

Amelia East  
Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

withheld under section 9(2)(a)

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Item 24

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Tuesday, 10 November 2020 10:41 AM  
**To:** Lynda Holden  
**Subject:** Fw: Scope of Work

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**From:** Amelia East [REDACTED]  
**Sent:** 10 September 2019 19:07  
**To:** Bryn Gandy [REDACTED]  
**Subject:** Scope of Work

withheld under section 9(2)(a)

Bryn

Below is my draft scope of work for the commercial advisory work. To be refined but should pick up most of the big ticket items

Day to day support for the ALR MOT project including the following:

- Commercial/financial advisory support to the Lead Team as required during the commercial phase (sep-nov), including attendance at IEP sessions if required and/or preparation of materials for the IEPs
- Drafting the Evaluation Plan
- Logistical support during evaluation and preparation of logistics plan
- Assistance in drafting of Evaluation Framework including model financial answers and mapping from Key Outcomes through the evaluation so process is clearly understood for the Evaluation Teams
- Assistance in selection of people and skill sets required for SMETs and OET – includes approval process for appointment of these people.
- Potential lead role in the financial SMET
- Confirmation of Due Diligence Requirements and format of Due Diligence responses
- The Financial Due Diligence and Pricing Report
- SMET and OET “training”
- Preparation of SMET evaluation reports
- Preparation of OET evaluation report
- Management and co-ordination of clarifications during evaluation process
- Support the preparation of documentation to Stakeholder Advisory Group
- Support the preparation for the Cabinet Paper.

Thanks

Amelia

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Item 25

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Tuesday, 10 November 2020 10:45 AM  
**To:** Lynda Holden  
**Subject:** Fw: Report for Hon T  
**Attachments:** UpdateOct.docx

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**From:** Bryn Gandy [REDACTED]  
**Sent:** 28 October 2019 13:23  
**To:** Amelia East [REDACTED]  
**Subject:** Report for Hon T

withheld under section 9(2)(a)

Hi! This may or not help, but I had a bit of a think about what the story is at the moment for Hon T.

See if the attached is helpful. It definitely isn't a finished thing, but could be food for thought.

Released under the Official Information Act

## Purpose

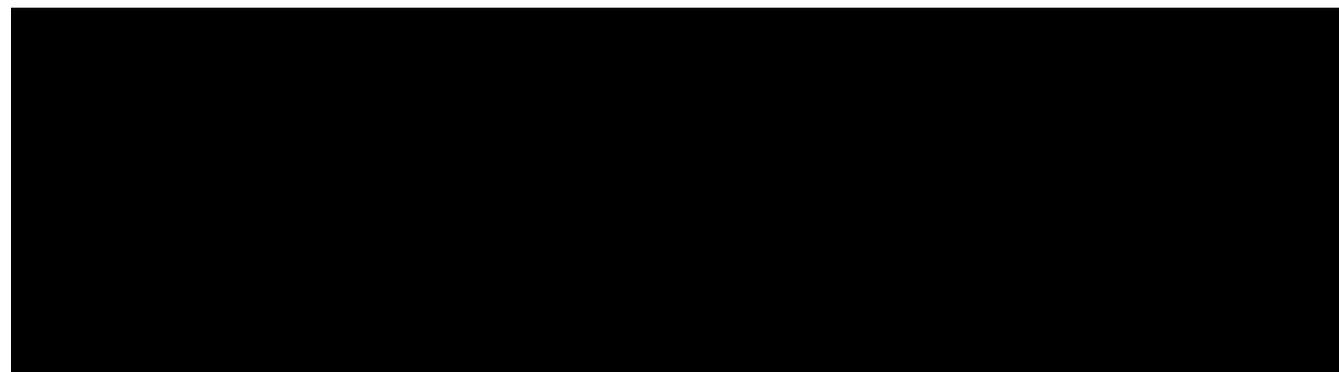
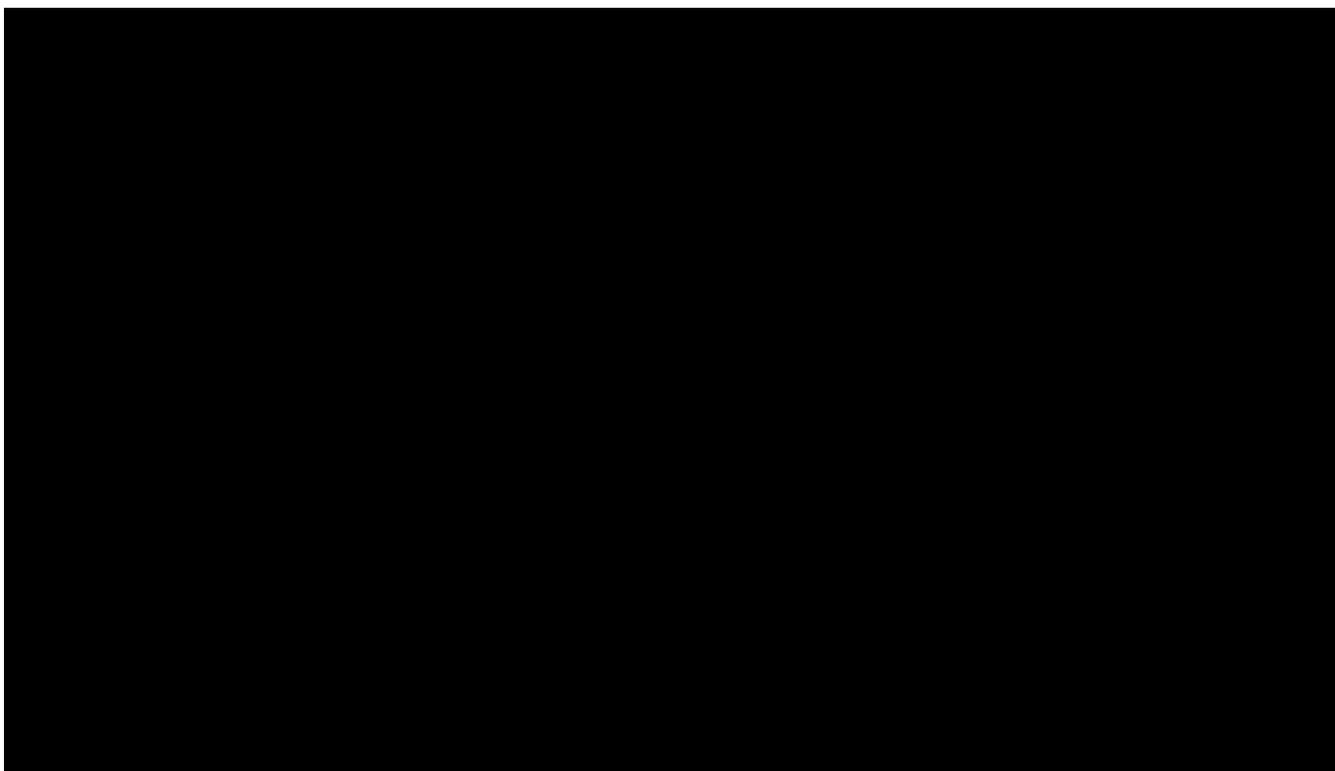
This briefing updates you on progress of the Auckland Light Rail bid process, including an updated account of where the bids are at. It outlines features of the bids that you may wish to consider in terms of whether they will meet the Government's expectations.

This briefing is Com-in-Conf and should not be shared.

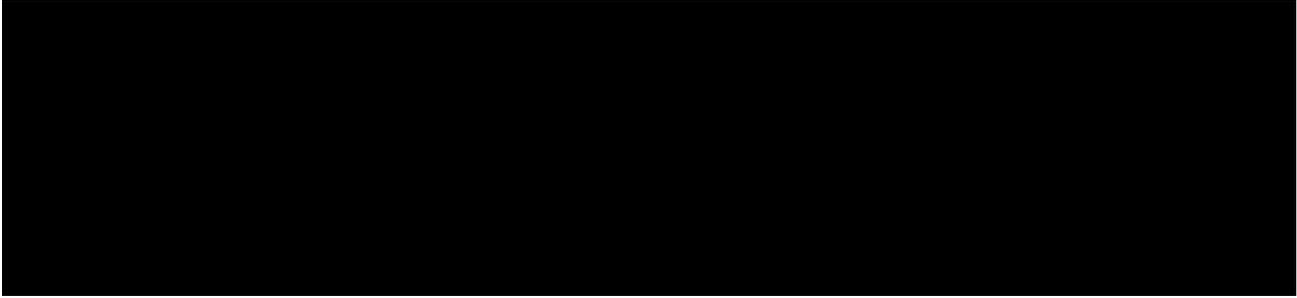
## Executive Summary

The Cabinet mandated process for Auckland Light Rail has two parts: a bid (commercial) process and a public policy overlay. The bid process is being run as a normal commercial process, with facilitation of interaction by both bidders with a wide range of public and private sector stakeholders. This briefing focuses on the bid process.

withheld under sections 9(2)(ba)(i), 9(2)(g)(i)



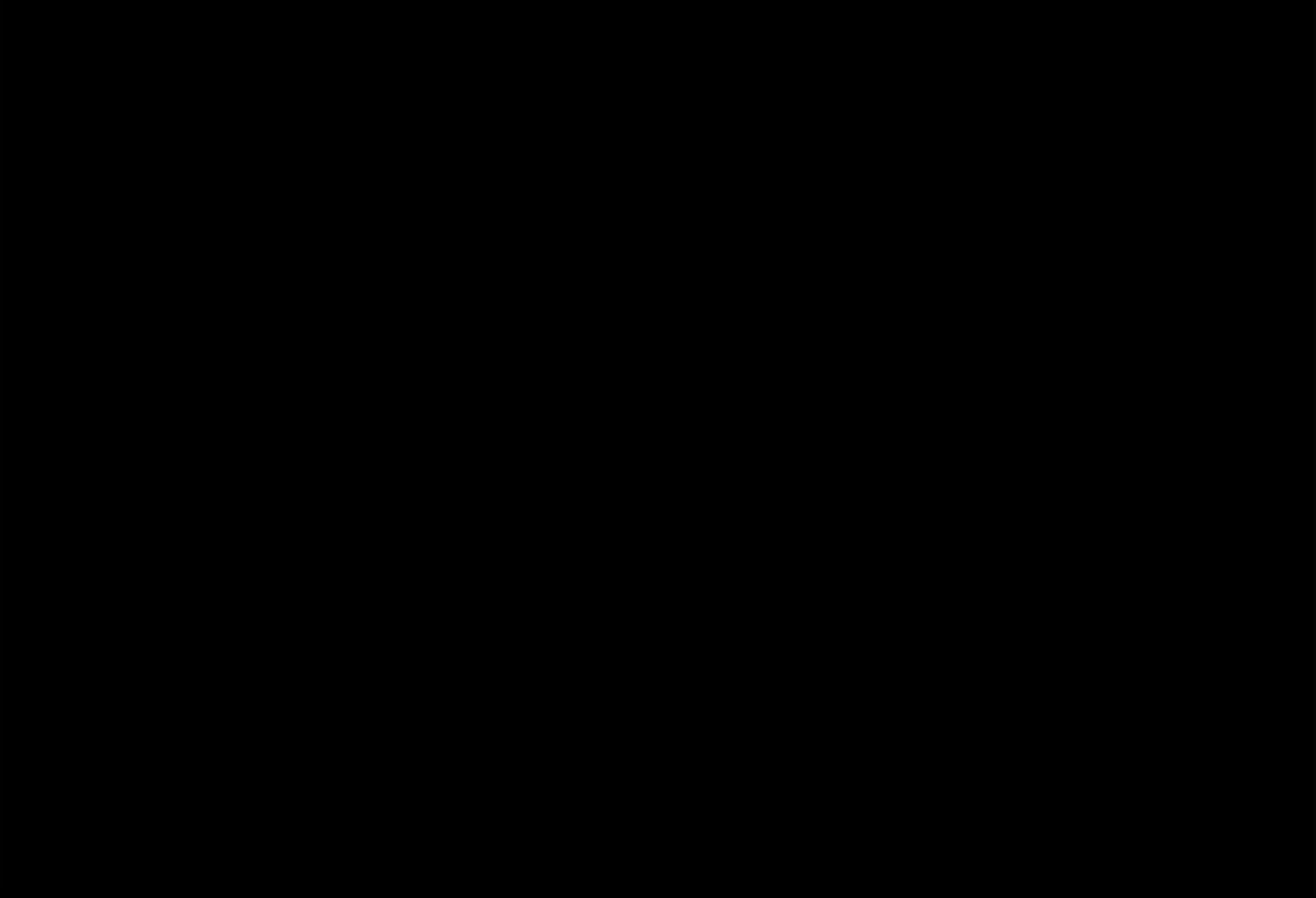
withheld under sections 9(2)(ba)(i), 9(2)(i)



*Current Shape of the Bids*

withheld under sections 9(2)(ba)(i), 9(2)(b)(i)

This briefing provides an updated and more detailed account of where the bids are at, bearing in mind that proposals are still shifting and we do not have (and would not expect to have) full sight of them. We have not seen a 'whole bid' from either bidder and do not believe either has reached this point. Both bidders find the timeframe challenging.



*Further work after the bids are received*

withheld under sections 9(2)(ba)(i)

We are finalising the detailed plan for the evaluation and report-back phase. We will brief you on the recommendation well in advance of a Cabinet paper being finalised. We will provide you with a date once we have it.

We are planning for the further process that will be needed to get a delivery agreement in place. If you wish to do this quickly, the only option will be to work through with the current key personnel. We will need certainty of resourcing to do this, potentially via the same route as funding for the current project (through the NZTA Board).

We are looking for ways to streamline phase three, and will add to the current bid process a pre-signed bidder letter, which will remove a step between phase two and three.

### Recap on the Process

The current commercial and public policy process to select a preferred bidder was established by Cabinet decisions that were taken on xx May 2019.

The key decisions that have shaped the process are:

- To have a structured process involving clear outcomes that are less open to assumptions, so an 'apples vs apples' comparison is possible
- With the objective of selecting a preferred delivery partner
- The preferred delivery partner would then have a period of exclusive negotiation to negotiate a delivery agreement and agree refinements to their proposal
- NZ Infra's participation would be at its own risk and cost **withheld under section 9(2)(ba)(i)**

- 
- To meet commercial probity and process requirements, Ministers would be engaged in a way that enables key policy issues to be tested, and any other matters to be addressed that could be 'red flags' for Cabinet consideration (the Ministerial Oversight Group)
  - A group of Chief Executives drawn from government and Auckland agencies would provide oversight to the process, and provide the Secretary of Transport with a consultative group for policy issues
  - Recommendations would be reported by in February 2020, including an evaluation of the bids and policy advice on the broader issues for the Crown.

Timing is based on working back from a February 2020 date. Planning of each phase is very tight and we are managing timeframes aggressively. The process was put together with two former heads of the government's PPP unit, our legal advisors Minter Ellison Rudd Watts, light rail technical experts and others. There are some rules in the process around disclosure of information, but these give effect to overall decisions on the shape of the process as above.

Alongside the bid process, a cross-agency policy process is underway. This is focused on the public policy issues raised by the two proposals. The reportback to Cabinet will include an assessment of the bids and recommendation, with policy advice 'wrapped around' the bid evaluation. The advice will be provided by the Secretary for Transport.

## We have broken the process into three phases to manage it

- **Phase one:** An interactive, four-month commercial process with the two bidders to shape proposals in light of a definitive set of Crown outcomes and specifications (proposals are due on 29 November 2019). We are facilitating engagement between the bidders and a wide range of stakeholders, and leading cross-agency policy work arising from the likely shape of the proposals.

*During phase one you can shape and change the bids by providing guidance on what parameters may be 'out of bounds' for Cabinet. Officials report to you on potential 'red flag' issues and any matters that may be a surprise so you can provide guidance.*

- **Phase two:** An evaluation is undertaken to evaluate the bids against the requirements. Policy implications of the bids (including the need for regulatory change, LTMA amendment, and other changes) are considered (through December 2019 to February 2020).

