



## BOARD AGENDA

### GROUP

<b>Meeting</b>	16 November 2021, 9.30am – 1.15pm
<b>Location</b>	VC
<b>VC/dial in</b>	Teams
<b>Attendees</b>	Leigh Auton (Independent Chair), Peter Mersi, Nicole Rosie, Shane Ellison, Katja Lietz), Jim Stabback, Cr. Darby, Margi Watson, Karen Wilson, Ngarumi Blair Leilani Frew (observer), Dan Cameron (observer)  Tommy Parker, Lucy Riddiford, <b>Out of Scope</b>
<b>Apologies</b>	

\* 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 A pathway for all this day
Hei huarahi mā tatou i te rangi nei	Let us show respect for each other
Aroha atu, aroha mai	For one another
Tātou i a tātou katoa	Bind us all together
Hui e! Tāiki e!	

No.	Item	Sponsor	Attendees	Timing	Mins
Introduction					
1	Board Only	Chair		9:30	15
2	Apologies	Chair		9:45	5
2A	Actions				
2B	Interests				
2C	Minutes				
3	Project Director's report	Tommy Parker		9.50	15
4	Monthly board report	Tommy Parker		10.05	15

No.	Item	Sponsor	Attendees	Timing	Mins
5	Ministry of Transport/ Treasury advice/ Cabinet paper	Leilani Frew/ Peter Mersi		10.20	30
6	Gateway	Tommy Parker		10.50	30
7	Budget for next phase	Tommy Parker	Out of Scope	11.20	15
<b>Break</b> <b>11:35am</b> <b>10</b>					
8	P50 costs	Tommy Parker	Out of Scope	11.45	15
9	Harbour crossing integration	Tommy Parker	Out of Scope	12.00	15
10	Property acquisition and road widening	Tommy Parker	Out of Scope	12.15	15
11	Media response	Tommy Parker	Out of Scope	12.30	15
12	Proactive release of documents	Tommy Parker	Lucy Riddiford/ Out of Scope	12.45	15
13	General business	Chair		1.00	15
	<b>MEETING CLOSE</b>			<b>1.15pm</b>	

**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 16 November 2021)

Meeting / Item	Action	Owners	Due	Status
<b>12 October 2021</b> 3. Report back from sponsor's meeting	Prepare and send a briefing note to the Minister outlining the Board's concerns about early publication of the IBC.	Tommy Parker	October 2021	Closed
<b>12 October 2021</b>	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



# Project Director's report

10 November 2021

## Media and Communications

Following the release of the Chairman's report at the beginning of the month we have seen a large amount of media interest and comment.

The team's view of the coverage is that generally it has been balanced and positive, we have not had to correct any media mistakes. Comments from the detractors have been no more than expected and it has been pleasing to see the community voice coming through.

The release has increased the workload of the coms and stakeholder team who have received a large number of requests for information. The team are now working with the Minister's office to shape the announcement of the Cabinet decision which we anticipate to be in early December.

Keelin has provided a short paper and will speak to that later in the meeting.

## Gateway Review

The Gateway Review was undertaken in the first week of November. They undertook over 20 interviews with members of the Senior team, board and sponsors.

The report is in the board pack.

s 9(2)(g)(i)

We have allocated time on the agenda to discuss the Gateway Review.

## Forward Work plan

We have pulled together a work plan for the next six-month period and a working draft is attached. This plan is based on the assumption that the current operating set up continues until April 2022.

We have assumed the retention of the work stream leads the board, sponsors and the assurance framework for this period. We anticipate that there will be certainty on the delivery entity by April.

Key focuses include, shaping the design and assessment framework for both the transport and urban components consulting with the industry and shaping up the design and master planning



packages and take them to market, assessing the costs and benefits of the northern tunnel section in relation to the wider network and supporting the parallel policy work streams.

### Action – Māori historian

We propose to engage an independent historian to assist in preparation for the next phase of engagement in Indicative Design with Māori. The historian will review historical information in the public domain to assist ALR in their decision-making and due diligence for project milestones, including consenting. The report will sit alongside the kanohi ki te kanohi engagement that we will undertake with Māori and provide the project team with an additional layer of information to consider in their decision-making.

We propose to approach one of the following eminent historians:

- s 9(2)(a)
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### Team Build

With lockdown easing slowly, we would like to take Waka Kotahi's approach to leave to support our team. Waka Kotahi is providing employees in Auckland and the Waikato with half a day leave per week, while they're in level 3, up until Christmas 2021. This is flexible, to allow people some personal time each week where they can take a break from the "working from home" environment and hopefully recharge. The leave can't be carried over or accumulated. I wanted to test this with the board, as I am not sure of the policies in other home organisations.

I am also proposing that we apply the Waka Kotahi Christmas shut down periods: Close down – 24 December; reopen – 5 January.

Very much hoping that we will be able to get back into the office this side of Christmas and bring the team together!

Tommy

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# 6 MONTH PLAN

## Our Purpose | On a journey to a closer Tamaki Makaurau - Together

Our Mission: We are Laying the Foundations for:	Our Team Behaviours:	Team Objectives to April 2022:
<ul style="list-style-type: none"> <li>A city shaping rapid transit network</li> <li>A successful project</li> <li>A sustainable future for Auckland</li> <li>Strong and enduring relationships</li> </ul>	<ul style="list-style-type: none"> <li>Mana Whenua genuine partners</li> <li>One Team operating in for the best interests of all home organisations</li> <li>Best for Project Decisions</li> <li>Always communicate our issues, ideas and opportunities</li> <li>Respect for all opinions and viewpoints</li> </ul>	<ul style="list-style-type: none"> <li>Deliver quality advice to the sponsors on time, every time</li> <li>Further enhance the case so that continuing the project becomes inevitable (when not if!)</li> <li>Provide an implementation ready plan for the development and delivery, that our sponsors and board can stand behind with confidence.</li> <li>Maintain and enhance our collaborative working culture</li> <li>Build greater Social License</li> <li>Upskill and Inspire Junior Staff</li> </ul>

