

Meeting	12 October 2021, 9.30am – 1.15pm
Location	Virtual
VC/dial in	Teams
Attendees	Leigh Auton (Independent Chair), Peter Mersi, Nicole Rosie, Shane Ellison, Katja Lietz, Jim Stabback, Cr. Darby, Margi Watson, Karen Wilson, Ngarimu Blair, Leilani Frew (observer), Dan Cameron (observer) Tommy Parker, Lucy Riddiford, Redacted - Out of scope
Apologies	N.A
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

No.	Item	Sponsor	Attendees	Timing	Mins
Introduction					
1	Board only session	Chair		9:30am	20
2A	Apologies	Chair		9:50am	10
2B	Minutes				
2C	Actions				
2D	Interest Register				

No.	Item	Sponsor	Attendees	Timing	Mins
3	Report back from Sponsors' meeting	Leigh Auton		10.00am	20
4A 4B	Project Directors Report Monthly Board Report	Tommy Parker		10:20am	20
5	Gateway Review	Tommy Parker	Redacted - Out of scope	10.40am	15
MORNING TEA				10:55am	15
6	Lessons learned (discussion): - What went well? - What would we do differently? - What do we think is important for the next phase of the project?	Leigh Auton	Redacted - Out of scope	11.10am	50
7	Chairperson's Independent Report	Leigh Auton		12.00pm	30
8	Cabinet Paper Contents		Peter Mersi	12:30pm	30
9	General Business	Chair		1:00pm	15
	MEETING CLOSE			1:15pm	

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 rongō whakairia ake ki runga

Peace, suspended high above us

Kia tina! Tina! Hui e! Tāiki e!

Draw together! Affirm!

**Board Matters Arising
(as at 12 October 2021)**

Meeting / Item	Action	Owners	Due	Status
28 September 2021 5. Engagement Report	Provide the Board with the appendices to the Engagement Report	Redacted - Out of scope	October 2021	Open
14 September 2021	An independent historian will be commissioned to undertake a view of the history of the corridor, from a mana whenua perspective. The scope of the work for the independent historian will be brought to the Board prior to any engagement	Tommy Parker	November 2021	Open

Released under the Official Information Act 1982



Project Director's report

6 October 2021

Documents Complete

The core deliverable documents and associated appendices have been completed and shared with our partners. All have been through our internal assurance processes and are high quality. This is a great achievement for the team and should be celebrated and acknowledged.

The Executive Summary of the business case has been included in the Board pack.

Staff Wellness

As discussed in the last board meeting, we are actively encouraging staff to take a break and have some time away from the project over the next fortnight. Many team members have been working long hours during lock down and having completed Phase 1 now is the right time for them to refresh. It helpfully coincides with School holidays.

Supplementary Advice

We will discuss the substance of the last sponsors' meeting (which took place on 5 October) in full at the meeting.

There are a number of actions coming from the sponsors that we will need to progress.

We are starting to develop supplementary advice, which will support the business case and will be available to decision-makers to support their decisions. It includes:

- Further information on the required Interventions to achieve the desired Urban uplift.
- Detail on the breakdown of the P95 cost estimates.
- Advice on the network integration with the future connection to the north shore. The co-ordination of our study with the harbour crossing investigations and the sequence of decision making.
- A media and communication strategy for the public release of the business case and associated documents, ahead of the cabinet decision in November.

Phase 1 Review

As we have now successfully completed phase 1 I thought I would summarise a few of the things that have gone well and some of the challenges we have faced. This is not intended as a lessons learned but a quick reflection to get feedback from board members. There is

time allocated on the Board agenda for board members to provide some feedback on this phase of the process.

What went well?

- 1) *Team Building and Collaboration:* The team came together more quickly than I could have expected. The leaders from the home organisations set a high standard of working together and this resonated through the team. This culture should be built on and strengthened in the next phase.
- 1) *Stakeholder Engagement:* We made the call to focus the community conversations on the “why” and stay away from the “what”. This was the right call as we have managed to get some rich engagement and great feedback.
- 2) *Urban Story:* While still at an early stage we have shifted the dial on the conversation around Urban form. We are having more conversations now with many stakeholders on the Urban form and density, and fewer about journey times to the Airport. This has set us up well for the right future conversations.

What could have been better?

