

Monthly Update – August 2023

To: Minister for Infrastructure, Hon Megan Woods
From: Ross Copland, Chief Executive, Te Waihanga

This Report is provided every month for completeness.

Date of report: 22 August 2023

1: Key updates from the Chief Executive

- We are making good progress on our list of research reports, with a focus this month on release of the City Rail Link lessons learnt review. We're now turning our attention to release of a literature review that will inform the State of Play on Māori Engagement in Infrastructure (due to be done in 2024). We also have an ongoing focus on workforce capacity, including in relation to cyclone recovery, and will be bringing forward a series of reports over coming months highlighting the capacity gaps in many cyclone-impacted labour markets.
- Te Waihanga has highlighted concerns with the growing scale and departure from established investment process in response to Government announcements on the Additional Waitematā Harbour Connections (AWHC) and specified projects within the Government Policy Statement on Land Transport (GPS-LT). In relation to the AWHC proposal, we are concerned that a preferred option has been announced ahead of the business case, and with limited consideration of affordability, non-built solutions, carbon impacts (particularly for embodied emissions) or long term, strategic investment needs for the wider Auckland region across all infrastructure types. This raises the risk of locking in a preferred option that might not be deliverable (within funding or market capacity constraints) or which will not provide best value for money. We welcome the opportunity to discuss an s 9(2)(f)(iv) that may help mitigate risks for future project announcements drawing from similar experience in Australian jurisdictions.
- The draft GPS-LT was released for public consultation with limited opportunity for departmental consultation ahead of the Cabinet decision to release. s 9(2)(f)(iv)
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- The passing of the Natural and Built Environments Bill is notable given its tremendous impact and influence on all aspects of infrastructure. Te Waihanga has also concluded its work on the Infrastructure section of the National Planning Framework marking the end of a very significant deliverable. s 9(2)(f)(iv).

2: Team updates and progression towards FY22/23 outcomes

Team Update	Activity and key milestones
<p>Strategy Team</p>	<p>Special topic deep dive: Providing and paying for infrastructure: What's Fair</p> <p>A Research Insights paper on <u>household expenditure on infrastructure services</u> was published on 26 June. We are undertaking further work to better understand the drivers of infrastructure expenditure and the implications for policy. A survey of people's attitudes about what's fair with respect to how people pay for roads, electricity and water was undertaken by Kantar Public June/early July. Results will be published in December. A final report drawing together all the research, with recommendations for considering the distributional impacts of infrastructure decisions will be published in the New Year.</p> <p>Cyclone recovery workforce projections</p> <p>In the week of 7 August, the initial workforce projections from Te Waihanga were made available through a password-protected online tool to the Regional Recovery agencies and other key information providers (such as Waka Kotahi and KiwiRail) and an online training session was held 15 August. This step will allow information providers an opportunity to review and, if necessary, update their project information. Later this month, Te Waihanga will provide password-protected access to key central government agencies (such as the Treasury, the Cyclone Recovery Unit, Kānoa – Regional Economic Development & Investment Unit, DIA, MBIE and MSD) to support their early planning and decision-making. Timing is to be confirmed once information providers have had an opportunity to provide feedback and update their project information. Following the above two steps, we plan to make the interactive workforce insights publicly available in September.</p> <p>National Resilience Plan and Cyclone Recovery Unit activities</p> <p>The Strategy team continues to provide support for the Treasury's work on the National Resilience Plan and the DPMC's Cyclone Recovery Unit work. Our recent work on the NRP has focused on providing advice into the urgent funding pathway, while our recent work on the CRU work has focused on providing advice on triaging of recovery funding requests.</p> <p>Infrastructure Priority List</p> <p>We continue to work with Treasury to progress this initiative, as required in the Infrastructure Action Plan. Our update on Te Waihanga-led recommendations on the Infrastructure Strategy highlights recent activities in this area.</p>
<p>Delivery Team</p>	<p>The portfolio disputes team:</p> <p>Te Waihanga continues to support the development and work of the portfolio disputes team within the Treasury. s 9(2)(j)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>In addition, Te Waihanga also continues to support a number of the projects in our substantive Public Private Partnerships</p>

