



He Whakakaupapa mō Te Hanganga o Aotearoa

The Infrastructure Action Plan

May 2023



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May 2023

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Foreword

This is a pivotal time for New Zealand infrastructure as we take the next steps in the development of the Infrastructure Action Plan. The Action Plan builds on the Government's Response to *Rautaki Hanganga o Aotearoa, the New Zealand Infrastructure Strategy* by setting out what the Government is doing, and will do, to address the challenges and opportunities set out in the Strategy.



There are significant challenges ahead. A growing population is increasing demand for housing, transport, schools, hospitals, and other essential services. We not only need to build more and better infrastructure, but we need to prepare to mitigate the impacts of climate change on our built environment. Cyclone Gabrielle has presented us with an earlier-than-expected challenge to rebuild and strengthen infrastructure after demonstrating what can happen if we don't.

This Government has taken significant steps to address such infrastructure challenges. Over the last five years we have boosted investment in housing, transport, and social infrastructure.

As the Strategy points out, we must also be smarter about the way we plan, deliver, maintain, and use infrastructure if we are to meet an infrastructure deficit that has been many decades in the making.

The Infrastructure Action Plan confirms the Government's commitment to the transformation required to create the efficient, equitable, resilient, and sustainable infrastructure system New Zealanders need now and into the future.

As we work to improve the infrastructure system, we know Government can't solve these issues alone. There are opportunities for Government to strengthen partnerships with crucial players in the infrastructure space, including Māori, local government, and the private sector. We can take advantage of better tools and information to make decisions about when and where to invest, and we must continue to support the development of the skilled workers required to deliver the infrastructure we need to build, as well as rebuild.

The Infrastructure Action Plan sets out the significant work programme in response to the challenges and opportunities set out in the Strategy. Most of the actions identified are already underway, with many more due to begin in the next several months. More than half are expected to be complete in the next three years. Our investments through Budget 2023 support the implementation of the Infrastructure Action Plan as we both build back better from recent weather events and focus on supporting medium- to long-term infrastructure investments.

We look forward to continuing this important work that will lay the foundations for the future and shape our infrastructure for generations to come.

A handwritten signature in blue ink, appearing to read 'Megan Woods', written in a cursive style.

Hon Dr Megan Woods
Minister for Infrastructure

Introduction

The Government has a responsibility to maintain infrastructure and essential services at a level that grows wellbeing and is resilient to shocks and stresses. The first Infrastructure Strategy, Rautaki Hanganga o Aotearoa (the Strategy), marks a significant step to provide leadership, coordination, and oversight across the infrastructure system, and seeks contributions from many sectors.

Part one of our Response to the Strategy outlined the Government's vision for infrastructure and responded to specific recommendations. The Government's goal is to build a nation in which all New Zealanders have the services they need to thrive and prosper; a nation which is resilient, adapting to a changing climate and population. There is a lot we all need to do to get there, helping us to recover from decades of under-investment, poor planning, failed markets, and siloed thinking.

This action plan is the second part of the Government's Response. It demonstrates what the Government is doing and will do to turn this vision into reality over the next few years. It outlines the key work programmes the Government is progressing to meet the infrastructure deficit and be smarter about the way New Zealand plans, delivers, and uses infrastructure. Detailed actions within these programmes are listed in the annex.

Te Waihanga will monitor and report on progress towards these actions and the objectives of the Strategy and continue to prepare updated infrastructure strategies every five years.

We will deliver our infrastructure commitments well

The Government already has a busy work programme underway, including investments and reform programmes, and changes to legislation, regulation, and other system settings, that will address many of the challenges outlined in the Strategy. The first part of the Government's Response to the Strategy outlined the Government's focus on delivering on its existing commitments well. This focus ensures that we are spending limited resources efficiently and effectively to have the most impact on improving wellbeing as possible. It also ensures that new Crown investment doesn't overburden the system and risk delivery.

Our infrastructure investments support wellbeing, equity, and the environment

Infrastructure is a foundation of wellbeing. Transport links and telecommunication networks connect New Zealand's communities and economic systems. Warm, dry, and affordable houses are essential for New Zealanders' health and to enable them to achieve many other elements of wellbeing. Hospitals support those experiencing illness and injury, and schools prepare the generation of tomorrow. Access to fresh water and systems to dispose of storm and wastewater keep New Zealanders safe and healthy. Recycling and resource recovery infrastructure can support us to look after the environment. Defence facilities help protect our country. Digital infrastructure has become an integral part of how our economy functions and our people connect. However, historical underinvestment means our infrastructure is not providing the wellbeing outcomes we need.

According to the Strategy, the average Auckland commuter spends over 120 hours in traffic each year, emitting millions of additional tonnes of carbon dioxide equivalent into our atmosphere and adding stress for individuals and businesses. Housing affordability remains a key challenge to New Zealanders' wellbeing, particularly for first home buyers. We will need to build school space for 100,000 additional students in high growth areas by 2030. New Zealand's sewage systems are aging, and poor-quality drinking water is impacting New Zealanders' health. The Strategy identifies that only 86% of households are connected to the internet. Disruptions to global supply chains remain persistent.

