

AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

06 August 2021

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Workstream	Progress This Week	Upcoming
1 Social Licence	<ul style="list-style-type: none"> Priority stakeholder engagement is continuing including the NZ Automobile Association and Puketapapa Business Voice Liaison with Mana Whenua Governance chairs is continuing 	<ul style="list-style-type: none"> Preparing for community engagement events at Eden Park and Onehunga Preparing for targeted workshops in mid August
2 Business Case and Planning	<ul style="list-style-type: none"> MCA Short List Assessment Workshops will be completed this week Strategy Case refinements continue Silver Maps and Technical Drawings issued for review 	<ul style="list-style-type: none"> MCA Short List Assessment outcomes documented Review of Silver Maps and Technical Drawings Strategy Case for next level of reviews Review process for Business cases locked in.
3 Urban Form	<ul style="list-style-type: none"> Preparation for and participation in the MCA (Monday) presentation and assessment (Thursday) Ongoing analysis of modelling and reports developed by PwC, Arup, CBRE and Market Economics Preparation for second presentation to Planning Committee 	<ul style="list-style-type: none"> Ongoing preparation of inputs into the business case and advice to sponsors. Ongoing preparation for second presentation to Planning Committee
4 Transport Strategy	<ul style="list-style-type: none"> Presented MCA results to briefing session Completed and submitted MCA evaluation Evaluate and prepare requests for sensitivity testing 	<ul style="list-style-type: none"> Present and discuss MCA evaluation Finalise MCA evaluation Begin assessment of second round of transport forecasts
5 Technical Support	<ul style="list-style-type: none"> Short list briefing presentation on Mon, 2Aug delivered in preparation for MCA on Thu, 5Aug. Drawings – Silver set of drawings made available for review Tue, 3Aug. Close on Fri, 6Aug. Costing – Well underway 	<ul style="list-style-type: none"> Silver set of drawings (complete set) – close Fri, 5 Aug Tech Support Team to confirm scope of technical notes and deliverables for the Business Case
6 Delivery Entity	<ul style="list-style-type: none"> Procurement workshop 3 (risk allocation) Progression of funding shortlist report and preparation for further funding and value capture workshop Delivery entity focus on partnering, roles and responsibilities and governance principles, with a workshop next week Ongoing discussions with MoT about powers for delivery entity and transition 	<ul style="list-style-type: none"> Sponsors' meeting – 09 August Board meeting – 10 August
7 Project Management Organisation	<ul style="list-style-type: none"> IT implementation finalised ready to release Risk Management Framework finalised Cost management process strengthened Programme deliverable now tracking at 2 days ahead of schedule 	<ul style="list-style-type: none"> Embed IT system Embed streamlined invoice process Minor office improvements continue

s 9(2)(f)(iv) and s9(2)(g)(i)

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Partner agencies	2 August Councillor Josephine Bartley 3 August Councillor Cathy Casey 5 August Kainga Ora Sandringham event		
Wider stakeholders	3 August NZ Automobile Association 4 August Manukau Institute of Technology (Otago) event 4 August Puketapapa Business Voice workshop 7 August Eden Park event 7 August Chinese Community network workshop		
Māori	Liaison with Mana Whenua Governance Chairs is ongoing		

Minister Engagement

Item	This week	Upcoming	Comment
Minister Michael Wood visit	N/A	Balmoral Market – Sunday 15 August	

Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
NZ-6413: feedback on Light Rail	6 August	Sign-out
WPQ-346: ALR Benefit Cost Ratios	6 August	Sign-out
OIA-8504: cost of public engagement	18 August	Drafting
OIA-8396: s 9(2)(a) : Draft engagement questions, follow up queries from David Lorier	4 August	Completed
ALR facts and figures: CEANZ Conference speech points	4 August	Completed
s 6(b)(i)	5 August	Completed

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AUCKLAND LIGHT RAIL Risk Management Update

Board Update – 10 August 2021

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RISK MANAGEMENT UPDATE

Purpose:

To inform the Board of the Risk Management Process and associated activities at the Auckland Light Rail Establishment Unit during June and July.

