



Noted

Ministry of Transport: Aide Memoire

To: Hon Phil Twyford
From: Siobhan Routledge and Bryn Gandy
Date: 7 June 2019
Subject: Auckland Light rail - initial work programme and short term actions
OC Number: OC190503

Purpose of this aide memoire

1. This aide memoire provides you with an overview of key immediate and short term actions that the Ministry intends to undertake to activate Cabinet's decisions on progressing light rail in Auckland.
2. We have also provided our initial work programme approach for the project. This will evolve as we complete our initial set-up phase discussions with NZ Infra and our partners (including Auckland Council, Auckland Transport, and government agencies).

Developing the work programme

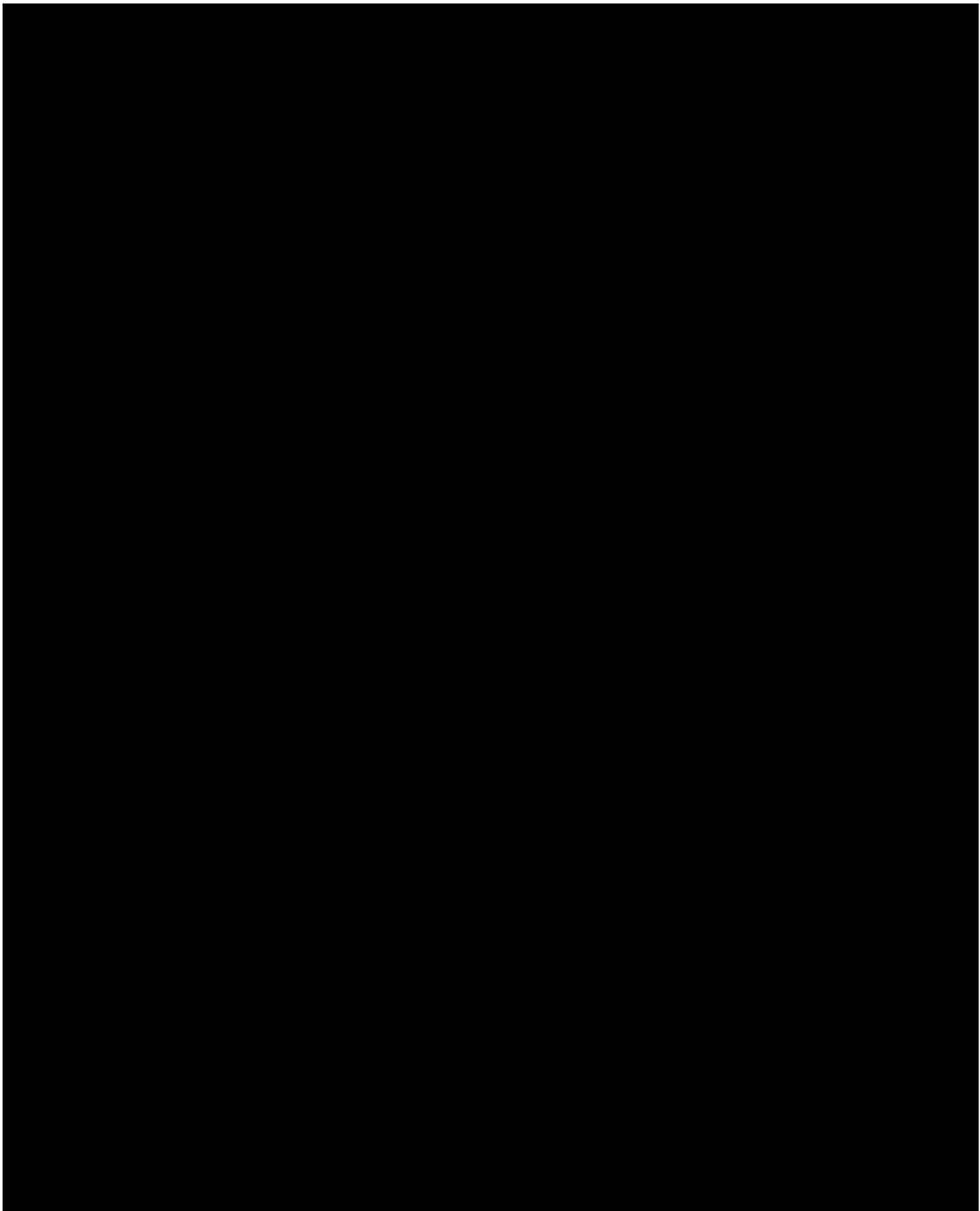
3. The Ministry is gearing up to lead a work programme for managing the parallel process. We have identified three key project stages and have used these to frame up the initial work programme. These stages are:
 - a. Stage one: Set-up phase (June to July 2019)
 - b. Stage two: Discussions and development of proposals phase (July to December 2019, at the latest)
 - c. Stage three: Options analysis phase (this stage may overlap with the second phase. The focus is to enable final advice and a Cabinet paper for February 2020).
4. More detail on these stages is attached in annex one. Here we provide you with a very high level overview of the three stages, as well as a more detailed, but still high level table outlining key work streams and actions involved in the set-up phase of the project.
5. We will complete stages two and three of the work programme as we finalise our discussions with our partners. One of our overriding goals is to ensure that the management of the parallel process is seen as transparent and predictable by all of our stakeholders. However, it is important to note that we expect that the work programme will continue to evolve over the life of the project. This is appropriate for a

complex project involving multiple parties and multiple work streams, and accords with the advice of the experienced adviser we have engaged for the project. We will establish regular work programme reporting to you and the core group of Ministers.

6. In the very short term, we have identified a number of actions that need to be actioned in the next two weeks. These are discussed in more detail as follows.