The Government has a role to ensure all New Zealanders have access to infrastructure that enables their wellbeing, supports our economy, and protects the environment. In Budget 2022 we made a change to the debt ceiling which means we can make better use of the balance sheet to support long term investments. In Budget 2023 we announced that over the next five years the Government will invest \$71 billion primarily in transport, housing, health, defence, and education facilities. These investments will take us towards meeting the infrastructure deficit and improving the wellbeing outcomes of New Zealanders and our environment, but it is not enough. New Zealand needs to continue to increase both private and public spending on infrastructure.

New Zealand faces challenges in growing our infrastructure investment. Global economic shocks such as COVID-19 and the war in Ukraine have contributed to capacity constraints, record levels of inflation and uncertainty in the economic outlook. Consumer demand and housing markets are expected to cool off over the coming years as central banks around the world tighten monetary policy to rein in high inflation. This should ease the escalation of costs and enable us to continue to deliver effectively.

Capacity constraints are resulting in buyers competing for suppliers who are prioritising high return investments. This risks the Crown crowding itself out of the market, driving up costs for both public and private investment, and delaying delivery. To mitigate this risk, we are taking a deliberate approach to sequencing our investments so that capacity and capability is focused on the investments most aligned with our priorities and that will get us the greatest value for money.

We will also invest in initiatives that will enable growth in the capacity and capability of both the market and government agencies to create space for more.

The Government's infrastructure investments are being delivered by several Crown departments and entities. Projects like the City Rail Link, Dunedin Hospital, and Kāinga Ora's housing, urban and infrastructure developments are big parts of the programme that we will continue to progress with our investment partners. Delivery agencies will continue to work hard to make sure this investment programme is delivered well. Examples of investments in the Government's portfolio are in the table below.

The Government is also supporting the delivery of central Crown infrastructure investments by repurposing Rau Paenga Limited (formerly Ōtākaro Limited) into a Central Crown Infrastructure Delivery agency. Rau Paenga Limited will be able to provide bespoke support to departments delivering investments.

New investments are only part of the infrastructure picture. Te Waihangā estimates that New Zealand needs to spend \$60 on renewals for every \$40 spent on new infrastructure. To help meet this, the Government is investing billions in maintenance and renewals.

Entity	Example investments	Example department plan
CRL Limited	City Rail Link	As part of its ongoing role to manage the school property estate, the Ministry of Education is planning and delivering a broad and deep investment portfolio. Their Christchurch Schools Rebuild (\$1.6 billion) is now nearing completion. Other key investments in delivery include the National Schools Rebuild programme (\$1.1 billion), the National Education Growth Plan (\$2.1 billion), and the Ngā iti Kahurangi - Improving Classrooms in Small or Remote Schools programme. These investments ensure that our schools are prepared to meet the educational needs of every child in New Zealand. They enable us to adapt to changing population and demographics, support our regions and towns to flourish and build inclusive cities.
NZDF	Defence Infrastructure	
Kāinga Ora	Large Scale Urban Development Projects	
KiwiRail	iReX	
MBIE	Gracefield Innovation Quarter	
MOE	National Education Growth Plan	
MFAT	Our Place in Antarctica	
MOH	Dunedin Hospital	
Rau Paenga Limited	Te Pae Christchurch Convention Centre	
Waka Kotahi	Penlink	

The existing reforms, strategies and plans take us many steps towards a stronger system

As highlighted in the first part of the Response, infrastructure plays a key role in supporting this Government's economic goal to build a high-wage, low-emissions economy that provides economic security in good times and bad. We have already taken serious steps to strengthen the infrastructure system and are progressing a series of large work programmes across various sectors to build on this. Resource Management Reform will drive productivity growth, making the consenting process quicker and cheaper. The Emissions Reduction and National Adaptation Plan outline many actions that will help mitigate and adapt to climate change. The table below highlights how the Government's work programme is aligned with the strategic objectives and themes of the Strategy.

Infrastructure Strategy Objectives and Themes		Key Government Work Programmes
Strategic Objectives	Net-Zero Emissions	Emissions Reduction Plan, National Adaptation Plan, Resource Management Reforms
	Flourishing Towns and Regions	Digital Strategy, Emissions Reduction Plan, Freight and Supply Chain Strategy, Resource Management Reforms, Te Rautaki Rawa Kura – The School Property Strategy 2030
	Attractive and Inclusive Cities	Future for Local Government Review, Resource Management Reforms, The Congestion Question, Water Services Reform, National Policy Statement for Urban Development, Government Policy Statement for Housing and Urban Development, Te Rautaki Rawa Kura – The School Property Strategy 2030
	Resilience to Shocks and Stresses	Trifecta Programme, National Adaptation Plan, Resource Strategy, Resource Management Reforms, Enhancing Infrastructure Resilience
	Circular Economy	Construction Sector Transformation Plan, Emissions Reduction Plan, Aotearoa New Zealand Waste Strategy
Strategic Themes	Decision making	Future for Local Government Review
	Funding and Financing	Future for Local Government Review, Future of the Revenue System, Resource Management Reforms, The Congestion Question, Water Services Reform, Urban Growth Agenda, Aotearoa New Zealand Waste Strategy, Infrastructure Funding and Financing Act
	Planning and Consenting	Resource Management Reforms
	Accelerating Technology Use	Construction Sector Transformation Plan, Digital Strategy, Procurement Reform
	Workforce Capacity and Capability	Construction Sector Transformation Plan, Immigration Rebalance, Procurement Reform

Progressing our existing workstreams

Carry out the Construction Sector Transformation Plan

The Construction Sector Transformation Plan is focused on tackling the construction sector's systemic challenges while building resilience across the industry. This plan includes actions to, among others, support the minimisation of waste, increase the capability and capacity of the workforce, and improve procurement activities and processes. It was launched in 2022, building on the success of the first Transformation Plan, and will be completed by 2025. For more detail, see the [Construction Sector Accord website](#).

