



27 September 2024
Carol Campbell
Board Chair, New Zealand Post Ltd
[REDACTED]

MIN-CB-76

Dear Carol,

Request for agency support for the development of the National Infrastructure Plan

The Government is focussed on improving the performance and outcomes of New Zealand's infrastructure system. Developing a clear view of infrastructure priorities and a credible pipeline of infrastructure projects is a key part of our plan to increase productivity, economic growth, and make New Zealand a better place to live.

As a priority to address New Zealand's infrastructure challenges, I have asked the Infrastructure Commission (the Commission) to develop a National Infrastructure Plan (the Plan) and to work with other relevant agencies as appropriate. The Plan will, identify the gap between planned investment and long-term investment needs, and make recommendations on the actions, projects, and reforms to address that gap.

The Commission will deliver the Plan by the end of 2025. The Government will then respond to the Plan in 2026. I expect the Plan will inform the development of Regional Deals and other infrastructure investment and policy decisions. A diagram describing the components of the Plan is attached and further information on the Plan is available on the Commission's website: <https://tewaihang.govt.nz/national-infrastructure-plan>.

As agreed by Cabinet in August 2024, [CAB-24-MIN-2077.02 refers] I am writing to request that your agency support the development of the Plan by providing the Commission with the information needed to undertake this work.

I acknowledge your agency is focussed on delivering your existing work programmes. As such, the Minister of Finance and I have directed the Treasury and the Commission to work together to minimise duplication in information gathering and reporting processes. For example, some agencies already provide infrastructure investment and project information to both the Treasury and the Commission, including:

1. Quarterly investment reporting (QIR) data and information to the Treasury, in accordance with requirements set out in Cabinet Office Circular CO(23)9: *Investment Management and Asset Performance in Departments and Other Entities*¹
2. Information to the Commission for inclusion in the National Infrastructure Pipeline (Pipeline), New Zealand's national dataset of infrastructure projects.²

¹ I note that your organisation may also have recently responded to the June 2024 request from the Minister of Finance and me to improve investment data quality and disciplines to strengthen the Investment Management System.

² The Commission administers the National Infrastructure Pipeline to carry out its functions under the New Zealand Infrastructure Commission/Te Waihanganga Act 2019. The Pipeline provides a view of projects and programmes from central government, local government, and the private sector that are underway, planned, being planned, or anticipated to maintain, renew, restore, and improve infrastructure services.

I ask that you continue to provide this information. The Commission may need further information over and above that already provided through existing processes. This may include more granular capital investment or asset management information.

The Pipeline already contains information from contributing entities on current or planned infrastructure projects, but the Commission will build on this as part of the Plan to create a more complete picture that gives greater insight into project timeframes, spend, and workforce projections. To do this, the Pipeline will need to include information from all government entities with infrastructure responsibilities.

The Commission will work closely with agencies on how information provided will be included within the Plan and how it will be published, in order to maintain appropriate levels of confidentiality.

The Commission is also inviting applications to the Infrastructure Priorities Programme (IPP). The IPP provides structured independent reviews of nationally significant infrastructure proposals and problems in various stages of planning – from identifying the strategic case for investment through to funding-ready options, including initiatives that avoid the need for physical infrastructure.

The IPP is not an investment decision-making process itself but, along with other analysis from the National Infrastructure Plan, it will inform the Commission's input on infrastructure proposals through the Budget process, and I expect that the outputs may also be used to support Regional Deals in the future. A list of proposals endorsed through the IPP will be published as part of the Plan and updated on a regular basis. Please note that participation in the IPP is voluntary and does not exempt agencies from current Treasury requirements or the new business case review process for high-risk investments.

The Commission will be offering several webinars about the development of the Plan. The webinars will explain more about the Plan and its value for your organisation and the relevance of your information for developing the Plan. The webinars will also offer support for your agency in engaging on the Plan and supplying the important information that you hold. The Commission will send details about the webinars to you in the coming weeks.

Action requested at this stage:

1. **Assign a key contact for leading engagement with the Commission on the Plan.**
This person's contact details should be provided to the Commission via pipeline@tewaihanga.govt.nz by 11 October 2024.
2. **Have appropriate team members attend upcoming webinars.**
3. **Be ready to respond to the Commission's requests for information.**

Yours sincerely,



Hon Chris Bishop
Minister for Infrastructure
Acting Minister for State Owned Enterprises

cc David Walsh, Chief Executive, NZ Post Ltd, [REDACTED]

Appendix A: The Key Components of the National Infrastructure Plan