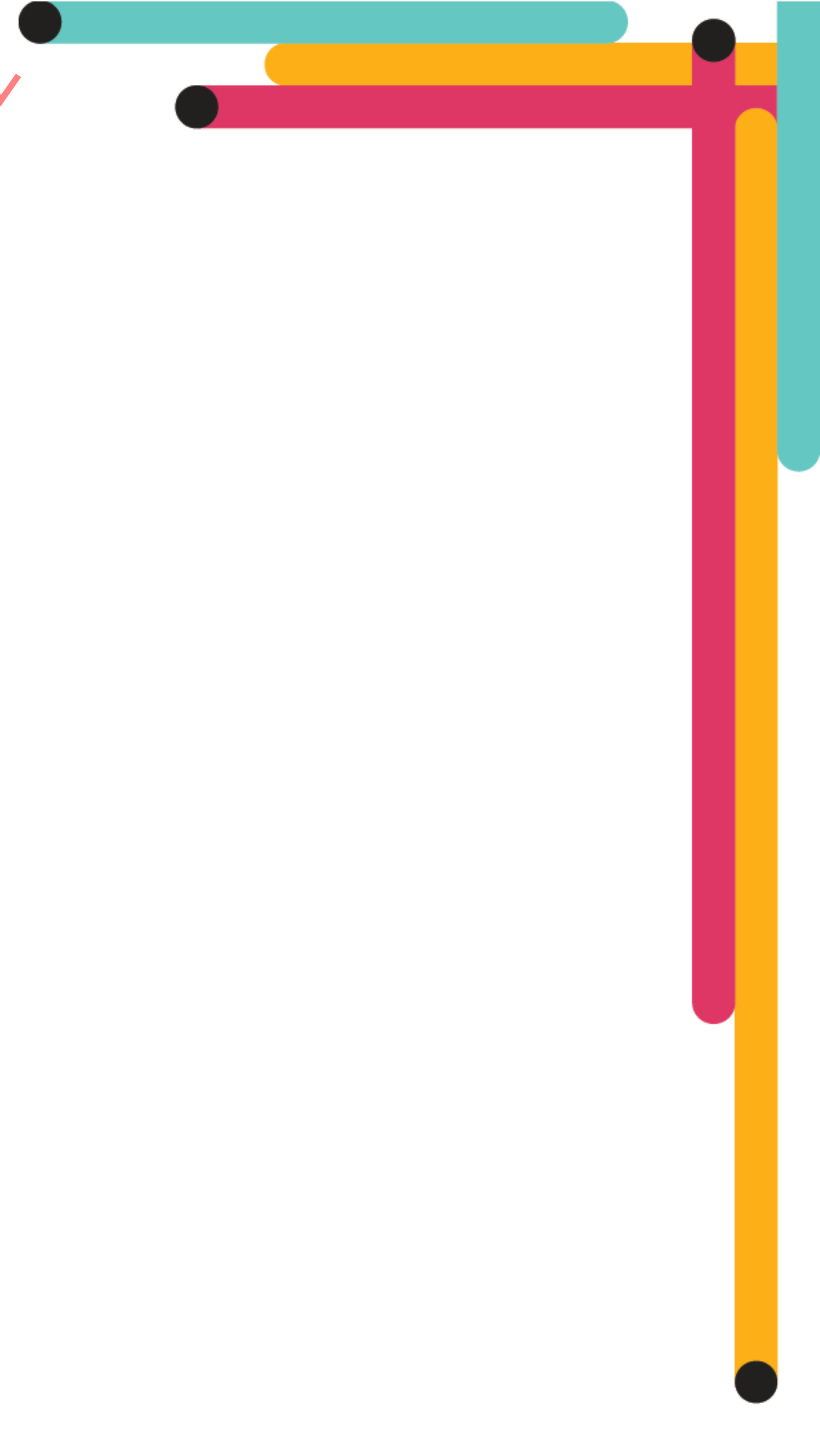
- 1) *Systems and Processes:* slow to set up
- 2) *Policy / Assessment Frameworks:* there is little guidance for some of the new objectives the project is trying to achieve, particularly carbon reduction and integrated urban planning. More front end thinking and stronger methodology definition may have been beneficial to us.

AUCKLAND LIGHT RAIL

Board Report #6

October 2021

Released under the Official Information Act 1982



EXECUTIVE SUMMARY

Progress Highlights from September 2021

At the end of another significant month for the team, there are many highlights to note.

After six months of impressive effort, all inputs to the Business Case and accompanying reports are now finalised. Only minor refinements remain, taking into account valued feedback from the Board and Sponsors.

It has been very satisfying to see the work coming together, with three options all delivering on the key objectives with increased investment matching with increased benefits in each instance.

The focus of the team now shifts to supporting the work of the Ministry of Transport as they finalise the recommendation to Cabinet, preparing for the Gateway Review and Financial Audit, and minor planning works for the next phase of the project to support government decision making.

Project Status

	Scope		Resources
	Risk		Issues
	Budget		Schedule

Points of Focus for October 2021

Status

Finalisation of the Business Case and accompanying reports

Support for the Independent Chair's Report

Continued review of Project Systems and Processes in preparation for the scheduled Gateway Review and Financial Audit.

Finalisation of appendices and reports summarising findings in each area.

Refinement and planning for the next stages of project development, ensuring that the project doesn't lose momentum.

Key – Red/Amber/Green Status

	Off track, immediate attention needed
	Risk of falling off track, attention needed
	Risk of falling off track, attention needed

OVERALL WORKSTREAM SUMMARY

Workstream	High-level Progress Overview	Programme	Budget	Risk Status
Delivery Entity	Ongoing and close dialogue with MoT and Treasury on delivery entity and transition. Ongoing dialogue with MoT, Treasury, Waka Kotahi and Council regarding funding and value capture reports. Multiple internal assurance reviews and quality checks on IBC and supporting reports. Support for sponsors' meetings. Support for 3 Board meetings in September.			
Social Licence	The communications and engagement for this phase has been completed and all the feedback has been analysed and collated into a Summary of Public Engagement. Te Rautaki Huanga Māori/Māori Outcomes Strategy was also developed by the team and has been approved. Media releases and technical notes were released to key media resulting in positive media coverage.			
Business Case and Consenting	The final draft version of the Indicative Business Case was completed at the end of September, after an enormous effort by all those working with the Business Case Team. This has resulted in IAG and Board endorsing the IBC's recommendations. The team are now focused on making final changes for clarity or consistency, and the document will be refined ready for Gateway Review and submission to the Sponsors.			
Urban Development	A great deal of effort was put into completing a compelling Urban story, presenting it to the board and the team are now focussed on finalising the Urban story, Urban Summary and Technical Reports. The magnitude of work completed by the Urban team over this very short period of time staggering with much of the technical work is ground breaking, particularly in the context of integrating urban and transport planning.			
Technical Support	A full month finalising reports, drawings, costs, risk, peer reviews, property requirements and finalisation of the Concept of Operations. Cost reports were peer reviewed and finalised with the Final version of Cost, Programme and Risk deliverables closed out. Recommendations made to ALR Board on emerging preferred option for route, mode and delivery entity. The Business Case were reviewed and updated with three viable options.			
PMO & Culture	The PMO team have been preparing for both the Financial Audit at the beginning of October and the Gateway Review at the beginning of November, largely through the collation and supply of existing documentation. These actions give the project an opportunity to add a layer of assurance to the use of operational systems.			

