



Briefing to the Incoming Minister for Infrastructure

November 2020

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Definition of infrastructure

Infrastructure is a system of inter-connected physical structures which consume capital to produce services that enhance wellbeing.

Examples typically include fixed assets in the following sectors: transport, three waters, energy, telecommunications, social assets (for example: schools, hospitals, prisons and civic amenities) and certain natural assets (for example: floodbanks and wetlands).

Role of the Minister for Infrastructure

Legislative requirements

Under legislation, the Minister for Infrastructure **must**:

- Present a copy of the 30-year Infrastructure Strategy Report to the House of Representatives as soon as practicable after receiving the Strategy Report (after New Zealand Infrastructure Commission/Te Waihangā provides you a draft Strategy Report for your consideration). The first draft from Te Waihangā is due to you in September 2021.¹
- Present a statement of the Government's response to the Strategy report to the House of Representatives not later than 180 days after the report is provided to you.²

Under legislation, you **may**:

- Provide comments on the draft Strategy Report in writing, within 90 days of receiving the draft and, following that, Te Waihangā must provide the final report to you within another 90 days.³
- Direct Te Waihangā to provide a Report to the Minister on any matter relating to infrastructure. The terms of the direction may specify one or more of the following:
 - the scope of the matter to be reported on
 - requirements relating to consultation with you or any other person
 - the date by which Te Waihangā must provide its report.⁴
- Direct Te Waihangā to have regard to a government policy that relates to our functions and objectives.⁵

Other opportunities

While not specified in legislation, you have the opportunity to act as a facilitator of better infrastructure outcomes by:

- Bringing together the Ministers of Transport, Local Government, Building & Construction, Economic & Regional Development, Education, Health, Defence, Energy & Resources, Corrections and others to discuss their portfolio-related matters that have a wider impact on delivering best practice infrastructure.
- Highlighting opportunities that cut across portfolios, such as better asset management standards, use of data, funding and financing tools, resilience, governance and procurement.

¹ New Zealand Infrastructure Commission/Te Waihangā Act 2019; sections 14 (2) and 17 (f)

² New Zealand Infrastructure Commission/Te Waihangā Act 2019; section 18

³ New Zealand Infrastructure Commission/Te Waihangā Act 2019; sections 15 and 16

⁴ New Zealand Infrastructure Commission/Te Waihangā Act 2019; section 20

⁵ Crown Entities Act 2004 section 104. Te Waihangā is also subject to the whole-of-government directions under section 107 of that Act.

How New Zealand Infrastructure Commission/Te Waihanga can support you

We are your lead advisor on infrastructure

- The main function of Te Waihanga is to co-ordinate, develop and promote an approach to infrastructure that improves the wellbeing of New Zealanders.
- As the Government's lead infrastructure advisor, Te Waihanga is your first point of contact for advice on infrastructure matters. We are available to provide you briefings and have regular meetings with you on a range of infrastructure-related matters.
- Because infrastructure is cross-agency in nature, from time to time you can also expect to receive advice from other agencies such as the Treasury.

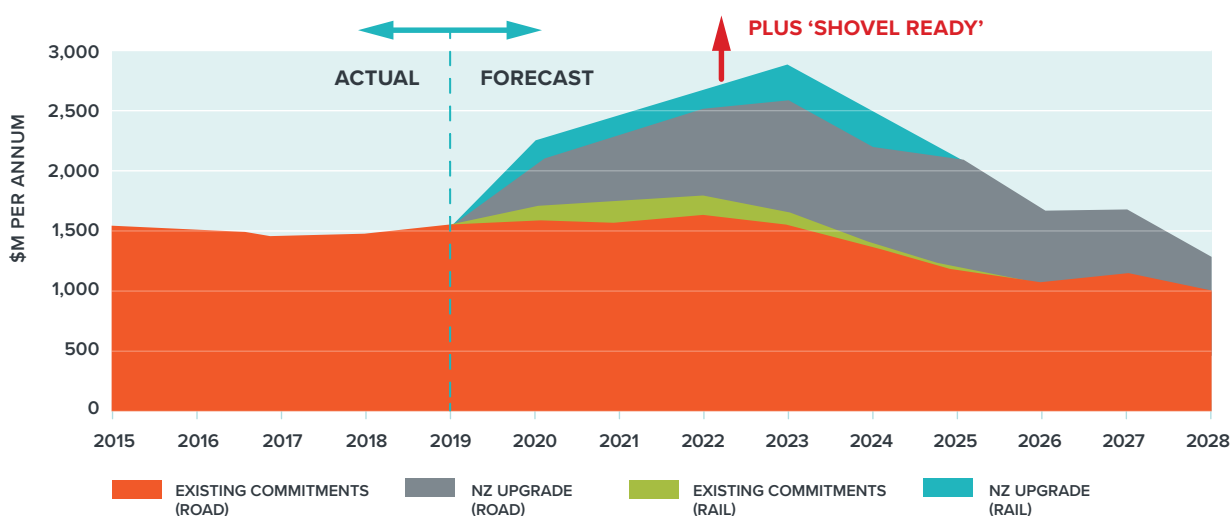
You have the opportunity to use Te Waihanga in the following ways:

- Deliver more pipeline certainty by coordinating a 30-year infrastructure vision and pipeline across central government, local government and the market.
- Use our role as an Autonomous Crown Entity to test sensitive reform proposals publicly.
- Assist public entities, that have projects with a total cost of ownership above \$50 million, to apply appropriate procurement and financing models.
- Review the performance of major projects (both during and after).

