

10 September 2024

s9(2)(a)

Via email: s9(2)(a)

Dear s9(2)(a)

I write in reply to your OIA request that was transferred in part from the office of the Minister for Infrastructure, Hon Chris Bishop. Your original request was received by the Minister's office on 14 July. On 13 August, the Minister's office advised you that they had transferred part 2 of your request to the Infrastructure Commission: *"Any advice received by agencies as feedback to the National Infrastructure Plan"*. On the same day, we advised you that we had received this partial transfer from the Minister and would reply to you by 10 September at the latest.

The Minister replied to parts 1 and 3 of your request on 15 August. In his reply, the Minister noted that, with relation to part 2, *"I have interpreted your question to mean any advice or feedback received by the Commission from agencies as it relates to the NIP... The Infrastructure Commission has received some feedback from agencies to inform development of the plan."*

At the date of your request, the feedback we had received from agencies was in relation to the Cabinet paper that sets out the scope and approach for developing the National Infrastructure Plan (NIP). The Cabinet paper has recently been published on our website here: <https://media.umbraco.io/te-waihanga-30-year-strategy/grnnv5zh/the-national-infrastructure-plan-to-publish.pdf>. As noted in this Cabinet paper, we expect to deliver a draft of the NIP to Ministers by mid 2025 as the basis for public consultation.

We received feedback from ten agencies during preparation of the Cabinet paper – as listed in Annex 1.

I have decided to release the documents in this Annex to you, subject to some information being withheld under one or more of the following sections of the Official Information Act, as applicable:

- personal contact details, under section 9(2)(a) – to protect the privacy of natural persons, including that of deceased natural persons
- certain sensitive advice under section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions.

Please find enclosed eight of the documents identified as being within the scope of your request (items 1-5 and 7-9 in the table below).

We are in the final stages of processing the remaining two documents (items 6 and 10 in the table below). This includes further review and consultation with NZDF and NZTA. Once this process is complete, we will send these two documents to you as soon as possible.

In making my decision, I have considered the public interest considerations in section 9(1) of the Official Information Act.

Please note that this letter (with your personal details removed) and the enclosed documents may be published on Te Waihanga's website.

This reply addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my decision.

Yours sincerely



Barbara Tebbs  
**General Manager – Policy**

## Annex 1: schedule of items released

TW = Te Waihanga; MBIE = Ministry of Business, Innovation and Employment; MPI = Ministry of Primary Industries; DPMC = Department of Prime Minister and Cabinet; HUD = Ministry of Housing and Urban Development; NZDF = New Zealand Defence Force; NEMA = National Emergency Management Agency; TPK = Te Puni Kōkiri; NZTA = New Zealand Transport Agency | Waka Kotahi

Item #	Date	Document	Section of the Act applied
01	16 July 2024	Email from MBIE to TW	s9(2)(a)
02	16 July 2024	Email from MPI to TW	s9(2)(a)
03	16 July 2024	Email from DPMC to TW	s9(2)(a), s9(2)(g)(i)
04	16 July 2024	Email from Ministry of Health to TW	s9(2)(a)
05	16 July 2024	Email from HUD to TW attaching the draft Cabinet paper with track change comments	s9(2)(a)
06	16 July 2024	Email from NZDF to TW attaching a letter dated 15 July titled 'National Infrastructure Plan'	s9(2)(a), s9(2)(g)(i)
07	16 July 2024	Email from NEMA to TW	s9(2)(a)
08	16 July 2024	Email from Ministry of Justice to TW	s9(2)(a)
09	16 July 2024	Email from TPK to TW	s9(2)(a)
10	16 July 2024	Email from NZTA to TW attaching a memo titled 'CAB-576 NZTA feedback on National Infrastructure Plan draft Cabinet paper'	s9(2)(a)

## Item 1

**From:** [John Arathimos](#)  
**To:** [Jon Butler](#)  
**Cc:** [Liz Palmer](#); [Craig Butler](#); [Craigie Smith](#); [Coreen Adamson](#); [Ollie Cox](#)  
**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan [IN-CONFIDENCE: RELEASE-EXTERNAL]  
**Date:** Tuesday, 16 July 2024 1:25:21 pm  
**Attachments:** [image003.jpg](#)  
[image004.jpg](#)  
[image005.jpg](#)

---

Hi Jon. Many thanks for providing us with an opportunity to comment on the draft cabinet paper concerning the purpose and scope of the National Infrastructure Plan. We do not have substantive feedback on the paper. You may wish to (further) consider the following points as you develop the Plan:

- How will the National Infrastructure Plan relate to the work of the National Infrastructure Agency?
- How regularly will the Plan be revised and on what basis to ensure it remains strategically agile?
- We note the Plan is not binding. How will it optimally influence desired strategic outcomes?

Cheers, John

Ngā mihi nui,

John Arathimos (he/him)

PRINCIPAL POLICY ADVISOR

New Zealand Government Procurement | Building, Resources and Markets  
Hikina Whakatutuki | Ministry of Business, Innovation & Employment

s9(2)(a) | Mobile:   
25 The Terrace, Wellington 6011 | PO Box 1473, Wellington 6140, New Zealand  
[www.procurement.govt.nz](http://www.procurement.govt.nz)



---

**From:** Jon Butler <[Jon.Butler@tewaihang.govt.nz](mailto:Jon.Butler@tewaihang.govt.nz)>  
**Sent:** Thursday, July 11, 2024 3:29 PM  
**To:** Liz Palmer <[s9\(2\)\(a\)](#)>  
**Subject:** FW: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Hi Liz

Hope you're well. Sending this on.

Regards

Jon



Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihangā**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanganga.govt.nz](mailto:jon.butler@tewaihanganga.govt.nz)

Visit us online at <https://tewaihanganga.govt.nz/>



---

**From:** Jon Butler

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** s9(2)(a)

[Redacted email body content]

**Cc:** s9(2)(a)

[Redacted email body content]

s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon



Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihangā.govt.nz/>



Out of scope

**From:** Christopher Bradburn  
**Sent:** Tuesday, July 16, 2024 11:32 AM  
**To:** 'Jon Butler' <Jon.Butler@tewaihang.govt.nz>  
**Cc:** s9(2)(a)

**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Dear Jon,

Thank you for forwarding on the Cabinet Paper for MPI to review. Please find our Agency feedback below.

Overall, MPI supports the direction of this work. MPI endorses the plan undertaken by the Infrastructure Commission as long as it is underpinned by a clear framework.

Out of scope

Below we have outlined our general comments and noted some editorial points.

**MPI can help with shaping the Framework and sector level analysis**

- MPI’s view is that it can offer value in the delivery of the inquiry beyond only providing information, including in helping to shape the Framework referred to in Paragraph 25, and helping to identify the menu of potential high quality infrastructure proposals referred to in Paragraph 20.
- MPI proposes to be one of the lead points of contact for the delivery of the sector level analysis referred to in Paragraph 4.2, representing Food and Fibre, and Rural Communities.

**MPI endorses the plan and alignment with Treasury**



- MPI endorses the proposal to align Agency feedback with Treasury when gathering and sharing evidence for the report.
- MPI supports the purpose of the plan to reach an agreed understanding of our national medium-to long term requirement and investment priorities.

**MPI is the lead Agency representing Food & Fibre and Rural Communities**

- MPI is particularly interested in the resilience of New Zealand infrastructure projects to the increased frequency of adverse climate events, particularly for our rural communities and businesses. New Zealand's small population and large geography makes this issue particularly pertinent.
- MPI has views on the strategically important areas of infrastructure affecting remote areas and looks forward to inputting into the Commission's inquiry. Australia's own policy on remote and isolated communities, including offshore islands, is a case study MPI takes lessons from.
- MPI endorses the actions outlined in the Cabinet Paper providing the Food and Fibre sector is adequately represented in the Commission's inquiry, to ensure the Commission's assessment of the future infrastructure adequately considers the needs of New Zealand's largest exporter.

**Some clarification**

- The reference in Paragraph 4.2, to 'initiatives that avoid the need for investment' could use clarification during the inquiry. Suggest making this clearer and more explicit in the Cabinet Paper.
- Suggest clarification on Paragraph 9.2, when referring to 'planned investment being delivered on time and budget'. Does this mean the Commission will assess the likelihood of investments being delivered? Or investments being considered for approval?
- Suggest being clear about timelines for when the Commission will begin designing the Framework and reaching out to Agencies for input. MPI will need to allocate resources into the inquiry to properly engage with the Commission.

Many thanks,

Christopher Bradburn | Policy Analyst | Strategic & Treaty | Policy & Trade  
Ministry for Primary Industries - Manatū Ahu Matua | Charles Fergusson Building, 24-38 Bowen Street | Wellington  
Direct line s9(2)(a)

---

**From:** Jon Butler <[Jon.Butler@tewaihanga.govt.nz](mailto:Jon.Butler@tewaihanga.govt.nz)>

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** s9(2)(a)

[Redacted email body content]

**Cc:** s9(2)(a)

s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

You don't often get email from [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz). [Learn why this is important](#)

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon



Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>



## Item 3

Out of scope



---

**From:** Monique Cornish [DPMC] s9(2)(a)  
**Sent:** Tuesday, 16 July 2024 11:13 am  
**To:** Jon Butler <Jon.Butler@tewaihangā.govt.nz>  
**Cc:** Ryan Walsh [DPMC] s9(2)(a); Dylan Chambers [DPMC]  
s9(2)(a)  
**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Out of scope

Kia ora Jon,

Thank you for sharing this paper with us – great to see the needs assessment back on the agenda in a fulsome way!

