

31 March 2025

s9(2)(a)

Via email: s9(2)(a)

Dear s9(2)(a)

Thank you for your Official Information Act (OIA) request, received on 4 March 2025. You requested:

1. *"A list of all meetings, webinars & events hosted for Māori/Local Government/Stakeholders/Ministers/MPs to provide their input into the development of the National Infrastructure Plan*
2. *Any slide decks, presentation materials or briefings used to gather input from Māori/Local Government/Stakeholders/Ministers/MPs into the development of the National Infrastructure Plan*
3. *A list of opportunities that are planned to gather input from Māori/Local Government/Stakeholders/Ministers/MPs into the development of the National Infrastructure Plan*
4. *Criteria for the Infrastructure Priorities Programme & applications received to date*
5. *Correspondence (including texts, emails, signal messages, and digital communications) between the Minister & officials regarding the applications for the Infrastructure Priorities Programme."*

The parts of your request have been numbered for ease of reference.

Parts 1-3 of your request are administratively challenging to deal with as they are broad in scope. For context, engagement on the National Infrastructure Plan began last August, and in the time available, we have pushed very hard to engage as much as possible and as widely as possible. This means that a large volume of information is potentially within scope of parts 1-3 of your request, and this will require significant time and resources to compile and assess before it can be released to you.

In light of this, we have decided to meet parts 1-3 of your request by preparing a summary below in preference to providing copies of the full information you have requested. We are permitted to do this under section 16(2) of the OIA because otherwise it would impair the efficient administration of our agency. We have also responded to parts 4 and 5 below.

For part 1: From 28 August 2024 when the development of the National Infrastructure Plan and the opening of the first round of the Infrastructure Priorities Programme were both publicly announced to 19 March 2025, we have discussed the National Infrastructure Plan in the following ways:

- We have had over **1500 interactions** with stakeholders, including meetings, emails, sending out invites to events, following up on requests for information and more. These interactions included representatives from central government, local government, peak bodies, iwi representatives and Māori organisations, representative organisations across the sector, and researchers.
- Representatives from our organisation have presented at over **30 external events** for a range of stakeholders, including central government, local government, peak bodies, sector-specific conferences and workshops (such as transport).
- We have held over **10 in-person workshops**, including with central and local government, peak bodies, iwi and Māori organisations, representative organisations across the sector and researchers (including events held in Auckland, Hastings, Wellington and Christchurch).
- We have hosted over **15 webinars and online sessions (via Teams)** that featured aspects of the National Infrastructure Plan, including the National Infrastructure Pipeline, the Infrastructure Priorities Programme and our needs analysis work. Several of these webinars are available on our website.
- We have offered briefings to all political parties within Parliament, led by our Chief Executive. To date, our Chief Executive has provided **four cross-party briefings** (including briefings to Green MPs, Labour MPs, ACT MPs, and NZ First MPs) and will continue to offer cross-party briefings at key milestones in the development of the National Infrastructure Plan.
- We have communicated our work on the development of the National Infrastructure Plan and its workstream through our website and social media channels.

For part 2: To prepare for each of the meetings and events/webinars described above, we extracted relevant slides for each audience from a master slide pack. To determine exactly which slides were used for each meeting would require substantial collation and research to compile. This would unreasonably interfere with our operations, and the minor variability across all of the presentations may not be useful to you. In the circumstances, I have decided to release a copy of the master slide pack at issue (**Attachment 1**). No information has been withheld under the OIA. To get a sense of the minor variability in the presentations described above, you can see the presentation slides in the webinars in the attached list of webinars and webpages about the National Infrastructure Plan (**Attachment 2**).

For part 3: Our engagement work on the National Infrastructure Plan is ongoing and iterative, and I can assure you that further meetings are planned, including cross-party meetings and with the sector and iwi/Māori through existing forums. We have enclosed an overview of our communications and engagement approach (**Attachment 3**).

More information about the next steps and timeline for the National Infrastructure Plan can be found on our website here: <https://tewaihanga.govt.nz/national-infrastructure-plan>. At the bottom of this webpage, you can also sign up to receive our newsletter, which is another way to keep updated on the relevant infrastructure related news, including the National Infrastructure Plan, and upcoming events.

For part 4: We have interpreted part 4 of your request to be for the assessment criteria for the Infrastructure Priorities Programme. These criteria are publicly available on our website here: <https://tewaihanga.govt.nz/our-work/infrastructure-priorities-programme/assessment-criteria>. We will publish information about the applications received to date once the assessments are completed. In the meantime, we have information on how we will publicly release IPP assessments on our website that may be helpful (scroll down to Questions about the public release of proposal information): <https://tewaihanga.govt.nz/our-work/infrastructure-priorities-programme/frequently-asked-questions#information>. Accordingly, part 4 of your request is refused under section 18(d) of the OIA as the information requested is or will soon be publicly available.

For part 5: We have kept the Minister apprised of applications to the Infrastructure Priorities Programme through our weekly updates, which we periodically proactively release on our website here: <https://tewaihanga.govt.nz/about-us/corporate-documents-official-information/information-releases>. There is no other correspondence in scope of this part of your request. Accordingly, part 5 of your request is refused under section 18(d) of the OIA as the information requested will soon be publicly available.

Please note that this letter (with your personal details removed) and the enclosed documents may be published on the Commission'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



Peter Nunns  
**General Manager, Strategy**

# National Infrastructure Plan



# NZ Infrastructure Commission

*Promote an approach to infrastructure that results in infrastructure and services that improve economic and social wellbeing.*



## **We look to the long term**

identifying issues and the actions New Zealand can take to improve.



## **We help find solutions to today's challenges**

providing guidance and insights to inform and improve delivery.



## **We work across sectors**

putting NZ's infrastructure needs at the center of the conversation.

*An autonomous Crown entity, we are the Government's lead advisor on infrastructure matters.*

# In 2022 we published the first Strategy

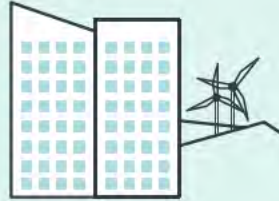
*We identified strategic objectives for infrastructure...*



