



21 January 2022

OC220011 / T2022/52 / BRF21/22011215

Hon Michael Wood
Minister of Transport

Action required by:
Wednesday, 26 January 2022

Hon Grant Robertson
Minister of Finance

Hon Dr Megan Woods
Minister of Housing

OC220011 / T2022/52 / BRF21/22011215 AUCKLAND LIGHT RAIL BOARD APPOINTMENTS: CONFIRMATION OF POSITION DESCRIPTION AND SKILLS MATRIX

Purpose

Seeks your approval to the skills matrix and position description for the new Auckland Light Rail (ALR) Board, to enable advertising for the roles immediately after public announcement of Cabinet decisions on the project.

Key points

- Appointing the new Auckland Light Rail (ALR) Board will be a key step for the next phase of the ALR project. Your appointment decisions will be crucial as a high performing board providing effective governance is a critical enabler for strong entity performance.
- To enable the appointments to be publicly listed immediately after the announcement of Cabinet's decisions, we require approval of the draft skills matrix and position description (**attached at Appendix One**).
- The skills matrix and position description focus on what is required to successfully deliver the detailed planning phase of the project. The intent is for the ALR Board to endure over the remaining phases of the project, being responsible for the permanent entity once that is stood up, with continuity of membership.
- Transitioning from the existing board to the new will be a process that occurs over time. This needs to be managed to ensure momentum of the project is not lost.

- [REDACTED]

[REDACTED]

[REDACTED]

Withheld as the information is under active consideration and is free and frank advice

We recommend you:

	Minister of Transport	Minister of Finance	Minister of Housing
1 approve the position description and skills matrix to be used by the Ministry of Transport in the recruitment process for the ALR Board	Yes / No	Yes / No	Yes / No
2 agree to the Ministry of Transport initiating advertisements and a proactive search for the ALR Board immediately following the Government's public announcement of the next phase of the Auckland Light Rail project expected in the next few weeks	Yes / No	Yes / No	Yes / No
3 agree in principle that the ALR Board will be comprised of five to seven members	Yes / No	Yes / No	Yes / No
4 agree in principle that ALR Board members will be appointed for at least a two-year period	Yes / No	Yes / No	Yes / No
5 agree to the Chair of the ALR Board being the Senior Responsible Office for the transitional phase of the ALR project	Yes / No	Yes / No	Yes / No
[REDACTED]	Yes / No	Yes / No	Yes / No
	Withheld as the information is under active consideration		
7 invite the Minister of Transport to meet with officials to discuss the content of this briefing, including any continuity of involvement from the existing Establishment Unit Board after the new ALR Board is in place	N/A	Yes / No	Yes / No

	Minister of Transport	Minister of Finance	Minister of Housing
8 advise of any alternative actions you wish the Ministry of Transport to take in relation to ALR Board appointments	Yes / No	Yes / No	Yes / No



Gareth Fairweather
Acting Director, System Strategy and Investment, Ministry of Transport

David Taylor
Manager, National Infrastructure Unit, The Treasury

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Rebecca Maplesden
Manager, Places and Partnerships, Ministry of Housing and Urban Development

Hon Michael Wood
Minister of Transport

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21 / 01 / 2022

Hon Grant Robertson
Minister of Finance

Hon Dr Megan Woods
Minister of Housing

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Minister's office to complete:

- Approved
- Declined
- Seen by Minister
- Not seen by Minister
- Overtaken by events

Comments

Contacts

Name	Telephone	First contact
Gareth Fairweather, Acting Director System Strategy & Investment, Ministry of Transport		
Chris Gulik, Auckland Strategic Adviser, Ministry of Transport		
Jono Reid, Principal Adviser, Governance, Ministry of Transport		✓
Ben Wells, Senior Analyst, the Treasury		
Mary Barton, Senior Policy Advisor - Places and Partnerships, Ministry of Housing and Urban Development		

Withheld to protect the privacy of Natural Persons

PROACTIVELY RELEASED BY
 TE MANATŪ WAKA MINISTRY OF TRANSPORT

AUCKLAND LIGHT RAIL BOARD APPOINTMENTS: CONFIRMATION OF APPROACH, POSITION DESCRIPTION AND SKILLS MATRIX

Cabinet has agreed to a new governance structure for the Auckland Light Rail project