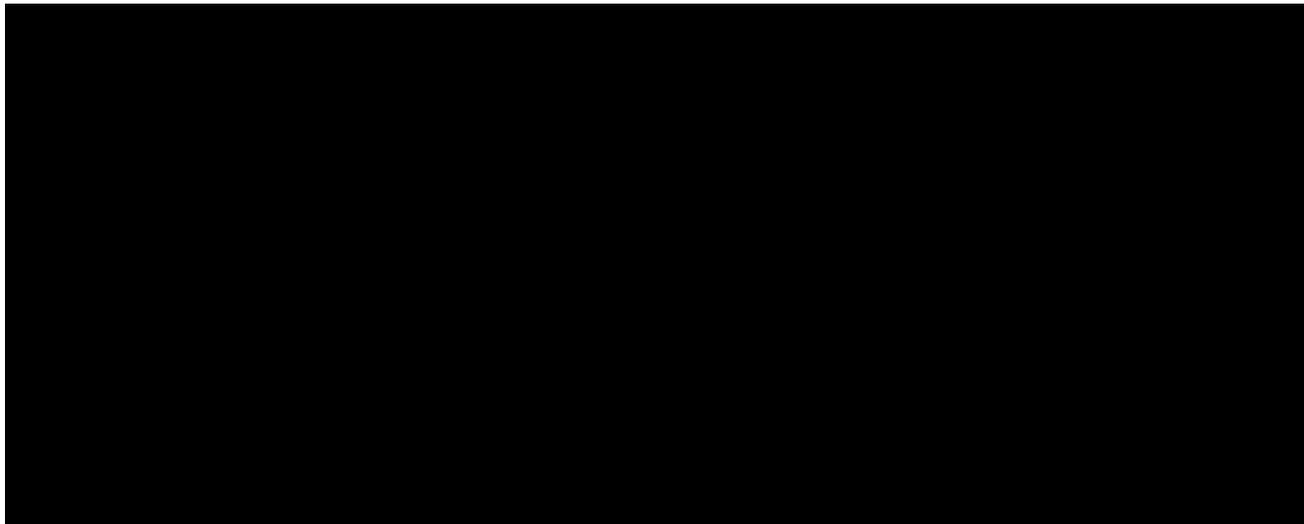
*Cabinet decides a preferred delivery partner (est by Easter 2020)*

- **Phase three:** A period of exclusive negotiation to agree a delivery contract with the preferred bidder. Terms are agreed and any significant changes can be agreed to the November 2019 proposal. (Timeframe TBC with you).

*Once there is a preferred partner, they will expect some amendments to their proposal. You will have the ability to engage directly on changes. Both bidders are nonetheless keen to deliver bids that are as ideal as possible in phase one. You have asked for us to consider how delivery of the North-western line can be built into this phase.*

## Timing and Progress of Phase One

We estimated a 4-6 month process, depending on whether one or both bidders completed the process. It will run full term as we believe two bids will be received. Both bidders have worked extensively with government and private sector parties through a controlled process, and feedback from the parties has been positive.

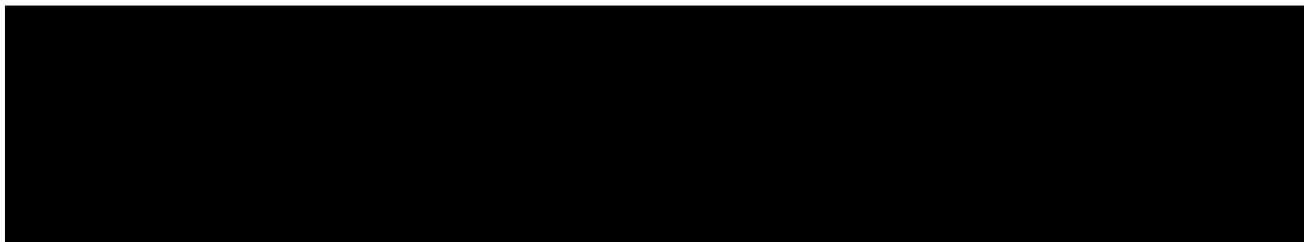


### **Timing and Progress of Phase Two (Evaluation and Report-back)**

The focus of phase two is evaluation of the proposals, and supporting you to take advice to Cabinet. The evaluation is a standard evaluation process involving subject matter expert teams, drawn from the public and private sector. This will include (subject to availability) key partners such as MHUD, The Treasury, Auckland Council and Auckland Transport, as well as the Ministry's technical advisors (Mott Macdonald).

It will also include due diligence across financial, commercial, legal, policy and probity elements.

OAG has conflicted out the available advisory firms who could assist us in phase two. We have agreed a limited arrangement with KPMG (involving a mix of seconded staff and limited scope), but we are managing risks to this phase of the process. We have a good plan in place, and hope the impact is limited to cost. withheld under section 9(2)(i)



We are looking at the steps that will be needed to ensure confidentiality through the process. We are talking with your office and Cabinet Office about how Cabinet consultation and paper-handling will be managed.

At this stage we are on track to have a fully consulted paper (including political consultation) ready for lodgement in February. We will brief you on the recommendation well in advance. One of the potential solutions to minimise the risks of inadvertent disclosure during the various consultation processes may be to do this in a quick and focused way, and this may bring the lodgement date forward.

### **Phase Three (Negotiation of Delivery Contract)**

We are already considering how to set the process up so it can proceed on an accelerated basis.

If you wish to get to a delivery agreement through an accelerated process, we will need to continue with the current project structure and key personnel.

We believe this can be achieved, but currently do not have the ability to make forward commitments beyond the Project Director. We would need that certainty before Christmas so we can make arrangements to keep the necessary individuals and firms on board. If you wish us to be in a position to do this, we can draft a letter for you to send to the NZTA Board, seeking the necessary assistance.

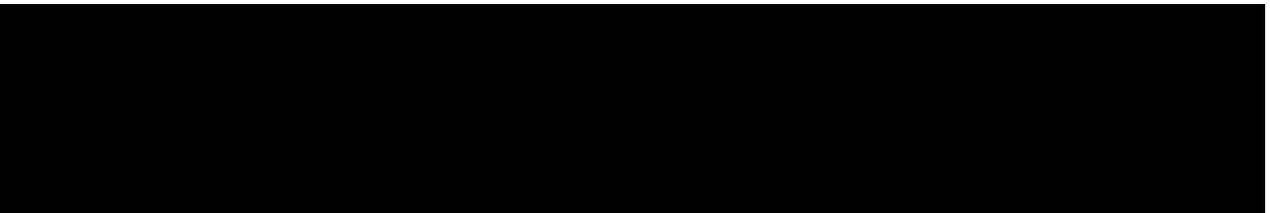
We are looking for ways to streamline the process, and will amend the deliverables for phase one to include a pre-signed preferred bidder letter (i.e. signed by the bidder, with a blank for the Crown). This will remove a step from phase three.



### You Can Shape What is Bid from the Current Phase

withheld under section 9(2)(f)(iv)

The focus of phase one is to develop bids which align with the project outcomes. Both bidders are seeking to get the best balance between outcomes delivered and cost (Value for Money).



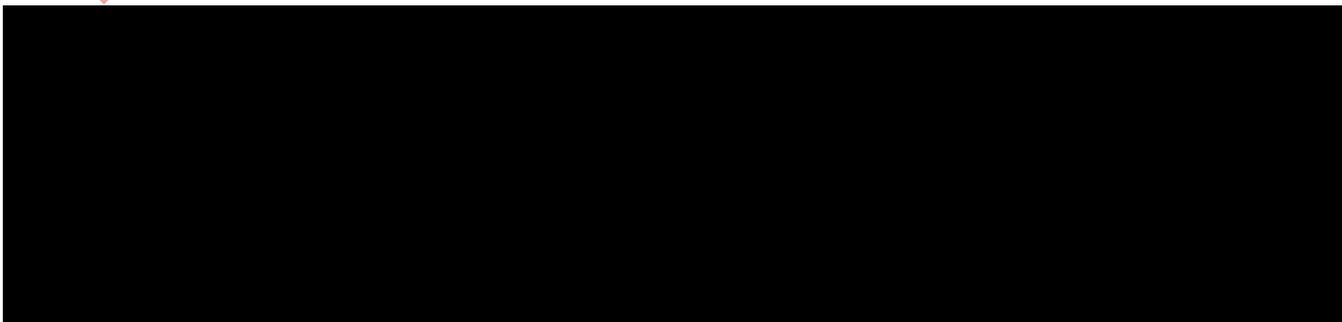
withheld under section 9(2)(ba)(i)

Bids will change if you give guidance on the types of trade-off that you find unpalatable even where a solution makes sense for other reasons. Neither bidder wants to put up options that will fail because of 'red flags' with decision-makers. They will seek other ways of maximising outcomes if a particular solution does not work.

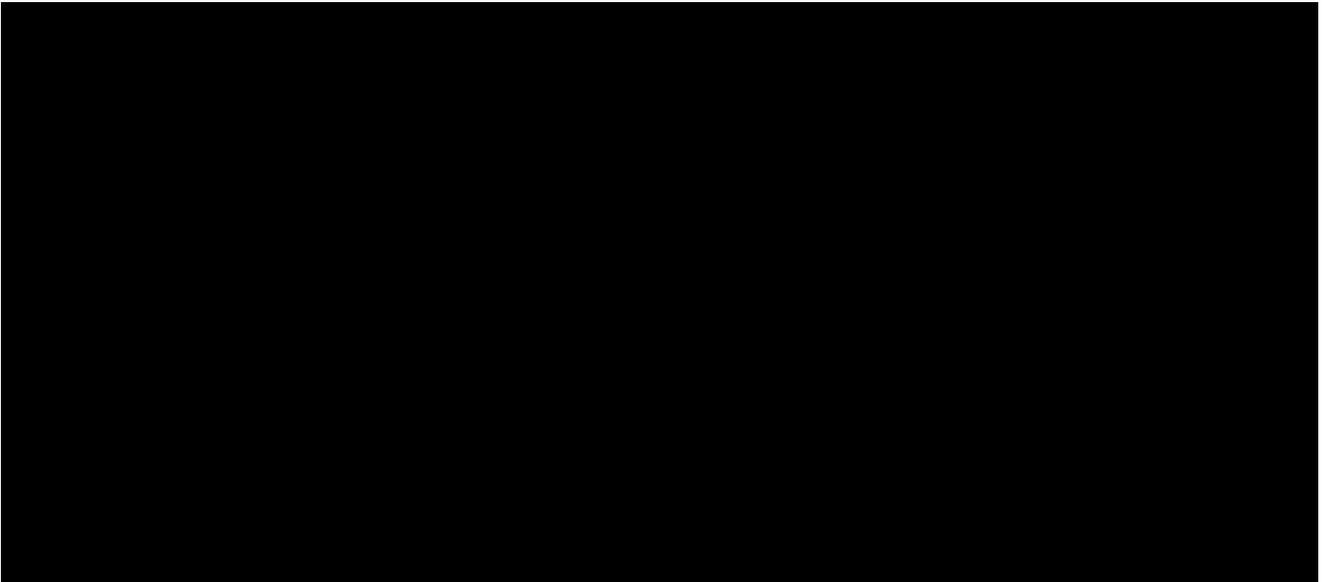
The bids may change substantially in the remaining time, but further to our briefing to you of xx October, and there is no guarantee that anything tested with us will be included in the final bid.

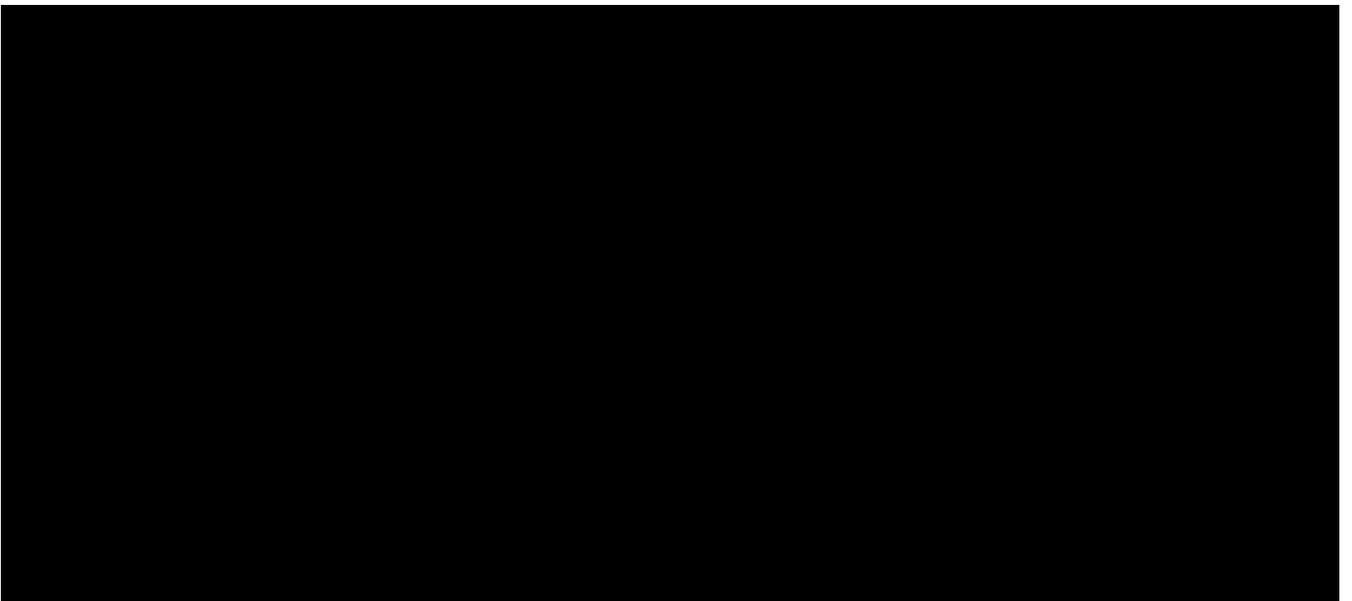
The features you may wish to consider on are:

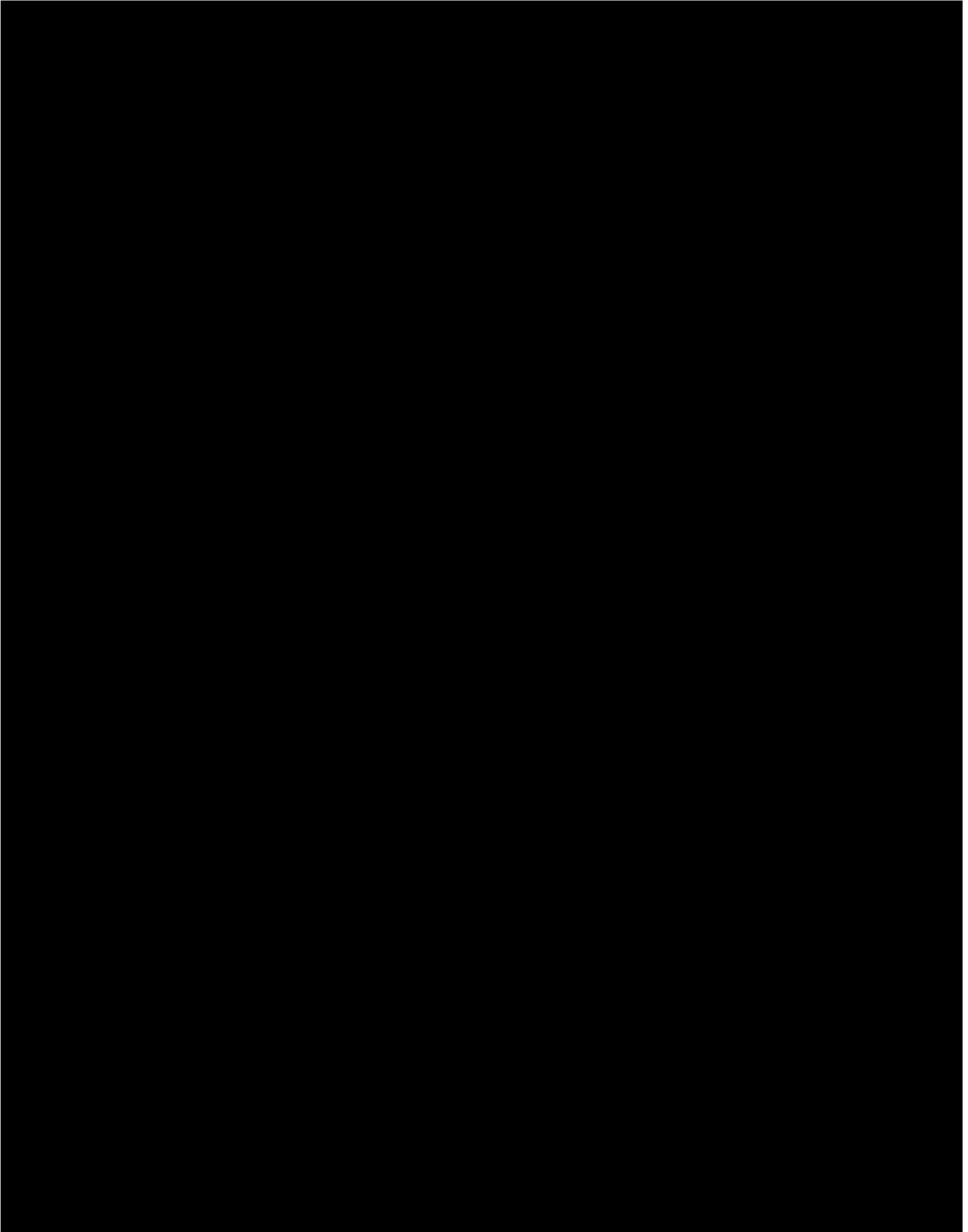
withheld under section 9(2)(b) and 9(2)(ba)(i)



withheld under section 9(2)(b) and 9(2)(ba)(i)







Item 26

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Monday, 9 November 2020 3:23 PM  
**To:** Lynda Holden  
**Subject:** Fw: In case you're looking for words :)  
**Attachments:** Doc2.docx

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**From:** Bryn Gandy  
**Sent:** 21 October 2019 14:41  
**To:** Amelia East [REDACTED]  
**Subject:** Fwd: In case you're looking for words :)

withheld under section 9(2)(a)

Sent by mobile

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**From:** Bryn Gandy [REDACTED]  
**Sent:** Monday, October 21, 2019 2:40:56 PM  
**To:** Bryn Gandy [REDACTED]  
**Subject:** Fwd: In case you're looking for words :)

withheld under section 9(2)(a)

Begin forwarded message:

**From:** Bryn Gandy [REDACTED]  
**Date:** 20 October 2019 at 19:26:27 NZDT  
**To:** Peter Mersi [REDACTED]  
**Subject:** In case you're looking for words :)

withheld under section 9(2)(a)

Official Information Act

Released un

“The current process to seek a preferred delivery partner reflects the Ministry’s and Treasury’s advice that the NZ Infra proposal is worth considering further.