**Net zero  
carbon**



**Connected  
regions**



**Affordable  
cities**



**Resilient  
networks**

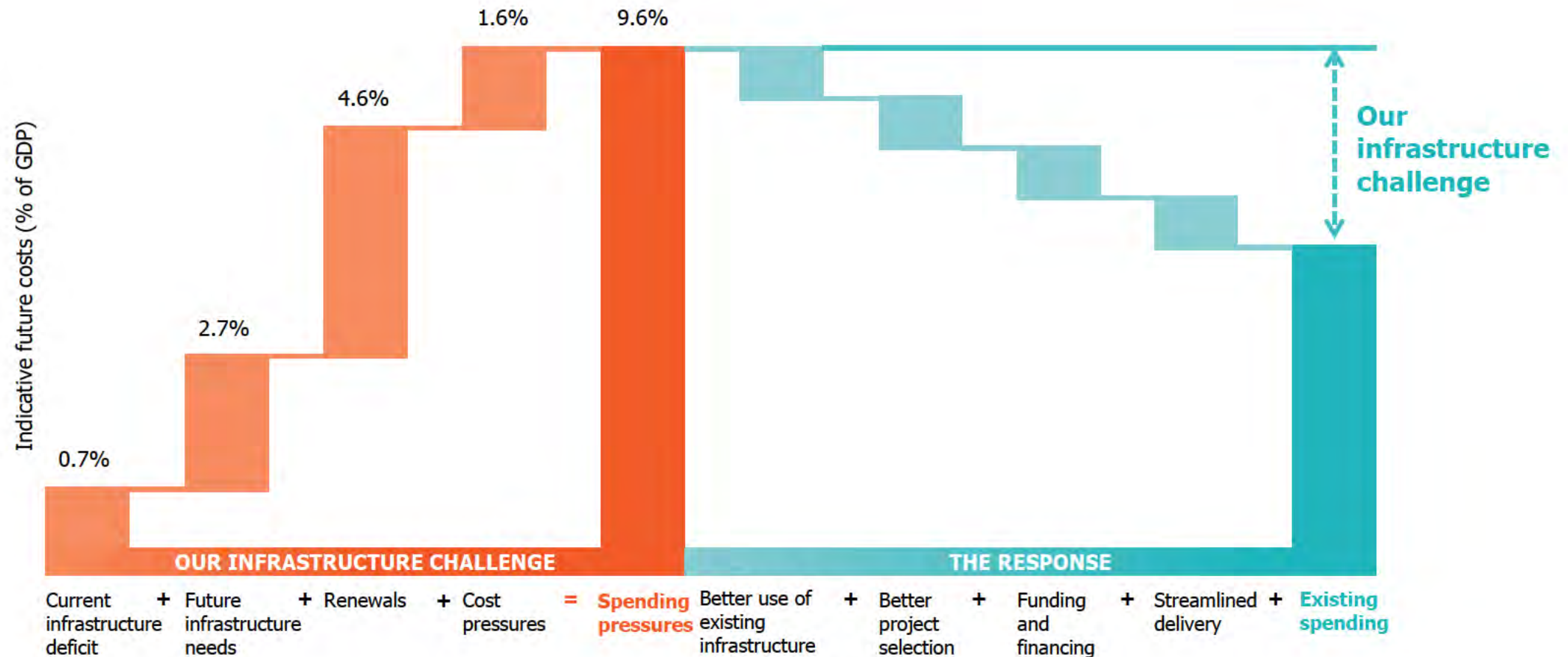


**Waste  
minimisation**

*... and now we're taking the next steps to develop a Plan*

# A confronting picture

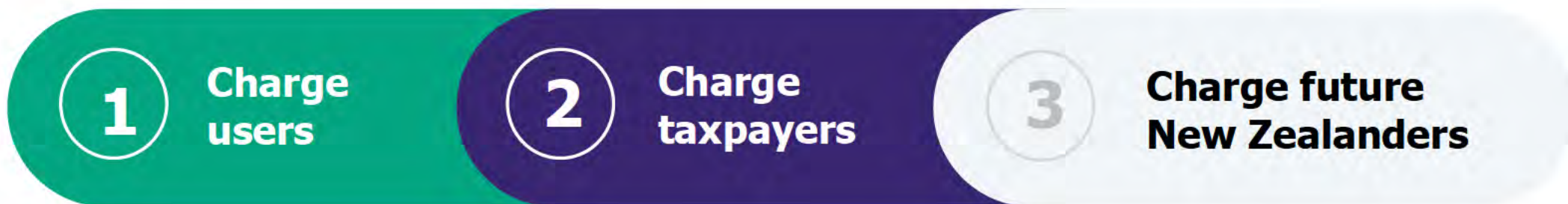
## What we'd have to spend to build our way out





# Paying for it would be hard

## Options for paying for the infrastructure challenge



**38%**



in household spending on infrastructure services

**21%**



in average income tax paid per taxpayer

**98%**



in Crown debt-to-GDP ratio by 2051

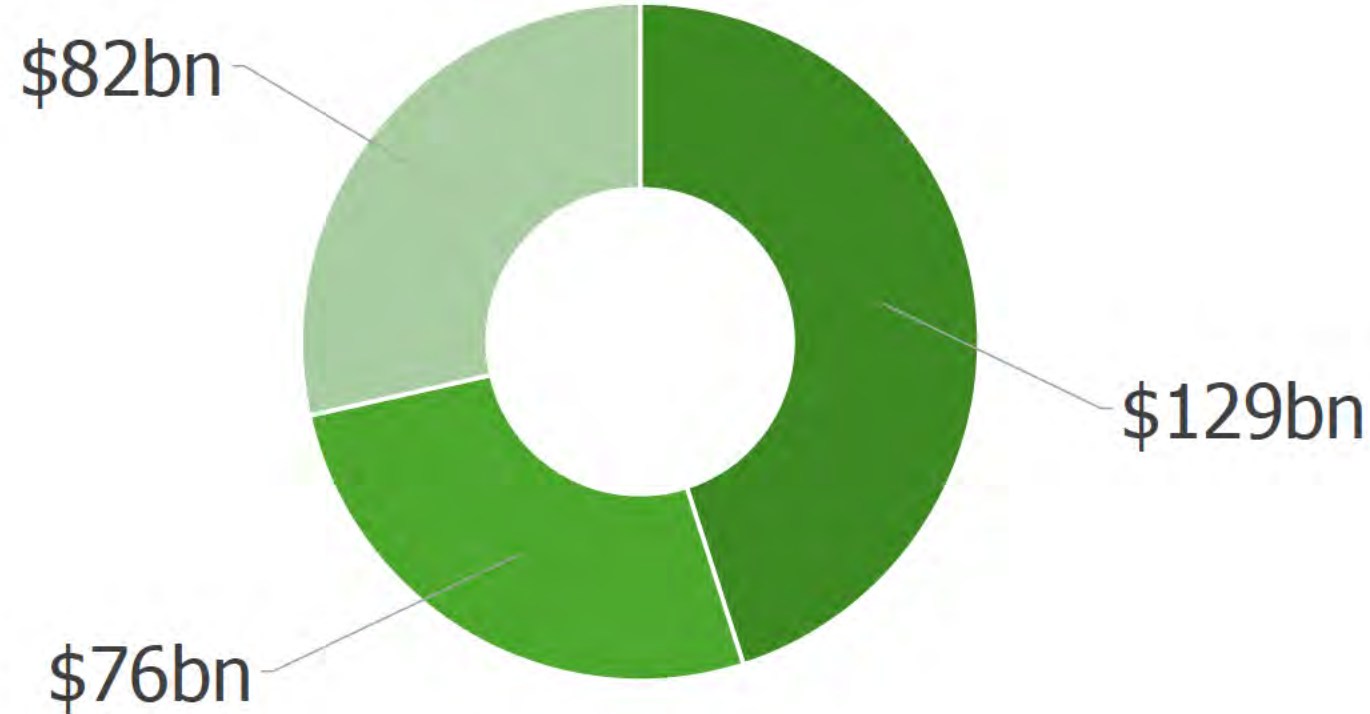
*Te Waihanganga analysis of alternative scenarios for funding or financing long-term infrastructure investment trends outlined in New Zealand's Infrastructure Challenge report (Sense Partners 2021). See Briefing for Incoming Minister for further details.*  
<https://media.umbraco.io/te-waihanganga-30-year-strategy/ozwc1t01/briefing-to-the-incoming-minister-2024.pdf>



# Infrastructure asset values

## The value of infrastructure assets in 2022

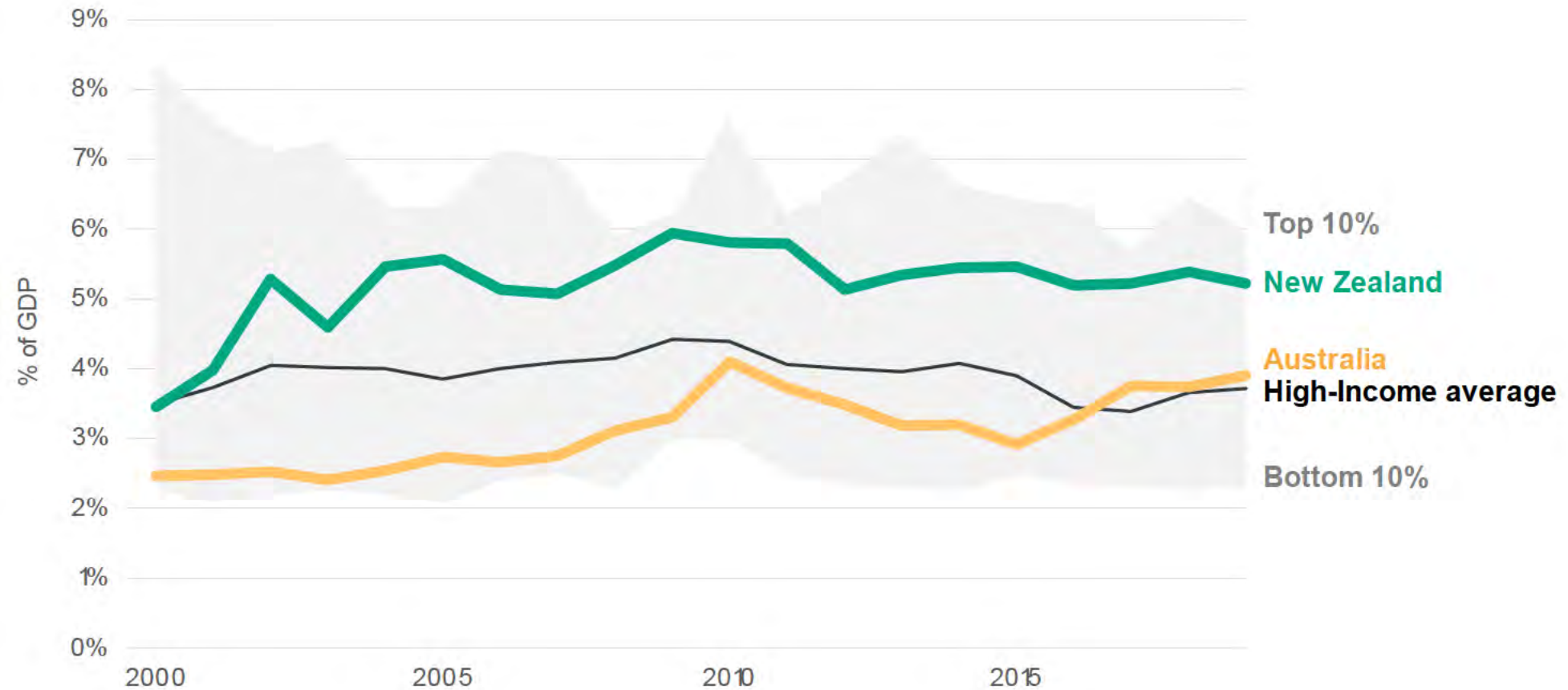
■ Central Government   ■ Local Government   ■ Commercial / Private



