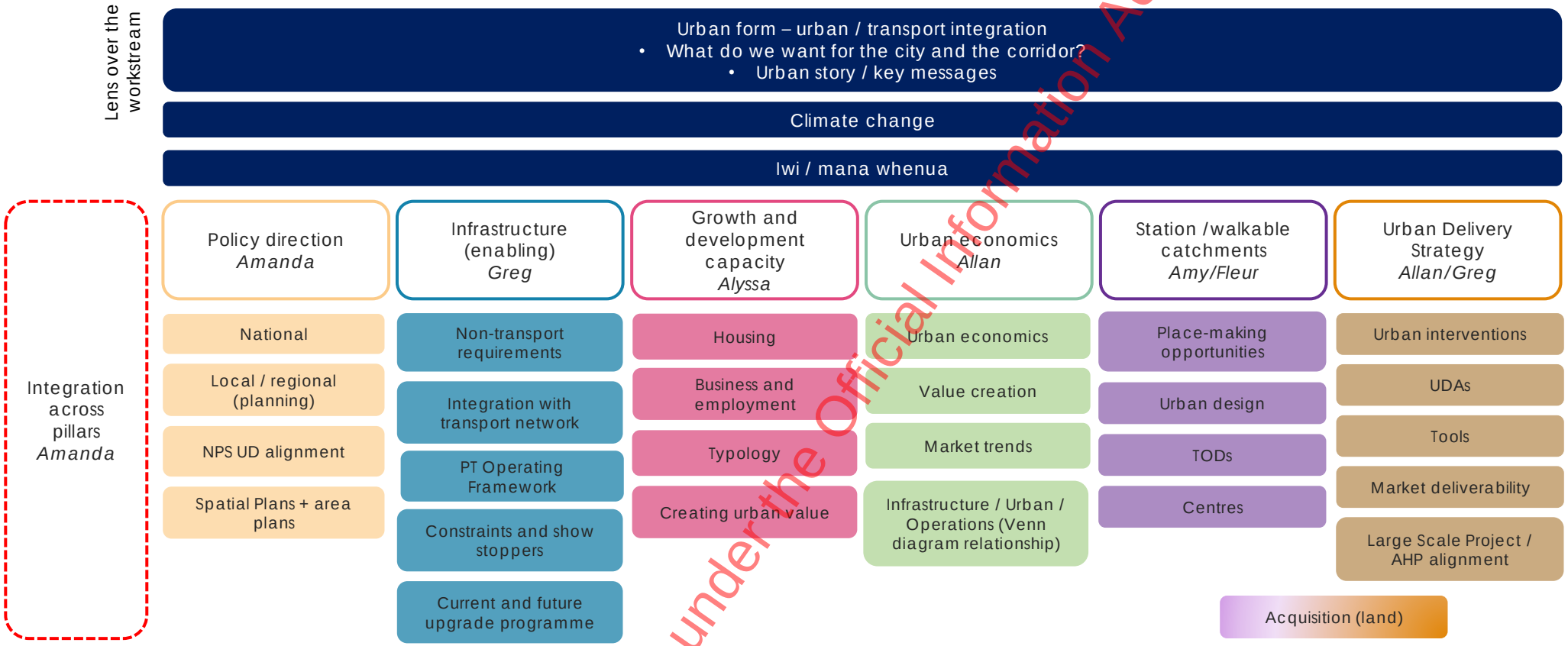
URBAN FORM

The purpose of the urban workstream is to lead the urban policy direction, infrastructure, growth and development capacity, urban economics, stations/walkable catchments and urban delivery strategy for the business case.



Place		Mode and Urban Outcomes	Integration with business case	Comms and Engagement	Trade offs
City centre / Queen St	*Roskill*	Research – Literature review (international experience)	Strategic case	Key messages (urban)	Evidence base
University	Onehunga		Economic case	Images / graphics	Route
Mt Eden Station / CRL	Māngere Town Centre		Commercial case		Mode
Dominion Junction	Airport Business Park				
Kingsland					

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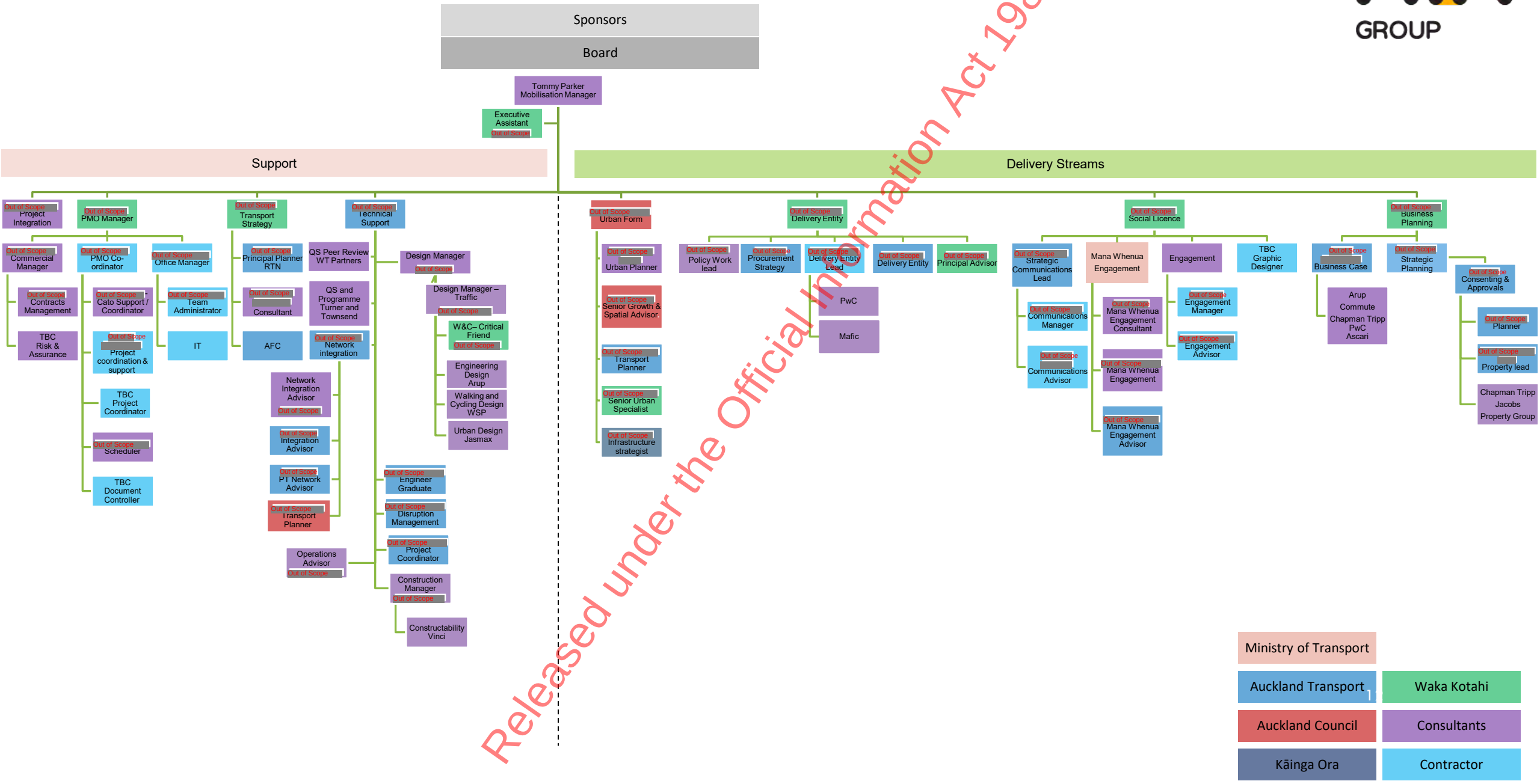
MOBILISATION STRUCTURE



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Auckland Light Rail –Objectives, KPIs & Measures

Table 1: Mapping Measures and KPI's to Outcomes and Investment Objectives

Cabinet Paper Outcomes	Investment Objectives	KPIs	Measures
Access and Integration Improved access to opportunities through enhancing Auckland's Rapid Transit Network and integration with the current and future	*A rapid transit service that:* - *Is attractive, reliable, frequent, safe and equitable* - *Is integrated with the current and future active and public transport network* - *Improves access to employment, education and other opportunities*	Improved access to major and growing employment areas, especially the city centre and Auckland Airport precinct	• Number of employment opportunities accessible within 45mins public transport travel time of communities within the corridor (especially Mangere, Onehunga and Mt Roskill) and regionally • Percentage of people within the corridor accessible to jobs within 45mins public transport travel time • Effective Job Density measure
			• Number of households within 45mins public transport travel time of the city centre and Airport

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Cabinet Paper Outcomes	Investment Objectives	KPIs	Measures
transport network **Experience** A high quality service that is attractive to users and highly patronised			• Public transport mode share within the corridor
			• Private Vehicle Kilometres Travelled (VKT) within the corridor
		Improved access to education from communities along the corridor	• Number of education opportunities (including schools, kura kaupapa and tertiary education) within 45mins public transport travel time of communities within the corridor (especially Mangere, Onehunga and Mt Roskill) and regionally • Effective Job Density measure (adapted to education)
		Improved access to cultural, social, health, recreational and cultural facilities (including marae) from communities along the corridor	• Number of social/recreational/cultural opportunities within 45mins public transport travel time of communities within the corridor (especially Mangere, Onehunga and Mt Roskill) and regionally. • Number of social/recreational/cultural

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Cabinet Paper Outcomes	Investment Objectives	KPIs	Measures
			opportunities within walking distance of stations • Effective Job Density measure (adapted to facilities)
		Improved travel times for key journeys along the corridor	• Public transport travel times between key centres along the route (including the city centre, Airport, Mt Roskill, Onehunga and Mangere)
			• Public transport travel times compared to car travel times between key centres along the corridor (including the city centre, Airport, Mt Roskill, Onehunga and Mangere).
			• Freight efficiency impact
		An attractive service that increases public transport mode share in the corridor and across Auckland	• Number of public transport journeys within the corridor and regionally • Corridor public transport mode share • Mode share for education trips • Maximum length of time standing for public transport trips

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Cabinet Paper Outcomes	Investment Objectives	KPIs	Measures
			• Percentage of corridor separated from general traffic
		Increased walking and cycling mode share in the corridor	• Active mode share along corridor
		Effective and efficient integration between the proposed service and the broader public transport network	• Passenger km / service km for the service • Number of regional public journeys • Access measures to employment, education and other opportunities as above
		Effective and efficient integration between the proposed service and anticipated future rapid transit network	• Regional rapid transit boardings
		Alleviation of current and forecast bus capacity constraints in the city centre	• Number of buses entering the city centre in AM peak
		Increased corridor capacity and utilisation of capacity	• Rapid transit carrying capacity in the AM peak and all day • Rapid transit passenger capacity kms / Rapid transit passenger kms

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Cabinet Paper Outcomes	Investment Objectives	KPIs	Measures
Environment Optimised environmental quality and embedded sustainable practice	*A transport intervention that embeds sustainable practice and that reduces Auckland's carbon footprint*	• Reduced CO^2 emissions • Reduced air pollution within the corridor • Enabled Kaitiakitanga outcomes in the management of natural resources. • Sustainable practice embedded in project design	• Regional CO^2 emissions • Regional vehicle kilometres travelled • Embedded carbon assessment • Regional SOX, NOX, VOC emissions • Qualitative assessment of kaitiakitanga outcomes in partnership with mana whenua • ISCA 'Excellent' rating
Urban and Community Enabling of quality integrated urban communities, especially around Māngere, Onehunga and Mt Roskill	*Unlocking significant urban development potential, supporting a quality compact urban form and enabling integrated and healthy communities*	Additional feasible urban development capacity enabled within 1km of stations	• Effective Job Density • Regional infrastructure cost savings
			• Amount of Residential Gross Floor Area (GFA) within walking distance of stations • Number of homes within walking distance of stations (land value as an interim step) **Note NPSUD definition of 'feasible'*
			• Amount of commercial GFA within walking distance of stations

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Cabinet Paper Outcomes	Investment Objectives	KPIs	Measures
			• Number of employees within walking distance of stations
		Redevelopment of major public landholdings enabled along the corridor within 1km of stations	• Amount of public land in terms of Gross Floor Area (GFA) that could feasibly be available for housing
		Facilitation of quality transformation of areas around stations, improving community connectivity and delivering attractive, active, and safe spaces	• Qualitative assessment of the safety and attractiveness of station and corridor environments • GFA measures as above • Increased extent of walking and cycling connections around stations and in corridor • Compliance with a cultural matrix designed in partnership with mana whenua • Road safety impact
~~*Value for Money*~~	*N/A – VFM is not an investment objective per se but part of options assessment and business case process*		•

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Auckland Light Rail

Subject:
Delivery Entity Update

Board Meeting
June 2021

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Defining project & delivery entity scope

The CC2M project could have a narrow (e.g. solely CC2M core transport elements) or broad (e.g. associated urban development) scope. Defining scope will drive decisions on the scope and form of the delivery entity. Partnerships with other agencies may be leveraged to deliver elements outside of the delivery entity's scope.

