



144 Cambridge Road, Bethlehem
Tauranga, 3110, New Zealand
+64(0)22 042 0252
james@taith.co.nz
www.taith.co.nz
<https://nz.linkedin.com/in/james-llewellyn-0954a888>

JAMES MATTHEW LLEWELLYN, BA HONS | MSC | CMILT

PROFILE I am an experienced transport planner, infrastructure professional, senior manager and systems thinker who has worked in a wide range of challenging and influential roles across government and private sector consultancy. I have wide experience in the planning, design and funding of transport infrastructure projects; and have acted as a senior advisor to governance boards for a number of years. I also have significant experience in the nexus between transport, urban planning and sustainable development. I am also experienced in public transport planning and operations. I have worked in New Zealand for the last four years; and over 20 years in the United Kingdom prior to that.

KEY SKILLS AND INTERESTS

- Infrastructure planning and funding.
- Project and programme management (Managing Successful Programmes Accredited Practitioner).
- Development and assessment of Business Cases for major transport infrastructure projects and programmes (Better Business Case Accredited Practitioner).
- Leadership of high performing and diverse teams.
- Rail and bus mass transit system planning, design and operations.
- Public transport operations.
- Systems thinking to address complex multi-disciplinary problems.
- Multi-modal transport planning and strategy development.
- Policy, strategy and investment advice to senior decision makers.
- Multi-modal transport appraisal (including economic, environmental and social / distributional impacts).
- Travel Demand Management and behaviour change.
- Integration of sustainable urban mobility, spatial planning and place-making.
- Transport and climate change.

PROJECT AND PROFESSIONAL EXPERIENCE

MANAGING DIRECTOR, TAITH CONSULTING LIMITED, TAURANGA, NEW ZEALAND (JUNE 2022 TO PRESENT)

- Set up my own consultancy practice specializing in project / programme management, public transport planning and transport greenhouse gas emissions reduction.
- Writing Strategic Case for new Stock Truck Effluent Disposal (STED) facilities on the New Zealand State Highway network.
- Working on bus decarbonization study for a Regional Council.

PROJECT AND
PROFESSIONAL
EXPERIENCE

- Produced consultation document for Hawkes Bay Regional Public Transport Plan.

**INTERIM PUBLIC TRANSPORT OPERATIONS MANAGER, BAY OF PLENTY REGIONAL COUNCIL
(ADDITIONAL DUTIES DECEMBER 2021 TO JUNE 2022)**

- Manager of a team of 13 public transport operations staff (including two direct reports).
- Responsible for identification, planning and delivery of improvements to business as usual activities and projects.
- Development of integrated three year work programme for improvement projects and contract renewals.
- Contract Director for bus operations in Tauranga, Rotorua and Eastern Bay.

**TRANSPORT AND URBAN PLANNING MANAGER, BAY OF PLENTY REGIONAL COUNCIL,
TAURANGA, NEW ZEALAND (SEPTEMBER 2020 TO AUGUST 2022)**

- Manager of a team of 12 transport and urban planning professionals (including six direct reports).
- Senior manager responsible for production of reports to Regional Council Public Transport Committee and Regional Transport Committee, including requests for funding approval.
- Senior leader who sits on key sub-regional groupings, including SmartGrowth and Transport System Plan.
- Responsible for preparation and execution of service plans, budgets and key council projects / programmes.
- Leading introduction of robust project management systems and practices.
- Leading Transport & Urban Planning team input into the Regional Council Climate Change Mitigation and Adaptation action plan.
- Leading planning, design, delivery and monitoring of key projects and programmes:
 - Travel Demand Management and Behaviour Change.
 - Regional Land Transport Plan and six-year investment programme (circa \$3 billion).
 - Regional Public Transport Plan: 10-30 year strategy for implementation of a rapid transit network.
 - Public Transport Services and Infrastructure Business Case – setting out a 10-year investment strategy for the western Bay of Plenty sub-region.
 - Bus fleet decarbonisation and charging infrastructure programme (161 vehicles across the region).
 - Bus network refresh exercises in Tauranga, Rotorua and Eastern Bay of Plenty.
 - Plan Change 6 to the Regional Policy Statement, enabling private plan change development.
 - Western Bay Joint Spatial Plan.
 - Preparing for Bay of Plenty Regional Spatial Strategy.
- Public Transport Workstream Lead for the New Zealand Transport Special Interest Group (TSIG) until January 2022:
 - Bus Decarbonisation.
 - Travel Demand Management and Behaviour Change.
 - Transport Emissions Reduction Plan.
- Co-convenor of TSIG from January 2022 onwards.

