

Appointment In Confidence

Office of the Minister of Transport

Chair, Cabinet Appointments and Honours Committee

AUCKLAND LIGHT RAIL BOARD: APPOINTMENT OF CHAIR AND MEMBERS

Proposal

1 On behalf of the Minister of Finance, Minister of Housing and myself as Sponsors of the Auckland Light Rail Project, this paper outlines our intention to appoint the following individuals to the Auckland Light Rail Board for terms commencing from the date of appointment until 30 June 2024:

1.1 Honourable Dame Frances (Fran) Wilde as member and Chair; and

1.2 Lucy Tukua and Leigh Auton as members.

Background

2 Auckland Light Rail (ALR) will be New Zealand's largest and most complex infrastructure project. It is the first spine of a wider rapid transit network for Auckland, bringing far-reaching benefits to communities, increasing access across the region and catalysing urban development opportunities across the corridor.

3 The ALR Establishment Unit was set up in March 2021, governed by representatives from central government (the Ministry of Transport, Ministry of Housing and Urban Development, The Treasury, Waka Kotahi NZ Transport Agency and Kāinga Ora), Auckland local government (Auckland Councillors, Auckland local boards, Auckland Council and Auckland Transport), and mana whenua.

4 In December 2021, the ALR Establishment Unit recommended a preferred route and mode, which Cabinet agreed to take forward into the detailed planning phase, (estimated to be around two years) to inform a final investment decision (CAB-21-MIN-0531). Cabinet also agreed that the Minister of Transport, Minister of Finance and Minister of Housing would act as Sponsor Ministers, alongside representation from Auckland Council and mana whenua, and take decisions setting up the governance arrangements in consultation with Auckland Council and mana whenua.

5 The Government intends to appoint a skills-based board (the ALR Board) to transition from the current representative board. The ALR Board will drive the detailed planning phase and transition the project through to a formal legal entity by the end of 2022. That entity will be responsible for overseeing the completion of the detailed planning and the delivery of the project following a final investment decision. The ALR Board will endure through the phases of the project, continuing to be the responsible board once the new legal entity is created.

6 The ALR Board is established as a Ministerial Advisory Committee in accordance with Te Kawa Mataaho's Machinery of Government guidance. This structure enables consideration of issues across multiple portfolios. As Sponsors, we have agreed in principle that the ALR Board will consist of between five and seven members, including a Chair.

Comment

- 7 The Sponsor Ministers intend to make three priority appointments to the ALR Board through this paper, and the remaining appointments in the third quarter of 2022. These appointments were prioritised to ensure that continuity of knowledge exists between the two Boards, and key leadership roles were identified early in this important period of work. It enables a quorum for decision making, which will then be finalised in the Terms of Reference that Sponsoring Ministers have been delegated to approve as per recommendation 27 in CAB-21-MIN-0531.
- 8 A staggered appointments process also enables the incoming Chair to consider the best direction for the ALR Board and the competencies needed for the remaining member positions to achieve that vision.
- 9 An *Organisation Form* is attached, setting out the overall structure and membership of the Board, as well as the prospective appointees CVs.

The Chair's role

- 10 The competencies and attributes for the Chair's role are different from, and in many respects more demanding than, other Crown delivery entity chairs. The Chair will be the public face of the ALR Project in local communities and will need to confidently navigate issues in the three very different political environments of central government, Auckland, and iwi in Tāmaki Makaurau. The Chair must be capable of fronting issues and challenges in each of these spheres. Their ability to personally demonstrate leadership and accountability for the impacts of the ALR Board's decisions will be necessary to maintain the Project's credibility and social license throughout its lifecycle.
- 11 In addition, the Chair must be able to demonstrate an appreciation of the types of financial, technical, commercial or legal issues, which could be expected to arise from designing and delivering a project of this nature. The Chair will also be critical in creating an environment for the ALR Board to make effective decisions.
- 12 The Chair will also be the Senior Responsible Officer (SRO) for the ALR Project. The SRO is ultimately accountable for the delivery of the project and for ensuring the project meets its objectives, delivers the projected outcomes, and realises the required benefits.

Hon Dame Frances (Fran) Wilde (Chair)

- 13 We intend to appoint Hon Dame Wilde as Chair of the ALR Board. Hon Dame Wilde is a highly experienced director who has served as a Cabinet Minister, Mayor, and in senior governance roles on many significant central and local government boards. Her diverse range of experiences in governance, politics, community involvement, working with iwi, and delivering transport and urban development outcomes meet the requirements we are seeking from the ALR Board Chair.

Member roles

- 14 Members of the ALR Board need to have a range of technical, policy, commercial and social attributes. Required competencies include significant governance experience of projects of scale and complexity, deep understanding of Te ao Māori, Te Tiriti o Waitangi and engagement with mana whenua and mataawaka in Tāmaki Makaurau, and the ability to operate collaboratively and navigate a politicised environment.