### Our objectives

Focus Area	Task	Time frame	Who	Priority High/Med/Low	Outcome
HSE, Culture & Training	<ul style="list-style-type: none"> <li>Develop Health and Safety approaches that minimise issues and support wellbeing (Staff/contractors/general public)</li> <li>Continued culture and team development, with ongoing celebration of success.</li> <li>Consideration of upskilling throughout the different stages of the project.</li> </ul>	April	Owner: Tommy Support: SLT		
Business Case Format and Plan	<ul style="list-style-type: none"> <li>Determine the format of the next stage of the Business Case for the programme</li> <li>Develop a brief for the necessary work packages</li> <li>Align CC2M Business Case with other relevant Auckland Business Cases.</li> <li>s 9(2)(g)(i)</li> </ul>	Mid 2022	Owner: [Redacted]	High	Have the Business case format agreed by the board and ready for progress
Masterplanning	<ul style="list-style-type: none"> <li>Develop a methodology and brief for the master planning of the corridor to set the vision and guide future growth, urban development and investment decisions.</li> <li>Shaping up the relevant packages for each development area</li> </ul>	Early 2022	Owner: [Out of Scope]	High	Masterplan Strategy signed off by the board in early 2022
Delivery Partners	<ul style="list-style-type: none"> <li>Consider               <ul style="list-style-type: none"> <li>What are the outcomes we want?</li> <li>What disciplines will we need to get the outcomes</li> </ul> </li> </ul>	April 2022	Owner: [Redacted]	High	Procurement Packages out to market with preferred supplies identified by July 2022

Focus Area	Task	Time frame	Who	Priority High/Med/Low	Outcome
(Professional Services)	<ul style="list-style-type: none"> <li>How do we package up the services and what is the go-to market strategy?</li> <li>What services are retained from first phase?</li> <li>Undertake Industry Consultation</li> </ul>		Support: Lucy		
Partnership Agreements	<ul style="list-style-type: none"> <li>Partnerships: <ul style="list-style-type: none"> <li>Sponsors</li> <li>Mana Whenua</li> <li>Council</li> <li>Kainga Ora</li> <li>MoT/TSY</li> <li>Waka Kotahi</li> </ul> </li> <li>s 9(2)(g)(i)</li> </ul>	Mid 2022	Owner: Lucy Support: [Redacted]	Med	Drafts for approval by the board for execution by mid 2022
City Centre Tunnel (option 3 B)	<ul style="list-style-type: none"> <li>Run benefit analysis for City centre tunnel to dominion junction</li> </ul>	Dec 2021	Owner: [Redacted] Support: [Redacted]	High	Advice note to sponsors
Recruitment	Generate a list of home org recruitment and develop a strategy	Early 2022	Owner: Lucy Support: SLT	Med	The core team roles that need to be in the home organisation, to manage our consultants competently as an intelligent client
Management Systems	<ul style="list-style-type: none"> <li>Data Management</li> <li>Information Systems</li> <li>Finance systems</li> <li></li> </ul>	Mid 2022	Owner: Lucy	High	Systems and Processes in place for delivery entity
Office accommodation	<ul style="list-style-type: none"> <li>Decide on co-location</li> <li>Office accommodation location</li> </ul>	Mid 2022	Owner: Lucy	Med	Secure office location with suitable space for full development team
Programme	<ul style="list-style-type: none"> <li>Updates on <ul style="list-style-type: none"> <li>Masterplan &amp; Urban Design Process</li> <li>Landuse alignment (coordination of financial impacts)</li> <li>Consenting strategy</li> <li>Engagement</li> <li>Consultation, value capture</li> </ul> </li> <li>s 9(2)(g)(i)</li> <li>Consideration of staging options (including urban developments)</li> </ul>	Dec 2021	Owner: [Redacted] Support: [Redacted]	High	Updated programme signed off by board and sponsors
Property Plan	<ul style="list-style-type: none"> <li>Develop plan to cover both transport required property and potential land for crown development.</li> <li>Early property acquisition - Confirm Budget &amp; funding for opportunistic purchasing</li> <li>Confirm Purchasing mechanisms</li> </ul>	Feb 2022	Owner: [Redacted] Support: Lucy	High	<ul style="list-style-type: none"> <li>Confirmed budget and available funding for early acquisition</li> <li>Purchasing Plan</li> <li>Strategy developed and agreed with Kianga Ora and presented to the board</li> </ul>
Early Design Packages	Onehunga Lagoon, Mangere Inlet and Airport	Mar 2022	Owner: [Redacted] Support: [Redacted]	Med	Design solutions presented to the SLT

Focus Area	Task	Time frame	Who	Priority High/Med/Low	Outcome
<b>Disruption Management</b>	Develop approach to minimise disruption and target assistance available for businesses affected by the project.	TBC	Owner: [Redacted] Support: [Redacted]	Low	Agreed policy position
<b>Gentrification</b> 'Socio economics of Place'	<ul style="list-style-type: none"> <li>Partner with relevant bodies</li> <li>Understand opportunities to deliver whole of community project.</li> <li>Develop possible solutions to optimise urban outcomes</li> </ul>	Mar 2022	Owner: [Redacted]	Med	Advice note on how the project can address community concerns and allows us to conduct community discussions.
<b>Decarbonisation</b>	Understand the impact of decarbonisation and how this will become more important as the project progresses.	Apr 2022	Owner: [Redacted]	Med	Clear assessment framework for the assessment and monitoring of the project going forward with regard to emissions reduction targets.
<b>Mana Whenua Partnership</b>	<ul style="list-style-type: none"> <li>Further Hui with Iwi</li> <li>Appoint historian</li> <li>Deliver Te Rautaki</li> <li>Strengthened relationship</li> </ul>			High	<ul style="list-style-type: none"> <li>Agreed Plan for engagement</li> <li>Strategy and plan to deliver Te Rautaki</li> </ul>
<b>Stakeholder engagement &amp; consultation</b>	<ul style="list-style-type: none"> <li>Stakeholders: <ul style="list-style-type: none"> <li>Connected communities / Mid-term &amp; long-term road renewal program/ ACAB engagement</li> <li>Airport to Botany (A2B) &amp; LGWM</li> <li>Panuku Projects</li> <li>AWHC</li> </ul> </li> <li>Industry Engagement - dovetail with existing industry engagement</li> <li>s 9(2)(g)(i) [Redacted]</li> </ul>	Ongoing	Owner: [Redacted]	High	
<b>Network Integration</b>	<ul style="list-style-type: none"> <li>North Shore/ CC2M City Centre Tunnel</li> <li>Consistency with ARTP</li> </ul>	Apr 22	Owner: [Redacted] Support: [Redacted]	High	
<b>Support for Policy</b>	<ul style="list-style-type: none"> <li>Support MoT /TSY to establish the optimal governance and organisational arrangements for delivering the project.</li> <li>Support mega projects workstream in transport revenue review</li> <li>s 9(2)(g)(i) [Redacted]</li> </ul>		Owner: Lucy		
<b>Consenting Strategy</b>	<ul style="list-style-type: none"> <li>Define the consenting strategy</li> </ul>		Owner: [Redacted]		
<b>Gateway Review Considerations</b>	<ul style="list-style-type: none"> <li>s 9(2)(g)(i) [Redacted]</li> <li>[Redacted]</li> </ul>				