We can help you deliver the Government's infrastructure investment programme

- We are conscious that the Government has committed to an unprecedented infrastructure investment programme. This includes the Ministry of Health's infrastructure programme (estimated \$14.0 billion), the New Zealand Upgrade Programme (\$12.0 billion), Let's Get Wellington Moving (\$6.4 billion), the New Zealand Defence Force's ten year capital and operating expenditure (\$4.54 billion), shovel ready projects (\$3.0 billion) and Auckland Light Rail (\$1.8 billion)⁶.
- Figure 1.1 demonstrates the scale of the challenge in the land transport sector alone, showing existing with new forecast spending.

Figure 1.1: Waka Kotahi NZ Transport Agency's existing capital commitments, New Zealand Upgrade Programme and shovel ready projects.



Source: NLTF Annual Reports, 2018 GPS on Land Transport, New Zealand Update Programme - Transport

⁶ Auckland Transport Alignment Project, 2018.

- While investment of this kind is much needed, there will be challenges implementing this, such as:
 - substantial capital constraints brought on by Covid-19
 - project governance and delivery capacity constraints
 - materials and supplies shortages
 - skills and labour shortages
 - a resource planning and consenting framework that is often slow to respond to changes in demand.
- We can help you deliver your programme in the face of these challenges. Reducing our infrastructure deficit means the Government will need to take a combination of actions, such as:
 - Thinking differently about how we deliver services by managing demand, or using asset data to make more informed choices about renewals and replacements.
 - Making policy reforms that will unlock the delivery of major projects, such as Resource Management and Three Waters Reform.
 - Applying investment assurance on selected major projects to ensure we are selecting the right projects.
 - Monitoring for effective project governance.
 - Using new funding and financing tools, such as value capture, user charges and targeted rates, to unlock new funding streams for projects.
- We are ready and able to support you on these matters and more.

New Zealand's strategic context

New Zealand is world-class, but the state of our infrastructure is holding us back

- Our wellbeing performs highly when compared with other countries. The World Economic Forum found in 2019 that New Zealand ranked first out of 141 economies for macroeconomic stability, third for the quality of our institutions and fifth for our labour market.
- However, Figure 1.2 shows that New Zealand ranks a comparatively low 46 out of 141 for the state of infrastructure.⁷

Figure 1.2: World Economic Forum: Global Competitiveness Report 2019: New Zealand



- Similarly, the G20 rates New Zealand's overall infrastructure performance to be below the high income country average and behind comparative countries, including Singapore, Denmark, Australia and Ireland.⁸

- Figures vary on the size of our infrastructure deficit. Prior to Covid-19, estimates varied between NZD\$25.9 billion⁹ and \$75 billion¹⁰. That shortfall is roughly the equivalent cost of up to 17 Auckland City Rail Link projects.

⁷ The Global Competitiveness Report 2019, World Economic Report: http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

⁸ 'Country comparison', Infracompass.

⁹ 'New Zealand', Global Infrastructure Outlook, retrieved 25 September 2020: <https://outlook.gihub.org/countries/New%20Zealand>

¹⁰ Infrastructure for the Long Haul: a need for transparency and durability, Sense Partners (commissioned by the Association of Engineering and Consulting New Zealand), September 2020: <https://d3n8a8pro7vnm.cloudfront.net/acenz/pages/1663/attachments/original/1600130930/infrastructure-for-the-long-haul-full-report.pdf?1600130930>

- Other countries in the Asia-Pacific region have used infrastructure investment as a way to become more competitive. New Zealand has not made the most of this opportunity.
- Unlike some Asian economies, New Zealand has tended to avoid the important but difficult decisions about infrastructure. Excessive housing costs, unacceptably low drinking water standards and poor environmental outcomes mean New Zealand will not be able to keep putting off these difficult decisions.

How does our infrastructure deficit impact New Zealanders?

While not an exhaustive list, the main implications for New Zealanders of our infrastructure deficit are as follows:

Many New Zealanders struggle to find affordable housing

- In March 2019, Auckland was estimated to have an undersupply of dwellings of nearly 30,000¹¹. This undersupply contributed to housing costs rising at a faster pace than incomes.
- Our cities are growing fast, particularly Auckland, Wellington, Christchurch, Hamilton, Tauranga and Queenstown.¹² In particular, Auckland's growth has significant implications, including to what extent the cost should be borne by Aucklanders, all New Zealanders and future generations.