Lucy Tukua (Member)

- 15 We intend to appoint Lucy Tukua as a member of the ALR Board. Ms Tukua is an experienced director and leader, who is currently the Technical Director of Regenerative Outcomes – Kaihautū Whakarito at Mott MacDonald. She has been heavily involved with driving and advocating for positive change with regards to kaupapa Māori for her whanau, iwi and Tāmaki Makaurau.
- 16 Ms Tukua offers significant experience in both serving as mana whenua and working closely with mana whenua, communities and Treaty Partners to improve outcomes across Tāmaki Makaurau. Her experiences include working to establish governance and operations for mana whenua partnership at Eke Panuku, and leading a number of regeneration projects; chairing mana whenua forums; and working with a wide range of iwi to deliver plans and programmes.
- 17 The ALR Board will benefit from Ms Tukua's experience and relationships in working with mana whenua in Tāmaki Makaurau. While Ms Tukua is not appointed to represent mana whenua in Tāmaki Makaurau (mana whenua will be represented alongside the Crown and Auckland Council as project Sponsors), her appointment will ensure te ao Māori is embedded into the Board from its inception.

Leigh Auton (Member)

- 18 We intend to appoint Leigh Auton as a member of the ALR Board. Mr Auton is the current Independent Chair of the ALR Establishment Unit Board. He is also founding Director of Auton & Associates Ltd, Chair of the Papakura Kootuitui Trust, and Deputy Chair of Ako Mātātupu: Teach First NZ.
- 19 Mr Auton has extensive local government experience with a particular background in planning, infrastructure and transport. He has been involved in issues at national, regional and local levels in New Zealand, and has had significant engagement with iwi over a number of decades. He was the Chief Executive of Manukau City Council, and has been either a chair, director or trustee for many other organisations, including Auckland Council Property Ltd, Recovery Solutions Group Trust, Emerge Aotearoa, Ngāpuhi Asset Holding Company and its subsidiaries, Sistema Aotearoa and Housing New Zealand.
- 20 Mr Auton's appointment will provide continuity from the ALR Establishment Unit Board. The ALR Board will benefit from his experience in governance, urban design and infrastructure planning, local government and community engagement.

Representativeness of appointments

- 21 On behalf of the Sponsor Ministers for the ALR Project, I am satisfied these initial appointments provide a strong base for a well-balanced ALR Board in terms of gender, age, ethnicity and geographic representation, and the appropriate mix of skills and experience. Two of the three appointees are female, while Ms Tukua identifies as NZ Māori (Ngāti Paoa, Ngāti Whanaunga, Ngāti Karewa, Ngāti Tahinga) and Mr Auton identified as both NZ European and NZ Māori (Te Hikutu, Ngāpuhi).

Remuneration

- 22 The ALR Board is classified as a Group 4, Level 1 Governance Board under the Cabinet Fees Framework. The range for the Chair is between \$540 and \$1,150 per day, and members is between \$405 and \$865 per day.
- 23 Given the ALR Project's scale and complexity, the significant skills and experience required to govern and the high profile of the ALR Project, Sponsoring Ministers propose a fee exception from the Cabinet Fees Framework. The proposed fee is \$1,428 per day for the Chair and \$1,190 per day for Members.
- 24 While the ALR Board will not be responsible for a comparably significant budget or organisational environment during the detailed planning phase, its responsibility is to plan a complex project that will provide the parameters for how a significant budget will be spent over the next ten years – a decision which carries significant economic, political, social and reputational risks.
- 25 Progressing the project requires the ALR Board to oversee an integrated transport and urban development work programme, and the alignment of decision-making across central government and Auckland Council. Navigating the relationships and decisions required to progress the project across partner agencies and elected members will be a significant challenge. In addition, the ALR Board will need to build and maintain support for the project among communities and businesses in Auckland.
- 26 As New Zealand's most complex transport infrastructure project, the fees paid to the board members will set a precedent. We consider that it would be appropriate to benchmark the fees members of the ALR Board to that of similar boards in the sector. The individuals sought to date for the ALR Board are of a similar level of skill and experience to the boards we have benchmarked against.
- 27 The recommended fees are lower than some Government infrastructure boards in the transport and urban sector (Kāinga Ora, City Rail Link Limited) and equivalent to the daily rates for appointees to the Waka Kotahi NZ Transport Agency Board. This middle ground balances the complexity, scale and risk associated with the ALR Board in the context of Government pay restraint.
- 28 Officials are also in the process of preparing advice on the organisational form the ALR entity should take. A change in entity form will require the fees to be reviewed further as they will either sit within a different band of the Cabinet Fees Framework, or outside of the framework if it is under a company structure. For that reason, Sponsoring Ministers intend to review these fees further when advice on organisational form is received.
- 29 The Minister for the Public Service has been consulted on this proposal, and has confirmed his support for the proposed fee exception.