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Focus Area	Task	Time frame	Who	Priority High/Med/Low	Outcome
Unit Board and sponsor governance support	Continuation of robust governance and secretariat processes for the unit	Ongoing	Owner: Lucy	High	<ul style="list-style-type: none"> <li>Efficient and effective board meetings</li> <li>Deliver quality advice to the sponsors on time, every time</li> </ul>

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Task by Work Stream

PD-SRO Tommy	Governance Lucy	Business Case Cameron	Technical Design Alan	Urban Amanda	Social License Keelin	Strategy Peter
<p><b>HSE, Culture &amp; Training</b></p> <ul style="list-style-type: none"> <li>Develop Health and Safety approaches that minimise issues and support wellbeing (Staff/contractors/general public)</li> <li>Continued culture and team development, with ongoing celebration of success.</li> <li>Consideration of upskilling throughout the different stages of the project.</li> </ul>	<p><b>Partnership Agreements</b></p> <ul style="list-style-type: none"> <li>Partnerships: <ul style="list-style-type: none"> <li>Sponsors</li> <li>Mana Whenua</li> <li>Council</li> <li>Kainga Ora</li> <li>MoT/TSY</li> <li>Waka Kotahi</li> </ul> </li> <li>s 9(2)(g)(i)</li> </ul>	<p><b>Business Case Format and Plan</b></p> <ul style="list-style-type: none"> <li>Determine the format of the next stage of the Business Case for the programme</li> <li>Develop a brief for the necessary work packages</li> <li>Align CC2M Business Case with other relevant Auckland Business Cases.</li> <li>s 9(2)(g)(i)</li> </ul>	<p><b>Programme</b></p> <ul style="list-style-type: none"> <li>Updates on <ul style="list-style-type: none"> <li>Masterplan &amp; Urban Design Process</li> <li>Landuse alignment (coordination of financial impacts)</li> <li>Consenting strategy</li> <li>Engagement</li> <li>Consultation, value capture</li> </ul> </li> <li>s 9(2)(g)(i)</li> <li>Consideration of staging options (including urban developments)</li> </ul>	<p><b>Masterplanning</b></p> <ul style="list-style-type: none"> <li>Develop a methodology and brief for the masterplanning of the corridor to set the vision and guide future growth, urban development and investment decisions.</li> <li>Shaping up the relevant packages for each development area</li> </ul>	<p><b>Stakeholder engagement &amp; consultation</b></p> <ul style="list-style-type: none"> <li>Stakeholders: <ul style="list-style-type: none"> <li>Connected communities / Mid-term &amp; long-term road renewal program/ ACAB engagement</li> <li>Airport to Botany (A2B) &amp; LGWM</li> <li>Panuku Projects</li> <li>AWHC</li> </ul> </li> <li>Industry Engagement - dovetail with existing industry engagement</li> <li>s 9(2)(g)(i)</li> </ul>	<p><b>Network Integration</b></p> <ul style="list-style-type: none"> <li>North Shore/ CC2M City Centre Tunnel</li> <li>Consistency with ARTP</li> </ul>
	<p><b>Support for Policy</b></p> <ul style="list-style-type: none"> <li>Support MoT /TSY to establish the optimal governance and organisational arrangements for delivering the project.</li> <li>Support mega projects workstream in transport revenue review</li> <li>s 9(2)(g)(i)</li> </ul>	<p><b>City Centre Tunnel (option 3 B)</b></p> <p>Run benefit analysis for City centre tunnel to dominion junction</p>	<p><b>Delivery Partners (Professional Services)</b></p> <ul style="list-style-type: none"> <li>Consider <ul style="list-style-type: none"> <li>What are the outcomes we want?</li> <li>What disciplines will we need to get the outcomes</li> <li>How do we package up the services and what is the go-to market strategy?</li> <li>What services are retained from first phase?</li> </ul> </li> <li>Undertake Industry Consultation</li> </ul>	<p><b>Property Plan*</b></p> <ul style="list-style-type: none"> <li>Develop plan to cover both transport required property and potential land for crown development.</li> <li>Early property acquisition - Confirm Budget &amp; funding for opportunistic purchasing</li> <li>Confirm Purchasing mechanisms</li> </ul>		
	<p><b>Management Systems</b></p> <ul style="list-style-type: none"> <li>Data Management</li> <li>Information Systems</li> <li>Finance systems</li> </ul>	<p><b>Property Plan*</b></p> <ul style="list-style-type: none"> <li>Develop plan to cover both transport required property and potential land for crown development.</li> </ul>	<p><b>Early Design Packages</b></p> <p>Onehunga Lagoon, Mangere Inlet and Airport</p>	<p><b>Gentrification 'Socio economics of Place'</b></p> <ul style="list-style-type: none"> <li>Partner with relevant bodies</li> </ul>		

PD-SRO Tommy	Governance Lucy	Business Case Cameron	Technical Design Alan	Urban Amanda	Social License Keelin	Strategy Peter
		<ul style="list-style-type: none"> <li>Early property acquisition - Confirm Budget &amp; funding for opportunistic purchasing</li> <li>Confirm Purchasing mechanisms</li> </ul>		<ul style="list-style-type: none"> <li>Understand opportunities to deliver whole of community project.</li> <li>Develop possible solutions to optimise urban outcomes</li> </ul>		
	<b>Office accommodation</b> <ul style="list-style-type: none"> <li>Decide on co-location</li> <li>Office accommodation location</li> </ul>	<b>Disruption Management</b> Develop approach to minimise disruption and target assistance available for businesses affected by the project.				
	<b>Recruitment</b> Generate a list of home org recruitment and develop a strategy	<b>Decarbonisation</b> Understand the impact of decarbonisation and how this will become more important as the project progresses.				
	<b>Unit Board and sponsor governance support</b> Continuation of robust governance and secretariat processes for the unit	<b>Consenting Strategy</b> Define the consenting strategy				

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# AUCKLAND LIGHT RAIL Board Report #7

November 2021

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# EXECUTIVE SUMMARY

## Progress Highlights from October 2021

October marked some significant achievements for the Project. We submitted the indicative business case and appendices to the Ministry of Transport and Treasury on 8 October, with the Independent Chair's Report and Indicative Business Case being provided to sponsors on 15 October. The culmination of an impressive effort and intense hard work over a six-month period. I want to take the opportunity to thank the team for their commitment to a complex and challenging task, which they have handled with a high level of competency and professionalism, producing a body of work of which they can be very proud.

