

3 April 2025

s 9(2)(a)

Tēnā koe s 9(2)(a)

I write in response to your requests dated 14 March 2025 for information from Kāinga Ora – Homes and Communities under the Official Information Act 1982 (the Act):

*Please provide all written correspondence (texts, emails, reports, minutes, teams messages) between the Chief Executive and the General Manager - Urban Development and Delivery that concern the subject of the LEAD alliance.*

*To narrow this focus, this request is for the period 1/11/24 - 23/12/24 immediately preceding the shock public announcement of Kainga Ora ending the contractual arrangement.*

On the same day you also requested the following information, relating to a previous response provided to you under the Act:

*I have received email correspondence only. Please can I also receive all teams messages and text conversations relating to the alliance during that same time period.*

This relates to a response provided to you on 19 February 2025 by Kāinga Ora, which responded to your request of 21 January 2025:

*Please can you provide all email correspondence and subsequent email chains that were sent between the Director - Infrastructure and Civil Construction and the General Manager - Urban Development and Delivery. This should cover the three months from the 1st May 2023 until the 1st August 2023, the day the alliance agreement extension was signed.*

I have considered your requests under the Act. Several emails that are within scope of your request have been identified and are being released to you with some information withheld under section 9(2)(a) of the Act, to ‘...protect the privacy of natural persons...’

I am refusing your request for text and Microsoft Teams messages under section 18(e) of the Act, as ‘... the document alleged to contain the information requested does not exist or, despite reasonable efforts to locate it, cannot be found.’

As required under section 9(1) of the Act, I have considered the public interest in releasing the information withheld. I do not consider the public interest considerations are sufficient to outweigh the need to withhold it.

You have the right to seek an investigation and review by the Ombudsman of this decision. There is information about how to make a complaint online at <https://www.ombudsman.parliament.nz> or by phone on [0800 802 602](tel:0800802602).

Please note that Kāinga Ora proactively releases some responses to official information requests where possible. Our response to your request may be published at <https://kaingaora.govt.nz/publications/official-information-requests/>, with your personal information removed.

Nāku iti noa, nā

A handwritten signature in blue ink, appearing to read 'Rachel Kelly'.

Rachel Kelly  
**Manager – Government Services**

**From:** [Mark Fraser](#)  
**To:** [Matt Crockett](#)  
**Cc:** [Caroline McDowall](#); [Robyn Mathewson](#); [Nathan Palmer](#)  
**Subject:** RE: Noting paper - Auckland LSPs infrastructure update  
**Date:** Friday, 6 December 2024 8:48:07 AM  
**Attachments:** [image002.png](#)

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Matt, I've talked with Chris too. What he is referring to is that the existing players being part of the future solution. Which is what we intend. We expect them to be part of the service offer so we retain IP and keep them engaged. But not in an alliance model, and not with the overhead that it comes with. But most importantly they need to price against others and bring efficiency to their work. At the moment the model allows them to run up an hourly tab try to achieve zero risk and they are getting worse and worse at this.

We have spent the last 3 years being clear what we need from them and asking in very clear language what we expect and how they might bring greater value. They have simply not done it and are not going to

What I will make clear in the paper is that we have an independent review that agrees with our recommendations and provides insight into how this is the right move. We also have the support and agreement of the Board Chair Graham Darlow. He is also of the view that we have come to the end of efforts to get the right value from them in this model and we need to adapt to the change in context and change the incentives.

Regards,

Mark.



## Mark Fraser

General Manager  
Urban Development Delivery

Mobile: s 9(2)(a)  
Email: [mark.fraser@kaingaora.govt.nz](mailto:mark.fraser@kaingaora.govt.nz)

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PO BOX 84143 Westgate Auckland 0657 | New Zealand Government | [www.kaingaora.govt.nz](http://www.kaingaora.govt.nz)