PERFORMANCE MILESTONES

This is a high-level view of the key milestones for the Establishment Unit and the current status.

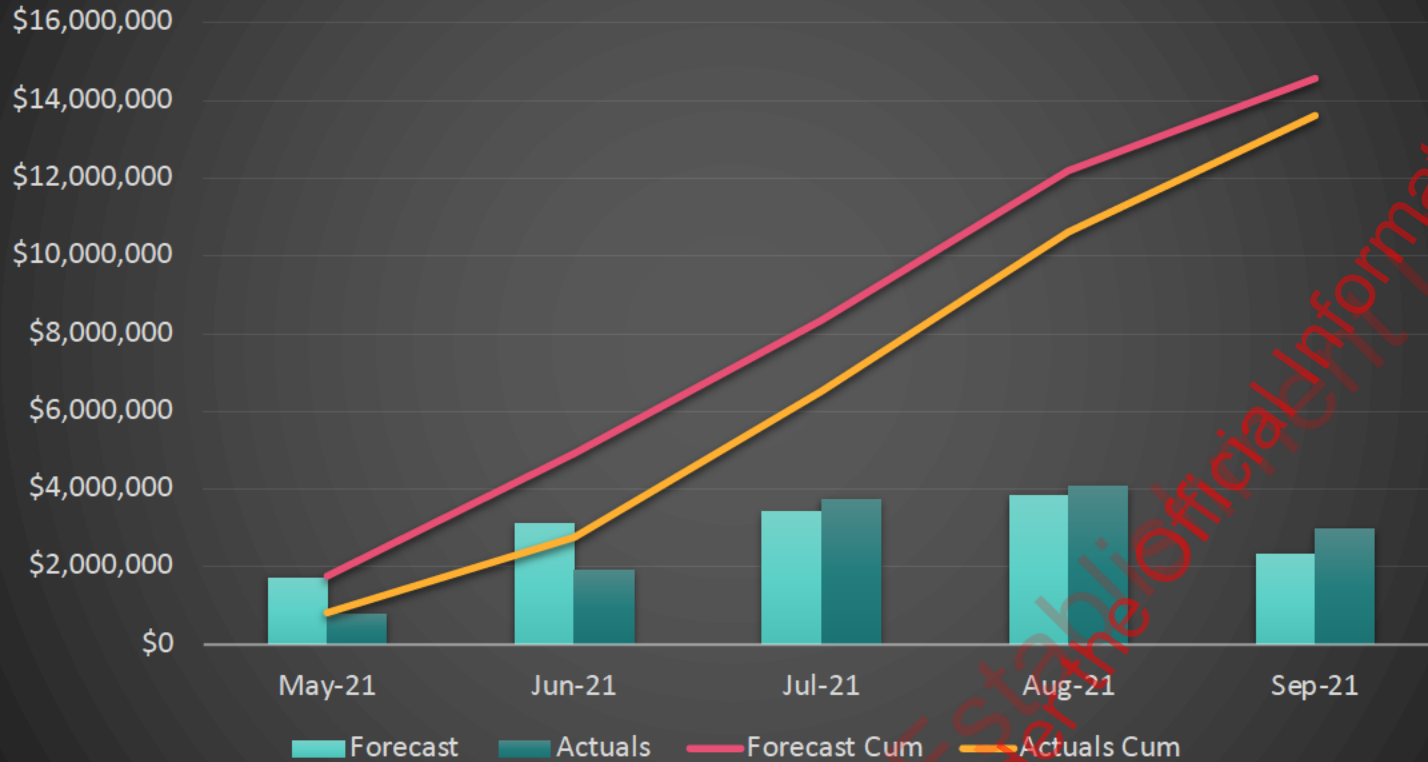
Workstream:	Milestone:	Status:	May	June	July	August	September	October
Governance	Board Meetings	N/A	◆	◆	◆	◆ ◆	◆ ◆ ◆	◆
	Sponsor's Meetings	N/A		◆		◆		◆
Establishment Unit	Business Case and Advice Ready	Achieved					◆	◆
Social Licence	1. Stakeholder Management and Mana Whenua Engagement Plans Ready	Achieved (One week early)	◆ 28/5		◆ 3/7			
	2. 'Community Engagement - 'Go Live'	Achieved						
	3. Draft Strategies and Feedback reports ready	Achieved					◆ 10/9	
Delivery Entity	4. Detailed Entity Advice and Transition Plan	Achieved				◆ 13/8		
	5. Delivery Entity Summary Report	Achieved					◆ 3/9	
Business Case	6. Project Objectives Defined	Achieved (On time)	◆ 26/5					
	7. Project Team Confirmation of Long List	Achieved (On time)	◆ 31/5					
	8. Project Team Confirmation of Short List	Achieved (On Time)			◆ 30/6			
	9. Readiness for Option Assessment	Achieved (On time)				◆		
	10. Draft Business Case Ready to Review	Achieved (2 Days Behind Schedule)						◆ 22/09
Technical Support	11. Bronze Submission of Design	Achieved (2 Week Behind Schedule)			◆ 9/7			
	12. Technical Inputs Ready for Option Selection	Achieved (On time)				◆		
Urban Form	13. Urban Development Option Selection Inputs Ready for Review	Achieved (On time)				◆ 30/7		
	14. Urban Form Summary Report	Achieved (3 Days Behind Schedule)						◆ 23/9