The first public release of substantive material on the recommendations of the Establishment Unit occurred on October 29, an event managed by the Minister of Transport's Office with support from Keelin and her team. The initial public response is mixed, with plenty of positive sentiment to build on.

Over the coming month the team will continue to refine some supporting work to clarify our recommendations and to support the Ministry of Transport and Treasury as they work their way toward recommendations to Cabinet.

## Points of Focus going forward

### Status

Support for the Ministry and Treasury in their preparation of the Cabinet paper.

Production of supporting information concerning network integration, urban development and cost estimates.

Planning for the next phase will commence in earnest.

Support for the Gateway Review process.

Support for the Waka Kotahi Internal Audit Process, responding to any urgent requirements.

## Project Status

	Scope		Resources
	Risk		Issues
	Budget		Schedule

## Key – Red/Amber/Green Status

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

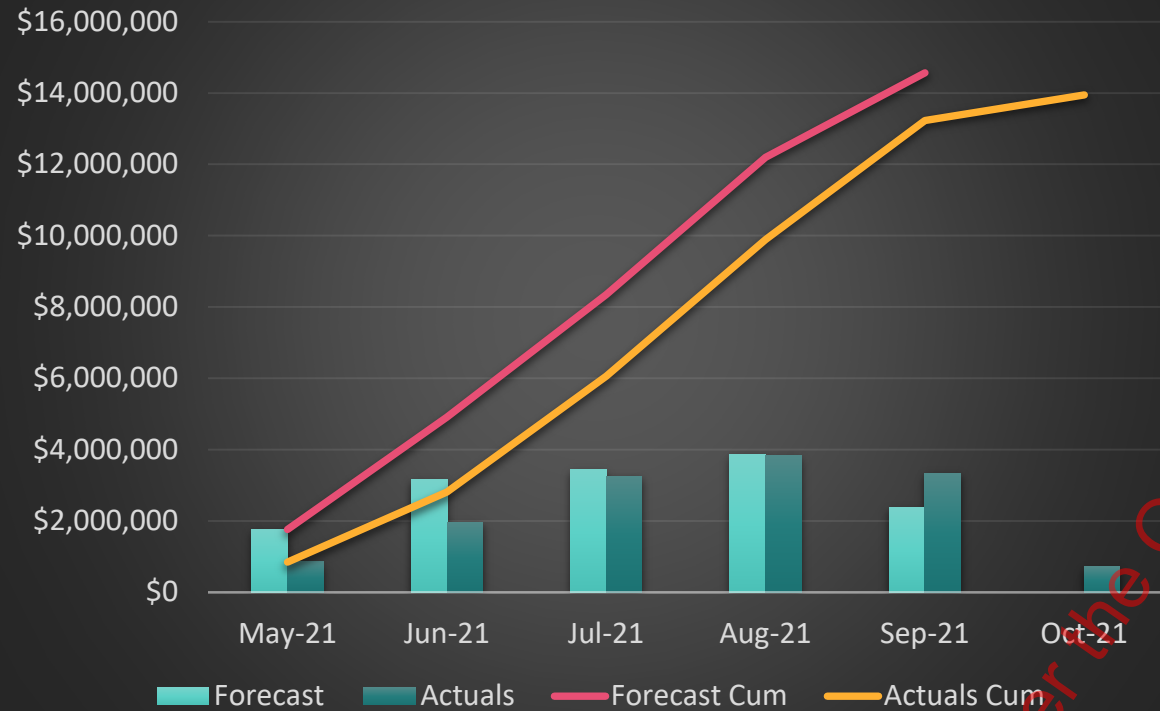
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# OVERALL WORKSTREAM SUMMARY

Workstream	High-level Progress Overview	Programme	Budget	Risk Status
Delivery Entity	Significant achievement in the last month was the completion of the Independent Chair's report. Other activities have included support for the Gateway Review process, ongoing provision of information to the Minister of Transport to support his engagement, preparation for the proactive release of information following Cabinet's decision, preparation for the next phase.			
Social Licence	The communications and engagement for this phase has been completed and we are now supporting the Minister's office with their engagement with stakeholders and media. Materials were collated to accompany the announcement of the Independent Chair's Report and short list at the end of October. Extensive media and stakeholder coverage has followed the announcement with a focus on costs, options and trade offs. Further online briefings are being scheduled with the local board chairs and Mana Whenua chairs.			
Business Case and Consenting	Significant achievement by the Business case team to deliver the Indicative Business Case (IBC) to the Sponsors. Following the IBC delivery, the business case team remained busy supporting inquiries regarding the IBC, delivering supplemental reports whilst also supporting the Gateway Review Process.			
Urban Development	The urban workstream have been working with Arup on urban visualisations to be used in announcements before the end of the year. The team have also provided input into the response to the Minister of Transport's question about what could be achieved if the CC2M estimated project investment was made in another part of Auckland.			
Technical Support	Further modelling has been undertaken due to the request from Treasury for Tunnelled Light Rail. Also completed some initial modelling of "option 3B" - tunnelled light rail through city centre with surface light rail along Dominion Road and costed the option. Completed sponsors paper on confidence in the P50 costs.			
PMO & Culture	All nominated material has been supplied to the Gateway Review Team and the Waka Kotahi Internal Audit team. Work has continued to ensure records are appropriately kept in the ALR SharePoint Site and that there is adequate support for the continued processing of documentation. Strong programme and cost performance has put the Unit in a strong position. The team has also provided commercial support to the development of papers for consideration by sponsors on P50 and cost estimates.			

# COMMERCIAL SUMMARY – Phase 1

## Phase 1– Costs up to 15 Oct 21



	May-21	Jun-21	Jul-21	Aug-21	Sept-21	Oct-21	Total
Forecast (June 2021)	\$1.760m	\$3.151m	\$3.430m	\$3.857m	\$2.370m		\$14.569m
Actuals (up to 15 Oct)	\$0.845m	\$1.963m	\$3.249m	\$3.932m	\$3.339m	\$0.713	\$13.943m

## Commercial Close-Out of Phase 1 (15/10/2021)

In the delivery of Phase 1, namely the submission of the IBC and supporting papers, completed on 15/10/2021, the project incurred costs of: **\$13.94m**. This number excludes MoT support costs of \$399k and the Waka Kotahi overhead levy, equivalent to 8% of project expenditure.

This represents a solid level of cost management performance in line with the initial forecast from May of \$13.07m which was based on a limited understanding of what the required scope would be, and a concentrated reduction in expectation from the adjusted forecast of \$14.6m from July.