Access to quality infrastructure is declining around the country

- While urban councils and central government struggle to meet growth, councils in areas with declining ratepayer bases struggle to fund and maintain levels of service, despite expectations for infrastructure rising.¹³
- Many smaller areas around New Zealand face decline. Nearly half of all small towns¹⁴ declined between 1996 and 2015.¹⁵
- These trends are expected to continue.¹⁶ While many New Zealanders are returning due to Covid-19, it is still unclear what exactly the implications of this will be.

Many New Zealanders do not have access to safe drinking water

- The challenges of growth and decline are presenting major challenges to delivering adequate water services.
- Systemic under-performance means it is probable that poor water quality is compromising the health of New Zealanders. The Havelock North water contamination incident is an extreme example of this. In addition, there are between 18,000 and 100,000 cases of sporadic waterborne illness each year.¹⁷

Poor management of three waters infrastructure is damaging our environment

- Inadequate asset management and deferred investment is resulting in adverse environmental consequences.
- In 2017/18, GHD surveyed 170 out of 321 wastewater treatment plants and found:
 - Nearly 25 percent of wastewater plants were operating under expired consents.
 - Only 27 percent of wastewater plants were achieving full resource consent compliance.
 - A total of 25 percent of plants recorded significant non-compliance in 2017/18.¹⁸

11 Infometrics, 22 October 2019: <https://www.infometrics.co.nz/nz-short-by-nearly-40000-houses/>

12 New Zealand Productivity Commission, Local Government Funding and Financing, 2018: https://www.productivity.govt.nz/assets/Documents/a40d80048d/Final-report_Local-government-funding-and-financing.pdf

13 NZPC, Local Government Funding and Financing.

14 Areas with 10,000 people or less.

15 New Zealand Productivity Commission, Better Urban Planning, 2016: <https://www.productivity.govt.nz/assets/Documents/0a784a22e2/Final-report.pdf>; NZPC, Local Government Funding and Financing.

16 NZPC, Better Urban Planning.

17 Report of the Havelock North Drinking Water Inquiry: stage 2, Department of Internal Affairs, December 2017.

18 Three Waters Review – cost estimates for upgrading wastewater treatment plants to meet objectives of the NPS freshwater, final report, GHD report commissioned for the Department of Internal Affairs, October 2018.

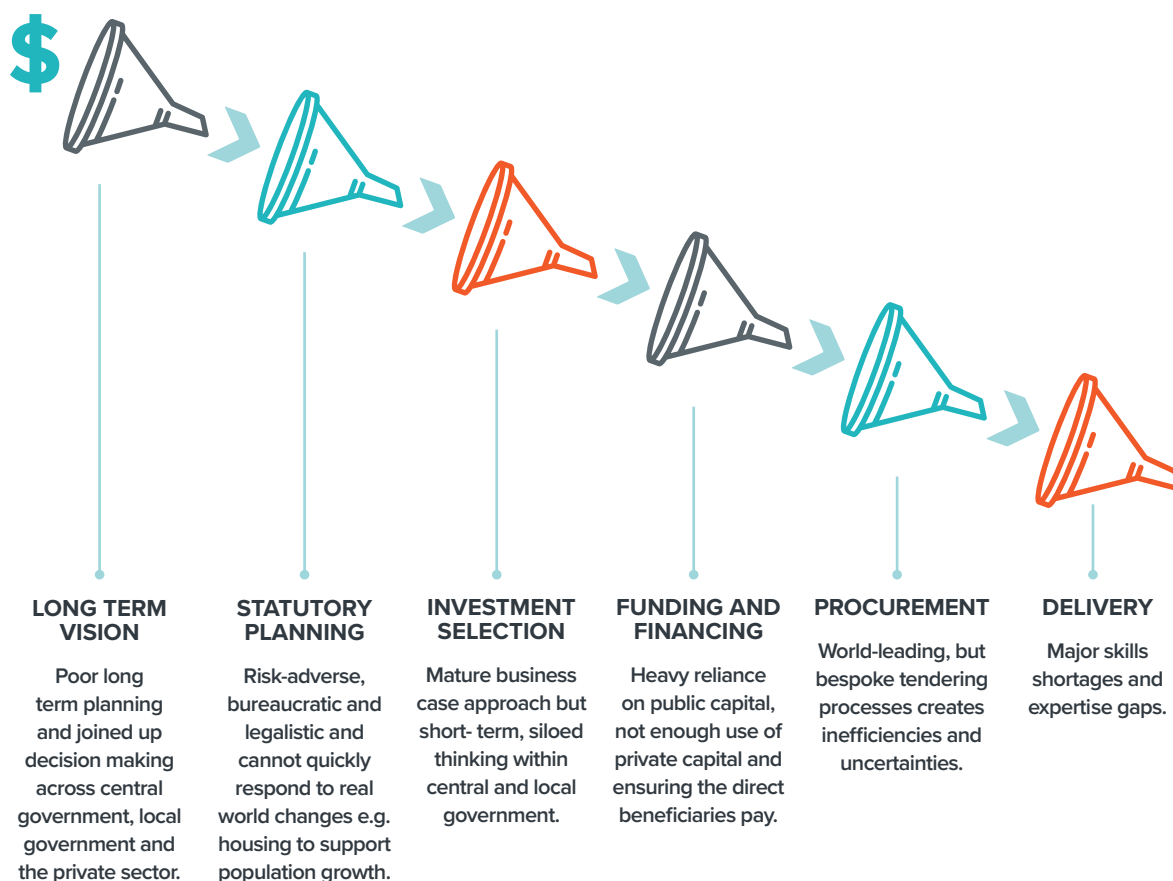
Many New Zealanders lose quality time and productive capacity sitting in congestion