CC2M objectives → **Scope** → **Delivery entity scope & function** → **Entity form & structure** → **Transitional arrangements**

Defining the scope is required to design, develop, and optimise the scope and form of the delivery entity

is CC2M a transport project or transport and urban development project?

The delivery entity scope & form will be designed to deliver against the CC2M objectives and on CC2M's project scope.

Project outcomes can be delivered through a range of delivery entity forms and partnerships.

The delivery entity's scope could include the spectrum of options below.

- Transport
- Urban development
- Operations
- Future stages & augmentation (enduring)

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Delivery Entity scope considerations

There are trade-offs to consider when determining delivery entity scope and how it will work with partners. Capability, complexity (powers, interface etc), risk appetite, political appetite, and entity duration will drive a recommendation.

Transport infrastructure

CC2M delivery

- Procurement & delivery
- Stations, stops & core infrastructure
- PMO
- Contract administration

Considerations & trade-offs

- Focused remit
- Limited amount of change (legislative/powers etc) needed vs wider scope
- Less control over benefits realisation (e.g. wider benefits)
- More challenging to drive a whole-of-programme approach
- Interface complexity with numerous other agencies to deliver outcomes

Potential other scope areas

Planning

- Design & development
- Consenting
- Land acquisition
- Approvals

Supporting investment delivery

- Procurement & delivery
- Roading (and other) intersection upgrades
- Network integration

Operations

- Approvals
- Operations & maintenance (services & infrastructure)
- Ticketing & fares
- Asset ownership

Urban development

- Land acquisition, consenting & approvals
- Development & delivery
- Partnering/private sector investment

There are trade-offs to be considered if scope is to be increased beyond delivery of transport infrastructure

- Single entity accountable for benefits realisation / delivering on the broader set out outcomes
- Greater clarity on true cost of the project / programme as funded through a single entity
- Greater mandate requires consideration of wider impacts, which drives whole of life outcomes
- Less external interfaces where the delivery entity delivers a wider scope
- Risk of duplicating existing (or desired) capability in other agencies (e.g Kāinga Ora)
- Complexity and time in establishing the delivery entity (e.g. through requiring legislative change for additional powers)
- Requires interface with network operator

Key guiding considerations

- Where capability current sits and can be easily leveraged rather than replicate it (in a capacity constrained market)
- Duration of the entity (i.e. CC2M or other rapid transit projects, Auckland or national)
- Political appetite for degree of legislative and institutional change, including speed at which the project can progress
- Political appetite for extent of land acquisition that may be required
- Degree of acceptable risk and who is best placed to take the risk across different potential scope areas

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Auckland Light Rail

Subject:
Assurance
Board Meeting
June 2021

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Independent Assurance Panel (IAP)

For major projects such as ALR, it is best practice to include an Assurance function to support the Board in executing its decision making responsibilities. This function can be delivered through an independent Assurance team made up of people with appropriate experience and understanding of the role of the Board and the subject matters at hand in this phase of the project life cycle.

It is therefore recommended that an Independent Assurance Panel (IAP) be formed which has the experience to give advice with regards to:

- Delivery of large-scale infrastructure (preferably both light rail and urban development)
- Development of Business Cases, including Financial and Commercial frameworks
- Establishment of bespoke Delivery entities
- Preferably an understanding of New Zealand legislative and governance frameworks

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IAP – Potential Candidates

We have identified four potential candidates. None of these candidates have been approached yet to ascertain their interest and availability. We are proposing an IAP made up of two people be established at this stage of the project.

Potential Candidate	Relevant Experience
s 9(2)(a)	

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ALR Board Report:

June 21 Overview

All work streams are progressing to program. We have made good progress in recruiting the necessary resources and are nearly at full complement. James Hunt has joined to lead the PMO team and his appointment completes the leadership team. This leadership team is coming together well and sharing information and ideas to good effect. There is a positive and collaborative team culture developing within the wider team, which we have celebrated with an all of team morning tea. We are also inviting the project team to meet with the board during the board morning break.

Social Licence

The main focus of the June board meeting is a deep dive into the stakeholder engagement and Mana Whenua partnership plans and the associated communications campaign. During this workshop we will give background to the proposed name and logo, which you will see we have trialed in this board pack (we hope you like it!).

Business Case

The business case team has progressed from the ILM to defining the project investment objectives and measures against which all options will be assessed. These have been well workshopped and provide a robust criteria for assessment. These are attached for your information and have been shared with the project sponsors.

Delivery Entity

Work has commenced on the assessment of the different delivery entity options. We are proposing to have a deep dive on this issue at a future board meeting. There are no decisions required at this stage but as a precursor to the future workshop we have attached a couple of slides detailing the guiding considerations that we would like to discuss with you.

Urban

The Urban team are well underway with the assessment of urban scenarios. Using an innovative global modelling technique they are assessing the relative levels of urban density and transport accessibility along the route. This will be shared with the board at a future meeting.

Assurance

We are looking to provide the board and sponsors with independent assurance that our assumptions and project direction are robust. Given the tight timeframes and high demands we are under it is not practical to undertake a full peer review. We are therefore proposing to set up a review panel with the appropriate skills and experience to review and challenge our work. Ideally the panel of three members would undertake a review of key documents and possibly talk to staff over the next six weeks. We have attached details of proposed candidates and are seeking your approval and comfort that this will provide the necessary assurance for you.

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Attachments:

- Project Investment Objectives, measures
- Delivery entity update
- Assurance Panel— Proposed Candidates

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AUCKLAND LIGHT RAIL PROJECT

June 2021

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COMMUNICATIONS AND ENGAGEMENT – OUR APPROACH

Broad communications/public awareness on the project

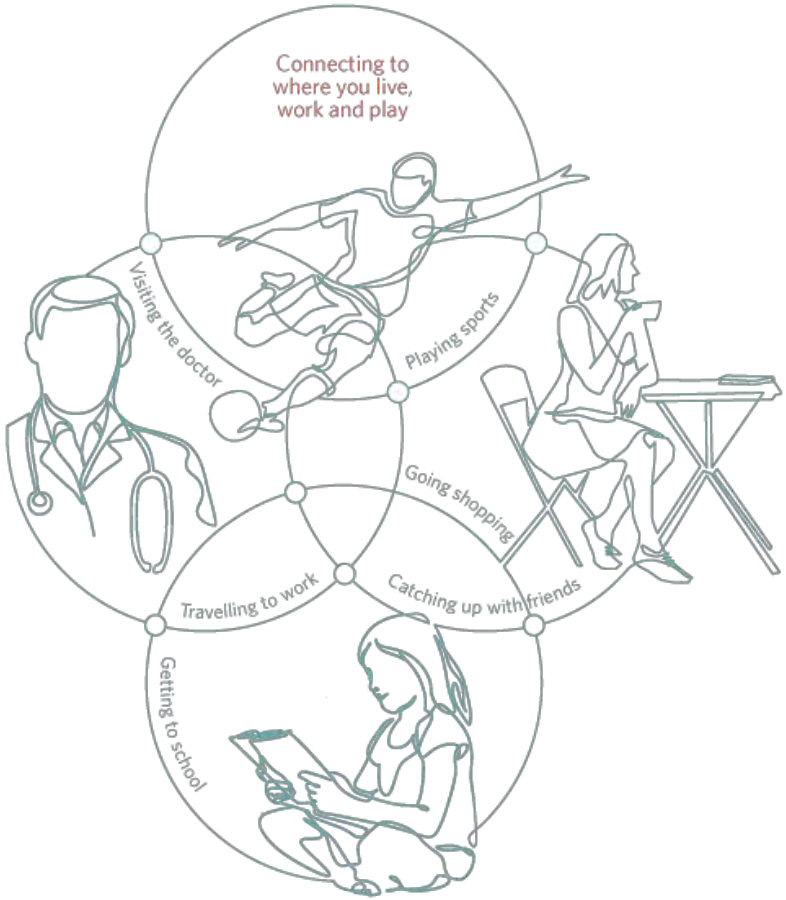
- Sharing information so people feel informed and empowered to provide feedback

Engagement on the following:

1. Mode/route trade-offs and general sentiment about what people feel is important (safety, integration, access etc)
2. Alignment on project outcomes (access/integration, environment, urban & community, experience)
3. Listening and identifying key issues, concerns, barriers and opportunities early. As well as future Auckland aspirations.

How this feedback will be used:

- Used to inform the next phase of the project (design and delivery)
- Engagement summary to be supplied as part of business case.



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TARGETED ENGAGEMENT APPROACH

Priority engagement workstreams				
Listening Sessions: City Centre Eden Valley Mt. Roskill Onehunga Māngere/Airport	Priority external stakeholders (outside corridor)	Targeted workshops: Business Vulnerable Ethnic Transport/ Urbanism	Local Board/ Councillor engagement	Online engagement

Audience – high-level segments
Central Government and Agencies
Partner Organisations
Auckland Council family/CCOs
Elected Officials – Councillors, Local Boards, MPs
Corridor Communities
Business Community
Schools – community of learning
Community Organisations/Service Providers
Interest/Advocacy Groups
Transport Providers
Construction industry
Utility Service Providers
General Public (Auckland and New Zealand)
Internal Audiences

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ENGAGEMENT TOUCH POINTS/ACTIVITIES

Engagement method	Detail	How will it be used
Local Board/Councillor engagement (pre-engagement) – June and August	Briefing to engage and discuss our approach	Feed into the engagement approach
Printed feedback forms and detailed information - June/ July	Communications to support informed feedback	Feedback report
Listening sessions - July/August	Neighbourhood based, cross-section of community	Feedback report
Activations in neighbourhoods along the corridor - July/August	Targeting existing community events such as markets	Feedback report
Targeted workshops - July/August	Business associations, ethnic groups, vulnerable/ diverse groups and transport/urbanism interest groups	Feedback report/Social outcomes strategy
Community researchers (embedded and trusted point people) - July/August	Source ethnic/diverse/grassroots feedback and input	Feedback report/Social outcomes strategy
Static displays at key community venues - July/August	Local libraries and local board offices	Feedback report
Online engagement platform - July/August	Key questions will be asked online and through all face to face engagement	Feedback report

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COMMUNICATIONS STRATEGY

Communications method	Detail	How will it be used
Broad awareness campaign (advertising) - July/ Aug/ Sept	Provide context and visibility of project. Generate excitement and encourage participation	Feedback report/Social outcomes strategy
Media campaign - July- Nov	Maximise opportunity for broad and balanced coverage	Feedback report/Social outcomes strategy
Website - mid June – ongoing	A single source of truth for all information, provide access for people to ask questions and give feedback	Feedback report/Social outcomes strategy
E-newsletter - mid June ongoing	Provide updates to stakeholders, subscribers and participants	Feedback report/Social outcome strategy
Internal communications - mid June ongoing	To inform and educate staff, build project ambassadors	Feeds into engagement approach

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Auckland Light Rail 2021

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We are:

Enabling thriving communities along the corridor, with more housing opportunities

Providing a congestion-free way of getting to work or education along the corridor

Reducing Auckland's carbon footprint

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Connecting Auckland

(Connectedness/inclusiveness/pride/empathy)

Cities worldwide are continually growing, with 70% of us living in one by 2050.
If you go by land mass, Auckland is one of the largest cities in the world.
It's twice the size of New York.

So, to stay connected as one, we need to make Auckland closer.
Our mission is to bring every corner of Auckland together.