“The NZTA made good progress on its business case last year, and a more detailed proposal was also put to the government by NZ Infra in December 2018. The NZTA was not part of consideration of this more detailed proposal.

“Ministry and Treasury officials provided advice earlier this year on the two options. The work they undertook included meeting directly with CDPQ Infra in Canada. Officials also met with other parties who have worked with CDPQ Infra in Canada, with the assistance of the NZ High Commission.

“Based on our advice, Cabinet decided that both proposals should be developed further to a point where a direct, apples versus apples comparison, could be made. That is the current process that is underway.

“We have committed to both parties to follow the normal rules for a commercial process, and this restricts what we can say about the details of the proposals and our engagement with both NZTA and NZ Infra. But we are dealing with two serious proponents who can and are engaging credibly with us.

I will provide advice that can be taken to Cabinet by the end of February 2020 on a preferred delivery partner for the City Centre to Mangere line.”

ENDS

Item 27

**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Tuesday, 12 November 2019 9:34 AM  
**To:** Bryn Gandy  
**Subject:** Re: ALR

This Friday

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**From:** Bryn Gandy [REDACTED]  
**Sent:** Tuesday, November 12, 2019 8:19:49 AM  
**To:** Amelia East [REDACTED]  
**Subject:** ALR

withheld under section 9(2)(a)

When is the ALR Advisory Group meeting?

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Item 28

**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Monday, 2 December 2019 1:51 PM  
**To:** Bryn Gandy  
**Subject:** RE: Current draft speech  
**Attachments:** Knowledge Conference Sp3 (AE comments).docx

A few minor tweaks in the attached which you can accept or ignore!

A

**Amelia East**  
[REDACTED]

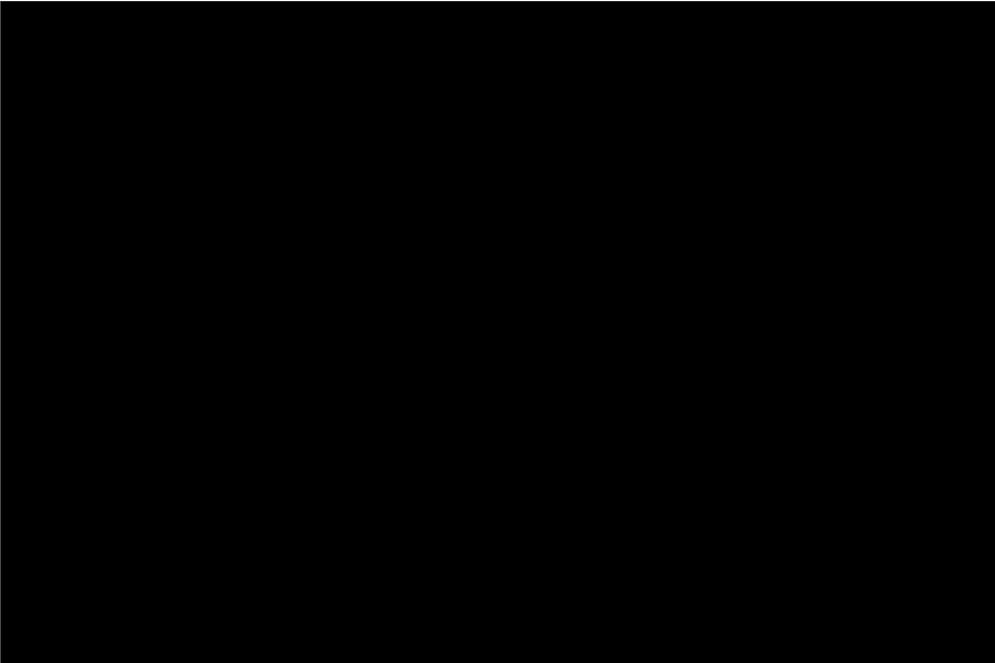
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**From:** Bryn Gandy [REDACTED]  
**Sent:** Monday, 2 December 2019 12:09 PM  
**To:** Amelia East [REDACTED]  
**Subject:** Current draft speech

withheld under section 9(2)(a)

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Out of scope



### Auckland Light Rail

The final project I want to talk about today is the City Centre to Mangere Light Rail Project in Auckland.

I have to give a disclaimer here. The project is currently in a commercial process run by the Ministry, so I am limited in what I can say.

But I do want to highlight it is a very big project – potentially the ~~most expensive~~ largest infrastructure project by value undertaken in this country.

And outcomes are central to the process we are running to find a delivery partner for the government to build the first line of a light rail system in Auckland.

Mass transit is one of the most complicated things you can build in a city. Mega projects often go over budget, some horrifically so. So we are doing a lot to be sure we can have confidence in a delivery partner.

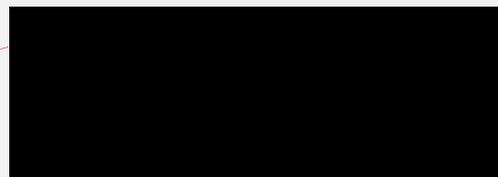
Light rail impacts right across a city's outcomes, both during and after construction. Getting it right isn't easy. Building a good thing in the wrong place, or the wrong thing in the right place can compromise outcomes in a city over decades or longer.

Our starting point has been to be really clear on what the outcomes are.

We have a number of response requirements that two interested parties have been considering over a period of some months. But the question has been very simple - given a particular set of outcomes, what makes you the best partner for us to deliver these? What would you do and how, if these outcomes are our objective?

~~Our approach is what the PPP framework contemplates for a complex infrastructure project like this, called a "maximum flexibility minimum constraints" approach. And we've had some of the architects of the PPP framework work with us to put this together.~~

To guide that flexibility, we need a really clear set of outcomes.



withheld under section 9(2)(g)(i)

Note this page is an excerpt from another document that is out of scope of the request

These have been worked through with Auckland Council, Auckland Transport and others.

You'll see behind me what remain the fundamental outcomes for the project - let's call them version 1.0. These were set in ATAP which is an agreed, funded transport plan costed at more than \$16 billion between central government and Auckland Council.

Commented [AE2]: I thought this was \$28 b. But assuming other people know this number better than me.

But once you take these outcomes, you are left having to make a number of assumptions about what to do next.

Which of these is the most important?

Is it a system for commuters, students, shoppers or tourists?  
In what proportion?

Are some things more important than others - or is it all outcomes at all costs?

Are you allowed heavy luggage on light rail?

So ATAP set a direction of travel, but if you're putting together a concrete proposal this version of the outcomes has limits. These projects will always drive choices and prompt some challenging trade-offs - so you need a set of outcomes with sharp edges that can get cut-through.

So the Ministry sat down with the ATAP partners and started to work through version two. The question for us was, if you're going to give some people your set of objectives and your problem to really work on - and if you're open to them thinking differently about a solution than we do - what would you give them.

A key touch-point for us was the Transport Outcomes Framework.

The parties we sat down with included Auckland Council, Auckland Transport, MHUD, MFE, The Treasury and others - and the questions we asked were things like:

What is the most important contribution this will make to the life of Aucklanders?

If a solution has to trade off between access to employment and education, and shaping city form and intensification, what is most important?

What do some of the outcomes, like environment, look like for this project?

Are there particular elements that drive across the outcomes, like experience, that we need to really pull out?

So behind me you see a summary of version 2.0.

There are four key outcomes the Government wants.

**The first outcome is access and integration.**

This is the most important and has been given the greatest weighting.

Light rail, along with heavy rail and the Northern Busway, will make up the spine of Auckland's future public transport system.

That system has to give people access to the things they need on a daily basis, like jobs and education.

Note this page is an excerpt from another document that is out of scope of the request

And the government wants it to be integrated into the wider travel networks: bus, ferry, heavy rail, walking and cycling.

**The second outcome the Proposals must address is Environment.**

Continued population growth and urban development are likely to increase the severity and intensity of pressure on Auckland's natural environment.

The long lived nature of transport infrastructure means it needs to be built to be sustainable.

This requires environmental impacts to be minimized both during construction and when it's up and running.

We are asking the Respondents to show how they will protect and enhance the natural environment where possible.

And to be a system that will be part of a low emissions and low carbon future, with fewer cars and buses on the roads.

**The third outcome is urban and community.**

This outcome is about enabling really liveable communities especially around Mangere, Onehunga and Mt Roskill.

The route is approximately 23 kilometres long from the city centre through to Auckland Airport. It passes through a wide variety of environments and diverse communities.

While access and integration are front of mind for the project, we would like to understand how a partner would take opportunities to shape urban form and enable high density development.

So that might be things like centres and the places around stations, and enabling a pedestrian-friendly environment.

**Lastly, the fourth outcome is Experience.**

Not surprisingly, we think a light rail service needs patronage.

A good proposal will show it can deliver a high-quality service that is attractive to users.

Without this, the other outcomes won't be met.

We are looking for the ability to deliver a high-quality passenger experience, reliable service, operational resilience, safety features and accessibility.

As well as safety on and around the route, stations and vehicles.

On top of those four, of course the Government will also look at the value for money provided by each proposal.

So early next year we will report back to Cabinet with advice, and that will say "given the outcomes you want to advance through the project, this is the best partner to deliver this project".

And once there is a preferred delivery partner, they will be able to engage with communities and mana whenua on their plans to develop them further. We know how important that is.

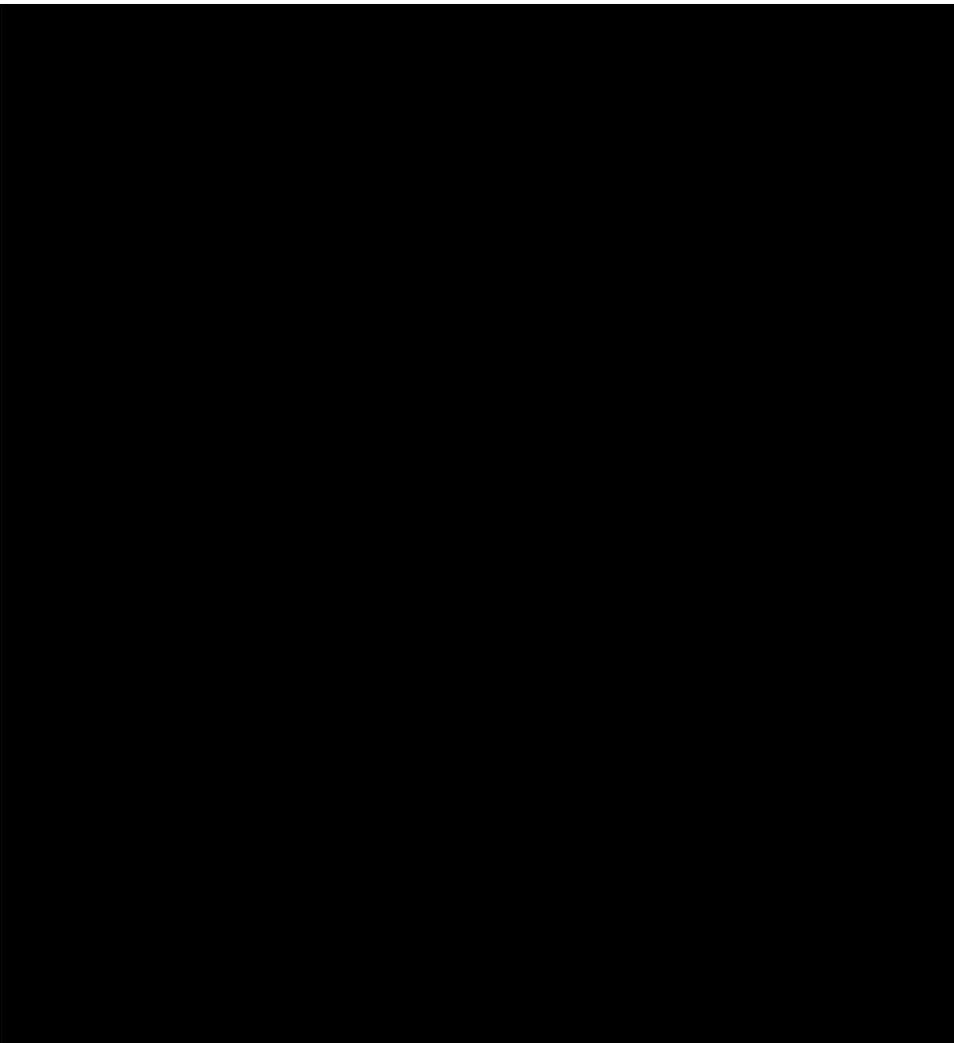
Note this page is an excerpt from another document that is out of scope of the request

We still have a lot of work to do, but if you take us back to a pre-outcomes framework world, it's really hard to see how we would have got on top of a project like this in the same way.

If you look at some overseas projects, you can end up doing nothing well if you set out to achieve all the possible outcomes, all at once.

Paying for a project out of the Crown purse means there is a great opportunity to be crystal clear on what really needs to be delivered.

The transport outcomes framework has put us in a position to be clear on that, to pick a partner we'd trust to achieve our objectives for us, and hopefully that means they will do a good job for us at the things that matter most.