Implement the Digital Strategy for Aotearoa

This strategy will help guide us towards our vision that Aotearoa New Zealand will flourish and prosper in a digital world. It highlights a broad range of work underway, and further opportunities to build Mahi Tika (Trust), Mahi Tahī (Inclusion), and Mahi Ake (Growth). A corresponding Action Plan lays out 11 flagship initiatives over a five-year road map that will be reviewed and refreshed annually. For more detail, see the [Digital Government website](#).

Progress the Regulatory Framework Review Programme

The Emergency Management Regulatory Framework Review Programme (also known as the “Trifecta”) aims to ensure that New Zealand is a disaster resilient nation that proactively manages risks and builds resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders. We aim to pass the new Emergency Management Bill in 2023. For more detail, see the [National Emergency Management Agency website](#).

Carry out the Emissions Reduction Plan

The Emissions Reduction Plan contains strategies, policies, and actions for achieving our first emissions budget and contributing to global efforts to limit temperature rise. A wide array of milestones in this plan will be reached over the coming years, and a new Emissions Reduction Plan will be published by 2024. For more detail, see the [Ministry for the Environment website](#).

Finalise the Future for Local Government Review

This review aims to identify how our system of local democracy and governance needs to evolve over the next 30 years, to improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty partnership. The draft report was released in October 2022 and the final report is due in 2023. For more detail, see the [Future for Local Government website](#).

Progress the Future of the Revenue System Programme

This programme takes a first-principles approach to the transport revenue system, initially focusing on broad questions such as ‘who should pay for what within the transport system’. This programme will lead to the implementation of a new or renewed transport revenue system by the end of the decade. For more detail, see the [Ministry of Transport website](#).

Immigration Rebalance

The Immigration Rebalance will make it easier to attract and hire high-skilled migrants that will fill genuine skills gaps. A key consideration of the Rebalance is to reduce pressures from rising numbers of lower skilled migrants. The introduction of the Green List in 2022 is a key part of the rebalance, and we will review its success in 2023. For more detail, see the [Immigration New Zealand website](#).

Implement the Minerals and Petroleum Resource Strategy

The Minerals and Petroleum Resource Strategy 2019-2029 has six action areas focussed on cementing a world-leading environmentally and socially responsible minerals and petroleum sector with affordable and secure resources. For more detail, see the [Ministry for Business Innovation and Employment website](#).

Carry out the National Adaptation Plan

The National Adaptation Plan contains strategies, policies and actions that will help New Zealanders adapt to the changing climate and its effects so we can reduce the potential harm of climate change and seize the opportunities that arise. The plan will be implemented over the next six years, and the Climate Change Commission will report on the progress and effectiveness of the plan every two years from 2024. For more detail, see the [Ministry for the Environment website](#).

Deliver the National Freight and Supply Chain Strategy

This Strategy seeks to identify what is needed to optimise the system in the coming decades. It aims to drive us towards lower emissions and increased resilience, productivity, innovation, equity and safety. The Strategy will be published in 2023 and implemented in the following years. For more detail, see the [Ministry of Transport website](#).

Reform of the Procurement System

The Reform of the Procurement System is grouped around three strategic themes: data and transparency; working together as one government; and unlocking value. Each theme has short term priorities and goals for the next 24 months to set us up to achieve longer-term ambitions. For more detail, see the [New Zealand Government Procurement website](#).

Resource Management Reforms

These Reforms aim to better enable development while protecting and restoring the environment, give proper recognition to the principles of Te Tiriti o Waitangi and to Te Ao Māori, better prepare us to adapt to climate change, and improve system efficiency and effectiveness. We are replacing the Resource Management Act 1991 with three new pieces of legislation. We aim to pass two of the Bills and introduce the Climate Adaptation Bill in 2023. For more detail, see the [Ministry for the Environment website](#).

Water Services Reform

Ten new, publicly owned water services entities will be established to operate New Zealand's drinking water, wastewater, and stormwater services. This will enable New Zealanders to have safe and reliable drinking water, wastewater, and stormwater services for generations. We will support the establishment of, and transition to, the new entities by July 2026. For more detail, see the [Department of Internal Affairs website](#).

Infrastructure Funding and Financing System

The Infrastructure Funding and Financing System project is a cross-portfolio work programme established under the Government's Urban Growth Agenda. The project will be progressed in 2023 and is overseen by Urban Development and Infrastructure Ministers. It aims to explore and address infrastructure funding and financing barriers to realise our housing and urban development objectives, including better enabling our cities to grow and change. For more detail, see the [Ministry of Housing and Urban Development website](#).

Implement the Aotearoa New Zealand Waste Strategy

The Government released the Aotearoa New Zealand Waste Strategy in 2023 and will progress the actions and investment plan to support delivery of the Strategy. This Strategy presents the aspirations for a low-waste Aotearoa that will guide our collective journey toward a circular economy. Action and investment plans will be reassessed every three years. For more detail, see the Ministry for the Environment website.