Appointment process and consultation

- 30 On behalf of the Sponsor Ministers for the ALR Project, I can confirm that an appropriate process has been followed across the proposed appointees, in terms of the Public Service Commission's appointment guidelines. In summary, that process comprised of:
- 30.1 the Ministry of Transport defining the required skills and experience in consultation with The Treasury, Ministry of Housing and Urban Development and Auckland Council;
 - 30.2 the public advertising of the Chair and Member roles, including detailed position descriptions, on the Ministry of Transport's website and The Treasury Board Appointments Database;
 - 30.3 seeking nominations from caucus colleagues, the Ministry for Women, Te Puni Kōkiri, Ministry for Pacific Peoples, Ministry for Ethnic Communities; and the Office for Disability Issues, as well as other networks;
 - 30.4 shortlisting and interviewing candidates by a panel comprised of the Acting Chief Executive of the Ministry of Transport, Deputy Chief Executives at the Treasury and Ministry of Housing and Urban Development; a representative from the Independent Māori Statutory Board, and an independent Chair for the Chair candidate interviews;
 - 30.5 caucus and Ministerial consultation. The Mayor of Auckland was also informed of our proposed appointee for Chair.
- 31 Ministers will undertake further consultation with mana whenua to complete the wider governance arrangements for the ALR Project.

Conflicts of interest

- 32 On behalf of the Sponsor Ministers for the ALR Project, I can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with the Public Service Commission appointment guidelines, to identify any conflict of interest that could reasonably be identified. Given the type of candidates sought for the ALR Board, it is inevitable that some individuals would have conflicts of interest.
- 33 Hon Dame Wilde has disclosed that she is a director on Frequency Limited, an infrastructure consultancy firm that has staff seconded into the ALR Establishment Unit following a successful tender to supply. Should Frequency Ltd decide to re-tender or submit further tenders for work relating to ALR, she will recuse herself from the procurement process across both boards where this specifically relates to Frequency Limited.
- 34 Mr Auton has not disclosed any personal conflicts of interest relating to the ALR Project. ^{s 9(2)(a)} [REDACTED]
- 35 Ms Tukua has disclosed her role as Technical Director of Regenerative Outcomes – Kaihautū Whakarito at the infrastructure consultancy firm Mott MacDonald, where she is responsible for ensuring that cultural, social and broader outcomes are integrated across the organisation and are embedded into its way of working. Mott MacDonald currently do not have any staff providing consultancy services for ALR.

36

s 9(2)(ba)(i), s 9(2)(j)

Should this be the case, she will recuse herself from the procurement process across both boards where this specifically relates to Mott MacDonald.

37

Conflict of interest management policies will be put in place for the ALR Board. Where appropriate, appointees are expected to recuse themselves from decision-making for any issues which may conflict with their current roles.

Timing and Publicity

38

We intend to announce these appointments once they are confirmed.

Recommendation

39

It is recommended that the Committee:

39.1 note the intention of the Minister of Finance, Minister of Housing and myself as Sponsor Ministers for the Auckland Light Rail Project, to appoint the following individuals to the Auckland Light Rail Board for terms commencing from the date of appointment until 30 June 2024:

39.1.1 Hon Dame Frances (Fran) Wilde as member and Chair

39.1.2 Lucy Tukua as member

39.1.3 Leigh Auton as member

39.2 note the delegation to Sponsoring Ministers to finalise the Terms of Reference as per recommendation 27 of CAB-21-MIN-0531

39.3 approve a fee exception for the Auckland Light Rail Board of \$1,428 per day for the Chair, and \$1,190 per day for members.

Authorised for lodgement

Hon Michael Wood

Minister of Transport, on behalf of the Ministers of Finance, Housing, and Transport

Candidate CV Form

Name (family name in upper case; include title if appropriate)	Honourable Dame Frances (Fran) Helen WILDE
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The Position

Organisation/Entity	Auckland Light Rail Board
Position (chair/member etc.)	Chair and member
Term	Date of appointment to 30 June 2024
Payment (per day /per year)	\$1428 per day.

How the Candidate Meets the Needs of the Position

Skills and attributes the candidate will bring to the position (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)	Hon Dame Wilde is a highly experienced director who has served as a Cabinet Minister, Mayor, and in senior governance roles on many significant central and local government boards. Her diverse range of experiences in governance, politics, working with iwi, community involvement, and delivering transport and urban development outcomes meet the requirements we are seeking from the ALR Board Chair.
Possible conflicts of interest	Hon Dame Wilde has disclosed that she is a director of Frequency Limited, an infrastructure consultancy firm that has staff seconded into the ALR Establishment Unit following a successful tender to supply.
Proposals for conflict management (if applicable)	<p>Conflict of interest management policies will be put in place for the ALR Board. Members will recuse themselves from decision-making for any issues which may conflict with their other roles.</p> <p>Should Frequency Ltd decide to re-tender or submit further tenders for work relating to ALR, Hon Dame Wilde will recuse herself from the procurement process across both boards where this specifically relates to Frequency Limited.</p>

