

## ALR Advisory Group Terms of Reference

14 August 2019

### 1. Constitution

The ALR Advisory Group (“**Group**”) is a temporary group that has been constituted to provide strategic advice to the Secretary of Transport, and ensure appropriate support and information is brought to the Auckland Light Rail (ALR) project’s next phase – being the development and evaluation of proposals.

The need for the Group will be reviewed at the end of this phase to determine the governance structure that would best serve the next phase of the project.

### 2. Role and responsibilities

The primary purpose of the ALR Advisory Group for this phase is to ensure the preferred option for Auckland Light Rail put to the government will **best meet the needs and interests of New Zealand and the people of Auckland**.

In broad terms, the key roles and responsibilities of this Group are to:

- ensure that an appropriate and rigorous process is put in place for this phase of the project, to monitor progress and identify key risks
- ensure that appropriate resources and information from each agency are made available to support the process
- support the Secretary of Transport in his accountability to provide robust and cohesive advice to government and a recommended option for Auckland Light Rail.

Responsibilities include:

- Provide strategic context and advice, including advising on the required outcomes of the investment.
- Ensure strategic alignment of the investment with the wider Auckland Transport Alignment Project and NZ’s broader transport needs.
- Ensure there is an even-handed and open-minded approach to developing and assessing the options.
- Ensure the necessary resources are committed to ensure the development and analysis of the two options is robust, comprehensive and able to deliver a successful outcome for NZ.
- Provide the leadership to ensure there is cohesive and coherent advice and dialogue between Ministers, Cabinet and the Auckland Council.
- Provide guidance on the process for developing and evaluating the proposals, and proactively advise the Ministry of any significant risks or other issues which may impact on the successful delivery of the work.

For clarity it should be noted that members of the Group will neither receive nor evaluate the proposals. This is consistent with the strategic advisory role of the Group.

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

HEAD OFFICE: PO BOX 3175, Wellington 6140, New Zealand. TEL: +64 4 439 9000, FAX: +64 4 439 9001

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

### 3. Authority and decision-making

The decision to proceed with an Auckland Light Rail project was made by Cabinet in May 2018 ref DEV-18-MIN-0059.

The decision to undertake an assessment of two specific options (one led by NZTA and one proposed by NZ Infra) was taken in May 2019 ref DEV-19-MIN-0141.

The ALR Advisory Group's mandate is underpinned by these decisions.

### 4. Group membership

The ALR Advisory Group membership is set out in the table below:

Name	Role	
Peter Mersi	Chair	Chief Executive, Ministry of Transport
Stephen Town	Deputy Chair	Chief Executive, Auckland Council
Andrew Crisp	Member	Chief Executive, Ministry of Housing and Urban Development
Shane Ellison	Member	Chief Executive, Auckland Transport
Greg Miller	Member	Group Chief Executive, KiwiRail
Vicky Robertson	Member	Chief Executive, Ministry for the Environment
Lewis Holden	Member	Deputy Commissioner Auckland, State Services Commission
Jon Grayson	Member	Deputy Secretary Finance and Commercial, NZ Treasury
Richard Leverington	Member	Senior Manager Risk and Audit, NZ Transport Agency
TBC	Advisor	Chief Executive, Infrastructure Commission
Bryn Gandy	Attendee as Programme SRO	Deputy Chief Executive Strategy and Investment, Ministry of Transport

Membership sits with the role, rather than the named person.

### 5. Advisory Group Chair role

The Secretary of Transport is responsible for making a recommendation to the Minister of Transport and for undertaking this phase of the ALR programme. For this reason, he is Chair of the Group.

His role is to:

- Provide overall leadership to ensure the group functions effectively and that all interests and perspectives are being properly considered.

- Ensure the Group is very clear about the status of any information it is provided with that is deemed to be commercial in nature and that must not be disclosed to any other party or more broadly within each member's respective organisation.
- Be assured that the Chairs of other relevant governance boards and the Auckland Council elected members are being kept appropriately informed and that any issues are being appropriately raised and resolved.
- Coordinate the management of the political environment.
- Chair the Group meetings, including finalising the calendar and agendas.

If the Chair is unable to attend and it is critical for a meeting to proceed, the Deputy Chair will be Stephen Town, Chief Executive Auckland Council. In this event, the Secretary of Transport will ensure that an alternate Ministry delegate will attend.

## 6. The role of members

Members have responsibility to:

- Work collaboratively to ensure the best overall option for the NZ public and the people of Auckland is identified in a robust and objective manner.
- Support the provision of appropriate resources and information and work together to ensure any major barriers to the successful development and evaluation of proposals are removed.
- Ensure their own organisation's governors and/or Ministers are kept appropriately informed.
- Ensure that any information made available to the Group that must not be disclosed for commercial probity reasons is not disclosed to any other person or party including within their own organisation.
- Provide the support to Secretary of Transport.
- Be a sounding board to the Secretary of Transport on the public policy and system issues that need to be considered to inform the final advice to Ministers.
- Members of the Group will not be involved in the preparation or support of commercial aspects of either proposal within their respective organisations.

Central government members of the Group will be involved in the preparation of advice, consistent with usual cross-departmental consultation protocols. Additionally, the Ministry will ensure that the other members of the Group have opportunities to contribute and as necessary to ensure that their views are fairly reflected.

## 7. The role of the Ministry

The Minister of Transport has tasked the Ministry of Transport with undertaking a process that investigates two different options for providing Auckland Light Rail – one through the NZTA and one through NZ Infra. The Minister requires the Secretary of Transport to provide advice to government on which option would be in the best interests of New Zealand and the people of Auckland.

The approach to this task is being planned out and documented separately.

## 8. Meetings

Meetings will be held monthly, and where possible either immediately before or after regular ATAP meetings.

Additional meetings may be required, at the discretion of the Chair, to enable major decisions to be made in a timely way or if more support is needed by the programme. These could be achieved via digital channels if necessary.

Members may delegate attendance to a substitute acting in the member's substantive role, with the approval of the Chair. Such approval should be sought as soon as practical.

## 9. Quorum

The Group quorum is four members (the quorum does not include advisors) and this must include the Chair or Deputy Chair.

## 10. Expert advisers

The Group may seek expert advice to support them in their responsibilities. It is the responsibility of the Chair to ensure the appropriate advisors are invited as required. This may include commercial, legal or any other necessary advice.

## 11. Support

The Ministry of Transport is responsible for ensuring that effective secretariat services and support are provided to the Chair and the Group.