	<p>advisory role s 9(2)(j) [REDACTED]). As part of this role, we have regular engagement with project teams and attend project governance meetings and advise project leads as required.</p> <p>Major Project Leadership Programme:</p> <p>Work is underway on understanding the requirements for a Major Project Leadership Programme. A Request for Information (RFI) was published in August to understand the capability and capacity of the market to partner with us on the development of a programme.</p> <p>City Rail Link Lessons Learnt Review:</p> <p>Phase 1 We are expecting to have agreed our communication strategy with Stakeholders by 18 August. We will update your office and send proactive notice to the Mayor of Auckland 48 hours prior to public release. We are aiming for release on 23 August.</p> <p>Phase 2 We are in the process of engaging the University College of London to produce a phase 2 report leveraging CRL lessons learned alongside UCL's existing research on international project delivery. Delivery of this report is expected in Q1 2024.</p> <p>Additional requests for project advice</p> <p>Ongoing support to agency project teams includes:</p> <ul style="list-style-type: none"> • Health: Project Whakatapuranga (Nelson Hospital Redevelopment) and Project Pihi Kaha (Whangarei Hospital Redevelopment). • Defence: Ohakea redevelopment programme, Accommodation Messing and Dining detailed business case submission due December 2023 • Justice: Waitākere, Papakura, and Rotorua Courts replacement programme feasibility of procurement models. • Education: PPP expansions programme. • Corrections: Waters Infrastructure remediation Programme development of the detailed business case. <p>We are particularly focused on supporting agencies that are undertaking good market engagement processes as this is a useful conduit of real time information from the market back into the system. We will highlight with you any notable themes that come from these processes.</p>
<p>Policy Team</p>	<p>National Planning Framework:</p> <p>Te Waihanga is finalising our input to the transitional National Planning Framework (NPF) which has included drafting an infrastructure chapter. s 9(2)(g)(i) [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

	<p>s 9(2)(g)(i) [REDACTED].</p> <p>Renewable Energy:</p> <p>We are preparing feedback on MBIE’s recently published consultation documents (Electricity Market Measures, Offshore Renewable Energy, Gas Transition Plan, Interim Hydrogen Roadmap and a ban on new fossil fueled baseload generation).</p> <p>Climate change and resilience:</p> <p>Te Waihanga developed the Adaptation Priority Focus Area report for Strategic Infrastructure. This will be included in the 6-monthly report from the Climate Change Chief Executives Board on progress on the implementation of the NAP and ERP – and will be sent to the Climate Response Ministers Group (CRMG) no later than 31 August. The report draws on the insights from 18 agencies across government, s 9(2)(f)(iv) [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Operations Team</p>	<ul style="list-style-type: none"> ● Te Waihanga’s Board co-hosted with Te Waka (Waikato Regional Economic Development agency) an Infrastructure Breakfast: <i>on how we move from planning to action</i>. The event was well attended by leaders across the region. ● Te Waihanga refreshed website (www.tewaihanga.govt.nz) was launched on 1st August. ● The Performance and Remuneration review for 2023 has been completed with the average adjustment for all eligible employees being under 4%. The approach was endorsed by Te Waihanga’s Board. ● We have completed a literature review providing an overview of previously published work relating to Māori engagement in infrastructure as part of our research into this topic. A copy of this review and a briefing have been provided to your office ahead of publication. ● We have recently published the following: <ul style="list-style-type: none"> ○ A report on the transparency of large infrastructure projects. This received media interest with coverage on Newstalk ZB and RNZ. ○ A podcast featuring a representative from Wellington City Council on planning for the future. ● We have the following podcasts and videos planned for release in August: <ul style="list-style-type: none"> ○ A podcast featuring economist Arthur Grimes about infrastructure and planning for the long term ○ A short video that describes the ways people pay for infrastructure services across different sectors. This supports our research into the ways infrastructure is funded and priced as well as the implications this has for equity.