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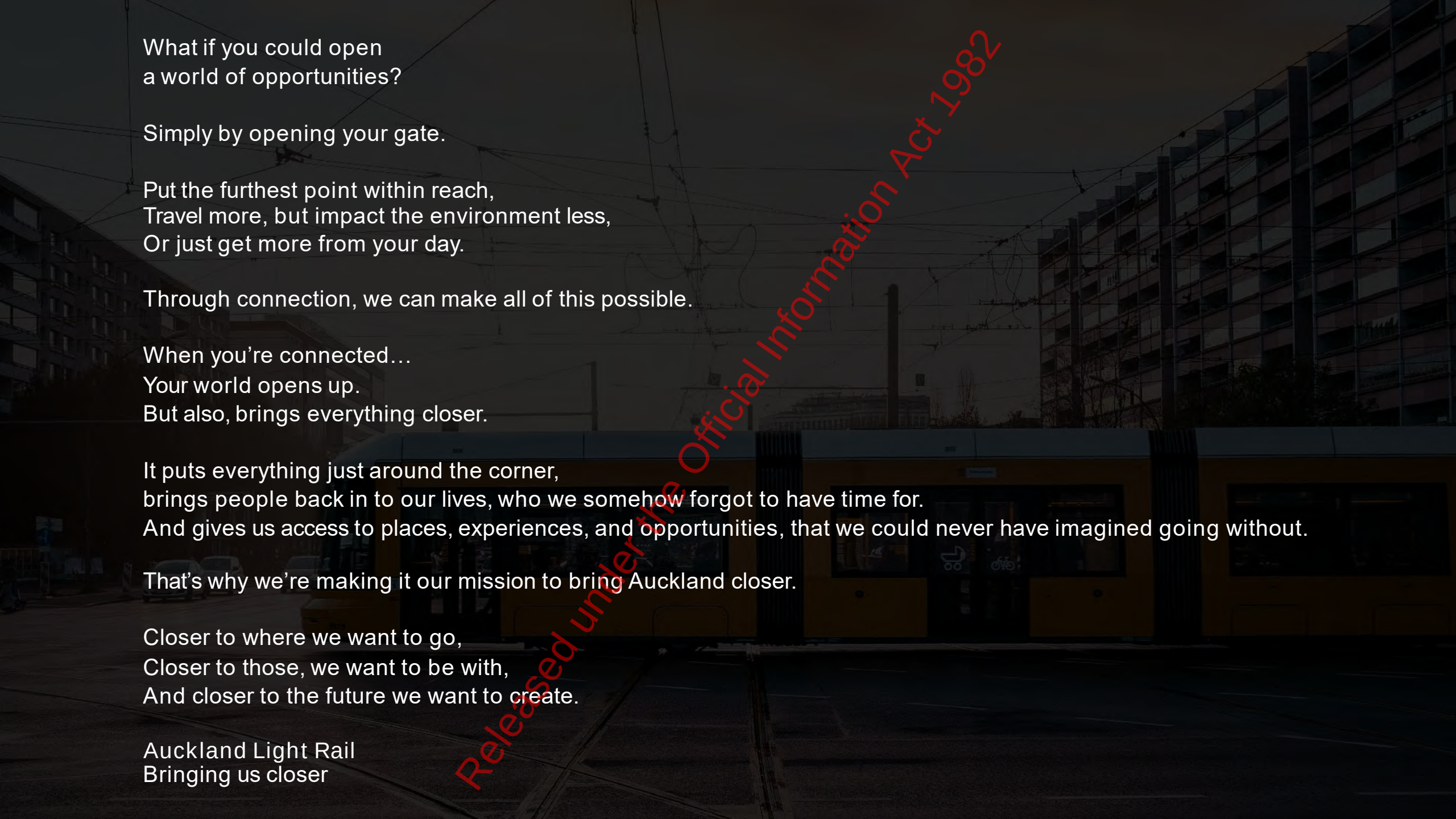

What if you could open
a world of opportunities?

Simply by opening your gate.

Put the furthest point within reach,
Travel more, but impact the environment less,
Or just get more from your day.

Through connection, we can make all of this possible.

When you're connected…
Your world opens up.
But also, brings everything closer.

It puts everything just around the corner,
brings people back in to our lives, who we somehow forgot to have time for.
And gives us access to places, experiences, and opportunities, that we could never have imagined going without.

That's why we're making it our mission to bring Auckland closer.

Closer to where we want to go,
Closer to those, we want to be with,
And closer to the future we want to create.

Auckland Light Rail
Bringing us closer

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Bringing us closer

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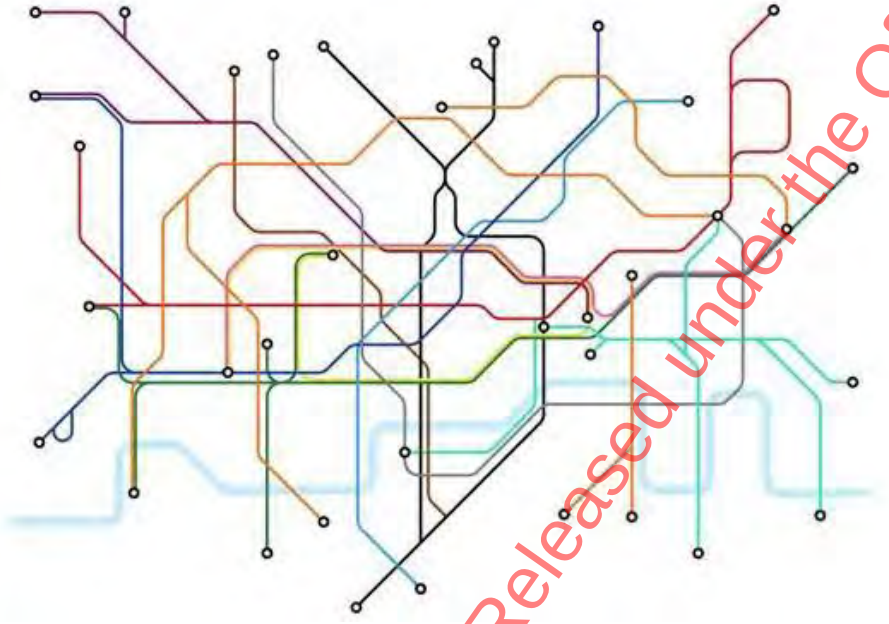

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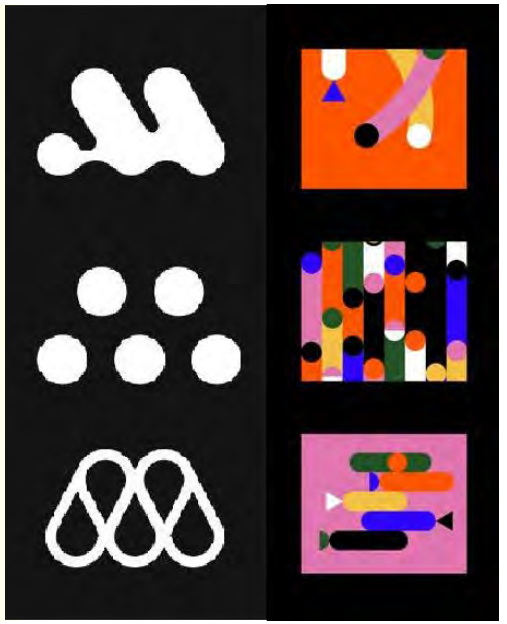

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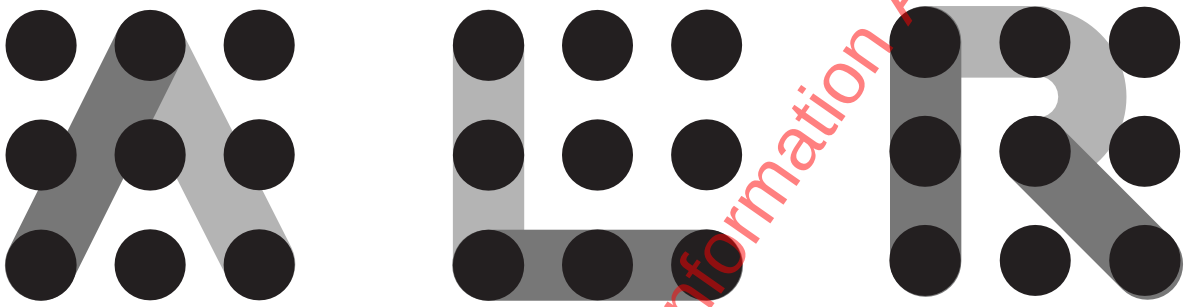

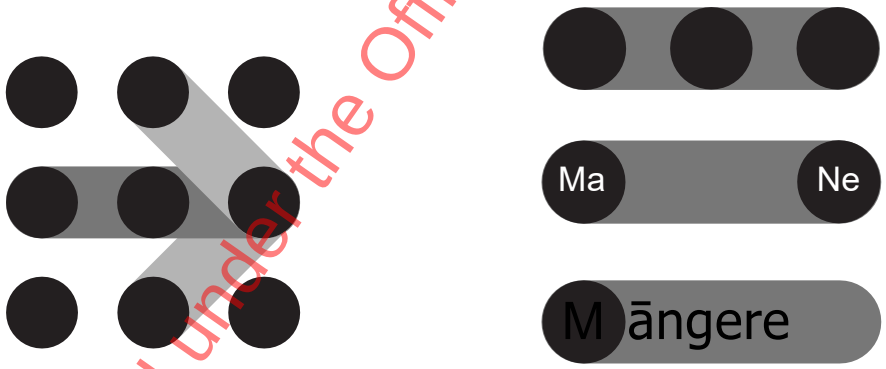

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Community

Auckland
LIGHT RAIL

Internal

GROUP

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Inspiring communities on our journey

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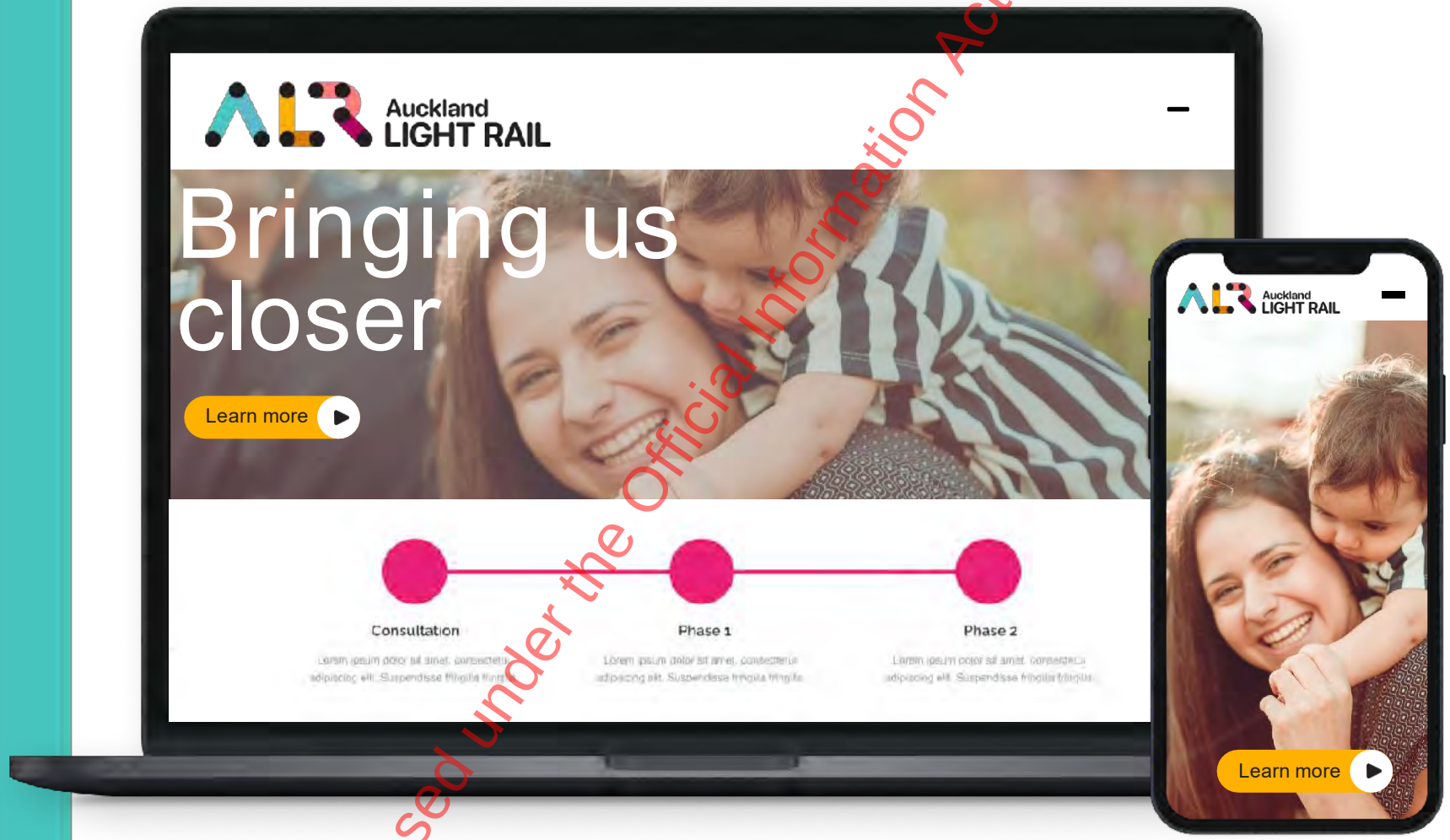

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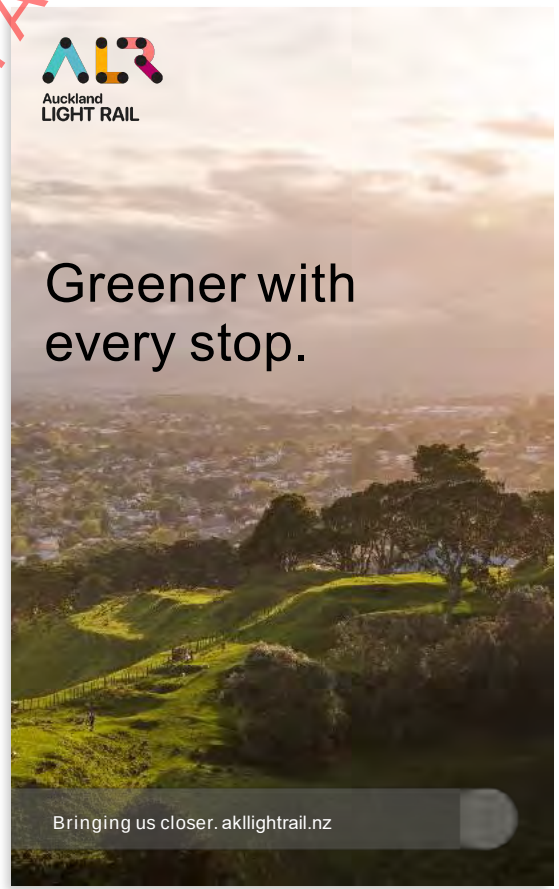

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Mana Whenua Engagement Plan for CC2M

June 2021

1. Background

The population of Tāmaki Makaurau (Auckland) is set to grow significantly over the next 30 years. Much of this growth is anticipated to occur along the City Centre to Māngere corridor (CC2M). CC2M represents a significant opportunity to transform an area of Tāmaki Makaurau and lay the foundations for the wider rapid transit network across the city.