Notes:

- 1 * Process Updated. Original Deadline 30/08
- 2 Programme Re-Baselined 14/08

COMMERCIAL SUMMARY

Forecast vs Actual



	May-21	Jun-21	Jul-21	Aug-21	Sept-21	Total
Forecast (June 2021)	\$1,760,075	\$3,151,562	\$3,430,416	\$3,856,889	\$2,370,441	\$14,569,383
Actuals	\$817,122	\$1,943,518	\$3,759,123	\$4,093,457	\$3,000,000	\$13,413,220

Commercial Update for September 2021

To provide a coherent stream from our previous reports, the pink line represents the adjusted forecast of costs from June 2021.

In March, the initial forecast to 30/9/21 was \$13.05m. Current performance suggests an outturn cost of \$13.4m.

It is important to note that figure covers additional items including:

- Additional options assessments
- Doubling the number of public engagements held to build Social License.
- Additional Urban modelling
- Board Chairperson and support costs
- Strategic Advisory Expert advice to the Board
- Additional Board Mana Whenua Advisory
- Increased frequency of Board meetings
- Gateway review preparation.
- Additional funding and value capture reports

Planned Upcoming Project Activities

Contract reviews and close out to ensure ceasing of works where material gathered is sufficient and to ensure no invoices are received due to a lack of instruction to cease works.

Support for Cabinet reporting and communications

Project development support

Gateway and Audit Support.

Released under the Official Information Act 1982

Released under the Official Information Act 1982

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

Workstream Update:

Progress: Focus for the past month has been on supporting the Board and sponsors meetings, finalising delivery entity recommendations, finalising funding and value capture reports and finalising the management case, financial case and commercial case in the IBC. We have continued to work closely and well with MoT and Treasury, as they start to gear up to prepare their advice and the Cabinet paper.

Plans: Focus is to complete the Independent Chair's report and then provide ongoing support to Treasury and MoT for the Cabinet paper.

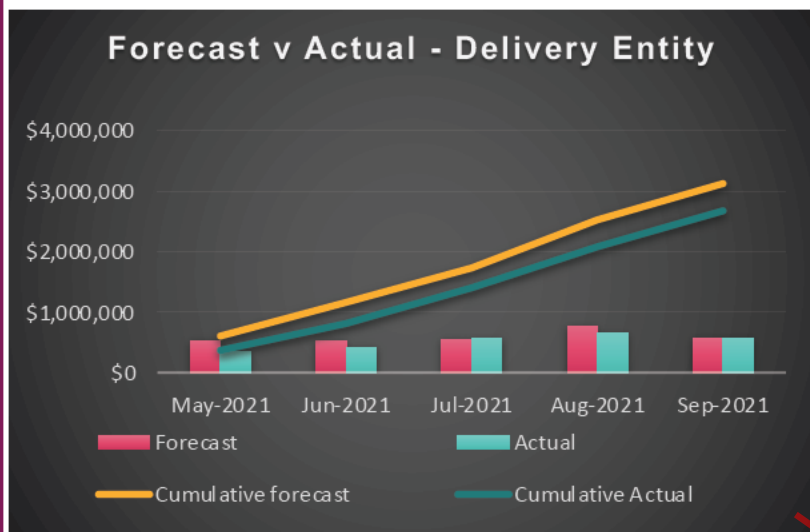
Key Milestones:

Key Milestones:	Date:	Status:	Comment:
4. Detailed Entity Advice and Transition Plan	23/8	Achieved (On Time)	Complete
5. Delivery Entity Summary Report	10/9	Achieved (On Time)	This report summarises the key findings and recommendations of this workstream.

Key Activities (this month):

Key Activities (this month):	Date:	Status:	Comment:
3 board meetings in September	14, 21 and 28 Sept		Complete.
2 sponsors meetings	20 Sept and 4 Oct.		Complete.

Commercial Summary



Commentary:

Additional Delivery Costs for Project Director Board Director, and support ng MoT, now incorporated into the Delivery Entity Workstream budget.

Due to Additional scoped items, the Delivery Entities Budget was reforecasted to show a true representation of the works to be undertaken.

Released Under the Official Information Act 1982 s 9(2)(g)(i)

SOCIAL LICENCE

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.

Engaging with Mana Whenua will enable Maori outcomes, cultural values and opportunities to be carried into the next phases of the project.

Workstream Update:

Progress: The communications and engagement for this phase has been completed. All the feedback has been analysed and collated into a Summary of Public Engagement. Briefings with the six local boards in the corridor have taken place to wrap up the period and seek lessons learnt. Final supporting appendices are also being finalised to be included in the business case. Media releases and technical notes were briefed to key media about the long list assessment, resulting in positive media coverage. Te Rautaki Huanga Māori/Māori Outcomes Strategy was also developed by the team and has been approved.

Plans: Some ongoing engagement is continuing with the Property Council of NZ to plan an online event for their members. Planning announcement communications strategy with the Minister's office for late November.