The Candidate

<p>Name (family name in upper case; include title if appropriate)</p>	<p>Honourable Dame Frances (Fran) Helen WILDE</p>	
<p>Address</p>	<p>§ 9(2)(a)</p>	
<p>Ethnicity(s)</p>	<p>NZ European</p>	
<p>Age range</p>	<p>60+</p>	
<p>Gender</p>	<p>Female</p>	
<p>Current or most recent Employment (specify position and employer, include years)</p>	<p>2021 – present</p> <p>November 2020 – present</p> <p>2020 – current § 9(2)(ba)(i)</p> <p>2016 – present</p> <p>December 2015 – present § 9(2)(f)(iv)</p> <p>2015 – present (Chair since July 2019)</p>	<p>Chair <u>Asia New Zealand Foundation</u></p> <p>Chair <u>Whanau Awhina Plunket (Royal New Zealand Plunket Trust)</u></p> <p>Chair <u>Urban Development Institute of New Zealand</u></p> <p>Director <u>Frequency Limited</u></p> <p>Chair <u>Remuneration Authority</u></p> <p>Board Member then Chair <u>Te Papa Tongarewa Museum of New Zealand</u></p>
<p>Government board appointments held (current and previous, include years)</p>	<p>Date</p> <p>2021 – present</p> <p>December 2015 – present</p> <p>2020 – present § 9(2)(f)(iv)</p>	<p>Current</p> <p>Chair <u>Asia New Zealand Foundation</u></p> <p>Board Member then Chair <u>Te Papa Tongarewa Museum of New Zealand</u></p> <p>Chair <u>Remuneration Authority</u></p>

	Date	Previous
	December 2016 – December 2019	Elected member and appointed Deputy Chair <u>Capital & Coast District Health Board</u>
	May 2016 – January 2019	Board Member then Deputy Chair <u>Waka Kotahi NZ Transport Agency</u>
	2014 – 2018	Council Member <u>Whitireia-Weltec</u>
	2013	Chair <u>Ministerial Expert Advisory Group on Local Government Infrastructure</u>
	2006 – 2008	Board Member <u>Transit New Zealand</u>
	2003 – 2005	Chair <u>New Zealand Food Safety Advisory Board</u>
	1999 – 2000	NZ Representative <u>APEC Business Advisory Council (ABAC)</u>
	1995 – 1997	Chair <u>Housing New Zealand</u>
Private and/or voluntary sector board appointments held (current and previous, include years)	Date	Current
	2021 – present	Chair <u>Nikau Foundation</u>
	2016 – present	Director <u>Frequency Limited</u>
	2014 – present	Chair <u>Wellington Lifelines Group</u>
	Date	Previous
	2017 – 2022	Chair <u>Kiwi Can Do</u>
	2015 – 2020	Chair <u>National Military Heritage Trust (Great War Exhibition)</u>

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TE MANATU WAKA MINISTRE OF TRANSPORT

	<p>2015 – 2017</p> <p>2002 – 2011</p> <p>2003 – 2007</p> <p>2003 – 2005</p> <p>1996 – 2004</p> <p>1995 – 1999</p>	<p>Chair <u>Wellington Culinary Events Trust (Wellington on a Plate)</u></p> <p>Chair <u>NZ International Arts Festival</u></p> <p>Chair <u>Wellington Waterfront Limited</u></p> <p>Director <u>Natural Gas Corporation (NZ) Ltd</u></p> <p>Director <u>ANZ Banking Group (NZ) Ltd</u></p> <p>Chair <u>Wellington Regional Stadium Development Trust</u></p> <p>Multiple other roles in Wellington and NZ wide groups (including a number of Chair roles) in business or community groups, education, arts and youth.</p>
<p>Qualifications and experience (include significant work history and community involvement)</p>	<p>Date</p> <p>2008 – 2020</p> <p>2004 – 2016 (Chair from 2007 – 2015)</p> <p>1997 – 2003</p> <p>1992 – 1995</p> <p>1989 – 1990</p> <p>1981 – 1992</p>	<p>Experience</p> <p>Chief Crown Negotiator <u>Treaty of Waitangi Claims for Moriori, Ngati Pahauwera, Raukawa</u></p> <p>Councillor then Chair <u>Greater Wellington Regional Council</u></p> <p>Chief Executive <u>Trade New Zealand (now New Zealand Trade and Enterprise)</u></p> <p>Mayor of Wellington <u>Wellington City Council</u></p> <p>Minister of the Crown (Tourism, Disarmament and Arms Control, Assoc Foreign Affairs & Trade) <u>New Zealand Government</u></p> <p>Member of Parliament for Wellington Central <u>New Zealand Parliament</u></p>