A couple of points from us for your consideration:

- Para 9.1: suggest including **human induced hazards (threats)** in the list of considerations as to what is needed from our future infrastructure to allow an all hazards / threats approach to the needs assessment. While this expands the core requirements in the New Zealand Infrastructure Commission/Te Waihanga Act, this would allow a more fulsome approach to the needs assessment, and better align this work with the whole-of-government approach to risk and resilience, and the megatrends our assets will face in the next 30 years.
- Para 15 / 16: The Commission may also wish to include **the information collected by MfE on behalf of the Minister for Climate Change** on responses to climate adaptation by entities across the infrastructure sector in the scope of the information to be leveraged in the development of the Plan. s9(2)(g)(i)

Also, as an aside, is it possible for you to share the thinking on the **Infrastructure Priorities Programme** that the paper notes has been socialised with central government agencies (para 4.2, 12.2, 25)? We've not seen this yet, and would welcome the opportunity to review in the context of alignment with DPMC's work.

Happy to discuss any of these points if helpful.

Ngā mihi | Best regards,  
Monique

---

**Monique Cornish (she/her/ia)**  
Principal Policy Advisor | Kaitohutohu Mātāmua  
Critical Infrastructure Resilience Unit

M s9(2)(a)  
E s9(2)(a)

---

**From:** Jon Butler <[Jon.Butler@tewaihanga.govt.nz](mailto:Jon.Butler@tewaihanga.govt.nz)>

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** s9(2)(a)

[Redacted email body content]

s9(2)(a)

Cc: s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

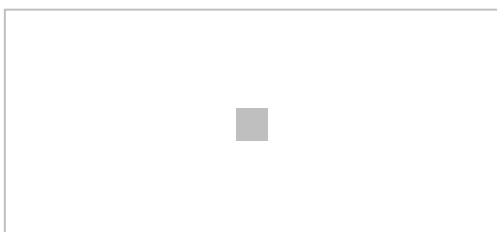
The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon

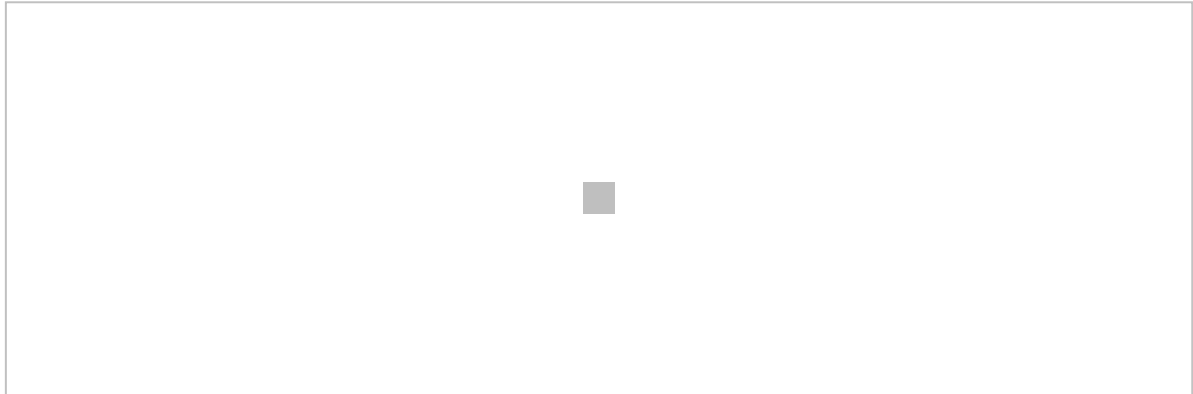


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihangā**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanganga.govt.nz](mailto:jon.butler@tewaihanganga.govt.nz)

Visit us online at <https://tewaihanganga.govt.nz/>



---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

## Item 4

The attachments to this email are refused under s18(d) as the Cabinet paper is publicly available here: <https://tewaihang.govt.nz/national-infrastructure-plan>

**From:** [Jo Strachan-Hope](#)  
**To:** [Jon Butler](#)  
**Cc:** [Annette Pack](#)  
**Subject:** FW: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan  
**Date:** Tuesday, 16 July 2024 11:07:42 am  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[image003.png](#)  
[image004.png](#)  
[20240711 Departmental Consultation Draft Cabinet paper on the National Infrastructure Plan.docx](#)  
[20240711 Departmental Consultation Draft Cabinet paper on the National Infrastructure Plan.pdf](#)

---

Kia ora Jon,

Thank you for sharing this paper. The Ministry supports improved long-term planning for health infrastructure and the added focus, rigour and scrutiny of infrastructure plans that a National Infrastructure Plan will bring.

Going forward the intended relationships between the National Infrastructure Plan, Health NZ's Infrastructure Investment Plan and the Treasury's Quarterly Investment Report would benefit from further delineation (we note a developmental approach is proposed and the need to avoid duplication is recognised).

We read the scope of the National Infrastructure Plan as being limited to physical infrastructure. If this is correct, we note that the future sustainability of the health system relies on clinical service planning leading integrated planning for physical infrastructure and digital investments. Understanding how these factors interact, and the relative priorities across each stream, is critical. We also note the need for the National Infrastructure Plan to be adaptive to changes in priorities.

Ngā mihi

Jo

**Jo Strachan-Hope (she/her)**

Manager  
Investment Strategy, System Elements  
Regulation and Monitoring

s9(2)(a)

s9(2)(a)

Manatū Hauora, 133 Molesworth Street Thorndon, Wellington 6011



---

**From:** Jon Butler <[Jon.Butler@tewaihang.govt.nz](mailto:Jon.Butler@tewaihang.govt.nz)>

**Sent:** Thursday, 11 July 2024 3:20 pm

**To:** s9(2)(a)



s9(2)(a)

Cc: s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon

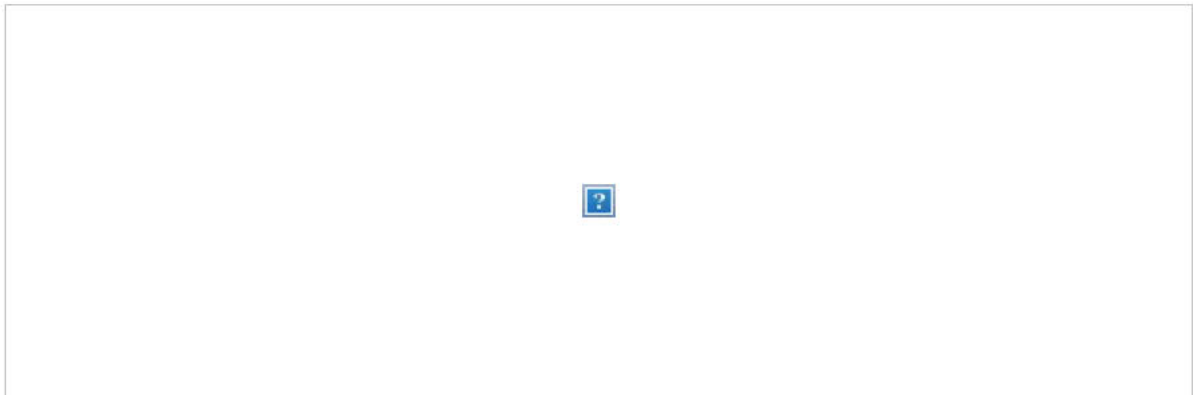


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>



Out of scope



## Item 5

Out of scope



---

**From:** Mandy Stratford <s9(2)(a)>

**Sent:** Tuesday, 16 July 2024 10:38 am

**To:** Jon Butler <Jon.Butler@tewaihang.govt.nz>

**Cc:** s9(2)(a)

Ministerial Service Workflow <MSworkflow@hud.govt.nz>

**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora Jon

Thank you for the opportunity to comment on this draft Cabinet paper. HUD comments are attached; please let me know if there is anything you would like to discuss.

Ngā mihi, nā

**Mandy Stratford** ([she/her](#))

Senior Policy Advisor | Housing Supply and Affordability  
Policy

[s9\(2\)\(a\)](#) | Phone: [s9\(2\)\(a\)](#)

[www.hud.govt.nz](http://www.hud.govt.nz) | Level 8, 7 Waterloo Quay, Pipitea, Wellington

---

[Out of scope](#)

**From:** Jon Butler <[Jon.Butler@tewaihang.govt.nz](mailto:Jon.Butler@tewaihang.govt.nz)>

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** [s9\(2\)\(a\)](#)

[Redacted email body content]

s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

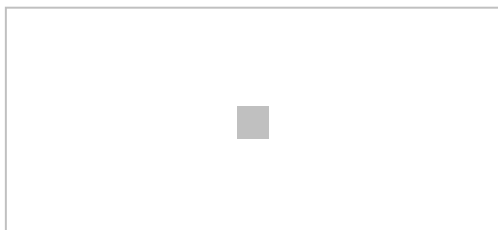
The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon

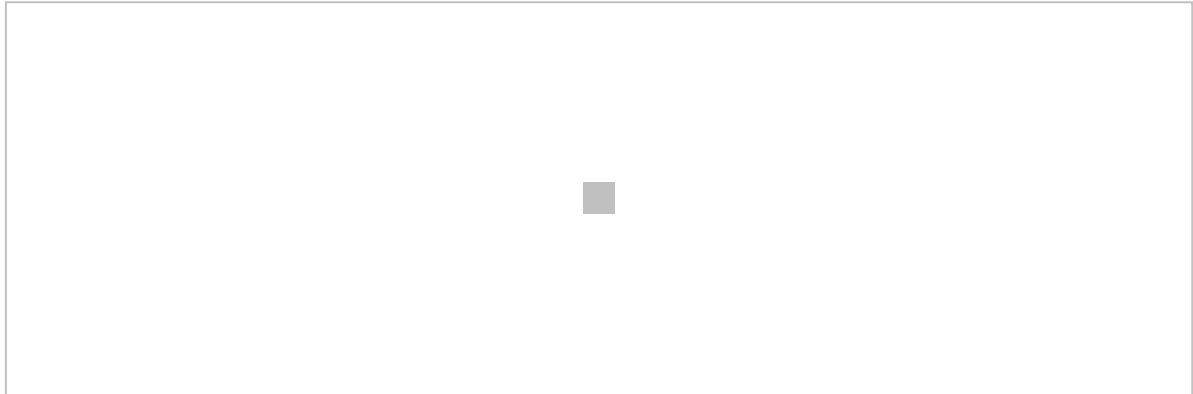


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>



#### **Disclaimer**

This email is confidential and solely for the use of the intended recipient. If you have received this email in error, then any use is strictly prohibited. Please notify us immediately and delete all copies of this email and any attachments. Any opinions expressed in this message are not necessarily those of the Ministry of Housing and Urban Development.