PROGRAMME MANAGER – TRANSITIONAL RAIL, NZ TRANSPORT AGENCY

(on secondment from the Manager Design Practice and Solutions position)

PROJECT AND PROFESSIONAL EXPERIENCE

- Led Agency input into government economic stimulus package; through identification of lead infrastructure Business Cases and projects.
- Led Transport Agency work on delivering monitoring and assurance responsibilities outlined in the Draft New Zealand Rail Plan.
- Led technical investigations and investment assurance on a range of heavy rail projects in the Auckland and Wellington Metro networks (capital value circa \$NZ 1.5 billion): Wiri to Quay Park Third Main Line, Papakura to Pukekohe Electrification and Rail Network Asset Renewals / Capacity Upgrades.
- Produced technical guidance and papers on strategic rail issues for the Transport Agency's decision-making processes – including long term planning, cyber security, mode shift and rolling stock procurement.
- Provided advice to Ministers and senior officials on investment options and Business Case recommendations in relation to the five cases, with particular emphasis on delivery (financial, management and commercial).
- Worked with local councils and KiwiRail to scope Business Cases for future proposed investments – including new train control centre for Auckland.
- Developed suite of programme management artefacts, including risk management, assurance, benefits realization and stakeholder management plans.
- Compiled a prioritized programme of investments for the National Land Transport Programme (NLTP), based on long term transport and spatial plans in the large metro areas.
- Developed an operations plan for the Hamilton to Auckland passenger rail start-up service, which focusses on the whole range of approvals required to obtain an operating licence.
- Produced regular project and programme monitoring reports for senior decision makers – focusing on budget performance, delivery of milestones, risks, issues and quality management.

PROGRAMME MANAGER (QUEENSTOWN), NZ TRANSPORT AGENCY

(on secondment from the Manager Design Practice and Solutions position)

- Identified, prioritized and delivered a programme of “Rapid Targeted Interventions” (RTIs) which aim to address poor level of service issues for pedestrians, cyclists, public transport users and drivers in a fast-growing resort town.
- Set up a Travel Demand Management (TDM) programme for Queenstown, which includes development of a Transport Management Association (TMA) to better co-ordinate and manage provision of bus services to major tourist destinations.

-
- Led the production of a Mode Shift Plan for Queenstown which aims to address high levels of single occupancy travel demand in a highly environmentally sensitive area.
 - Provided best practice advice on developing a range of public transport and master plan business cases.

MANAGER DESIGN PRACTICE AND SOLUTIONS, NZ TRANSPORT AGENCY

- Team Leader, responsible for the work of 10 staff and supporting consultants.
- Participated in Quality Assurance Committee – as a P3M3 expert advisor to the Supporting Growth Alliance – with the remit to advise on development and execution of detailed business cases across major growth areas in the Auckland Council area.
- Provided best practice advice and support to Agency, council and consultancy staff on production of business cases for major transport infrastructure projects, including:
 - Wiri to Quay Park Third Main Line (\$300 million).
 - Papakura to Pukekohe Electrification (\$350 million).
 - Hamilton to Auckland Passenger Rail Start-up Service (\$95 million).
 - City Centre to Mangere Light Rail (\$4 billion).
 - Auckland Supporting Growth Alliance (\$10 billion).
 - Let's Get Wellington Moving (\$3.7 billion).
 - Puhinui Rail / Bus Interchange (\$78 million).
 - East-West Link, Auckland (\$800 million).
- Member of the NZ Transport Agency Project Review Board which provided advice and support to project and portfolio managers on managing and mitigating key risks.
- Member of the NZ Transport Agency Delegations Committee providing investment quality assurance (IQA) advice to senior decision makers, in relation to business cases for a wide range of investments.
- Jointly led a re-evaluation of 12 major State Highway improvement projects in response to changes in government priorities and reductions in levels of funding available.
- Led the \$380m Transitional Rail programme of business cases and supporting technical work for a number of heavy rail infrastructure projects in Auckland, Wellington and Hamilton.
- Client Manager for one of the transport Agency's highest performing consultants, with a clear remit to develop close and trusted working relationships.

