



Feedback from

Raukawa

To

The New Zealand Infrastructure Commission –

Te Waihanga

On

Developing an enduring National Infrastructure Plan

10 December 2024

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NZ Infrastructure Commission - Te Waihanga
Level 7, The Todd Building
95 Customhouse Quay
Wellington 6011

Tēnā tatou katoa,

Developing an Enduring National Infrastructure Plan- Feedback

1. INTRODUCTION

- 1.1. This feedback is made on behalf of the Raukawa Charitable Trust [RCT] who advocate for the interests of our Raukawa Iwi.
- 1.2. The Raukawa takiwā has been the focal point for substantial infrastructure development over the last 150 years. Our central location in the North Island has led to the development of an extensive network of roads, bridges, railways, dams, and other national infrastructure that now connects across and through our takiwā both internally and externally.
- 1.3. This working landscape provides critical transport, power, water, communications and social services to the local, regional, and national economies. However, these wider community benefits have come at significant cost to Raukawa.
- 1.4. Finding a balance between the need for infrastructure development and the principles of sustainability and kaitiakitanga (guardianship) is a complex issue. Overall, Raukawa support the development of an enduring National Infrastructure Plan that ensures infrastructure development is sustainable and aligns with our long-term vision for environmental stewardship.
- 1.5. As an iwi, Raukawa realise that we are living in a period of unprecedented change, and we fully recognise the significant cost of these changes. Raukawa also acknowledge that these costs have been largely borne by the natural capital that lies within our environment and felt most by those who are socially and economically marginalised within our very own communities. It is our objective that the proposed National Infrastructure Management Plan strikes the right balance where:
 - a. Providers of infrastructure networks, developments, and operations within the Raukawa takiwā understand Raukawa values and interests.
 - b. The Raukawa cultural landscape and Raukawa cultural values and associations are protected and provided for in National and Regional infrastructure planning and development within our takiwā; and
 - c. Resilient and efficient infrastructure networks and renewable technologies are promoted within the Raukawa takiwā.

Feedback pātai – What the NZ Infrastructure Commission would like to know:

Section one: Why we need a National Infrastructure Plan

Q1. What are the most critical infrastructure challenges that the National Infrastructure Plan needs to address over the next 30 years?

There are a number of critical infrastructure challenges that the proposed National Infrastructure Plan can address over the next 30 years. The most critical infrastructure challenges for Raukawa include:

Cultural Heritage Protection: Ensuring that infrastructure projects do not negatively impact sites of cultural significance is paramount. This includes protecting wāhi tapu (sacred sites) and other culturally important areas from development that could harm their integrity.

Environmental Sustainability: Infrastructure development must align with the principles of kaitiakitanga (guardianship) to protect and enhance natural resources. This involves sustainable management of water, land, and other resources to ensure their availability for future generations.

Climate Change Adaptation: Addressing the impacts of climate change is crucial. Infrastructure must be resilient to extreme weather events, rising sea levels, and other climate-related challenges. This includes designing infrastructure that can adapt to changing environmental conditions.

Inclusive Decision-Making: Ensuring that Raukawa and other iwi are meaningfully included in the decision-making processes for infrastructure projects is essential. This involves genuine consultation and collaboration to incorporate Māori perspectives and values into planning and development.

Capacity Building: Enhancing the capacity of Raukawa to engage in infrastructure planning and management is important. This includes providing resources and facilitating training opportunities to ensure effective participation and advocacy for our interests.

Balancing Development and Conservation: Finding a balance between the need for infrastructure development and the conservation of natural and cultural resources is a complex challenge. Infrastructure projects must be designed to minimize environmental impact and support the long-term sustainability of ecosystems.

Applying a broader lens, Raukawa are of the view that the following challenges also need to be addressed in the National Infrastructure Plan:

Investment Efficiency and Cost Management: New Zealand spends a significant portion of its GDP on infrastructure but ranks low in terms of investment efficiency. Improving the efficiency of infrastructure spending is crucial. Rising construction costs and the need for better value from infrastructure spending are significant challenges. Effective management of project scope and costs is crucial, so any unnecessary costs are not passed on to ratepayers or taxpayers through local and regional rates and/or levies or taxes.