- Data from 2019 shows that three New Zealand cities ranked in the top five most congested cities in Australasia – Auckland (2nd), Wellington (4th) and Hamilton (5th).¹⁹
- The benefits of weekday decongestion to current capacity in Auckland was estimated in 2017 to be up to \$1.3 billion per annum, which is nearly the equivalent capital cost to build the Waterview Tunnel.²⁰
- As well as economic benefits, other possible benefits include freeing up people from wasting their scarce time in traffic, reducing carbon emissions and a greater choice over where households and businesses locate themselves.

Why does New Zealand have an infrastructure deficit?

Figure 1.3 depicts the strengths and areas for improvement in New Zealand's infrastructure supply chain.

Figure 1.3: Turning Infrastructure into a Reality in New Zealand



New Zealand struggles to commit to long-term, enduring infrastructure plans

- As a country, we struggle to agree long-term, multi-partisan plans for our long-term infrastructure needs.
- A prominent example is the Auckland Transport Alignment Project (ATAP). While this was ground-breaking when adopted in 2016 - in that it signified agreement between central and local government on Auckland's long-term land transport needs - the 30-year document was amended by a newly elected government within its first two years.

¹⁹ 'Australia and Oceania' Traffic index ranking, TomTom, retrieved 21 October 2020: https://www.tomtom.com/en_gb/traffic-index/ranking/?country=AU,NZ

²⁰ New Zealand Institute for Economic Research, Benefits from Auckland Road Decongestion, July 2017: <https://infrastructure.org.nz/resources/Documents/Reports/Benefits%20Auckland%20Roads%20Decongestion%20Report.pdf>.

- Transpower is a good example of long-term planning. Transpower identify strategic priorities, such as decarbonisation, and develop future scenarios. They use this to shape their investment programme out to 2050, which means they can be clear and upfront with their stakeholders about the future scale and location of the transmission grid.

New Zealand needs to take a whole-of-system, outcomes-focused approach

- There are opportunities to plan projects as part of wider portfolios, both across and within particular sectors. This should enable us to maximise the benefits from our investment.
- As a country we need to stay focused on the outcomes we are trying to achieve from our investments, rather than just focusing on managing down cost.
- We also need to consider the whole-of-life costs of our assets, which includes the capital and ongoing maintenance and eventual decommissioning.
- There is also evidence of saturation in some parts of the infrastructure supply chain, which is undermining productivity. For example, Auckland has many asphalt plants when it may be more productive to have fewer.
- Conversely, a lack of competition for building materials, cement and general shortages in aggregates restricts productivity and increases costs.
- Boom-bust cycles lead to an under-investment in skills and training which then create procurement short-comings.

New Zealand's institutional and policy settings are world-class on paper, but function poorly in practice

- Our institutions and policy settings are consistently seen as world-leading for accountability, predictability and transparency.²¹
- Good infrastructure planning and delivery relies on long-term certainty - which our institutional and policy settings do not always deliver. This is due to:
 - A lack of scale: For example, 78 regional and territorial local authorities delivering complex and sophisticated infrastructure.
 - A complex governing environment: A multitude of central government entities, councils and businesses making planning and delivery decisions often operating to conflicting legislation.
 - A reactive and narrow resource consenting environment (see Resource Management Reform section below).
 - Short-term budgeting cycles within central and local government.

New Zealanders expect world-class infrastructure, but also have high expectations of property and consultation rights

- New Zealand has broader appeal rights than many jurisdictions we compete with globally.²² These appeal rights impact consenting costs, which flow through to prices people pay for housing and goods and may deter investment and innovation.
- Councils state that the costs and delays caused by appeals can “make it harder to promote large-scale and ambitious projects, and makes our system slow to respond...”²³

Funding and financing is a major constraint

- For central government, increased borrowing in response to Covid-19 has constrained the Government's ability to debt-fund new infrastructure.