	Date	Qualifications/Awards
	2019	Deloitte Top 200 <u>Visionary Leader Award</u>
	2017	Dame Companion <u>New Zealand Order of Merit</u>
	2014	Women of Influence Award
	2004	Doctor of Laws (Honorary) <u>Victoria University of Wellington</u>
	1996	Queens Service Order
	1995	Wellingtonian of the Year
		Bachelor of Arts <u>Victoria University of Wellington</u>
		Chartered Fellow <u>NZ Institute of Directors</u>

Date: 04/05/2022

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TE MANATŪ WAKA MINISTRY OF TRANSPORT

Candidate CV Form

Name (family name in upper case; include title if appropriate)	Lucy Anne TUKUA
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The Position

Organisation/Entity	Auckland Light Rail Board
Position (chair/member etc.)	Member
Term	Date of appointment to 30 June 2024
Payment (per day /per year)	\$1,190 per day.

How the Candidate Meets the Needs of the Position

Skills and attributes the candidate will bring to the position (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)	Ms Tukua offers significant experience in both serving as mana whenua and working closely with mana whenua, communities and Treaty Partners to improve outcomes across Tāmaki Makaurau. Her experiences include working to establish governance and operations for mana whenua partnership at Waterfront Auckland/Eke Panuku, and leading a number of regeneration projects, chairing mana whenua forums; and working with a wide range of iwi to deliver plans and programmes.
Possible conflicts of interest	Ms Tukua has disclosed her role as Technical Director of Regenerative Outcomes – Kaihautū Whakarito at the infrastructure consultancy firm Mott MacDonald, where she is responsible for ensuring that cultural, social and broader outcomes are integrated across the organisation and are embedded into its way of working. s 9(2)(ba)(i), s 9(2)(i) Mott MacDonald currently do not have any staff providing consultancy services for ALR.
Proposals for conflict management (if applicable)	Conflict of interest management policies will be put in place for the ALR Board. Members will excuse themselves from decision-making for any issues which may conflict with their other roles. Should Mott MacDonald bid for any work relating to ALR, Ms Tukua will excuse herself from the procurement process across both boards where this specifically relates to Mott MacDonald.

The Candidate

Name (family name in upper case; include title if appropriate)	Lucy Anne TUKUA	
Address	s 9(2)(a) 	
Ethnicity(s)	NZ Māori: (Ngāti Paoa, Ngāti Whanaunga, Ngāti Karewa, Ngāti Tahinga)	
Age range	51-60	
Gender	Female	
Current or most recent Employment (specify position and employer, include years)	February 2022 – present	Technical Director – Regenerative Outcomes <u>Mott MacDonald</u>
	May 2021 – present	Member <u>Hauraki Māori Trust Board</u>
	June 2018 – present	Cultural Director, Te Tauoma Development <u>Shundi Group NZ</u>
	2004 – present	Founder <u>NativebyNature</u>
Government board appointments held (current and previous, include years)	May 2021 – present	Member <u>Hauraki Māori Trust Board</u>
Private and/or voluntary sector board appointments held (current and previous, include years)	Date January 2022 – present	Current Auckland Urban Design Governance Board Member <u>Auckland Council</u>
	2005 – present	Trustee <u>Whareana Māori Land Trust</u>
	Date 2012 – 2020	Previous Director <u>Tu Whare Ora Limited</u>
	2013 – 2017	Mana Whenua Representative and Co-Chair Mātauranga Māori Reference Group

	<p>2012 – 2015</p> <p>2011 – 2015</p> <p>2011 – 2013</p>	<p><u>Tai Timu Tai Pari Marine Spatial Plan: Stakeholder Working Group</u></p> <p>Executive Secretary <u>Wharekawa Marae</u></p> <p>Trustee <u>Te Matapihi He Tirohanga mo te Iwi Trust</u></p> <p>Trustee <u>Ngāti Paoa Trust</u></p>
<p>Qualifications and experience (include significant work history and community involvement)</p>	<p>Date</p> <p>February 2022 – present</p> <p>June 2018 – present</p> <p>2004 – present</p> <p>2008 – 2010</p> <p>2016 – 2019</p> <p>2016 – 2020</p> <p>2015 – 2021</p> <p>2013 – 2015</p> <p>2010 – 2011</p>	<p>Experience</p> <p>Technical Director – Regenerative Outcomes <u>Mott MacDonald</u></p> <p>Cultural Director, Te Tauoma Development <u>Shundi Group NZ</u></p> <p>Founder <u>NativebyNature</u></p> <p>Coordinator Tāmaki Regional Mana Whenua Forum <u>Auckland Regional Council</u></p> <p>Co-Host, The Regenerative Practitioner <u>Regenesis Group</u></p> <p>Cultural Design and Engagement Support <u>Waterfront Auckland / Eke Panuku</u></p> <p>Auckland Urban Design Panel Member <u>Auckland Council</u></p> <p>Environmental Manager <u>Ngati Paoa Iwi Trust</u></p> <p>RWC2011 Māori and Iwi Relationships Manager <u>Auckland Tourism Events & Economic Development</u></p>