Balancing New and Existing Infrastructure: There is a need to balance investment in new infrastructure projects with the maintenance and renewal of existing infrastructure to avoid long-term financial strain and unintended impacts on our environment and cultural heritage.

Coordination, Governance and Regulatory Improvement: A more holistic and spatial planning management approach for all stakeholders involved is crucial and necessary to ensure effective planning and delivery of

infrastructure projects are achieved. Streamlining regulatory processes and ensuring they are efficient and fit for purpose can help achieve better infrastructure outcomes and reduce delays and costs, this includes duplication in consultation processes and conflict between regulatory and legislative frameworks.

Workforce and Leadership: Building a capable and diverse infrastructure workforce and improving project leadership are essential for the successful planning and execution of infrastructure projects.

Resilience to Natural Hazards: Preparing for and managing the risks associated with natural hazards such as earthquakes, floods, and storms is essential to ensure the resilience of infrastructure. An aligned and holistic approach to both policy and regulatory planning is required. Partnering cross-agency is crucial (linking these outcomes into any Natural Hazard planning and National Policy standards currently being developed by the Ministry for the Environment).

Decarbonization: Reducing carbon emissions from infrastructure and transitioning to low-emission infrastructure are critical for meeting climate change targets and ensuring sustainable development. This will align to Climate Change Emission reduction targets for Aotearoa.

By addressing these challenges, the National Infrastructure Plan can ensure that infrastructure development in Aotearoa is sustainable, culturally respectful, and resilient. It could also help to create a robust and sustainable infrastructure system that supports the economic performance and well-being of all New Zealanders.

Q2. How can te ao Māori perspectives and principles be used to strengthen the National Infrastructure Plan's approach to long-term infrastructure planning?

Incorporating Raukawa perspectives and principles into the National Infrastructure Plan can significantly enhance long-term infrastructure planning in New Zealand. These perspectives and principles include:

Holistic Environmental Stewardship: Raukawa principles emphasize the interconnectedness of all elements of the environment. Integrating these principles can lead to infrastructure planning that prioritizes sustainability and the protection of natural resources, ensuring that development does not compromise environmental health and the long-term ability of the environment to sustain us.

Cultural Heritage Protection: Ensuring that infrastructure projects respect and incorporate Raukawa cultural values and heritage is crucial. This involves identifying and protecting sites of cultural significance and integrating Māori design elements into infrastructure projects.

Collaborative Decision-Making: Strengthening partnerships with Raukawa through genuine collaboration and co-design processes ensures that our perspectives are included in decision-making. This can lead to more inclusive and effective planning that respects Māori values and knowledge.

Adaptive Management: Raukawa's approach to environmental management includes adaptive practices that respond to changing conditions and new information. Incorporating this flexibility into infrastructure planning can enhance the resilience and adaptability of projects.

Capacity Building and Empowerment: Building the capacity of Raukawa to engage in infrastructure planning and decision-making is essential. This includes providing training and resources to ensure we can effectively participate and advocate for our interests.

By embedding these principles into the National Infrastructure Plan, Aotearoa can create infrastructure that not only meets the needs of all its citizens but also honours its commitments to Te Tiriti o Waitangi and supports the well-being of our communities.

Section two: Long-term expectations

Q3. What are the main sources of uncertainty in infrastructure planning, and how could they be addressed when considering new capital investments?

From a Raukawa perspective, several main sources of uncertainty in infrastructure planning can impact the effectiveness and sustainability of new capital investments. Here are some key sources of uncertainty and potential ways to address them:

Climate Change Impacts: Unpredictable environmental changes, such as climate change and natural disasters, can significantly impact infrastructure projects. Addressing this uncertainty involves incorporating adaptive management practices and designing infrastructure that is resilient to natural hazard events and climate change impacts.

Regulatory and Policy Shifts: Changes in government policies and regulations can create uncertainty for long-term infrastructure planning. To mitigate this, Raukawa can advocate for stable and consistent policy frameworks and actively participate in policy development to ensure their interests are represented.

Technological Advancements: Rapid technological changes can render existing infrastructure obsolete or require significant upgrades. Embracing flexible and scalable infrastructure designs that can accommodate future technological advancements can help address this uncertainty.