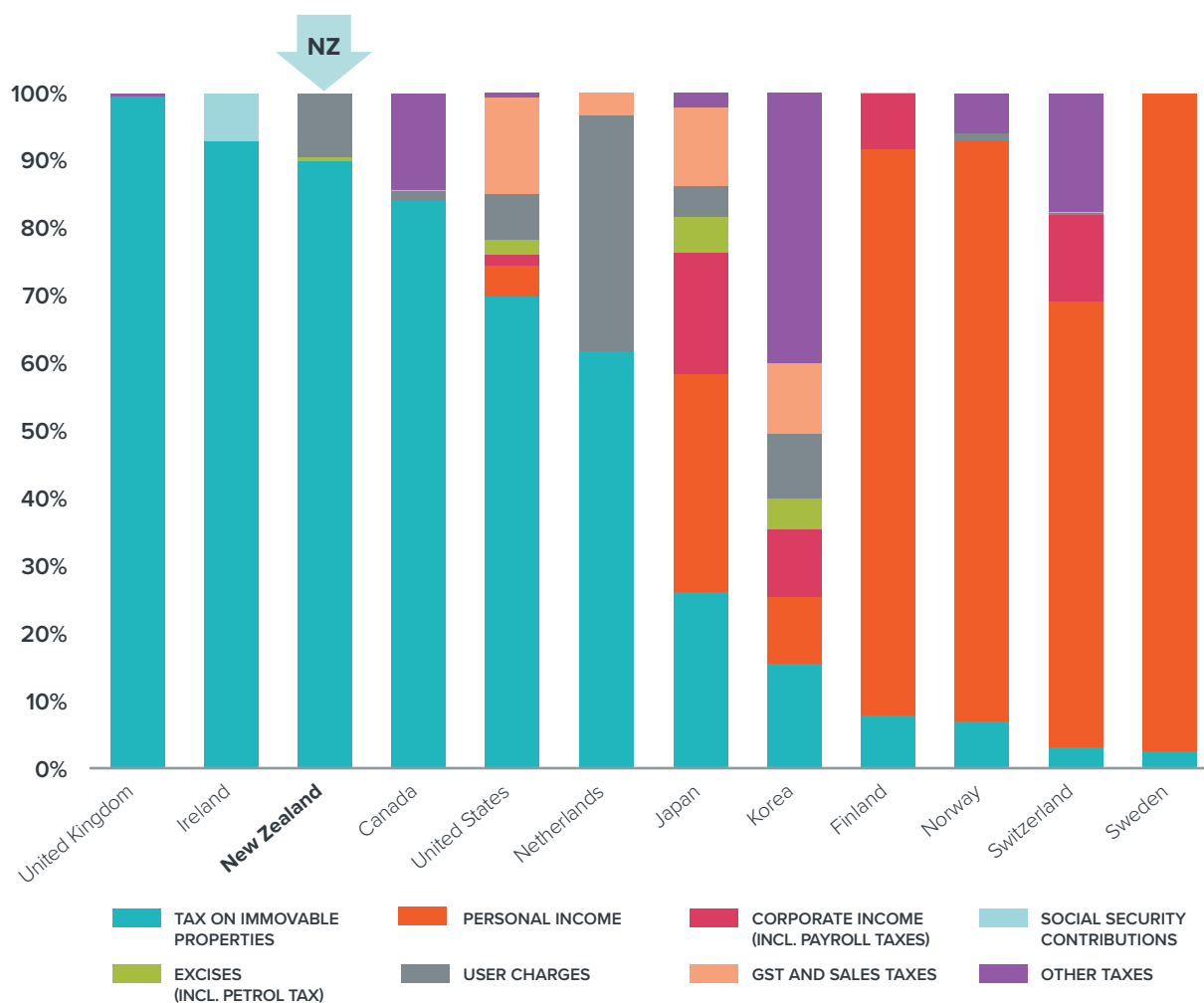
21 Transparency International, Corruption Perception Index 2019: <https://www.transparency.org/en/cpi/2019/results/nzl>

22 NZPC, Better Urban Planning.

23 Local Government New Zealand, A 'blue skies' discussion document about New Zealand's resource management system, 2015.

- Local government, which is responsible for approximately half of all public infrastructure,²⁴ faces unprecedented funding constraints. These constraints are driven by the impacts of climate change, unfunded mandates from central government, meeting demand in high-growth areas²⁵ and the economic impact of Covid-19.
- As Figure 1.4 shows, despite funding constraints, councils in New Zealand use a narrower range of revenue-raising tools than local governments in many other countries.

Figure 1.4: Local government revenue sources across high-income countries, 2017²⁶



- We recommend councils pursue the use of targeted rates. A good example has been Watercare's introduction of a water quality targeted rate to limit stormwater flowing into wastewater and, in turn, improving 'swimmability' at some of Auckland's beaches.
- We also recommend that councils pursue value capture, which is largely underutilised in New Zealand.