*Note: Net capital stock excludes the value of land used for infrastructure*

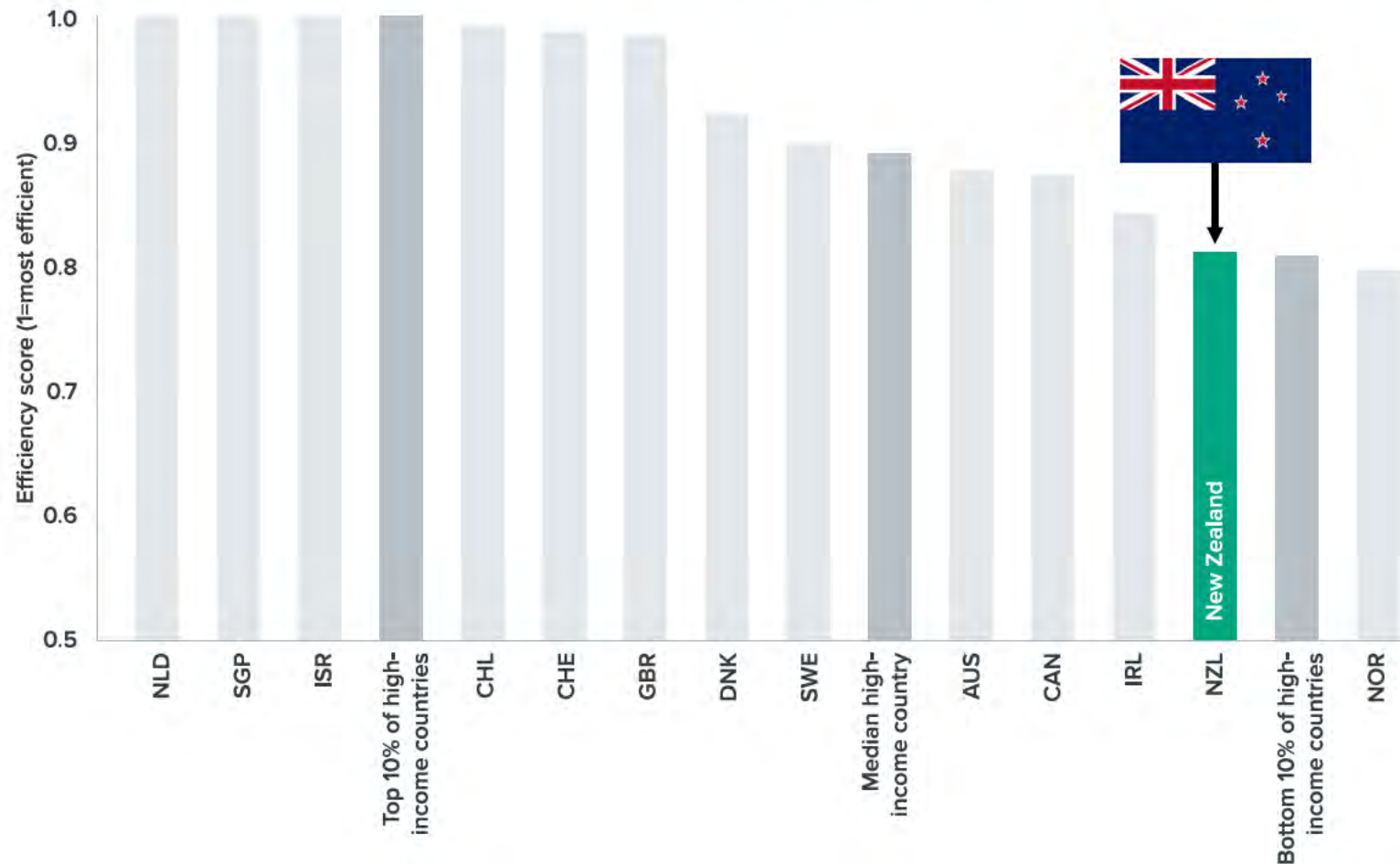
# We already spend a lot

## Public investment as a share of GDP



# But are we getting our money's worth?

## High-level benchmarking of investment efficiency







## Purpose of the Plan

The National Infrastructure Plan will support robust decisions that ensure infrastructure investment is affordable for current and future generations and supports thriving communities.





# The National Infrastructure Plan

## Key questions we're asking

1. What infrastructure will be **needed** and what should we be spending over the next 30 years?
2. What infrastructure investment is **currently planned** over the next 10 years?
3. What is the **gap** between the long-term infrastructure need and planned investment, and how do we address this gap?

# We're at the beginning of the conversation...



**There's a lot more to come next year**

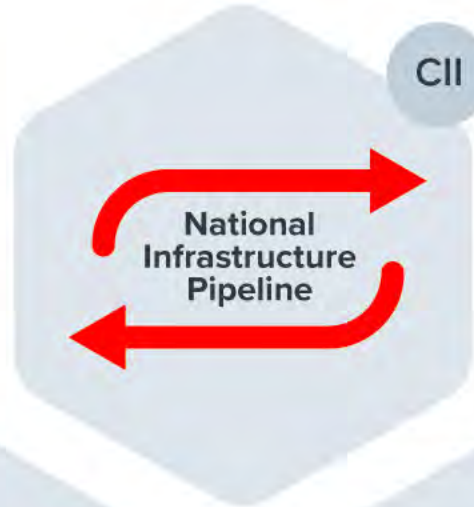


## Current Investment Intentions

Providing a picture of what is currently planned to be built and investment intentions over the next 10 years.

## Infrastructure Priorities Programme

Providing a menu of priority infrastructure proposals that have gone through a standardised independent review process.



## Infrastructure Needs Analysis

Developing enduring consensus on the infrastructure priorities that will meet current and future needs.

## Investment and Asset Management

Improving how we invest in and manage our infrastructure assets to ensure value for money and the infrastructure services society wants.



## Policy and System Reforms

Providing improvements to infrastructure policy and systems settings.





# Needs analysis

## Infrastructure needs analysis

A forecast of the level and mix of investment required to meet current and future needs.

# What is an infrastructure “need”?

## The spectrum of needs





# What is an infrastructure “need”?

## The spectrum of needs



# What is an infrastructure “need”?

## The spectrum of needs



# What is an infrastructure "need"?

## The spectrum of needs

We need to be here



**Bare minimum  
at lowest cost**

**Balance of  
benefits and  
costs**

**Maximise benefits  
at any cost**





# How we're thinking about this

## Some starting questions

1.

What is the state  
of our **current  
networks**?

2.

What are we  
**willing to pay** for  
infrastructure?