The project delivered increased scope in a number of areas, namely:

- A doubling of planned engagement for the Social Licence team.
- The continued investigation of 5 options, then 3 options, to ensure optimized information to inform recommendations, affecting scope for Estimation, Modelling and Business Case teams.

### Note:

The government balance sheet will show a number that includes the Waka Kotahi 8% overhead and MoT support costs of \$399k.

These exclusions were made to ensure the team was only responsible against what has been agreed, not for costs outside of our control, and in line with the initial \$13.07m May forecast.

# COMMERCIAL SUMMARY –Phase 2

## Phase 2 Cost Management

Until a defined scope and programme is formed for the next phase of the project, upon which an estimate and forecast can be based, costs will be reported as they are incurred on a monthly basis.

Regular cost reviews, contract and invoicing processes will continue to be implemented in order to ensure value for money and consistent cost management.

## Costs incurred during Phase 2 (post – 15/10/2021)

The remainder of costs incurred during October, post the completion of Phase 1 on 15/10/2021, is estimated at **\$611k**.

## Anticipated Phase 2 Costs up to 24 December 2021

Initial discussion with Workstream Leads has indicated Phase 2 costs to December of approx. **\$1.6m** (Excl. NZTA admin and MoT costs).

Phase 2 costs will be monitored and refined once a defined programme of works has been established and agreed as the level of supplier engagement is still to be determined for several workstreams.

## Key Commercial Activities:

Key Commercial Activities:	Date:	Status:	Comment:
PMO currently undertaking reconciliation of Invoices received vs actuals processed in SAP.	15/11		Proceeding as planned.
Internal Audit is ongoing with close-out of audit scheduled for 12 November.	12/11		Initial feedback hasn't outlined any major adjustments necessary.
Implementation of Audit feedback in future plans	TBC		Audit recommendations likely to need to be incorporated into future process and procedure.
Focus on understanding resource needs and forecasts for Phase 2 as scope and plans develop.	24/12		Indicative forecast and costs for Phase 2.
Continued focus on close out of contracts where work is complete.	30/11		

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# RISK SUMMARY

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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

## Workstream Update:

**Progress:** Significant achievement in the last month was the completion of the Independent Chair's report. Other activities have included support for the Gateway review process, ongoing provision of information to the Minister to support his engagement.

We have stood down the majority of contractors and consultants and we are ensuring that we capture all documents/ deliverables, so we have good records as we gear up for the next phase.

**Plans:** Preparation for the proactive release of information following Cabinet's decision, preparation for the next phase.

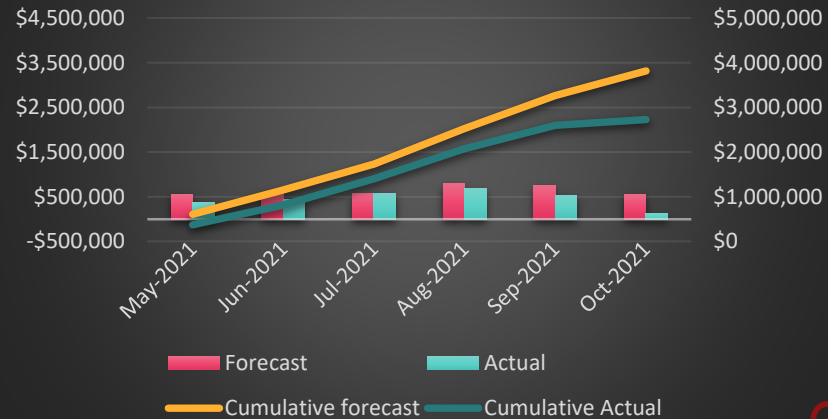
## Key Milestones:

Key Milestones:	Date:	Status:	Comment:
N/A			

## Key Activities (this month):

Key Activities (this month):	Date:	Status:	Comment:
Independent Chair's report	15/10		

## Forecast v Actual - Delivery Entity



## Commercial Summary:

Phase 1 Spend to 15 Oct 21 = \$2,727,962

s 9(2)(g)(i)

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# 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 and we are now supporting the Minister's office with their engagement with stakeholders and media. Materials were collated to accompany the announcement of the Independent Chair's report and short list at the end of October. Extensive media and stakeholder coverage has followed the announcement with a focus on costs, options and trade offs. Further online briefings are being scheduled with the Local Board chairs and Mana Whenua chairs.

**Plans:** Developing station locations map to release to the public. Planning announcement communications plan with the Minister's office for early December (following Cabinet meeting and decision).

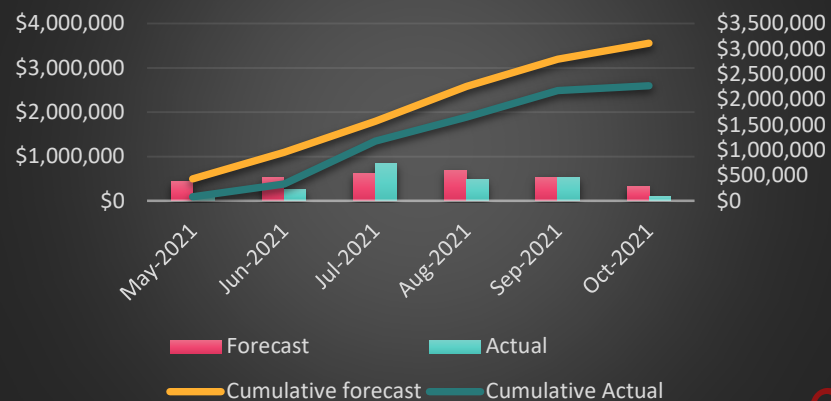
## Key Milestones:

Key Milestones:	Date:	Status:	Comment:
1. Final Engagement and Maori Outcomes Strategies submitted.	30/09	Achieved	Reports included in Indicative Business Case.
2. Delivery of materials for Minister's announcement of Board Chair's report and short list.	28/10	Achieved	Media release, Website update, Fact Sheet and FAQs for announcement.

## Key Activities (this month):

Key Activities (this month):	Date:	Status:	Comment:
Preparing for Minister's online briefings to local board chairs and Mana Whenua chairs.	8/11	Achieved	Ongoing engagement and briefings to continue this month.
Station locations map.	12/11	In progress	On schedule.

## Forecast v Actual - Social License



## Commercial Summary:

Phase 1 Spend to 15 Oct 21 = \$2,272,898

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# 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:** The urban workstream have been working with Arup on visualisations to be used in announcements before the next of the year.