**IN CONFIDENCE**

**Draft Cabinet Paper**

---

**In Confidence**

Office of the Minister for Infrastructure

Cabinet Economic Policy Committee

**National Infrastructure Plan**

**Proposal**

- 1 This paper sets out the purpose and scope of the National Infrastructure Plan, including a cross-agency approach for its development.

**Relation to Government Priorities**

- 2 This paper relates to implementation of the National Infrastructure Plan that was signalled in National's Infrastructure Manifesto and committed to in coalition agreements between the National Party and ACT and New Zealand First parties.

**Background**

- 3 In May 2022 the Infrastructure Commission (the Commission) delivered the New Zealand Infrastructure Strategy. This identified the challenges facing our infrastructure system over the next generation and provided a long-term strategic vision for infrastructure as the foundation of a thriving New Zealand.
- 4 In April 2024, Cabinet noted that my priorities for the infrastructure portfolio include developing a 30-year National Infrastructure Plan [ECO-24-MIN-0048 refers]. This is to be developed by the Commission by the end of 2025 and will include
  - 4.1 A National Infrastructure Pipeline: A national view of infrastructure projects which are planned and being planned (focus is on 0-10 years).
  - 4.2 An Assessment of Infrastructure Priorities: A structured independent review of infrastructure proposals and problems in various stages of planning, including initiatives that avoid the need for investment (focus is on 5-15 years).
  - 4.3 An Infrastructure Needs Assessment: An analysis of long-term infrastructure needs at a sector and/or regional level, rather than a project level (focus is on 5-30 years).

**Purpose of the National Infrastructure Plan**

- 5 The National Infrastructure Plan will provide a shared long-term view of infrastructure investment needs and priorities. This will enable governments, councils and the private sector to leverage best value from our infrastructure investment over time. The Plan will support robust decisions that ensure infrastructure investment is

**IN CONFIDENCE**

[IN-CONFIDENCE:RELEASE EXTERNAL]



## IN CONFIDENCE

affordable for current and future generations, and supports thriving communities and a high standard of living.

- 6 It will be used to both inform Government decision-making and to develop an enduring long-term consensus on infrastructure investment. This will ensure we make better use of existing assets, and new investments provide value for money.
- 7 I have asked the Commission, an autonomous Crown entity and the Government's independent infrastructure advisor, to develop the National Infrastructure Plan, as this will provide the objectivity and rigour needed to:
  - 7.1 increase private sector confidence to invest in people, technology, and equipment, which improves capacity to deliver, drives efficiencies, and delivers cost reductions.
  - 7.2 build public trust and confidence that infrastructure is well-planned; provides safe, reliable and accessible services that are good value for money; and meets future needs.
- 8 The National Infrastructure Plan is being developed as a 'strategy report' under the New Zealand Infrastructure Commission Act 2019. The Plan will not bind the Government or other infrastructure providers, although the Act requires the Government to provide a response.

### Scope of the National Infrastructure Plan

- 9 The Commission's National Infrastructure Plan will provide an assessment of current and future infrastructure needs and identify the priorities for infrastructure for the next 30 years. It will address three key questions.
  - 9.1 **What infrastructure will be needed and what should we be spending over the next 30 years?** This infrastructure needs analysis will consider historic infrastructure spend, future asset renewal and maintenance needs, population and economic growth projections, natural hazards, and climate change. This will be broken down by sector and, where possible, region. This will not include fiscal advice but will provide insights that might inform fiscal advice.
  - 9.2 **What infrastructure investment is currently planned over the next 10 years?** This will build on the Commission's existing National Infrastructure Pipeline (New Zealand's national dataset of infrastructure projects) and Treasury's Quarterly Investment Reporting. It will also consider the likelihood of planned investment being delivered on time and budget.
  - 9.3 **What is the gap between the long-term infrastructure need and planned investment, and how do we address this gap?** This will include:
    - 9.3.1 Credible high-quality projects and proposals of national importance that the current and future governments can choose to invest in.
    - 9.3.2 Identified policy and system reforms to support improvements to infrastructure delivery, including making best use of existing infrastructure.

**Commented [MS1]:** This seems quite vague/non-committal. Presumably then it only becomes a 'plan' if and when the Govt expresses some sort of commitment to it in the response?

**Commented [MS2]:** This seems to be a consideration of need at a very high level - suggest beyond simply population and economic growth projections this should consider at a more granular detail what infrastructure investments are needed to support growth (at least for the main centres) e.g. as outlined in councils LTPs, and future development strategies. This is necessary to take into account the amount of existing development capacity and the quality of existing infrastructure in regions.

## IN CONFIDENCE

[IN-CONFIDENCE:RELEASE EXTERNAL]



IN CONFIDENCE

- 10 To address these three questions, the National Infrastructure Plan will include the information from the Infrastructure Needs Analysis, National Infrastructure Pipeline and Infrastructure Priorities Programme (see paragraph 4 above). The exact form of the Plan will be developed iteratively over the next ten months and will be supported by a combination of written reports and digital products.
- 11 The first National Infrastructure Plan will cover infrastructure investment needs across sectors and regions. Existing information gaps will prevent coverage of all sectors and regions in the first plan. However, the Commission expects these gaps to be filled in future plans as policy and system reforms are implemented, and information maturity and capability improves allowing better information collection. It will also not include a full prioritised list of all infrastructure that should be built over the next 30 years. This can be built up over subsequent plans.
- 12 The Commission is underway with the work programme to deliver the National Infrastructure Plan. It has:
- 12.1 Continued to develop the reach of the National Infrastructure Pipeline and the insights drawn from it. At June 2024, the total value of infrastructure projects in the Pipeline stood at \$147.6 billion with a projected annual spend for 2024 of \$16.5 billion.
  - 12.2 Socialised the Infrastructure Priorities Programme with central government agencies.
  - 12.3 Begun development of the Infrastructure Needs Analysis through its Research Insights work, specifically the report: Build or maintain? New Zealand's infrastructure asset value, investment and depreciation 1990-2022.

**Commented [MS3]:** It would be helpful to clarify in this paper what infrastructure sectors will be covered e.g. will it include government investment in public and affordable housing? Or will it identify/analyse infrastructure to support urban growth/housing supply more generally?

## Development of the National Infrastructure Plan

### Information Requirements

- 13 The development of the National Infrastructure Plan is a significant programme of work requiring collaboration with, and information from, government departments and agencies with a role in providing New Zealand's infrastructure services, and local authorities. This includes information on current, planned and anticipated infrastructure investments and asset management.
- 14 Some government agencies already provide infrastructure investment and project information to both the Treasury and the Commission, including:
- 14.1 Investment reporting to Treasury. This includes Quarterly Investment Reporting on government investments in planning and delivery and annual reporting on intentions (10-year capital and operating forecasts of investment need for asset maintenance, renewals, replacements and new assets) and benefits (once an asset is operational, where the benefits are being achieved).
  - 14.2 Information to the Commission for inclusion in the National Infrastructure Pipeline. This information includes details on infrastructure programmes and projects spanning the planning horizon, from maintenance and renewal

IN CONFIDENCE

[IN-CONFIDENCE:RELEASE EXTERNAL]

**IN CONFIDENCE**

through to new build (including initiatives needed to restore services after a disruption, and non-built solutions that avoid the need for new infrastructure).

- 15 In developing the Plan, the Commission will seek to use information that is already being collected but it is likely to need further information over and above this. This may include, for example, capital investments not currently in the National Infrastructure Pipeline or Quarterly Investment Reporting, as well as infrastructure investment and asset management information from local authorities.
- 16 The Minister of Finance and I have directed Treasury and the Commission to work together to minimise duplication in information gathering and reporting processes and provide consistency of information.
- 17 The Commission will engage with Treasury and other government agencies on the development of the National Infrastructure Plan and, in particular, the approach to assessing current and long-term infrastructure needs.

