

Monthly Update – July 2023

To: Minister for Infrastructure, Hon Megan Woods
From: Ross Copland, Chief Executive, Te Waihanga

This Report is provided every month for completeness.

1: Key updates from the Chief Executive

- s 9(2)(f)(iv) [Redacted]

2: Team updates and progression towards FY22/23 outcomes

| Team Update | Activity and key milestones |
|-----------------------------|---|
| <p>Strategy Team</p> | <p>Special topic deep dive: Providing and paying for infrastructure: What’s Fair</p> <p>A Research Insights paper on household expenditure on infrastructure services was published on 26 June. We will shortly publish a literature review which explores how ‘fairness’ or ‘equity’ relating to the provision, planning, and funding of infrastructure has been considered in academic and other literature, and how concerns about fairness have been responded to in policy settings, both in New Zealand and overseas. s 9(2)(f)(iv) [Redacted]</p> |

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| | <p>Infrastructure Priority List</p> <p>In line with the highlighted action in the Infrastructure Action Plan the team continues to work with Treasury to progress this initiative. Our current work focuses on two main tasks: (1) the development of an assessment framework can be used to assess proposals at set points in the planning process and inform which proposals are published on the IPL; and (2) the development of a business case to document our investigation of design options and implementation considerations for the IPL, and to inform future funding requests if needed.</p> <p>We are approximately halfway through an engagement with a consultant to develop our assessment framework. Work has also begun on the strategic and economic cases for our business case. We expect to brief the Te Waihanga Board on progress in August.</p> <p>National Infrastructure Pipeline</p> <p>The latest update of the National Infrastructure Pipeline (Pipeline) was published on 30 June. The value of projects in the Pipeline held steady with March 2023 at just over \$92bn. We continued to strengthen the Pipeline, which ended the financial year with 70 organisations contributing, up 46 per cent from 48 organisations a year earlier. This increase was achieved despite a huge effort over the last quarter to gather prospective recovery project information from affected infrastructure providers to inform and support the recovery. We have also been successful lifting the quality of submissions from several providers with significant investment portfolios.</p> <p>National Resilience Plan</p> <p>We are working with Treasury officials on developing advice on the NRP. We have met with MBIE, DIA, Waka Kotahi and Kiwirail. s 9(2)(f)(iv)</p> <p>NIWE Recovery support and workforce projections</p> <p>Te Waihanga has worked with the Construction Sector Accord to gather prospective recovery project information from infrastructure providers within regions affected by the North Island Weather Events (NIWE). We have rapidly developed and deployed a web-based information collection tool to support this initiative and other information gathering needs of the organisation.</p> <p>We have accelerated our workforce modeling (Strategy recommendation 65) to produce workforce projections from the</p> |

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| | <p>prospective recovery projects. The prospective recovery projects are early in their planning stages and funding decisions, prioritisation, and coordination are yet to occur. However, these early indications provide useful information to help decision makers understand the quantum of work in the context of the market capacity, coordination that will be required, and investment needed in capability by the sector. Te Waihanga is sharing these insights with agencies and industry groups and will continue to update these projections as the recovery planning evolves and better information becomes available.</p> <p>Further information and background has been provided in an Aide Memoire on this topic and in papers for the Ministerial Employment Education and Training committee meeting on 18 July.</p> |
| <p>Delivery Team</p> | <p>The portfolio disputes team:</p> <p>Te Waihanga continues to support the development and work of the portfolio disputes team within the Treasury. In addition, Te Waihanga also continues to support a number of the projects in our substantive Public Private Partnerships advisory role s 9(2)(i) [REDACTED]. As part of this role, we have regular engagement with project teams and attend project government meetings and advise project leads as required.</p> <p>The Treasury have begun building out the expertise in the team and continue to look at options to further resource the team as the scope and work programme is developed.</p> <p>s 9(2)(i) [REDACTED]</p> <p>s 9(2)(i) [REDACTED]</p> <p>Major Project Leadership Programme:</p> <p>The ongoing scoping into the design and delivery of a Major Project Leadership Programme highlighted several areas:</p> |

