

s 9(2)(g)(i)

- In relation to Auckland Light Rail, there is a decision to make as to how much resource we provide to support the new unit. The Board discussed the current resourcing challenges that Waka Kotahi is facing, which was a key reason for setting up a separate unit for Light Rail. It's unlikely we can provide much more than administrative support. There is an outstanding question as to whether someone from the Waka Kotahi Board should sit on the Light Rail Board.

Resolutions	The Board noted the Chief Executive's report.
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David Smol joined the meeting

5. Auckland Light Rail

Given his role on the Establishment Unit Board, Ngarimu Blair did not participate in the conversation on this item.

The Workstream Lead, Governance and Policy joined the meeting and introduced the paper, noting that the Ministry of Transport was in the process of setting up the delivery unit for Auckland Light Rail, in line with the Cabinet direction. The key risks being managed are: the complexity of the operating model; the transition phase (including the mandate of the existing board); and resourcing. The delivery unit would like to be able to access Waka Kotahi legal, procurement, funding and policy resources. However, she recognised that there were broader considerations.

The Workstream Lead, Governance and Policy left the meeting.

Amongst other things, the Board discussed:

- The delivery unit is likely to need 100–150 people initially, and there is a risk that Waka Kotahi loses key talent to the project.
- Waka Kotahi resources are already stretched, and it's not sustainable to lend more resources to the delivery unit. This would also be consistent with the direction from Cabinet that they don't want Waka Kotahi to lead this project because of stretched resources. However, there is still a risk that the unit offers significant incentive for people to move to the unit.
- This will need to be navigated using judgement. We will be expected and required to be supportive, which might include some short term secondments and providing administrative support. But at some point our interests need to take priority over others, and the unit will need to establish itself as a standalone entity.

Resolutions	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the decisions of Cabinet on Auckland Light Rail (ALR). • Noted the operating model for the next phase of ALR, including the fact that Waka Kotahi will need to enter into a funding and hosting agreement, which will set out the scope
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