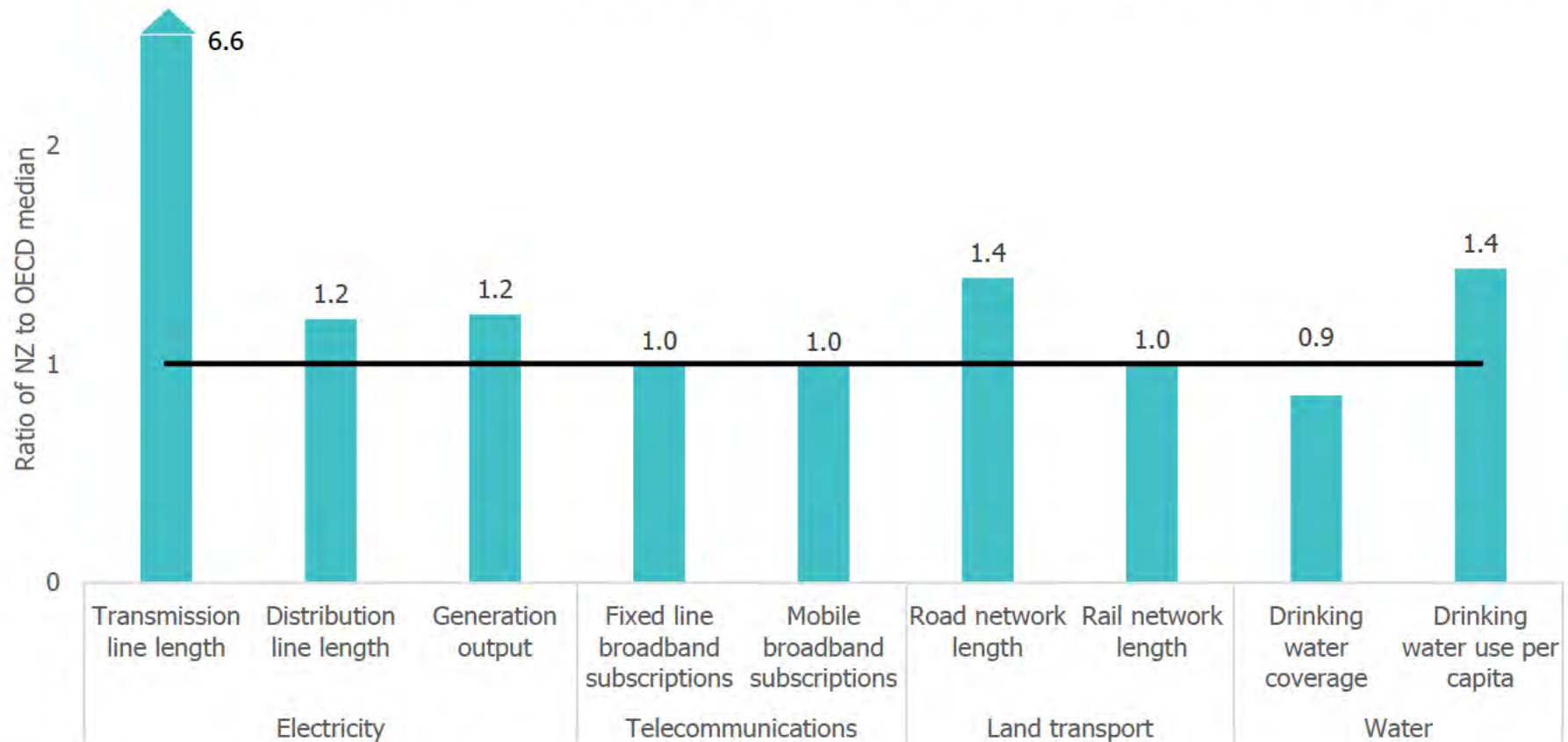
3.

Where or how  
should we **invest  
in the future**?

# Current state of our network

## Benchmarking our infrastructure stock

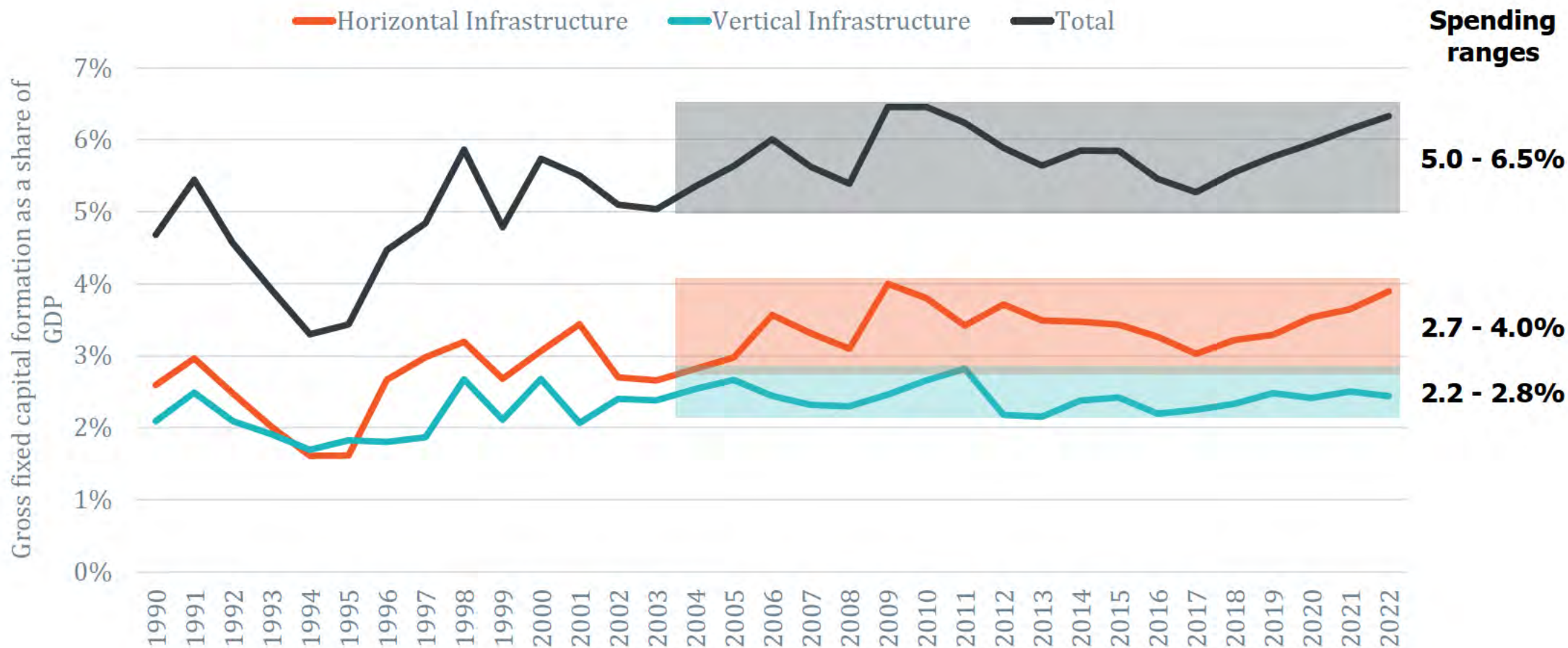
Size of infrastructure networks per capita, New Zealand compared with OECD median



Source: Te Waihangā analysis of data from Kalt et al (2021), OECD (2022, 2023, 2024), and WHO and UNICEF (2023). Data is for latest available year, between 2017 and 2023.

# What we're currently willing to pay

## Infrastructure investment as a share of GDP



Source: Te Waihanga analysis of SNZ data



# What might change in the future

## Eight broad factors that can drive spending

**Renewal of  
existing  
infrastructure**



**Demographic  
change**



**Economic /  
income  
growth**



**Construction  
price inflation**



**Resilience to  
natural  
hazards**



**Decarbonisati  
on / net zero**



**Technology  
change**



**Shortage of  
existing  
infrastructure**





# Pipeline

Current investment intentions

The National Infrastructure Pipeline provides a view on existing projects and investment intentions over the next 10 years.