- 1 In December 2021, Cabinet agreed to progress the Auckland Light Rail (ALR) project into a detailed planning phase (CAB-21-MIN-0531 refers). As part of this, Cabinet agreed that:
 - 1.1 the Minister of Transport, Minister of Finance and Minister of Housing will act as the project sponsors alongside representation from Auckland Council and mana whenua. These Ministers (yourselves), in consultation with Auckland Council and mana whenua, are given delegation to take decisions as required in relation to setting up these governance arrangements
 - 1.2 a Crown-established competency-based project board will be appointed by Cabinet as one part of the governance arrangements. A fee exception was likely to be sought as part of the appointment process, given the complex nature and competency requirements sought for the ALR project
 - 1.3 that Cabinet will appoint the competency-based board for the next phase, and for the Minister of Transport, Minister of Finance and the Minister of Housing to prepare a paper for consideration by the Cabinet Appointments and Honours Committee
 - 1.4 the Ministry of Transport (the Ministry), the Treasury, and the Ministry of Housing and Urban Development (MHUD) will jointly develop the governance arrangements, assurance and monitoring framework and the accountability mechanisms for the next phase of work, and set up the ALR Unit to take forward further business case, technical, design and masterplanning work

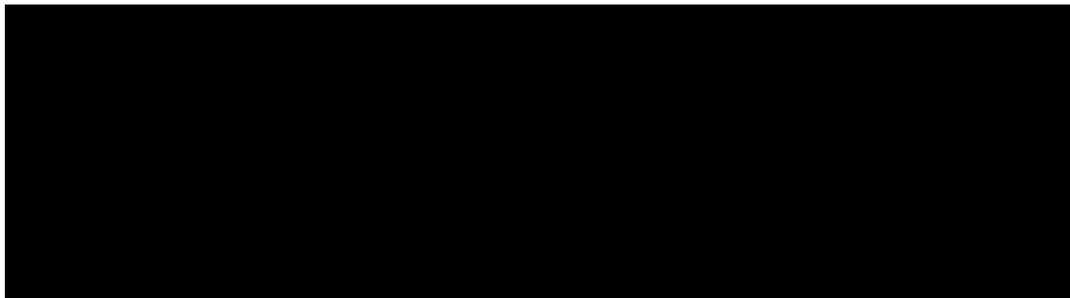
In doing this, the Cabinet paper establishes an expectation that officials should work with a number of parties to refine and confirm the governance arrangements, including Auckland Council, mana whenua, Auckland Transport, Kāinga Ora, Waka Kotahi, Te Waihanga Infrastructure Commission, and the Establishment Unit.
- 2 Following Cabinet's decision, guidance was sought from the Ministers of Transport and Finance on the approach to appointing ALR Board members, including a draft skills matrix and position description (OC211006 refers). This guidance was a priority for work to implement the new organising model. This paper also enabled the Minister of Transport to provide clarity to the current Establishment Unit Board members on the process going forward following Cabinet's decision and before the new ALR Board is appointed.

The functions of the ALR Board, and individual board members, will have a significant bearing on the shape and success of the detailed planning phase

- 3 Board appointments are one of the strongest influences that Ministers have in ensuring that Crown entities and companies deliver against the Government's priorities and desired outcomes. As ALR will be New Zealand's largest infrastructure project, and one of the largest single investments in rapid transit to date, the decisions made by the ALR Board over the course of the detailed planning phase will be a key factor in determining the long-term success of the project.
- 4 The composition of skills and expertise on the ALR Board is therefore a critical decision that Ministers will need to make at the outset of the detailed planning phase. As the project progresses beyond planning and into construction, it is also appropriate to consider how the ALR Board could evolve to guide the entity that will be established to deliver the project.
- 5 To enable the process to appoint the ALR Board to commence immediately after public announcements, officials from the Ministry, the Treasury and MHUD have worked together to prepare a position description and skills matrix for your approval (**Appendix One**).
- 6 These documents are central to the appointment process, needed to guide the search for potential candidates and support candidate shortlisting.
- 7 The skills matrix and position description include the following key features:
 - 7.1 **A focus on achieving the desired transport and urban development outcomes.** This goes to the heart of providing project specific competency-based knowledge and experience on the ALR Board and is consistent with the intent of the Cabinet paper to progress the project as an integrated urban development and transport project.
 - 7.2 **Navigating complex issues within the context of central and local government, while working collaboratively with a range of partners.** One factor driving complexity of the ALR project is the number of central and local government agencies that must be involved, each with their own interests and priorities. There remain a number of Crown and council decisions to be made in the detailed planning phase, and the ability for the ALR Board to effectively navigate this landscape is critical.
 - 7.3 **A focus on project governance as opposed to company governance.** While the ALR Board does have some financial responsibilities, at this stage it does not have the same legal responsibilities that a Crown entity or company possesses. As such the competencies focus on what is required to deliver the detailed planning phase, including a compliant business case, rather than on oversight of internal matters such as corporate services. As the project evolves, it is envisaged that the competency matrix will be revised to reflect governance requirements needed at each stage.