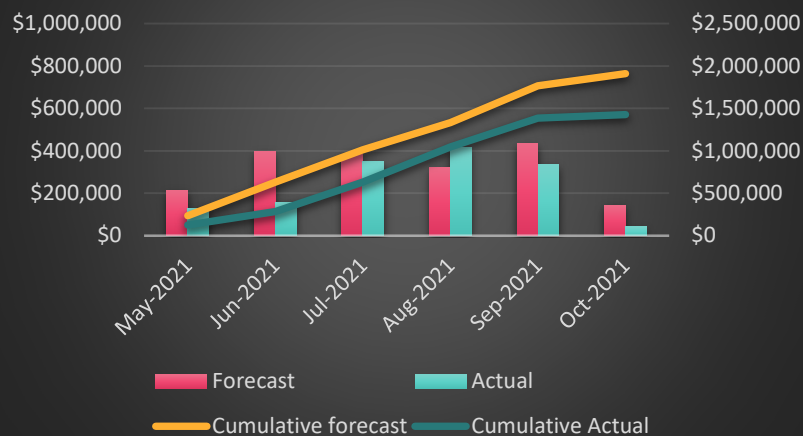
The team have also provided input into the response to the Minister of Transport's question about what the CC2M estimated project investment could get if that investment was made in another part of Auckland.

**Plans:** The urban team plan to start scoping work for the Corridor Masterplan before the end of the year as part of an overall programme of work (transport and urban).

Key Milestones:	Date:	Status:	Comment:
Finalise visualisations for announcement	Mid-late November	On Track	These will require input from across the Project team, particularly comms and engagement
		On Track	

Key Activities (this month):	Status	Comment:
Visualisations for announcement	On Track	
	On Track	

### Forecast v Actual - Urban Development



## Commercial Summary:

Phase 1 Spend to 15 Oct 21 = \$1,425,724

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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:

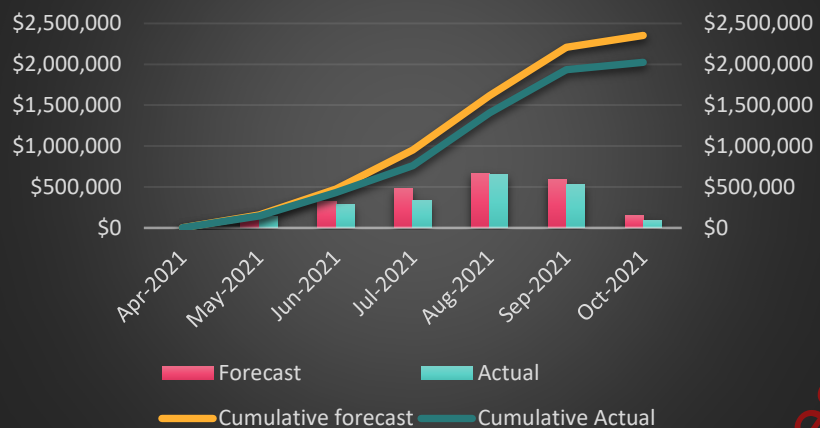
**Progress:** The final draft version of the Indicative Business Case was completed and delivered to the Ministry of Transport and Treasury in early October and along with the Chair's report, the Indicative Business Case was delivered to the Sponsors on the 15th of October. Following the IBC delivery, the business case team have been very busy supporting inquiries from sponsors, writing supplemental reports and supporting the Gate Way Review Process.

**Plans:** Current planning is underway to scope and complete a paper on Network Integration with the wider Network which is planned to be completed by December. The team is also preparing for the proactive release of the IBC and Appendices to the public in a few weeks' time.

Key Milestones:	Date:	Status:	Comment:
Submission of IBC to Sponsors.	15/09		This represents a significant milestone
Full collation of appendices	07/10		Ensuring all items are up to date and properly referenced.

Key Activities (this month)	Date:	Status:	Comment:
IBC queries			It was expected the team would support queries as these arose
Supplemental Reports			Reports to support or clarify portions of the IBC

## Forecast v Actual - Business Case and Consenting



## Commercial Summary:

Phase 1 Spend to 15 Oct 21 = \$2,023,639

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# 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.

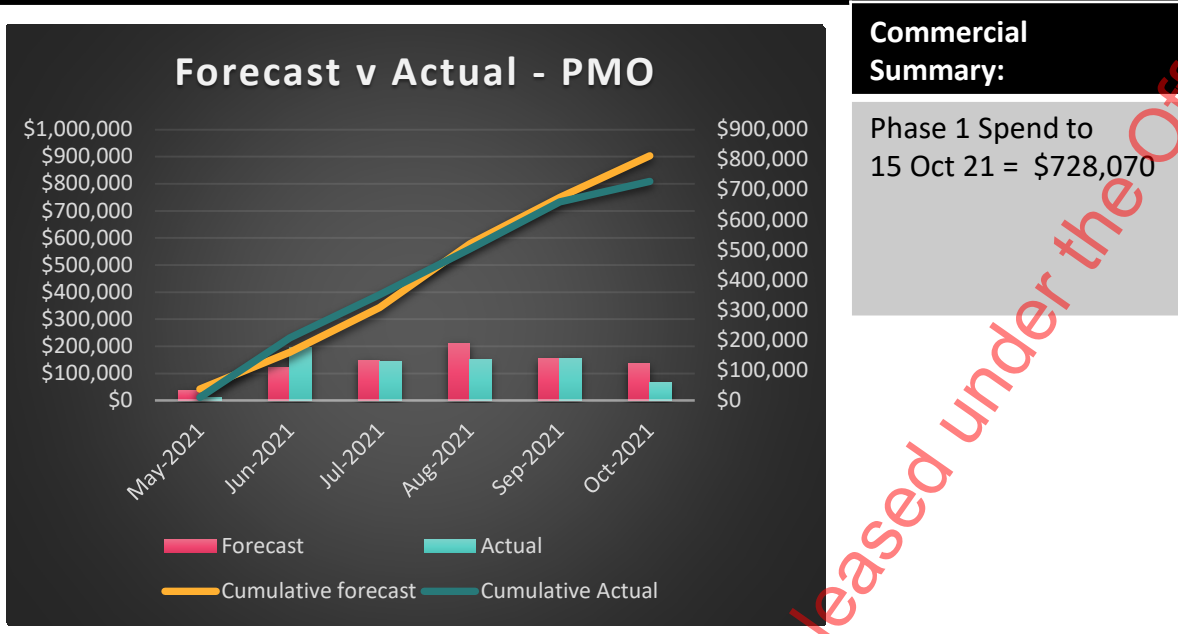
## Workstream Update:

**Progress:** All nominated material has been supplied to the Gateway Review Team and the Waka Kotahi Internal Audit team. Work has continued to ensure records are appropriately kept in the ALR SharePoint Site and that there is adequate support for the continued processing of documentation. Strong programme and cost performance has put the Unit in a strong position. The team has also provided commercial support to the development of papers for consideration by sponsors on P50 and cost estimates.