Item 31

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Tuesday, 10 November 2020 10:45 AM  
**To:** Lynda Holden  
**Subject:** Fw: Treasury meeting

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**From:** Amelia East [REDACTED]  
**Sent:** 25 October 2019 10:09  
**To:** Siobhan Routledge [REDACTED]; Bryn Gandy [REDACTED]; Jonathan Luo [REDACTED]; Tim Herbert [REDACTED]  
**Cc:** Aimee Webb [REDACTED]  
**Subject:** Treasury meeting withheld under section 9(2)(a)

Hi all

In advance of the meeting with Treasury today at 10.30, I just wanted to set out a few points so we are all clear on the issues likely to be raised.

withheld under section 9(2)(ba)(i)

**Evaluation**

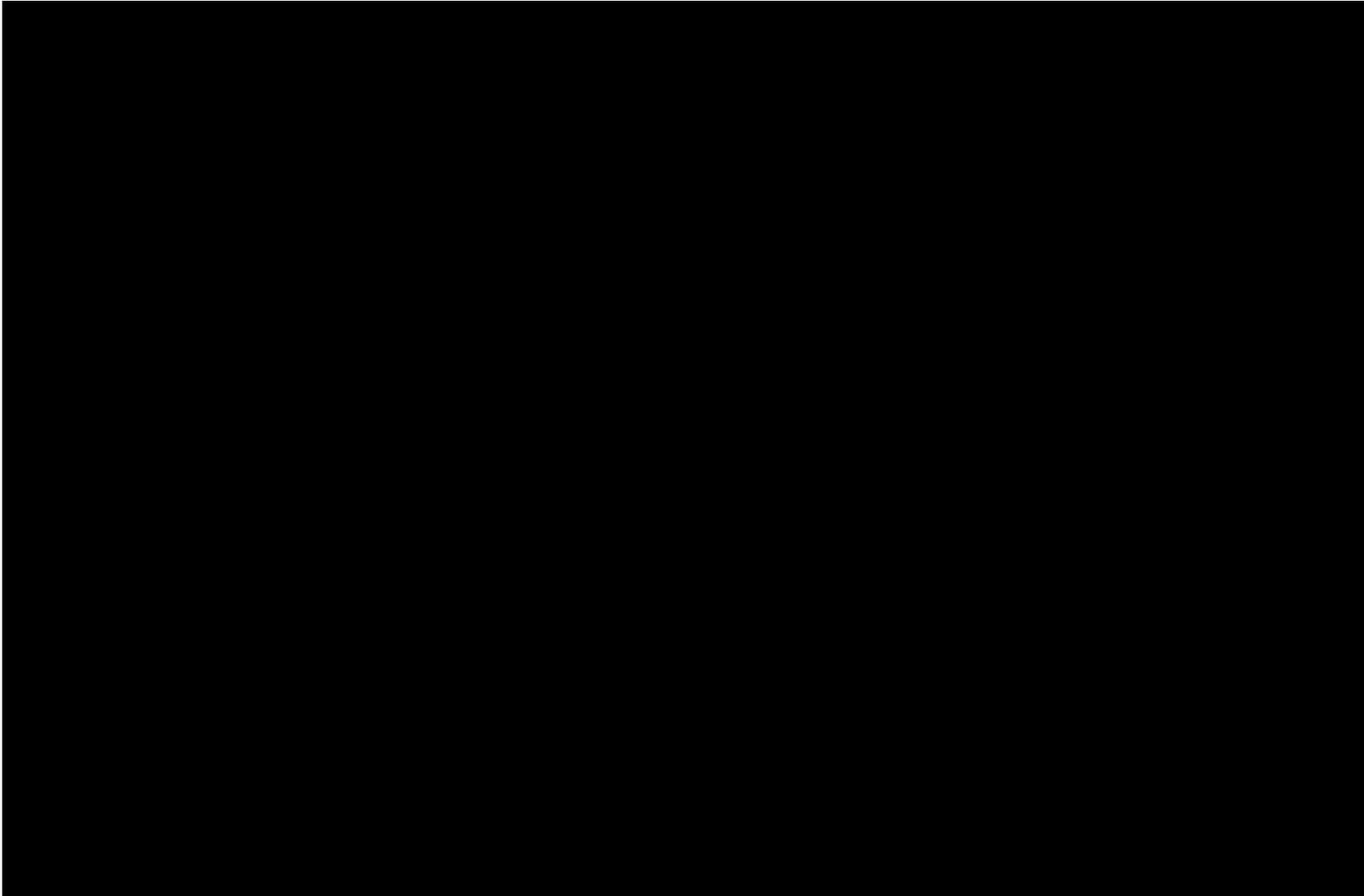
withheld under section 9(2)(a)

A question previously raised by [REDACTED] was surrounding evaluation. Treasury wanted to understand the reasons why it is not appropriate for the Treasury to have full access to whatever information is provided, since this is a government project, and what harm that is intended to prevent, and whether it is possible to put in place an arrangement that enables us to have access in a way that prevents that harm occurring?

Treasury in a paper has also said in order to give independent advice to MOF – it needed to form its own view on what the appropriate evaluation methodology is as well as the value for money proposition, amongst other things. They went further to then say that the proposal with the higher benefits relative to the costs should be chosen.

MOT Response. TH/AE/BG

withheld under section 9(2)(g)(i)



### **Giving Independent Advice to MOF**

The policy paper from the Treasury previously circulated stated that “the Treasury will need to give independent advice to MOF”.

**MOT Response: SR/BG to lead**

We acknowledge of course that Treasury is to be consulted on our advice to Ministers (as is standard practice and as described in the *CabGuide*). We understand that this is to allow Treasury to advise the Minister of Finance on the recommendation submitted by the Secretary of Transport supported by the Ministry of Transport (following the evaluation) – [REDACTED]

[REDACTED]

withheld under section 9(2)(g)(i)

We also will not be sharing the final recommendation to any agency prior to submission to the Minister.

### **Advisory Group**

Not sure what issues here will be. It may be about what input they will have into the decision.

**MOT Response: AE/BG to lead**

Would refer to Terms of Reference.

- Email update sent on Tuesday
- Email update to them today
- Next meeting 21 November
- Engagement will be had in Feb prior to recommendation

### **Funding and Financing**

MOT Response: SR/JL to lead

withheld under section 9(2)(g)(i)

[REDACTED]  
[REDACTED]. AE – has sent confirmation of this to the NZTA team.

Next steps – [REDACTED] However, this work should continue so we are able to provide a policy view on their bid/potential options in our advice early next year.

**Amelia East**

Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

withheld under section 9(2)(a)

[REDACTED]  
[www.transport.govt.nz](http://www.transport.govt.nz)

***Enabling New Zealanders to flourish***

*The Ministry of Transport moved on 1 April. Our new address is: Ground Floor, 3 Queens Wharf, Wellington 6011. All other contact details remain the same.*

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Item 32

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Thursday, 28 November 2019 9:11 PM  
**To:** Amelia East  
**Subject:** Re: PM Memo

Hi, this looks good.

Let's list number of people and number of agencies – I think that's a good indicator of scope and scale.

Given this may not change in some weeks, let's add a summary to the front so we can add some flavour of what's going on – particularly in weeks where there isn't a deadline or we want to flag something that isn't in the table (which could always come in handy – e.g. flagging credentials of people on OET).

Bryn

---

**From:** Amelia East [REDACTED]  
**Date:** Thursday, 28 November 2019 at 8:38 PM  
**To:** Bryn Gandy [REDACTED]  
**Subject:** PM Memo

withheld under section 9(2)(a)

Bryn

Draft memo attached. This is to go to [REDACTED], who will then share upwards to PM chief of staff.

Thanks

A

**Amelia East**  
Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

withheld under section 9(2)(a)

[REDACTED] | [www.transport.govt.nz](http://www.transport.govt.nz)

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**Subject: Auckland Light Rail – evaluation phase**

**Status report: week ending 29 November**

|   |  |  |
|---|--|--|
| <b>Proposals due midday on 29 Nov</b>                                       | Proposals were submitted by both NZTA and NZ Infra prior to the deadline.  |  |
| <b>Evaluation team established and trained by 29 Nov</b>                    | Around 100 people from central and local government agencies are now trained and ready to commence evaluation.   |  |
| <b>Compliance checking of Proposals complete by 2 Dec</b>                   | Given the volume of materials provided, there is a possible, but not very probable, risk that compliance issues may be identified.   |  |
| <b>Preparation for media announcement about the submission of Proposals</b> | MoT media release drafted. Not to be released prior to the completion of compliance checking. There is a risk that information may be leaked or that the media is critical of the lack of information we are able to provide. Reactive statements and Q&As have been prepared. |  |
| <b>Lessons learned input from major projects by 24 January</b>              | Work is underway to identify and meet with major projects to discuss lessons learned.  |  |
| <b>SMET and DD evaluation reports completed by 10 January</b>               | Work due to start on 2 Dec. Moderated scoring sessions are booked through Dec/Jan.   |  |
| <b>OET evaluation report completed by 24 January</b>                        | Cannot start prior to 10 Jan when the SMET reports are submitted   |  |

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AUCKLAND OFFICE: NZ Government Auckland Policy Office, PO Box 106 238, Auckland City 1143, New Zealand. TEL: +64 9 985 4827, FAX: +64 9 985 4849

### **Achieved this week**

1. Auckland Light Rail Proposals were received from the two Respondents within the required deadline of noon on Friday 29 November. NZ Infra delivered their proposal between 9-10am and NZTA delivered their Proposal between 11am-12pm. The Proposals were received at the Ministry of Transport's offices in Wellington by the Project Director Amelia East and witnessed by a probity supervisor. Duplicate copies were delivered to XX in Auckland.
2. A considerable volume of material has been delivered with both Proposals containing thousands of pages of content.
3. Compliance checking of the two Proposals is underway and will be completed over this weekend.
4. Also this week, the evaluation teams including the Overall Evaluation Team (OET), Subject Matter Evaluation Teams (SMETs), Due Diligence Teams (DD) and the Expert Panel were established and trained. There are five SMET teams looking at aspects of the Proposals: Commercial and Financial, Service Delivery, Technical, Iwi and Stakeholder Engagement, and Key Outcomes Narrative. And three DD teams: price, policy and legal. The Expert Panel is a team of people with specialist skills and knowledge which is available on call to the SMET and DD teams if they require responses to specific questions.
5. The evaluation team comprises representatives of partner agencies including Auckland Council, Auckland Transport, Kaingaora, Treasury, Ministry of Housing and Urban Development, City Rail Link, and State Services Commission. In addition, consultants from Mott MacDonald, KPMG, Senate and Minter Ellison Rudd Watts (MERW) have been engaged for their specialist knowledge. Around 100 experts and support people are included in the evaluation team.
6. All evaluation team members are required to sign conflict of interest and probity documents before receiving training in their roles.

### **Planned for next week**

7. It is anticipated that there will be media enquiries about the submission of the Proposals. Although media have not been given the submission deadline, they are aware that Proposals were due at the end of November.
8. Once compliance checking is complete, the Ministry intends to issue a media release announcing that two Proposals have been received and a rigorous evaluation process has begun. This announcement would cover the expected timeline from evaluation phase to Cabinet decision in broad terms.
9. The two Proposals will be available to SMET and DD teams in secure locations in Wellington at the Ministry of Transport and in Auckland at MERW from 9am on Monday 2 December. Pricing information will be kept separate in a secure location at KPMG in Wellington and cannot be viewed by SMET and DD team members to ensure they complete their scoring without being influenced by price.
10. Security arrangements are in place to ensure the Proposals are only seen by authorised people in the secure locations. The documents cannot be copied or emailed.

11. The Expert Panel will be available to SMET and DD teams from Wednesday 4 December should they identify any aspects of the Proposal they wish to seek expert comment on. The Experts will remain 'on call' until 24 January.
12. This week we also intend to make contact with key people involved in other major infrastructure projects in New Zealand and overseas so lessons learned can feed into the overall evaluation of the Proposals.

### Project timeline

13. The upcoming key phases of the Project are shown in the table below.

|                         |   |
|-------------------------|---|
| 2 December – 10 January | SMET and DD teams carry out scoring of the Proposals. SMET and DD reports are completed by 10 January. Lessons learned meetings held with key infrastructure project leads. |
| 13 - 24 January         | OET considers the SMET and DD reports and prepares a report for the Secretary of Transport.   |
| 24 January - February   | Secretary for Transport considers the OET report and prepares advice for the Ministerial Oversight Group (MOG) including a draft Cabinet paper.                             |
| Late February           | MOG consider the draft Cabinet paper and provide feedback.  |
| March                   | Cabinet considered  |
| Around Easter           | Decision on preferred delivery partner announced by Government.   |
| Easter to late 2020     | Contract negotiations between the Crown and the preferred delivery partner. Market soundings by preferred delivery partner.   |

Item 34

**Jonathan Luo**

---

**From:** Amelia East  
**Sent:** Wednesday, 27 November 2019 4:36 PM  
**To:** Peter Mersi; Bryn Gandy; Amelia East  
**Subject:** Slides OAG  
**Attachments:** Briefing on Auckland Light Rail - OAG 271119.pptx

**Amelia East**  
Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

withheld under section 9(2)(a)

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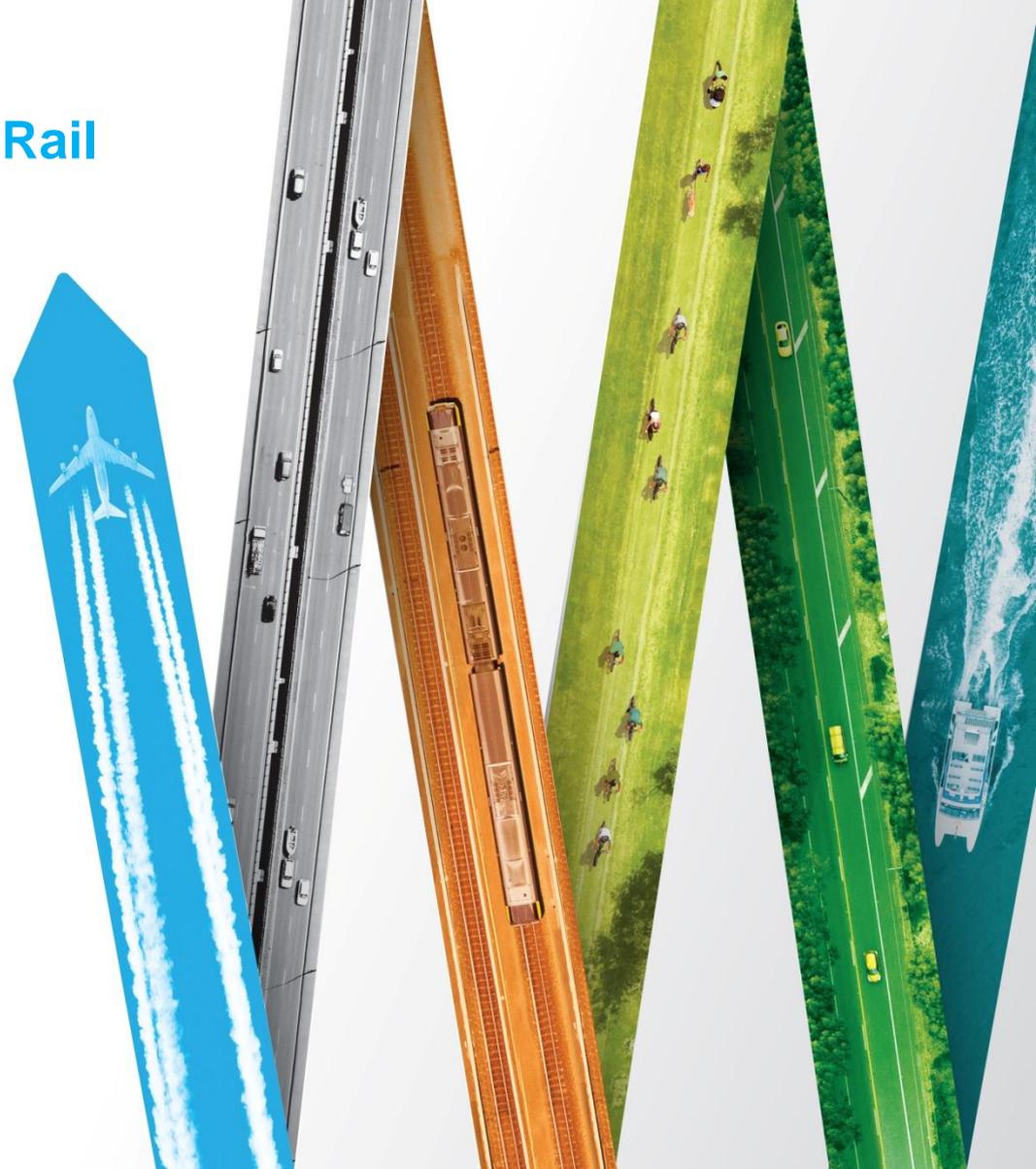
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# OAG briefing – Auckland Light Rail

Wednesday 27 November 2019



# Auckland Light Rail – CC2M



The Auckland Light Rail Project actually relates to the CC2M project.

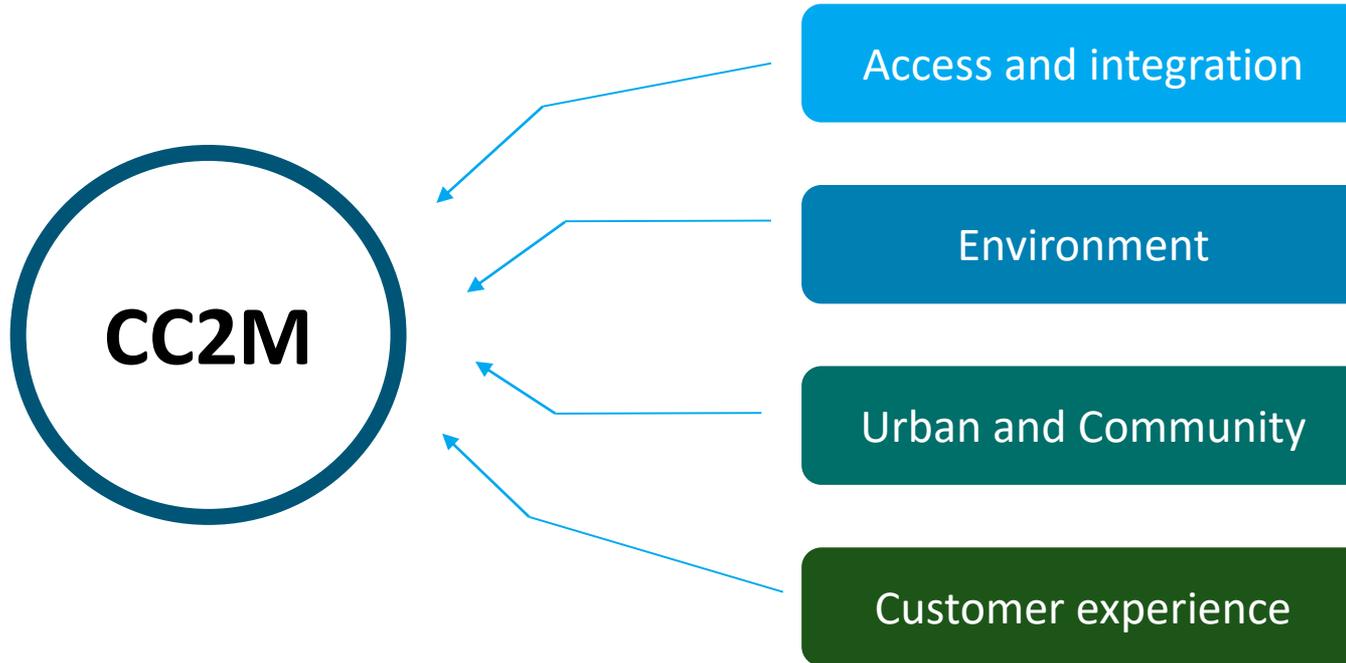
The City Centre to Māngere (CC2M) mass transit corridor is a key component of Auckland's future transport network

The CC2M will operate as an integrated part of the system

# CC2M Project objectives



The Government has agreed a range of objectives for this project



# Timeline for CC2M 2018



- ▶ In April 2018 ATAP 3 was completed. It confirmed light rail on the city to airport and northwest corridors, committing an initial investment of \$1.8 billion.
- ▶ In April 2018, NZ Infra\* submitted an option for an alternative delivery and financing
- ▶ In May 2018, the New Zealand Transport Agency (NZTA) started preparing an indicative business case
- ▶ Cabinet agreed in May 2018 to prioritise and deliver the city centre to airport light rail transit on an accelerated schedule
- ▶ December 2018 Cabinet gave further consideration to the NZ Infra bid.