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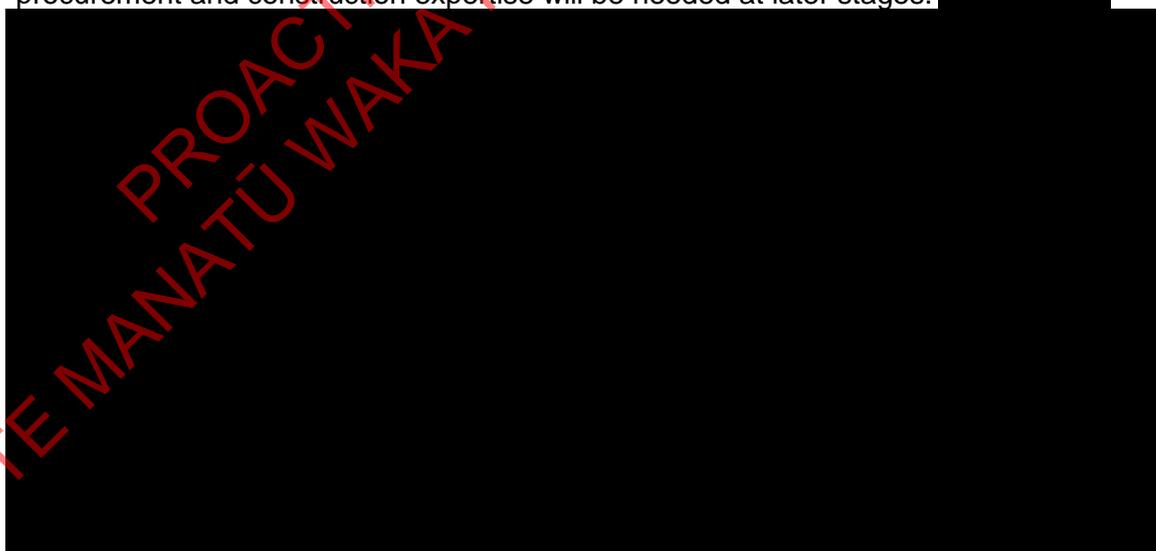
7.5 **Emphasis on working with communities and consultation.** The detailed planning phase will continue to require engagement with stakeholders and the community while the final parameters of the project are defined.

8 The draft skills matrix indicates how these competencies could be represented by board members. We expect that these competencies could be represented by a five to seven-member board. This number balances both the desire for decisions to be made at pace (more likely to be achieved through a smaller, technically focused board), with the need for a configuration that reflects the broad range of skills required.

9 The ALR Board is being established to endure across the phases of the project and into the new permanent delivery entity. This provides a degree of certainty to prospective ALR Board members and ensures that there is continuity of knowledge and relationships to the benefit of the project. This also means that ALR Board members will have 'skin in the game' for the longer-term project decisions.

10 The mix of skills needed across the different phases of the project will change to some degree as the project progresses, for example when a new permanent entity is stood up and following a final investment decision. For example, a greater focus on procurement and construction expertise will be needed at later stages.