3: Upcoming Te Waihanga Briefings, Publications and Official Information Act Requests

Upcoming and current briefings and research			
Topic	Estimated Date for delivery to MO	Purpose / action / note:	Deadline
Comms material to support release of the City Rail Link Lessons Learnt Review	22 August	Intended for publication on or about 23 August. Comms strategy and collateral being provided to the Minister's office.	23 August
Talking points from TW and MHUD re the National Policy Statement on Natural Hazards Decision-making	23 August	This Cabinet paper and draft NPS are to be considered by ENV on 24 August and Cabinet on 28 August.	24 August
Talking points for Cabinet paper on National Planning Framework	23 August	This Cabinet paper is to be lodged on 24 August for consideration at DEV on 30 August and Cabinet on 4 September.	30 August
Aide memoire updating on work on Infrastructure Priority List	25 August	This will update you on progress on the Infrastructure Priority List, following the Infrastructure Action Plan that instructed Te Waihanga to work with Treasury to progress this initiative.	tbc
Briefing re OIA re Waitematā Harbour Connections	28 August	Will be provided for review by the Minister's office by 28 August. Deadline for release is 4 September.	4 September

s 9(2)(f)(iv)

Upcoming and current briefings and research

s 9(2)(f)(iv)

Upcoming and current briefings and research


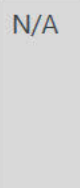
s 9(2)(f)(iv)

Titles of advice for publishing		
Te Waihanga publishes a list of papers provided to the Minister for Infrastructure each month. We aim to publish this list on our website by the middle of the following month. We do not include papers that are under active consideration or that are commercially sensitive. OIA briefing titles are not published in the list because these are published separately. Please note the list of papers below that will be published for July 2023.		
Document type	Date	Description
Briefing	3 July 2023	Transparency within large publicly funded NZ infrastructure projects study: Information for release
Briefing	12 July 2023	Draft Cabinet paper re Waitematā Harbour Connections - emerging preferred option
Aide memoire	13 July 2023	Cyclone recovery construction workforce projections
Report	13 July 2023	July 2023 monthly update to the Minister for Infrastructure
Aide memoire	13 July 2023	Talking points re Waitematā Harbour Connections for Cabinet discussion 17 July
Agenda and papers	13 July 2023	Infrastructure officials meeting 17 July
Aide memoire	13 July 2023	Joint report with Tsy re National Resilience Plan Implementation
Briefing	18 July 2023	City Rail Link Interim Review - Phase 1: Preliminary Lessons Learnt Findings
Aide memoire	24 July 2023	Revised talking points re Waitematā Harbour Connections Cabinet paper for Cabinet discussion 24 July
Email	24 July 2023	Talking points re NRP [National Resilience Plan] for 24 July Cabinet meeting
Email	27 July 2023	Comments on proposed changes to the Transport GPS [Government Policy Statement]

4: Te Waihanga-led Strategy Recommendations

New Zealand Infrastructure Strategy – status of Te Waihanga led recommendations – August 2023

Key:  = Not started  = Attention required  = Some issues  = On track  = Complete

Rec	What	Strategy Timeframe	Govt Response	Govt Response Status	Te Waihanga Role	Description of Te Waihanga’s Actions/Project	August 2023 Update	RAG
1	Strengthen partnerships with Māori across the infrastructure system of Aotearoa New Zealand	2022-2031	Supported, subject to decisions on establishing a Māori advisory group	Underway in part	Lead	<p>Undertaking a State of Play on current Māori engagement activity for infrastructure (2022/24).</p> <p>This work aims to improve understanding of how the Crown engages with iwi/ Māori for infrastructure. Engagement across a range of infrastructure projects will be considered, identifying examples of best practice that resulted in better infrastructure and cultural outcomes. The work seeks to also identify opportunities for improvement across the infrastructure system.</p>	<p>We are looking to publish a review of existing published literature relating to both:</p> <ul style="list-style-type: none"> Māori engagement on infrastructure proposals initiated by others wider Māori involvement in infrastructure, such as ownership of or investment in infrastructure and direct participation by individuals and businesses in the infrastructure workforce. <p>We are also drafting a document which provides a brief history of Māori experiences of infrastructure planning and development in New Zealand.</p> <p>The next steps for primary research will build on both of the themes of our literature review and will include:</p> <ul style="list-style-type: none"> reviewing iwi (and hapū) management plan content regarding how iwi and hapū wish to be involved undertaking case studies reviewing publicly available sources of information (such as post-settlement governance entity annual reports, published iwi investment strategies, and Te Tiriti o Waitangi settlement documentation). <p>We are continuing to have discussions with relevant people within a range of entities who can provide insight to support this research. Other areas that may also require further investigation include recent legislative changes aimed at strengthening the role of te ao Māori in decision-making.</p> <p>We will release the findings of our research in stages and indicate in our findings areas where we consider that further research is needed (including research that would best be undertaken by other entities).</p>	
2	Develop capabilities and capacity across the infrastructure system for effective partnerships with Māori	2022-2031	Supported, subject to completion of the State of Play	Underway in part	Support (TBC)	TBD	Not yet started, subject to completion of the Māori Engagement State of Play.	