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TE MANATŪ WAKA MINISTRY OF TRANSPORT

	Date	Qualifications
	2021	Rumaki Reo, Level 5 <u>Te Wānanga Takiura</u>
	2017	Regenerative Practitioner <u>Regenesi Group</u>
	2006	Advanced Certificate Advancement of Māori Opportunity <u>Te Wananga o Aotearoa</u>
	2003	Diploma in Landscape Design <u>Unitec</u>

Date: 04/05/2022

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TE MANATŪ WAKA MINISTRY OF TRANSPORT


Candidate CV Form

Name (family name in upper case; include title if appropriate)	Leigh Alexander AUTON
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The Position

Organisation/Entity	Auckland Light Rail Board
Position (chair/member etc.)	Member
Term	Date of appointment to 30 June 2024
Payment (per day /per year)	\$1,190 per day

How the Candidate Meets the Needs of the Position

Skills and attributes the candidate will bring to the position (e.g. business skills, community involvement, cultural awareness, regional perspective – as relevant to the needs of the position)	<p>Mr Auton has extensive experience in local government and as a professional director, and provides continuity from the previous Auckland Light Rail Establishment Unit Board where he was the independent Chair. He is the former Chief Executive of Manukau City Council and former Interim Chief Executive of Tauranga City Council, and has been appointed to carry out a number of reviews on behalf of central and local Government.</p> <p>Mr Auton also has experiences in working with iwi, and as a town planner.</p>
Possible conflicts of interest	None. s 9(2)(a) 
Proposals for conflict management (if applicable)	Conflict of interest management policies will be put in place for the ALR Board. Members will recuse themselves from decision-making for any issues which may conflict with their other roles.

TE MANATU WAKA MANIHOA RELEASED BY TRANSPORT

The Candidate

Name (family name in upper case; include title if appropriate)	Leigh Alexander AUTON	
Address	38 Yasbel Crescent The Gardens Manukau AUCKLAND, 2105	
Ethnicity(s)	NZ European NZ Māori (Te Hikutu, Ngāpuhi)	
Age range	60+	
Gender	M	
Current or most recent Employment* (specify position and employer, include years)	2021 – present	Chair <u>Auckland Light Rail Establishment Unit Board</u>
	2010 – present	Director <u>Auton & Associates Limited</u>
Government board appointments held (current and previous, include years)	Date	Previous
	2019 – 2020	Member <u>Christchurch City Council Section 17a Review of Three Waters</u>
	2018 – 2019	Member <u>Housing New Zealand Corporation</u>
	2017	Advisor/Facilitator Auckland Council Governance Framework Review
	2015 – 2017	Commissioner <u>Local Government Commission</u>
Private and/or voluntary sector board appointments held (current and previous, include years)	Date	Current
	2017 – present	Trustee <u>Ako Mātātapu: Teach First New Zealand</u>
	2015 – present	Trustee/Chair <u>Papakura Kootuitui Trust</u>

	<p>Date</p> <p>2016 – 2021</p> <p>2014 – 2020</p> <p>2010 – 2019</p> <p>2016 – 2018</p> <p>2009 – 2018</p> <p>2014 – 2017</p> <p>2012 – 2016</p> <p>2015 – 2016</p> <p>2010 – 2015</p> <p>2012 – 2015</p>	<p>Previous</p> <p>Chair/Trustee <u>Pulman Park Trust</u></p> <p>Board Trustee <u>Auckland Philoharmonia Orchestra</u></p> <p>Board of Trustee Member <u>Sistema Aotearoa</u></p> <p>Board of Trustee Member <u>Habitat for Humanity Greater Auckland</u></p> <p>Chair <u>Ngāpuhi Asset Holding Company Limited</u></p> <p>Chair <u>Ngāpuhi Deepwater GP Limited</u></p> <p>Trustee <u>More than a Roof New Zealand</u></p> <p>Trustee <u>Emerge Aotearoa Trust</u></p> <p>Director <u>Auckland Council Property Limited</u></p> <p>Chair <u>Recovery Solutions Trust</u></p>
<p>Qualifications and experience (include significant work history and community involvement)</p>	<p>Date</p> <p>2012 – 2013</p> <p>2006 – 2010</p> <p>Date</p> <p>2014</p> <p>1981</p> <p>1976</p>	<p>Experience</p> <p>Interim Chief Executive <u>Tauranga City Council</u></p> <p>Chief Executive <u>Manukau City Council</u></p> <p>Qualifications</p> <p>Chartered Member <u>Institute of Directors</u></p> <p>Master of Town Planning (Honours) <u>University of Auckland</u></p>

		Master of Arts (Honours), Geography <u>University of Auckland</u>
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Date: 04/05/2022

