

Under the Resource Management Act 1991  
In the matter of Notices of Requirement to enable the construction, operation and  
maintenance of the City Rail Link

Between

**Auckland Transport**

Requiring Authority

and

**Auckland Council**

Consent Authority

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**Statement of Evidence of Christopher Scott Meale**

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## **Qualifications and Experience**

1. My full name is Christopher Scott Meale.
2. I am the City Rail Link (CRL) Project Director at Auckland Transport. I have overall responsibility for delivering the CRL project, including its planning design and construction, on behalf of Auckland Transport.
3. I have extensive experience working on major infrastructure and rail projects in New Zealand and Australia. Specifically, I have international design and construction management experience in the property, electricity, and transport infrastructure sectors. I have special expertise in the leadership and coordination of major projects in construction and consultancy businesses. Detail of my experience is attached in Appendix 1.
4. I hold a Bachelor degree in Mechanical Engineering with Honours from the University of Canterbury and a Diploma in Corporate Management through the University of Auckland. I am a full member of IPENZ.
5. I am familiar with the project location, track alignment and the site specific locations for each proposed station. I have walked the proposed route and visited all proposed station sites and I am familiar with the physical environment within which the CRL station indicative designs have been developed.
6. I am authorised by Auckland Transport to give evidence on its behalf in these proceedings.

## **Scope of Evidence**

7. My evidence will address the following:
  - (a) My role in the CRL;
  - (b) The project governance structure;
  - (c) The Project Objectives and proposed works;

- (d) An overview of the project delivery structure; and
- (e) An overview of the programme for the delivery of the project.

### **Involvement in the CRL**

8. The CRL is a 3.4km underground passenger railway network extension (including two tracks and three underground stations) running between Britomart Station and the North Auckland Line (NAL) in the vicinity of the existing Mount Eden Station. The CRL also requires an additional 850m of track modifications within the NAL. The stations included in the CRL NoR have been temporarily named for ease of reference, Aotea Station, Karangahape Station, and Newton Station.
9. I joined Auckland Transport in August 2012 as an adviser to the CRL project and was appointed Project Director of the CRL in November 2012.
10. My overall responsibility as Project Director is the successful completion of all project delivery phases of the CRL to meet the Project Objectives and effective operation of the CRL.
11. My role on a day to day basis includes project leadership, management and co-ordination of activities relating to planning, design, procurement, construction and commissioning across several project workstreams. Key aspects include:
  - (a) Providing strategic direction to all workstreams to provide an integrated approach to the delivery of the CRL;
  - (b) Overarching responsibility for project planning, acquisition, design, constructability, procurement, stakeholder engagement and communications, programme and financial control;
  - (c) Identification and management of project risks and issues;
  - (d) Regular reporting to the Auckland Transport Board, CRL Steering Group and Project Control Group; and
  - (e) Liaising with Auckland Council and other key stakeholders.

## **Project Governance**

12. The CRL governance structure is outlined in the City Rail Governance Chart attached as Appendix 2 to this evidence. The governance structure reflects the important partnership between Auckland Transport and Auckland Council in the delivery of shared outcomes and the 'one system' approach to improving the connectivity and integration of Auckland's transport system. The 'one system' approach is outlined in the Integrated Transport Plan which is described in the evidence of Dr David Warburton.
  
13. The Auckland Transport Board has ultimate responsibility for and oversight of the CRL. A Project Steering Group comprising Dr David Warburton, the Chief Executive of Auckland Transport, and Doug McKay, the Chief Executive of Auckland Council, supports the Board in the discharge of that responsibility. As Project Director I report to the Board and Steering Group through Claire Stewart, Auckland Transport's Chief Development Officer. Both the Steering Group and I are supported by the Project Control Group (PCG). The PCG is made up of representatives of Auckland Transport's executive team, technical specialists, and external advisors. Its members have a broad and extensive range of skillsets and depth of experience in large infrastructure projects and are drawn from a number of professional disciplines including transport planning, finance, commercial, engineering and law. The Steering Group and the Project Control Group meet monthly.

## **Project Objectives and Proposed works**

14. The Project Objectives for the CRL are:
  - (a) Objective One: Improve transport access into and around the city centre for a rapidly growing Auckland.
  - (b) Objective Two: Improve the efficiency and resilience of the transport network of urban Auckland.
  - (c) Objective Three: Significantly contribute to lifting and shaping Auckland's economic growth.

- (d) Objective Four: Provide a sustainable transport solution that minimises environmental impacts.
- (e) Objective Five: Contribute positively to a liveable, vibrant and safe city.