Economic Fluctuations: Economic instability can affect funding and investment in infrastructure projects. Developing diverse funding strategies, including public-private partnerships with Iwi and alternative financing models, can provide more stability and resilience against economic uncertainties.

Resource Availability: Uncertainty in the availability of natural resources, such as water and land, can impact infrastructure development. Implementing sustainable resource management practices and exploring alternative resources can help mitigate this risk.

By addressing these sources of uncertainty through adaptive, inclusive, and sustainable planning practices, Raukawa are of the view that this can enhance the resilience and effectiveness of infrastructure investments.

Section three: Existing investment intentions

Q4. How can the National Infrastructure Pipeline be used to better support infrastructure planning and delivery across New Zealand?

From a Raukawa perspective, the National Infrastructure Pipeline can be a powerful tool to support infrastructure planning and delivery by integrating cultural values, fostering collaboration, and promoting sustainability.

Strategies for Better Support

Cultural Integration: Ensure that the Pipeline incorporates Māori values such as kaitiakitanga (guardianship). This can be achieved by involving Iwi in the planning and decision-making processes, ensuring that projects respect and enhance the cultural and environmental landscape.

Collaborative Planning: Use the Pipeline to facilitate collaboration between central and local governments, iwi, and other stakeholders. This can help align infrastructure projects with the needs and aspirations of local communities.

Sustainable Practices: Prioritize projects that offer long-term environmental and social benefits. The Pipeline can highlight projects that use sustainable materials, renewable energy, and energy-efficient designs.

Transparent Information Sharing: The Pipeline should provide clear and accessible information about upcoming projects, including their potential impacts on the environment and local communities. This transparency can build trust and support informed decision-making. A transparent information sharing approach over an appropriate time period can also provide practical opportunities, enabling iwi information to be incorporated appropriately into infrastructure design.

Capacity Building: Invest in training and development programs to build the capacity of Māori and other underrepresented groups in the infrastructure sector. This can help create a more diverse and capable workforce.

Section four: Changing the approach

Q5. Are we focusing on the right problems, and are there others we should consider?

From a Raukawa perspective, the National Infrastructure Plan should ensure the integration of cultural values, sustainability, and iwi engagement. While the current plan addresses many important issues, there are additional areas that could be considered to ensure a more holistic approach:

Current Focus Areas

Sustainability: The plan emphasizes sustainable practices, which align with the Raukawa value of kaitiakitanga (guardianship) to protect the environment for future generations.

Resilience: Building resilient infrastructure that can withstand natural disasters and climate change is crucial. This aligns with the need to protect communities and natural resources.

Economic Growth: The plan aims to boost economic growth through infrastructure development, which can provide jobs and improve living standards.

Additional Areas to Consider

Cultural Integration: More emphasis on integrating Māori cultural values and perspectives into all stages of infrastructure planning and delivery in a timely fashion. This includes involving iwi in decision-making processes and ensuring projects respect and enhance cultural heritage sites.

Community Engagement: Strengthening community engagement to ensure that infrastructure projects meet the needs and aspirations of local communities. This involves regular consultation and collaboration with iwi and other stakeholders.

Holistic Planning: Adopting a holistic approach that considers the interconnectedness of infrastructure, people, and the environment. This means looking beyond immediate needs and considering long-term impacts on communities and ecosystems.

Education and Training: Investing in education and training programs to build capacity in the infrastructure sector, particularly among Māori and other underrepresented groups. This helps create a more knowledgeable and diverse workforce.