Key Milestones:

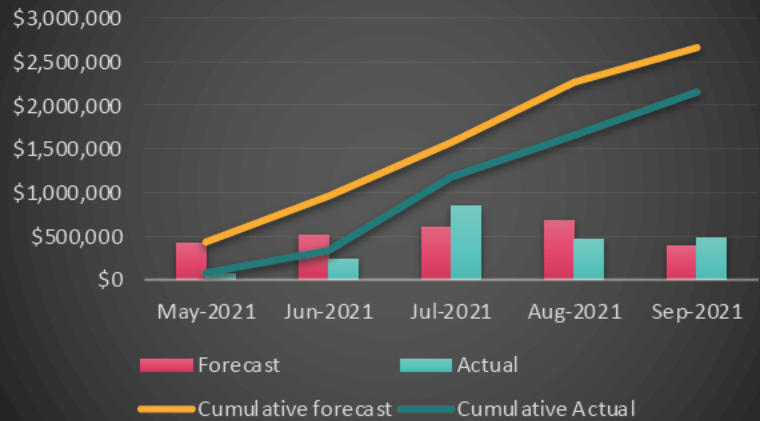
Key Milestones:	Date:	Status:	Comment:
1. Community Engagement completed.	31/8	Achieved	Online and community engagement has now closed.
2. Draft Strategies and Engagement Reports ready.	13/9	Achieved	Social Outcomes Strategy, Māori Outcomes Strategy and Summary of Public Engagement.

Key Activities (this month):

Key Activities (this month):	Date:	Status:	Comment:
Preparing for online briefings and local board engagement.	28/9	Achieved	Some ongoing activities to continue this month.
Finalising reports to go into appendices.	6/10		On schedule.

Commercial Summary:

Forecast v Actual - Social License



Commentary:

Social license Engagement anticipated to be slightly higher this month than anticipated as contracts are closed and additional support is being provided to MoT around ALR comms.

s 9(2)(g)(i)

URBAN DEVELOPMENT

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.

Workstream Update:

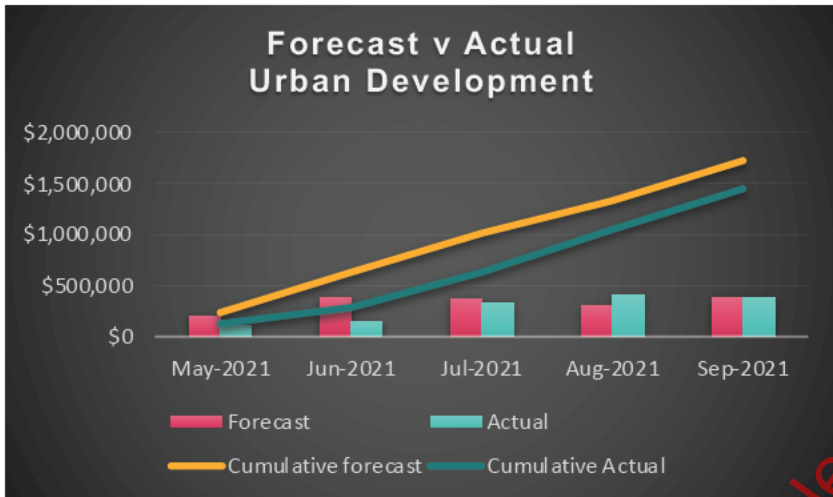
Progress: A great deal of effort was put into completing a compelling Urban story, presenting it to the board and the team are now focussed on finalising the Urban story, Urban Summary and Technical Reports. The magnitude of work completed by the Urban team over this very short period of time is staggering. Much of the technical work is ground breaking, particularly in the context of integrating urban and transport planning.

Plans: Bringing together a package of work undertaken by the urban team to ensure the next phase of the project has all technical reports, commissioned reports, the overall summary report and the Urban Story.

Key Milestones:	Date:	Status:	Comment:
Integrate urban issues/advice in business case	4/8	Achieved (On time)	This is a major deliverable for this workstream in contributing to the overall advice for the project.
Urban Form Summary Report	8/10		This is a major deliverable for this workstream in contributing to the overall advice for the project.

Key Activities (this month):	Status	Comment:
Finalising the Urban Story		Working with Arup and PwC to finalise the Urban Story document to feed into Leigh's Advice to cabinet.
Finalising urban advice into the business case		Reviewing final draft of the business case to ensure urban advice is fully incorporated
Finalising urban summary report		Finalising the overall Urban Summary report that summarises all technical work completed. This will be a key document for the next phase of the project.

Commercial Summary



Commentary:

Spend largely in line with Forecast.

s 9(2)(g)(i)

BUSINESS CASE AND CONSENTING

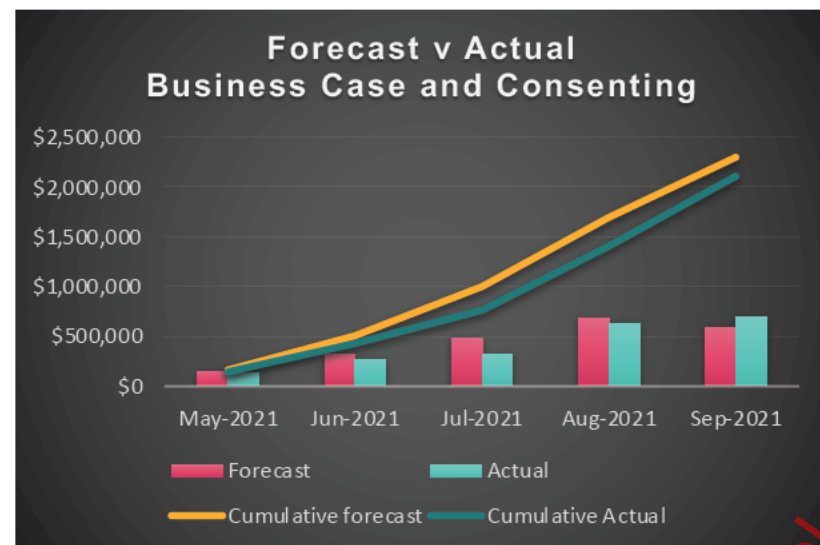
The purpose of the Business Case workstream is to lead the business case and consenting for the independent Chair and Establishment Unit Board, to lead the development of the business case and be the interface of the programme work

Workstream Update:

Progress: The final draft version of the Indicative Business Case was completed at the end of September, after an enormous effort by all those working with the Business Case Team. This has resulted in IAG and Board endorsing the IBC's recommendations. The team are now focused on making final changes for clarity or consistency, and the document will be refined ready for Gateway Review and submission to the Sponsors.