### **Project delivery**

15. The project is being managed by a dedicated project team comprising eight workstreams, as follows:
- (a) NoR;
  - (b) Property Acquisition, Management and Urban Integration;
  - (c) Design and delivery;
  - (d) Transport Planning;
  - (e) Funding;
  - (f) Project Controls;
  - (g) Communications and Stakeholder Engagement; and
  - (h) Operations.
16. **The NoR workstream** is led by Ms Aimee Barwick - Planning Integration Manager. The purpose of the NoR workstream is to designate the route for the construction, operation and maintenance of the CRL. This includes managing and leading the co-ordination of inputs and outputs for the preparation of the NoR and being responsible for the overall management of the statutory process on behalf of Auckland Transport. Ms Barwick will outline this in more detail in her evidence.
17. **The Property and Urban Planning workstream** is led by Ms Deborah Godinet - Property and Planning Manager. This workstream is responsible for: the acquisition of all property required for the CRL; interim property management of the property portfolio pending construction; planning for the integration of the stations and the tunnels

associated infrastructure into the surrounding urban realm; and remediation and reintegration of areas disturbed in the course of construction. This is outlined in more detail in Ms Godinet's evidence.

18. **The Delivery workstream** is led by Mr Steve Hawkins - CRL Design Manager. This workstream manages the design phases of the project including concept, preliminary and detailed design as well as safety and assurance. This workstream is also responsible for the procurement of the design team and future construction team. The key output of the Delivery workstream during phase 1 was the Concept Design Report. This included site and geotechnical investigation work and engineering drawings which support the concept design and indicative construction methodology to inform the Assessment of Environmental Effects (AEE).
  
19. **The Transport Planning workstream** is led by Ms Mohini Nair - Strategic Transport Planning Advisor - Special Projects. The purpose of the Transport Planning Workstream is to establish the strategic case supporting the CRL and to undertake technical modelling and work required to support the CRL project. The key output of this workstream was the City Centre Future Access Study (CCFAS). The workstream is also involved in on-going discussions with central government in relation to Auckland's Transport requirements. Details of the strategic case are presented in Mr Bryce Julyan's evidence.
  
20. **The Funding workstream** is led by Mr John Williamson - Funding Planning Manager. The purpose of the Funding workstream is to prepare the project business case and ensure that the funding required to deliver the CRL within the agreed timeframe is available to Auckland Transport. As outlined in Dr Warburton's evidence the CRL is anticipated to be funded by Auckland Council and central government, with opportunities for third party funding also being explored. This workstream works closely with Auckland Council, Auckland Transport, central government representatives, project team members and project stakeholders to capture and robustly assess relevant information to advise decision makers on the potential of a number of funding mechanisms which will enable a funding mix for the successful delivery of the CRL by 2021 in accordance with the Mayor's Vision. This is more fully addressed in Mr Williamson's evidence

21. **The Project Controls workstream** is led by Mr Brad Jones who is responsible for the project planning and programming, financial and budget control, risk management, project reporting, and procurement of external service providers.
22. **The Communications and Stakeholder Management workstream** is led by Ms Carol Greensmith - Communications Manager. The purpose of this workstream is to manage and coordinate effective stakeholder and public communications. The workstream provides guidance on how, when, and why stakeholder and communications activities should take place and who should be involved. The work stream operates under the guidelines of the Communications Plan. The outcomes of this engagement prior to the lodgement of the NoR are outlined in Appendix 5 of the AEE. Post lodgement engagement will be further addressed in Ms Barwick's evidence.
23. **The Operations workstream** is headed by Mr Malcolm Dean - CRL Operations Adviser. This work stream is responsible for the development of operational train service plans for the Auckland rail network to satisfy the predicted passenger demand growth over the long term. This information informs the performance requirement of the rail system, including the necessary sizing and functionality requirements of the CRL stations. In addition Mr Dean's work identifies the extent of upgrade work required to the network infrastructure to allow the additional services (enabled by the CRL) to operate efficiently across the network.

### **The phases of project delivery**

24. The CRL will be delivered in five phases including:<sup>1</sup>
- Phase 1 - Concept Design;
  - Phase 2 - Preliminary Design;
  - Phase 3 - Detailed Design;

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<sup>1</sup> See Appendix 3, CRL Project Delivery Overview Diagram

- Phase 4 - Construction; and
- Phase 5 - Operation.