PROACTIVELY RELEASED BY
TE MANATŪ WAKA MINISTRY OF TRANSPORT



Office of Hon Michael Wood
Member of Parliament for Mt Roskill

Minister of Transport
Minister for Workplace Relations and Safety
Deputy Leader of the House

Cabinet Committee Background Information and Talking Points

Cabinet Committee: Appointments and Honours Committee, 11 May 2022

Paper Title: Auckland Light Rail Board: Chair and member appointments

Portfolios: Transport, Finance, Housing

Officials Attending: Bryn Gandy, Acting Chief Executive, Ministry of Transport

Background Information

- This paper is taken on behalf of myself, the Minister of Finance and the Minister of Housing who are joint Sponsors of the Auckland Light Rail (ALR) Project.
- This paper outlines Sponsors' intention to appoint Honourable Dame Fran Wilde as Chair of the ALR Board, and both Lucy Tūkua and Leigh Auton as members. All appointees will be appointed for terms commencing from the date of the appointment letter until 30 June 2024.
- We have consulted with our caucus colleagues about our intention to make this appointment. The Mayor of Auckland has also been consulted on our preferred candidate for Chair.

Auckland Light Rail Board: Background

- Auckland Light Rail (ALR) will be New Zealand's largest and most complex infrastructure project. It is the first spine of a wider rapid transit network for Auckland, bringing far-reaching benefits to communities, increasing access across the region and catalysing urban development opportunities across the corridor.
- The ALR Establishment Unit was set up in March 2021, governed by representatives from central government, Auckland local government, and mana whenua.
- Cabinet agreed to take forward a preferred mode and route in December 2021. Cabinet also agreed that:
 - the Ministers of Transport, Finance and Housing would act as Sponsor Ministers, alongside representation from Auckland Council and mana whenua; and
 - would take decisions setting up the governance arrangements in consultation with Auckland Council and mana whenua.

- The Government intends to appoint a skills-based board (the ALR Board) to transition from the current representative board. The ALR Board will drive the detailed planning phase and transition the project through to a formal legal entity by the end of 2022. That entity will be responsible for overseeing the completion of the detailed planning and the delivery of the project following a final investment decision.
- The ALR Board will endure through the phases of the project, continuing to be the responsible board once the new legal entity is created.
- As Sponsors, we have agreed in principle that the ALR Board will consist of between five and seven members including a Chair. It also enables a quorum for decision making, which will then be finalised in the Terms of Reference that Sponsoring Ministers have received delegation to approve through Cabinet's decisions in December 2021.

Details about these appointments

- We intend to make three priority appointments at this stage, with the remaining appointments appointed in the third quarter of 2022. These appointments were prioritised to ensure continuity of knowledge exists, and key leadership roles were identified early, and allow the incoming Chair to shape the direction of the Board.
- The Chair will have a very demanding role which will be different and, in many respects, more demanding than other Crown Chairs. The Chair will be the public face of the ALR Project in local communities and will need to confidently front and navigate issues in the three very different political environments of central government, Auckland, and iwi in Tāmaki Makaurau. Their ability to personally demonstrate leadership and accountability for the impacts of the ALR Board's decisions will be necessary to maintain the Project's credibility and social license throughout its lifecycle.
- In addition, the Chair must be able to demonstrate an appreciation of the types of financial, technical, commercial or legal issues, which could be expected to arise from designing and delivering a project of this nature. They will also hold the role of Senior Responsible Officer for the Project at this stage until the final Delivery Entity is formed.
- Members of the ALR Board need to have a range of technical, policy, commercial and social attributes. Required competencies include significant governance experience of projects of scale and complexity, deep understanding of Te ao Māori, Te Tiriti o Waitangi and engagement with mana whenua and mataawaka in Tāmaki Makaurau, and the ability to operate collaboratively and navigate a politicised environment.

Candidate for appointment – Hon Dame Fran Wilde

- We intend to appoint Hon Dame Wilde as Chair of the ALR Board. Hon Dame Wilde is a highly experienced director who has served as a Cabinet Minister, Mayor, and in senior governance roles on many significant central and local government boards.
- Hon Dame Wilde's diverse range of experiences in governance, politics, community involvement, working with iwi, and delivering transport and urban development outcomes meet the requirements we are seeking from the ALR Board Chair.

Candidate for appointment – Lucy Tukua

- We intend to appoint Lucy Tukua as a member of the ALR Board. Ms Tukua is an experienced director and leader, who is currently the Technical Director of Regenerative Outcomes – Kaihautū Whakarito at Mott MacDonald. She has been heavily involved with driving and advocating for positive change with regards to kaupapa Māori for her whanau, iwi and Tāmaki Makaurau.
- Ms Tukua offers significant experience in both serving as mana whenua and working closely with mana whenua, communities and Treaty Partners to improve outcomes across Tāmaki Makaurau. Her experiences include working to establish governance and operations for mana whenua partnership at Eke Panuku, and leading a number of regeneration projects; chairing mana whenua forums; and working with a wide range of iwi to deliver plans and programmes.
- The ALR Board will benefit from Ms Tukua’s experience and relationships in working with mana whenua in Tāmaki Makaurau. While Ms Tukua is not appointed to represent mana whenua in Tāmaki Makaurau (mana whenua will be represented alongside the Crown and Auckland Council as project Sponsors), her appointment will ensure te ao Māori is embedded into the Board from its inception.