# New Zealand's national dataset of infrastructure projects

Completed, active, and planned projects from central government, local government, and private sector infrastructure providers across the infrastructure system



Forward view at 30 September 2024

+ - Change from June 2024



**1509**

+44

Projects greater than \$10 million



**94**

+9

Contributing organisations



**\$143.6bn**

-4

Total project value



**\$99.8bn**

+12.1

Projects with a funding source confirmed

**\$16.4 billion projected spend in 2024 (equal to around 4% of GDP)**



## Local government Pipeline contributor status

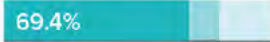
September 2024

Illustrated by territorial and regional boundaries

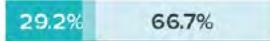
Metropolitan



Provincial



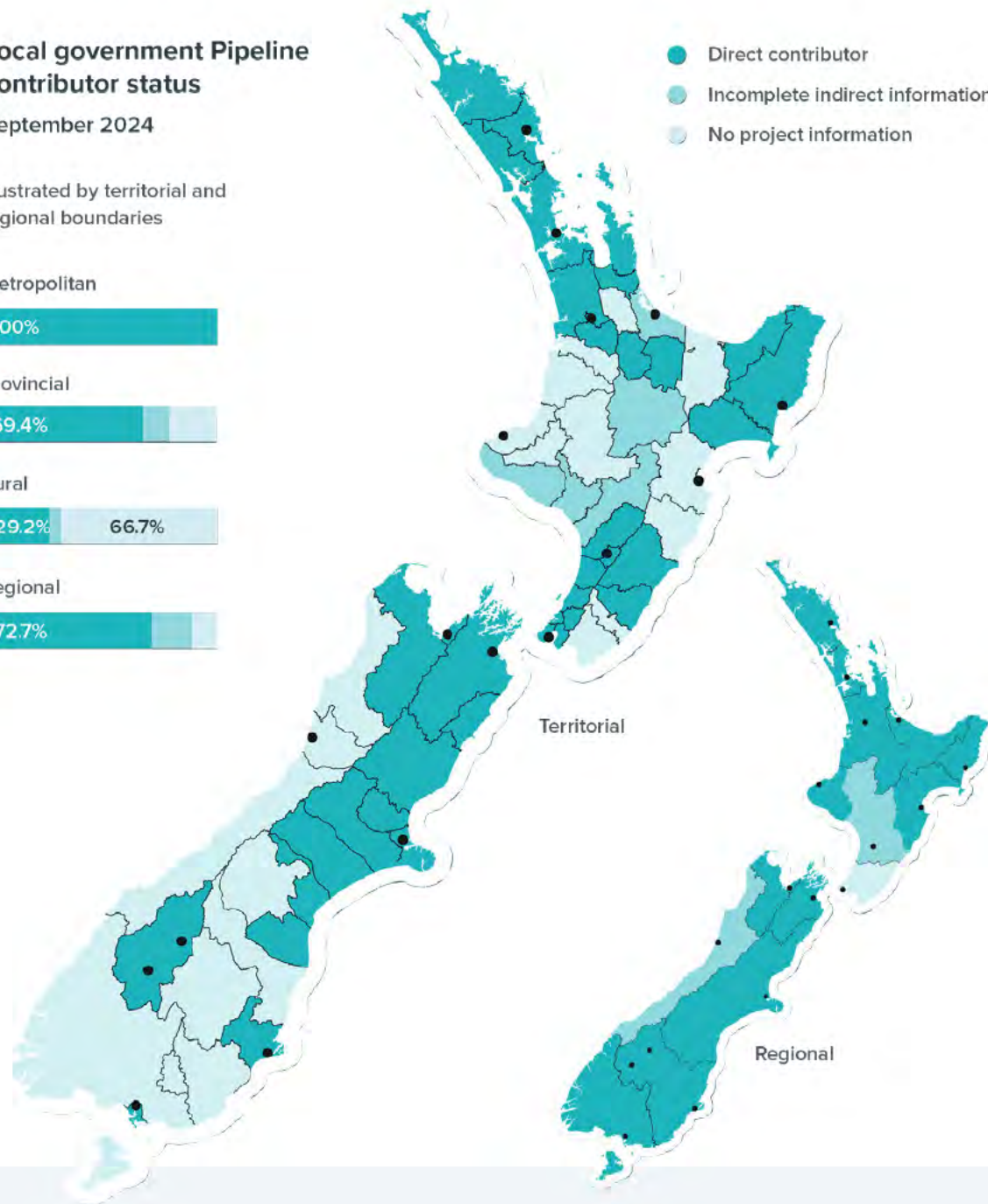
Rural



Regional



- Direct contributor
- Incomplete indirect information
- No project information



## We currently receive information from:

- **15** central government organisations (+**5** SOEs)
- **48** local government organisations covering **84%** of rates collected in New Zealand
- **4** EDBs covering **54%** of electricity connections (and Transpower)

# Evidence base and insights for better infrastructure outcomes



The Pipeline provides a central view of how New Zealand maintains, renews, and improves the infrastructure services. The Pipeline evidence base and insights support:

**1**

**Research and advice to improve the infrastructure system**

**2**

**Demand side funding and scheduling that is deliverable (eg Budget)**

**3**

**Economic, Education, Employment programmes (Supply side initiatives)**

**4**

**Planning and coordination by infrastructure providers and construction sector**

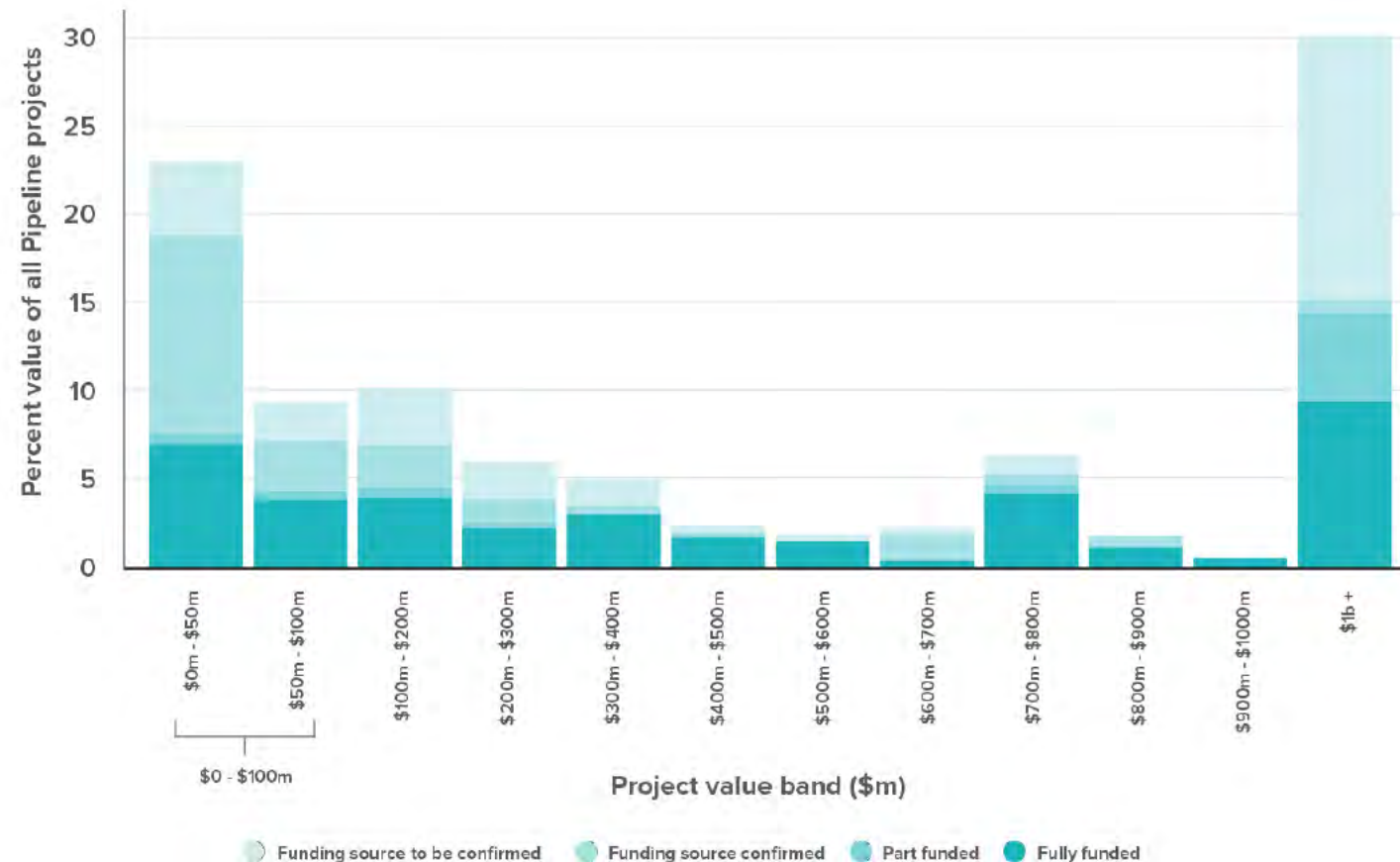


# Project size and funding status

## Megaprojects are hard to fund

Smaller projects and programmes account for a significant proportion of infrastructure investment