**Assessing Infrastructure Priorities**

- 18 The Commission will be undertaking a structured independent review of central and local government (and potentially private sector) infrastructure proposals and problems in various stages of planning (the "Infrastructure Priorities Programme"). This could also include initiatives that avoid the need for investment (such as pricing measures - like tolls or congestion pricing - to manage demand for specific infrastructure services).
- 19 The Treasury's investment approval process and Quarterly Investment Reporting is focused on prioritisation and sequencing of infrastructure investment from a Budget perspective. The Infrastructure Priorities Programme is an independent infrastructure planning tool that examines both the importance of problems/proposals and the readiness of solutions to those problems. This is important for three reasons:
  - 19.1 It will improve public transparency and visibility over investment readiness, allowing decisions to be made in a staged manner and dampening pressure for premature project announcements.
  - 19.2 It will help improve value for money, for instance by signalling that a proposal is addressing an important problem but that further work is needed to find a solution that is affordable given the size of the problem.
  - 19.3 It will assist in developing an enduring political consensus on priority infrastructure problems and proposals.
- 20 This assessment of infrastructure projects and proposals will provide a 'menu' of potential high-quality infrastructure proposals of national importance that can be used by current and future governments for investment planning purposes.
- 21 The Infrastructure Priorities Programme will be open to central and local government, and potentially the private sector. For central government projects, the Commission will work with the Treasury on information for assessment, so agencies do not need to

**IN CONFIDENCE**

[IN-CONFIDENCE:RELEASE EXTERNAL]



IN CONFIDENCE

submit information more than once. In this way, it will supplement Treasury's Quarterly Investment Reporting and investment approval processes.

- 22 The assessments from the Infrastructure Priorities Programme will help the Commission to meet its obligations as a system leader under Cabinet Circular CO(23)9. This will ensure the Commission can provide robust, high-quality and detailed infrastructure advice on particular projects when required for Quarterly Investment Reporting and the Budget process. There would be no obligation on the Government to fund proposals assessed through the Infrastructure Priorities Programme, although I would expect positive assessments as a precursor to funding.
- 23 The Commission will not develop project proposals (although it may aggregate existing public information to identify potential problems). It will rely on project proponents, including central and local government agencies, to submit proposals to be assessed. Ministers may wish to encourage agencies to submit their proposals for assessment.
- 24 Proposals successfully assessed through the Infrastructure Priorities Programme will be published on the Commission's website on an annual basis and included in the National Infrastructure Plan.
- 25 The assessment framework has been designed to be consistent with current requirements for good project planning (for example, Treasury's Better Business Cases model), so that very little additional work or information should be required from agencies. This will provide a strong incentive to agencies to follow accepted planning processes, such as business case preparation.

**Government response to the National Infrastructure Plan**

- 26 The National Infrastructure Plan is being developed as a 'strategy report' under the New Zealand Infrastructure Commission Act 2019.
- 27 The statutory process and timelines for finalising the Plan and the Government's response are as follows:
- 27.1 The Commission will provide a draft to me by June 2025. I will then have 90 days to provide comments on that draft.
- 27.2 The Commission must provide the final Plan within 90 days of receiving my comments (end of 2025).
- 27.3 I must table the final Plan in Parliament as soon as practicable after receiving it.
- 27.4 I must present a statement of the Government's response to the Plan to Parliament within 180 days (June 2026). The Act does not prescribe what the response must include or look like.
- 28 The Commission will work closely with Treasury during the development of the National Infrastructure Plan to enable the Government's response to be developed soon after the final Plan is tabled in Parliament.

**Commented [MS4]:** How will this work for non-budget central government investment e.g. Waka Kotahi investment of the NLTF in transport initiatives?

Will there be duplication if the Infrastructure Commission and Waka Kotahi are assessing transport projects?

**Commented [MS5]:** Notwithstanding the legislative parameters, it would be good for a bit more info or detail here about what a response might practically do, in effect. E.g. the government supports this plan and expects agencies to use it to inform decision-making and planning etc?

IN CONFIDENCE

[IN-CONFIDENCE:RELEASE EXTERNAL]

**IN CONFIDENCE**

**Cost-of-living Implications**

- 29 This proposal deals primarily with the process to deliver the National Infrastructure Plan, so is unlikely to have any direct cost of living implications.

**Financial Implications**

- 30 This proposal has no financial implications. Costs to develop the National Infrastructure Plan will be met out of the Infrastructure Commission's baseline funding and reserves.

**Legislative Implications**

- 31 This proposal has no legislative implications.

**Impact Analysis**

**Regulatory Impact Statement**

- 32 Regulatory impact analysis requirements do not apply to this proposal.

**Climate Implications of Policy Assessment**

- 33 A Climate Implications of Policy Assessment (CIPA) is not required for this proposal.

**Population Implications**

- 34 This proposal will have no significant population impacts.

**Human Rights**

- 35 This proposal will have no implications for human rights.

**Use of external Resources**

- 36 No external resources were used to provide a material contribution to the preparation of the policy advice in the paper.

**Consultation**

- 37 The Infrastructure Commission has prepared this Cabinet paper in consultation with the Treasury, the Ministry of Business, Innovation and Employment, the Department of Prime Minister and Cabinet, the Public Service Commission, the Ministry of Health, Te Whatu Ora Health New Zealand, the Ministry of Education, the Ministry of Justice, the Department of Corrections, the Ministry of Defence, the New Zealand Defence Force, the Ministry of Transport, the New Zealand Transport Agency, the Ministry of Foreign Affairs and Trade, the Ministry of Housing and Urban Development, the Department of Internal Affairs, the National Emergency Management Agency and the Ministry for Primary Industries.
- 38 Other government entities with infrastructure related functions will be informed following decisions being taken.

**IN CONFIDENCE**

[IN-CONFIDENCE:RELEASE EXTERNAL]



IN CONFIDENCE

**Communications**

- 39 I am the Minister responsible for making statements about the National Infrastructure Plan. I have spoken about the Government's priorities for infrastructure, including the National Infrastructure Plan on many occasions this year.
- 40 I will provide updates to the Infrastructure and Investment Ministers Group, stakeholders, and the public as the plan is developed.

**Proactive Release**

- 41 I propose to proactively release this Cabinet paper within 30 business days of decisions being confirmed by Cabinet.

**Recommendations**

The Minister for Infrastructure recommends that the Committee:

- 1 **note** that the Minister for Infrastructure's priorities for the infrastructure portfolio include developing a 30-year National Infrastructure Plan [ECO-24-MIN-0048 refers];
- 2 **note** that the National Infrastructure Plan will provide an assessment of current and future infrastructure needs and identify the priorities for infrastructure for the next 30 years;
- 3 **note** that the Infrastructure Commission will develop the National Infrastructure Plan as a strategy report under the New Zealand Infrastructure Commission Act 2019 by the end of 2025;
- 4 **agree** that central government agencies and local authorities be requested to assist the Commission with the development of the National Infrastructure Plan, which may include providing information on current and future investment intentions and asset management requirements;
- 5 **note** that, where possible, Treasury and the Commission will use information that is already being collected; and are working together to align and streamline information requests to avoid duplication and provide consistency;
- 6 **note** that the Commission will engage with Treasury, other government agencies, and stakeholders on the development of the National Infrastructure Plan and in particular, the approach to assessing current and long-term infrastructure needs;
- 7 **note** that the Commission will be undertaking structured independent reviews of central and local government (and potentially private sector) projects and proposals in various stages of planning, including initiatives that avoid the need for investment (the "Infrastructure Priorities Programme");
- 8 **agree** that central government agencies and local authorities be encouraged to submit projects and proposals for independent assessment by the Commission through the Infrastructure Priorities Programme;

IN CONFIDENCE

[IN-CONFIDENCE:RELEASE EXTERNAL]

**IN CONFIDENCE**

- 9 **note** that the Infrastructure Priorities Programme will inform both the Commission's input on infrastructure proposals through Budget process (as a system lead under Cabinet Office circular CO (23) 9) and the development of the National Infrastructure Plan;
- 10 **note** that the Commission will work closely with Treasury to streamline the development of the Government's response to the National Infrastructure Plan before June 2026;
- 11 **agree** that the Minister for Infrastructure will provide regular updates on progress to the Infrastructure and Investment Ministers Group.

Authorised for lodgement

Hon Chris Bishop

Minister for Infrastructure

**IN CONFIDENCE**

[IN-CONFIDENCE:RELEASE EXTERNAL]

## Item 7

**From:** [Jeremy Hall \[NEMA\]](#)  
**To:** [Jon Butler](#)  
**Cc:** [Malcolm Johnstone \[NEMA\]](#); [Rima Khorshid \[NEMA\]](#); [Megan Beecroft \[NEMA\]](#)  
**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan  
**Date:** Tuesday, 16 July 2024 8:56:45 am  
**Attachments:** [image004.jpg](#)  
[image005.jpg](#)  
[image006.jpg](#)

Out of scope

Kia ora Jon

Thanks for the opportunity to provide feedback.

One minor comment from NEMA: it'd be useful if the paper explained how the proposed National Infrastructure Plan relates (or not) to the 2023 Infrastructure Action Plan – the IAP seems particularly relevant to the policy and system reforms described in para 9.3.2.