25. The phases are shown on the CRL Project Delivery Overview diagram attached as Appendix 3 to this evidence.
26. Auckland Transport is currently in Phase One of the delivery of the CRL. The primary outcomes of this phase include completion of the Concept Design, first phase site investigation work, preliminary technical and environment assessments and lodgement of notices of requirement for the construction, operation and maintenance of the CRL. It also includes general communication with stakeholders and the public with regard to the project benefits and outcomes. At this phase of the project the design has been developed based on the use of indicative construction methodologies which are typical for underground railways and considered appropriate for local conditions.
27. During Phase Two further site investigations will be undertaken. Design will be further refined reflecting further engineering and architectural work, value engineering and product definition. Consultation will continue with iwi, stakeholders, directly affected landowners and landowners in proximity to the works, as well as the wider community. This phase will include preparation and lodgement of the regional resource consents (which also continues into Phase Three). During this phase Auckland Transport will also be preparing a detailed procurement strategy as currently the exact form of the CRL contract delivery has yet to be determined. This strategy will guide the tendering of the construction works for the project.
28. Phase Three is the detailed design phase. During this phase similar activities will be undertaken to the previous phase. However, further refinement in these areas will give greater detail of requirements, potential risks and costs. During this phase any further site investigations that are required will also be undertaken. This phase may be undertaken in conjunction with the construction works described as Phase Four below and within the construction contract.

During this phase the procurement model will be adopted to deliver the CRL and appropriate procurement processes undertaken.

29. Phase Four is the construction phase. This is the phase during which physical construction works are undertaken. The construction contract will include the commissioning of the completed project and the trial running of the rail service prior to handover to Auckland Transport's public transport operations. During this phase contractors will be preparing all final construction documentation to submit to Council as part of the Outline Plan process including the Construction Environmental Management Plan (CEMP) outlining how conditions will be given effect to during construction. A draft of the CEMP is attached to Ms Blight's evidence and will be discussed in detail in her evidence. During Phase Four all monitoring requirements are also put in place. On-going consultation will continue with affected and proximity land owners, final site investigations will be undertaken and applications will be made for any localised or ancillary resource consents.
30. The final phase (Phase Five) of the anticipated project delivery is the commissioning phase at the end of which the CRL becomes operational and trains are brought into service. Work at this stage will be centred around on-going consultation and customer support, operational management plans, and will include on-going monitoring of conditions as required.

### **Programme overview**

31. Although Auckland Transport is currently in Phase One, it is also on a critical path to deliver phases two to five as a result of the desire for the CRL to be operational by 2021.
32. An indicative programme has been developed to allow operation by 2021 and includes finalisation of the detailed design, planning permission, property acquisition, design, procurement, construction and commissioning of the operational railway.

33. The current program timing is as follows;
- Phase 1 - Concept Design      March 2012 – August 2012
  - Phase 2 - Preliminary Design    October 2013 – July 2014
  - Tender period                      August 2014 – June 2015
  - Phase 3 - Detailed Design      November 2015 – April 2017
  - Phase 4 - Construction          January 2016 – April 2021
  - Phase 5 - Operational              May 2021
34. The timeframe between now and 2021 is relatively tight. As such there will be overlap between the phases, where some phases may take longer due to statutory processes.
35. Ms Barwick will outline the planning process in more detail in her evidence and Ms Godinet will outline the approach to property acquisition in her evidence.
36. Auckland Transport is accordingly seeking a 20 year lapse date for the designation due to the complexities related to funding, design and construction of underground rail tunnels.
37. As outlined in Dr Warburton's evidence the goal is to be operational by 2021, however this is subject to confirmation as to the date construction funding will be available. While Auckland Transport is confident that the necessary funding will be available to support the current programme, it is important to ensure that any planning permission will provide certainty for the project for a longer period than might be usual for infrastructure projects where confirmed funding is available at the outset.

## **Conclusion**

38. The CRL is a complex large scale infrastructure project. The project will be delivered in five phases to achieve operation by 2021. Based on my experience in similar large scale rail projects I consider the current

governance, project delivery structure, phasing and programmed project resourcing will enable the work to be undertaken in a comprehensive and integrated manner and in a way which best meets the CRL Project Objectives.