Business as usual work programmes

The Government is responsible for a large property portfolio which includes schools, hospitals, state highways, correctional, justice and defence facilities, and social housing. As part of this enduring role, the agencies responsible for these portfolios have ongoing investment plans in place to deliver, manage and renew this infrastructure. For example, Te Rautaki Rawa Kura – The School Property Strategy 2030 sets the long-term direction for how we will manage school property to support all schools having quality learning environments by 2030, and the Defence Estate Regeneration Programme will renew our defence infrastructure so that we can continue to protect and enhance the security of New Zealanders.

Other work programmes

In addition to the significant set of major work and reform programmes related to infrastructure, other programmes and work across the government are taking steps to a stronger infrastructure sector. For example, we released new fiscal rules that provide more headroom to make infrastructure investments, and Crown Infrastructure Partners are working with councils and other parties to investigate proposals to use the Infrastructure Funding and Financing Act levy system to debt fund infrastructure off council's balance sheets.

We will get smarter about how we plan and deliver public infrastructure

A key message of the Strategy is that New Zealand needs to be smarter about the way we plan, deliver, and use infrastructure. This will mean getting more from the infrastructure New Zealand does build, reducing costs and prioritising for the greatest impact. The current system settings for investment management have robust foundations. The Government sets clear strategic expectations and provide detailed guidance. But, as indicated in the first part of the Government Response, there are opportunities to continue making improvements. The Government's existing programme of reforms, strategies and plans is a strong beginning, and we will continue to tackle the drivers of higher costs, including:

- improving decisions taken at the front end of projects so they are set up to succeed
- improving procurement so it can deliver better outcomes
- broadening our understanding of management of risk and contingency, and
- incentivising lower cost, lower carbon, and more resilient solutions.

The Government's primary focus is delivering its existing commitments well, but there are further opportunities to take steps in four focus areas. Below we highlight seven example actions the Government will take in these focus areas, however there are many more actions across our work programme that support outcomes in these focus areas.

Ensuring that our infrastructure rebuild and new build is resilient in the face of climate change, natural disasters, and increasing extreme weather events

Auckland's extreme flooding event and the impacts of Cyclone Gabrielle across the north-east of New Zealand are a powerful reminder of the importance of resilience in the face of climate change, natural disasters, and extreme weather events.

We know from New Zealanders' experiences following the Canterbury and Kaikōura earthquakes that the recovery and rebuild from these weather events will take some time and we are committed to supporting those affected.

As part of the Government's longer-term strategic investment planning, we will have a focus on ensuring our critical infrastructure is resilient to future shocks and stresses. We will also need to be smarter about where we build to ensure that new infrastructure is built in areas less susceptible to rising sea levels and other climate risks.

Highlighted Action 1

The Department of Prime Minister and Cabinet (DPMC) is leading work to enhance the resilience of Aotearoa New Zealand's critical infrastructure. The DPMC will commence public consultation in 2023 on the adequacy of New Zealand's current regulatory approach to delivering resilient critical infrastructure. The Government will assess options and make decisions on next steps in 2024.

Highlighted Action 2

The Treasury is undertaking work to integrate consideration of climate risks and future adaptation into the guidance it publishes on investment management and state sector performance. Updated guidance will be developed by 2025.

Strengthening infrastructure investment decision making and governance

To build high-quality infrastructure, we must make good decisions about how to plan, invest, deliver and manager our infrastructure. As the Strategy indicates, there is more the Government can do to strengthen our decision-making processes, and ensure they are supported by effective governance arrangements and reliable, timely information.

Clear principles on how and when to invest in infrastructure, and better information on cost and performance of similar investments will help ensure we select the best projects. Strategic planning can signal priority investments well in advance and will enable the construction sector to invest with confidence. Sound governance arrangements will ensure that projects progress well from the investment decision, through delivery and into operation.

Highlighted Action 3

Te Waihanga will work with the Treasury to develop an infrastructure priority list. This will support longer-term thinking and planning, provide more certainty for suppliers, and enable capacity to be established in the right places. We plan to develop and implement the list over the next three years.

Highlighted Action 4

The Treasury will review the Better Business Case framework and associated investment planning products. The Treasury plans to complete this review by the end of 2025.

Strengthening partnerships with, and opportunities for, Māori, local government, and the private sector

As the Strategy indicates, building strong, meaningful, and enduring relationships with Māori, local government and the private sector will help ensure our infrastructure works for everyone. Effective partnership lowers costs, improves delivery, and better aligns outcomes with local aspirations. Partnership also helps develop the skills, capability, and capacity of the workforce, encourage culture change and diversity in the wider infrastructure sector, and foster innovation.

Māori play many roles in the infrastructure system, from ownership to use. Local authorities have a significant role in ensuring that communities have access to the infrastructure they need to go about daily life. Without our private sector partners, the Government would not be able to deliver the investments that will benefit all New Zealanders. On the projects the Crown funds and delivers we need to understand where and how we should partner to get the best results. There are opportunities for co-ownership, shared governance arrangements, consultation on planning and other forms of partnership that we will continue to explore.

Highlighted Action 5

Te Waihanga will build a State of Play of the ways the government engages with iwi and Māori on infrastructure projects. This will enable better transparency and coordination across the system so we can take a more strategic approach. Te Waihanga plans to release this State of Play in 2024.

Building the capacity and capability of the Government and of the infrastructure workforce to deliver and maintain infrastructure

If New Zealand is to deliver infrastructure investments well, we need a skilled workforce. This means we need enough people with the right skills and capabilities, in the right places, who have access to the training, guidance, support, and tools that they need.