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3	Strengthen the Māori infrastructure evidence base	2022-2050	Supported in principle	Underway in part	Support (TBC)	TBD	Not yet started, subject to completion of the Māori Engagement State of Play.	N/A
4	Minimise lock-in of future emissions	2022-2026	Supported	Underway	Support	Supporting the delivery of the Emissions Reduction Plan (ERP), Chapter 7: Planning and Infrastructure actions	<p>Te Waihanga is developing a methodology for measuring infrastructure emissions. We are currently evaluating what the methodology should cover and targeting a final scope for the coming months.</p> <p>This work supports action 7.4 in the Emissions Reduction Plan: <i>improve the evidence base and tools for understanding and assessing urban development and infrastructure emissions.</i></p>	
16	Reduce costs by optimising infrastructure corridors	2022-2031	Supported, subject to further work on establishing fund	Underway in part	Support research component	<p>We are contributing to RMA reform by leading work on the infrastructure content of the National Planning Framework (NPF). The NPF could be used to reduce the legislative barriers to corridor protection.</p> <p>We are undertaking research to:</p> <ul style="list-style-type: none"> Quantify the magnitude of benefits of advance property protection Identify evaluation methods that can be used to determine when and why property should be protected for infrastructure projects Identify best practice methods for funding and financing of corridor protection <p>The purpose of this work is to provide a robust evidence base to advance work on guidance for corridor protection, including funding and financing issues.</p>	<p>We have completed the infrastructure content for the NPF 1, including both policy and National Environmental Standards. We are working with MfE to integrate this content into NPF 1, and we are advising on the roadmap for future NPF development.</p> <p>Following our April release of research to quantify the magnitude of benefits from advance property protection, and to identify evaluation methods for this, we are developing supplemental comms / engagement material on the findings of this research, including two podcasts showing examples of how advance property protection is done by infrastructure providers.</p> <p>No further work is currently planned.</p>	
24	Improve spatial planning through better information on infrastructure capacity and costs to service growth	2022-2031	Supported in principle	Underway in part	Support	We have concluded work with Auckland Council on their development contributions policy – this focused on understanding how DC policy could better reflect the cost to service growth. This work will feed into our assessment of how to improve DC policy in the future.	We are currently investigating whether and how to scope a study on the geographic differences in costs to service growth with infrastructure. We do not currently have a timeframe for this work.	
25	Increase the resilience of critical infrastructure	2022-2026	Supported in full	Underway	Support	<p>Te Waihanga is contributing to:</p> <ul style="list-style-type: none"> The Trifecta Review which aims to modernise New Zealand's Emergency Management system <p>Critical Infrastructure Reform which is considering whether the government's existing regulatory approach to building critical infrastructure resilience is fit-for-purpose.</p>	<p>Te Waihanga is continuing to support the National Emergency Management Agency (NEMA) in the development of Schedule A (the Gazetted list of Critical Infrastructures) and the revision of secondary instruments, including the Emergency Management Plan.</p> <p>Te Waihanga is part of the steering governance group for the DPMC-led critical infrastructure regulatory reform programme and is providing direct support to the working group. This work aligns with the National Adaptation Plan deliverables on risk assessment and scoping a resilience standard/code for infrastructure.</p>	
27	Prepare infrastructure for the impacts of climate change	2022-2031	Supported	Underway	Lead allocated actions	Te Waihanga is leading two of the 'critical actions' in the National Adaptation Plan, plus one of the 'supporting actions':	We are adjusting our approach to procuring this work, to make sure we align with the DPMC-led work programme on the regulatory framework for critical infrastructure.	