To avoid exacerbating Auckland's current transport challenges, it is vital that the city's future growth is enabled by a transport system that improves access, reduces overall journey times and supports a shift to sustainable and active travel.

2. Scope

Cabinet has agreed that an Establishment Unit be established to progress a business case that allows Ministers to make decisions on the scope of CC2M including mode, alignment and delivery entity.

The Establishment Unit is tasked with proactively engaging with Māori to increase CC2M visibility and awareness and develop social licence. This includes an inclusive governance structure with Māori representation underpinning a Treaty partnership approach, as well as identifying Māori outcomes in a high-level way, that meet Māori-Crown partnership responsibilities and accountabilities.

Cabinet has agreed that a Mana Whenua Engagement Plan for CC2M be developed. This plan sets out the high-level approach to Mana Whenua engagement that the Establishment Unit will take over the next six months.

For the purposes of this plan, Mataawaka Engagement is beyond the scope. This will be undertaken within the context of stakeholder engagement, in a discreet parallel process.

This Mana Whenua Engagement Plan is a living document and will require refinement and updating as this phase develops.

The approach adopted will provide a strong foundation for the delivery stage with Mana Whenua once key Ministerial decisions are made.

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3. Te Tiriti o Waitangi

CC2M recognises and respects Te Tiriti o Waitangi as Te Tūāpapa (foundation) from which we will work with and alongside Māori. CC2M has an important role to play in finding opportunities to better respond to Mana Whenua aspirations while delivering rapid transit and urban renewal solutions. CC2M is committed to working with Mana Whenua and supporting them in achieving their aspirations.

The approach of proactively engaging Mana Whenua from the outset and seeking their direction will assist in forming a genuine partnership and achieving social licence. This will provide them with a powerful platform to integrate their aspirations into the CC2M as the project enters the delivery phase.

CC2M will actively work alongside Mana Whenua using the following Treaty principles:

Partnership	We will act reasonably and honourably and in good faith
Participation	We will provide for opportunities to participate in processes to explore opportunities
Protection	We will take positive steps to ensure that Māori interests are protected as appropriate

As recognised by Te Tiriti o Waitangi and legislation such as the Resource Management Act 1991, Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014, the Marine and Coastal Area Act (Takutai Moana) Act 2011 and individual tribal settlements, genuine partnership with Mana Whenua is critical to the success of CC2M.

15 Mana Whenua groups with territorial affiliations and customary interests across the CC2M project have been identified and will be engaged with using the following approach.

4. CC2M approach with Mana Whenua

The following principles are drawn from Te Ara Kotahi: the Māori Strategy for Waka Kotahi which provides strategic direction on how to work with and respond to Māori and Auckland Transport's Māori Engagement Framework. Both of these frameworks have been well tested within the Tāmaki Makaurau context with Mana Whenua.

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Ngā Whāinga: Objectives for Mana Whenua Engagement

'Mahia te mahi hei painga mō te iwi' nā Te Puea Herangi

'Work for the betterment of the people' said by Te Puea Herangi

The objectives are for CC2M to:

- Establish strong enduring relationships with Mana Whenua who are influential partners;
- Inform and empower Mana Whenua in CC2M;
- Identify high level aspirations, opportunities, challenges and risks for Mana Whenua. This will set the platform for the delivery phase once further Cabinet decisions are made.

Table 1: Ngā Uara: Values

Values	Description
Rangatiratanga	We recognise and respect the individual autonomy and authority of Mana Whenua Entities. We respect each other as partners and therefore value each other's aspirations, positions, roles and expertise.
Manaakitanga	Exercise care and the work we do should be mana enhancing and supportive.
Kaitiakitanga	We recognise that the environment is a taonga that must be managed carefully. We also recognise that Māori have a responsibility and obligation of care over their communities and environments
Whanaungatanga	We foster meaningful and enduring relationships based on good faith, mutual respect, understanding and trust.
Te Tiriti o Waitangi	We recognise, respect and uphold the principles of Te Tiriti o Waitangi.
Mana o te Reo Māori	Te Reo Māori is a taonga and highly valued. We will be guided by Mana Whenua in actively promoting Te Reo Māori

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Ngā Matapono: Principles for Engaging with Mana Whenua

Engagement with Mana Whenua will be undertaken in accordance with tikanga Māori and appropriate cultural considerations.

Table 2: Ngā Matapono: Principles

Principles	Description
Rangatira ki te Rangatira	Give particular respect and regard to the level of conversations we will be having and ensure we have the appropriate people in the room to address any issues.
Kanohi ki te kanohi	Where possible, engagement will be face to face or bought online if there is an elevation in Covid alert levels.
Whakapono	Build trust by working together.
Tikanga and Kawa	Acknowledgement, understanding and adherence to kawa (protocols), tikanga (customs).
Tauututu	Provide opportunity for Mana Whenua to participate in the process and engage their own specialist where required, who will be able to provide them with timely expert advice.
Huna Kore	Adopt a 'no surprise' approach to engagement, which will ensure information flows both ways.
Manarite	Cultivate a culture whereby everyone's input is valued and should be treated with respect.

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Desired Outcomes

The following desired outcomes (informed from numerous hui and fora with Mana Whenua in Tāmaki Makaurau in Central and Local Government settings) will be considered during this phase and will set the foundation for delivery with Mana Whenua.

Table 3: Desired outcomes for CC2M

Outcome	Desired outcome description
Genuine Partnership	Establishment of authentic and lasting relationships including a Māori perspective in governance and decision-making as recognised by Te Tiriti o Waitangi Provides Mana Whenua with the ability to influence key decisions as partners through the project Drives positive social, cultural environmental and economic outcomes for Māori Engaging Mana Whenua early to build social licence/awareness and understanding of the project Mana Whenua resourced appropriately for discussions
Mana Whenua Leadership	Enabling Mana Whenua to have rangatira to rangatira discussions and provide direction on the incorporation of their aspirations into CC2M Empowerment/rangatiratanga Creating social benefits such as employment and economic opportunities
Kaitiakitanga	Aligns the principles of CC2M with the concept of kaitiakitanga

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Outcome	Desired outcome description
	Maintains the relationship that Mana Whenua have with the whenua and their responsibility as kaitiaki Preservation of environmental taonga and landmarks Avoiding, remedy or mitigate harmful impacts Improve mauri of the environment
Promoting Tāmaki Makaurau	The ability of Mana Whenua to incorporate ngā kōrero tuku iho as cultural anchors to create a unique cultural perspective and sense of place in CC2M Te reo Māori in the public realm

5. CC2M Outcomes and Māori outcomes alignment

From extensive engagement with Mana Whenua in local government and central government settings the Māori outcomes at a high level can be described when matrixed with the CC2M outcomes as:

Table 4: CC2M and Māori outcomes alignment

CC2M Outcomes	Māori Outcomes Alignment
Māori Outcomes Alignment	• Deliver patronage and improved access to employment and education for Māori • Achieve better transport and urban renewal outcomes alongside Mana Whenua • Reconnect Māori communities to their marae, whare karakia, kohanga reo and Kura Kaupapa Māori

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CC2M Outcomes	Māori Outcomes Alignment
Māori Outcomes Alignment	• Ensure Mana Whenua knowledge about natural environments and sites of significance is incorporated into planning and design to deliver sustainable environmental outcomes. • Build patronage for CC2M maximising the use of a safer and more sustainable transport mode and reducing reliance on private vehicles; • Work with Mana Whenua to provide better than expected outcomes for the environment.
Māori Outcomes Alignment	• Ensure Mana Whenua values regarding services standards, experience and safety are fed into the process to achieve better customer experience outcomes. • Incorporate Māori culture into solutions and service and promote the use of te reo Māori.
Māori Outcomes Alignment	• Incorporate Mana Whenua history and culture into the urban design and planning process to develop clear sense of space and a rich cultural identity.
Māori Outcomes Alignment	• Engage Mana Whenua as genuine partners to develop solutions and address issues to optimise delivery time and costs. • Identify and incorporate ongoing cultural, social and

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CC2M Outcomes	Māori Outcomes Alignment
	economic opportunities that will provide improved outcomes and value for their communities

6. Mana Whenua

In the Tāmaki Makaurau context, Mana Whenua means the original inhabitants who have customary and territorial rights over land and natural resources. Their spiritual and cultural relationship with the environment is recognised as a matter of national importance under the Resource Management Act 1991.

This includes their relationship with their:

- Waahi tapu (sacred sites);
- Taonga (treasures);
- Water (Wai Māori – fresh water);
- Whenua (land); and
- Moana (Sea).

There are currently 19 iwi (tribal) authorities recognised by Auckland Council as having an historical interest in Tāmaki Makaurau, however we are taking more targeted approach with 15 Mana Whenua in CC2M area. They will be engaged through their respective tribal entities and are:

Ngāi Tai ki Tāmaki; Ngāti Maru; Ngāti Pāoa; Ngāti Tamaoho; Ngāti Tamaterā; Ngāti Te Ata; Ngāti Whanaunga; Ngāti Whātua o Kaipara; Ngāti Whātua Ōrākei; Te Ākitai Waiohua; Te Kawerau ā Maki; Te Patukirikiri; Te Rūnanga o Ngāti Whātua, Te Ahiwaru and Waikato-Tainui.

Mana Whenua Governance

We know from previous experience, gained from our involvement on projects such as East West Connections and Additional Harbour Crossing, engaging with Mana Whenua governance through their respective Chairs is critical to the engagement process. The level of conversation will be different from that with operational kaitiaki.

This could include exploring commercial opportunities for development with Mana Whenua on treaty settlement land within the project area and potential opportunities through the Right of First Refusal (RFR)

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mechanism in the Tāmaki Makaurau Collective or through individual settlements.

Experience also suggests an interest in enabling procurement processes for improving employment opportunities for their tribal members.

We are proposing to firstly engage with the 15 Mana Whenua Chairs and will seek their direction on how they wish to be engaged whether it be on an individual or collective basis. As described in Figures 1-3 above, we will be taking a kanohi ki te kanohi and rangatira to rangatira approach with Mana Whenua leadership as a first step. It is imperative that Mana Whenua leadership meets with the relevant leadership of the CC2M project.

Kaitiaki

Kaitiaki are the Mana Whenua representatives focused on kaitiakitanga and environmental/climate change matters and the expression of their unique cultural identity and perspectives in urban design in the public realm.

They care for and represent the spiritual and physical worlds for their iwi organisations.

The traditional concept of kaitiakitanga is part of a complex, social, cultural, economic and spiritual system that has been established through long association of iwi and hapū with land and waters. To understand kaitiakitanga is to understand a Māori world view of relating to the world around us.

Kaitiakitanga has been described as guardianship or protection. The basic meaning of 'tiaki' is to guard, however, depending on the context in which it is used, it also means to preserve, keep, conserve, nurture, protect and watch over. The prefix 'kai' with the verb 'tiaki' denotes the agent of the action of 'tiaki'. Therefore, a kaitiaki is a guardian, keeper, preserver, conservator or protector. The addition of 'tanga' denotes preservation, conservation and protection.

CC2M will seek direction from Mana Whenua Governance on engaging with Kaitiaki during this phase. Will expect kaitiaki to take on a greater role as CC2M enters the delivery phase with consenting and design opportunities.

7. Mātaawaka Engagement

Mataawaka Engagement is out of scope of the Mana Whenua Engagement Plan however due to its importance it is included here for reference.