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| | <p>that need to be further explored. These include the need to:</p> <ol style="list-style-type: none"> 1. clearly identify the cohort that the programme needs to target as an initial priority and understand their critical development needs to deliver better outcomes on the projects, they are accountable for. 2. focus the programme development on either core technical leadership, transformational leadership, or project leadership. 3. decide and agree a funding model for the design and ongoing delivery of the programme. 4. understand the capability of the market to deliver such a programme. <p>Forums for current Major Project Leaders have been organised in Christchurch, Auckland and online, to develop this cohort and gather information to help inform the programme design (Point 1 above). These are scheduled for September 2023.</p> <p>A specialist facilitator has been identified to run the programme development part of the leadership forums and their engagement is being progressed.</p> <p>City Rail Link Lessons Learnt Review:</p> <p>s 9(2)(iv)</p> <p>Phase 2 - We are in the process of engaging the University College of London to produce a phase 2 report leveraging CRL lessons learned alongside UCL's existing research on international project delivery. Delivery of this report is expected in Q1 2024.</p> <p>Additional requests for project advice</p> <p>Ongoing support to agency project teams includes:</p> <p>Health: Project Whakatapuranga (Nelson Hospital Redevelopment) seeking Programme Business Case approval and Project Pihī Kaha (Whangarei Hospital Redevelopment) governance support.</p> <p>Defence: Accommodation Messing and Dining detailed business case submission due December 2023</p> <p>Justice: Waitākere, Papakura, and Rotorua Courts replacement programme feasibility of procurement models.</p> <p>Education: PPP expansions programme</p> |

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| | <p>MBIE: science portfolio with proposals reviewed from GNS, [REDACTED] s(9)(f)(iv)</p> <p>Rau Paenga: hosting a presentation on the Commission's and Rau Paenga's roles in project delivery.</p> <p>We are particularly focused on supporting agencies that are undertaking good market engagement processes as this is a useful conduit of real time information from the market back into the system. We will highlight with you any notable themes that come from these processes.</p> |
| <p>Policy Team</p> | <ul style="list-style-type: none"> • s 9(2)(f)(iv) [REDACTED] |
| <p>Operations Team</p> | <ul style="list-style-type: none"> • The FY23.27 Statement of Intent and FY23.24 Statement of Performance Expectations was delivered to Parliament House and the Minister's office within the statutory deadline of 30th June 2023. • Te Waihanga is working to launch its refreshed website (www.tewaihanga.govt.nz) in July. • The results of a recent staff survey showed an increase in staff engagement from 60% in November 2022 to 68% in May 2023. 93% of staff are 'proud to work for Te Waihanga' and 82% say they would 'recommend Te Waihanga as a great place to work'. |

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| | <ul style="list-style-type: none"> • We have recently published the following reports and resources: <ul style="list-style-type: none"> ○ Pipeline Snapshot, sharing insights on the Infrastructure Pipeline for the January - March 2023 period ○ Research on household spending on infrastructure services. This received significant media interest with coverage on RNZ, NBR, Newstalk ZB ○ Review of mental health infrastructure projects. This review was done for Te Whatu Ora, and release was led by them. It received coverage on RNZ. • We have a number of podcasts and webinars planned for release in July: <ul style="list-style-type: none"> ○ A webinar is planned for 20 July about DPMC consultation on regulatory changes for making critical infrastructure more efficient. ○ A podcast featuring representatives from KiwiRail. This builds on the research we published in April on protecting land for future infrastructure projects. This was published on 13 July. ○ A podcast featuring a representative from Wellington City Council on planning for the future. We aim to publish this in late July. |