Key actions

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[REDACTED]

16. This document will also need to clearly specify the Government's objectives for light rail. The objectives work is underway and will be provided to Ministers towards the end of June. ATAP agencies, including NZTA, are contributing to the objectives work stream.

Other short term actions

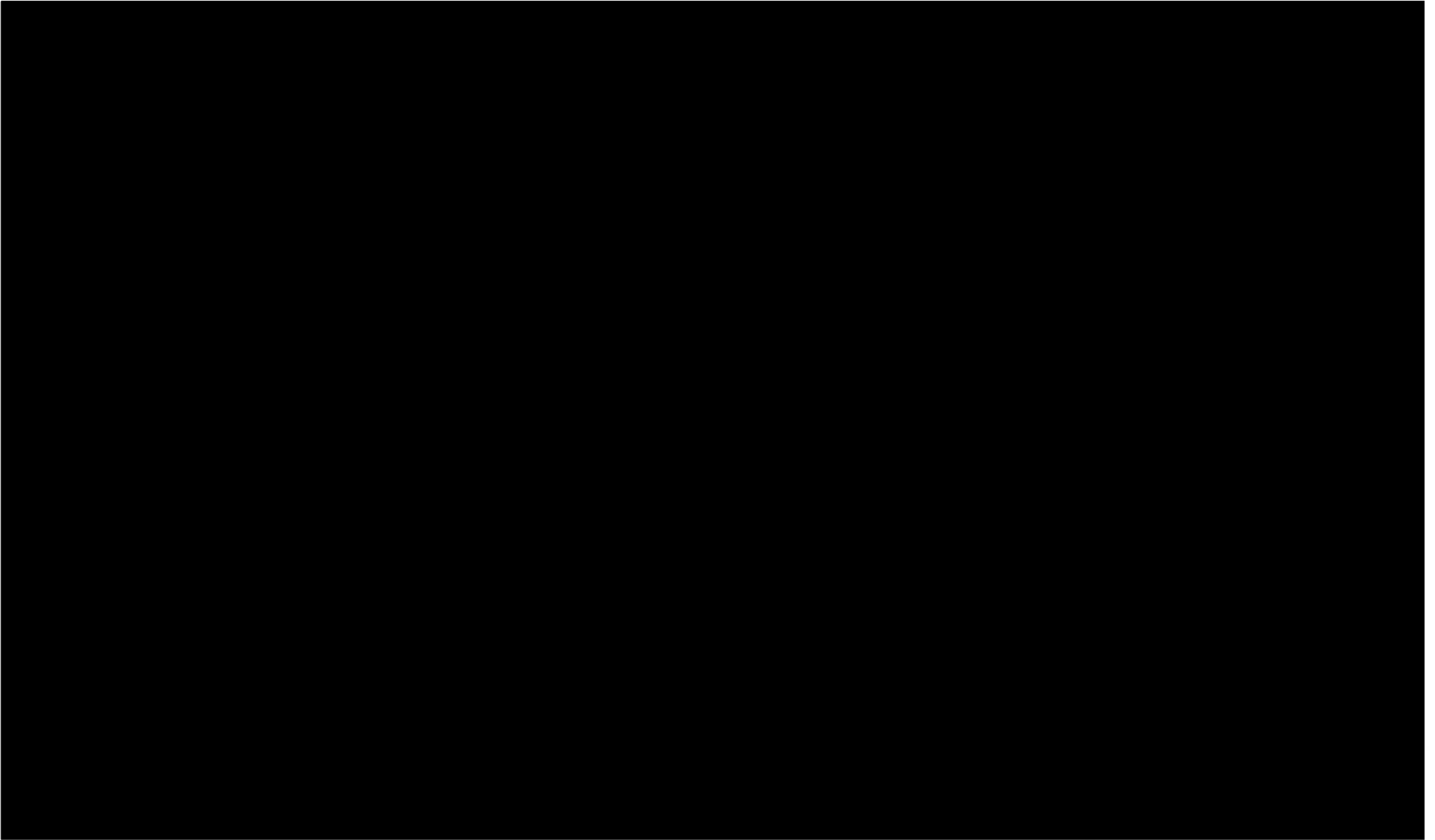
17. In addition, we are currently focusing on the following short-term priorities to assist the project gear up:
- a. Developing a communications plan for managing communications with stakeholders and the public. A draft plan is underway. We will work with your office in completing this plan, including scheduling in an announcement of the next steps. We will also work with NZ Infra and NZTA, so that all parties are clear on the messaging.
 - b. We are developing a draft governance structure for the work, and are currently socialising that with ATAP CEs and key government agencies (MHUD, MfE, ITU). We have met with Stephen Town of Auckland Council, and will meet with Auckland Transport next week to socialise the proposed governance structure. The Secretary of Transport will chair the governance group.
 - c. We are finalising our preferred members of the 'lead team' who will front the discussions with NZ Infra. The skill set mix we are aiming for involves experienced infrastructure experts with market credibility. They will have fronted major negotiations and have commercial, financial and legal expertise. The team will also need to include a Ministry representative. The team will have access to expertise including technical light rail expertise, and it may need one or more additional members during the final few months of the project. [REDACTED]
 - d. We will work with your office to schedule meetings for the core group of Ministers. We are also developing a short terms of reference for this group. It will be important to reach a good understanding of the role that this group should play, so that the Ministers feel they have appropriate visibility on a no-surprises basis over the process, [REDACTED]
 - e. In developing a schedule of meetings with the core group of Ministers, we will also develop a timeline of key decisions that we will need this group to take.

18. We would be happy to discuss any of these matters further with you.

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