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Mataawaka describes Māori living in Tāmaki Makaurau who whakapapa to tribes outside the region and therefore are not part of a Mana Whenua group.

Hui objectives with Mataawaka are:

(1) the transfer of information, so the community are well informed of the project and how they can benefit from it.

(2) Identify at a high-level employment, social and economic opportunities and implications, including housing, which could arise from CC2M

There are many Mataawaka groups within the Tāmaki Makaurau region including Urban Authorities, which were established to provide social services to Māori who migrated to Tāmaki Makaurau particularly after World War 2. Within CC2M, the Manukau Urban Authority for example has a strong presence in Māngere.

There are also many other organisations providing services to Māori such as Hauora or Māori health organisations, Kura Kaupapa Māori for education, employment, sports and recreation organisations.

Within the CC2M project area there are also marae such as Mataatua Marae who have a focal point for descendants of the Mataatua waka in Māngere and Te Puea Marae in Māngere Bridge.

Engagement with Mataawaka will target specific marae including:

- Mataatua Marae;
- Ngā Whare Watea Marae;
- Te Puea Marae.
- Papatūānuku Marae

There are also a number of Kura Kaupapa Māori schools and Kohanga reo and Te Wānanga o Aotearoa in Māngere where we would look to engage with the Māori community.

Engagement with Mataawaka will occur at the same time as the Stakeholder Engagement as a dedicated parallel stream of work.

8. Māori Communications

Key messages through a dedicated Māori Communications specialist will be created, shared and updated that are of interest, relevance, and are easily understood and engaging for Mana Whenua leadership and Mataawaka. The specialist will also work with the Board Chair as required and on Māori media requests.

Messages will be tailored to the audience in Te Reo Māori and Te Reo Pākehā and collateral requiring Māori translations will be developed

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utilising Te Taura Whiri i te reo Māori (the Māori Language Commission) Guideline's for Māori Orthography. In later phases Mana Whenua will determine dialect requirements.

9. Timeframe

An indicative Mana Whenua engagement timeframe is as follows for June-September 2021

Table 5: Engagement timeline

Timeframe 2021	Proposed Engagement
June-July	15 initial hui with Mana Whenua leadership to gauge interest and approach
July-August	Possible wānanga with Mana Whenua and CC2 Technical Experts Feedback from Mana Whenua and responding to Mana Whenua requests. Māori Strategic Outcomes development
September	Final technical report back Final feedback from Mana Whenua Finalise Māori Strategic Outcomes for Business Case 30 September 2021

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Managing Risks

The following risks have been identified in this phase

Table 6: Risks

Risk	Description	Mitigation
High Risk: Lack of progress in appointment of Mana Whenua representative for Board	Desire to partner with Mana Whenua is compromised, perceived as unimportant and not genuine, risk to Board decision-making Possible misalignment with advice and Mana Whenua Engagement Plan	Appointment to position to be prioritised
High: Providing current and relevant information in a timely manner	Discussion with Mana Whenua leadership compromised and informed decisions cannot be made due to technical solution not being sufficiently developed	Work closely with business case development to ensure timely and accurate information can be produced for Mana Whenua Engagement purposes
High: Failure to include Māori team in decision-making or advice in Establishment Unit	Miscommunication and poor advice being developed that may set wrong direction and risk relationship and partnering approach	Include Māori team in decisions to minimise risk
Medium: Lack of capability and understanding of Māori issues and approach	Risk of miscommunication and issues being excluded	Establishment Unit to take a holistic approach to Māori issues

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Risk	Description	Mitigation
High: The Mana Whenua board member is expected to be everything Maori	The project is responsible to engaging with Mana whenua and it is not the responsibility of the Maori representative	Establishing a communications strategy to Mana whenua governance and Kaitiaki process so everyone gets the same consistent message

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Auckland Light Rail

Stakeholder Management Strategy

1/ Background and Context

This strategy outlines an approach to deliver purposeful engagement that enables greater awareness and advocacy for the City Centre to Māngere Light Rail project. The strategy focuses on engagement approach, key stakeholders, relationship management, engagement infrastructure and activities. The scope of this strategy encompasses the timeframe from May to November 2021, parallel to the Establishment Unit's development of the business case.

2/ Objectives

The central objectives of stakeholder engagement are to:

1. Enable social licence to operate in the corridor communities and greater Auckland.
2. Build a diverse coalition of supporters who play an active role in advocating for the project.
3. Provide opportunities for communities and stakeholders to influence and shape the project.
4. Mitigate an information gap or misinformation that can have an adverse impact on the project.

This can be achieved by:

- Keeping stakeholders and communities informed as we progress through the different phases of the project
- Positioning light rail as a catalyst for improving Auckland communities by demonstrating the connections between movement, housing and place making
- Drawing together the work of Waka Kotahi NZ Transport Agency, Auckland Council, Auckland Transport and Kāinga Ora so Aucklanders see one vision for a changing city that makes sense and links into the broader network
- Fostering belief that light rail is a solution that will make the city a better place to live and support the city to prosper.

This strategy focuses on the beginning of a long term journey that builds the stakeholder universe, introduces them to project, promotes vision and benefits, and instils confidence and trust in relationship building.

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The International Association of Public Participation's (IAP2) Spectrum helps with establishing a framework for community and stakeholder engagement. During this engagement phase of the project the Establishment Unit will primarily focus on listening to local communities and stakeholders during the development of the City Centre to Māngere Light Rail Corridor business case, while setting the stage for opportunities to 'consult' and 'involve' in early 2022.

3/ Engagement Approach

In order to raise awareness, establish relationships, understand what's important and identify early champions; a set of consistent engagement principles will be utilised that:

- Engage the priority stakeholder universe
- Listen and learn for challenges and opportunities
- Seeks alignment on priorities, and opportunities for collaboration
- Re-engage with actions and results

Priority stakeholder universe

For the purposes of developing engagement strategies for the current phase, the Establishment Unit have defined and mapped a wide range of stakeholders based on their interest and influence in the project. This process has assisted in identifying a core set of stakeholders that will require active engagement throughout the life of the project. The current stakeholder map is attached as an appendix.

For this initial phase, engagement will focus on reaching priority stakeholders with high influence and interest. This includes a mix of key Auckland wide stakeholders, and communities most likely to be impacted by the project. At a high level, these corridor communities have been identified as:

- City Centre
- Eden Valley/ Sandringham
- Mt. Roskill
- Onehunga
- Māngere /Airport

Outreach Structure

With a relatively short engagement window, it will be vital to work strategically to maximise reach towards priority stakeholders. To that end, an outreach approach will be employed that aims to bring together stakeholders primarily by geography and subject matter.

Community Listening Sessions:

Over the course of the engagement period, a set of 'listening sessions' will be held in the five corridor communities drawing priority stakeholders from the relevant areas. Audiences would include local businesses, neighbourhood associations, community organisations/advocates and schools. The sessions will provide an opportunity to gain tangible input on key goals and outcomes, while building and strengthening relationships with key stakeholders with influence over the broader community.

Initial sessions will be held in July/August with follow up sessions in November to close the initial feedback loop with key learnings and next steps.

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Targeted Workshops:

In addition to the community 'listening sessions', targeted workshops with corridor based business associations, ethnic groups and vulnerable audience groups will be held to discuss the project, with a specific aim to better understand challenges and opportunities for these segments. For example, the business workshop will serve as a jumping off point to discuss business continuity strategies. Targeted workshops will be held in August.

Local Board/Councillor outreach:

Local Boards (Waitematā, Albert-Eden, Maungakiekie-Tāmaki, Māngere-Ōtāhuhu, Otara-Papatoetoe, Puketāpapa) and Councillors in corridor communities are key stakeholders and can be vital ambassadors and advocates for the project. They hold important local relationships, understand their communities and possess a defined set of policy goals. As such, we will develop and implement a specific engagement plan dedicated to consulting, learning from, and involving Local Board and Councillors.

Local Boards will be engaged in June prior to broader engagement to share and test the engagement approach, with follow up sessions through to the end of the year. Similarly, a structured engagement approach will be developed for Councillors in collaboration with Auckland Council.

Local Boards	Councillors
Waitematā	Pippa Coom
Albert-Eden	Cathy Casey
Puketāpapa	Christine Fletcher
Maungakiekie-Tāmaki	Josephine Bartley
Māngere-Ōtāhuhu	Alf Filipaina
Otara-Papatoetoe	Fa'anana Efeso Collins

Online Engagement:

Access to online engagement will be provided through this phase. This will ensure people have the additional opportunity to give feedback at a time and location that best suits them.

The focus of online engagement at this phase will be the key questions the team will be asking through all engagement forums that will feed into the business case process.

This online engagement will be housed on the light rail website page and will not be specific in nature to either the route or the mode.

Events and Speaking Opportunities:

An events and speaking opportunities framework will be developed to support this stakeholder strategy. The opportunities will be used to further inform and raise awareness of the project with key audiences such as professional forums, industry liaison and business AGMs.

Speaking events will run alongside the broader engagement and will be booked in advance from June onwards.

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Note on iwi engagement:

Parallel to this stakeholder strategy, the Establishment Unit is developing and will implement a Mana Whenua engagement strategy during this phase. The strategy will look to better understand the kaitiakitanga responsibilities of local iwi within the project area, understand how Mana Whenua wish to be engaged, and establish a process and ongoing forum to communicate and engage on the project.

Consistency of engagement

The engagement tactics created to support the priority engagement workstreams will be grounded in a structure that is simple and consistent. Whether listening sessions, targeted workshops, individual meetings or online; a consistent set of questions will be asked to gain sentiment and help understand challenges, opportunities and choices. This also provide like for like feedback to support an engagement summary report and business case development. A table of engagement tactics is listed in section 8.

Engagement via partnership

The Establishment Unit is greatly benefitted by the range of partners involved, and their longstanding organisational relationships with key stakeholders. This allows for the opportunity to further build on, and leverage, existing relationships. This will be primarily reflected in relationship ownership based on the partner with the strongest alignment/history to key stakeholders and audiences.

From both an engagement and messaging standpoint, the project team will also look to build light rail engagement into existing community conversations already taking place via Kāinga Ora in Mt. Roskill and Māngere; Panuku in Onehunga; and Auckland Transport across the corridor.

Conversely, it should be acknowledged that many Establishment Unit partners are currently advancing BAU engagements across the corridor that can contribute to misunderstanding and/or community fatigue. It will be important to understand, leverage and navigate other engagements taking place during the June – November timeframe.

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Neighbourhood approach

These initial engagement activities will lay the foundation for development and implementation of a comprehensive 'neighbourhood approach' throughout the life of the project. The approach recognises:

- The necessity to intimately engage across the entirely of the proposed route
- That all communities are not created equal, and each hold unique characteristics and needs.

This 'listening' phase will provide valuable understanding and intelligence on what's important to communities and identify additional key stakeholders and influencers.

At the same time, the project team will continue to investigate and define best practice engagement strategies to build into the neighbourhood approach beginning in 2022.

4/ Engagement Infrastructure

In order to maximise engagement opportunities, a fit for purpose engagement infrastructure will be developed to effectively manage relationships, ensure internal visibility, and measure success.

A Communications and Engagement co-ordination group consisting of representatives from Waka Kotahi, Auckland Council, Auckland Transport, Ministry of Transport and Kāinga Ora, has been established to guide the development of key communications and engagement strategies, as well as ensure engagement efficiency. The group will meet monthly throughout the project to discuss and access the implementation of engagement activities and adapt as needed.

The group will also provide critical ongoing updates and provide visibility on the range of projects within their organisations that may influence/impact light rail engagement. An active dashboard will be created to track projects and outreach within a defined project boundary to avoid stepping on toes and encourage married up engagement.

Internal project team processes and channels are also in development to ensure real time visibility of engagement activities to inform and influence decision making.