The purpose of this paper is to:

- Inform the Board on progress with development and documentation of current risk management activities
- To describe next actions that will be taken to further enhance the value of the process
- Provide a view of current key risks that may affect the project
- To outline some of the mitigation strategies the team is applying

Identification:

Prior to June, the team have been addressing risk as part of their weekly team meetings and reports to the Ministry of Transport. From the start of June, the Project Management Office has been resourced to support a more formal approach to Risk Management, starting with a Risk Workshop, held on June 23rd. The outputs of that workshop have now been collated and are being refined to form the basis of reporting and regular risk management activities. The risks focus on managing the activities of the Establishment Unit, but some risks outside of this brief were captured and discussed also.

Prioritisation and Action Plans:

In order to facilitate discussion with Workstream Leads that enable prioritisation of risk and development and documentation of mitigative strategies, four themes have been identified from the risks included in the register. The themes (discussed on next slide) are the basis of high level discussions and prioritisation with workstream leads to understand the impact on each workstream. An overall mitigation strategy will be developed for each theme and detailed treatment actions determined for risk owners based on these discussion.

Implementation and Management:

Currently a Risk Management Plan is being developed in line with Waka Kotahi Risk Management Standards for the Indicative Business Case phase. Risks will continue to be reported on weekly. Monthly meetings have been arranged with Leadership team to review and update Risk register and treatment status. Risks will be reviewed once a month with each Workstream team, then submitted for strategic assessment by the Leadership Team prior to the compiling of external reports. This process will continue through the life of the Establishment Unit, with decisions around software systems, formal processes and outputs reviewed once the next stage of the project is formed.

The team will also review the Quantified Risk Assessment submitted by the Technical Support team in support of Option Selection.

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AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

13 August 2021

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Workstream	Progress This Week	Upcoming
1 Social Licence	<ul style="list-style-type: none"> • Priority stakeholder engagement is continuing including the AC Disability Panel and the Rail Enthusiasts Society • First Mataawaka hui started at Te Paea Marae • Minister Wood to visit the team at this weekend's Balmoral Market 	<ul style="list-style-type: none"> • Preparing for community engagement events at Mangere and Avondale • Preparing for targeted business and transport workshops in late August
2 Business Case and Planning	<ul style="list-style-type: none"> • MCA Short List Assessment outcomes report creation. • Review of Silver Maps and Technical Drawings • Strategic Case walk through review completed • Review process for Business cases locked in. 	<ul style="list-style-type: none"> • First draft of the Commercial Case due next week • The Strategic Case final review period • IBC consolidation of business cases and multi workstream materials commences.
3 Urban Form	<ul style="list-style-type: none"> • Urban work presented to the Sponsors' meeting – 09 August • Multi Criteria Assessment (MCA) completed • Preparation for Planning Committee (18 August) including presentation to IAG • Ongoing work to finalise individual reports and overall urban deliverable 	<ul style="list-style-type: none"> • Presentation to Planning Committee on urban findings (18 August) • Ongoing work to finalise individual reports and overall urban deliverable

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Workstream	Progress This Week	Upcoming
<p>4 Transport Strategy</p>	<ul style="list-style-type: none"> Completed second round of patronage and accessibility forecasting with increased land use Assessing results and providing to Economic evaluation workstream for cost benefits estimation 	<ul style="list-style-type: none"> Complete sensitivity testing on congestions charging Complete sensitivity testing on extensions to NW and North Shore Document modelling results
<p>5 Technical Support</p>	<ul style="list-style-type: none"> Multi Criteria Assessment (MCA) completed on Thursday, 5 Aug. Turner & Townsend developing the ALR Risk Register to input into costs WT Partnership commenced with peer review on Mon, 9 Aug. 	<ul style="list-style-type: none"> Turner & Townsend to deliver a Draft Programme Budget report Content pages for all Technical notes due by Mon, 16 Aug Scores for the Multi Criteria Assessment (MCA) to be finalised
<p>6 Delivery Entity</p>	<ul style="list-style-type: none"> Sponsors' meeting – 09 August Board meeting – 10 August Delivery entity – governance and partner hui Updated procurement options assessment report and risk allocations and principles Draft funding shortlist report shared ahead of funding short list and value capture hui – 13 August Ongoing discussions with MoT and Treasury about delivery entity and transition Outline of Independent Chair's final report 	<ul style="list-style-type: none"> Board meeting and tour of the corridor – 24 August
<p>7 Project Management Organisation</p>	<ul style="list-style-type: none"> Embed IT system Minor office improvements Key contract and scope reviews Transferred to independent document control system 	<ul style="list-style-type: none"> Finalising Board corridor tour and pack Preparations for Audit Preparations for Gateway Cost to complete Review