HEAD OF TRANSPORT AND INNOVATION, COVENTRY CITY COUNCIL

(on secondment from WSP Limited)

-
- Led and managed a large scale (GBP 370 million) programme of investment in transport infrastructure projects to enable high technology economic growth in an industrial town in central England, including a new link road, major intersection improvements and new train stations.
 - Worked on an innovative Very Light Rail (VLR) pilot project to test the development and applicability of lightweight tram technology in a constrained urban environment.
 - Obtained funding and set up a programme to develop a Clean Air Zone (CAZ) to address concerns over poor air quality resulting from transport emissions.

SENIOR MANAGING CONSULTANT, ATKINS LIMITED

- Led or worked on a range of high profile and complex transport and land use strategy studies on behalf of various councils in the United Kingdom, including:
 - Oxford Transport Strategy.
 - Central Severn Vale Transport Strategy (Gloucester and Cheltenham).
 - Oxfordshire Bus and Rail Strategies.
 - Somerset Local Transport Plan.
- Worked as part of evaluation team for the Scotrail and Thameslink, Southern & Great Northern (TSGN) franchises – focusing on proposals for station multi-modal access and passenger facilities.
- Contributed to a range of innovative research projects which tackled a range of complex issues, including:
 - 2050 Railway (UK Department for Transport).
 - System of Systems (UK Technology Strategy Board).
 - Science Transit Strategy (Oxfordshire County Council).
- Part of a team which produced successful tenders for major multi-disciplinary professional services contracts - including Gloucestershire, Oxfordshire and Wiltshire Councils. I was a specialist advisor for transport planning, business case development and performance management.
- Set up and ran Local Transport Boards in Gloucestershire and The Marches, which developed and delivered integrated transport, housing and economic development programmes as part of Local Enterprise Partnerships (LEPs).
- Worked as part of a multi-disciplinary team to assess private sector bids to operate and invest in the Thameslink, Southern & Great Northern and Scotrail franchises.
- Led or worked on a range of business cases which enabled funding to be obtained for major transport projects, including:
 - Greater Bristol Bus Network.

-
- Elmbridge Transport, Gloucester.
 - A1303 Public Transport Corridor, Cambridge.
 - A303 Amesbury to Berwick Down Improvement (Stonehenge).

SENIOR PROFESSIONAL AND TECHNICAL OFFICER, DEPARTMENT FOR TRANSPORT, BRISTOL, UNITED KINGDOM

- Team Leader responsible for advice and assessment of 15 Local Transport Plans (LTPs) across the South West of England, and production of Annual Progress Reports (APRs).
- Provision of technical advice and assessment of major scheme business cases, including funding recommendations to Ministers, including:
 - A386 Northern Corridor, Plymouth.
 - A354 Weymouth Relief Road, Dorset.
 - North West Taunton Package, Somerset.

SKILLS

- Very strong written communication skills. Highly experienced at writing technical reports, public facing consultation documents, Board Papers, funding bids and consultancy tenders.
- Excellent verbal presentation skills. Highly experienced in delivering presentations to a range of audiences - including senior decision maker, technical, stakeholder and political.
- Very good listening skills, which enables me to gain confidence of people at all levels of any organization.
- A Chartered Transport Planner with 25 years' experience of a range of disciplines including: data collection, modelling, vision setting, policy advice, public engagement, strategy development, investment prioritization, funding strategies, performance management and monitoring & evaluation.
- An accredited practitioner in the NZ Treasury Better Business Cases (BBC) model, with practical experience and expertise across all five cases.
- An accredited practitioner Managing Successful Programmes (MSP).
- Full member of the Chartered Institute of Logistics and Transport since 2001.
- Highly experienced and competent in project and programme management across a wide range of transport modes and in areas as diverse as the United Kingdom, Egypt and New Zealand.
- Long-standing student and practitioner of systems thinking, which has been used to tackle highly complex and "messy" problems across a range of policy areas and disciplines.
- Strong experience of, and commitment to, development of people into roles which they and others would not have considered to be suitable.