3: Upcoming Te Waihanga Briefings, Research, Official Information Act Requests and Publications

| Upcoming and current briefings and research | | | |
|---|----------|--|--|
| Topic | Date | Purpose / action / note: | Deadline |
| Cyclone recovery construction workforce projects | 13 July | A joint update from Te Waihanga and Construction Sector Accord on work to understand recovery construction workforce demand across the regions affected by the 2023 North Island weather events. This is being provided ahead of a meeting of the Employment Education and Training (EET) Ministerial Group on 18 July | 18 July (EET meeting) |
| Waitematā Harbour connections – emerging preferred option | 12 July | Briefing to outline Te Waihanga feedback on the draft Cabinet paper prepared by the Ministry of Transport. | For discussion at Cabinet and officials meeting on 17 July |
| s 9(2)(f)(iv) | | s 9(2)(f)(iv) | s 9(2)(f)(iv) |
| National Planning Framework | End July | Briefing to support a meeting with Minister Parker on the National Planning Framework prior to lodgement of NPF Cabinet Paper | Timing dependent on new RM legislation passing. |

| Official Information Act requests | | | |
|--|------------------------------|---|----------------------------|
| Requestor | Date due to requestor | Scope | Agency/ Ministerial |
| Murray Jones, reporter | 25 July | Copy of Te Waihangā monthly report to the Minister for July 2023 | Agency OIA |
| Titles of advice for publishing | | | |
| Te Waihangā releases a list of the titles of advice provided to the Minister for Infrastructure each month. The list is updated within 6 weeks of the end of each month and currently includes titles up to the end of May. Titles that concern matters that are commercially sensitive or matters under active consideration are not published. OIA briefing titles are not published in the list because these are published separately. Please note the list of titles of advice below that will be published (by mid-August) for June 2023. | | | |
| Document type | Date | Title | |
| Aide Memoire | 6 June | June 2023 Research Insights paper | |
| Aide Memoire | 14 June | Pipeline insights publications | |
| Briefing | 16 June | June 2023 Monthly update to the Minister for Infrastructure | |
| Briefing | 19 June | Mental Health Infrastructure Programme Technical Report – Information for release updated | |
| Aide Memoire | 22 June | Future for Local Government Review - implications for infrastructure | |

4: Te Waihanga-led Strategy Recommendations

Key: = Not started = Attention required = Some issues = On track = Complete

| Rec | What | Strategy Timeframe | Govt Response | Govt Response Status | Te Waihanga Role | Description of Te Waihanga's Actions/Project | July 2023 Update | RAG |
|-----|---|--------------------|--|----------------------|----------------------------|---|---|-----|
| 1 | Strengthen partnerships with Māori across the infrastructure system of Aotearoa New Zealand | 2022-2031 | Supported, subject to decisions on establishing a Māori advisory group | Underway in part | Lead | Undertaking a State of Play on current Māori engagement activity for infrastructure (2022/24). This work aims to improve understanding of how the Crown engages with iwi/ Māori for infrastructure. Engagement across a range of infrastructure projects will be considered, identifying examples of best practice that resulted in better infrastructure and cultural outcomes. The work seeks to also identify opportunities for improvement across the infrastructure system. | <p>The research falls broadly into two parts:</p> <ul style="list-style-type: none"> Māori engagement on infrastructure proposals initiated by others wider Māori involvement in infrastructure, such as ownership of or investment in infrastructure and direct participation by individuals and businesses in the infrastructure workforce. <p>We have completed a draft review of existing published literature relating to both parts of the work.</p> <p>We have completed a substantial amount of primary research in relation to Māori engagement on infrastructure projects initiated by others. We want to test our emerging findings by obtaining more input from Māori groups.</p> <p>We have received advice from a data consultancy and have developed an approach for the work on wider Māori involvement in infrastructure and are now implementing it.</p> <p>We will look to release the findings of our research in stages and indicate in our findings areas where we consider that further research is needed (including research that would best be undertaken by other entities).</p> | |
| 2 | Develop capabilities and capacity across the infrastructure system for effective partnerships with Māori | 2022-2031 | Supported, subject to completion of the State of Play | Underway in part | Support (TBC) | TBD | Not yet started, subject to completion of the Māori Engagement State of Play. | N/A |
| 3 | Strengthen the Māori infrastructure evidence base | 2022-2050 | Supported in principle | Underway in part | Support (TBC) | TBD | Not yet started, subject to completion of the Māori Engagement State of Play. | N/A |
| 4 | Minimise lock-in of future emissions | 2022-2026 | Supported | Underway | Support | Supporting the delivery of the Emissions Reduction Plan (ERP), Chapter 7: Planning and Infrastructure actions | <p>Te Waihanga is developing a methodology for measuring infrastructure emissions. We are currently evaluating what the methodology should cover and targeting a final scope for the coming months.</p> <p>This work supports action 7.4 in the Emissions Reduction Plan: <i>improve the evidence base and tools for understanding and assessing urban development and infrastructure emissions.</i></p> | |
| 16 | Reduce costs by optimising infrastructure corridors | 2022-2031 | Supported, subject to further work on establishing fund | Underway in part | Support research component | <p>We are contributing to RMA reform by leading work on the infrastructure content of the National Planning Framework (NPF). The NPF could be used to reduce the legislative barriers to corridor protection.</p> <p>We are undertaking research to:</p> | <p>We have completed the infrastructure content for the NPF 1, including both policy and National Environmental Standards. We are working with MfE to integrate this content into NPF 1, and we are advising on the roadmap for future NPF development.</p> <p>Following our April release of research to quantify the magnitude of benefits</p> | |