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Central government agencies	13 August William Sio (Mangere MP)		
Partner Agencies	9 August AC Disability Advisory panel 12 August Kainga Ora Mangere event 12 August Joint Comms Forum		
Wider stakeholders	9 August Spark NZ 10 August Rail Enthusiasts Society 11 August Community Workshop Mangere 13 August Wesley Market event 14 August Mt Roskill Park coffee cart 14 August Onehunga Arts & Craft Market event 15 August Balmoral Market event		
Māori	10 August Te Puea Marae		

Minister Engagement

Item	This week	Upcoming	Comment
Minister Michael Wood visit	Mt Roskill War Memorial Park – 14 August Balmoral Market event – 15 August		

NZTA: Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
OIA-8504: Cost of public engagement programme	18 August	Consulting with Minister's Office
NZT-6494: Feedback and recommendations for ALR	24 August	Drafting
NZT-6506: Written submission on ALR	1 September	Drafting

ALR: Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
OIA-8504: s 9(2)(a) : NZ Taxpayers Union request for cost breakdown of advertising and communications material. To be released on website.	12 August	Completed
NZT-6413 s 9(2)(a) : Proposed light rail project feedback	12 August	Completed
s 6(b)(i)	09 August	Completed

AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

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Workstream	Progress This Week	Upcoming
1 Social Licence	<ul style="list-style-type: none"> Priority stakeholder engagement is continuing including the AC Planning Committee and Central Local Boards workshop Engagement programme has shifted to online and digital channels due to lockdown 	<ul style="list-style-type: none"> Preparing for additional local board briefings and workshops Preparing for online targeted business and transport workshops in late August
2 Business Case and Planning	<ul style="list-style-type: none"> First draft of the Commercial Case received Strategic Case is ready for second review period IBC writer started consolidation MCA outcomes report submitted to ALR board 	<ul style="list-style-type: none"> Strategic Case second review period Commercial case first quality review period starts First draft of following due week commencing 23 Aug Economic Case Management Case Financial Case
3 Urban Form	<ul style="list-style-type: none"> Presented to Planning Committee (18th August) on urban form Preparation for additional presentation to Planning Committee Finalising format of Final Urban deliverable including graphics 	<ul style="list-style-type: none"> Ongoing preparation of inputs into the business case and advice to sponsors Additional presentation to Planning Committee next Wednesday

Workstream	Progress This Week	Upcoming
4 Transport Strategy	<ul style="list-style-type: none"> Completed congestion pricing sensitivity tests Completed land use uplift sensitivity tests Specified additional urban uplift options for additional testing together with Urban Development Team 	<ul style="list-style-type: none"> Completed tests on extending Light Rail options to N Shore and North West Begin modelling additional urban uplift options Review documentation and technical notes for business case
5 Technical Support	<ul style="list-style-type: none"> Received draft Costs, Programme and Risks on Mon, 16 Aug 	<ul style="list-style-type: none"> The first draft of Technical Notes and Report will be issued on Mon, 23 Aug to support the Business Case Assessing how CV-19 will affect delivery timeframes Continue to refine cost estimates
6 Delivery Entity	<ul style="list-style-type: none"> Funding short list and value capture hui – 13 August Ongoing discussions with MoT and Treasury about delivery entity and transition Completing reports and drafting commercial case, financial case and management case Auckland Council planning committee confidential workshop – 18 August Preparation for Board meeting 	<ul style="list-style-type: none"> Board meeting – 24 August Delivery entity transition hui – 25 August
7 Project Management Organisation	<ul style="list-style-type: none"> Preparations for Audit Preparations for Gateway Cost to complete Review Embed document management protocols Refining the invoice process Re-baseline of the Programme 	<ul style="list-style-type: none"> Return to work guidelines & policies Support/lead the migration to SharePoint Continued embedding of the processes and policies

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Partner agencies	18 August AC Planning Committee 20 August Central Local Boards workshop		
Wider stakeholders	19 August PTAG 19 August CTAG		

Minister Engagement

Item	This week	Upcoming	Comment

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Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
NZT-6494: Feedback and recommendations for ALR	24 August	Drafting
NZT-6506: Written submission on ALR	1 September	Drafting