The set of engagement management resources items include:

- Project CRM (Consultation Manager)
- Quarterly mapping sessions to access, update and prioritise stakeholders; and assign relationship management
- Creation of a register to record all opportunities and ideas raised in workshops, briefings and engagement activities. Actions to be recorded where appropriate.
- Regular updates and refinement to engagement risk register
- Consistent feedback loop and channel creation
- Feedback analysis
- Activity/tactical plan
- Activations at markets and community events

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5/ Audiences: High Level Segments

Central Government and Agencies
Partner Organisations
Auckland Council family/CCOs
Elected Officials – Councillors, Local Boards, MPs
Mana Whenua
Corridor Communities
Business Community
Schools – community of learning
Community Organisations/Service Providers
Interest/Advocacy Groups
Transport Providers
Construction industry
Utility Service Providers
General Public (Auckland and New Zealand)
Internal Audiences

6/ Priority Stakeholders

Priority stakeholders
Prime Minister
Minister of Transport
Minister of Finance/Infrastructure
Minister of Housing and Urban Development (HUD)
Infrastructure Commission
Independent Maori Statutory Board
Mayor of Auckland
Airport
Deputy Mayor of Auckland
Political Parties (ACT, Green, National, Maori)
Mataawaka
Media
Treasury
Construction Industry
Governing Body (AC)
Planning Committee (AC)
Ward Councillors
Local MPs
Local Boards and Chairs
Infrastructure NZ
Transpower
Generation Zero
Bike Auckland
Women in Urbanism
Greater Auckland
Dominion Road Business Association

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Heart of the City
City Centre Advisory Board
Affected Residents Associations
Uptown Business Association
Corridor communities
Community organisations
Directly affected property owners
Small Business Owners
Heritage New Zealand, Pouhere Taonga
Ministry for Environment
Department of Conservation
Local schools
City Rail Link
The Onehunga Enhancement Society (TOES)
Chamber of Commerce
Eden Park
Auckland Business Forum
Property Council
Committee for Auckland
Manukau Harbour Protection Society
Panuku
Onehunga Business Association
South Harbour Business Association
K Road Business Association
Uptown Business Association
Puketāpapa Business Voice
Sandringham Business Association (SPICE)
Balmoral Chinese Business Association
Māngere Bridge Village
Auckland Airport Smart Transport Group
Campaign for Better Transport
Emergency Services
Utilities/NUO
Auckland Indian Association Inc
Community Centres
Community based social networks/ forums

Full stakeholder map is attached as an appendix.

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7/Engagement Risks and Mitigations

Risk	Description	Potential mitigation
Existing misinformation	There is currently a lot of misinformation regarding what the project is, who is delivering it, when it will be delivered as well as the rationale and benefits of the project in general.	Communicate and engage at the earliest opportunity. Create an online presence. Meet with stakeholders. Be present in the local community. Share communications across partner's channels.
Length and diversity of project corridor	The project corridor is expansive and diverse in terms of audiences. This poses a risk to ensuring that information is relevant and targeted to all affected stakeholders and community members.	Seek input from community on how they would like to be engaged. Take the information to them: Targeted engagement sessions in local areas with priority areas identified. Tap into existing forums and reference groups. Online engagement opportunities. Ensure translation services are available.
Lack of awareness/understanding	Until now there has been little communications and engagement regarding the project. Additionally, this is a first for New Zealand and the concept of light rail may not be well understood.	Implement priority stakeholder approach as outlined, with strong communications support and materials.
Lack of design detail	Engaging stakeholders and community at an early business case level could create unrest and perpetuate misinformation by not having all the answers at this early stage.	Engage early and be upfront about not having all the answers, while listening to what's important to our stakeholders and communities. Reassure stakeholders and community that this is the start of an ongoing engagement process and that we are committed to working collaboratively.

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Criticism of engagement process	People feel that they have not been adequately engaged.	Articulating where we are in the engagement process (listening phase), and next steps. Seek input from community on how they would like to be engaged. Reassure that this is a first phase of engagement and there will be more to follow.
Consultation fatigue	There is a significant amount of infrastructure related consultation across Auckland at the moment. Communities and stakeholders may become frustrated with the amount of information and consultation events taking place. This could create community fatigue around consultation.	Work closely with other project teams including partners to ensure communication and engagement activities are coordinated wherever possible. Tap into existing reference groups and engagement activities where appropriate. Connect how the projects all contribute to the future Auckland vision. Ensure information is targeted.
Key stakeholders not engaged	Certain stakeholders do not feel they have been included in the engagement process.	Commitment to identifying and filling stakeholder gaps through implementation of engagement programme. Actively seeking to expand stakeholder list and build new relationships. Quarterly updates of stakeholder map.
Litigation response from unhappy stakeholders	Stakeholder may feel concerned about the level of impact/ disruption so seek litigation against the project	Engage openly, early and establish trust and confidence that a collaborative approach will be taken through the life of the project.
Covid-19 lockdown	A Covid-19 lockdown or other restrictions impact the engagement programme.	Adaptability in engagement tactics/channels to reach priority stakeholders.

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8 / Engagement Tactics

TACTIC	DETAIL
Priority stakeholder contact	Priority stakeholders including interest groups and associations will be identified and contacted to introduce the project, this will be done via an emailed letter with follow up phone calls. The letter will provide high level information about the project and upcoming activities and will offer to meet and brief further. Priority stakeholders will continue be contacted ahead of key milestones.
Stakeholder meetings, briefings and workshops	Meetings, briefings and facilitated workshops with key stakeholders and community groups will be used to present information on the project and upcoming activities as the project develops. This includes a targeted Local Board workshop prior to formal engagement commencing. These will also be used to collaborate on particular issues, gather views, feedback and expertise.
Online engagement	Online engagement will ensure people can provide feedback at a time and location that best suits them (particularly for those unable to make listening sessions or workshops). The focus of online engagement at this phase will be the key questions the team will be asking through all engagement forums that will feed into the business case process. This online engagement will be housed on the light rail website page and will not be specific in nature to either the route or the mode.
Direct communications	Direct communications activities will be used to raise awareness of the project and inform specific audiences about upcoming engagement activities as well as project progress. This will include the distribution of materials to segmented community areas. Direct communications will include: • Email contact/ invitations • Letters to residents and business owners inviting them to get involved
Neighbourhood Reference Groups	Neighbourhood reference groups grouped by geographical areas will help to ensure a broad range of communities and stakeholders can help inform the development of the project including design, construction methodology and engagement activities.
Speaking opportunities	Attending and speaking at events and forums that are already taking place in Auckland and New Zealand will help us to generate understanding of the Auckland story and how the project fits within that. An 'events and speaking opportunities' framework will be developed to outline all opportunities over the coming six months.

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Ministerial/Mayoral events	Ministerial and mayor events will be held for major milestones. These will be co-ordinated with the Minister's and Mayor's office. Priority stakeholders will be kept up to date with any of these events and where appropriate invited to attend.
Proactive issues and opportunities identification	In order to ensure the project remains on the front and that opportunities for community-led design outcomes are maximised all issues and opportunities that arise during this phase including from workshops, briefings and engagement sessions, will be identified and recorded in a database and where possible actioned.
Infrastructure coordination	To ensure a co-ordinated approach and help people understand how this project fits within the wider Auckland context, communications and engagement activities will be co-ordinated with other infrastructure related activities. This will also help to avoid consultation fatigue. A shared engagement calendar reflecting all partner activities will be created, and a co-ordination group, between Auckland Council, Auckland Transport, Kāinga Ora, Ministry of Transport and Waka Kotahi will be established to meet frequently and share information.
Sharing information across partners	This project is being jointly delivered by all partners and as such it is important that project information is shared across partner channels including websites, social media, events, and within local facilities.

Appendix: Stakeholder Map (June 2021)

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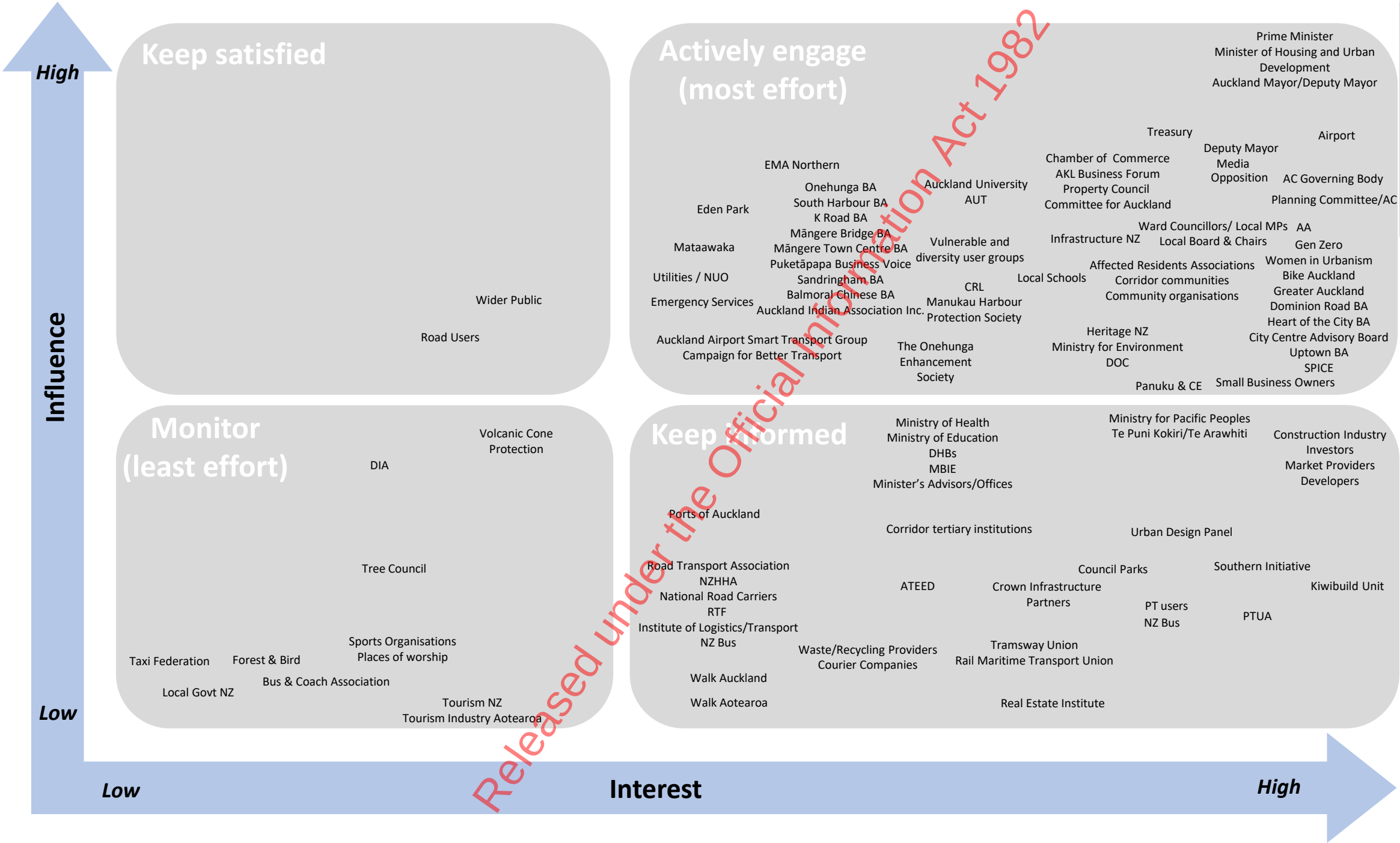

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Subgroups within stakeholder groupings

Utilities / Network Utility Operators (NUO)
- Transpower
- Local Fibre Network
- Chorus
- Vector
- Spark
- Vodafone
- Watercare

Emergency Services
- Fire & Emergency NZ
- St. Johns
- NZ Police

Vulnerable and diversity user groups
- Youth Advisory Panel
- Pacific Peoples Panel
- Heritage Advisory Board
- Rainbow Youth Panel
- Be Accessible
- CCS Disability Action
- Blind Foundation
- Ethnic Peoples Panel
- Grey Power
- Seniors Panel
- Disability Advisory Panel

Ward Councillors and Local Boards
- Waitematā
- Albert-Eden
- Puketāpapa
- Māngere-Ōtāhuhu
- Maungakiekie-Tāmaki
- Otara -Papatoetoe

Schools:

City Centre
- Auckland University of Technology
- The University of Auckland
- Whitirea College
- Kadimah School
- Newton Central School
- ACG International College
- ACG Senior College
- Auckland Girls' Grammar School
- Northern Health School

Eden Valley
- Kowhai Intermediate School
- Auckland Boys Grammar School
- Ficino School
- Mt Eden Normal Primary School
- Balmoral School
- Edendale Primary School
- Balmoral Seventh Day Adventist School
- Good Shepherd School
- Maungawhau School
- Eden Campus: University of St Andrews

Mt Roskill
- Dominion Road School
- St Therese School
- Mt Roskill Primary School
- Mt Roskill Intermediate
- Mt Roskill Grammar
- Hillsborough Primary School
- May Road School

Onehunga
- Onehunga High School
- Royal Oak Intermediate
- Onehunga Primary School
- Golden Grove School
- St Joseph's Catholic School Onehunga

Māngere Bridge
- Māngere Bridge School
- Waterlea School

Māngere
- Māngere Central School
- Sir Douglas Bader Intermediate School
- Māngere College
- Nga Iwi Primary School
- Robertson Road School
- Koru School
- St Mary Mackillop Catholic School
- Southern Cross Campus
- Jean Batten School
- Al Madinah School
- Zayed College for Girls
- Viscount Learning Community
- Te Kura Kaupapa Maori O Mangere

Early learning
- Iqra Elementary
- Little Scholars Learning Centre
- Brilliant Minds Early Childhood Centre

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WAKA KOTAHI
NZ TRANSPORT AGENCY

HEALTH, SAFETY AND WELLBEING POLICY

December 2020 | Version 3.0

Policy name: Health, safety and wellbeing policy
Date of issue: December 2020
Policy author: Safety Health & Environment
Next review: December 2022
Policy owner: Senior Manager, People and Process Safety
Policy sponsor: General Manager, Safety Health & Environment

New Zealand Government

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Document management plan

Policy owner	Senior Manager, People and Process Safety
Policy sponsor	General Manager Safety Health & Environment
Signed off by policy sponsor	17 December 2020
Signed off by Chief Executive	17 December 2020
Signed off Transport Agency Board	18 December 2020
Review group	Chief Executive, ELT and SH&E Leadership Group
Policy lifecycle	This policy is to be reviewed every two years

Keywords; Health, safety, wellbeing

Change record

Version	Description of change	Date	Updated by
1.0	Health and Safety Policy sent to General Manager for circulation and feedback from Leadership Group	03.06.2020	
1.1	Policy feedback returned from SH&E Leadership group	15.06.2020	
1.2	Forwarded to General Manager for review	02.11.2020	Anthony Fewster
2.0	Integration of new agency values, Maori context and review and new CE sign-off. Addition of 'Wellbeing' to the Policy title and alignment with content.	04.11.2020	Anthony Fewster
3.0	Final version signed out by the Waka Kotahi CEO and Board Chair	18.12.2020	Paula McArthur

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Purpose

This policy sets out Waka Kotahi health, safety and wellbeing ambitions, commitments and expectations. The Health, safety and wellbeing policy signals the highest level of commitment to our people and partners health, safety and wellbeing and is the principal document of our Health & Safety Management System.