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						<p>Critical actions</p> <ul style="list-style-type: none"> Action 3.8: Develop guidance for assessing risk and impact on physical assets and the services they provide Action 5.6: Scope a resilience standard or code for infrastructure <p>Supporting action</p> <p>Action 8.8: Support knowledge sharing and the implementation of adaptation actions across the infrastructure sector.</p>	The orange rating reflects the short-term situation, where the time frames are uncertain for the DPMC-led work programme. We are progressing with our re-scoped procurement and confident the work will be delivered within the time frames specified in the National Adaptation Plan.	
40	Strengthen independent advice for infrastructure prioritisation	2022-2026	Supported	Underway	Lead	<p>Te Waihangā will investigate options to establish an Infrastructure Priority List (IPL).</p> <p>Although design details for the IPL are yet to be determined, at a high level, the IPL will be a process to assess investment proposals at set points in the planning process, culminating in a list of investments assessed to represent value for money, and be of strategic priority for New Zealand.</p>	<p>As outlined in our previous updates, our work on the IPL progresses around two main tasks, those being:</p> <ul style="list-style-type: none"> The development of an assessment framework that can be used to assess proposals at set points in the planning process, and inform which proposals are published on the IPL; and The development of a business case to document our investigation of design options and implementation considerations for the IPL, and to inform future funding requests if needed. <p>We are nearing the end of an engagement with a consultant to develop our assessment framework, and we plan to publish an 'interim' assessment framework after the election. Work continues on our business case which we are aiming to complete in late September or October.</p> <p>We recently presented to our board. The board instructed us to report back to them in September with an interim assessment framework and information about likely resourcing requirements to run the IPL.</p> <p>As signalled earlier in the year, we plan to provide you with a substantive update on our work on the IPL later in August.</p>	
41	Improve infrastructure performance reporting and insight	2022-2050	Noted	Further consideration required	Lead	<p>A number of workstreams are underway that are helping to capture the performance of projects in delivery. This includes our infrastructure pipeline, ex-post reviews and sector dashboards which are in beta development and are the first attempt at extracting and presenting this type of data for certain sectors.</p>	<p>Te Waihangā has continued to develop dashboards that provide information on how key infrastructure sectors are performing. The information presented is aggregated from mostly public sources and covers the four key network infrastructure sectors water, energy, telecommunications, and transport. We continue to share these with the sector to gather feedback and discuss how we can best monitor performance.</p>	
43	Strengthen project evaluation through cost benefit analysis	2022-2026	Noted	Underway in part	Support	<p>Providing advice to the lead agencies, for instance through advice on Treasury's Budget Evaluation Framework.</p>	<p>In November/December 2022 Te Waihangā participated in the Investment Panel for Budget 23. We have also assisted the Treasury in its assessment of Budget 23 bids relating to the recent North Island Weather Events and provided support for the Treasury's work on the National Resilience Plan.</p> <p>As work to progress the IPL continues, we will consider how we could implement elements of our own Assessment Framework in the Budget 24 Investment Panel process. Our board has instructed us to contribute to the Budget 24 Investment Panel process and use our interim IPL assessment framework to support this advice.</p>	