Ngā mihi nui

**Jeremy Hall** (he/him) | Principal Advisor, Policy Unit  
**National Emergency Management Agency Te Rākau Whakamarumaru**  
 Mobile: s9(2)(a) | s9(2)(a) | [www.civildefence.govt.nz](http://www.civildefence.govt.nz)  
 23 Kate Sheppard Place | PO Box 5010, Wellington 6140, New Zealand

*Empowering communities before, during and after emergencies.*



**From:** Jon Butler <[Jon.Butler@tewaihanga.govt.nz](mailto:Jon.Butler@tewaihanga.govt.nz)>

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** s9(2)(a)

s9(2)(a)

Cc: s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon



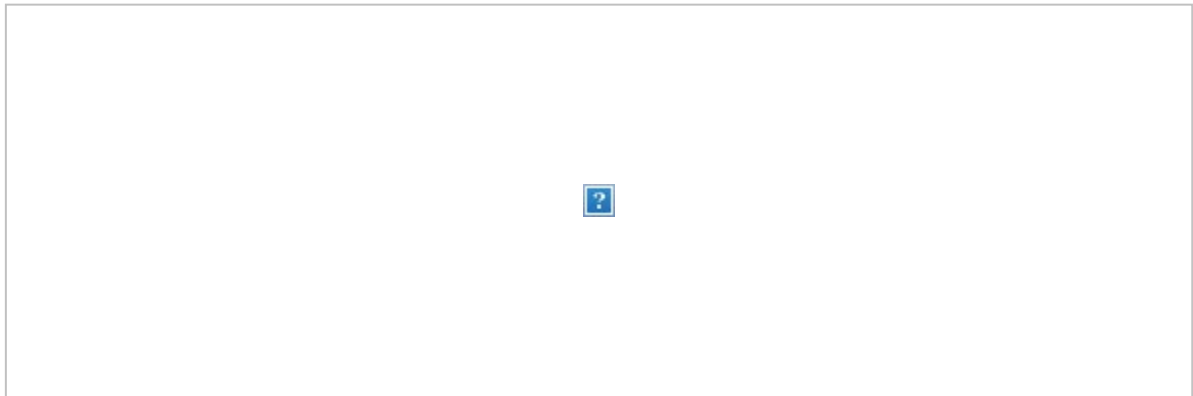


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>



---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

## Item 8

Out of scope



---

**From:** boravet@justice.govt.nz <boravet@justice.govt.nz>

**Sent:** Tuesday, 16 July 2024 9:58 am

**To:** Jon Butler <Jon.Butler@tewaihang.govt.nz>

**Cc:** ODS\_POLICY <ODS\_POLICY@justice.govt.nz>

**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora Jon,

Thank you for consulting us on this paper.

We have reviewed the paper from a human rights perspective. You may also receive comments from other teams in MOJ.

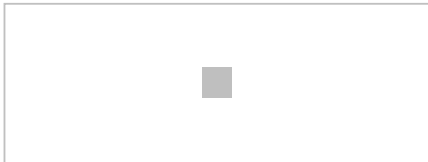
While we agree that the decisions in this paper do not have direct human rights implications, we recommend considering how the National Infrastructure Plan could affirm human rights. For example, the following rights are likely to be relevant to the process of assessing infrastructure needs and

considering policy and system reforms to support improvements to infrastructure delivery:

- [Property rights](#)
- [The right to a healthy environment](#)
- The needs of specific populations, including disabled people (see e.g. [Declaration on the Rights of Disabled Persons art 8](#), which states that disabled persons are entitled to have their special needs taken into consideration at all stages of economic and social planning)
- Rights under the [International Covenant on Economic, Social and Cultural Rights](#) (ICESCR) to an adequate standard of living (including adequate housing), health and education, to the extent that providing appropriate infrastructure may be able to help realise these rights.

Further information on human rights analysis is in our [online guide](#). You are welcome to contact us at [boravet@justice.govt.nz](mailto:boravet@justice.govt.nz) if you have any questions.

Ngā mihi,  
Helen



**Helen Anderson** ([she/her](#))

Kaitohutohu Matua | Senior Advisor

Co-Lead Bill of Rights Advisor

Human Rights

Te Rōpū Kaupapa Here | Policy Group

Tāhū o te Ture | Ministry of Justice

**P** [s9\(2\)\(a\)](#)

Level 3 | Justice Centre | 19 Aitken Street

[s9\(2\)\(a\)](#) | [justice.govt.nz](https://justice.govt.nz)

---

**From:** Jon Butler

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** [s9\(2\)\(a\)](#)

[Redacted email body content]

s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

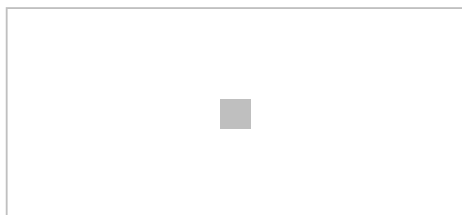
The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon



Jon Butler | Director – Infrastructure Strategy


**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>

## Item 9

Out of scope



---

**From:** Timoti Gallagher s9(2)(a) >

**Sent:** Tuesday, 16 July 2024 11:01 am

**To:** Jon Butler <Jon.Butler@tewaihangā.govt.nz>

**Subject:** RE: Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora Jon,

Please find TPK's comments on the draft cabinet paper:

Te Puni Kōkiri has concerns around the lack of references to Te Tiriti or iwi partnership and collaboration in the paper, considering iwi are currently partnering and expressing interest in Iwi-Crown partnership on a wide range of infrastructure projects. There are also concerns raised around the limited references to climate change and government targets for reducing net

greenhouse gases. Te Puni Kōkiri believes that these should be further highlighted as they will be impacted by the decisions made around infrastructure. In particular, the website for the Infrastructure Commission has strong emerging themes relating to climate change/climate change resilience and working collaboratively in consultation with iwi and Māori. Finally, a general consideration to note is that there may be opportunities when considering investment into regional infrastructure by requiring procurement within those regions to stimulate the local economies.

Ka nui te mihi ki a koe

## Nā Timoti

**From:** Jon Butler <[Jon.Butler@tewaihanga.govt.nz](mailto:Jon.Butler@tewaihanga.govt.nz)>

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

You don't often get email from [jon.butler@tewaihang.govt.nz](mailto:jon.butler@tewaihang.govt.nz). [Learn why this is important](#)

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

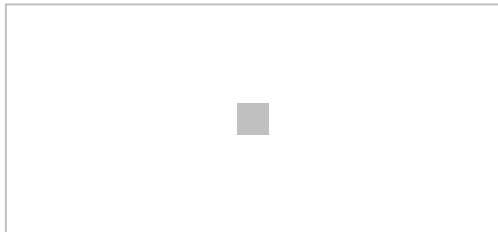
The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon

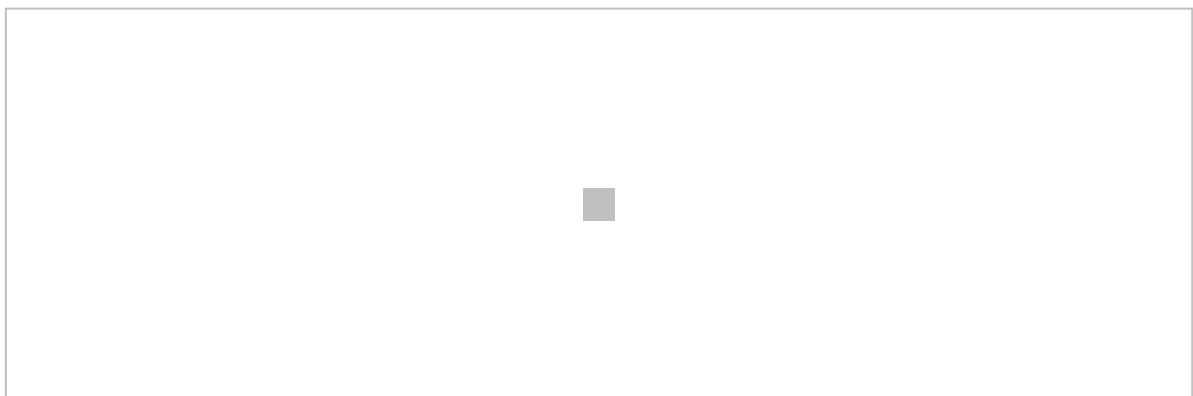


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>



**From:** [Ministerial Services](#)  
**To:** ["Ethan.Reille@parliament.govt.nz"](mailto:Ethan.Reille@parliament.govt.nz)  
**Cc:** [Ministerial Services](#)  
**Subject:** Response to your OIA request  
**Date:** Wednesday, 2 October 2024 11:25:00 am  
**Attachments:** [20240910 COMBINED Decision letter and 8 attachments.pdf](#)  
[06 NZDF feedback\\_Redacted.pdf](#)  
[10 NZTA feedback\\_Redacted.pdf](#)

---

Kia ora Ethan,

Further to our response below, please find attached the remaining two documents that are in scope of your OIA request.

We apologise again for the delay in getting these to you and thank you for your patience.

Ngā mihi  
Tracy



Tracy Norfleet | Senior Advisor, Policy (Ministerial Services)  
**New Zealand Infrastructure Commission, Te Waihangā**  
**Phone:** +64 021 229 6361 | **Email:** [tracy.norfleet@tewaihangā.govt.nz](mailto:tracy.norfleet@tewaihangā.govt.nz)  
Visit us online at <https://tewaihangā.govt.nz/>

---

**From:** Ministerial Services  
**Sent:** Tuesday, 10 September 2024 5:24 pm  
**To:** [Ethan.Reille@parliament.govt.nz](mailto:Ethan.Reille@parliament.govt.nz)  
**Cc:** Ministerial Services <[MinisterialServices@tewaihangā.govt.nz](mailto:MinisterialServices@tewaihangā.govt.nz)>  
**Subject:** Response to your OIA request

Kia ora Ethan,

Please find attached a response to your OIA request.

Ngā mihi  
Tracy



Tracy Norfleet | Senior Advisor, Policy (Ministerial Services)  
**New Zealand Infrastructure Commission, Te Waihangā**  
**Phone:** +64 021 229 6361 | **Email:** [tracy.norfleet@tewaihangā.govt.nz](mailto:tracy.norfleet@tewaihangā.govt.nz)  
Visit us online at <https://tewaihangā.govt.nz/>

---

**From:** Ministerial Services  
**Sent:** Tuesday, 13 August 2024 10:05 am  
**To:** 'Ethan.Reille@parliament.govt.nz' <[Ethan.Reille@parliament.govt.nz](mailto:Ethan.Reille@parliament.govt.nz)>  
**Subject:** Acknowledgement - partial transfer of OIA24-CB203 from Minister Bishop



Kia ora Ethan

Thank you for your OIA request, which was partially transferred to the Infrastructure Commission on 13 August 2024 (below). This email confirms receipt and advises that we will respond to you as soon as possible and by 10 September at the latest.