Highlighted Action 6

Te Waihanga will work with the Public Service Commission to ensure development of leaders is aligned across the public sector, including on the option of a major projects leadership programme. We plan to assess these options in 2023 and make decisions on next steps by 2024.

Highlighted Action 7

The Government is repurposing Rau Paenga Limited (formerly Ōtākaro Limited) into a Central Crown Investment Delivery agency. The Rau Paenga Limited will provide 'ready-to-go' project teams to bolster agencies' capability and capacity when they are delivering complex investments. The initial portfolio of projects will be finalised in 2023.

The Treasury will continue to develop guidance on investment planning and asset management to support agencies to build their capability to plan and deliver investments.

Actions at a glance

The Government has a busy work programme underway that will address many of the challenges outlined in the Strategy. Within this work programme we have identified over 300 actions that will contribute to delivering on the Strategy's recommendations.

331

Actions (including sub-actions).

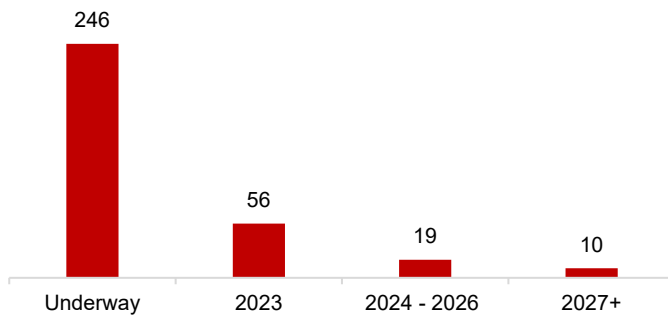
74%

Of actions identified are already underway.

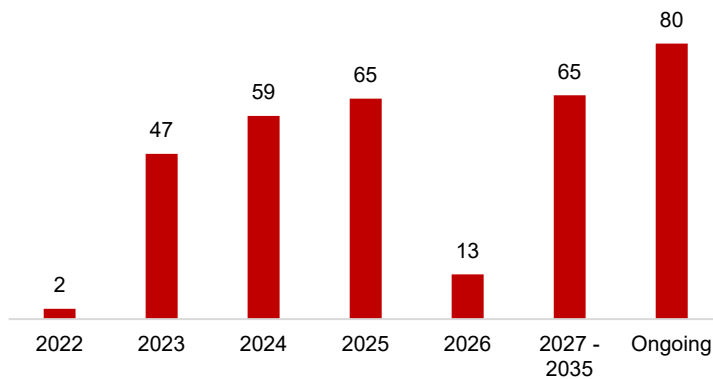
56

Actions expected to begin in 2023.

Actions by expected start date













Actions by expected completion date



49 actions are due to be complete by the end of 2023. 137 actions will be complete between 2024 and 2026. 65 actions will be complete between 2027-2035 and 80 actions are ongoing.

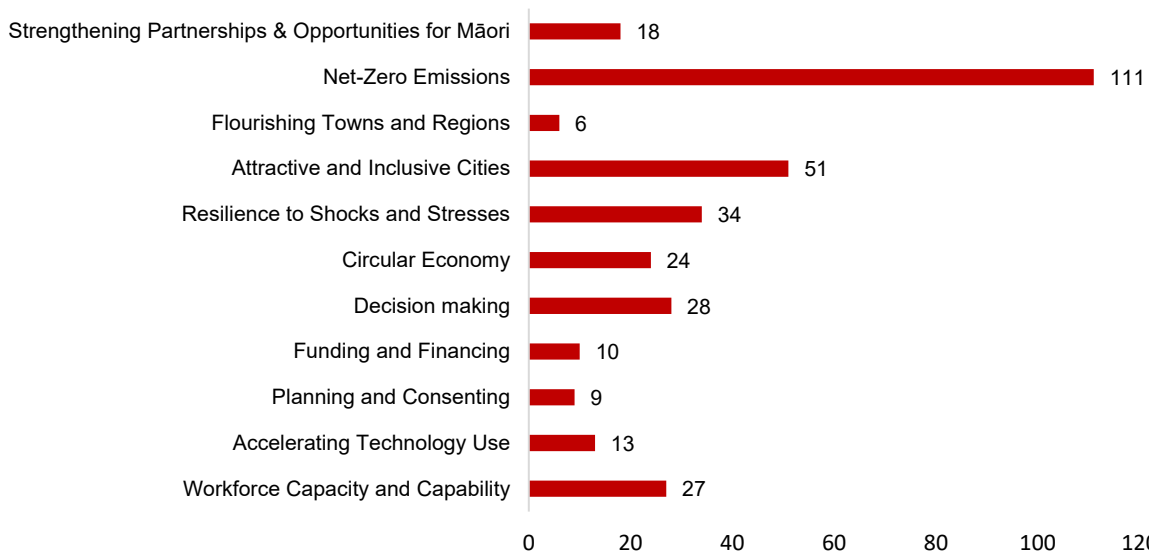
Actions by sector

	Transport	85
	Building & Construction	71
	Cross-cutting	62
	Energy	39
	Waste	29
	Housing & Urban Growth	17
	Planning	11
	Digital	9
	Social	6
	Water	2

Actions by main Government work programme

188	37	35	27
Emissions Reduction Plan	Other	Construction Sector Transformation Plan	National Adaptation Plan
9	8	7	4
Digital Strategy for Aotearoa	MAIHI Ka Ora - the National Māori Housing Strategy	Reform of the Procurement System	Urban Growth Agenda
4	2	2	2
Immigration Rebalance	Water Services Reform	Minerals and Petroleum Resource Strategy	Resource Management Reforms

Actions by key New Zealand Infrastructure Strategy section



Some actions address several recommendations, and others address aspects of a recommendation. The graph above indicates the strategic objective or theme of the Strategy to which each action is most relevant.