**Plans:** The team is winding down, maintaining core systems over the coming month. There are minor loose ends to tidy up with document storage and the completion of financial and contract obligations. The team will prepare for the handing back of PMO responsibilities to a Waka Kotahi core team.

Key Milestones:	Date:	Status:	Comment:
N/A			

Key Activities (this month):	Date:	Status:	Comment:
Final Phase 1 cost position and report	10/11	On track	On track
Completion of Document transfer to SharePoint	12/11	On track, with some challenges getting time with all teams.	On track, with some challenges getting time with all teams.



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s 9(2)(g)(i)



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## Board paper

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Meeting date:	16 November 2021
Subject:	Media and Engagement Update
Author:	Out of Scope
Date:	9 November 2021
Pages:	2 + 1 Appendix

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### 1. Purpose

To provide you with an update on the Media and Engagement for the project, for the announcement and release of the Board Chair's report and short list of options.

### 2. Recommendations

It is recommended the Board:

- **Note** the contents of this paper.

### 3. Strategic Relevance

The communications and engagement for this phase has been completed and the team are now supporting the Minister and Mayoral offices to lead their engagement with media and project stakeholders.

### 4. Background

A summary of the Indicative Business Case was published on Friday 29 October on the [project website](#). The document is the Board Chair's report which summarises the recommendations from the Auckland Light Rail Group, including a short list of three options as well as advice on delivery and cost. The summary was released to give communities, stakeholders and the public more information about progress so far, before the Government makes a decision at the end of the year.

### 5. Key Issues

**Media**

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Minister of Transport Michael Wood hosted online stakeholder and media briefings on 28 October ahead of the release and proactively responded to commentators online.

Extensive media coverage followed on TV, radio and print publications with a focus on cost of the options, the short list and route and mode trade offs. Stakeholder commentary was varied with some people eager for the project to progress but cautious about the overall costs. Some advocates in the corridor communities voiced their support for the urban renewal and transformation the project would bring.

Public reaction on social media was varied and costs were the biggest concern, even for project supporters. The benefit of the extra cost for light metro was questioned and that the tunnelled options had been costed highly to halt the project. Posts about surface light rail drew support and comment on the urban and streetscape benefits and the advantages of reducing reliance on cars.

A scheduled opinion editorial by Minister Wood also featured in the [NZ Herald](#) on 3 November and [Greater Auckland](#) on 9 November.

### **Engagement**

The communications and engagement team worked closely with the Minister's office to develop the collateral needed to accompany the announcement. This included a joint media release, fact sheet, map, stakeholder and media guest lists, presentation, artist impression, FAQs and website update. The team also supported the office with logistics and planning for online briefings to the Auckland Council Planning Committee and Local Board Chairs Forum in early November.

The Minister's stakeholder engagement is continuing this month with further briefings to the Mana Whenua chairs and community and advocacy groups planned, in the lead up to the Cabinet meeting at the end of November.





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NEW ZEALAND Politics PREMIUM

# Michael Wood: Light rail is coming for Auckland, at long last

3 Nov, 2021 05:00 AM 5 minutes to read



The Auckland Light Rail Project team has identified the preferred options for the City Centre to Māngere. Photo / Alex Burton

NZ Herald By: Michael Wood



### OPINION

In 1975, Mayor Robbie's Rapid Rail Plan for Auckland was killed off by the incoming Muldoon Government. It was a visionary plan for a high capacity, linked-up public transport network across the city.

The failure of central government to back the plan lies at the heart of many of the problems Auckland has faced in the ensuing decades – growing congestion, hollowed-out town centres, many people with little choice but to drive everywhere, and high levels of urban sprawl.

### Read More

- [Auckland transport: Government unveils latest plan ...](#)
- [Gary Taylor: Auckland needs a proper metro rail system ...](#)
- [Simon Wilson: Government's really hard call for Auckland ...](#)
- [Michael Cullen advises Labour to ditch Auckland light ...](#)

It's estimated that, pre-Covid, congestion alone cost the Auckland economy around \$1.3 billion per year, which would be \$65 billion over 50 years, assuming it doesn't get worse.

As Auckland grows to a city of over two million people, these problems will only increase unless we display the same sense of vision that Mayor Robbie did and develop the kind of linked-up public transport network that successful overseas cities of Auckland's size take for granted.

The Auckland Light Rail Project team has now announced its preferred options for the City Centre to Māngere Light Rail line, the first part of a broader network that will in time also connect to the North Shore and North-West Auckland.

When I announced we were getting the project back on track earlier this year, I acknowledged Aucklanders had been shut out of the previous process. That's why it is important that the Auckland Light Rail Group's report openly sets out the options to take the project forward, and the trade-offs between them.

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Importantly, the report confirms that light rail is a necessary investment for Auckland to lessen congestion, reduce emissions, and to be the linchpin of a linked-up network, with all options having a positive strategic, economic, and business case.

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Some have asked why look at this now given the difficulties of Covid and I want to acknowledge it's a tough time for Aucklanders.

I'm one of the 1.7 million staying home to help stop the spread of the virus. But this doesn't remove the long-term challenges that face our city. As vaccination rates get over 90 per cent and we move back to doing the things we love, we will once again be confronted with the issues of congestion and growth.

### Related articles

We can't kick the can down the road any longer - the clear message from Aucklanders is to get on with it. On top of this, it'll help Auckland's economic recovery by supporting up to 16,000 jobs.

There are three clear options on the table with different pros and cons. These range from a Melbourne-style modern tram to a London-style underground metro, with a middle option that is the modern tram with a tunnelled section from Wynyard Quarter to Mt Roskill.

As Herald writer Simon Wilson has pointed out, there are obviously trade-offs to be made between metro and modern trams.

Metro is faster because the lines are fully separated from pedestrians and traffic, so speeds can be higher and you can move more people quickly. It also supports high levels of growth around stations.

Modern trams would have more frequent stops along the route and are at ground level, which means it's easier to hop on and hop off, and generally supports a lower overall level of urban development spread more smoothly along the route.

The likely disruption to business and communities is another factor. The tunnelled options will mean less disruption during construction for businesses on the surface.

Regardless of what option the Government decides, our intention is to provide a comprehensive support package for businesses from the outset, including direct financial support. This is something the previous Government did not do with the City Rail Link project and we've had to retrofit solutions to help businesses.