Scope

This policy applies to all Waka Kotahi NZ Transport Agency employees and contractors undertaking work on behalf of Waka Kotahi. The approach for Waka Kotahi in terms of environment and social responsibility is covered as a separate policy.

Key principles and our values

The key organisational values underpinning this policy are to *have trust, be better together, to be brave, and to nail it.* These values have been used to guide and inform how Waka Kotahi will meet its commitments in this policy.

Definitions

Safety	The state or condition of being protected from (or unlikely to cause) danger, risk, harm or injury. Safety is the position where all hazards are managed. Safety applies to people, things (physical infrastructure, equipment) or our environment.
Health	The state of being free from illness or injury. In this context, health relates to a person or people.
Wellbeing	The holistic condition of people being safe, healthy, happy and comfortable. It is inclusive of physical, mental and emotional factors.
Critical Risk	Hazards and risk conditions that if realised, pose an extreme or grave risk to our people, partners, reputation or compliance.
Hazard	A hazard is any thing, situation or condition that has the potential to cause harm, loss or threat to safety.
Incident	An uncontrolled event or situation. May result in injury, damage, harm or near miss.
Risk	Risk is the combination of likelihood (frequency and possibility) and consequence of an event. The potential of loss (an undesirable outcome, harm, injury, incident) resulting from a given action, activity and/or inaction.

Further guidance

Health, safety and wellbeing section on OnRamp, Waka Kotahi's intranet and source of information, policies and procedures.

Interested and external partners of Waka Kotahi should contact HSW@nzta.govt.nz for further information about our safety, health and wellbeing commitment, programs and activities.

Relevant legislation and regulations

Health and Safety at Work Act 2015 and associated regulations.

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Health, safety and wellbeing policy

We have the health, safety and wellbeing of our people, community and partners at the heart of everything we do. We are committed to embedding behaviours, practices and programs across Waka Kotahi that go beyond compliance. We aim to be continually improving and challenging the status quo to make a positive difference and have the ambition to be seen as leaders in health, safety and wellbeing across Aotearoa.

We recognise our responsibility to protect our people and partners, visitors and workplaces from harm and manage the risks that they may encounter in line with the Health and Safety at Work Act 2015 (and related regulations, guidelines and codes).

To achieve this, we will:

Be safety leaders

- Develop and foster leaders who understand and demonstrate Waka Kotahi's health, safety and wellbeing commitment through their actions and behaviours
- Develop an engaging, fair and inclusive health, safety and wellbeing culture between people leaders, our people and our partners, where our people know they will be listened to and respected
- Leaders at all levels and in all locations will challenge norms, remain curious and open minded as they look for opportunities to improve the health, safety and wellbeing of our people, partners and customers
- Our partners and stakeholders will mirror our commitment – by collaborating and engaging with our partners and stakeholders we will improve performance and innovate good practice frameworks to manage risks.
- Monitor health, safety and wellbeing and hold ourselves and our partners accountable for standards, culture, and performance. We aim to improve and share learnings to enhance safety.

Be systematic, sustainable and always seek to improve

- Document and maintain systems of work and tools that support the management of our safety, health and wellbeing objectives and risks
- Ensure our risks are identified, understood and managed with appropriate resources. Keep a relentless focus on our Critical Risks and their controls as a priority
- Go beyond compliance and lead the development of practices that deliver sustainable health, safety and wellbeing benefits for our people and partners through improvement plans and programs that are documented and measurable
- Always improve safety and risk management through proactive hazard and incident reporting with calculated and objective investigations; we will develop tangible actions and share learnings.
- Demonstrate environmental responsibility in the way we deliver on our health, safety and wellbeing objectives.

Show care and engage with our people

- Engage and involve our people and partners in all activities that support their health and safety and show we care.
- Build knowledge and capability in all our people to manage safety through the provision of training, tools, information, programs and resources.
- Support our workplaces and people to manage their own safety by supporting local managers and safety volunteers, including health and safety representatives and their safety and health plans.
- Recognise and encourage organisational diversity, cultural safety and welfare in accordance with tikanga Māori and the Waka Kotahi Maori strategy, Te Ara Kotahi.
- In the event that any of our staff are injured through their work, we will actively support their return to work, claims management and rehabilitation requirements.

Our commitments will be detailed and enabled through our Health and Safety Management System and living our values and behaviours. Our leadership, discipline and care will create the foundation for achieving excellence in health, safety and wellbeing at Waka Kotahi.

Nicole Rosie, Chief Executive

Sir Brian Roche, Board Chair

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Board paper

Meeting date:	15 June 2020
Subject:	Health, Safety and Wellness
Author:	James Hunt
Date:	8 June 2020
Pages:	3

1. Purpose

This paper informs Board members of progress being on Health, Safety and Wellness within the Establishment Unit.

2. Recommendations

It is recommended the Board:

- **Note** the contents of this paper

3. Strategic Relevance

Cabinet has prioritised progressing light rail from the City Centre to the airport in the next decade, as the first spine of a wider rapid transit network for Auckland.

In March 2021 Cabinet agreed that an Establishment Unit would be charged with preparing advice and options to take the project forward. The establishment Unit is a joint endeavour between Waka Kotahi and Auckland Transport, supported by partners including Auckland Council, Kainga Ora and Ministry of Transport and hosted within Waka Kotahi.

4. Background

At its meeting on 14 May 2021, the Board requested a paper to provide further information on the Waka Kotahi Health and Safety Management System.

5. Key Issues

a. Health and safety responsibilities

Under the Health and Safety at Work Act 2015, a Person Conducting a Business or Undertaking (PCBU) must look after the health and safety of its workers and any other workers it influences or directs. Each

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organisation with staff working on Auckland Light Rail has the primary responsibility for the health and safety of its employees while at the Auckland Light Rail Office. In order to best ensure the care of its workers, Auckland Light Rail will adopt the standards held by Waka Kotahi in their Health and Safety Policy and Plans. This paper provides the relevant details of the Waka Kotahi Health, Safety and Wellness management system.

The Waka Kotahi Health, Safety and wellbeing policy is included in this paper as Attachment 1. This policy will apply to all staff working as part of Auckland Light Rail, including all consultants.

b. Health, Safety and Wellbeing Awareness

The Health, Safety and Wellbeing policy and supporting documents are made available to all personnel working in the project office utilising various channels including:

- Health, Safety and Wellness policy is included in all consultant agreements;
- Personnel with Waka Kotahi e-mail accounts (includes Auckland Transport & Auckland Council Employees) are sent a welcome e-mail which includes a link to a compulsory Health, Safety and Wellness E-learning module;
- Health, Safety and Wellness is covered in on-site inductions, and team members are added as members to a Microsoft Teams folder which contains all Health, Safety and Wellness supporting documentation.

However, based on the rapid start the unit has undertaken, and in lieu of an established induction process, there has been a universal email sent from the Project Director to all participants which includes the relevant material.

Interim arrangements, including relevant artefacts were put in place during the formation of the Unit. Over the coming weeks, Project Inductions, Shared IT systems and processes will be developed to ensure appropriate regular exposure and focus is placed on Health, Safety and Wellness issues. The establishment of the Project Management Office ensures Health, Safety and Wellness have a clear home in the Unit. This will ensure the establishment of regular reporting on relevant issues and developments in this area.

6. Existing Health, Safety and Wellness Initiatives

a. Workstream Leaders

Regular and ongoing Health, Safety and Wellness discussions are being held at a Project level between Workstream Leaders where it has been

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acknowledged that they have a key role in monitoring their Teams Health, Safety and Well-being. The short timeframes associated with the Unit and likely workload pressures the team will have to endure is a key focus at this level. Workstream Leaders will be encouraged to monitor the wellness of their teams as well as to ensure adequate support is in place.

b. Stakeholder Engagement

The Social Licence workstream has been developing training sessions that will be launched at the end of June for all staff attending public events. The purpose of these training sessions will be to ensure that staff attending public events have the appropriate training, support, understanding and mandate to represent the Auckland Light Rail Group. Despite the low likelihood of any issues, all events will be reviewed to ensure a safe environment for all Auckland Light Rail Group representatives and public attendees.

A Health & Safety Plan to support all community events during the engagement period (July -August) is being finalised and will be rolled out at the end of June.

Both the above training sessions and supporting Health & Safety Plan are being developed with reference to best practice and lessons learnt from partner organisations.

c. Project Management Office

The Project Management Office has appointed a dedicated Office Manager, Rebecca Ruane, who is currently reviewing the interim Health, Safety and Wellness management system and is leading the process of updating the induction process and materials to ensure best practice and optimal engagement. In additional to this, minor office improvements will be made to ensure a safe, productive and inspiring office space greets employees at 203 Queen Street.

The Project Management Office will also ensure key building blocks such as the Hazard Register, Office Signage and Wellness events are planned and housed appropriately to ensure adequate comfort to the Board that their statutory obligations are met.

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Attachment 1

Waka Kotahi Health, Safety and Wellbeing Policy

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Auckland Light Rail Establishment Unit Board Meeting Minutes	
Date & time	**15 June 2021**, 9.30am to 13.25pm
Location	Auckland Light Rail Establishment Unit Office, lvl-10, 203 Queen Street, Auckland
Board members	Leigh Auton (Independent Chair) Peter Mersi (Ministry of Transport) Katja Lietz (Kāinga Ora) Shane Ellison (Auckland Transport) Nicole Rosie (Waka Kotahi) by VC Jim Stabback (Auckland Council) Councillor Darby (Auckland Council) Erana Sitterle (Treasury) Dan Cameron (Te Waihanga, observer)
Staff in attendance	Tommy Parker (Mobilisation Lead) Claire Stewart (Board secretary) Out of Scope [redacted]
External attendees	Bryn Gandy (Ministry of Transport) by VC* Sarah Sinclair (MERW) by VC*
Apologies	Leilani Frew (Treasury, observer)

* Present for part of the meeting

Introduction

1. Apologies, Minutes and Actions

Apologies

Ms Frew sent her apologies.

Minutes

Resolution	The Board **approved** the minutes of the last meeting. moved: Mr Auton; seconded: Mr Mersi

Matters Arising

Terms of Reference

Ms Sitterle provided an update of the Ministers' feedback on the Terms of Reference. The Minister of Finance requested more explicit reference to housing outcomes and

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consultation with MHUD. Concern as to whether the name of the Project "Auckland Light Rail", is appropriate given the mode is yet to be determined. Board members provided various feedback, acknowledging need to be careful for political purposes and audit process, and the need for the Project name to resonate with the technical market. Concern could be heightened if bus or heavy rail options were shortlisted.

A more "mode neutral" name may be appropriate, albeit may be a challenge to agree a name.

Mr Parker indicated:

- use of 'rapid transit' and 'CC2M' terminology more difficult when communicating with the public/community
- using "light rail" as encompassing light metro (also rail)
- the Establishment Unit is clear in its communications that no decision has been made and always contextualises light rail within a broader range of options being considered.

Action	Mr Mersi to re-test appropriateness of use of Auckland Light Rail name the Minister of Transport

2. Interests Register

Ms Rosie requested the declaration of interests register to be updated to reflect her role on the Construction Accord Steering Committee is current.