Distribution of initiatives in the Pipeline by project value



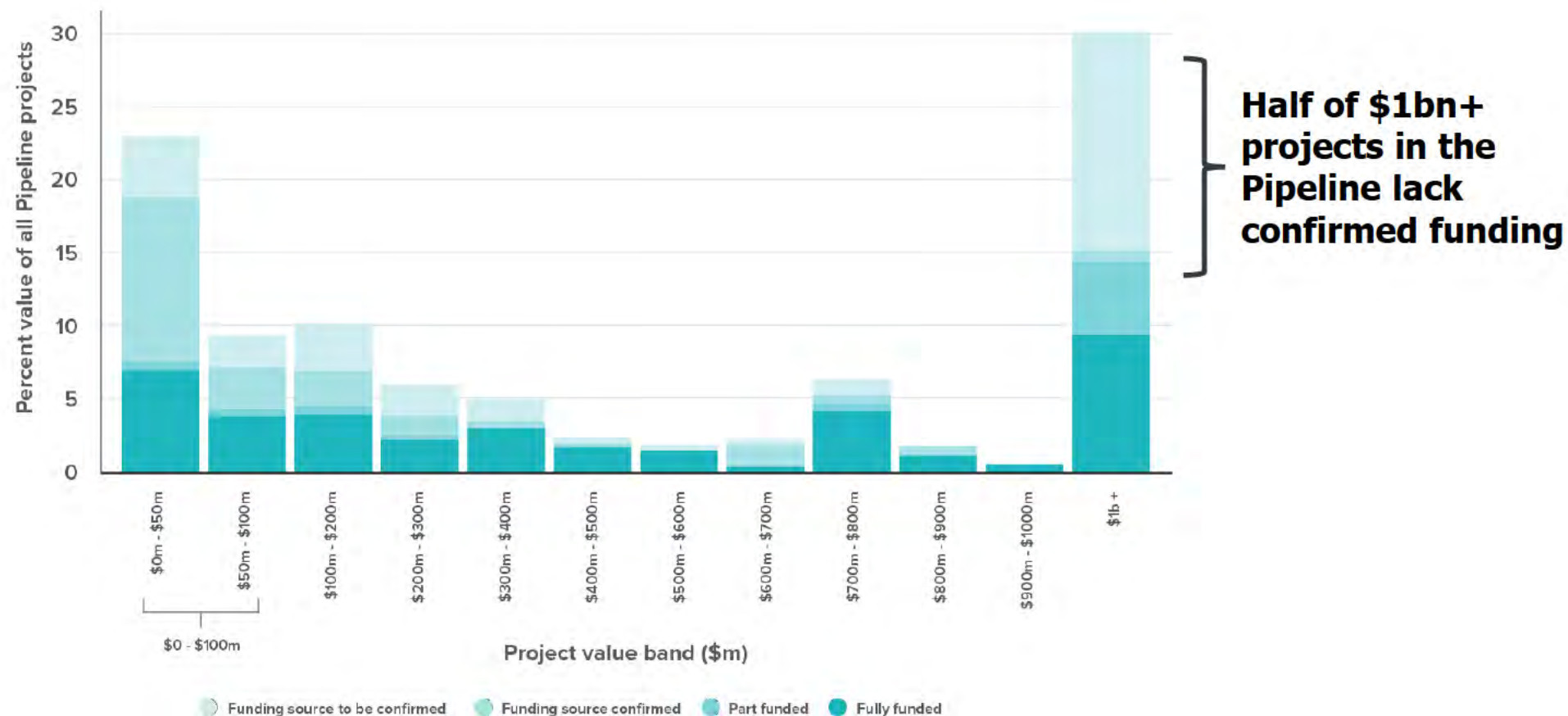


# Project size and funding status

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## IPP

### Infrastructure Priorities Programme

Structured independent review of  
infrastructure proposals in  
planning stages, leading to a  
menu of high-quality options.

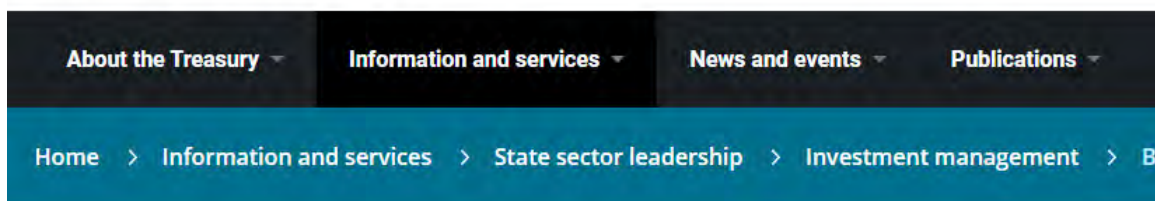


# How are we choosing investments?

## What we're currently doing



TE TAI ŌHANGA  
**THE TREASURY**



## Better Business Cases

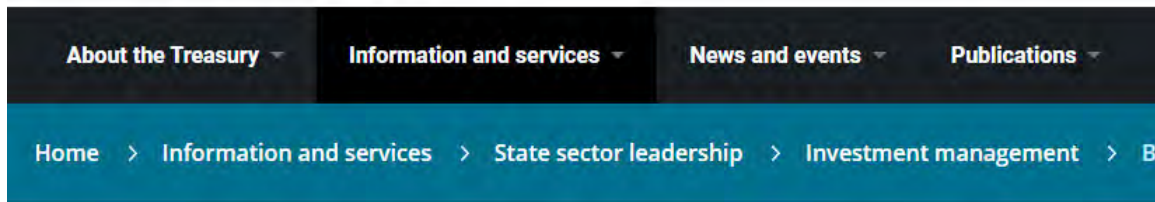
Better Business Cases (BBC) is a methodology that provides objective analysis in a consistent format to decision-makers. It allows for better comparability and transparency that lets government make smart investment decisions that maximise public value.

All investments need a business case. Business cases provide a structured way to present the case for investment to decision-makers.



# How are we choosing investments?

## What we're currently doing



## Better Business Cases

Better Business Cases (BBC) is a methodology that provides objective analysis in a consistent format to decision-makers. It allows for better comparability and transparency that lets government make smart investment decisions that maximise public value.

All investments need a business case. Business cases provide a structured way to present the case for investment to decision-makers.

Only half of infrastructure investments seeking funding from the annual Budget comply. Percent of infrastructure bids with a complete/near complete business case:

- 2021 Budget: **50%** of bids
- 2023 Budget: **50%** of bids
- 2024 Budget: **50%** of bids

Even less projects assess value for money. In 2024, **only 25%** of bids completed a **cost benefit analysis**.

# What does good look like?

## Our Infrastructure Priorities Programme



### Strategic alignment

Does it align with the strategic priorities for New Zealand and sector level strategies?



### Value for money

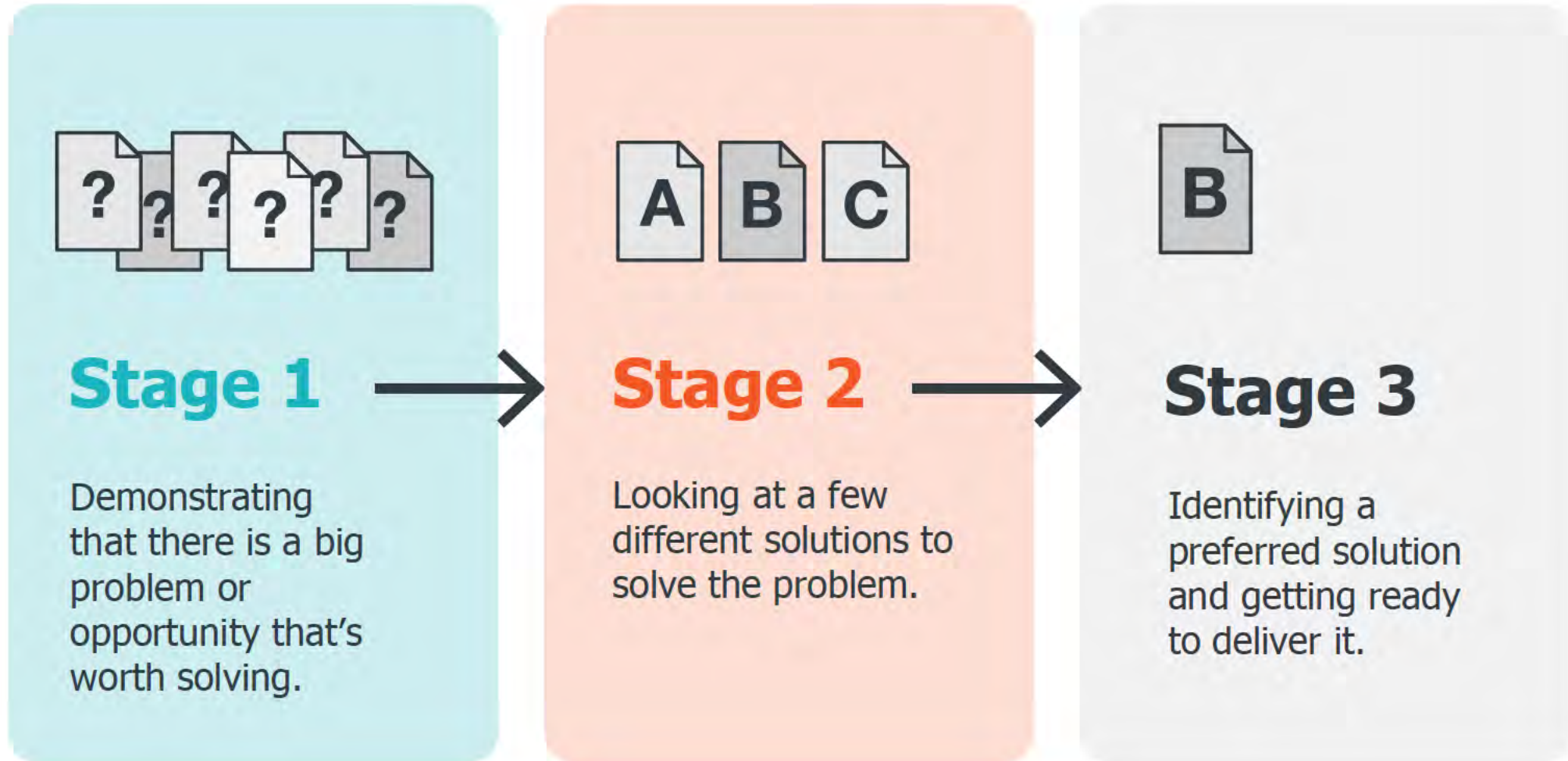
Is it likely to provide value to society above the costs required to deliver, operate, and maintain it?