The investment required is undoubtedly significant. If we want quality infrastructure for our growing cities it needs to be paid for. A failure to take action now will only see the problems grow, and the future costs rise further.



Michael Wood. Photo / Mark Mitchell, File

A significant Crown investment will be required, and we will also explore alongside value capture from those who financially benefit from this large public investment, which could contribute \$2-\$3 billion of the overall cost. Achieving value for money is a key objective for the government as we make a final decision.

We've previously had people like Gary Taylor and Mathew Hooton argue in the Herald that we should be focusing on the metro system and I thank them for adding to the debate.

The tunnelled modern tram option is the Auckland Light Rail unit's recommended option as it provides a good balance between improving intensification, minimising disruption, and cost.

However, all the options stack up and we will be working through a final decision before the end of the year.

Forty six years after Mayor Robbie's vision for a frequent, linked up transport system for Auckland was quashed, it is time to get on with the job.

• Michael Wood is Transport Minister.



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## Board paper

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Meeting date:	16 November 2021
Subject:	Proactive release of IBC and other documents
Author:	Lucy Riddiford
Pages:	4

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### 1. Purpose

To seek the Board's endorsement of the proposed approach to the proactive release of the Indicative Business case (including appendices), the Establishment Unit's board agendas, papers and minutes and the weekly reports.

### 2. Recommendations

It is recommended the Board:

- **note** the proposed approach to the proactive release of documents once Cabinet makes its decision on the next steps for Auckland Light Rail; and
- **endorse** the proactive release (with appropriate redactions) of:
  - o the Indicative Business Case and appendices;
  - o papers and supporting materials provided to sponsors and to the Minister
  - o the Establishment Unit's board agendas, papers and minutes; and
  - o the weekly reports.

### 3. Background

The Minister of Transport is expecting to take a paper to Cabinet at the end of November 2021, to decide on the next steps for the Auckland Light Rail project.

The Minister has clearly signalled to stakeholders that the business case will be released following that decision. There is an expectation that Cabinet material will be released within 30 business days of a Cabinet decision. Council has also signalled that planning committee papers and minutes dealing with Light Rail will be released following Cabinet's decision.

In determining the scope and process for the proactive release of documents, we have considered:

- Ombudsman guidance *Proactive release: Good practices for proactive release of official information*  
<https://www.ombudsman.parliament.nz/resources/proactive-release-good-practices-proactive-release-official-information>
- Cabinet Circular CO (18) 4: *Proactive Release of Cabinet Material: Updated Requirements* <https://dpmc.govt.nz/publications/co-18-4-proactive-release-cabinet-material-updated-requirements>
- The Waka Kotahi proactive release of official information guideline

#### 4. Scope of release

There are several agencies with relevant documents. The table below shows the documents that are proposed to be released, accountability for reviewing and preparing the documents and where we propose they should be made available.

Document	Accountable	Location for release
Cabinet paper and minute	Ministry of Transport	- <a href="https://www.transport.govt.nz/area-of-interest/auckland/auckland-light-rail-project/">https://www.transport.govt.nz/area-of-interest/auckland/auckland-light-rail-project/</a> - Link from <a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a> -
Ministerial briefings	Ministry of Transport Treasury	- <a href="https://www.transport.govt.nz/area-of-interest/auckland/auckland-light-rail-project/">https://www.transport.govt.nz/area-of-interest/auckland/auckland-light-rail-project/</a> - Link from <a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a>
Indicative Business Case and appendices	Establishment Unit	<a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a>
All papers and supporting materials provided to sponsors and to the Minister	Establishment Unit	<a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a>
Establishment Unit Board agendas, papers, minutes	Establishment Unit	<a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a>

Document	Accountable	Location for release
Weekly reports to the Minister	Establishment Unit	<a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a>
Council papers	Council	- Council website - Link from <a href="https://www.lightrail.co.nz/light-rail/resources/">https://www.lightrail.co.nz/light-rail/resources/</a>

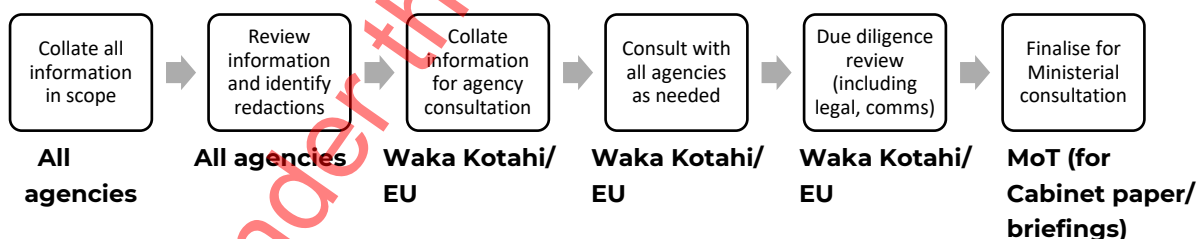
## 5. Process for managing the proactive release

As part of “housing” the Establishment Unit, Waka Kotahi has been providing support for Official Information requests and responses to parliamentary questions through its Ministerial Services team and we propose to follow the Waka Kotahi process for approving the release of Establishment Unit documents.

The Ministry of Transport will be responsible for coordinating the approval and release of Cabinet papers and Ministerial briefings.

Council will be responsible for coordinating the release of Council documents.

We will follow this process:



## 6. Redactions and withholding grounds

The anticipated grounds for withholding selected information (by way of redaction from documents within scope) are set out below.

Withholding Ground	Rationale and Examples

Section 9(2)(a) – privacy of natural persons	Personal information of natural persons to be withheld, except for names and titles of senior officials.
Section 9(2)(b)(ii) – commercial position	Information about capacity of various possible funding sources.
Section 9(2)(ba)(ii) – obligation of confidence	Information about the Waka Kotahi proposal in the parallel process, which is subject to confidentiality obligations.
Section 9(2)(i) – commercial activities	Detailed design/ property information – to avoid unnecessarily upsetting property owners and also to avoid the risk of developers opportunistically purchasing property which could reduce the Crown’s opportunity for any value capture. Cost breakdowns – so as not to prejudice procurement activities. Procurement – detailed information about the procurement approach, so as not to prejudice procurement activities.

## 7. Key Risks

- There are risks associated with releasing this level of detail. However, risks have largely been mitigated by the fact that the Independent Chair’s report, which summarises the business case, has already been released.
- There are risks that the release of this information will give rise to even more detailed Official Information Act requests, which we will need to be prepared for.

## 8. Announcements

We will work with the Minister’s Office, the Ministry of Transport and Treasury on any announcements related to the disclosure of these documents.

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