Candidate for appointment – Leigh Auton

- Mr Auton is a consultant and professional director, with extensive experience in local government. He is the founding Director of Auton & Associates Ltd; as well as Chair of the Papakura Kootuitui Trust, and Deputy Chair of Ako Mātātupu: Teach First NZ. He has also served on the boards of the Local Government Commission, Auckland Council Property Limited, Emerge Aotearoa, Ngāpuhi Asset Holding Company and its subsidiaries and Housing New Zealand.
- Mr Auton was also the Chief Executive of Manukau City Council and Interim Chief Executive at Tauranga City Council. He has also led or been appointed a member of a number of reviews by central and local government.
- Mr Auton’s appointment will provide continuity from the ALR Establishment Unit Board. The ALR Board will benefit from his experience in governance, urban design and infrastructure planning, local government and community engagement.

Conflicts of interest

- I can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with the Public Service Commission’s appointment guidelines, to identify any conflict of interest that could reasonably be identified.
- Hon Dame Wilde has disclosed that she is a member of Frequency Limited, an infrastructure consultancy firm that has staff seconded into the ALR Establishment Unit following a successful tender to supply. Should Frequency Ltd decide to re-tender or submit further tenders for work relating to ALR, Hon Dame Wilde will recuse herself from the procurement process across both boards where this specifically relates to Frequency Limited.

- Ms Tukua has disclosed her role as Technical Director of Regenerative Outcomes – Kaihautū Whakarito at the infrastructure consultancy firm Mott MacDonald. It is expected that Mott MacDonald will bid for consultancy work relating to ALR, or infrastructure projects that have close links with ALR. If this is the case, Ms Tukua will recuse herself from the procurement process across both boards where this specifically relates to Mott MacDonald.
- Mr Auton has identified no personal conflicts of interest, s 9(2)(a) [REDACTED]
- Conflict of interest management policies will be put in place for the ALR Board. Members will recuse themselves from decision-making for any issues which may conflict with their other roles.

Appointments Process

- I can confirm that an appropriate process has been followed in making the proposed appointment decisions. This process included: public advertisement of the roles, shortlisting and interviews, a conflicts of interest check, a background check, consultation with Auckland Council on the Chair candidate and in developing the position descriptions, as well as caucus and Ministerial consultation.
- The Independent Māori Statutory Board also provided support across Chair and member interviews, and an independent Chair was also contracted to provide support for the Chair interviews.
- The Mayor of Auckland Council has indicated his support of Hon Dame Wilde's appointment.

Fees

- The ALR Board is classified as a Group 4, Level 1 Governance Board under the Cabinet Fees Framework. The range for the Chair is between \$540 and \$1,150 per day, and members is between \$405 and \$865 per day.
- Given the ALR Project's scale and complexity, the significant skills and experience required to govern and the high profile of the ALR Project, Sponsor Ministers propose a fee exception from the Cabinet Fees Framework. The proposed fee is \$1,428 per day for the Chair and \$1,190 per day for Members.
- While the ALR Board will not be responsible for a comparably significant budget or organisational environment during the detailed planning phase, its responsibility is to plan a complex project that will provide the parameters for how a significant budget will be spent over the next ten years – a decision which carries significant economic, political, social and reputational risks.
- Progressing the project requires the ALR Board to oversee an integrated transport and urban development work programme, and the alignment of decision-making across central government and Auckland Council. Navigating the relationships and decisions

required to progress the project across partner agencies and elected members will be a significant challenge. In addition, the ALR Board will need to build and maintain support for the project among communities and businesses in Auckland.

- As New Zealand's most complex transport infrastructure project, the fees paid to the board members will set a precedent. We consider that it would be appropriate to benchmark the fees members of the ALR Board to that of similar boards in the sector. The individuals sought to date for the ALR Board are of a similar level of skill and experience to the boards we have benchmarked against.
- The recommended fees are lower than some Government infrastructure boards in the transport and urban sector (Kāinga Ora, City Rail Link Limited) and equivalent to the daily rates for appointees to the Waka Kotahi NZ Transport Agency Board. This middle ground balances the complexity, scale and risk associated with the ALR Board in the context of Government pay restraint.
- The Minister for the Public Service has been consulted on this proposal, and has confirmed his support for the proposed fee exception.

PROACTIVELY RELEASED BY
TE MANATŪ WAKA MINISTRY OF TRANSPORT