### Deliverability

Can it be delivered by the project's proponents and the construction industry?

# When can a proposal apply?





# What kind of projects can apply?

## From problems to projects, all types of solutions



**Non-built  
solutions**



**Priority  
problems**



**Future  
proofing**



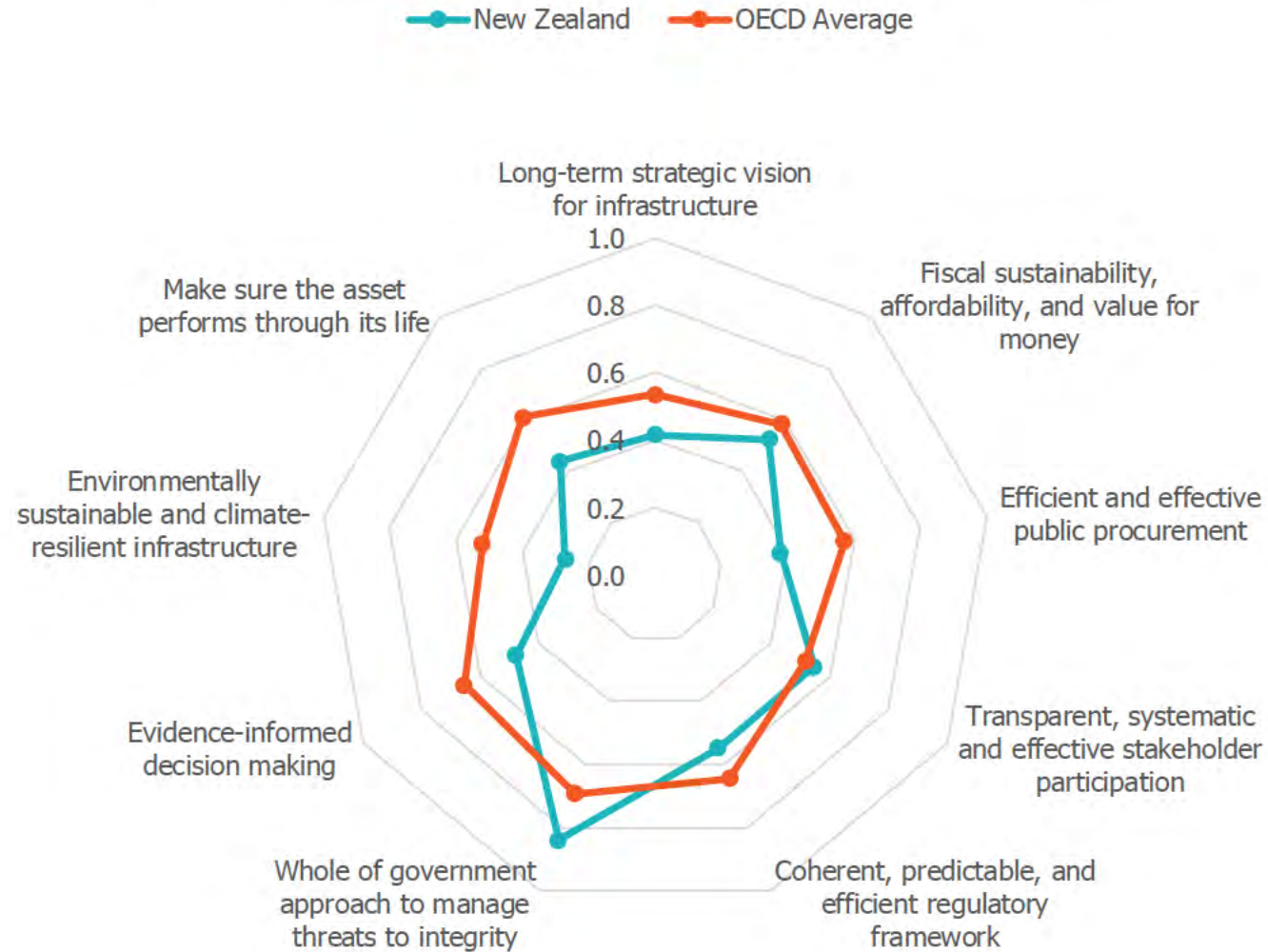


# Changing the approach

## Changing the approach

Advice on approaches to improving investment management, asset management, and other institutional settings and regulations to ensure we can meet our long-term needs.