# Timeline for CC2M 2019-2020



- ▶ In May 2019 Cabinet made the decision that NZTA and NZ Infra should be asked to further develop their options for the project over the next six months
- ▶ In August 2019 NZTA and NZ Infra confirmed they would take part in this process
- ▶ The Ministry of Transport will provide advice to Government in February 2020
- ▶ The preferred delivery partner for CC2M will be determined by the Government early next year.
- ▶ The Cabinet minute confirms that the decision on the Preferred Delivery Partner is to be made by Cabinet and has not been delegated further



# The parties involved





The Ministry of Transport is the Government's system lead on transport.

Cabinet asked us to lead this process, and we are working with both parties (NZTA and NZ Infra) as part of a structured, commercial and public policy process that is now underway. The Secretary of Transport will provide advice to Cabinet in early 2020.

The workstreams include:

- The commercial process
- The policy process

We have brought in commercial specialists to help us with the commercial process, including two former heads of Treasury's PPP unit.



NZ Transport Agency (NZTA) are responsible for managing funding of the land transport system and previously had been developing a business case based on work completed through the ATAP process





NZ Infra is a joint venture of the New Zealand Superannuation Fund and CDPQ Infra (an infrastructure subsidiary of the Canadian pension fund, Caisse de dépôt et placement du Québec (CDPQ))



# Key Government Stakeholders



## Central Government

- The Treasury
- Kainga Ora
- The Ministry of Housing and Urban Development
- The Ministry for the Environment
- State Services Commission

## Local Government

- Auckland Council
- Auckland Transport

# Project oversight

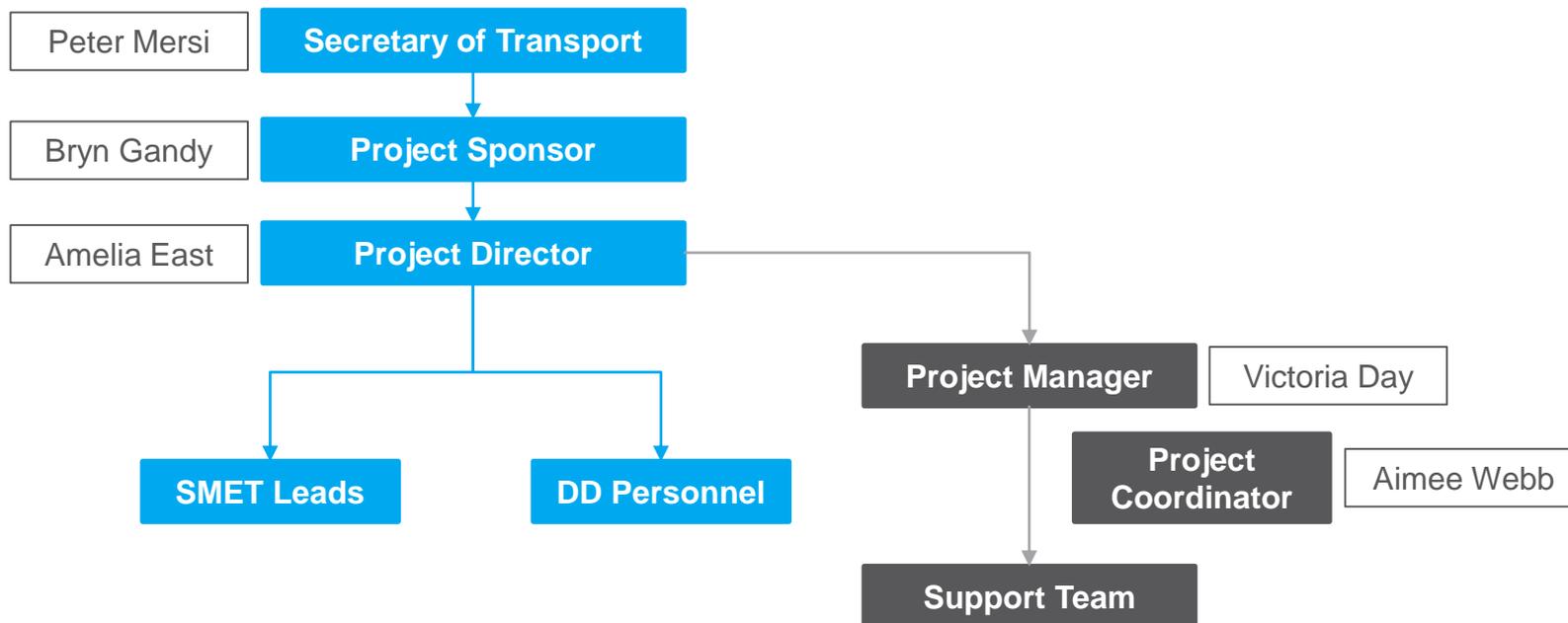


- ▶ There is a Ministerial Oversight Group comprising the Ministers of Finance, Transport and Urban Development, Environment, Infrastructure and Associate Transport
- ▶ A Chief Executive Advisory Group has been set up to support the Secretary of Transport in his role in managing the process. This includes representation from Auckland Council and Auckland Transport
- ▶ A range of stakeholders have been involved in both
- ▶ We have a probity auditor from Audit NZ
- ▶ We have engaged Crown Law to advise on the decision making process
- ▶ We have an independent Assurance Advisor to overview the entire project process

# The Current Process



# Project Structure



# The CC2M Process



## IMPLEMENTATION

Preferred Delivery Partner selection- April 2020

## DECISION

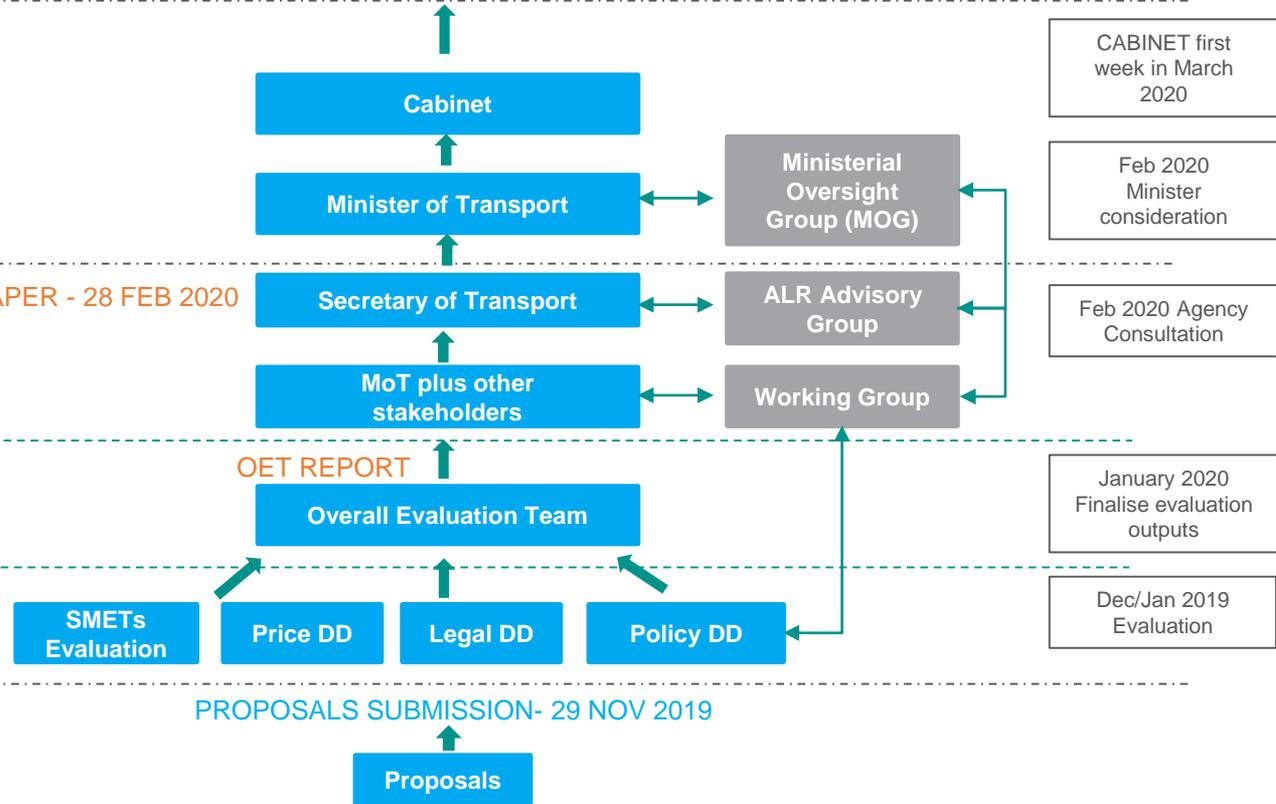
CABINET PAPER - 28 FEB 2020

## EVALUATION

OET REPORT

## IEP

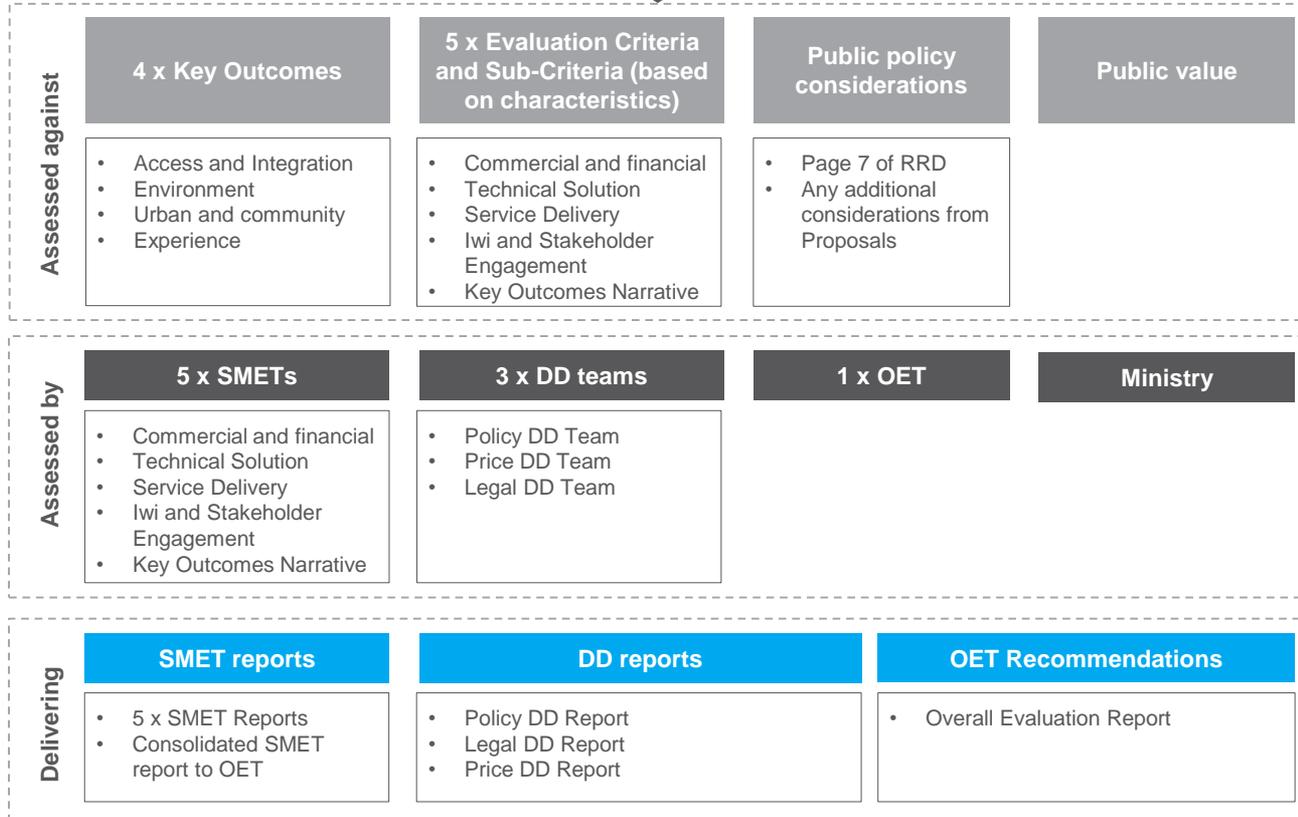
PROPOSALS SUBMISSION- 29 NOV 2019



# The Evaluation Framework



## Respondents' Proposal Solutions - Response Requirements and Pricing Proposal



Item 35

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Monday, 9 November 2020 3:19 PM  
**To:** Lynda Holden  
**Subject:** Fw: Draft NZTA letter  
**Attachments:** Draft letter to NZTA - probity breach (Oct 2019) (003).docx

---

**From:** Amelia East [REDACTED]  
**Sent:** 17 October 2019 19:08  
**To:** Bryn Gandy [REDACTED]  
**Subject:** Draft NZTA letter

withheld under section 9(2)(a)

Bryn

Attached is the rough draft of the NZTA letter. . Still clearly needs tidying up – and some sections are incomplete – but these were all the main issues I had

I haven't heard from [REDACTED] so will follow up again in the morning,

Cheers

withheld under section 9(2)(a)

A

**Amelia East**  
Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

[REDACTED] [www.transport.govt.nz](http://www.transport.govt.nz)

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Item 36  
Jonathan Luo

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**From:** Bryn Gandy  
**Sent:** Thursday, 7 November 2019 8:00 PM  
**To:** Amelia East  
**Subject:** Re: SMETs

Thanks – agree we need to be careful re outcomes SMET membership. I'd be keen to know about any additions before we make them.

Bryn

---

**From:** Amelia East [REDACTED]  
**Date:** Thursday, 7 November 2019 at 7:56 PM  
**To:** Bryn Gandy [REDACTED]  
**Subject:** Re: SMETs

withheld under section 9(2)(a)

You lucky thing. Two days of IEPs and then a Friday workshop...

Noted and agreed. There is also a push to get AC on the outcomes SMET which I want to test further. The more people we have, the more challenging this all becomes. There are plenty of other options to be engaged.

That sounds like a great idea. I'll get Aimee to send round invites tomorrow and get Fi to book an overnight stay as well.

See you in the morn.

A

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---

**From:** Bryn Gandy [REDACTED]  
**Sent:** Thursday, November 7, 2019 7:22:10 PM  
**To:** Amelia East [REDACTED]  
**Subject:** SMETs

withheld under section 9(2)(a)

Hi

I walk straight into a workshop in the morning – can you touch base with Tim.

I think it's a sensible enough idea for him to touch base with Karen re SMET names, but he and the SMET leads should decide who should be there. That should be solely on the basis of expertise (or in rare cases their ability to get along with others), with any exceptions explicitly agreed with you.

Also I was going to suggest we use the two days booked out for IEP 8 for a longer session of the lead team, except where we need to be IEP-ing.

That will probably be an overnight in Auckland, and maybe the lead team should have a nice dinner.

Bryn

Item 37

**Jonathan Luo**

---

**From:** Amelia East  
**Sent:** Friday, 8 November 2019 10:21 AM  
**To:** Bryn Gandy  
**Subject:** RE: Evaluation stuff

Bryn

Much like Sarah and Fi, we clearly have a physic link. Said the same thing to Aimee earlier and she is preparing (with input from KPMG who will be managing the logistics) how this will look.