Best practice investment management processes are not always being observed

- New Zealand has mature processes for ensuring that major investment decisions are made transparently and that the benefits and costs are thoroughly assessed.
- Governments have increasingly committed to projects without business cases or cost benefit analyses being completed.
- The system would benefit greatly from more coordination across infrastructure portfolios, stricter responsibility and accountability upon the responsible agencies, and more use of post-evaluation reviews.

²⁴ Ten Year Capital Intentions Plan 2016, New Zealand Treasury: <https://www.treasury.govt.nz/sites/default/files/2017-12/2016-capital-intentions-plan.pdf>

²⁵ NZPC, Local Government Funding and Financing.

²⁶ NZPC, Local Government Funding and Financing.

Best practice procurement is not always being observed

- Getting the allocations of expected costs and risks right is key to avoiding costs blowouts and delays. Yet we are seeing that some agencies are not always correctly assessing costs and risks.

When compared with other markets, New Zealand contractors tend to be small and we face skills shortages when work volumes increase significantly

- This limits the capacity for economies of scale and scope.²⁷
- A total of 82 percent of construction employers expect skills shortages to have either a significant (25 percent) or minor (57 percent) impact on the effective operation of their business over the year ahead.²⁸

New Zealand can be a difficult and expensive place to deliver infrastructure

- This is largely due to New Zealand's mountainous, seismically active topography, a widely dispersed population and the frequency of high weather events.
- In terms of the cost of building, Auckland's construction costs are close to the median when compared with a wide range of countries.²⁹ However, those costs are growing and civil construction costs have outpaced the Capital Goods Price Index year-on-year since 2004.³⁰ New Zealand's construction costs are expected to increase at twice the rate of inflation in the coming years.³¹

New Zealand has the opportunity to do more with the infrastructure we have

- Rather than automatically defaulting to built solutions, New Zealand should consider how non-built solutions could deliver similar or better outcomes at lower cost.
- For example, New Zealand could adopt practices from other high-income countries, including changing the way we collect transport revenues or integrating transport and land use to drive down congestion. As a country we could collect better asset data to make more informed choices about renewals and replacements.

New Zealand has several single points of failure across our national networks that must be made more resilient

- Single points of failure include the Auckland Harbour Bridge, Manawatū Gorge, State Highway 1 Kaikōura, Marsden Point oil pipeline and the seismic risk at Thorndon, Wellington which is the gateway to our capital city.

New Zealand could make more use of investor capital

- Investor capital could come from public institutional investors, financiers, equity firms or iwi.

And get beneficiaries to pay

- There is often a lack of transparency about how the costs from infrastructure are apportioned to beneficiaries and users. This makes it hard to know whether costs are being allocated equitably.
- This approach would mean risks and costs are borne by those responsible for spill over effects, such as pollution, or those who stand to gain from the infrastructure investment, such as adjacent property owners.

²⁷ International Construction Market Survey 2019, Turner and Townsend: <https://www.turnerandtownsend.com/en/perspectives/international-construction-market-survey-2019/>.

²⁸ Hays Construction & NZIOB Salary Guide, September 2020: <https://www.hays.net.nz/salary-guide/construction-nziob>

²⁹ International Construction Market Survey 2019, Turner and Townsend: <https://www.turnerandtownsend.com/en/perspectives/international-construction-market-survey-2019/the-most-expensive-market-to-build/>

³⁰ Statistics New Zealand, Capital Good Price Index. Referred to in using Land for Housing, New Zealand Productivity Commission, 2015: <https://www.productivity.govt.nz/assets/Documents/6a110935ad/using-land-for-housing-final-report-v2.pdf>

³¹ International Construction Market Survey 2019, Turner and Townsend: <https://www.turnerandtownsend.com/en/perspectives/international-construction-market-survey-2019/>



Issues for your attention over the next three years

First 100 days

Covid-19 response (shovel ready projects)

- In response to Covid-19, Cabinet agreed to several infrastructure packages targeting economic stimulus. These packages included the shovel ready projects and early rounds of funding for the Three Waters Reform.
- Te Waihangā intends to publish the details of the shovel ready projects in our online pipeline tool when we have those details. This will help give the market certainty and confidence in the forward pipeline, which will help enable economic recovery.
- Te Waihangā is working with Crown Infrastructure Partners, Department of Internal Affairs and the Provincial Development Unit to gain access to the shovel ready project information.

Transmission Gully

- As instructed by the Ministers for Transport and Infrastructure in August 2020, Te Waihangā is overseeing an interim review into the Transmission Gully project. Steve Richards, an independent Australian expert, has been appointed to undertake this with Sir Michael Cullen and former Fulton Hogan Chief Executive Lindsay Crossen as peer reviewers. The Review is targeting completion within the first quarter of 2021.
- The investigation will focus on how the Transmission Gully project agreement was awarded for the price agreed, whether this was a realistic price, and if the risks identified then were appropriate, duly considered and taken into account. Following completion of the project, Te Waihangā will also consider the need for a post completion review to investigate how well the project has delivered on its objectives to date and will derive lessons that could be applied to future procurement of major infrastructure projects.