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| | | | | | | <ul style="list-style-type: none"> Quantify the magnitude of benefits of advance property protection Identify evaluation methods that can be used to determine when and why property should be protected for infrastructure projects Identify best practice methods for funding and financing of corridor protection <p>The purpose of this work is to provide a robust evidence base to advance work on guidance for corridor protection, including funding and financing issues.</p> | from advance property protection, and to identify evaluation methods for this, we are developing supplemental comms / engagement material on the findings of this research, including two podcasts showing examples of how advance property protection is done by infrastructure providers. | |
| 24 | Improve spatial planning through better information on infrastructure capacity and costs to service growth | 2022-2031 | Supported in principle | Underway in part | Support | We have concluded work with Auckland Council on their development contributions policy – this focused on understanding how DC policy could better reflect the cost to service growth. This work will feed into our assessment of how to improve DC policy in the future. | We are currently investigating whether and how to scope a study on the geographic differences in costs to service growth with infrastructure. We do not currently have a timeframe for this work. | |
| 25 | Increase the resilience of critical infrastructure | 2022-2026 | Supported in full | Underway | Support | <p>Te Waihangā is contributing to:</p> <ul style="list-style-type: none"> The Trifecta Review which aims to modernise New Zealand's Emergency Management system Critical Infrastructure Reform which is considering whether the government's existing regulatory approach to building critical infrastructure resilience is fit-for-purpose. | <p>Te Waihangā is continuing to support the National Emergency Management Agency (NEMA) in the development of Schedule A (the Gazetted list of Critical Infrastructures) and the revision of secondary instruments, including the Emergency Management Plan.</p> <p>Te Waihangā is part of the steering governance group for the DPMC-led critical infrastructure regulatory reform programme and is providing direct support to the working group. This work aligns with the National Adaptation Plan deliverables on risk assessment and scoping a resilience standard/code for infrastructure.</p> | |
| 27 | Prepare infrastructure for the impacts of climate change | 2022-2031 | Supported | Underway | Lead allocated actions | <p>Te Waihangā is leading two of the 'critical actions' in the National Adaptation Plan, plus one of the 'supporting actions':</p> <p>Critical actions</p> <ul style="list-style-type: none"> Action 3.8: Develop guidance for assessing risk and impact on physical assets and the services they provide Action 5.6: Scope a resilience standard or code for infrastructure <p>Supporting action</p> <p>Action 8.8: Support knowledge sharing and the implementation of adaptation actions across the infrastructure sector.</p> | <p>We are adjusting our approach to procuring this work, to make sure we align with the DPMC-led work programme on the regulatory framework for critical infrastructure.</p> <p>The orange rating reflects the short-term situation, where the time frames are uncertain for the DPMC-led work programme. We are progressing with our re-scoped procurement and confident the work will be delivered within the time frames specified in the National Adaptation Plan.</p> | |
| 40 | Strengthen independent advice for infrastructure prioritisation | 2022-2026 | Supported | Underway | Lead | <p>Te Waihangā will investigate options to establish an Infrastructure Priority List (IPL).</p> <p>Although design details for the IPL are yet to be determined, at a high level, the IPL will be a process to assess investment proposals at set points in the planning process, culminating in a list of investments assessed to represent value for money, and be of strategic priority for</p> | <p>Since the last update we gave you, you have announced the plan to establish the IPL. Building on this, the Infrastructure Action Plan has been published, which directs Te Waihangā to work with Treasury to develop the IPL by 2026.</p> <p>As outlined in our previous update, our work on the IPL progresses around two main tasks, those being:</p> | |

