

12 October 2023

s 9(2)(g)(ii)

Thank you for your Official Information Act request, received on 14 September 2023. You requested: "a list of all the projects [Te Waihangā has] a governance role in across government, including some details around agency, size, project status, length, value etc".

Background information

Government Procurement Rules and the Cabinet Office Circular on investment management settings both require that agencies considering the procurement of infrastructure with a total cost of ownership of more than \$50 million must engage with Te Waihangā early in the development of the project's business case. Our project advisors play an active role in a number of transformational infrastructure projects.

Recently, this has included direct involvement in two workstreams run by Auckland Light Rail: the Transport Design Huihuinga and the Business Case Huihuinga. We have been involved at a governance level on the New Zealand Battery Project, the Ministry for Primary Industry's Plant Health and Environment Capability Project, Our Place in Antarctica – the redevelopment of Scott Base, the investigation of whether there is a need for permanent National Quarantine Capability, and the Department of Internal Affairs' Te Ara Tahi – Heke Rua Archives project.

At Ministerial direction we have been an observer at governance meetings for the New Dunedin Hospital, and the New Zealand Upgrade Programme. As the policy owner for the Public Private Partnerships model, we attend steering group meetings for active projects including Transmission Gully, Puhoi to Warkworth and Waikeria Prison projects.

At a programme level we recently supported the Department of Prime Minister and Cabinet in a deep dive review into each of the 16 projects in the Mental Health Infrastructure Programme. [The review](#) (published in December last year) identified characteristic issues with project planning and prioritisation that were an important driver of the health sector reforms and have highlighted the opportunities the reforms present to improve on New Zealand's

processes for health capital delivery. To help address these concerns we worked with Te Whatu Ora as part of an Independent Working Group to define a new operating model for the infrastructure division within the new health entity.

At a project level we have engaged with Te Whatu Ora, the New Zealand Defence Force and Ministry of Education on market engagement processes to inform the procurement strategy in their business cases. We also worked closely with Treasury on the process to establish Rau Paenga to provide more hands-on project management support for other government agencies, particularly those that do not routinely build physical infrastructure. At Cabinet's request we helped Rau Paenga identify an initial portfolio of projects including facilitating a proposal for central co-ordination of water infrastructure upgrade works through the Crown Water Supplier Forum (Ministry of Education, Department of Conservation, NZ Defence Force, Corrections).

Our direct role in project advisory is supplemented by participating in key government processes relevant to infrastructure investment. We take an active role in the Budget process, with officials sitting on the budget investment panel and providing detailed feedback to Government on investment proposals seeking Budget funding.

To improve the information coming into the investment management system we have taken a more active role commenting on Risk Profile Assessments for new investment initiatives and participated in a significant number of Gateway reviews for high risk/high value projects. This ensures project owners are receiving our advice and input formally at key project milestones. Finally, we have provided more insight and analysis into the Treasury's quarterly investment reports, ensuring both system and project risks are reported to Ministers on a regular basis.

List of projects that we play a governance role in

The following list provides information about infrastructure projects that Te Waihanga is currently involved with to support organisations across government, and the various governance roles we play.

As we are not the lead organisation for these projects, we do not necessarily hold current information on the project size, status, length, value etc and recommend that you seek that information from the lead organisation in each case (or from publicly available information about these projects).

Project Name	Lead Organisation	Brief description of project	Type of Governance Group	Membership Type
New Zealand Battery Project	MBIE	Investigating the ability of pumped hydro, and alternative technologies, to address New Zealand's dry year electricity problem	Steering Committee	Committee Member
SouthPAN	LINZ	SouthPAN (Southern Positioning Augmentation Network) will improve the accuracy and reliability of satellite-based positioning systems in Australasia.	Joint Governance Board	Board Member
Our Place in Antarctica	Antarctica New Zealand	Redevelopment of Scott Base	Steering Committee	Committee Member
Te Ara Tahī - Heke Rua Archives	Department of Internal Affairs	Programme supporting Archives New Zealand, National Library, and Ngā Taonga Sound & Vision to create fit-for-purpose buildings, improve digital infrastructure, embed mātauranga Māori, and identify collaborative opportunities	Steering Committee	Committee Member
New Dunedin Hospital	Te Whatu Ora	New Dunedin Hospital	Steering Committee	External Observer (does not receive papers)
New Zealand Upgrade Programme	Waka Kotahi	The \$12b NZUP was announced in January 2020 and includes \$6.8b of Crown investment across 24 land transport projects in rail, roads, public transport, and walking and cycling infrastructure.	Steering Committee	Observer
Transmission Gully	Waka Kotahi	Transport project delivered under a Public Private Partnership.	Project Governance Group	Observer
Puhoi to Warkworth	Waka Kotahi	Transport project delivered under a Public Private Partnership.	Project Governance Group	Observer
Waikeria Prison	Department of Corrections	A new prison with a dedicated mental health and addiction service – Hikitia – being developed at Waikeria Prison.	Project Governance Group	Observer
Whangārei Hospital Redevelopment	Te Whatu Ora	Whangārei Hospital Redevelopment	Steering Group	External Observer (does not receive papers)

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



Blake Lepper
General Manager, Delivery