Ngā mihi  
Tracy



Tracy Norfleet | Senior Advisor, Policy (Ministerial Services)  
**New Zealand Infrastructure Commission, Te Waihanga**  
**Phone:** +64 021 229 6361 | **Email:** [tracy.norfleet@tewaihanga.govt.nz](mailto:tracy.norfleet@tewaihanga.govt.nz)  
Visit us online at <https://tewaihanga.govt.nz/>

---

**From:** Infrastructure Portfolio <[Infrastructure.Portfolio@parliament.govt.nz](mailto:Infrastructure.Portfolio@parliament.govt.nz)>  
**Sent:** Tuesday, August 13, 2024 7:47 AM  
**To:** Ministerial Services <[MinisterialServices@tewaihanga.govt.nz](mailto:MinisterialServices@tewaihanga.govt.nz)>  
**Subject:** OIA24-CB203 notification of partial transfer from Minister bishop

Kia ora

On 14 July Minister Bishop received a request for information from Ethan Reille, office of Barbara Edmonds MP.

Some of the information in scope of the request concerns advice or feedback received by the Commission from agencies used to inform the development of the National Infrastructure Plan.

This email is to notify you that we are transferring this part of the OIA request to the New Zealand Infrastructure Commission, in accordance with section 14 of the Official Information Act 1982. This transfer is occurring because we believe this information to be held by your agency. In such circumstances, we are required to transfer your request under section 14 of the OIA.

Please find a copy of the original request below and attached a copy of our response to the requestor notifying that their request has been transferred.

Kind regards



**Office of Hon Chris Bishop**

Minister of Housing, Minister for Infrastructure, Minister Responsible for RMA Reform,  
Minister for Sport & Recreation, Leader of the House, Associate Minister of Finance

Email: [christopher.bishop@parliament.govt.nz](mailto:christopher.bishop@parliament.govt.nz) Website: [www.beehive.govt.nz](http://www.beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

**From:** Christopher Bishop (MIN)  
**Sent:** Monday, July 15, 2024 2:36 PM  
**To:** Ethan Reille <[Ethan.Reille@parliament.govt.nz](mailto:Ethan.Reille@parliament.govt.nz)>  
**Subject:** RE: OIA24-CB203 Official Information Act Request

**OIA24-CB203**

Dear Ethan,

I am writing to acknowledge receipt of your Official Information Act request dated the 15<sup>th</sup> of July 2024. You have requested the following information:

*"Under the Official Information Act, I hereby request the following information:*

- *Letter sent to all Ministers and any responses received to instruct agencies to engage with and provide information to InfraCom to support development of the National Infrastructure Plan*
- *Any advice received by agencies as feedback to the National Infrastructure Plan*
- *All action points and written outcomes from any meetings held on 25 March regarding the draft infrastructure work programme."*

We received your request on 15/07/2024. We will endeavour to respond to your request as soon as possible and in any event no later than 12/08/2024, being 20 working days after the day your request was received. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

Kind regards,

**Office of Hon. Chris Bishop**

**Minister of Housing | Minister for Infrastructure | Minister Responsible for RMA Reform | Minister for Sport and Recreation | Associate Minister of Finance | Leader of the House**

Private Bag 18041 | Parliament Buildings | Wellington 6160 | New Zealand

Office phone: +64 4 817 6802 | Email: [C.Bishop@Ministers.govt.nz](mailto:C.Bishop@Ministers.govt.nz)

-

**Email disclaimer:**

This email communication is confidential between the sender and the recipient. The intended recipient may not distribute it without the permission of the sender. If this email is received in error, it remains confidential and you may not copy, retain or distribute it in any manner. Please notify the sender immediately and erase all copies of the message and all attachments. Thank you.

**From:** Ethan Reille <[Ethan.Reille@parliament.govt.nz](mailto:Ethan.Reille@parliament.govt.nz)>

**Sent:** Monday, July 15, 2024 1:19 PM

**To:** Christopher Bishop (MIN) <[C.Bishop@ministers.govt.nz](mailto:C.Bishop@ministers.govt.nz)>

**Subject:** OIA24-CB203 Official Information Act Request

Kia Ora,

Under the Official Information Act, I hereby request the following information:

- Letter sent to all Ministers and any responses received to instruct agencies to engage with and provide information to InfraCom to support development of the National Infrastructure Plan
- Any advice received by agencies as feedback to the National Infrastructure Plan
- All action points and written outcomes from any meetings held on 25 March regarding the draft infrastructure work programme.

**Ngā mihi,**

**Ethan Reille ([he/him](#)) | Communications Advisor**

Office of Hon Barbara Edmonds MP for Mana

Mobile 021 862925 | Email [ethan.reille@parliament.govt.nz](mailto:ethan.reille@parliament.govt.nz)

*Authorised by Hon Barbara Edmonds MP, Parliament Buildings, Wellington 6011*



Cc: s9(2)(a)

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon

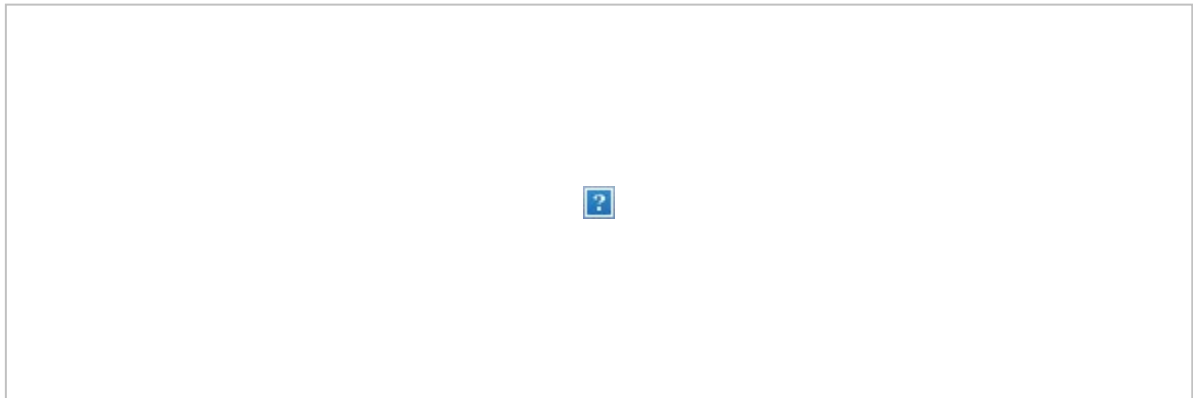


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihanga**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanga.govt.nz](mailto:jon.butler@tewaihanga.govt.nz)

Visit us online at <https://tewaihanga.govt.nz/>



The information contained in this Internet Email message is intended for the addressee only and may contain privileged information, but not necessarily the official views or opinions of the New Zealand Defence Force. If you are not the intended recipient you must not use, disclose, copy or distribute this message or the information in it. If you have received this message in error, please Email or telephone the sender immediately.



Defence Estate and Infrastructure  
New Zealand Defence Force  
PO Box 39997  
Wellington Mail Centre  
LOWER HUTT 5045

From: General Manager Estate Strategy, Defence Estate and Infrastructure

15 July 2024

New Zealand Infrastructure Commission

Via email:

[Jon.Butler@tewaihang.govt.nz](mailto:Jon.Butler@tewaihang.govt.nz)

Tēnā koutou i ngā āhuetanga o te wā

## National Infrastructure Plan

The New Zealand Defence Force (NZDF) appreciates the opportunity to provide feedback on the proposed National Infrastructure Plan outlined in the recent Cabinet paper. We acknowledge the efforts to create a long-term, structured approach to infrastructure planning. However, we have several concerns regarding the proposed process, its integration with existing frameworks, and its potential impact on agencies like ours.

NZDF comments on the paper follow, which we seek to further engage with the Commission over:

### Not consulted

The NZ Cabinet Guide outlines the importance of consultation with Government agencies. Three working days are insufficient for meaningful consultation. Because of the speed in which commentary is requested on the paper, we have provided lengthy commentary. A longer more considered submission period would have enabled us to be more helpful to your requirement, and enable us to integrate views across NZDF and Ministry of Defence.

Please record in the consultation section of the paper that NZDF was informed.

### Background

The Defence Estate provides the training, working, and living environments, and infrastructure critical for generating and maintaining the Defence Force. It directly enables military operations (e.g. wharf infrastructure enables naval deployments, runways support air operations and training areas support readiness for land operations) and supports personnel (e.g. working accommodation, barracks, and horizontal infrastructure).

The capital expenditure required to achieve a generally fit for purpose estate is estimated at \$11B and historically there has been a significant capital shortfall that continues based on the expected level of annual baseline funding from asset depreciation (\$120M per annum).

Under-funding and under-investment in the Estate means that it does not effectively support operational outputs, nor is it fit for modern day needs. It is estimated that over 70% of the Estate (by replacement value) has less than 20 years remaining useful life and 10% is already beyond its design life. In addition, there is insufficient funding to undertake maintenance of the Estate at an expected level that delivers a fit for purpose Estate. As at June 2024, there was a \$480M maintenance backlog, resulting in further degradation of the Estate.

Delays in significant investment will lead to increasing regulatory non-compliance despite remedial efforts, especially with on-going tightening of regulatory settings. This will likely lead to the NZDF taking extraordinary measures to protect equipment, people and the environment. For example, barracks being closed as they are not fit for occupation due to adverse conditions such as water inundation, mould and structural issues, or HVAC (Heating, Ventilation and Air-conditioning) failure; and wharfs remaining unused, as they are structurally compromised. The NZDF staff exit surveys reflect that 10% of personnel leave predominantly due to their unsatisfactory working, training, and living environments.