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AUCKLAND LIGHT RAIL – CC2M WEEKLY PROJECT REPORT

27 August 2021

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Workstream	Progress This Week	Upcoming
1 Social Licence	<ul style="list-style-type: none"> • Priority stakeholder engagement is continuing including the AC Planning Committee extra session and Southern Local Boards workshop • Engagement programme has shifted to online and digital channels during lockdown with high numbers of feedback coming in 	<ul style="list-style-type: none"> • Preparing for final week of engagement • Preparing data analysis for reporting and briefing graphics
2 Business Case and Planning	<ul style="list-style-type: none"> • MCA Short List Assessment outcomes presented to the board. • Strategic Case issued for Quality review 2 • Review process for Business case walkthrough dates booked • First draft of the Commercial Case issued for Quality review 1 • First Draft of the Financial Case for Quality review 	<ul style="list-style-type: none"> • First draft of the Commercial Case due next week • The Strategic Case integration to IBC commences • Walkthrough review of the Commercial Case
3 Urban Form	<ul style="list-style-type: none"> • Participated in Planning Committee workshop to address questions raised in a session last week. • Contribution to Planning Committee report and written responses to questions • Review of technical notes • Continuing to progress final reports and overall urban deliverable. • Attendance at AT Board meeting 	<ul style="list-style-type: none"> • Internal workstream review of draft reports • Commence development of A3 Plan on Page outlining key urban messages.

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Workstream	Progress This Week	Upcoming
<p>4 Transport Strategy</p>	<ul style="list-style-type: none"> • Undertaking more ambitious land use modelling (at request of IAG) to enable economic case to be completed • Reviewing Technical workstream reports • Documenting modelling runs • s 9(2)(i) • Begun technical note on BRT to answer stakeholder questions • s 9(2)(i) 	<ul style="list-style-type: none"> • Finalise modelling of more ambitious land use to enable economic case to be completed • Begin modelling of heavy rail option • Complete technical note on BRT • Review technical workstream documentation • Provide input to economic case walk through
<p>5 Technical Support</p>	<ul style="list-style-type: none"> • Draft Technical Notes and Reports were delivered on Mon, 23 Aug • The Draft Cost Report is being updated 	<ul style="list-style-type: none"> • Reviews of the Draft Technical Notes and Reports will be undertaken between Wed, 25Aug – Tue, 31Aug • Next iteration of the Cost Estimate Report will be delivered • Ongoing – continue to assess and monitor how CV-19 will impact delivery timeframes
<p>6 Delivery Entity</p>	<ul style="list-style-type: none"> • Board meeting – 24 August • Delivery entity transition hui – 25 August • Funding short list and value capture hui – 13 August • Ongoing discussions with MoT and Treasury about delivery entity and transition • Further Auckland Council planning committee confidential workshop – 25 August 	<ul style="list-style-type: none"> • Board meeting – 14 September • Sponsors’ meeting - 20 September • Finalising delivery entity report and inputs into management case, financial case and commercial case
<p>7 Project Management Organisation</p>	<ul style="list-style-type: none"> • Continued preparations for Audit • Continued preparations for Gateway • Invoicing process review • Continued embedding of Document Control System 	<ul style="list-style-type: none"> • Board Reporting • Process and Procedure Plan for Gateway • Risk Management Reviews • End of month operational reporting

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s 9(2)(i)

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Stakeholder Engagement

Item	This week	Upcoming	Comment
Partner Agencies	<ul style="list-style-type: none"> 23 August All 21 Local Boards workshop 25 August AC Planning Committee extra session 27 August Southern Local Boards workshop 		
Wider Stakeholders	<ul style="list-style-type: none"> 23 August Vulnerable Users Workshop 24 August Business Workshop 24 August Urban Auckland 25 August Transport/Urbanism Workshop 25 August Heavy Haulage Association 26 August Bike Auckland 		
Māori	<ul style="list-style-type: none"> Ongoing hui with iwi chairs 		

Minister Engagement

Item	This week	Upcoming	Comment

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Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
NZT-6506: Written submission on ALR	1 September	Drafting
OIA-8680: Weekly Reports	8 September	Approvals
OIA-8713: Climate impact claims of ALR under the ETS	21 September	Allocated

ALR Official correspondence, other correspondence and miscellaneous

Item	Due date	Status
COVID-19 Select Committee hearing: response to timing question	24 August	Completed
OIA-8713 s 9(2)(a) : environment question and request for raw feedback	2 September	In progress
OIA-8680 Michael Woodhouse: request for weekly reports July-August	26 August	In progress