Bringing together a regular grouping of infrastructure portfolio ministers

- As we have noted above, the Infrastructure portfolio gives you the opportunity to discuss portfolio-specific matters that have a wider impact on delivering best practice infrastructure. These meetings will also facilitate coordination between different portfolios.
- The relevant portfolios, alongside Infrastructure, include: Transport, Local Government, Building & Construction, Economic & Regional Development, Energy & Resources, Health, Education, Defence and Corrections.

Three years

Resource Management Reform – essential to unlocking infrastructure and meeting our deficit

- Your Government is eager to push ahead with resource management reform.
- We are particularly concerned about the excessive costs and delays that result from consenting under the Resource Management Act 1991. Some projects never happen because developers anticipate lengthy and costly consenting processes.
- In addition to statutory reform, central and local government need to partner together better to deliver integrated infrastructure development. This will require strengthening governance, planning, funding, delivery and accountability across the system.
- The Reform itself, if delivered well, should significantly unlock better infrastructure outcomes across all sectors. While the recommendations of the Randerson Review are a step in the right direction, the scope needs to include the Local Government and Land Transport Management Acts in full as well as the Resource Management Act.
- We are also concerned that the solutions to Reform to date are still fundamentally bedded in the conventional New Zealand planning paradigm. We would like to see the Review step outside this paradigm and consider the need to truly reset our environmental planning regime. To be effective, spatial planning will often have to cross territorial authority boundaries.

- We are conscious that the Reform could take a very long time to fully implement, and meanwhile there is an urgent need to bridge our infrastructure deficit. We would like to discuss with you the merit of a national planning instrument that would streamline consenting for nationally significant infrastructure. This could be a temporary measure until the Reforms are in place, perhaps based on the current fast-track regime already in place in response to Covid-19.

Three Waters Reform – a once in a generation opportunity to get water services right

- New Zealand's water infrastructure is failing to meet acceptable health and environmental standards. Of all infrastructure sectors, three waters requires the most urgent attention.
- If water services continue to be poorly managed, as they are in many parts of New Zealand, in the future the Crown may be expected to pick up the cost in the absence of local government.
- The Three Waters Reform is the chance to get this right. However, we are concerned that the current approach of encouraging councils to opt-in and negotiate aggregation with other councils may not deliver the promise of reform.
- For example, Territorial Authorities (TAs) face major difficulties in removing water infrastructure assets and liabilities from their council balance sheets. Due to these complexities, reform requires more hands-on direction from central government, or we risk losing the opportunity to make meaningful reform for many decades.

Initial draw down of \$0.7 billion for Three Waters Reform

- You will be aware that your Government allocated \$0.7 billion to TAs as part of the Three Waters Reform programme. There may also be two further tranches of funding made available.
- We are concerned that tranche one (\$0.7 billion) is largely being spent on replacements and renewals that TAs had already planned to undertake anyway.
- While we recognise the Covid-19 response stimulus benefits of this, we are concerned that the Crown contribution is not being used to drive Reform.
- We question whether any future funding tranches are necessary to drive reform. However, if it is allocated it should be used in part to cover the capitalisation and administration costs TAs face in negotiating and forming aggregated water bodies.

Local government

- While not a specific policy reform currently underway, it is worth noting that Resource Management and Three Waters Reform will have a significant impact on local government responsibilities.
- This, combined with the need for a cohesive long term response to Covid-19, climate change and the opportunities that technological change present, highlights the need to rethink the form, function and funding of local government in New Zealand. Such reform would need to incentivise and empower local government to work in partnership with central government to drive regional development, improve environmental outcomes and deliver on the wellbeing needs of communities. We recommend the new Government advances this opportunity for local government reform over the course of the new term.

Bringing forward renewable electricity generation

- We note your commitment to bring forward 100 percent renewable electricity generation by five years to 2030.
- We support the intent of infrastructure playing a role in a net zero carbon economy. Industry experts say that because renewable sources are variable, significant overcapacity is needed. It will also get harder and harder to reach the 100 percent target the closer we get to it. We need to ensure this target is met in a way that does not impose significant new costs on consumers.
- We are happy to provide more advice on this, including how other jurisdictions have protected consumers from high electricity costs during a period of decarbonisation.
- We also recommend that the Government looks at opportunities to decarbonise other infrastructure sectors, such as transport. We will discuss this with the Climate Change Commission.