The way we deliver on our commitments matters

When Te Waihanga develops the next Infrastructure Strategy, the Government wants to be able to look back and be proud of the way we achieved our goals. That means having made progress and stuck to our commitments, and that we did it in the right way.

Kotahitanga

We need to work in partnership. We will not meet the challenges and seize the opportunities in the Strategy unless we are collaborating with iwi, local government, the private sector and more. Partnering on specific infrastructure projects will get us better value for money. Partnering in our reforms and policy programmes will help us avoid unintended consequences and ensure we are achieving outcomes aligned with the impacted communities.

Tikanga

We need to make investment decisions in accordance with consistent values and processes. Following good decision-making processes ensures that solutions best meet the needs of the targeted communities. We should follow the core set of principles for infrastructure decision making the Strategy outlined and continue to update our guidance for best practice investment planning. Our investment decisions should continue to be rooted in improving the wellbeing of all New Zealanders.

Whanaungatanga

We need to foster meaningful and enduring relationships. Building and maintaining relationships boosts the effectiveness and efficiency of project development. Working together provides collective strength to address these challenges and to restore mana to communities and to people to develop solutions.

Manaakitanga

We need to design equitable solutions. Infrastructure assets have large up-front costs, are intergenerational, interconnected, and interdependent, provide shared services to many people, and generate wide spill-over effects. Central government plans and delivers billions of dollars of infrastructure investments each year. We have a responsibility to ensure these investments provide accessible and inclusive services for all New Zealanders, and the costs are distributed fairly.

Tiakitanga

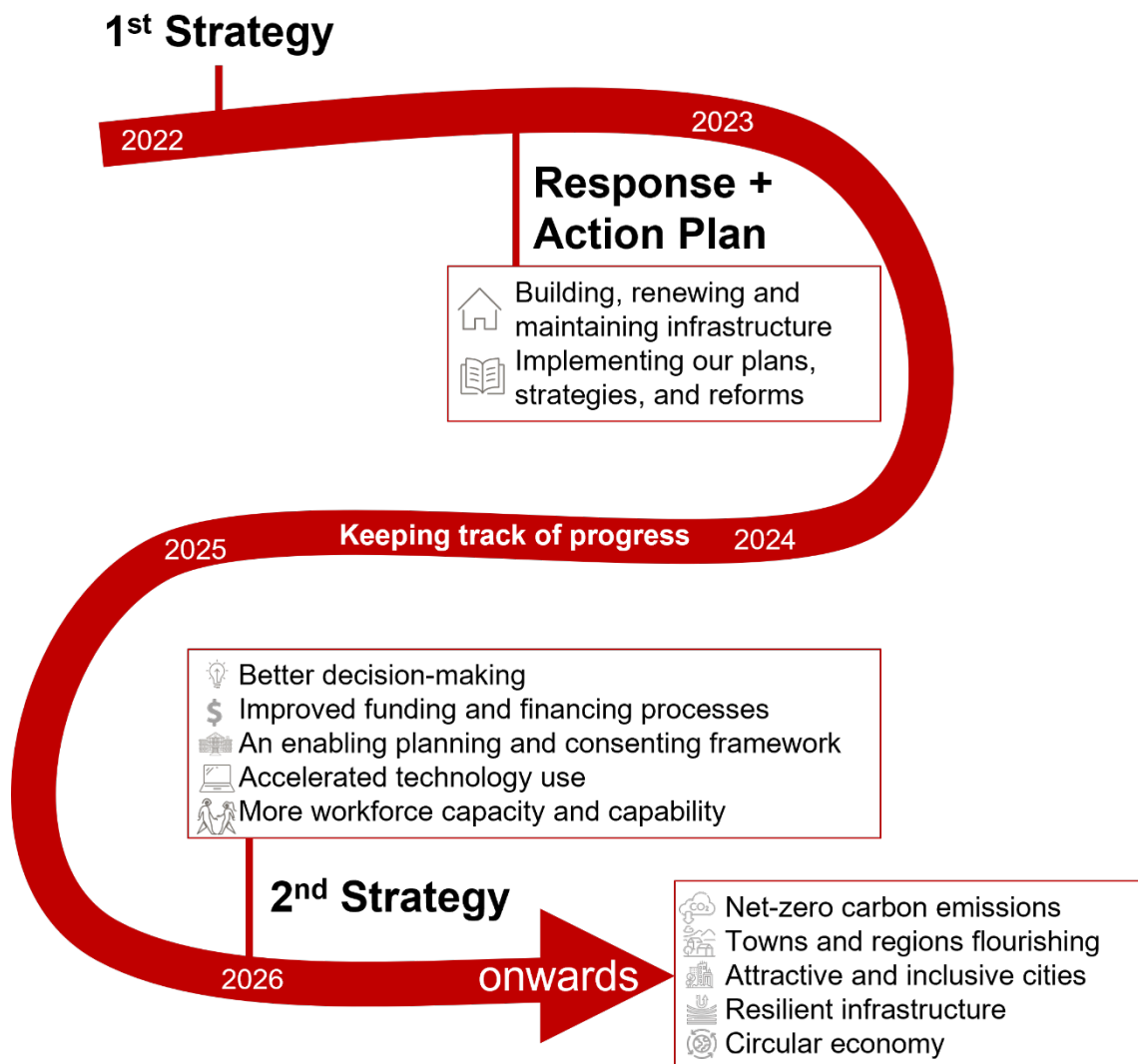
We need to build resilient infrastructure and systems that fit our changing country. As our population changes, technology develops, and our climate changes, New Zealand's infrastructure needs will shift, and new opportunities will arise. Central government has a responsibility to ensure that the infrastructure we build and renew will meet the needs of the next generations.