It won't hold up the evaluation stuff. We are still finalising SMET members and the draft plan is exactly that – a draft. The security elements will be finalised in the training sessions and information they will need to sign beforehand.

A

**Amelia East**

withheld under section 9(2)(a)

---

**From:** Bryn Gandy  
**Sent:** Friday, 8 November 2019 10:19 AM  
**To:** Amelia East  
**Subject:** Evaluation stuff

withheld under section 9(2)(a)

Hi

I don't want to hold up the getting out of Evaluation instructions today, but I would like to see the information security bits over the weekend.

I think it would be helpful if we get these signed off specifically, given all that's happened, so let's do that under a short memo.

Bryn

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Item 38

**Jonathan Luo**

---

**From:** Bryn Gandy  
**Sent:** Tuesday, 10 November 2020 10:44 AM  
**To:** Lynda Holden  
**Subject:** Fw: SMETs

---

**From:** Bryn Gandy [REDACTED]  
**Sent:** 20 October 2019 19:08  
**To:** Amelia East [REDACTED] withheld under section 9(2)(a)  
**Subject:** SMETs

Hi

A thought about the SMETs – should we be including someone with governance expertise?

Worth discussing – and there are a few options.

Bryn

Released under the Official Information Act

Item 39

**Jonathan Luo**

---

**From:** Amelia East  
**Sent:** Wednesday, 27 November 2019 5:00 AM  
**To:** Peter Mersi; Bryn Gandy  
**Subject:** Re: Quick Light Rail Update

And those are just the highlights!

I'm just about to head to airport to teach at SMET school again this morning in Auckland (KO, MHUD, AT, CRL and AT folks all attending) and it is proving a really good forum to wrap everything up and ensure people are feeling the love. However, currently I haven't yet to get a seat (but am on the wait list) for the return flight in order to make the Infrastructure commission meeting.

I toyed about staying in Wellington now to ensure I can make the IC meeting, but I think the sessions are too critical to miss so am going to go and a seat should hopefully become available. If not, Bryn - briefed you yesterday on all the matters I'm aware of and can dial into the call, so you have coverage this way. And between the two of you, think Jon should get the message!

Hope that's ok. Will keep you posted on how things land. Either way, I'll see you for OAG part II later today.

Thanks

A

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**From:** Peter Mersi [REDACTED]  
**Sent:** Tuesday, November 26, 2019 11:35:39 PM  
**To:** Bryn Gandy [REDACTED]  
**Cc:** Amelia East [REDACTED]  
**Subject:** Re: Quick Light Rail Update

withheld under section 9(2)(a)

Thanks. That's good progress (and a little daunting)!

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---

**From:** Bryn Gandy [REDACTED]  
**Sent:** Tuesday, November 26, 2019 8:07:41 PM  
**To:** Peter Mersi [REDACTED]  
**Cc:** Amelia East [REDACTED]  
**Subject:** Quick Light Rail Update

withheld under section 9(2)(a)

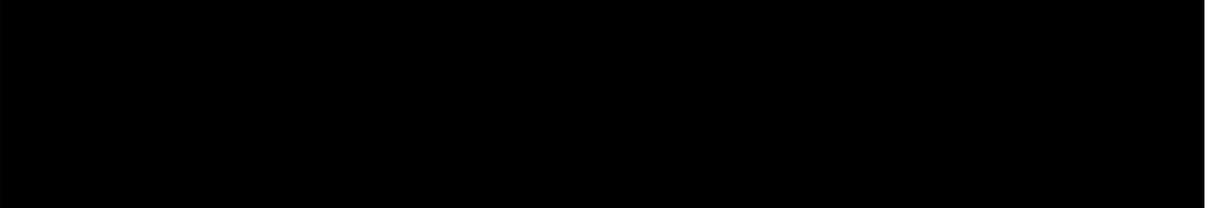
Hi Peter

Just because there is a lot going on at the moment, see attached a quick update on light rail:

- The evaluation process is gearing up this week. Amelia and Siobhan met with AT and AC yesterday, and we are generally in a good space. The push from AT can be traced to the Board, and we think a clearer understanding of the structure of the process has helped. We are feeling more comfortable that we will get to a manageable arrangement that AT and us are both OK with (including re OET).

- AC are positive about how the process is working, and they are still thinking about how and whether they would like to be consulted post evaluation. There is a bit more conversation to have on this but also time to do this over the next few weeks. Their main concern is their ability to engage without mayoral or elected member consultation.
- Looking across the SMETs etc, they are firing well. 'SMET school' is fully underway. The policy part of the evaluation is least formed-up. They have done a lot of prep work but not finalised views on a number of issues until they have specific bid information. This is the cleanest approach in a policy sense, but it has bought a much harder process for them, and we will be monitoring this closely. My best assessment is they will manage it, but it will be really tough going.

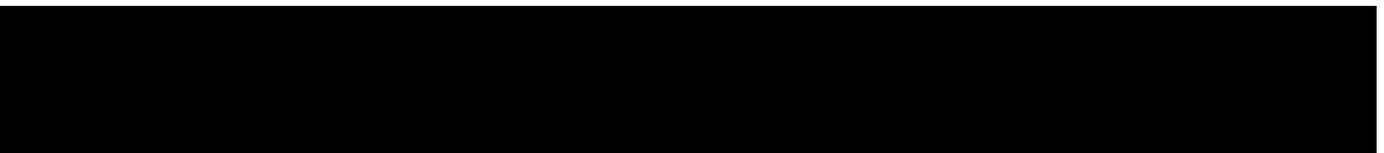
withheld under sections 9(2)(ba)(i) and 9(2)(g)(i)

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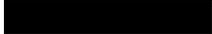
- Budget is close! The impact of OAG conflicting out advisory firms is that the evaluation process has become a bit more expensive. Amelia's best assessment is we will have about \$200k - \$250k left at the end of January, at which point the process becomes more internalised. There is upside risk to this, and a likely impact is that we would be unable to do work in preparation for a delivery agreement phase. We are about to put a report to the Minister with a letter that would seek additional funding (\$2m) from NZTA, sufficient to support the work for a further period. Depending on passage of the rail bill, use of the new improved section 9 could also be available this financial year.

withheld under section 9(2)(g)(i)

- There is conversation going on with the Treasury around whether they will sign the confidentiality agreements that about 100 people from 25 other agencies have signed.  that there is a clear and organised process (he is on an expert panel and has been receiving the training).

- 

withheld under section 9(2)(g)(i)

- The QA on the project and evaluation process is underway this week (). He is very positive at this stage about the quality of process that has been achieved within the time available.
- The PM's office has asked for weekly updates on the process from this week, to be passed through Hon Twyford's office. These can be very short, but there is interest in knowing whether we're on track. We're very interested in that too!

Bryn

Item 40

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Tuesday, 10 November 2020 10:42 AM  
**To:** Lynda Holden  
**Subject:** Fw: Auckland City Centre to Light Rail Proposal Process - Stakeholder Engagement Principles  
**Attachments:** Auckland City Centre to Light Rail Proposal Process - Stakeholder Engagement Principles.PDF

---

**From:** Amelia East [REDACTED]  
**Sent:** 12 September 2019 16:00 withheld under section 9(2)(a)  
**To:** Bryn Gandy [REDACTED]  
**Subject:** Fwd: Auckland City Centre to Light Rail Proposal Process - Stakeholder Engagement Principles

For update

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---

**From:** Ben Wells [TSY] [REDACTED]  
**Sent:** Friday, September 6, 2019 1:57:36 PM withheld under section 9(2)(a)  
**To:** Amelia East [REDACTED]  
**Cc:** David Taylor [TSY] [REDACTED] [TSY] [REDACTED]; Dan Cameron [TSY] [REDACTED]; Bryn Gandy [REDACTED]  
**Subject:** Auckland City Centre to Light Rail Proposal Process - Stakeholder Engagement Principles

Hi Amelia,

Attached is our response from David Taylor to your 23 August letter to Struan Little on Stakeholder Engagement Principles for Light Rail. Dieter has also had a few conversations with Siobhan on this given that some of our engagement with NZTA on the alternative funding models may best be outside the RDD process. I understand Siobhan has discussed this with your probity auditor.

Dieter, Dan and I are keen to meet with you and the team to have another discussion on the working arrangements going forward. Happy to discuss the letter but I think it's also useful to follow up on the actions from our last meeting a few weeks ago, specifically:

- [REDACTED]
- [REDACTED]
- an update on the IEP process and whether Respondents' are seeking any TSY involvement
- timeline of any intended advice to the Cabinet-appointed Ministerial group during the RDD process.

withheld under section 9(2)(ba)(i)

Also useful to discuss timing of the next advisory group meeting and TSY membership given Jon Grayson is taking up a new role.

Let me know when a meeting next week would suit. I'm also in Wellington on Thursday, Friday which could make logistics easier.

Happy to discuss.



SH-8-4-1

6 September 2019

Amelia East  
Ministry of Transport

withheld under section 9(2)(a)

Dear Amelia

## **Re: Auckland City Centre to Mangere Light Rail Proposal Process – Stakeholder Engagement Principles**

Thank you for your letter of 23 August 2019 to Struan Little outlining the Ministry of Transport's process around developing and assessing the proposals for delivering Auckland City Centre to Māngere Light Rail. Please accept my reply on behalf of Struan who forwarded your letter on to me.

We agree with many of the principles and arrangements set out in your letter and have detailed the nature of our agreement below.

While your letter focuses on the Ministry of Transport's role in advising Ministers, you will be aware that Treasury (and other departments) also have a responsibility to provide advice. Officials' advice will benefit from working effectively together over the coming months at the working-group level, including sharing information and developing advice together.

Dieter Katz, Ben Wells and Dan Cameron have been in contact to formalise these working arrangements and we look forward to progressing this with you. The use of the Cabinet-appointed group of Ministers over the coming months will also be important to coordinate effectively among officials.

### **Interactive Engagement Process**

We can see the benefits of channelling information flows with the Respondents through the Interactive Engagement Process you have described. We intend to engage with the

1 The Terrace  
PO Box 3724  
Wellington 6140  
New Zealand

tel. 64-4-472-2733

<https://treasury.govt.nz>

Respondents through your process for matters directly related to developing the proposals under the Response Requirements Document (RRD).

**Stakeholder Engagement – General principles**

We share your concerns around even-handedness, confidentiality, propriety information and conflicts during this process and your approach is consistent with expectations and contractual requirements of Treasury employees in the normal course of business.

**Stakeholder Roles and Arrangements**

Employee ring-fencing will be particularly important for delivery agencies and the Ministry of Transport in its dual roles of administering the process and being directly involved in the negotiation team with NZ Infra. However, we do not propose to ring-fence Treasury employees at this time given we do not face the same potential conflicts as other agencies in the process.

In relation to providing advisory and evaluation support to the Ministry of Transport, an important part of this will be working effectively together to develop officials' advice during and after the RRD process. This includes, for example, the work on alternative funding models.

Kind regards,



David Taylor  
Manager, National Infrastructure Unit

**Jonathan Luo**

---

**From:** Bryn Gandy  
**Sent:** Tuesday, 10 November 2020 10:45 AM  
**To:** Lynda Holden  
**Subject:** Fw: Industry Briefing  
**Attachments:** OC191027 Auckland Transport Industry Briefing 30 October 2019 - Overview and Speaking Points\_.docx

---

**From:** Amelia East [REDACTED]  
**Sent:** 23 October 2019 16:42  
**To:** Bryn Gandy [REDACTED]; Karen Lyons [REDACTED]  
**Cc:** Lou Lennane [REDACTED]  
**Subject:** RE: Industry Briefing withheld under section 9(2)(a)

Hi all

Updated notes attached – courtesy of myself and Bryn in a corner in Koru.

Haven't been able to get rid of the yellow highlights but would still like any areas in yellow to be included. The minister can of course then decide himself to include or exclude.

Lou – based on your being away till next Wednesday and the speech being then, have added in myself as a contact for any further information required on ALR and wondered if you wanted to change to Karen as key contact? But have let in as you for now.

Thanks

A

**Amelia East** withheld under section 9(2)(a)  
[REDACTED]

---

**From:** Bryn Gandy [REDACTED]  
**Sent:** Wednesday, 23 October 2019 3:32 PM  
**To:** Karen Lyons [REDACTED]; Amelia East [REDACTED]  
**Cc:** Lou Lennane [REDACTED]  
**Subject:** Re: Industry Briefing withheld under section 9(2)(a)

Hi Karen

Have only been able to read this on phone, but the process messaging is important. I think we could work it up a bit more - will have a proper look shortly.

Bryn

Sent by mobile

---

**From:** Karen Lyons [REDACTED]  
**Sent:** Wednesday, October 23, 2019 2:52:28 PM withheld under section 9(2)(a)

To: Amelia East [REDACTED]; Bryn Gandy [REDACTED]  
Cc: Lou Lennane [REDACTED]  
Subject: Industry Briefing withheld under section 9(2)(a)

Hi  
Here is Lou's briefing and speech notes for the AT industry briefing.

We have both reviewed the light rail notes.

The outcomes section reads well and reflects earlier messaging supported by the Minister.

The earlier section came across (to us with fresh eyes) as process driven and at times the tone is defensive. We have marked up in yellow the sections we think could be deleted – making for a matter of fact tone - with more impact than the audience perceiving he is drawing out a speech on process. We have also reflected on how we have heard the Minister speak and the nature of all of our previous speaking notes.

Also, we do not think the audience will be that interested in process, they will be keen to know where things are at and next steps (it is unclear to what extent the firms attending have been involved in light rail to date).

One particular point we feel should be deleted is the point about the NZTA – given the private sector audience and NZTA invitees

Ideally – if you have any time at the end of your IEP it would be good to discuss – I can explain further some of our thinking

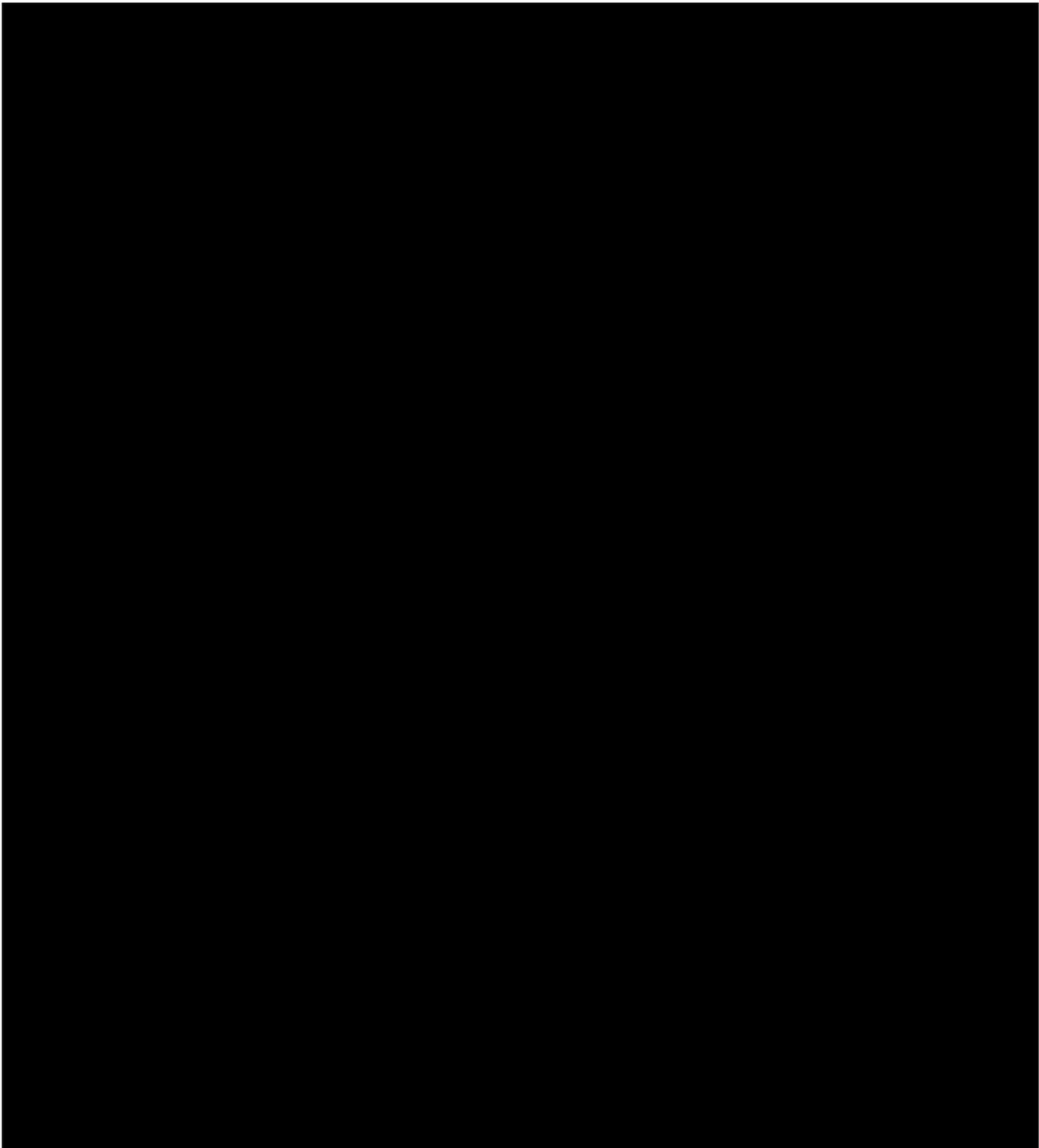
Karen

**Ngā mihi | Thank you**

**Karen Lyons**  
Director – Auckland, Strategy & Investment  
Ministry of Transport – Te Manatū Waka

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### **Auckland Light Rail**

11. Attached are suggesting speaking points. These provide for the first time, a detailed presentation of the four Key Outcomes sought from the CC2M project as published in the Response Requirements Document.
12. These four outcomes are:

Note this page is an excerpt from another document that is out of scope of the request

- Access and Integration – improved access to opportunities through enhancing Auckland’s Rapid Transit Network and integration with Auckland’s current and future transport network.
- Environment - optimised environmental quality and embedded sustainable practices
- Urban and Community - enabling quality integrated urban communities especially around Mangere, Onehunga and Mt Roskill.
- Experience - a high-quality service that is attractive to users with high levels of patronage.