Plans: Next steps involve collation and final review of appendices, final review of the full Indicative Business Case and publication in InDesign. This can be used for Gateway Review, submission to Sponsors and ultimately being available to put on our website (once made public).

Commercial Summary:



Commentary:

Spend generally in line with forecasted cost. As we head into the final weeks of the Business Case it is anticipated that additional costs are likely to actualize as some suppliers' invoice on the completion of their works.

Key Milestones:	Date:	Status:	Comment:
8. Confirmation of Short List	30/6	Achieved (on time)	Hybrid option added
9. Readiness for Option Assessment	2/8	Achieved (on time)	Briefing to assessors
10. Business Case drafted	31/8	Achieved (on time)	Collated document

Key Activities (this month)	Date:	Status:	Comment:
Submission of IBC to Sponsors.	9/10		This represents the penultimate action for the team.
Full collation of appendices	7/10		Ensuring all items are up to date and properly referenced.

s 9(2)(g)(i)

TECHNICAL SUPPORT

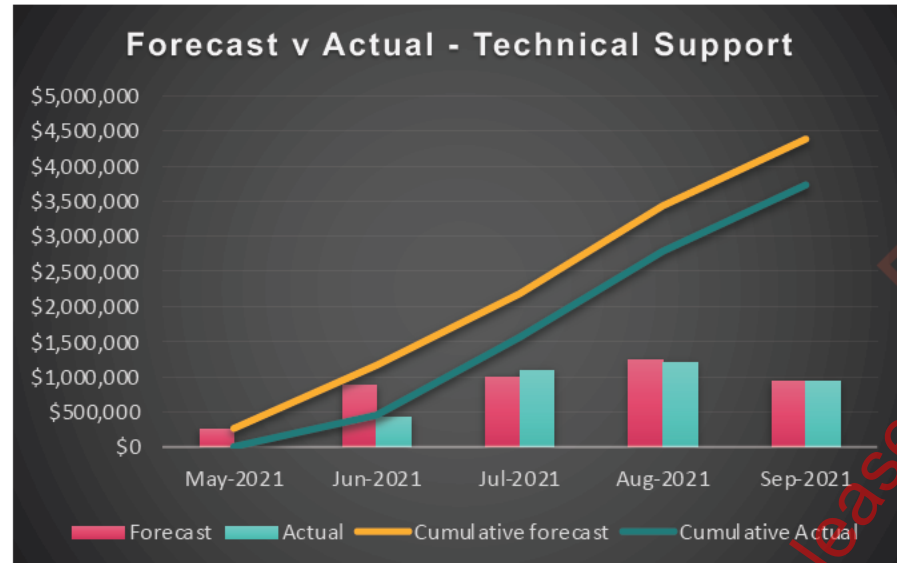
The purpose of the Technical Support workstream is to lead the technical support, transport strategy and programme for the business case.

Workstream Update:

Progress: A full month finalising reports, drawings, costs, risk, peer reviews, property requirements and finalisation of the Concept of Operations. Cost reports were peer reviewed and finalised with the Final version of Cost, Programme and Risk deliverables closed out. Recommendations made to ALR Board on emerging preferred option for route, mode and delivery entity. The Business Case were reviewed and updated with three viable options.

Plans: Sponsors meeting on 4th October to determine recommendations to go to Cabinet. Ongoing assistance responding to board and sponsor queries. Plan for next phase – Contract packaging and priority, resourcing and early deliverables.

Commercial Summary:



Commentary:

Technical support largely complete and in line with forecast

Key Milestones:	Date:	Status:	Comment:
11. Bronze submission of Design	9/7	Achieved (On time)	Bronze and Silver issues completed
12. Technical Inputs Ready for Option Selection	30/7	Achieved (On time)	MCA completed

Key Activities (this month):	Date:	Status:	Comment:
Final submission of Concept of Operations	5/09	On track	On track
Gold issue of SLO drawings	2/09	On track	On track
Final submission of technical notes	2/09	On track	On track
Complete patronage modelling for heavy rail option and refinement of tunnelled light rail modelling	17/09	On track	On track
Final submission of SLO costs and peer review completed	14/09	Yellow	Compressed timeframe will put pressure on this activity

s 9(2)(g)(i)

PROJECT MANAGEMENT OFFICE

The purpose of the Project Management Office is to provide the workstreams with a standardised and consolidated approach to the overarching programme and cost management for the Establishment Unit.

Workstream Update:

Progress: The PMO team have been ensuring the ALR processes and procedures are streamlined, robust in anticipation of Gateway and Audit assurance reviews. Key risks continue to be monitored to ensure they are mitigated as necessary. ALR Financial Audit commenced 01 October, with materials supplied for review. Further reviews have been undertaken in preparation for the Gateway Review in November.

Plans: Preparation for assurance activities in October and November and supply of relevant documentation to the review teams. There will also be a close out process to ensure that all supplier have submitted necessary documentation and the database includes appropriate historical records for the project.

Key Milestones:

N/A

Date:

Status:

Comment:

Key Activities (this month):

Date:

Status:

Comment:

Supply core plans to Gateway Review group.