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| | | | | | | New Zealand. | <ul style="list-style-type: none"> The development of an assessment framework that can be used to assess proposals at set points in the planning process, and inform which proposals are published on the IPL; and The development of a business case to document our investigation of design options and implementation considerations for the IPL, and to inform future funding requests if needed. <p>We are halfway through an engagement with a consultant to develop our assessment framework. Work has also begun on the strategic and economic cases for our business case.</p> <p>Discussions continue with the Treasury on the development of an Infrastructure Needs Assessment (INA), which we see as being distinct but complementary to the IPL.</p> <p>We are preparing to brief our Board in August and will be seeking their guidance ahead of further work to develop our assessment framework and business case. Following this, we will prepare a paper to give you a detailed update on our progress and our plan to take the IPL forward.</p> | |
| 41 | Improve infrastructure performance reporting and insight | 2022-2050 | Noted | Further consideration required | Lead | A number of workstreams are underway that are helping to capture the performance of projects in delivery. This includes our infrastructure pipeline, ex-post reviews and sector dashboards which are in beta development and are the first attempt at extracting and presenting this type of data for certain sectors. | Te Waihanga has continued to develop dashboards that provide information on how key infrastructure sectors are performing. The information presented is aggregated from mostly public sources and covers the four key network infrastructure sectors water, energy, telecommunications, and transport. We continue to share these with the sector to gather feedback and discuss how we can best monitor performance. | |
| 43 | Strengthen project evaluation through cost benefit analysis | 2022-2026 | Noted | Underway in part | Support | Providing advice to the lead agencies, for instance through advice on Treasury's Budget Evaluation Framework. | <p>In November/December 2022 Te Waihanga participated in the Investment Panel for Budget 23. We also assisted the Treasury in its assessment of Budget 23 bids relating to the recent North Island Weather Events.</p> <p>As work to progress the IPL continues, we will consider how we could implement elements of our own Assessment Framework in the Budget 24 Investment Panel process.</p> <p>It is possible that an early iteration of the Assessment Framework will be available to support advice on the National Resilience Plan.</p> | |
| 44 | Ensure an appropriate consideration of future generations in project evaluation | 2027-2031 | Supported in full | Further consideration required | Support | Te Waihanga is not currently planning any work to review the discount rate. Te Waihanga is planning a panel session for interested government agencies and researchers on the social discount rate. | The panel session is to be held on 20 th July to coincide with the visit of Sophie Howe, the former Future Generations Commissioner for Wales. | N/A |
| 46 | Improve infrastructure cost analysis | 2022-2050 | Supported in full | Further consideration required | Lead | <p>Undertake investigations into the cost performance of New Zealand's infrastructure sector that:</p> <ol style="list-style-type: none"> Cover multiple infrastructure sectors to enable the identification of common issues and points of difference. Identify recent cost trends and drivers of cost trends within infrastructure sectors. Benchmark New Zealand's cost performance against better-performing OECD countries and identify drivers of differences. | <p>Our December 2022 <i>Research Insights</i> paper ("The lay of the land: Benchmarking New Zealand's infrastructure delivery costs") has been published following stakeholder engagement. This provides initial, high-level data that addresses this recommendation.</p> <p>Our September quarter 2023 <i>Research Insights</i> paper will examine drivers of short-run construction cost inflation, including global and local trends in infrastructure construction material prices and short-run construction wage movements.</p> <p>Infrastructure costs/ cost escalation remains a potential future special topic, subject to other priorities.</p> | |