13. These outcomes were agreed by the Ministerial Oversight Group and were developed through a collaborative process with a number of organisations including Auckland Transport, Auckland Council, Treasury and the Ministries of Housing and Urban Development, Environment, and Transport.

14. We have also prepared speech notes that address some of the themes in the media coverage that you may wish to include. These cover:

- The characterisation of the NZ Infra unsolicited bid
- The delay the review of the NZ Infra bid has caused
- That the Preferred Delivery Agent will be announced in February
- That ‘engineers’ are out of pocket due to costs they have sunk working on the original NZTA business case
- Speculation on the proposed solutions and claims of a budget “blow out”

## Auckland Light Rail

- I want to talk about the Auckland Light Rail Project. This will be a transformational project for Auckland. It will literally change Aucklanders' idea of what it can mean to get around our biggest city. Interest in it is understandable, and there has been a lot of speculation about the project, and I'm happy to talk about this today.
- The City Centre to Māngere Light Rail project - or CC2M for short - is a priority in the ATAP investment package.
- Without question the majority of Aucklanders want this Project to happen. Those of you who live in Auckland will be all too well aware of the issues with traffic congestion and the impact it has on your lives and your businesses.
- We need light rail from the centre of Auckland to Mangere to alleviate bus congestion in the city centre, improve access to jobs and unlock productivity.
- The question is not whether we will build light rail. It is a question of how and when, and how it can make the greatest difference possible for people, families and communities. The process we are running at the moment will help answer those questions.

### About the process

- There's been some commentary in the media lately that the Project is being delayed unnecessarily by the NZ Infra Proposal. I'd like to take a minute to recap how we got to where we are now.
- Last year NZTA was developing a business case to deliver Auckland Light Rail. In fact some of the people in this room may have been involved in that work.
- In April last year, while NZTA was working on its business case, NZ Infra - a joint venture between the New Zealand Super Fund and Canada's CDPQ Infra group submitted an unsolicited proposal.
- Contrary to how NZ Infra bid has been portrayed as 6 powerpoint slides – this was a robust bid and it offered an innovative design approach and a new public public funding model.
- It is also important to say that there is nothing wrong in our market with unsolicited proposals. The government has a framework for considering these, with a high bar for further consideration, and considerable effort was put into looking at what NZ Infra put forward.
- NZ Infra proposes a different model that hasn't been done in New Zealand before so we were interested to see how this stacked up.
- We were drawn to the idea that the NZ Super Fund was showing an interest in investing in major transport infrastructure in New Zealand where the returns from using the service would go back into the retirement fund. This is in addition to their own approach to designing, financing, building and running the asset over the long term.

- Cabinet sought advice initially from the NZTA, and then the Treasury and the Ministry of Transport on whether it was a credible bid.
- The upshot of this work was that Treasury and the Ministry of Transport said that the bid met the unsolicited bid requirements and should be seriously considered.
- The NZ Infra bid was significantly different to the business case that NZTA had been working on. So in order to consider both approaches in a fair and equal way the Ministry of Transport was instructed to develop a Response Requirements document for both NZTA and NZ Infra to respond to. This approach was announced in August and both Respondents have around four months to develop their Proposals.
- I give you this little history of how we got here because I want to refute the idea that all this has been a waste of time.
- I accept that for those who had been working with NZTA on their business case that this is frustrating and that for you wanted to keep going.
- But I strongly disagree that this is all a waste of time.
- I believe we owe it to the people of Auckland and taxpayers to make sure we get the best result.
- NZTA and NZ Infra are working very hard to produce the very best proposals they can.
- This project will be a project for generations so I think spending a few months ensuring we get the right solution **isn't wasting time – it is good decision making.**

### The outcomes

- I'd now like to talk about the outcomes Government want to see from the CC2M Project.
- There are four key outcomes published in the Response Requirements Document.
- The Key Outcomes are central to measuring the success of the CC2M Project and the preferred delivery agent will be the one who best understands and can deliver these Outcomes.
- The four outcomes were agreed by me and my colleagues the Ministers of Finance, Housing and Urban Development, Environment, and Infrastructure and the Associate Minister of Transport after consultation with a number of organisations including Auckland Transport, Auckland Council, Treasury and the Ministries of Housing and Urban Development, Education, and Transport.
- We did not decide the Outcomes independently of Auckland. We worked closely with Auckland to ensure they represented the desires of the city.
- As a Government we want to invest based on outcomes rather than buying the lowest cost option which can have lots of negative consequences. CC2M is a flagship for this type of outcomes-led investment.
- We are investing to achieve better public value, by targeting ways to improve cultural, social, economic and environmental outcomes. The Key Outcomes are integral to delivering public value (including value for money) and securing boarder outcomes for Auckland.
- The four outcomes are:

1. Access and Integration
2. Environment
3. Urban and Community, and
4. Experience

- The access and integration outcome, I believe – and the government has decided, is the most important.
- This will provide improved access to opportunities through enhancing Auckland's Rapid Transit Network. The CC2M Project will build the spine of a modern mass-transit network that will transform Auckland's transport network to connect people to jobs and education and drive change to Auckland's urban form.
- The CC2M project is part of building out Auckland's Rapid Transit Network. For the Project to improve access for Aucklanders it must integrate with Auckland's current and future public transport network, and active transport modes. In this way it will drive greater access to opportunities for those communities in the corridor and beyond.
- Over the next decade, public transport use in Auckland is projected to grow strongly, increasing the already significant pressure on bus services. Alleviating bus capacity constraints in the city centre is essential to the effective functioning of Auckland's Transport network and the CC2M project plays a critical role in this.
- The second outcome the Proposals must address is Environment.
- We are looking for Proposals to demonstrate how they will optimize environmental quality and embed sustainable practices,
- Continued population growth and urban development are likely to increase the severity and intensity of pressure on Auckland's natural environment. The long lived nature of transport infrastructure means we need a sustainable approach. This requires environmental impacts to be minimized both during construction and once operating. We are asking the Respondents to show how they will protect and enhance the natural environment where possible.
- The CC2M Project will be part of Auckland's low emissions and low-carbon future. This requires embedding long-term climate change considerations into the planning decisions and infrastructure design and delivery.
- The third outcome is urban and community.
- This outcome is about enabling quality integrated urban communities especially around Mangere, Onehunga and Mt Roskill.
- The CC2M Project is approximately 23 kilometres long from the city centre through to Auckland Airport. It passes through a wide variety of environments and incorporates diverse communities.
- Rapid transit shapes urban form and the CC2M project is expected to enable high density development along the corridor and support good amenity and liveability for communities particularly in centres and around stations. Good connectivity to the light rail line is expected to promote more pedestrian-oriented communities that are less car dependent.
- Lastly, the fourth outcome is Experience

Note this page is an excerpt from another document that is out of scope of the request

- The successful proposal will show it can deliver a high-quality service that is attractive to users with high levels of patronage.
- There are a number of factors that will contribute to the quality of the CC2M customer experience and therefore drive usage, contributing to the overall public transport mode share. Factors include convenience, timelines, frequency, information services and overall customer service
- Safety is also a critical component of the experience, including a feeling of safety along the route ,in stations, in vehicles and around access to the stations.
- The successful proposal will demonstrate: quality passenger experience, reliable service, operational resilience, safety features and standards and compliance with applicable accessibility standards.
- The value for money provided by each proposal is paramount and will be carefully evaluated and considered. There are funding assumptions in ATAP about what light rail will cost, and the process will seek to arrive at what is the best marriage between the outcomes delivered and the overall cost.
- It is also clear that this is a process where we are fully testing the expertise of each bidder, and where the way is open for them to show what they are capable of in terms of innovation, and aligning their proposal with what this government wants to achieve for Auckland.

### **Contribution from the market**

- From what I have said it will be clear we are not running a standard procurement process. We are not selecting a constructor for light rail. We are selecting a Delivery Partner who we can work with to deliver the CC2M project.
- We will be selecting the Delivery Partner based on how their Proposal best meets the Outcomes. This Delivery Partner will then go to the market for the services they need.

### **What is the design and what will it cost?**

- There's been a lot of speculation about what the design solution will look like and some of this is based on leaked information and plans that have been superseded.
- Will it be above ground? Will there be tunnels?
  - The best advice I can give you is to ignore all this speculation as until the final Proposals are submitted everything else you hear is guesswork.
  - And of course related to this is speculation on the cost. Again, you can't have a budget blow out before the Proposals have been submitted. What we receive this year will be the first worked-up designs for light rail that reflect this government's clear, intended outcomes for the project.

### **Decision date**

- Once the submissions are in before the need of this year, they will be reviewed and a recommendation will be sent to Ministers in February to consider and I'd expect we will announce the preferred Delivery Agent around Easter.

Item 42

**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Tuesday, 26 November 2019 7:25 PM  
**To:** Bryn Gandy  
**Subject:** FW: Overview of Policy DD discussion

FYI

withheld under section 9(2)(a)

**Amelia East**

---

**From:** Amelia East  
**Sent:** Tuesday, 26 November 2019 7:22 PM  
**To:** Aimee Webb [redacted]; John Edwards [redacted] Jonathan Luo  
[redacted] Michael Wilkinson [redacted]; Siobhan Routledge  
**Cc:** Jane Godfrey [redacted] withheld under section 9(2)(a)  
**Subject:** RE: Overview of Policy DD discussion

Hi

Thanks for this Aimee.

So yes, I think the main output this week is being clear on the Policy DD plan (noting that this plan can change if upon review of the bids it simply doesn't work) to ensure you are supported in the project.

So on the basis of the working weeks:

- Week 1: MOT Issue Identification (via the exec summary, outcomes narrative and full bid review)
- Week 2: Expert Input (from SMETs or Policy DD experts). Input managed via CQs raised by the policy team. 1<sup>st</sup> draft report completed.
- Week 3: Review of SMET draft reports (to capture any final policy implications from the SMETs). 2<sup>nd</sup> draft report completed.

CHRISTMAS. Two weeks off

Week 4: Finalisation of policy report. Expert review of draft report. Final report sent to OET.

Week 5: Policy Paper Drafting (to feed into the MOT report to Peter Mersi) This is the headline stuff (role of NZTA, LTMA, NLTF etc)

Week 6: As above. Can feed into the MOT report that will sit over the OET report.

- Week 7: Agency consult
- Week 8: Agency consult
- Week 9: Ministerial consult
- Week 10: Ministerial consult.

We have given the materials to help think through the practical parts of the policy review to JL and he will circulate to everyone tomorrow.

Questions to cover tomorrow:

- 1) The above timeframe.
- 2) The support to the existing policy DD team

3) Logistics of SMET interaction

Thanks. See you all at 4.

A

**Amelia East**  
[REDACTED]

---

**From:** Aimee Webb [REDACTED]  
**Sent:** Tuesday, 26 November 2019 4:45 PM  
**To:** John Edwards [REDACTED]; Jonathan Luo [REDACTED] Michael Wilkinson [REDACTED]  
[REDACTED] Siobhan Routledge [REDACTED]; Amelia East [REDACTED]  
**Cc:** Jane Godfrey [REDACTED] withheld under section 9(2)(a)  
**Subject:** Overview of Policy DD discussion

Hi all

Below are my notes on the meeting this afternoon.

Overview of discussion on how Policy DD will work:

**Priority:** how are you getting from A to B with the bids (how are you getting from bid to policy view)

Following receipt of bids on 29 November, 5x copies of Executive Summary and Key Outcomes Narrative to be made available for review

Monday 2<sup>nd</sup> & Tuesday 3<sup>rd</sup> December- Policy DD Personnel to review both docs and identify primary issues. Group to meet Tuesday to do a page turn and discuss what was identified for each workstream. Then sort into Project specific and Bid specific buckets to advise what is needed to clarify/raise with SMETs in Wednesday meeting.

Draft report to be finalised by end of week two- include system issues, project issues and proposal issues. Focus on how to turn what you read into engagement materials to be consulted on with experts or SMETs in week two to help create report.

To attend all moderation meetings to get overview of discussions. Concerns over ability to deliver needs to be flagged asap

Session to be held tomorrow at 4.00pm (only potential time given everyone's availability)

Ngā mihi  
Aimee

**Aimee Webb**  
Project Co-ordinator – Auckland Light Rail  
EA to Amelia East – Project Director, Auckland Light Rail  
**Ministry of Transport – Te Manatū Waka**

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Item 43

**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Thursday, 5 December 2019 11:59 AM  
**To:** Bryn Gandy  
**Subject:** RE: Draft media release Proposals received v2

My pleasure

Will send over to Minister's office before we send out. Do you want me to send an extract of your speech on ALR for their records at the same time as a courtesy?

A

**Amelia East**

withheld under section 9(2)(a)

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**From:** Bryn Gandy [redacted]  
**Sent:** Thursday, 5 December 2019 11:53 AM  
**To:** Amelia East [redacted]  
**Subject:** Re: Draft media release Proposals received v2

withheld under section 9(2)(a)

Yes that looks good. Thanks!

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**From:** Amelia East [redacted]  
**Sent:** Thursday, December 5, 2019 11:34:32 AM  
**To:** Bryn Gandy [redacted]  
**Subject:** RE: Draft media release Proposals received v2

withheld under section 9(2)(a)

Probably easier for you to comment directly into email. Better? Also – did you want to say anything about Outcomes like in your speech earlier?

### **Proposals for Auckland Light Rail submitted**

The Secretary for Transport, Peter Mersi says a significant milestone towards the delivery of Auckland Light Rail has been achieved with both NZTA and NZ Infra submitting Proposals for evaluation. "This is an exciting step towards the selection of the Government's preferred delivery partner for Auckland Light Rail," Peter Mersi said

"The full contents of the Proposals are confidential but what I can tell you is that two very comprehensive Proposals were received by the Ministry of Transport. These are now being reviewed by the evaluation teams," Peter Mersi said.

The evaluation teams comprise people from the Ministry of Transport and partner agencies supported by private sector legal, commercial and engineering experts.

The evaluation of the Proposals will take place over December and January with advice going to the Government for consideration from February.

"Auckland Light Rail will be enormously significant for Auckland and New Zealand in terms of unlocking access to jobs, education, reducing transport congestion and enabling urban regeneration. Getting the right delivery partner is crucial and the evaluation process is an important part of the process," says Peter Mersi. The Government is expected to announce its preferred delivery partner early next year.

**Amelia East**  
[REDACTED]

---

**From:** Bryn Gandy [REDACTED]  
**Sent:** Thursday, 5 December 2019 11:13 AM  
**To:** Amelia East [REDACTED]  
**Subject:** Re: Draft media release Proposals received v2

withheld under section 9(2)(a)

Would we simply say ‘the Ministry, with experts and partner agencies’?

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**From:** Amelia East [REDACTED]  
**Sent:** Thursday, December 5, 2019 11:07:21 AM  
**To:** Bryn Gandy [REDACTED]  
**Subject:** RE: Draft media release Proposals received v2

withheld under section 9(2)(a)

I was going to talk about partner agencies but considering we have them acting as experts for the project – not as representatives of the agencies – and we hadn’t cleared it with them, I thought better to leave silent.

A

**Amelia East**  
[REDACTED]

withheld under section 9(2)(a)

---

**From:** Bryn Gandy [REDACTED]  
**Sent:** Thursday, 5 December 2019 10:41 AM  
**To:** Amelia East [REDACTED]  
**Subject:** Re: Draft media release Proposals received v2

withheld under section 9(2)(a)

Hi! I think we could make it shorter and perhaps a little more high level again.