04/10

Achieved
(On time)

Items for review.

Supply information and reference documentation to Audit team.

05/10

On track.

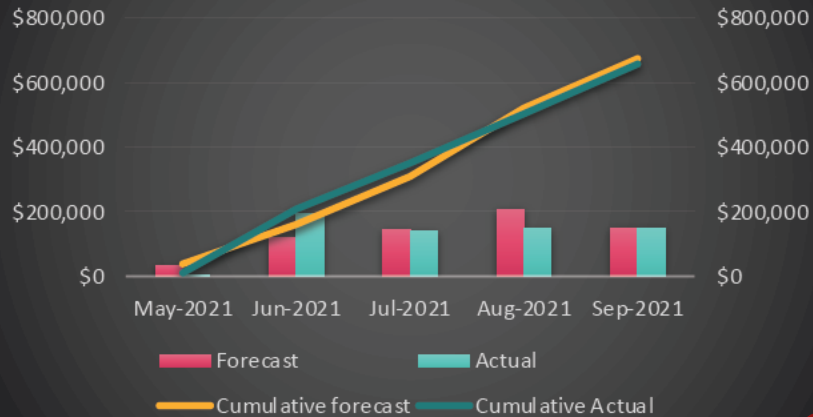
Production of further key plans for Gateway Review and Audit.

12/10

Opportunity for the project to put its best foot forward.

Commercial Summary

Forecast v Actual - PMO



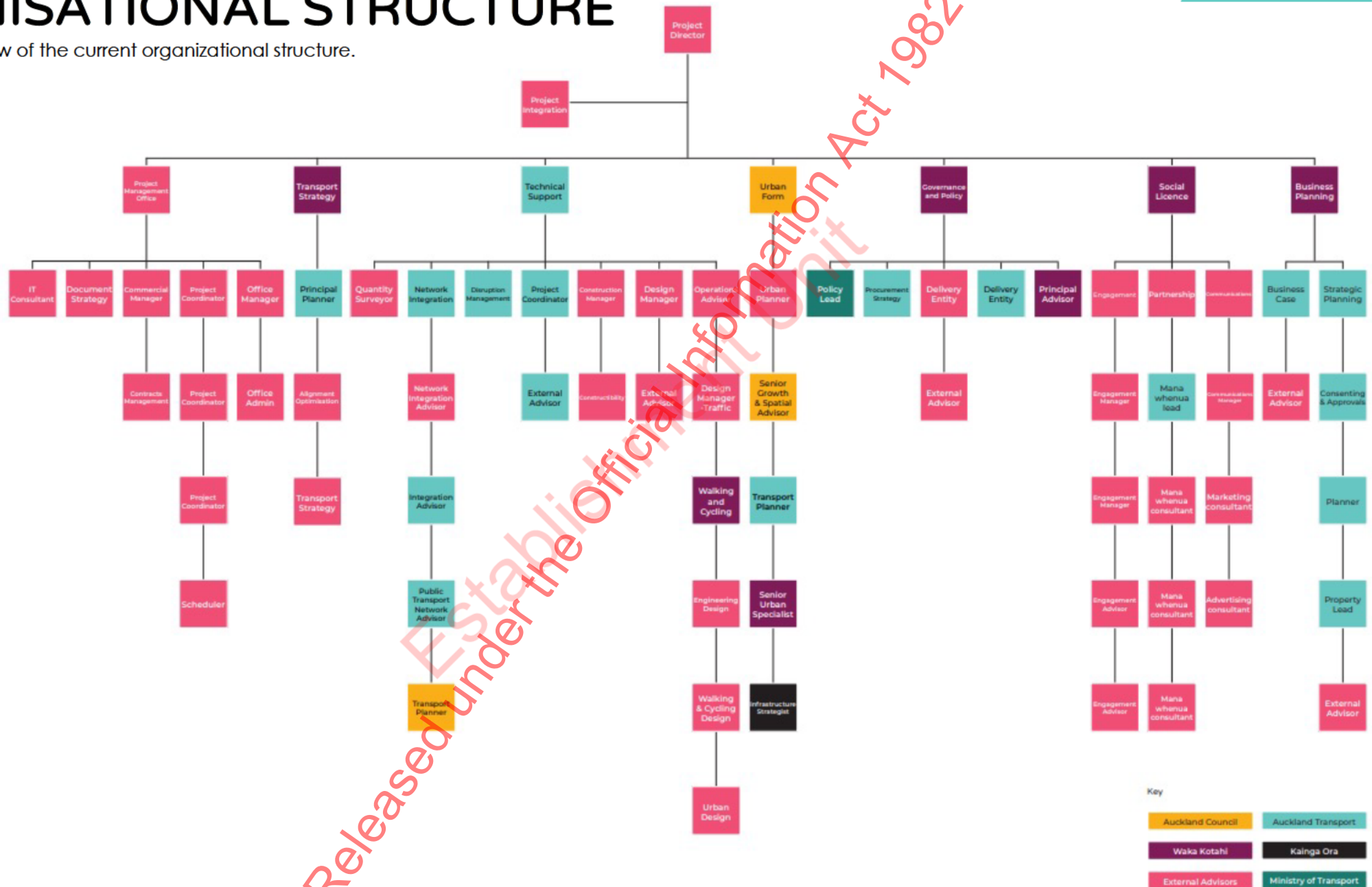
Commentary:

Spend largely in line with forecast.

s 9(2)(g)(i)

ORGANISATIONAL STRUCTURE

This is a high-level view of the current organizational structure.