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44	Ensure an appropriate consideration of future generations in project evaluation	2027-2031	Supported in full	Further consideration required	Support	Te Waihanga is not currently planning any work to review the discount rate.	Te Waihanga held a panel discussion about the discount rate on 20 July, to coincide with the visit of Sophie Howe, the former Future Generations Commissioner for Wales. No further work is planned.	N/A
46	Improve infrastructure cost analysis	2022-2050	Supported in full	Further consideration required	Lead	Undertake investigations into the cost performance of New Zealand's infrastructure sector that: <ul style="list-style-type: none"> a. Cover multiple infrastructure sectors to enable the identification of common issues and points of difference. b. Identify recent cost trends and drivers of cost trends within infrastructure sectors. c. Benchmark New Zealand's cost performance against better-performing OECD countries and identify drivers of differences. Are repeated at least every five years to inform ongoing Infrastructure Strategy development.	Our December 2022 <i>Research Insights</i> paper ("The lay of the land: Benchmarking New Zealand's infrastructure delivery costs") has been published following stakeholder engagement. This provides initial, high-level data that addresses this recommendation. Our September quarter 2023 <i>Research Insights</i> paper will examine drivers of short-run construction cost inflation, including global and local trends in infrastructure construction material prices and short-run construction wage movements. Infrastructure costs/ cost escalation remains a potential future special topic, subject to other priorities.	
56	Improve public understanding of how infrastructure is funded	2022-2026	Supported in full	Underway	Lead	Undertaking a technical study to inform the establishment of a consistent approach to thinking about best practice and best pricing for infrastructure networks in New Zealand across all sectors. This study will be expected to: <ul style="list-style-type: none"> a. establish a framework for networked infrastructure pricing, including categorisation of charges. b. detail current pricing practices. c. contribute to and inform policy recommendations involving pricing strategies for networked infrastructure across different sectors, including considerations of equity. d. feed into policy advice, including but not limited to reform of 3 waters and the review into the transport funding system. e. feed into the 2027 New Zealand Infrastructure Strategy. Scheduled for October 2022 to June 2023	An economics and engineering consultancy team have been undertaking this work. Thus far they have developed draft pricing principles and assessed current pricing approaches in the transport, water, energy, and telco sectors. Te Waihanga has provided considerable feedback throughout, as the work has been an iterative process. An exploration of equity implications of pricing approaches and the identification of data sources that would allow Te Waihanga to track sector pricing approaches is not yet complete. The project is running 2-3 months behind schedule. However, this is not having a material impact on other work programmes.	
60	Develop greater certainty for infrastructure providers in the Natural and Built Environments legislation	2022-2031	Supported	Underway	Lead	Leading drafting of the infrastructure chapter of the transitional National Planning Framework (NPF). This also includes a first tranche of infrastructure technical standards for common activities and updated network utility rules. Providing advice into the development of the Spatial Planning and Natural & Built Environment Bills.	s 9(2)(g)(i)	

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64	Provide certainty to industry to invest in skills and training development	2022-2031	Supported in full	Underway	Lead	Strengthening the National Infrastructure Pipeline to improve completeness and transparency of project information and provide insights to inform decisions on the demand and supply of new infrastructure into the future.	<p>The June 2023 update of the National Infrastructure Pipeline (Pipeline) lifted our number of contributors to 70 organisations, up from 66 in the previous quarter's update. The Pipeline currently includes projects to the value of \$92.15 billion holding steady with the March quarter.</p> <p>The Q2 (April – June) 2023 Pipeline Outreach Programme focused on engaging with entities in disaster affected areas. This activity has continued into Q3, as we work to build an understanding of the value and scale of recovery projects in disaster affected areas as an input into our workforce models. Early 'recovery pipeline' results are being used to inform recovery coordination and supply settings.</p> <p>The view of workforce needs will continue to evolve as more information becomes available, coordination and planning occurs, and decisions are made.</p> <p>The regular September 2023 Pipeline update process is scheduled to start in late August.</p>	
65	Develop the talent required to deliver New Zealand's future infrastructure	2022-2031	Supported in principle	Underway	Lead workforce study	<p>Begin to build an evidence-base for future decision-making regarding workforce matters through three steps:</p> <ol style="list-style-type: none"> 1. define what the infrastructure workforce means and includes. 2. identify what the existing infrastructure workforce is (and any current gaps). 3. leverage the Pipeline to model future workforce needs (and identify emerging gaps). 	<p>A consultant is working to deliver steps 1 (defining the infrastructure workforce) and 2 (identifying the infrastructure workforce).</p> <p>Step 1 of the project has been completed, and the consultant team has supplied draft outputs from step 2 of the project, including baseline modelling of workforce supply and testing of results. Te Waihanga is currently providing feedback on the draft deliverables. The report will be completed in Q3 2023. We expect to publish it after the October election.</p> <p>In response to the North Island Extreme Weather Events Te Waihanga has accelerated work on Step 3 to integrate capability to project workforce need based on planned projects. Te Waihanga has produced early workforce demand estimates for prospective recovery projects alongside the existing pipeline projects. We are now turning our attention to supply side modelling and identification of challenges and opportunities.</p>	
68	Recognise major project leadership as a role with comparable complexity to organisational leadership	2022-2031	Supported in principle	Further consideration required	Lead		<p>Work is underway on understanding the requirements for a Major Project Leadership Programme.</p> <ul style="list-style-type: none"> -Leadership forums with senior project leaders have been scheduled for September to understand their challenges and development needs -Workshops and conversations with Public Sector agencies and the Public Service Commission are occurring in August -A Request for Information (RFI) has been published in August (will close September) to understand the capability and capacity of the market to partner with us on the development of a programme. 	