This plan is only part of the journey

This Action Plan is part of the Government’s Response to New Zealand’s first Infrastructure Strategy. It lays out the direction we are moving and focuses on the actions we are taking right now. Though the work to progress many of these actions will happen in the short term, they will have a long-term impact. Large reforms will set our systems up for years to come and investing in capability development now will mean the future workforce will deliver more efficient and resilient infrastructure. New Zealand’s infrastructure will continue to grow our country’s wellbeing as we build, renew, and maintain more and better infrastructure, and make improvements to the infrastructure system through policy, guidance, and support.

The Strategy set an ambitious vision for the country and needs contributions from all players in the infrastructure system. Local government, iwi and the private sector will all play a significant role.

Te Waihanga will keep track and of and report on the progress made towards the strategic objectives and themes of the Strategy. In 2026, they will prepare the second Infrastructure Strategy, which will show how far we’ve come and what more we need to do.



Annex 1 – What we are doing to improve the system

In part one of the Government’s Response to the Infrastructure Strategy, we indicated that 52 of the recommendations are already underway in full or in part. The Government fully supported 22 actions, supported 21 (when the Government is already addressing or has agreed to address at least part of the recommendation), in principle supported 15, and noted 10 recommendations.

The following table brings together actions and initiatives from a range of existing strategies, plans, reforms, and work programmes to give broad oversight of what the Government is doing to improve the infrastructure system in New Zealand. The Government retains the flexibility to amend approaches and timeframes as work on these actions progresses. There may be other activities across Government that more indirectly contribute to the challenges and recommendations set out in the strategy but are not included in the Action Plan.

The level of detail presented here varies between initiatives, based on their source. More detail on each action can be found on the websites for each programme.

The actions are organised by expected end date, sector, and the programme it comes from. Where it exists, the original action number from the relevant programme is included in the table. The table highlights the lead organisation or organisations delivering each action. Dates and milestones presented in the table are estimates and may change. Some actions in this table have yet to be determined (TBD) start or end dates. In the graphs in the *Actions at a glance* section of this document, actions with TBD start dates are included in 2027+ for start date and actions with TBD end dates are included in 2027-2035 for end date as they are most likely to fall in these ranges. Some actions have TBD end dates as further work may be needed, but this will not be known until a later date.