Released under the Official Information Act 1982

Key

Auckland Council	Auckland Transport
Waka Kotahi	Kainga Ora
External Advisors	Ministry of Transport

Auckland Light Rail Establishment Unit Board Meeting Minutes	
Date & time	12 October 2021, 9.30am to 1.15pm
Location	Teams meeting
Board members	Leigh Auton (Independent Chair) Peter Mersi (Ministry of Transport) Katja Lietz (Kāinga Ora) Shane Ellison (Auckland Transport) Nicole Rosie (Waka Kotahi) Jim Stabback (Auckland Council) Councillor Darby (Auckland Council) Margi Watson (Local Board Representative) Ngarimu Blair (Mana whenua representative) Karen Wilson (Mana whenua representative) Leilani Frew (Treasury, observer) Dan Cameron (Te Waihanga, observer)
Staff in attendance	Tommy Parker (Project Director) Lucy Riddiford (Board secretary) s 9(2)(g)(i)

* Present for part of the meeting

1. Board Only Session

There was no Board Only Session.

2. Apologies, minutes, interests and matters arising

Apologies

There were no apologies.

Minutes

Resolution	The Board approved the minutes of the last meeting.
------------	--

Interests

There was no discussion on the interests register.

Matters arising

1. Appendices to the Engagement Report have been provided to the Board.
2. No action has yet been taken on appointing an independent historian to undertake a view of the history of the corridor, from a mana whenua perspective.

3. Report back from sponsors' meeting

Mr Auton introduced the discussion and also talked about a further meeting with Minister Wood that had occurred on 8 October 2021 (regular fortnightly catchup).

There was a general discussion, including the following:

- Sponsors want more definition and certainty on who is accountable for delivering the urban interventions, including how they will be documented.
- A desire to paint a clearer picture on the urban opportunities for areas like Māngere and Wesley.
- s 9(2)(i)
- Long term connections to the North Shore and North West and the implications for the need for a city centre tunnel, noting the need to work closely with the Additional Waitemata Harbour Crossing team.
- How the various options affect mana whenua.
- The need for a compelling rapid transit network vision for Auckland.

The Board also discussed the Minister's desire to release the IBC at the end of October, ahead of Cabinet's decision. Various members of the Board expressed concern about this approach and requested that advice be given to the Minister setting out its concerns about an early release of the IBC.

Action	Prepare and send a briefing note to the Minister outlining the Board's concerns about early publication of the IBC.
---------------	---

The Board broke for morning tea at 11.15am and reconvened at 11.25am.

Mr Auton relayed a discussion with the Minister about the selection of mana whenua representatives for the sponsors group and there was a general discussion. There was a general discussion, with views expressed about:

- The role of the independent historian's report to help inform a decision about mana whenua representation; and
- The desirability for continuity of representation through the Kaitiaki forum.

4. Project Director's report

Mr Parker introduced his report, noting:

- A number of the team had been encouraged to take leave this week to support their wellbeing given the intense phase of work that has just been completed – the Board was supportive.
- His reflections on the project to date.

Board members shared their reflections on the project to date. There were some general themes shared by Board Members:

- Credit to the team, under the leadership of Mr Parker, for delivering on the terms of reference in such a short timeframe
- Collaborative and enabling culture
- Good example of collaboration between central and local government agencies
- Acknowledgement of the valuable role of the independent assurance panel and questions as to whether the international experts could have been utilised more to support the Board and decision-makers
- Benefits of collaboration and transparency, using the Board table as a forum to air different views
- Fact that management could have improved expectation setting for board and sponsors, in the early meetings there was not much information to present to the board as work was still being undertaken; but in the later meetings, there was a high volume of information
- The representative nature of the governance structure, which presented some challenges
- Sound budget management

5. Monthly Board report

Mr Parker introduced the report. There was a brief discussion.

6. Gateway Review

[redacted - Out of scope] joined the meeting at 12.06pm.

[redacted - Out of scope] introduced his paper. There was a general discussion, including the following:

- The reviewers
- Planning for the reviews and the fact that reviewers wished to interview a number of the board members
- The nature of the report and what would be shared with the board and sponsors.

[redacted - Out of scope] left the meeting at 12.30pm.

7. Chairperson's Independent Report

Ms Riddiford introduced the item, highlighting the purpose of the report.

There was a general discussion, including the following:

- The opportunity to position the IBC, an outstanding piece of work, delivered in a short timeframe

The need to make a recommendation, but leave other options open to decision-makers

- How to frame the need to continue work on tunnelling options at the northern end of the alignment
- The need to be clear about further work that would be needed to understand and deliver urban outcomes

Resolution	<p>The Board endorsed the report for submission to sponsors, subject to minor edits.</p> <p>As observers, Ms Frew and Mr Cameron did not participate in the recommendation.</p> <p>Mr Mersi abstained from the recommendation, on the basis that as Secretary of Transport, he is obliged to provide independent advice to the Minister of Transport.</p>
-------------------	--

8. Cabinet paper

Mr Mersi introduced the item and made the following general points

- Cabinet paper is the Minister's paper
- Officials need to put it into broader context
- Will develop up Cabinet paper with other agencies
- Will work with Ministers over the next couple of weeks to determine recommendations to take to Cabinet
- There will be departmental consultation, Ministerial consultation and labour caucus
- If documents are to be released before the November Cabinet decision, the Minister will need to seek the approval of Cabinet. This could be done via an oral item.

s 9(2)(g)(i)



9. General business

There was support for providing the individuals who had worked on the project with a small token of acknowledgement.



A handwritten signature in black ink, appearing to read 'Leigh Auton'.

Minutes approved by the Independent Chair

Leigh Auton

Released under the Official Information Act 1982
Established by the Official Information Unit