Capability to plan and build

Theme one: Capability to plan and build	
Investment management: Stability, consistency and future focus	
Q6.	What changes would enable better infrastructure investment decisions by central and local government?
<p>We cannot emphasise enough the importance of integrating cultural values and kaitiakitanga (environmental stewardship) into infrastructure investment decisions. The following could enable better infrastructure investment decisions by central and local government:</p> <p>Incorporating Te Mana o te Wai: This principle prioritizes the health and wellbeing of water bodies and ecosystems. Ensuring that infrastructure projects respect and enhance the natural environment is crucial. This principle is at the heart of ensuring the long-term sustainability of our freshwater, enabling the long-term protection of the health and well-being of our communities.</p> <p>Collaborative Decision-Making: Engaging with iwi and local communities in the planning and decision-making processes can lead to more inclusive and sustainable outcomes. This includes co-management agreements and joint decision-making frameworks.</p> <p>Holistic Planning: Viewing infrastructure as part of a broader ecosystem rather than isolated projects. This means considering the interconnectedness of water, land, and people in planning and investment decisions.</p> <p>Long-Term Sustainability: Prioritizing projects that offer long-term environmental, social, and economic benefits. This includes investing in renewable energy, sustainable transport, and resilient infrastructure that can adapt to climate change.</p> <p>Cultural Competency: Building the capacity of government agencies to understand and integrate Māori cultural values and perspectives into their work. This can be achieved through knowledge sharing arrangements and partnerships.</p> <p>By adopting these changes, central and local governments can make more informed and culturally respectful infrastructure investment decisions that benefit both the environment and the community.</p>	
Q7.	How should we think about balancing competing investment needs when there is not enough money to build everything?
No comment	
Workforce and project leadership: Building capability is essential	
Q8.	How can we improve leadership in public infrastructure projects to make sure they're well planned and delivered? What's stopping us from doing this?

Improving leadership in public infrastructure projects from a Raukawa perspective involves integrating cultural values, community engagement, and sustainable practices and continuing to build and strengthen effective and respectful relationships. Here are some key strategies and the challenges that might be hindering their implementation:

Strategies for Improvement

Cultural Integration: Incorporate Māori values and principles, such as kaitiakitanga (guardianship) and manaakitanga (hospitality), into project planning and execution. Build strong relationships and effective practices for working together. This ensures that projects respect and enhance the cultural and environmental landscape.

Community Engagement: Foster strong relationships with iwi and local communities. This involves regular consultation and collaboration carried out in a timely fashion to ensure that projects meet the needs and aspirations of the people they affect.

Holistic Leadership Training: Develop leadership programs that emphasize both technical skills and cultural competency. Leaders should be equipped to navigate both the technical aspects of infrastructure projects and the cultural dynamics of the communities they serve.

Sustainable Practices: Prioritize projects that offer long-term environmental and social benefits. This includes using sustainable materials, minimizing environmental impact, and ensuring projects are resilient to climate change.

Transparent Decision-Making: Implement transparent processes that allow for accountability and trust. This includes clear communication of project goals, progress, and challenges to all stakeholders.

Challenges to Implementation

Lack of Cultural Competency: Many leaders and decision-makers may not fully understand or appreciate Māori cultural values, leading to a disconnect between project goals and community needs.

Resource Constraints: Limited financial and human resources can hinder the ability to implement comprehensive community engagement and sustainable practices. We encourage officials to partner with iwi to address the deficit in human resources capacity and capability in order to address community engagement and sustainable practice needs.

Bureaucratic Hurdles: Complex regulatory and approval processes can delay projects and make it difficult to incorporate innovative and culturally sensitive approaches.

Resistance to Change: There may be resistance from within organizations to adopt new ways of thinking and working, especially if they challenge established norms and practices. We encourage officials to advocate and embrace a new way of thinking to achieve the outcomes sought.

Communication Gaps: Ineffective communication between government agencies, project leaders, and communities can lead to misunderstandings and mistrust.

By addressing these challenges and adopting a more inclusive and culturally aware approach, leadership in public infrastructure projects can be significantly improved, leading to better planning and delivery outcomes.

Q9.	How can we build a more capable and diverse infrastructure workforce that draws on all of New Zealand's talent?
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Building a more capable and diverse infrastructure workforce from a Raukawa perspective involves embracing cultural values, fostering inclusivity, and investing in education and training. Here are some strategies to achieve this:

Strategies for Building a Diverse Workforce

Cultural Competency Training: Implement training programs that educate the workforce about Māori values and perspectives. This helps create a more inclusive environment where cultural diversity is respected and valued.

Inclusive Recruitment Practices: Develop recruitment strategies that actively seek to include underrepresented groups, including Māori. This can involve partnerships with iwi and community organizations to reach a broader talent pool.