Destination	Scheduled	Now	
Papakura	1305	13 03	
Onehunga	1319		
Inconvenience >>>			4

New Zealand Infrastructure Commission / Te Waihanga

Who we are

Figure 1.5: An overview of Te Waihanga's strategic direction

ESTABLISHED ON	RESPONSIBLE TO	GOVERNED BY	PRIMARY OBJECTIVE
26 September 2019 as an autonomous Crown entity under the NZ Infrastructure Commission/Te Waihanga 2019 Act	<p>the Minister for Infrastructure.</p> <p>Minister's expectations 2019/2020:</p> <p>A step change in New Zealand's infrastructure outcomes</p> <p>Develop long term infrastructure strategy and pipeline</p> <p>Special Topic reports</p>	<p>a 7- member Board (the Board):</p> <p>Dr Alan Bollard (Chair)</p> <p>Sue Tindal (Deputy Chair)</p> <p>David Cochrane</p> <p>Maurice Davis</p> <p>Raveen Jaduram</p> <p>Stephen Selwood</p> <p>Sarah Sinclair</p>	is improving New Zealanders' lives through better infrastructure

What we do

Figure 1.6: shows the diverse range of activities we are currently involved in:



Figure 1.7: New Zealand Infrastructure Commission’s purpose and outputs

OUTCOME		OUTPUT
1	An agreed programme of reforms and initiatives to drive better infrastructure outcomes in the long-term	30-Year Strategy Report
2	The construction sector has a clear forward works programme, which the sector can rely on	Infrastructure Pipeline
3	The infrastructure procurement capability of government agencies and the construction sector is improved	Procurement Capability and Project Delivery Support through Project Support Agreements
4	Decision makers have a basis for bold reform and policy change, informed by independent, evidence-based recommendations	Special Topic Reports

Te Waihangā has the following statutory obligations and powers:

- Must publish strategies and special reports on Te Waihangā’s website³²
- Can require central and local government entities to provide information related to Te Waihangā’s functions.

Our Organisation: Key contacts



Dr Alan Bollard
Board Chair
Redacted - 9(2)(k) OIA



Suzanne Tindal
Deputy Chair & Chair of the Audit and Risk Committee



Ross Copland
Chief Executive
Redacted - 9(2)(k) OIA



Peter Murray
GM - Major Projects and Advisory



Geoff Cooper
GM - Strategy



Jasmine Tietjens
GM - Corporate Services



Tracey Kai
GM - Communication & Engagement
Redacted - 9(2)(k) OIA



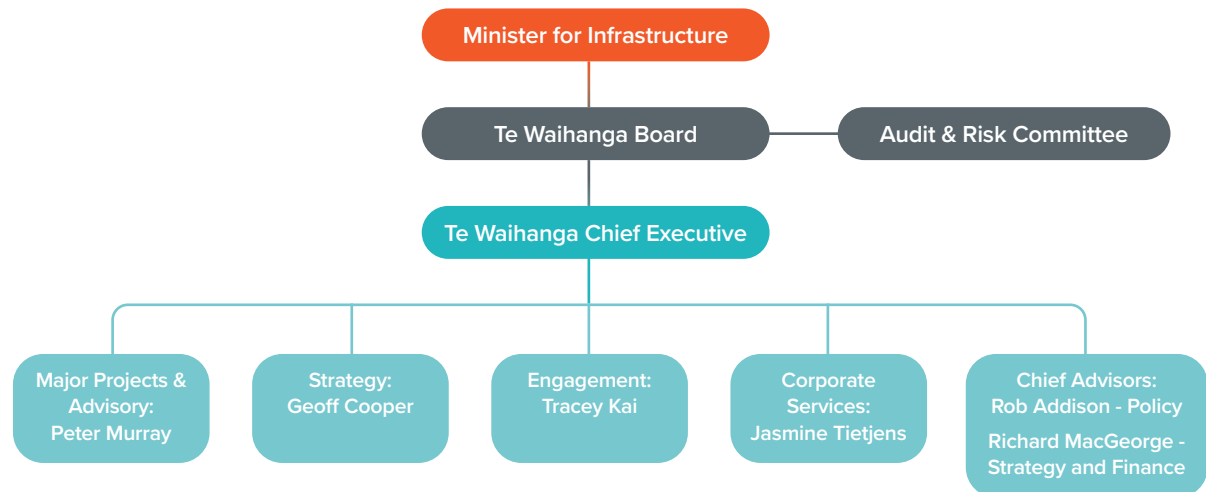
Rob Addison
Chief Advisor, Policy



Richard MacGeorge
Chief Advisor, Strategy and Finance

³² New Zealand Infrastructure Commission/Te Waihangā Act 2019

Organisational structure



As at 30 September 2020, Te Waihanga had 29.4 full time equivalent employees.

Ongoing funding for Te Waihanga was established in Budget 2019 as a Non-Departmental appropriation within Vote Finance (administered by the Treasury, also the monitoring agency):

APPROPRIATION	2019/20 \$M	2020/21 \$M	2021/22 \$M	2022/23 & OUTYEARS \$M
Non-Departmental Output Expenses: Independent Infrastructure Advice and Oversight	8.100*	13.488	14.875	13.875

* Of the \$9.100m allocated in the Estimates of Appropriations 2019/20, \$1.000m was transferred to Treasury in the Supplementary Estimates of Appropriations 2019/20, in order to reallocate funding to the Interim Transactions Unit (ITU) and establishment expenses for Infracom, incurred within Treasury.