### **Support for a National Infrastructure Pipeline**

Based on the background, the NZDF supports any initiative to create a national pipeline of projects, such as the National Infrastructure Pipeline, s. 9(2)(g)(i)

s. 9(2)(g)(i)

The extended delivery period required for complex infrastructure projects, along with detailed planning and lead times, means that many projects take over a decade to receive funding and progress. A credible, agreed-upon pipeline is necessary to address the existing inefficiencies inherent in the productivity of the NZ infrastructure and construction industry.

### **Importance of Independent Progression of Critical Infrastructure Projects**

For the NZDF, as outlined in the background, like any operator of significant infrastructure critical to New Zealand, the ability to progress projects independently of specific government funding priorities and approaches is of utmost importance. The creation of the National Infrastructure Pipeline will enable the NZDF to continue its portfolio and sequenced approach to delivering infrastructure projects. It will also support long-term planning for large-scale critical infrastructure projects, such as the Future Naval Base project for the

redevelopment of the Devonport naval base, Homes for Families, Accommodation, Messing and Dining Modernisation, and horizontal infrastructure.

### **Additional Assessment and Prioritisation for Critical Defence Projects**

The NZDF would like the draft paper to include a comment foreshadowing the unequivocal need for an additional assessment and prioritisation process within the 'Infrastructure Priorities Programme' specifically for critical Defence projects. Over and above developing a "menu of potential high-quality infrastructure proposals of national importance" as part of the 'Assessment of Infrastructure Priorities' (referenced in paragraphs 4.2, 18, and 20), the NZDF asserts that:

- Any project assessment or prioritisation process must elevate crucial NZDF infrastructure projects, given their critical role in ensuring national security. This includes infrastructure supporting operational readiness and rapid deployment capabilities of the NZDF, particularly during domestic civil emergencies.
- To achieve this, consideration should be given to creating a dedicated investment pathway to support critical Defence infrastructure. This pathway would be in addition to the main pipeline of projects of national importance, to which the NZDF should also be able to submit projects for assessment and prioritisation alongside projects proposed by other Crown agencies.

### **Comparison with Treasury's Investment Management and Better Business Cases**

The new process introduced in the National Infrastructure Plan outlines significant steps for developing a National Infrastructure Pipeline, Infrastructure Needs Assessment, and an Assessment of Infrastructure Priorities. While these steps are essential, they appear to overlap significantly with existing processes established by the Treasury, specifically the Investment Management and Better Business Cases (BBC) framework.

*1. Investment Management Framework:* The Treasury's Investment Management system provides a robust framework for managing and prioritizing government investments. It includes comprehensive reporting requirements through Quarterly Investment Reporting and annual reporting on investment intentions and benefits realization.

*2. Better Business Cases (BBC):* The BBC methodology ensures that business cases for investment projects are developed in a consistent, structured manner, focusing on strategic alignment, value for money, and delivery confidence.

The duplication of these established processes with the new requirements from the National Infrastructure Plan will likely create additional burdens for agencies, requiring parallel reporting and potentially conflicting methodologies.



The requirement for agencies to provide additional information for the National Infrastructure Plan on top of what is already submitted to the Treasury represents a duplication of effort. This additional burden could lead to:

- Resource Strain: Agencies will need to allocate more resources to meet dual reporting requirements, diverting attention from core functions.
- Confusion and Inefficiency: The introduction of a new process without clear integration with existing frameworks will likely result in confusion and inefficiencies.

### **Lack of Prescriptive Guidance from CO (23) 9**

The National Infrastructure Plan process, as outlined, is not prescribed by Cabinet Office Circular CO (23) 9. This circular provides the framework for infrastructure advice and system leadership roles. Introducing a new, non-prescribed process could lead to confusion and inefficiencies within agencies that are already adhering to established protocols.

### **Questions on Leadership and Coordination**

The Cabinet paper does not clearly outline who is leading the development and coordination of advice for the National Infrastructure Plan. This lack of clarity raises several questions:

- Who is responsible for ensuring consistency and avoiding duplication between the Treasury and the Infrastructure Commission?
- Why can't the Treasury and the Infrastructure Commission work together to streamline a single, cohesive process?
- What will happen when the new National Infrastructure Agency function is created? The paper is silent on this aspect.


It is noted that Treasury and the Commission have been directed to avoid duplication (paragraph 16), which is a positive step. However, the practical implementation of this directive remains a concern. There is already duplication in the National Infrastructure Pipeline and the Quarterly Investment Reporting processes which remain unresolved.

### **Infrastructure Focus vs. Comprehensive Investment Management**

The prioritization process proposed in the National Infrastructure Plan focuses solely on infrastructure. For an agency like the NZDF, this narrow focus fails to capture the broader scope of investment management that includes ICT, specialized military equipment, and other non-infrastructure assets. A holistic investment management approach is crucial for comprehensive and strategic planning. NZDF is leading a Defence Capability Plan Review and will develop an Integrated Investment Plan to support it. The Defence Estate Regeneration Plan fits into this, as one of the investment pipelines to support regeneration of NZDF infrastructure. The paper is silent on the interplay between sector responsible actions and priorities (e.g. in Defence, Health, Education, Corrections, etc.), and those required to support an infrastructure Priorities Programme.

## Immediate Investment Needs

s. 9(2)(g)(i)



## Consideration of Service Levels and Expectations

The paper is silent on how levels of service and service expectations for asset management will be integrated into the Plan. This is a critical aspect that warrants consideration. The Plan should address:

- **Service Levels and Expectations:** Clarify how levels of service and service expectations will be factored into the National Infrastructure Plan. This could be part of the needs assessment to ensure that infrastructure projects meet both current and future service demands.
- **Triggering Prioritisation:** Define the principles that will trigger a project being classified as a priority. For instance, will there be a classification for critical assets with zero tolerance for being beyond their design life? How will these features be defined and assessed?

## Advisory and Decision-Making Process

Paragraphs 18-21 discuss the role of Te Waihangā (via an independent panel) in advising on the readiness of infrastructure projects and alternative management methods. While theoretically sound, this raises practical concerns:

- **Advisory Weight:** Clarify the weight and authority of this advisory process. Will it have the power to stop projects or enforce changes, or will it serve as independent advice to Ministers who can accept or disregard it?
- **Agency Input:** Ensure that agencies have the opportunity to contribute to this advisory process and challenge conclusions where necessary.
- **Costs:** Address whether there will be fees for this process, similar to the Gateway process, especially since some local authorities may opt into the process.

## National vs. Local Prioritisation

Paragraph 20 mentions the Infrastructure Priorities Programme providing a "menu" of high-quality proposals of national importance. This raises questions:

- **Scope of Prioritisation:** Does this imply that only national projects will be prioritized? Clarify the criteria for determining national importance and the process for selecting projects.

- **Criteria for National Projects:** Provide transparency on the criteria and processes that will be used to determine which projects are of national importance.

### **Inclusion of Treaty of Waitangi Principles and Māori Economy**

The process outlined in the National Infrastructure Plan is silent on reflecting the Principles of the Treaty of Waitangi and the Māori economy. If the Plan is intended to include private sector investors (as outlined in paragraph 18), which significantly include iwi, it is essential to incorporate these principles. This will ensure that the Plan respects and integrates Māori perspectives and economic interests, which are crucial for comprehensive national infrastructure planning. The NZDF is already undertaking investment with Ngāti Rangi for 50 houses in Waouru and the integration of this type investment to meet Settlement legislation needs to be reflected in process and criteria.

### **Additional Detailed Comments:**

1. **Use of DERP/Investment Reports:** While the refreshed Defence Estate Regeneration Programme (DERP) and investment reports to Treasury can serve as a platform, the process outlined in paragraph 15 seems cumbersome, merely producing a long list without a clear strategic benefit.
2. **Programme-Level Reporting:** Unless reporting and collation are at the programme level, as mentioned in paragraph 20, the process risks being inefficient. A high-quality, national-level menu of infrastructure proposals must consider programme-level details to avoid redundancy and enhance strategic value.
3. **Socialisation of the Infrastructure Priorities Programme:** The paper states that the Commission has socialized the Infrastructure Priorities Programme with central government agencies (paragraph 12.2). However, the NZDF has not seen evidence of this engagement, raising concerns about the inclusiveness of the process.
4. **Sharper Investment Plans:** The NZDF acknowledges the need to sharpen investment plans to assess outcomes, alternatives to built assets, value for money (VfM), and benefits. This requirement will necessitate more rigorous planning and evaluation processes, which has not been resourced to any further degree within NZDF.
5. **Prioritisation Criteria:** Paragraph 18 refers to assessing infrastructure priorities based on Treasury approval processes and Quarterly Investment Reporting. This may not be the best approach for a national portfolio. What prioritisation criteria will be applied? Paragraph 5 mentions infrastructure that is "affordable for current and future generations, and supports thriving communities and a high standard of living." The NZDF's investments risk being deprioritised under this framework, although we can make a strong indirect case for their importance.

**6. Consistency with Good Project Planning:** Paragraph 25 states that the assessment framework is designed to be consistent with current requirements for good project planning, such as the Treasury's Better Business Cases model. However, previous related papers have suggested that this model needed revision due to being overly bureaucratic. This raises concerns about additional workload without proportional gain.

**7. Climate Change and Natural Hazards:** We note reference to climate change and natural hazards in paragraph 9.1. This, however, needs expansion on given the lack of guidance and depth in recently announced Climate Change Strategy.