WORK HISTORY

MANAGING DIRECTOR, TAITH CONSULTING LIMITED, TAURANGA, NEW ZEALAND

June 2022 to present

INTERIM PUBLIC TRANSPORT OPERATIONS MANAGER, BAY OF PLENTY REGIONAL COUNCIL, TAURANGA, NEW ZEALAND

November 2021 to June 2022

TRANSPORT AND URBAN PLANNING MANAGER, BAY OF PLENTY REGIONAL COUNCIL, TAURANGA, NEW ZEALAND

September 2020 to June 2022

MANAGER DESIGN PRACTICE & SOLUTIONS, NZ TRANSPORT AGENCY, AUCKLAND, NEW ZEALAND

January 2018 to September 2020

TECHNICAL DIRECTOR, WSP LIMITED, BIRMINGHAM, UNITED KINGDOM

November 2016 to January 2018

SENIOR MANAGING CONSULTANT, ATKINS LIMITED, CARDIFF AND BIRMINGHAM, UNITED KINGDOM

May 2008 to November 2016

MANAGING CONSULTANT, ATKINS LIMITED, CARDIFF, UNITED KINGDOM

May 2005 to May 2008

SENIOR PROFESSIONAL AND TECHNICAL OFFICER, UK DEPARTMENT FOR TRANSPORT, BRISTOL, UNITED KINGDOM

May 2003 to May 2005

SENIOR TRANSPORT PLANNER, GWENT CONSULTANCY, NEWPORT AND CWMBRAN, UNITED KINGDOM

November 1999 to May 2003

SENIOR TRANSPORT PLANNER, BABTIE GROUP, AYLESBURY, UNITED KINGDOM

November 1998 to November 1999

TRANSPORT PLANNER, STIRLING MAYNARD TRANSPORTATION, MILTON KEYNES, UNITED KINGDOM

January 1996 to November 1998

COURIER DRIVER AND EXPORT PACKER, ROSE TRANSPORT, UXBRIDGE, UNITED KINGDOM

July 1993 to July 1994

TCPA STUDENTS BOOKSHOP / MARYLEBONE BOOKS, LONDON, UNITED KINGDOM

September 1991 to July 1993

EDUCATION

POST GRADUATE CERTIFICATE IN SYSTEMS, LEARNING AND LEADERSHIP, UNIVERSITY OF BRISTOL, 2013

Modules: Authentic Enquiry, Learning Power and System Design.

Result: Pass with A grade

MASTERS IN TRANSPORT PLANNING AND MANAGEMENT, UNIVERSITY OF WESTMINSTER, 1994-95

Modules: Transport Economics, Urban Transport Planning, Public Transport, Airline Planning, Statistical Methods and Finance & Accounting.

Dissertation: An Evaluation of Heavy Rail, Light Rail and Guided Bus Systems in the UK.

Result: Pass (67%)

BACHELOR OF ARTS DEGREE IN POLITICS, DURHAM UNIVERSITY, 1988-91

Modules: Constitutional Law, Philosophy & Logic, UK Government & Politics, Local Government, International Politics, Public Administration, Civil Society & the State, Political Ideologies and American Government & Politics.

Dissertation: The Politics of Government in London: The Rise and Fall of the Greater London Council.

Result: Class 2, Division 1

**PERSONAL
INFORMATION**

Date of birth: 9th July 1970.

Nationality: British Citizen.

Marital status: Civil partnership.

Work status: New Zealand permanent resident.