Would probably focus more on when information will be available, less on security (focusing on this makes anything that does get out more exciting) and numbers of people, though we could say the consideration process involves a number of partner agencies including AC and AT?

Bryn

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**From:** Amelia East [REDACTED]  
**Sent:** Thursday, December 5, 2019 8:06:02 AM  
**To:** Bryn Gandy [REDACTED]  
**Subject:** Draft media release Proposals received v2

withheld under section 9(2)(a)

Sorry – forgot to get this to you yesterday.

Happy with this? Kept as Peter in the end and is extremely high level. But hopefully keeps things trucking along. We would send to the journalists who have reported on ALR (Thomas Coughlan, Simon Wilson etc.)

Thanks

A

DRAFT Media release

### **Proposals for Auckland Light Rail submitted**

The Secretary for Transport, Peter Mersi says a significant milestone towards the delivery of Auckland Light Rail has been achieved with both NZTA and NZ Infra submitting Proposals for evaluation.

“This is an exciting step towards the selection of the Government’s preferred delivery partner for Auckland Light Rail,” Peter Mersi said.

The evaluation process is being led by the Ministry of Transport and only authorised members of the evaluation team can view the Proposals. The full contents of the Proposals will remain confidential.

“What I can tell you is that two very comprehensive Proposals were received by the Ministry of Transport. These are now being reviewed in secure rooms in Auckland and Wellington by the evaluation teams,” Peter Mersi said.

The evaluation teams comprise people from a range of central and local government organisations, supported by private sector legal, commercial and engineering experts.

The evaluation of the Proposals will take place over December and January with advice going to the Government for consideration from February.

“Auckland Light Rail will be enormously significant for Auckland and New Zealand in terms of unlocking access to jobs, education, reducing transport congestion and enabling urban regeneration. Getting the right delivery partner is crucial, so we will not be rushing the evaluation process which will take several months and we are taking confidentiality very seriously, with very little information able to be released,” says Peter Mersi.

The Government is expected to announce its preferred delivery partner early next year.

Ends/

Item 44

**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Friday, 6 December 2019 10:29 AM  
**To:** Bryn Gandy  
**Subject:** Weekly update  
**Attachments:** Weekly briefing to PM 6 Dec.docx

Let me know if you have any comments.

Thanks

A

**Amelia East**  
Project Director – Auckland Light Rail  
**Ministry of Transport - Te Manatu Waka**

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## Auckland Light Rail - Weekly Update: 6 December

### Summary

Both Proposals passed compliance checking and were made available to the Subject Matter Evaluation Teams (SMETs) on Monday 2 December. The SMETs have access to the Proposals in rooms in Wellington and Auckland and through a virtual data room (VDR).

SMET members are well underway with their reading and individual scoring ahead of the Moderation meetings which start next week. The evaluation team has been trained and experts are on call to respond to any questions raised by the SMETs.

A media release announcing that the Ministry has received the Proposals was dispatched on Thursday.

The next Ministerial Oversight Group (MOG) meeting is scheduled for 16 December and a briefing paper will be circulated prior. The next Advisory Group meeting of partner agency chief executives is likely to be in late January or early February. Kainga Ora will be invited to join the Advisory Group.

### Status report

|  |   |  |
|--|---|--|
| <b>Compliance checking of Proposals complete by 2 Dec</b>      | Both Proposals passed compliance checking.  |  |
| <b>Media announcement about the submission of Proposals</b>    | MoT media release dispatched on Thursday 5 December. Reactive statements and Q&As have been prepared. |  |
| <b>Lessons learned input from major projects by 24 January</b> | Work is underway to identify and meet with major projects to discuss lessons learned.                 |  |
| <b>SMET and DD evaluation reports completed by 10 January</b>  | Work started on 2 Dec. Moderated scoring sessions are booked through Dec/Jan.                         |  |
| <b>OET evaluation report completed by 24 January</b>           | Cannot start prior to 10 Jan when the SMET reports are submitted                                      |  |

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AUCKLAND OFFICE: NZ Government Auckland Policy Office, PO Box 106 238, Auckland City 1143, New Zealand. TEL: +64 9 985 4827, FAX: +64 9 985 4849

### Achieved this week

1. Both Proposals passed compliance checking last weekend.
2. On Monday the five Subject Matter Evaluation Teams (SMETs) began reading and scoring the Proposals.
3. The reading rooms in Wellington and Auckland have been well-utilised by SMET members from a range of agencies as well as private sector engineering, legal and commercial experts.
4. The Proposals and supporting evaluation documents have been uploaded to a virtual data room (VDR) where they can be accessed by the SMETs. Access to the VDR is controlled and tracked.
5. This week the SMET Leads had the first of a series of meetings to share relevant information across the SMETs.
6. The composition of the Overall Evaluation Team (OET) has been confirmed as Sarah Sinclair (Chair Minter Ellison Rudd Watts), Fiona Mule (independent consultant), [REDACTED] (professional director), [REDACTED] (independent consultant), Bryn Gandy (Ministry of Transport), and Amelia East (Ministry of Transport). withheld under section 9(2)(a)
7. The evaluation team comprises around 100 experts and support people. Training for this group was completed this week.
8. On Thursday, the Ministry of Transport dispatched a media release announcing it had received two Proposals and that evaluation was underway.

### Planned for next week

9. The focus remains on the SMET teams reading the Proposals and completing their individual scoring.
10. The first SMET Moderation sessions will be held in this week.
11. A briefing paper will be prepared for the next Ministerial Oversight Group which is scheduled for 16 December.

### Project timeline

12. The upcoming key phases of the Project are shown in the table below.

|                         |   |
|-------------------------|---|
| 2 December – 10 January | SMET and DD teams carry out scoring of the Proposals. SMET and DD reports are completed by 10 January. Lessons learned meetings held with key infrastructure project leads. |
| 13 - 24 January         | OET considers the SMET and DD reports and prepares a report for the Secretary of Transport.   |

|                       |   |
|-----------------------|---|
| 24 January - February | Secretary for Transport considers the OET report and prepares advice for the Ministerial Oversight Group (MOG) including a draft Cabinet paper. Secretary for Transport consults the Advisory Group.  |
| From February         | MOG consider the draft Cabinet paper and provides feedback.<br><br>Cabinet considers Cabinet paper.<br><br>Decision on preferred delivery partner announced by Government.<br><br>Contract negotiations between the Crown and the preferred delivery partner. Market soundings by preferred delivery partner. |

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Item 45

**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Wednesday, 11 December 2019 8:50 AM  
**To:** Bryn Gandy  
**Subject:** Re: About right as an update?

Hi

Sorry - missed this last night.

Looks good. Would probably change the word procurement in the last paragraph to supplier - as initially I thought you meant how you would procure light rail - not our advisors.

I would potentially also add in the first paragraph.

The internal project team have really stepped and dealt with the process and pressure extremely well, although are working pretty long hours. Herding 109 people isn't easy.

Thanks

A

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**From:** Bryn Gandy [REDACTED]  
**Sent:** Tuesday, December 10, 2019 10:28:11 PM  
**To:** Amelia East [REDACTED]  
**Subject:** About right as an update? withheld under section 9(2)(a)

Hi Peter

A very quick update on the evaluation process -

Overall the process is going OK, particularly given the risks we've carried from not having access to full advisory.

The SMETs are settling down in terms of sticking to the process requirements (including the need for interactions to be managed through the VDR) which have been hard for some SMETs to get used to.

The Stakeholder SMET appears to be almost finished, and they have functioned very well.

A few teams have struggled to stay above the detail, potentially Policy and Legal DD. Amelia is sitting down with the Policy DD on Thursday to see how they're placed, and there are indications [REDACTED]

There is a stream of messaging going out to try and keep the focus about right. withheld under section 9(2)(g)(i)

Today's meetings in Sydney were worthwhile. They should place us well to talk about some other name projects, and there are some lessons we can point to. Getting some more backstory on Sydney LR has also been helpful.

We have started to consider through a potential structure for the Cab Paper, and will progress that before Xmas - so we are all good to go for the New Year. We're also giving some thought to testing one or two of our procurement choices going into the next phase, and removal of a bidder will potentially give us some new options (including advisory).

Bryn

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Item 46

**Jonathan Luo**

---

**From:** Amelia East  
**Sent:** Wednesday, 18 December 2019 9:13 PM  
**To:** Bryn Gandy  
**Cc:** Aimee Webb  
**Subject:** PM Report

Hey

Attached is the latest PM report

<https://tardis.transport.govt.nz/otcs/cs.dll/app/nodes/61500141>

Can you give any final comments to Aimee tomorrow – who can update and then get out tomorrow.

Thanks

A

**Amelia East**  
Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

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## Auckland Light Rail - Weekly Update: 19 December

### Summary

This week the project has proceeded on programme with four of the five SMET teams completing their Moderated scoring sessions and beginning drafting their SMET reports which are due for completion on 10 January. The remaining Outcomes SMET is scheduled to meet in the week of 6 January and will also complete its report by 10 January. This means the evaluation team is on track for meeting its reporting deadlines.

The SMET teams have raised 11 cross-SMET questions, two questions to the Respondents and 21 expert questions. These questions have all been answered. We do not expect to raise any further questions prior to the Christmas break and therefore have written to partner agencies thanking them for the contribution from their experts and releasing them from 'stand by'.

There was no significant media commentary on Auckland Light Rail following the Transport and Infrastructure Select Committee annual reviews on 12 December 2019 of the NZTA and the Ministry of Transport (at which both were asked questions on ALR) beyond some oral questions raised in the house by the Opposition Transport spokesperson Chris Bishop.

The majority of the Project team is taking a two week break from 20 December until 6 January. A skeleton team will continue to work on the SMET reports through this break.

### Status report

|   |   |  |
|---|---|--|
| <b>SMET and DD evaluation reports completed by 10 January</b> | Work started on 2 Dec. Moderated scoring sessions are booked through Dec/Jan.   |  |
| <b>Budget Request</b>   | A funding request was made by the Minister of Transport to the Chair of NZTA to enable the Project Team to start preparing for the exclusive negotiation phase. NZTA have confirmed we will receive a formal response by 20 December, however, if NZTA decline to provide this funding, it may impact our ability to have an agreement signed before the next election. |  |
| <b>OET evaluation report completed by 24 January</b>          | Content creation cannot start prior to 13 Jan when the SMET reports are submitted. Project Director has started preparing skeleton drafts to help facilitate this process.  |  |
| <b>Cabinet paper considered in February</b>                   | Consideration of the Cabinet paper in February places a demanding schedule on the Project team and allows no flexibility in the programme schedule. This could have some impact on quality of advice and the ability to engage with partner agencies.   |  |

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### **Achieved this week**

1. We are three weeks into the evaluation process and at this stage the Project is on track to meet the deadlines for SMET reports and advice to Ministers.
2. This week, four of the five SMETs held Moderation sessions to agree their scoring. These SMET teams began drafting their reports which are due with the Overall Evaluation Team (OET) on 10 January. As planned, the remaining Outcomes SMET will meet in the week of 6 January and will also complete its report by 10 January.
3. SMET Leads met twice this week to share relevant information across the SMETs.
4. The SMET teams have raised 11 cross-SMET questions, two questions to the Respondents and 21 expert questions. These questions have all been answered.
5. The Minister received a letter from the Mayor of Auckland outlining matters of interest to Auckland Council (AC) which he requested be considered by the Project. He also asked for Auckland Transport (AT) representation on the OET. The Minister responded that AC and AT had representation at all levels of the evaluation team and opportunities to raise the matters. He also advised that AT and AC had declined to be on the OET.
6. The Minister also received a letter from a group of stakeholders: the AA, Greater Auckland, Bike Auckland, Generation Zero, EMA and Heart of the City asking for details about the Proposals to be released and seeking input. The Minister responded with assurances that there would be an opportunity for stakeholder input once the preferred delivery partner is selected. The group sent a copy of their letter to media resulting in an article on Stuff.

### **Matters under review**

7. The OAG has shown interest in the background to the project and the events leading up to the decision by Cabinet to start this process and we are meeting again with them in early January to discuss the process.
8. Crown law will be looking to provide advice to the Ministry on the project, including [REDACTED], by early next year and prior to advice coming to Ministers. **withheld under section 9(2)(ba)(i)**
9. Our ability to start work in early January (to provide the best chance of having a project agreement signed before the next election) is dependent on having funding available by the start of the year. We are still waiting on a response to the Minister's letter to NZTA requesting funds to be made available from the National Land Transport Fund.

### **Planned for January**

10. The full Project team resumes work on 6 January.
11. The Outcomes SMET will hold its Moderation sessions in the week of 6 January.
12. The five SMET reports, and the Legal and Policy Due Diligence Reports will be completed by 10 January and passed to the OET for consideration. The Price Due Diligence Report will be provided to the OET once the non price aspects have been evaluated.

13. The OET will meet in the week 13 January and provide advice to the Secretary of Transport on 24 January.

**Project timeline**

14. The upcoming key phases of the Project are shown in the table below.

|                         |  |
|-------------------------|--|
| 2 December – 10 January | SMET and DD teams carry out scoring of the Proposals. SMET and DD reports are completed by 10 January. Lessons learned meetings held with key infrastructure project leads.  |
| 13 - 24 January         | OET considers the SMET and DD reports and prepares a report for the Secretary of Transport.  |
| 29 January              | The ALR Advisory Group meeting held to capture agency issues following the evaluation process and prior to drafting the Cabinet paper.   |
| 24 January - February   | Secretary for Transport considers the OET report and prepares advice for Ministers including a draft Cabinet paper.  |
| From February           | <p>Meetings between the Ministry and Ministers.</p> <p>MOG consider the draft Cabinet paper and provides feedback.</p> <p>Cabinet considers Cabinet paper.</p> <p>Decision on preferred delivery partner announced by Government.</p> <p>Contract negotiations between the Crown and the preferred delivery partner. Market soundings by preferred delivery partner.</p> |

Released under the Official Information Act

Item 47

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Thursday, 16 January 2020 9:07 AM  
**To:** Suzanne Cookson; Amelia East  
**Subject:** Auditor-General weighs up whether to open an investigation into Government's light rail | Stuff.co.nz

<https://www.stuff.co.nz/national/118786130/auditorgeneral-weighs-up-whether-to-open-an-investigation-into-governments-light-rail>

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**Jonathan Luo**

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**From:** Amelia East  
**Sent:** Tuesday, 21 January 2020 2:24 PM  
**To:** Bryn Gandy  
**Subject:** Fwd: 21832657\_1 - CC2M Policy Report draft 17.01.2020 - MERW Edits 21.01.20.docx  
**Attachments:** 21832657\_1 - CC2M Policy Report draft 17.01.2020 - MERW Edits 21.01.20.docx

Attachment fully withheld under section 9(2)(ba)(i)

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**From:** Aimee Webb [REDACTED]  
**Sent:** Tuesday, January 21, 2020 2:18:04 PM  
**To:** Amelia East [REDACTED]  
**Subject:** 21832657\_1 - CC2M Policy Report draft 17.01.2020 - MERW Edits 21.01.20.docx

Ngā mihi  
Aimee

withheld under section 9(2)(a)

**Aimee Webb**  
Project Co-ordinator – Auckland Light Rail  
EA to Amelia East – Project Director, Auckland Light Rail  
**Ministry of Transport – Te Manatū Waka**

[REDACTED] | [www.transport.govt.nz](http://www.transport.govt.nz)

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Item 49

**Jonathan Luo**

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**From:** Bryn Gandy  
**Sent:** Thursday, 23 January 2020 7:42 AM  
**To:** Amelia East  
**Subject:** Re: OET Report  
**Attachments:** CC2M OET Report - draft 3.0[1].docx

attachment fully withheld under section 9(2)(ba)(i)

My suggestions (nothing major)

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**From:** Amelia East <A.East@transport.govt.nz>  
**Date:** Wednesday, 22 January 2020 at 5:49 PM  
**To:** Fiona Mules [REDACTED], Sarah Sinclair [REDACTED], Bryn Gandy  
[REDACTED]  
**Subject:** OET Report withheld under section 9(2)(a)

All

Please find attached the OET Report for your review.

Can you please review in advance of our meeting tomorrow at 12.30 so we can discuss any material issues/comments as a group. Following that discussion, I will then be able to confirm the process for finalising/sign-off of the report.

Thanks all

A

**Amelia East**  
Project Director – Auckland Light Rail  
Ministry of Transport - Te Manatu Waka

withheld under section 9(2)(a)

[REDACTED] | [www.transport.govt.nz](http://www.transport.govt.nz)

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*The Ministry of Transport moved on 1 April. Our new address is: Ground Floor, 3 Queens Wharf, Wellington 6011. All other contact details remain the same.*