**Christopher Scott Meale**

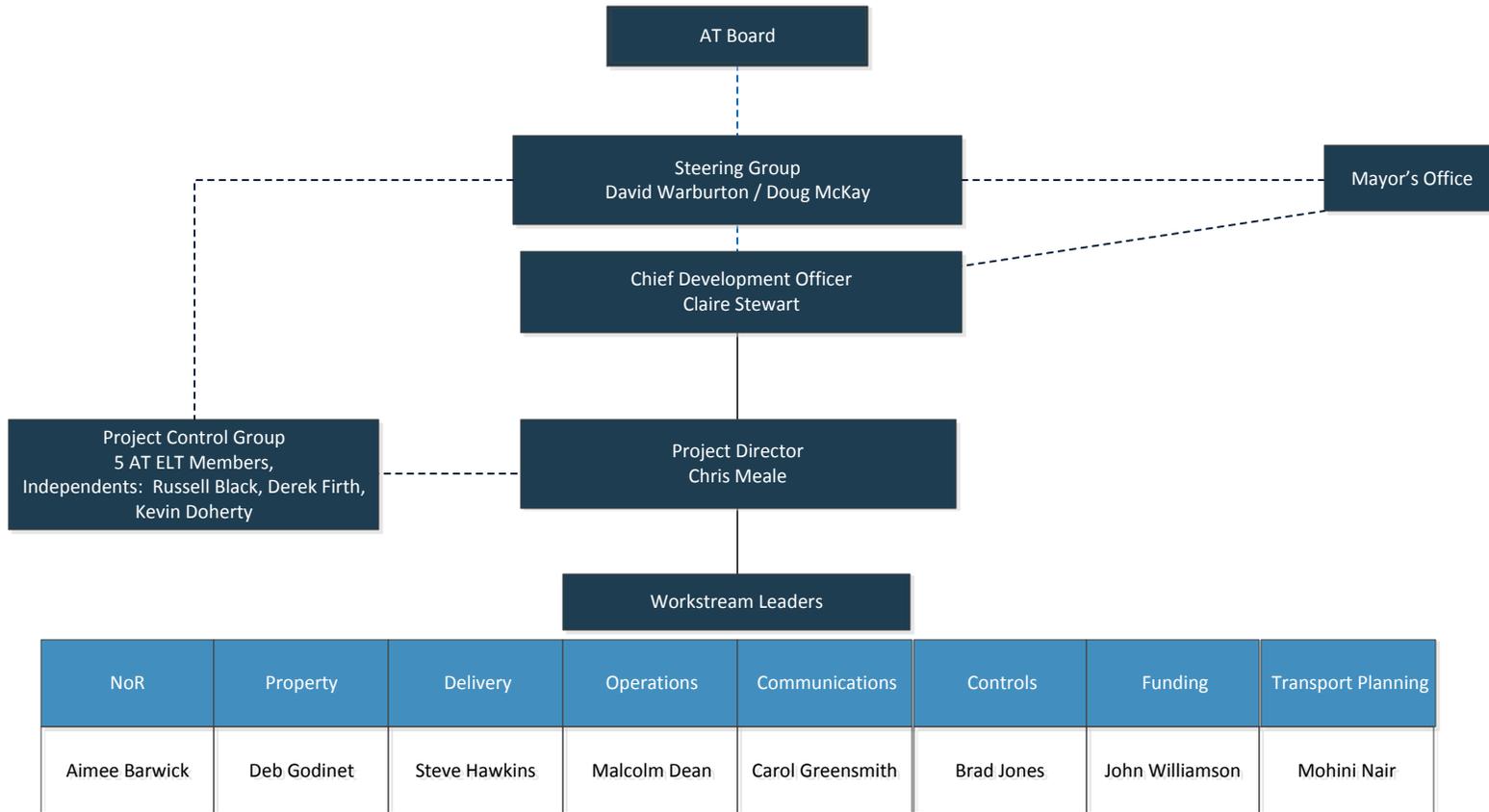
**2 July 2013**

## APPENDIX 1

1. My recent roles include:
  - (a) Program Director - City Rail Expansion Sydney, Transport for NSW. This program comprised the development of a new rail network expansion initiative, involving the planning and design development of a new rail line and stations beneath Sydney's CBD extending across the harbour and connecting to the existing rail network as a major input into "Sydney's Rail Future". ROC \$10B.
  - (b) Director Design and Engineering - Sydney Metro. Leadership of the Design and Engineering group managing multidisciplinary consultant teams of approximately 200 delivering design and contract documents for a new Metro for Sydney. ROC \$5B.
  - (c) Hyder Consulting - Regional Director- Major Projects. Leadership of Hyder's major projects, within the Australian business.
  - (d) Hyder Consulting - Area Director NSW. Leadership, financial and strategic management of the NSW business (300 staff) and key infrastructure projects.
2. I have also held major leadership roles in a number of other rail projects including the Chatswood to Epping Rail Expansion Civil Sys Independent Verifier - NSW, Chatswood to Epping Rail Expansion Stat East NSW, Town Hall Station Redevelopment NSW, Parramatta Transport Interchange Redevelopment NSW, Britomart Place Transport Interchange Development - Auckland NZ.

## APPENDIX 2

# City Rail Link - Governance Chart



## APPENDIX 3

Delivery Framework Overview