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It is proposed the Chair of the ALR Board is the Senior Responsible Owner

- 12 Recognising the significant Crown decision making that needs to take place in the detailed planning phase, the Gateway Review recommended that the Senior Responsible Officer (SRO) should represent sponsors and expects a senior official from one of the sponsor agencies to be appointed. Officials have considered this option alongside others and recommend that instead the SRO is the Chair of the ALR Board. This should be reassessed once the new permanent entity has been stood up.
- 13 The purpose of the SRO is to be ultimately accountable for the delivery of the project and for ensuring the project meets its objectives, delivers the projected outcomes, and realises the required benefits. In the context of the detailed planning phase this would be the delivery of the business case to inform Crown and council decision making, including final investment decisions.
- 14 The Chair has the most direct line of accountability between the Project Director and Sponsors. A senior official from a sponsor agency does not have this direct line of accountability as the Project Director does not report to them.
- 15 The Chair would have the greatest capacity to identify and direct resources as required to ensure project milestones and outcomes are achieved and can do so across the breadth of project outcomes (such as urban development and transport).
- 16 The Chair of the Sponsors Forum, working with other forum members, will play the role of SRO until the ALR Board Chair is appointed.

A range of views have been sought in the development of the skills matrix and position description

- 17 The skills matrix and position description have been developed in close collaboration with the Ministry, the Treasury and the Ministry of Housing and Urban Development, and Auckland Council. This included the consideration of the documents by the ALR Sponsors Forum, with representation of senior officials from these agencies.
- 18 Additional consultation has taken place with the Establishment Unit, the Chair of the Establishment Unit Board, and Te Waihanga Infrastructure Commission.
- 19 Feedback has been constructive, broadly supportive and is reflected in the draft skills matrix and position description.
- 20 We recognise the need to have mana whenua input on the ALR Board appointment process. [REDACTED]
[REDACTED]
[REDACTED]
- 21 *Withheld as the information is under active consideration*
Draft versions of the position description and skills matrix were provided to the Minister of Transport and Minister of Finance in December 2021 for initial feedback. General support for the content was given.

The transition to the new ALR Board will need to be managed in phases

- 22 The Cabinet paper was clear that until the time the new ALR Board has been established, the current Establishment Unit Board will continue to operate. You wrote to the Chair and other Establishment Unit Board members in December 2021 setting out your expectations of the current board during this transition period.
- 23 A plan for this transition period is being developed by officials and the Establishment Unit as part of the scoping work for the detailed planning phase. We will keep sponsors informed of this.

Continuity of representation in governance across the project's phases needs to be considered

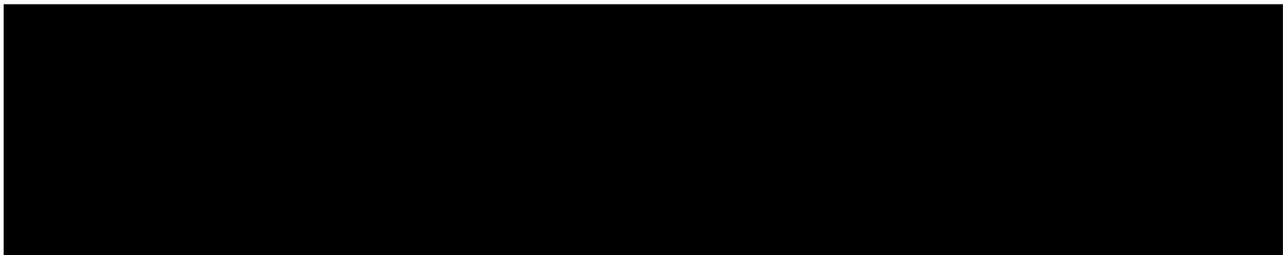
- 24 Some continuity of existing membership will be important as we transition to the new ALR Board. Continuity will help ensure that momentum and certainty is maintained, carrying project knowledge from one phase of the project into the next.
- 25 A strong lever of continuity built into the new organising model is that four of the twelve members on the current Establishment Unit Board will transfer to the Sponsors' Forum (representatives from the Ministry, the Treasury, Auckland Council and Te Waihanga Infrastructure Commission). The purpose of the Sponsors' Forum is to provide a second stream of advice to the Crown alongside the new ALR Board, with a particular focus on system stewardship and broader government and council priorities.