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**From:** Matt Crockett <[Matt.Crockett@kaingaora.govt.nz](mailto:Matt.Crockett@kaingaora.govt.nz)>  
**Sent:** Thursday, 5 December 2024 3:02 PM  
**To:** Mark Fraser <[Mark.Fraser@kaingaora.govt.nz](mailto:Mark.Fraser@kaingaora.govt.nz)>  
**Cc:** [Caroline McDowall](#) <[Caroline.McDowall@kaingaora.govt.nz](mailto:Caroline.McDowall@kaingaora.govt.nz)>; [Robyn Mathewson](#) <[Robyn.Mathewson@kaingaora.govt.nz](mailto:Robyn.Mathewson@kaingaora.govt.nz)>  
**Subject:** FW: Noting paper - Auckland LSPs infrastructure update

Hi Mark

I was chatting to Chris A from CPAP yesterday and I asked him for his thoughts on this. He mentioned you had too and he had a suggestion to give the alliance a chance to come to the commercial party and lower costs, which at face value seemed sensible. I still think we should engage IDC first and maybe pick this up in recommendation and next steps if you agree with it. Please let me know what you think and what you are planning to update in the IDC doc?

Copying in Caroline as the new management head honcho for IDC.

Out of Scope

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Thanks

Matt

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**From:** Cyrus Free <[Cyrus.Free@kaingaora.govt.nz](mailto:Cyrus.Free@kaingaora.govt.nz)>  
**Sent:** Tuesday, 26 November 2024 3:23 PM  
**To:** DL\_CELG\_Chief Executives Leadership Group <[DL\\_CELG@kaingaora.govt.nz](mailto:DL_CELG@kaingaora.govt.nz)>  
**Cc:** Sarah Butler <[Sarah.Butler@kaingaora.govt.nz](mailto:Sarah.Butler@kaingaora.govt.nz)>; Nick Howcroft <[Nick.Howcroft@kaingaora.govt.nz](mailto:Nick.Howcroft@kaingaora.govt.nz)>  
**Subject:** Noting paper - Auckland LSPs infrastructure update

Kia ora koutou

A noting paper has been uploaded onto Diligent.

This confidential paper outlines the decision to transition away from using the LEAD Alliance in the Auckland Large-Scale Projects, and is going to be submitted to IDC next month.

Ngā mihi

## Cyrus Free

Senior Advisor, Internal Governance  
Government and Sector Relationships

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## Ō TĀTOU UARA – OUR VALUES

**Manaakitanga** – People at the Heart | **Mahi Tahi** – Better Together | **Whanake** – Be Bold

Freephone: 0800 801 601 | Kāinga Ora – Homes and Communities  
PO Box 2628 Wellington 6140 | New Zealand Government | [www.kaingaora.govt.nz](http://www.kaingaora.govt.nz)

Out of Scope





**From:** [Mark Fraser](#)  
**To:** [Marie Winfield](#); [Matt Crockett](#); [Caroline McDowall](#); [Gareth Stiven](#)  
**Cc:** [Nick Maling](#); [Greg Groufsky](#)  
**Subject:** Re: Important update - LEAD Alliance  
**Date:** Monday, 23 December 2024 7:34:11 AM

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Matt, yes the Minister's office has been briefed too.

Regards,

Mark.

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Mark Fraser  
General Manager, Urban Development and Delivery  
Kainga Ora Homes and Communities  
s 9(2)(a)

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**From:** Marie Winfield <Marie.Winfield@kaingaora.govt.nz>  
**Sent:** Thursday, December 19, 2024 6:21:20 PM  
**To:** Matt Crockett <Matt.Crockett@kaingaora.govt.nz>; Mark Fraser <Mark.Fraser@kaingaora.govt.nz>; Caroline McDowall <Caroline.McDowall@kaingaora.govt.nz>; Gareth Stiven <Gareth.Stiven@kaingaora.govt.nz>  
**Cc:** Nick Maling <Nick.Maling@kaingaora.govt.nz>; Greg Groufsky <Greg.Groufsky@kaingaora.govt.nz>  
**Subject:** Re: Important update - LEAD Alliance

Hi - just confirming that we have a reactive media statement ready if needed  
Marie