Education and Training: Invest in education and training programs that provide pathways into the infrastructure sector. This includes scholarships, apprenticeships, and internships targeted at Māori and other underrepresented groups.

Mentorship and Support: Establish mentorship programs that support the professional development of Māori. Mentors can provide guidance, support, and networking opportunities to help them advance in their careers.

Community Engagement: Engage with local communities to understand their needs and aspirations. This can help tailor workforce development programs to better align with the skills and interests of the community.

Flexible Work Environments: Create flexible work environments that accommodate different cultural practices and family responsibilities. This can make the infrastructure sector more attractive to a diverse range of people.

Challenges to Overcome

Systemic Bias: Overcoming systemic biases in hiring and promotion processes that may disadvantage minority groups.

Resource Limitations: Ensuring there are sufficient resources to support comprehensive training and development programs.

Resistance to Change: Addressing resistance within organizations to adopting more inclusive practices and policies.

Communication Barriers: Bridging communication gaps between different cultural groups to foster better understanding and collaboration.

By addressing these challenges and implementing these strategies, Aotearoa can build a more capable and diverse infrastructure workforce that draws on the talents of all its people, including those from the Raukawa and other Māori communities.

Theme 2: Taking care of what we've got

Asset management: Managing what we already have is the biggest task

Q11.	What strategies would encourage a better long-term view of asset management and how could asset management planning be improved? What's stopping us from doing this?
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From a Raukawa perspective, encouraging a better long-term view of asset management involves integrating cultural values, sustainability, and community engagement into planning processes. The following are some strategies that could be considered along with challenges that might be hindering their implementation:

Strategies for Better Long-Term Asset Management

Cultural Integration: Embed Māori values such as kaitiakitanga (guardianship) into asset management practices. This ensures that assets are managed in a way that respects and enhances the cultural and environmental landscape.

Sustainable Practices: Prioritise sustainability by considering the long-term environmental impacts of asset management decisions. This includes using renewable resources, reducing waste, and ensuring that assets are resilient to climate change.

Engagement: Engage with iwi and local communities in the planning and decision-making processes. This helps ensure that asset management plans reflect the needs and values of the community.

Holistic Planning: Adopt a holistic approach that considers the interconnectedness of assets, people, and the environment. This means looking beyond immediate needs and considering the long-term implications of asset management decisions, which is what the national infrastructure plan should be aiming to achieve.

Education and Training: Invest in education and training programs that build capacity in asset management, particularly among Māori and other underrepresented groups. This helps create a more knowledgeable and diverse workforce.

Transparent Decision-Making: Implement transparent processes that allow for accountability and trust. Clear communication of goals, progress, and challenges is essential for building stakeholder confidence.

Challenges to Implementation

Resource Constraints: Limited financial and human resources can make it difficult to implement comprehensive and sustainable asset management practices.

Systemic Bias: Existing biases in decision-making processes can hinder the integration of Māori values and perspectives.

Regulatory Hurdles: Complex regulatory frameworks can slow down the adoption of innovative and culturally sensitive approaches.

Resistance to Change: There may be resistance within organisations to adopting new practices, especially if they challenge established norms.

Communication Barriers: Effective communication between different cultural groups can be challenging, leading to misunderstandings and mistrust.

By addressing these challenges and adopting these strategies, asset management planning can be improved to better reflect long-term sustainability and cultural values, leading to more resilient and inclusive outcomes.

Resilience: Preparing for greater disruption

Q12. How can we improve the way we understand and manage risks to infrastructure? What's stopping us from doing this?

Improving the understanding and management of risks to infrastructure from a Raukawa perspective involves integrating cultural values, community engagement, and sustainable practices. The following provides strategies for consideration and the challenges that might hinder their implementation:

Strategies for Better Risk Management

Cultural Integration: Incorporate Māori values such as kaitiakitanga (guardianship) into risk management practices. This ensures that risks are assessed and managed in a way that respects and enhances the cultural and environmental landscape.

Iwi and Community Engagement: Engage with iwi and local communities to identify and understand potential risks. This collaborative approach helps ensure that risk management strategies are culturally appropriate and effective.

