



Proactive Release

The following documents have been proactively released by the Department of the Prime Minister and Cabinet (DPMC), on behalf of the Deputy Prime Minister, Hon Grant Robertson:

Progress report on Implementation Unit Assignments

The following documents have been included in this release:

Title of paper: Progress report on Implementation Unit Assignments
(CAB-21-SUB-0519 refers)

- Implementation Unit Work programme update
- Progress Update on Actions from the Mid-Term Review of the Budget 2019 Mental Health and Addiction Package
- New Zealand Upgrade Programme Transport Assessment
- Report: Emergency and Transitional Housing
- Jobs for Nature Stocktake of Progress
- Infrastructure Reference Group Programme Status Update

Title of minute: Progress report on Implementation Unit Assignments (CPC-21-MIN-0034 refers)

Title of minute: Report of the Cabinet Priorities Committee: Period Ended 10 December 2021
(CAB-21-MIN-0519 refers)

Title of paper: Stocktake of Progress Report – Carbon Neutral Government Programme
(CAB-22-SUB-0006 refers)

- Carbon Neutral Government Programme Stocktake of Progress

Title of minute: Stocktake of Progress Report – Carbon Neutral Government Programme
(CBC-22-MIN-0006 refers)

Title of minute: Report of the Cabinet Business Committee: Period Ended 25 February 2022
(CAB-22-MIN-0045 refers)

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.



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FAQs to Support the Release of the Infrastructure Reference Group Stocktake

What is the Infrastructure Reference Group Programme?

In May 2020, Cabinet approved the establishment of an Infrastructure Reference Group (IRG) led by the Chair of Crown Infrastructure Partners (CIP), tasked with identifying a pipeline of shovel ready projects across all regions of the country to support the economy during the COVID-19 rebuild. The IRG led an engagement and prioritisation process with selection criteria based upon the objectives set by Government. It then submitted projects to IRG Ministers, who shortlisted and approved projects for funding. More information on the IRG is available on CIP's website: [Crown Infrastructure Partners | New Zealand](https://www.crowninfrastructure.govt.nz/)

The Government allocated \$3 billion in tagged contingency funding to this Programme as part of the \$50 billion COVID-19 Recovery and Response Fund Package.

What was the Implementation Unit asked to do?

The Unit was asked to provide a status update of the delivery of projects under the \$3 billion tagged contingency, identifying projects at risk of not delivering their intended outputs on time or on budget. The Unit was also asked to undertake a deep dive into the delivery status of projects delivered by Kānoa, Regional Economic and Development Unit (Kānoa - RDU), the Ministry of Business, Innovation and Employment, including identifying recommendations for how Kānoa-RDU and the wider IRG could address any challenges identified. The Unit was also asked to review Programme monitoring reports and identify if any further focus was required going forward.

What were the Implementation Unit's findings?

The Implementation Unit found that the IRG Programme is mostly on track, with 86% of projects either complete (20 projects) or identified as low risk of not completing (165 projects) as of 31 August 2021. The Unit found that the reporting and monitoring role performed by Crown Infrastructure Partners (CIP) was working well, and recommended that to strengthen the delivery of the Programme, CIP's role should be extended to provide more proactive infrastructure related support and expertise to agencies.

The Unit found that Kānoa RDU had demonstrated strengths in initiating IRG projects and was currently performing well on contracting, construction starts, and spending across regions. The Unit's review also found that the majority of Kānoa - RDU's projects were on track to deliver within the milestones set by IRG Ministers. However, it also identified that Kānoa – RDU had missed some critical milestones, and 19 of its 149 projects were rated medium or high-risk of not meeting milestones within 3-6 months as at 31 August 2021.

To strengthen project delivery, Kānoa – RDU proactively agreed to appoint a Senior Responsible Officer (SRO) with accountability and authority for its IRG projects; establish Executive Leadership oversight and support to support the SRO; and reduce the number of medium and high-risk projects from 19 to 6 projects by the end of 2021.

The review used the latest data that was available at the time of report writing, which was up to 31 August 2021. For more up to date information on the progress of IRG projects go to Crown Infrastructure Partners website at: [Crown Infrastructure Partners | New Zealand](https://www.crowninfrastructure.govt.nz/)

What, if any follow up work will the Implementation Unit do?

The Implementation Unit will assess implementation of its recommendations and their impact on delivery of the IRG programme in May 2022.