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**From:** Matt Crockett <Matt.Crockett@kaingaora.govt.nz>  
**Sent:** Thursday, December 19, 2024 5:48 PM  
**To:** Mark Fraser <Mark.Fraser@kaingaora.govt.nz>; Caroline McDowall <Caroline.McDowall@kaingaora.govt.nz>; Gareth Stiven <Gareth.Stiven@kaingaora.govt.nz>  
**Cc:** Nick Maling <Nick.Maling@kaingaora.govt.nz>; Marie Winfield <Marie.Winfield@kaingaora.govt.nz>; Greg Groufsky <Greg.Groufsky@kaingaora.govt.nz>  
**Subject:** Re: Important update - LEAD Alliance

Thanks Mark

I presume Minister's Office has been kept informed and we are all lined up with reactive media comms as needed?  
Thanks

Matt

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**From:** Mark Fraser <Mark.Fraser@kaingaora.govt.nz>  
**Sent:** Thursday, December 19, 2024 4:32 PM  
**To:** Caroline McDowall <Caroline.McDowall@kaingaora.govt.nz>; Gareth Stiven <Gareth.Stiven@kaingaora.govt.nz>  
**Cc:** Matt Crockett <Matt.Crockett@kaingaora.govt.nz>  
**Subject:** Important update - LEAD Alliance

Afternoon Caroline and Gareth,

FYI the below email was sent out today re LEAD Alliance. Feel free to share as appropriate.

Regards, Mark



**Mark Fraser** (he/him)

General Manager  
Urban Development and Delivery

Mobile: s 9(2)(a)  
Email: [mark.fraser@kaingaora.govt.nz](mailto:mark.fraser@kaingaora.govt.nz)

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**From:** Mark Fraser <Mark.Fraser@kaingaora.govt.nz>  
**Sent:** Thursday, 19 December 2024 2:31 PM  
**To:** DL\_Urban Development and Delivery <DL\_Urban.Development.Delivery@kaingaora.govt.nz>; Jane Jujnovich <jane.jujnovich@kaingaora.govt.nz>; Sharon Higgins <Sharon.Higgins@kaingaora.govt.nz>; Charlotte Woolston <Charlotte.Woolston@kaingaora.govt.nz>; s 9(2)(a) @kaingaora.govt.nz; s 9(2)(a) @kaingaora.govt.nz  
**Subject:** Important update - LEAD Alliance

Hi everyone,

Yesterday I met with the LEAD Alliance Programme Alliance Board (PAB) to let them know that we have made the decision to close down LEAD Alliance.

The alliance was set up in 2018 on the basis of a consistent volume of work expected to be more than \$200m per year. Due to the programme of work reducing, and project delivery timeframes moving out, there have been increases to costs that have reduced the value of an alliance delivery model.

We know that there has been a lot of work in recent years (and particularly around the reset and contract extension process in 2023) to lift the performance of the alliance. This work has been successful and the alliance is now running very well with consistent and predictable programme costs to complete, communications and interface with Kāinga Ora.

However, we have determined that LEAD Alliance will not be able to deliver the flexibility and cost efficiencies we require in our current operating context and no longer suits our needs.

Kāinga Ora, as the Owner-Participant, will supply formal notice to the alliance on Friday 31 January, and that notice will also include confirmation of the work packages that will proceed in the existing alliance model, and those that will either pause or change. For now, the alliance continues to run as BAU and we are continuing with committed projects for design and construction. This includes the Delivery Transformation pilot.

Starting in the new year, we will first market test, then run a process to establish a replacement procurement and delivery methodology. By 30 June, we will have concluded the transition away from the alliance model, but it's likely to take up to two years to close out existing projects. This work is expected to be managed by UDD with support from the LEAD Alliance partners.

A transition team will be established to manage the transition. Nathan Palmer will lead this team, and will communicate more information about the transition plan in the coming months.

This afternoon LEAD Alliance staff were informed of the decision. Tomorrow morning at 10am I'll hold a short Q&A session on Teams to answer any questions that you may have around this decision, look out for an invitation to follow – attendance is optional.

Regards,

Mark.





**Mark Fraser** (he/him)

General Manager  
Urban Development and Delivery

Mobile: s 9(2)(a)  
Email: [mark.fraser@kaingaora.govt.nz](mailto:mark.fraser@kaingaora.govt.nz)

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