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| | | | | | | Are repeated at least every five years to inform ongoing Infrastructure Strategy development. | | |
| 56 | Improve public understanding of how infrastructure is funded | 2022-2026 | Supported in full | Underway | Lead | <p>Undertaking a technical study to inform the establishment of a consistent approach to thinking about best practice and best pricing for infrastructure networks in New Zealand across all sectors. This study will be expected to:</p> <ol style="list-style-type: none"> establish a framework for networked infrastructure pricing, including categorisation of charges. detail current pricing practices. contribute to and inform policy recommendations involving pricing strategies for networked infrastructure across different sectors, including considerations of equity. feed into policy advice, including but not limited to reform of 3 waters and the review into the transport funding system. feed into the 2027 New Zealand Infrastructure Strategy. <p>Scheduled for October 2022 to June 2023</p> | <p>An economics and engineering consultancy team have been undertaking this work.</p> <p>Thus far they have developed draft pricing principles and assessed current pricing approaches in the transport, water, energy, and telco sectors.</p> <p>Te Waihanga has provided considerable feedback throughout, as the work has been an iterative process. An exploration of equity implications of pricing approaches and the identification of data sources that would allow Te Waihanga to track sector pricing approaches ongoing, is not yet complete.</p> <p>The project is running 2-3 months behind schedule. However, this is not having a material impact on other work programmes.</p> | |
| 60 | Develop greater certainty for infrastructure providers in the Natural and Built Environments legislation | 2022-2031 | Supported | Underway | Lead | Leading work on the infrastructure content of the National Planning Framework including development of infrastructure technical standards for common activities and providing advice on the RMA reform process. | <p>s 9(2)(iv)</p> | |
| 64 | Provide certainty to industry to invest in skills and training development | 2022-2031 | Supported in full | Underway | Lead | Strengthening the National Infrastructure Pipeline to improve completeness and transparency of project information and provide insights to inform decisions on the demand and supply of new infrastructure into the future. | <p>The June 2023 update of the National Infrastructure Pipeline (Pipeline) lifted our number of contributors to 70 organisations, up from 66 in the previous update. The Pipeline currently includes projects to the value of \$92.15 billion holding steady with the March quarter.</p> <p>The Q2 2023 Pipeline Outreach Programme focused on engaging with entities in disaster affected areas. Te Waihanga is working with the support of the Construction Sector Accord to build an understanding of the value and scale of recovery projects in disaster affected areas as an input into our workforce models. Early 'recovery pipeline' results are being used to inform recovery coordination and supply settings.</p> <p>It has been challenging to gather the necessary information from affected organisations to form an accurate view of recovery needs. The view of workforce needs will continue to evolve as more information becomes available, coordination and planning occurs, and decisions are made.</p> | |
| 65 | Develop the talent required to deliver New Zealand's future infrastructure | 2022-2031 | Supported in principle | Underway | Lead workforce study | <p>Begin to build an evidence-base for future decision-making regarding workforce matters through three steps:</p> <ol style="list-style-type: none"> define what the infrastructure workforce means and includes. identify what the existing infrastructure workforce is (and any current gaps). | <p>A consultant is working to deliver steps 1 (defining the infrastructure workforce) and 2 (identifying the infrastructure workforce).</p> <p>Step 1 of the project has been completed, and the consultant team is currently finalising their supply side baseline modelling and testing results. We anticipate that the report will be completed in Q3 2023.</p> | |

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| | | | | | | 3. leverage the Pipeline to model future workforce needs (and identify emerging gaps). | In response to the North Island Weather Events, Te Waihanga has accelerated work on Step 3 to integrate capability to project workforce need based on planned projects. Te Waihanga has produced early workforce demand estimates for prospective recovery projects alongside the existing pipeline projects. We are now turning our attention to supply side modelling and identification of challenges and opportunities. | |
| 68 | Recognise major project leadership as a role with comparable complexity to organisational leadership | 2022-2031 | Supported in principle | Further consideration required | Lead | Providing advice on the establishment of a Major Projects Leadership Academy. | Forums for current Major Project Leaders have been organised in Christchurch, Auckland and online, to clearly identify the cohort that the programme needs to target as an initial priority and understand their critical development needs to deliver better outcomes on the projects, they are accountable for. These are scheduled for September 2023. This will inform the business case and recommendations for Ministerial decision making. | |