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We intend to work with a recruitment consultancy through the search process

- 33 The Ministry, the Treasury and MHUD have set up relationships and processes to work collaboratively throughout this appointments process.
- 34 We have initiated engagement with Kerridge & Partners, a recruitment consultancy that specialises in governance appointments. Kerridge & Partners are one of the leading firms in this space. Using Kerridge & Partners, we expect to gain a wider reach to the specialist pool of candidates required on the ALR Board, and to enable the appointments process to work at pace.
- 35 In addition to the services provided by Kerridge & Partners, we recommend advertising the ALR Board roles through the Ministry's established appointment channels. This will be through seeking nominations through the Treasury database, public sector nominating agencies¹, and through publishing the advert on our website and LinkedIn page. We will then work with Kerridge & Partners to finalise a list of proposed interviewees for your consideration.
- 36 We continue to work with Kerridge & Partners to shape up the services they will offer us and formalise the arrangement. Whilst working with Kerridge & Partners, the policy

¹ Ministry for Women, Ministry for Pacific Peoples, Te Puni Kōkiri, Ministry for Ethnic Communities, Office for Disability Issues.

agencies will retain ownership of the entire process, including the formulation of advice to yourselves and the interview process. The interview panel will be comprised of senior officials from the Ministry, the Treasury and MHUD. [REDACTED]

[REDACTED]

Withheld as the information is under active consideration

Next Steps

- 37 Advertising for the ALR Board will begin immediately following the public announcement of Cabinet's decisions. As noted in the briefing to you in December, we expect to work through Kerridge & Partners to begin the search for candidates on a confidential basis prior to the announcement. The active search and advertising will take place for up to a month. You will receive a candidate shortlisting briefing in March 2022.
- 38 The Cabinet paper noted the expectation that an exception to the Cabinet Fees Framework was likely to be sought for ALR Board members given the scale and complexity of the project. Officials are continuing to work through the process of recommending appropriate fees for the ALR Board Chair and members and will bring this to you for a decision shortly.

PROACTIVELY RELEASED BY
TE MANATŪ WAKA MINISTRY OF TRANSPORT

Auckland Light Rail Board: Position Description and Skills Matrix

Position Description

On behalf of the Government Sponsors for the City Centre to Māngere Auckland Light Rail Project (the Minister of Finance, Minister of Housing and Minister of Transport), the Ministry of Transport is searching for high-calibre candidates to join the Auckland Light Rail Board (the ALR Board).

Auckland Light Rail (ALR) will be New Zealand's largest and most complex infrastructure project. It is the first spine of a wider rapid transit network for Auckland, bringing far-reaching benefits to communities, increasing access across the region and catalysing urban development opportunities across the corridor. Delivering this requires strong leadership alongside the Government and its partners making bold decisions and enduring commitments.

Where the project is at now

In December 2021, the Government considered the Indicative Business Case presented by the ALR Establishment Unit.¹ The Establishment Unit was set up in March 2021 with an inclusive and collaborative governance structure with representatives from central government, (Ministry of Transport, Ministry of Housing and Urban Development, Treasury, Waka Kotahi NZ Transport Agency and Kāinga Ora), Auckland local government (Auckland Councillors, Auckland Local Boards, Auckland Council and Auckland Transport), and mana whenua. It was given a mandate to recommend a preferred way forward on mode and route, improve social licence through community and stakeholder engagement, and consider how the project could be funded and delivered.

The Government has decided to take forward a preferred route and mode option from the Indicative Business Case into the next detailed planning phase. This will inform a final investment decision.

Collaboration has been at the heart of the Establishment Unit's work to date, and the project's success requires the strong buy-in and alignment of the parties involved. The Government intends to continue to build strong and collaborative relationships through the next phase and appoint a skills-based board (the ALR Board) to transition from the current representative board.

The ALR Board will drive the detailed planning phase and transition the project through to a formal legal entity by the end of 2022. That entity will be responsible for overseeing the completion of the detailed planning and the delivery of the project following a final investment decision. The ALR Board will endure through the phases of the project, continuing to be the responsible board once the new legal entity is stood up.

Key activities that must take place in the detailed planning phase include:

- detailed business case advice, progressing the Government's preferred mode and route
- an integrated urban development and transport approach
- technical assessments and design
- master planning and infrastructure assessments
- consent, procurement and land acquisition strategies

¹ <https://www.lightrail.co.nz/>

- funding and financing package options including value capture
- coordinating across a range of local and central government partners
- ongoing community and stakeholder engagement.