## OECD Governance of Infrastructure Indicators

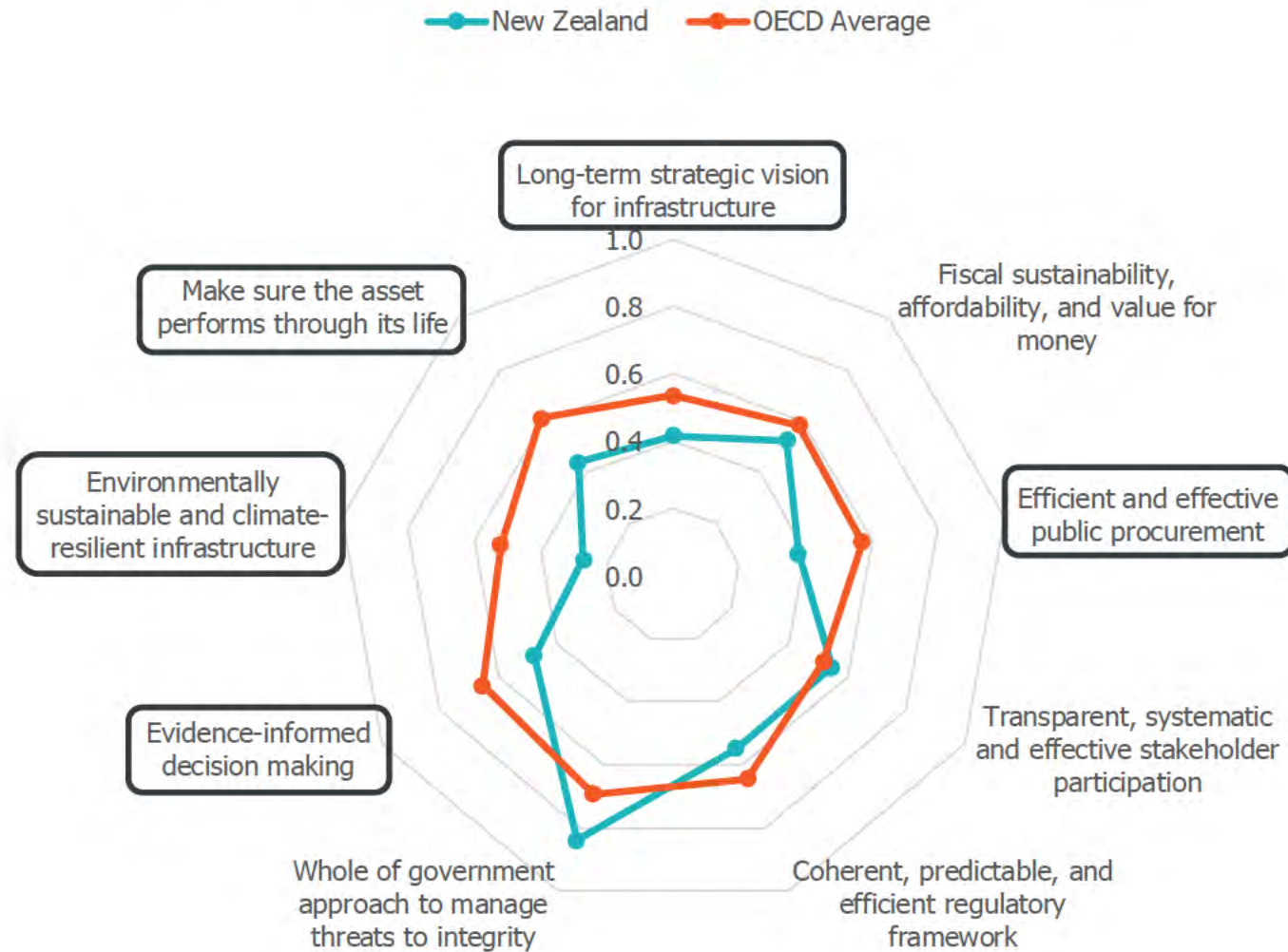


**Holes in the bucket...**

Poor strategic planning, asset management planning, and use of evidence



## OECD Governance of Infrastructure Indicators



**Holes in the bucket...**

Poor strategic planning, asset management planning, and use of evidence

**...showing up as spending pressure**  
**More investment intentions than user revenues**

**...and declining asset condition**

**Ageing hospitals serving an ageing population**



# Areas where we're exploring reforms

## Focus areas in our discussion document



### **Capability to plan and build**

- Investment planning
- Project leadership
- Cost management



### **Taking care of what we've got**

- Asset management
- Resilience and risk
- Decarbonisation



### **Getting the settings right**

- Planning and regulation
- Pricing
- Institutional reform



The National Infrastructure Plan will provide a shared long-term view of infrastructure needs and priorities.





# What will success look like?

1. We understand the level and mix of spending that is required over the next 30 years to meet our infrastructure **needs**.
2. We have a shared view of what is **currently planned**, and what investment choices are coming up.
3. We have outlined an **approach to investment** that can enable us to meet our needs while living within our means.







**List of webpages and webinars about the National Infrastructure Plan available on the Infrastructure Commission/Te Waihanga's website**

<b>Title</b>	<b>Workstream</b>	<b>Link</b>	<b>Date published</b>
National Infrastructure Plan	All	<a href="https://tewaihanga.govt.nz/national-infrastructure-plan">https://tewaihanga.govt.nz/national-infrastructure-plan</a>	28 Aug 2024
Infrastructure Priorities Programme	IPP	<a href="https://tewaihanga.govt.nz/our-work/infrastructure-priorities-programme">https://tewaihanga.govt.nz/our-work/infrastructure-priorities-programme</a>	28 Aug 2024
Media release: IPP announced	IPP	<a href="https://tewaihanga.govt.nz/news-events/new-programme-for-greater-consensus-on-infrastructure">https://tewaihanga.govt.nz/news-events/new-programme-for-greater-consensus-on-infrastructure</a>	28 Aug 2024
Paying it forward: Understanding our long-term infrastructure needs	INA	<a href="https://tewaihanga.govt.nz/our-work/research-insights/paying-it-forward-understanding-our-long-term-infrastructure-needs">https://tewaihanga.govt.nz/our-work/research-insights/paying-it-forward-understanding-our-long-term-infrastructure-needs</a>	25 Sep 2024
Latest quarterly Pipeline update	Pipeline	<a href="https://tewaihanga.govt.nz/news-events/144-billion-of-projects-in-the-national-infrastructure-pipeline">https://tewaihanga.govt.nz/news-events/144-billion-of-projects-in-the-national-infrastructure-pipeline</a>	1 Nov 2024
Webinar: Introduction to the National Infrastructure Pipeline	Pipeline	<a href="https://tewaihanga.govt.nz/watch-listen/webinars/introduction-to-the-national-infrastructure-pipeline-november-2024">https://tewaihanga.govt.nz/watch-listen/webinars/introduction-to-the-national-infrastructure-pipeline-november-2024</a>	4 Nov 2024
Testing our thinking discussion document	All	<a href="https://tewaihanga.govt.nz/national-infrastructure-plan/discussion-document">https://tewaihanga.govt.nz/national-infrastructure-plan/discussion-document</a>	5 Nov 2024
Webinar: Testing our thinking	All	<a href="https://tewaihanga.govt.nz/watch-listen/webinars/testing-our-thinking-developing-a-national-infrastructure-plan">https://tewaihanga.govt.nz/watch-listen/webinars/testing-our-thinking-developing-a-national-infrastructure-plan</a>	18 Nov 2024
Webinar: Ask us anything: Understanding the National Infrastructure Plan	All	<a href="https://tewaihanga.govt.nz/watch-listen/webinars/ask-us-anything-understanding-the-national-infrastructure-plan">https://tewaihanga.govt.nz/watch-listen/webinars/ask-us-anything-understanding-the-national-infrastructure-plan</a>	29 Nov 2024
Webinar: Understanding the IPP assessment criteria	IPP	<a href="https://tewaihanga.govt.nz/watch-listen/webinars/understanding-the-ipp-assessment-criteria">https://tewaihanga.govt.nz/watch-listen/webinars/understanding-the-ipp-assessment-criteria</a>	29 Nov 2024
Latest research can aid disaster preparedness	INA (Research Insights)	<a href="https://tewaihanga.govt.nz/news-events/latest-research-can-aid-disaster-preparedness">https://tewaihanga.govt.nz/news-events/latest-research-can-aid-disaster-preparedness</a>	5 Feb 2025
News item: Leading infrastructure	IPP	<a href="https://tewaihanga.govt.nz/news-events/leading-infrastructure-experts-appointed-to-priorities-programme">https://tewaihanga.govt.nz/news-events/leading-infrastructure-experts-appointed-to-priorities-programme</a>	14 Feb 2025

<b>Title</b>	<b>Workstream</b>	<b>Link</b>	<b>Date published</b>
experts appointed to IPP			
Webinar: Introduction to the IPP	IPP	<a href="https://tewaihangā.govt.nz/watch-listen/webinars/introduction-to-the-ipp">https://tewaihangā.govt.nz/watch-listen/webinars/introduction-to-the-ipp</a>	20 Feb 2025
Webinar: Invest or insure?	INA (Research Insights)	<a href="https://tewaihangā.govt.nz/watch-listen/webinars/invest-or-insure-webinar-february-2025">https://tewaihangā.govt.nz/watch-listen/webinars/invest-or-insure-webinar-february-2025</a>	24 Feb 2025
Latest quarterly Pipeline update	Pipeline	<a href="https://tewaihangā.govt.nz/news-events/latest-quarterly-pipeline-update-now-available">https://tewaihangā.govt.nz/news-events/latest-quarterly-pipeline-update-now-available</a>	25 Feb 2025



## Overview of the communications and engagement approach for the National Infrastructure Plan

- While the Commission has been asked to lead the development of the National Infrastructure Plan, we recognise the need to work closely with key stakeholders and seek feedback throughout the process to ensure an enduring Plan.
- As part of this we:
  - established a central agency forum for government agencies to ensure key central government infrastructure delivery organisations have an opportunity contribute to the development of the Plan
  - are working with representative organisations across the infrastructure sector (including local government, planning, construction, asset management, delivery and users) to ensure we have both breadth and depth in our stakeholder engagement
  - are including a significant online presence and communicating through our regular channels (website, social media, newsletters, proactive media work, and articles/interviews/presentations through our existing networks)
- We are engaging with Māori/iwi organisations and forming a Te Ao Māori advisory group. We are also ensuring we connect with Te Puni Kōkiri on regional connections (note that Te Puni Kōkiri is represented on the government agency forum.)
- In November 2024 we released a discussion document to share our emerging thinking and seek initial feedback on the development of the National Infrastructure Plan.
- We also held a series of regional workshops (in Hastings, Christchurch, Wellington and Auckland) in November/December, as well as webinars for people who were not able to attend one of the workshops.
- In mid-2025, we plan to release the draft National Infrastructure Plan to further gather feedback.