3. Feedback from Sponsors' Meeting

Ms Sitterle provided an overview of the Sponsors' meeting - three items on agenda

(a) Decisions sought in November 2021
(b) Guidance on strategic questions
(c) Endorsement of mana whenua & stakeholder engagement plans

Re (a)

Ms Sitterle advised the Mayor is looking for a maximum of two options, and a range of cost estimates. The Minister of Finance requested clarity regarding interim milestones, largely comfortable with the business case, required a preferred route, mode, delivery entity, and is seeking a key recommendation—for their decision.

Various discussions regarding Sponsor expectations (including alignment of expectations), and delivering to Sponsor requirements in the timeframe. Mr Mersi indicated, would need a paper by the end of September.

Mr Stabback and Cr Darby provided more context from the Mayor and Deputy Mayor who are seeking effective engagement from the community, clarity regarding route and mode, and for some specificity to support informed decision making.

Mr Parker indicated confidence in having technical work and economic analysis to support broad route completed will however only have opportunity for one round of

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engagement (largely informing) with the community, and the timing of the NPS UD consultation 18 months.

Board members expressed concern as to whether enough time to engage with the community. Agreed an approach could be to include confidence levels and where additional work may be required, in any advice.

Ms Rosie summarised the challenge in linking with the broader rapid transit network work, the high-level information, the broad cost estimates (including the increasing uncertainty over the next five years) and challenged whether we have the requisite operational inputs to inform decisions.

Actions	Ms Rosie and Mr Mersi to discuss timeframes with the Minister of Transport. Cr Darby and Mr Stabback to discuss timeframes with the Mayor and Deputy Mayor.

Re b)

Ms Sitterle summarised Sponsor discussion regarding degree to which land use considerations are within the scope of the project. The Minister of Finance indicated this was a critical consideration and this will be discussed at the next Sponsors meeting.

Cr Darby indicated that as Council goes through the NPS UD process, it is aware of light rail.

Ms Leitz noted the iterative nature of the NPS UD/ALR implications process, in terms of assessing ALR benefits.

Ms Sitterle indicated the Minister of Finance keen to test land use scenarios beyond the NPS UD.

Ms Leitz suggested may be preferable to decide route and station locations before running scenarios, and the social licence tension with intensification.

Mr Parker indicated the project will make some assumptions re the outcome of the NPS UD process, to inform advice.

Action	Mr Auton suggested the Project meet with Kāinga Ora before the next Board meeting and indicated this will be a focus at the next Board meeting.

Re c)

Ms Sitterle stated that the Minister of Transport requires the project to engage with Te Arawhiti.

Deep Dives

4. Monthly report and programme

Mr Parker provided an overview of the monthly report and programme, with the current focus on key risks and interaction of programme elements.

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DRAFT Auckland Light Rail Establishment Unit Board Meeting Minutes	
Date & time	15 June 2021, 9.30am to 13.05pm
Location	Auckland Light Rail Establishment Unit Office, lvl-10, 203 Queen Street, Auckland
Board members	Leigh Auton (Independent Chair) Peter Mersi (Ministry of Transport) Katja Lietz (Kāinga Ora) Shane Ellison (Auckland Transport) Nicole Rosie (Waka Kotahi) by VC Jim Stabback (Auckland Council) Councillor Darby (Auckland Council) Margie Watson (Local Board Representative) Erana Sitterlé (Treasury Alternate) Dan Cameron (Te Waihanga, observer)
Staff in attendance	Tommy Parker (Mobilisation Lead) Claire Stewart (Board secretary) Out of Scope 11:05 – 11:55 am Out of Scope 11:35 – 11:55 am [redacted] 11:35 – 11:55 am
External attendees	Bryn Gandy (Ministry of Transport) by VC* Sarah Sinclair (MERW) by VC*
Apologies	Leilani Frew (Treasury, observer)

* Present for part of the meeting

Introduction

1. Apologies, Minutes and Actions

Apologies

Ms Frew sent her apologies.

Minutes

Resolution	The Board approved the minutes of the last meeting. Moved: Mr Auton; seconded: Mr Mersi

Matters Arising

Terms of Reference

Ms Sitterlé provided an update of the Ministers' feedback on the Terms of Reference. The Minister of Finance requested more explicit reference to housing outcomes and consultation with MHUD. Concern as to whether the name of the Project, i.e. "Auckland Light Rail", is appropriate given the mode is yet to be determined. Board members provided various feedback, acknowledging need to be careful for political purposes, mindful of audit process, and the need for the Project name to resonate with the technical market. Concern could be heightened if bus or heavy rail options were shortlisted.

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A more "mode neutral" name may be appropriate, albeit may be a challenge to agree a name.

Mr Parker indicated:

- use of 'rapid transit' and 'CC2M' terminology more difficult when communicating with the public/community
- use of "light rail" terminology to encompass light metro (also rail)
- the Establishment Unit is clear in its communications that no decision has been made and always contextualises light rail within a broader range of options being considered.

Action	Mr Mersi to re-test appropriateness of use of Auckland Light Rail name with the Minister of Transport Chair's Note: The Minister has confirmed with Peter Mersi the use of the name Auckland Light Rail for the Project Group.

2. Interests Register

Ms Rosie requested the declaration of interests register to be updated to reflect her role on the Construction Accord Steering Committee is current.

3. Feedback from Sponsors' Meeting

Ms Sitterlé provided an overview of the Sponsors' meeting - three items on agenda:

(a) Decisions sought in November 2021
(b) Guidance on strategic questions
(c) Endorsement of mana whenua & stakeholder engagement plans

Re (a)

Ms Sitterlé advised that Mayor Goff is looking for a maximum of two options, and a range of cost estimates. The Minister of Finance requested clarity regarding interim milestones, required a preferred route, mode, delivery entity, and is seeking a key recommendation—for their decision.

Various discussions regarding Sponsor expectations (including alignment of expectations).

Board member concerns included:

- sufficient time to engage with the community
- potentially only a high level of information (including costs) would be available
- ensuring the requisite operational inputs to inform decisions
- delivering to Sponsor requirements in the timeframe

Mr Stabback and Cr Darby provided more context from the Mayor and Deputy Mayor who are seeking effective engagement from the community, clarity regarding route and mode, and for some specificity to support informed decision making.

Mr Parker indicated confidence in having technical work and economic analysis to support broad route completed. Will however only have opportunity for one round of engagement (largely informing) with the community, and mindful of the timing of the NPS UD consultation (18 months).

Agreed a potential approach could be to include confidence levels and where additional work may be required, in any advice.

Actions	Ms Rosie and Mr Mersi to discuss timeframes with the Minister of Transport. Cr Darby and Mr Stabback to discuss timeframes with the Mayor and Deputy Mayor.

Re b)

Ms Sitterlé summarised Sponsor discussion regarding degree to which land use considerations are within the scope of the project. The Minister of Finance indicated this was a critical consideration, including to test land use scenarios beyond the NPS UD and this will be discussed at the next Sponsors meeting.

Various discussion regarding:

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- NPS UD process timing, the likely iterative nature of the NPS UD/ALR considerations
- timing to run scenarios - may be preferable to decide route and station locations prior to scenario assessments
- social licence tension with intensification

Mr Parker indicated the project will make some assumptions regarding the outcome of the NPS UD process, to inform advice.

Mr Auton suggested it would be helpful if available members of the Board, but especially Katja Lietz, Margi Watson and Chris Darby could meet with the Project Office to discuss urban intensification and development issues associated with NPS UD/ALR route options before the next Establishment Unit Board meeting, and indicated these issues will form a focus of the next Board meeting.

Action	Mr Auton recommended that available members of the Board meet with project office prior to the next Establishment Board meeting to workshop urban intensification and development issues associated with potential route options for ALR.

Re c)

Ms Sitterlé stated that the Minister of Transport requires the project to engage with Te Arawhiti.

Deep Dives

4. Monthly report and programme

Mr Parker provided an overview of the monthly report and programme, with the current focus on key risks and interaction of programme elements.

General discussion to put more focus on the current risks, and Management requested to provide more detail on each risk.

Resolution	The Board **noted** the contents of the monthly report and programme.

Action	Management to provide additional detail on risks.

5. Mobilisation leader's report

Mr Parker introduced the session and papers.

Resolution	The Board **noted** the contents of the Mobilisation leader's report elements

Attachment 1 - Project Investment Objectives, Measures

Access and Integration Outcome Measures—Ms Watson sought clarification on the "within 45-minute" measure given relatively short length of corridor. Mr Parker to check if this international standard is normally applied in NZ.

Action	Mr Parker to check if the "within 45 minute" measure is normally applied in NZ.

Urban and Community Outcome Measures—Agreement for available Board Members (but especially Katja Lietz, Margi Watson and Chris Darby) to meet with the project office to discuss prior to the next Board meeting (as per Action under 3b) above.

Ms Sitterlé queried rationale for VFM not being a measure. Mr Parker responded that VFM is an important outcome which is considered under all options.

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Resolution	The Board **noted** the contents of the Project Investment Objectives, Measures Paper and **approved** the measures.

Attachment 2 - Delivery Entity Update

Various discussion as to the approach to establishing a delivery entity.

Mr Auton stated that the project will bring a report to the Board regarding transition as part of broader delivery entity advice.

Resolution	The Board **noted** the contents of the Delivery Entity Update Paper.

Attachment 3 — Assurance Panel

Various discussion and support for the approach. Need to test any conflicts and suggest discuss potential people with John Lamonte (current Watercare CE, formerly CEO of Sydney Metro). Need to understand scope and mindful there will be a Treasury Gateway process.

Resolution	The Board **noted** the contents of the Assurance Panel - Proposed Candidates Paper.

Action	Mr Parker to discuss Assurance Panel potential members with John Lamonte, develop scope and approach people.

5A. Communications and Stakeholder Presentation

Out of Scope joined the meeting at 11:05 am.

Out of Scope provided an overview of the Communications and Stakeholder Engagement Plan, indicating focus on six local boards and that the Project has commend conversations with the six local boards & 21 local board Chairs.

Out of Scope advised Youth has been added in the 'Targeted' Workshops group. Six key questions linked to Outcomes will be asked and fed into a Social Outcomes Strategy (to be developed).

Various discussion regarding:

- the importance of Social Outcomes approach, how feedback will be incorporated into the business case at a conceptual level
- support for approach to use researchers, the importance of 'hearing voices equally'
- engagement with church leaders and the need to tell story of communities along the route (Local Boards, Kāinga Ora have material that can assist)
- whether an additional focus with two of the Local Boards would be advantageous
- provision for multiple languages
- how the Project will reach into Pacific/Maori communities.
- capturing sentiment by way of surveys/ focus groups after initial engagement
- aligning Project communication programme with any Ministerial press releases. Ms Flynn advised the media strategy rollout commences in July
- how communications and engagement will be framed in a broader PT story for Auckland
- aligning with timing of Government climate change advice - likely at end of year
- agencies might like to consider a shared set of messages (& Q&A)
- Unit might need to dynamically change its campaign (based on specific feedback it may receive)
- communications and engagement programme must reflect Auckland not just the CC2M corridor
- tight timeframe and that will need to position this with Sponsors

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Resolution	The Board approved the Communications and Stakeholder Engagement Plan

Actions	Management to consider engagement with relevant agencies to agree a set of shared messages.

5B. Mana Whenua Engagement Discussion

Out of Scope joined the meeting at 11:35am.

General discussion as to the Mana Whenua representative position yet to be confirmed on the Board. Programmed contact with individual Iwi Chairs throughout Tamaki Makaurau will proceed.

Ms Sitterlé stated that the Minister of Transport require the project to engage with Te Arawhiti. Out of Scope confirmed that this is underway.

General discussion regarding:

- Iwi being engaged/consulted across a number of other programmes and initiatives
- risk in terms of project expectations from Iwi in the timeframe
- risk that Project is engaging with 15 of the 19 Iwi
- implications if it cannot engage effectively with Iwi in the time-frame and potential modifications to programme

Resolution	The Board approved the Mana Whenua Engagement Plan

Actions	Management to add Iwi Engagement to Project Risk Register.

Out of Scope left the meeting at 11.55 am.

6. Health & Safety

Resolution	The Board **noted** the contents of the Health, Safety and Wellness Paper

7. Ongoing Obligations Arising Out of the Parallel Process

Mr Gandy and Ms Sinclair joined the meeting (via VC) at noon.

Mr Gandy presented a summary of the ongoing obligations arising out of the previous parallel process.

The Board acknowledged the content of the presentation.

8. General Business

Mr Cameron requested more conversation regarding Assurance & Urban Form at future meetings.

Ms Sitterlé and Mr Auton agreed to advance the Gateway Review Process.

Actions	Mr Auton and Ms Sitterlé to meet to advance approach to the Gateway Review.

Meeting closed at 12.35 pm as Board went into a Board only session.

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GROUP

AUCKLAND LIGHT RAIL GROUP

The meeting concluded at 13.05 pm.

Minutes approved by the Independent Chair

Leigh Auton

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