## Conclusion

While we support the intent behind the National Infrastructure Plan, we strongly recommend reconsidering its integration with existing frameworks. A collaborative approach between the Treasury and the Infrastructure Commission to develop a unified process would be more efficient and less burdensome for agencies. Additionally, expanding the scope to include comprehensive investment management beyond infrastructure will better serve the diverse needs of agencies like the NZDF.

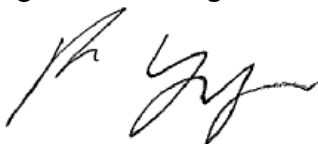
## Recommendations:

We recommend that the Commission amend the paper to advise Minister on:

- Integrating the new process with the existing Treasury Investment Management and BBC frameworks to avoid duplication.
- Clarifying leadership and coordination roles between the Treasury and the Infrastructure Commission.
- Expanding the scope of the National Infrastructure Plan to include comprehensive investment management, not just infrastructure.
- Ensuring that new processes are consistent with CO (23) 9 to avoid additional confusion and inefficiency.
- Including a dedicated assessment and prioritisation pathway for critical Defence infrastructure projects.
- Incorporate the Principles of the Treaty of Waitangi and the Māori economy into the Plan to ensure inclusivity of private sector investors, including iwi.

Thank you for considering our feedback. We look forward to continued collaboration to enhance New Zealand's infrastructure planning and investment management.

Ngā manaakitanga



**PHILIP GURNSEY**

General Manager Estate Strategy

Out of scope



---

**From:** Official Correspondence <Official.Correspondence@nzta.govt.nz>

**Sent:** Tuesday, 16 July 2024 12:32 pm

**To:** Jon Butler <Jon.Butler@tewaihang.govt.nz>

**Subject:** CAB-576 RESPONSE

**Importance:** High

Kia ora Jon

Please find our attached feedback on the National Infrastructure Plan cabinet paper.

Ngā mihi

s9(2)(a)

## Ministerial Services

Te Waka Kōtuia | Engagement & Partnerships

NZ Transport Agency Waka Kotahi

[twitter](#) | [youtube](#) | [facebook](#)



---

**From:** Jon Butler <[Jon.Butler@tewaihanga.govt.nz](mailto:Jon.Butler@tewaihanga.govt.nz)>

**Sent:** Thursday, July 11, 2024 3:20 PM

**To:** s9(2)(a)

[Redacted content]

**Subject:** Agency comment by 12pm Tuesday 16 July: Draft Cabinet Paper on the National Infrastructure Plan

Kia ora

Please find attached a draft Cabinet paper on the 30-year National Infrastructure Plan (the Plan) **for your comment by 12pm Tuesday 16 July.**

Please accept apologies for the tight turnaround. Departmental and Ministerial consultation on the paper are being run in parallel. This will allow us to prepare a version for the Minister for Infrastructure on 17 July, aiming to lodge on 18 July for the ECO Cabinet committee on 24 July.

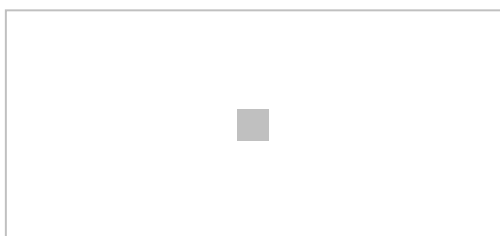
The draft paper is primarily a noting paper that:

- confirms April 2024 Cabinet decisions on the Plan as part of the Government's infrastructure priorities [ECO-24-MIN-0048 refers],
- outlines the purpose, scope and schedule for the Plan, including the process for the Government's response to the draft Plan in June 2025,
- clarifies information requirements from government and local government agencies,
- confirms that the Infrastructure Commission and Treasury will work together to align and streamline information requests to avoid duplication and provide consistency, and
- highlights that departments can submit infrastructure projects for assessment through the "Infrastructure Priorities Programme" (from 18 July 2024).

Thank you for your feedback, please get in touch if you have any questions or would like to discuss further.

Ngā mihi

Jon

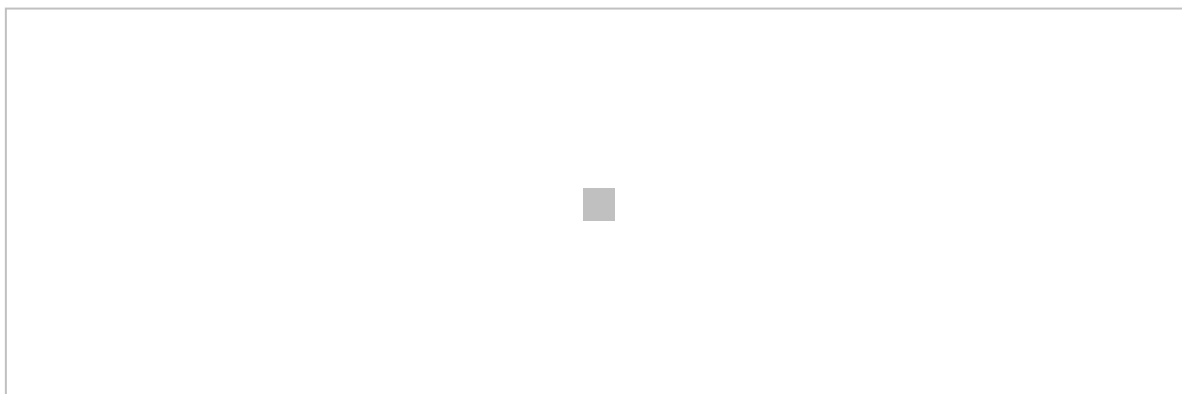


Jon Butler | Director – Infrastructure Strategy

**New Zealand Infrastructure Commission, Te Waihangā**

**Phone:** s9(2)(a) | **Email:** [jon.butler@tewaihanganga.govt.nz](mailto:jon.butler@tewaihanganga.govt.nz)

Visit us online at <https://tewaihanganga.govt.nz/>



This message, together with any attachments, may contain information that is classified and/or subject to legal privilege. Any classification markings must be adhered to. If you are not the intended recipient, you must not peruse, disclose, disseminate, copy or use the message in any way. If you have received this message in

error, please notify us immediately by return email and then destroy the original message. This communication may be accessed or retained by Waka Kotahi NZ Transport Agency for information assurance purposes.



# CAB-576 NZTA feedback on National Infrastructure Plan draft Cabinet paper

16 July 2024

Outlines NZTA feedback on the draft Infrastructure Commission (the Commission) Cabinet paper on the National Infrastructure Plan.

---

## NZ Transport Agency Waka Kotahi (NZTA) response:

- NZTA appreciates the opportunity to review and provide feedback on the Commission's draft Cabinet paper on the purpose and scope of the *National Infrastructure Plan (NIP)*. Our primary feedback is set out below, noting our interest in participating in further review and input as the Plan is developed.

*We seek further clarity on how the Infrastructure Priorities Programme work will integrate with existing infrastructure proposals and the National Land Transport Programme.*

- Paragraph 4.2 references the Assessment of Infrastructure Priorities, the focus being on undertaking independent reviews of infrastructure proposals within a 5 – 15 year timeframe.
- NZTA's has concerns regarding the drafted scope referenced in paragraph 4.2 as it would imply:
  - The Commission will separately assess and prioritise all proposals submitted for inclusion in the National Land Transport Programme (NLTP), which the NZTA Board is already required to prioritise under its statutorily independently function.
  - The Commission would table its assessment in Parliament as part of the NIP for Government response, while the NZTA Board is statutorily required to publish its independent assessment.
  - Government agencies, local government, and the private sector may well be confused about which of the independently assessed and published lists of priority land transport projects they should pay most attention to.
- NZTA recommend that land transport projects funded through the NLTP be subject to a single and publicly transparent prioritisation process that consistently guides the investment planning of all parties. NZTA believes this approach aligns with previous discussion with the Commission that the intention was to limit the Commission's assessment of projects to those that were unfunded and outside statutory-independent regimes such as the NLTP.
- NZTA also suggest clarifying how signalled Government infrastructure priorities, such as the Roads of National Significance, will be treated under the NIP. I.e. will NZTA be required to submit Investment Cases for each project to the Commission for review and endorsement? We would recommend adopting a programme, as opposed to project-oriented approach given the risk of duplication and/or delay to this programme with the addition of individual assessments.
- Recognising the need for the NIP to be comprehensive, NZTA recommend that the Cabinet paper makes clear that any assessment of infrastructure projects made independently under existing statutory arrangements will be adopted unchanged for inclusion in the NIP. For land transport projects this means:

- Scope of the *National Infrastructure Plan*: All infrastructure projects in planning will be documented in the plan, including NLTP projects.
- Scope of the Commission's assessments: Only those land transport projects that are unfunded and outside the NLTP (and the NZTA Board's statutory responsibility) will be independently assessed by the Commission.

*Potential information sources for the National Infrastructure Plan.*

- Paragraph 10 highlights three information sources for the NIP. NZTA suggest that as the Commission cannot require agencies to submit projects into the pipeline or proposals for assessment via the Infrastructure Priorities Programme, the Commission might include a catch-all for other information sources the Commission may draw on, e.g. other publicly available information, known gaps.

*Detail on community buy-in will help enable enduring support.*

- Paragraph 26 states that the plan will be developed as a 'Strategy Report' under the Act. The Act states that a strategy report must contain a statement of the ability for infrastructure to meet 'community expectations', it is unclear from the paper how this requirement is to be met. Community buy-in is critical to develop a long-term plan that has bi-partisan support, especially as the community has diverse views around the need for infrastructure.