Holistic Risk Assessment: Adopt a holistic approach to risk assessment that considers the interconnectedness of assets, people, and the environment. This means looking beyond immediate risks and considering long-term implications.

Sustainable Practices: Prioritise sustainability by considering the long-term environmental impacts of risk management decisions. This includes using renewable resources, reducing waste, and ensuring that infrastructure is resilient to climate change.

Education and Training: Invest in education and training programs that build capacity in risk management, particularly among Māori and other underrepresented groups. This helps create a more knowledgeable and diverse workforce.

Transparent Decision-Making: Implement transparent processes that allow for accountability and trust. Clear communication of goals, progress, and challenges is essential for building stakeholder confidence.

Challenges to Implementation

Resource Constraints: Limited financial and human resources can make it difficult to implement comprehensive and sustainable risk management practices.

Systemic Bias: Existing biases in decision-making processes can hinder the integration of Māori values and perspectives.

Regulatory Hurdles: Complex regulatory frameworks can slow down the adoption of innovative and culturally sensitive approaches.

Resistance to Change: There may be resistance within organizations to adopting new practices, especially if they challenge established norms.

Communication Barriers: Effective communication between different cultural groups can be challenging, leading to misunderstandings and mistrust.

By addressing these challenges and adopting these strategies, the understanding and management of risks to infrastructure can be improved to better reflect long-term sustainability and cultural values, leading to more resilient and inclusive outcomes.

Theme 3: Getting the settings right	
Institutions: Setting the rules of the game	
Q14.	Are any changes needed to our infrastructure institutions and systems and, if so, what would make the biggest difference?

From a Raukawa perspective, several changes to infrastructure institutions and systems could make a significant difference in ensuring that infrastructure planning and delivery are more inclusive, sustainable, and culturally respectful.

Key Changes Needed

Cultural Integration: Embed Māori cultural values) into the core of infrastructure institutions. This involves incorporating these values into policies, planning processes, and decision-making frameworks.

Collaborative Governance: Establish co-governance and co-management structures that include iwi and local communities in the decision-making process. This ensures that infrastructure projects reflect the needs and aspirations of all stakeholders.

Sustainable Practices: Prioritize sustainability by adopting practices that reduce environmental impact and enhance resilience to climate change. This includes using renewable energy, sustainable materials, and energy-efficient designs.

Capacity Building: Invest in education and training programs to build the capacity of Māori and other underrepresented groups in the infrastructure sector. This helps create a more knowledgeable and diverse workforce.

Network pricing: How we price infrastructure services impacts what we think we need	
Q15.	How can best practice network pricing be used to provide better infrastructure outcomes?

No comment

Regulation: Charting a more enabling path	
Q16.	What regulatory settings need to change to enable better infrastructure outcomes?

From a Raukawa perspective, several regulatory settings need to change to enable better infrastructure outcomes. These changes should focus on integrating cultural values, promoting sustainability, and enhancing community engagement.

Key Regulatory Changes

Cultural Integration: Regulations should mandate the inclusion of Māori cultural values in infrastructure planning and decision-making processes. This strongly encourages the establishment of strong relationships and effective practices for working together, ensuring that projects respect and enhance the cultural and environmental landscape.

Co-Management Structures: Establish co-management frameworks that involve iwi and local communities in regulatory processes. This can help ensure that infrastructure projects align with the needs and aspirations of all stakeholders.

Sustainability Requirements: Strengthen regulations to prioritize sustainability in infrastructure projects. This includes requirements for using renewable energy, sustainable materials, and energy-efficient designs.

Iwi Engagement: Enhance regulations to require meaningful iwi engagement throughout the lifecycle of infrastructure projects. This involves regular consultation and collaboration with iwi and other local stakeholders.

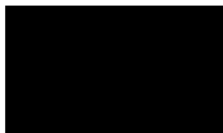
What happens next

1.6. Section five: What happens next?

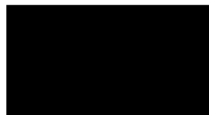
Q17. Do you have any additional comments or suggestions that you would like us to consider as we develop the National Infrastructure Plan?

No comment

Nāku noa, nā



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