Key responsibilities for the ALR Board during the detailed planning phase

The ALR Board will govern and be supported by the ALR Unit, which comprises staff from across central and local government agencies involved in the ALR project. The ALR Board will have overall responsibility and oversight for delivering advice to Government on how to progress ALR.

Key responsibilities include:

- Overseeing the development, and delivery of, an integrated urban development and transport business case for the ALR project.
- Ensuring the outcomes sought through the ALR project are achieved through the ALR Unit's work programme and partnership agreements, including ensuring the project links with other key infrastructure projects in Auckland.
- Leading the management and oversight of risk and assurance for the project, and providing assurances to Government Sponsors that the project is on track and well managed.
- Monitoring the ALR Unit's administration and spending.
- Appointing the Project Director for the ALR Unit and overseeing their performance.
- Supporting and enabling the project's wider governance arrangements to ensure collective interests are considered throughout the detailed planning phase.
- Working with Central Government agencies on the policy work programme that includes development of the entity form for the next stage of the project, funding and financing, and determining the final ownership of the assets created.
- Leading and facilitating broader stakeholder engagement to build social licence and community engagement for the project.

Board Membership, Accountability and Appointment Terms

The ALR Board will consist of between five and seven members appointed by Government Sponsors for the ALR Project (the Minister of Transport, Minister of Finance and Minister of Housing). In making these decisions, Government Sponsors will consult with the other project Sponsors, representatives from Auckland Council and mana whenua.

The ALR Board will have a direct line of accountability to the Government Sponsors. Appointments will be for a period of at least two years, with skills and competencies being revised as the project progresses through each phase. Nonetheless, some extent of continuity of board membership is expected across the phases of the ALR project.

The exact levels of remuneration are still to be determined. Members will be remunerated at a daily rate.

Core Skills and Competencies

The ALR Board requires a full range of competencies across members to be effective. To be considered, candidates must be experienced directors, infrastructure executives, or community leaders and possess competencies which complement other board members.

The successful Chair will be the Senior Responsible Officer² for the project, and need to be able to demonstrate most, if not all, of the below attributes in addition to skills sought across the Board membership – preferably from an infrastructure context:

- **leadership:** demonstrated experience taking responsibility for effective operations, projects and/or entities. You should be able to demonstrate the levels of oversight and leadership required to deliver a Business Case that meets the outcomes sought through the Project, relationship management of the highest standard, and be a champion of the project
- **governance:** you have significant governance experience (preferably in both the public and private sectors), including experience as a Chair, and will be able to ask the right questions of management, distinguish between governance and management, and understand and perform governance functions
- **experience in the inner workings of Government:** this includes the ability to work with Sponsors to problem solve, and navigate issues across the political environment. You should also have an understanding of the political and social context and relationships within which Central Government and Auckland Council are required to operate
- **strategy and culture:** contributes to and drives strategy formulation, direction, implementation and communication for the project. Be able to lead a constructive culture within the ALR Unit that is open with Ministers and central agencies, and is a strong partner to mana whenua
- **able to diplomatically navigate complex operating environments and competing interests to deliver results:** this includes being able to manage challenging priorities across multiple agencies and the Auckland region, political and public policy factors, and mana whenua. Having strong established networks and political acumen is a key consideration
- **solutions focussed:** have experience in managing difficult and/or contested issues and being able to work as part of a team towards achieving constructive outcomes
- **an understanding of and respect for the impacts the Treaty of Waitangi has in delivery of key Government priorities:** and places a value on and knows how to incorporate te ao Māori into project design, delivery and decision making
- **experience of proactively managing and/or fronting challenging issues to various customers and shareholders:** this includes Ministers, Councillors, local board members, mana whenua, media, stakeholder groups and members of the public.

² The person with single point accountability for the project. The SRO is ultimately accountable for the delivery of the project and for ensuring the project meets its objectives, delivers the projected outcomes, and realises the required benefits.

Across all members, Project Sponsors are looking for individuals with a range of technical, policy, commercial and social attributes. Successful candidates should demonstrate more than one of the following competencies

General

- **governance:** you have significant governance experience (preferably in both the public and private sectors) and will be able to ask the right questions of management, distinguish between governance and management, and understand and perform governance functions
- **strategy and culture:** contributes to strategy formulation, direction, implementation and communication for the project
- **legal:** understanding of legal frameworks in which a director and the organisation has to operate within
- **local knowledge:** an understanding of Auckland and New Zealand's transport and urban development systems, demonstrating an appreciation for the context in which the project is taking place and how the benefits can be realised
- **te ao Māori:** understanding of and respect for the impacts the Treaty of Waitangi has in delivery of key Government priorities and places value on and knows how to incorporate te ao Māori into project design, delivery and decision making
- **solutions focussed:** have experience in managing difficult and/or contested issues and being able to work as part of a team towards achieving constructive outcomes
- **judgement and critical thinking:** demonstrated experience of exercising judgement and critical thinking. In addition, you should be an active listener, open thinker, and be able to draw from your own personal experiences to contribute towards discussions at the Board table
- **an ability to work collaboratively to reach consensus:** you accept the need for collective responsibility for the final decision reached. You are also able to demonstrate an understanding of the individual and collective duties Boards possess, while respectfully and constructively evaluating each other's personal views on a matter.

Technical

- **major infrastructure business case development:** experience in delivery or oversight of large business cases, alongside an understanding of Treasury business case and gateway review procedures
- **major infrastructure project oversight, planning, design, delivery and operating:** experience in planning, designing, setting up, overseeing, delivering and/or operating major infrastructure projects (ideally including light rail, light metro and other mass transit modes), particularly those that require new or innovative ways of working. The successful candidate must be able to demonstrate knowledge of the lifecycles of large infrastructure assets, and their ability to respond to population needs over time; as well as low-emissions construction methodologies
- **integrated urban development and transport planning:** an understanding of how public transport systems link with the wider urban environment. This includes enabling housing and urban development, unlocking commercial opportunities and better connecting communities
- **urban design, land use, infrastructure planning:** understanding of the value of taking an integrated approach to transport investment, land use change and urban development outcomes. This includes an appreciation of the contribution that increased density, transit oriented development, high quality urban design and placemaking can make alongside infrastructure investment to social, economic and environmental wellbeing as well as to community cohesion.

- **emissions reduction:** knowledge of the system changes that will be necessary for New Zealand to meet its 2050 zero carbon target, including through the transport and/or housing systems, low-emissions construction methodologies, mode shift from private vehicles to other modes, and harnessing of emerging climate-related technologies.

Commercial:

- **large scale procurement:** experience with negotiating and/or procuring large scale contracts.
- **consenting and acquisition:** deep experience in overseeing consenting processes and land acquisition strategies. A strong understanding of the Resource Management Act 1991, and other legislative levers for enabling urban development and delivering infrastructure projects at scale
- **finance, investment and financial assurance:** understanding and experience with public funding mechanisms for large projects, investment funding models, and benefits realisation.
- **at least one individual will need to be possess proven audit and risk experience**
- **commercial acumen:** a working knowledge of business operations, and the factors that determine the performance of the company including people, finances, processes, and strategy. Commercial connections to Auckland businesses will be an advantage.

Policy and Social:

- **public sector (local and central government) expertise:** a working knowledge of central and local government operations and processes, with political acumen, and a demonstrated history of working to deliver government priorities
- **it is desirable for at least one member to have direct experience working with and on behalf of mana whenua and mataawaka in Auckland to represent and advance the interests of Māori**
- **stakeholder expertise, including public consultation:** experience engaging with a range of stakeholders, networking, and managing a multitude of relationships in and out of the sector. This includes co-directors, management, employees, key individuals, and Māori. Experience of consulting with communities, and both exploring and drawing on feedback in making decisions will be important.
- **community leadership:** deep experience in working with local communities, particularly those within the City Centre to Māngere urban corridor. An understanding of the various socioeconomic and behavioural effects is desirable.

Expressions of Interest

Applicants of all cultural backgrounds are invited to express an interest.

To apply for the position of Chair or Board member on the ALR Board, please apply through the Treasury database at <http://www.boardappointments.co.nz>, and include a copy of your full Curriculum Vitae by 9.00 am on **DAY MONTH 2022**.

If you require further information, please email boardappointments@transport.govt.nz.

Privacy Disclaimer

Please note that as part of the applications process, information relating to your application will be shared by the Ministry of Transport, Ministry of Housing and Urban Development, and Treasury (the agencies responsible for providing information to Crown Sponsors).

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