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Expected Completion Year: 2022						
Energy	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Develop specifications for in-home and commercial/industrial electric vehicle charging installation.	Specifications published in 2022	2022	EECA / SNZ	NZE
	Emissions Reduction Plan	Action 11.5.1: Set targets for the energy system. Set a renewable energy target.	Target set in 2022	2022	MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Expected Completion Year: 2023						
Building and construction	Construction Sector Transformation Plan	4.1 Thriving Infrastructure pilot projects. Culture change is needed to decrease the number of health and safety incidents in the construction sector. We will support the establishment of Thriving Infrastructure pilot projects led by WorkSafe and the Business Leaders Health and Safety Forum to find new and innovative ways of improving health and safety.	Implementation plan agreed by key stakeholders	2022	CSA	WCC
	Construction Sector Transformation Plan	7.1 Construction Digital, Data Roadmap and Digital BIM. Digitalisation is a proven method for improving productivity, but it's difficult for businesses to find the time and resources to learn how to digitise their processes. This programme will support SMEs in growing their digital capabilities, such as managing finances, placing orders, and submitting and receiving invoices using digital tools	Update the BIM handbook to align with guidelines	2022	CSA	ATU
	Construction Sector Transformation Plan	6.1 Sustainable Construction Cross Sector Forum (area: circular economy, waste). This forum will bring industry and government together to share practices and identify opportunities for collaboration, leadership, and co-ordinated action to improve the industry's climate response and sustainability practices.	Run the forum in 2023	2022	CSA	NZE
	Construction Sector Transformation Plan	9.1 Beacons 2.0. An expansion of the annual Beacons Awards will reach more people across the industry and acknowledge excellence in multiple categories. Case studies will be supplemented by additional learning tools, such as live learning from demonstration projects, deep dives into specific topics, and creating learning networks or communities of practice for leaders on similar journeys.	Run Beacon Awards in 2023	2022	CSA	WCC
	Emissions Reduction Plan	Action 12.1.3: Realise cross-sector opportunities to reduce whole-of-life embodied emissions. Explore requiring waste minimisation or recovery plans for building consent.	Introduce legislation to the House in 2023	2022	MBIE / MFE / NZDF (supporting)	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 12.1.3: Realise cross-sector opportunities to reduce whole-of-life embodied emissions. Explore circular economy initiatives for building and construction.	Develop circular economy and bioeconomy strategy	2022	MBIE / MFE	NZE
	Emissions Reduction Plan	Action 12.1.3: Realise cross-sector opportunities to reduce whole-of-life embodied emissions. Support the use of project management and prefabrication to reduce road transport.	Identify options by start of 2024	2022	MBIE / MOT / WK	NZE
	Emissions Reduction Plan	Action 12.3.1: Amend the Building Code to improve new buildings' operational efficiency. Implement amendments to Building Code Clause H1 (energy efficiency) compliance pathways.	Introduce building code changes by November 2023	2022	MBIE	NZE
	Emissions Reduction Plan	Focus area 5: Establish foundations for future emissions reduction. Action 12.5.5: Establish an enabling legislative framework.	Introduce legislation to the House in 2023	2022	MBIE	NZE
Cross-cutting	Immigration Rebalance	Review the Green List.	Review the Green List by start of 2024	2022	MBIE	WCC
	Immigration Rebalance	Respond to the Productivity Commission's inquiry into what immigration policy settings would best facilitate New Zealand's long-term economic growth and promote the wellbeing of New Zealanders.	Interim response to the Inquiry in April 2023, advice on a final response to be considered by Cabinet in mid-2023	2022	MBIE	WCC
	Immigration Rebalance	Implement new settings to the Skilled Migrant Category residence visa following consultation.	To be implemented in October 2023	2022	MBIE	WCC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Other	Establish and build a portfolio of projects to support, as part of implementing Rau Paenga (formerly Ōtākaro) Limited's new mandate as a central Crown infrastructure delivery to support the delivery of complex infrastructure projects.	Identify portfolio of projects in 2023	2022	RP	WCC
	Other	Undertake an inquiry into the appropriateness and consistent application of New Zealand's social discount rate policy, which determines how much weight is placed on future outcomes relative to present-day outcomes when analysing public infrastructure investments. Consider implementing hyperbolic discounting, pending analysis and achievability.	Inquiry complete by 2024	2022	TSY	DM
	Emissions Reduction Plan	Action 7.7: Integrate climate mitigation into government decisions on infrastructure. Review central government guidance, guidelines, and tools to ensure they factor climate outcomes into decision-making about infrastructure investments.	Finish review by 2024	2022	TSY	NZE
Digital	Digital Strategy for Aotearoa	The Digital Boost programme offers training and support to small businesses to help them improve their digital skills, with the goal of reaching 90,000 firms. The next phases of this programme will include expansion of the Digital Boost Alliance, whose members develop commitments to collectively drive the uptake of digital technologies across New Zealand.	Expand the Digital Boost Alliance by 2024	2022	MBIE	ATU
Energy	Emissions Reduction Plan	Action 11.3.1: Manage the phase out of fossil gas. Explore fossil gas issues as they relate to the Commerce Act 1986.	Finish review of gas input methodologies by 2024	2022	CC	NZE
	Emissions Reduction Plan	Action 11.3.1: Manage the phase out of fossil gas. Develop a gas transition plan.	Finalise the plan by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.3.2: Develop low-emissions fuels. Investigate low-emissions energy supply options for renewable gas and bioenergy.	Identify options for review by 2024	2022	MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 11.3.1: Manage the phase out of fossil gas. Work with the Gas Industry Company (GIC) on gas availability for industrial users.	Finalise the plan by 2024	2022	MBIE / GIC	NZE
	Emissions Reduction Plan	Action 11.2.2: Ensure the electricity system and market can support high levels of renewables. Establish a definition and indicators for energy hardship.	Framework developed 2022 and Final report submitted to Minister 2023	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Implement national direction for industrial GHG emissions (NDGHG).	Implement NDGHG	2022	MBIE / MFE	NZE
Planning	Urban Growth Agenda	Action 7.3: Address infrastructure funding and financing challenges. <ul style="list-style-type: none"> Progress options, through the urban growth work programme, to address funding and financing constraints for urban infrastructure in a way that responds to climate change and other objectives. Consider barriers and opportunities to infrastructure funding and financing to support emissions reductions in the context of other work programmes. 	Consider options by 2024	2022	TSY / DIA / HUD	FF
	Other	Undertake research to: <ul style="list-style-type: none"> Quantify the magnitude of benefits of advance property protection. Identify evaluation methods for determining when and why property should be protected for infrastructure projects. Consider best practice methods for funding and financing infrastructure corridor protection. 	Complete research by 2024	2023	TW	AIC
Transport	Emissions Reduction Plan	Action 10.1.1: Integrate land-use planning, urban development and transport planning and investments to reduce transport emissions. Assess spatial plans to understand emissions implications and key risks and opportunities for reducing emissions.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.1.1: Integrate land-use planning, urban development and transport planning and investments to reduce transport emissions. Identify ways to incentivise developments that avoid/reduce the need to travel and encourage travel by public transport, walking and cycling.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Complete a review of the Public Transport Operating Model (PTOM).	Refer to Decarbonising Transport Action Plan	2022	MOT / WK	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport by supporting the reshaping of streets. Consider regulatory changes to make it simpler and quicker to make street changes.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements around schools. Explore dedicated active transport funding and/or education programmes for schools.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to micro-mobility infrastructure and systems. Implement Accessible Streets proposals nationwide to support safe walking, cycling/scootering and other active modes.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to micro-mobility infrastructure and systems. Deliver a national plan to significantly increase the safety and attractiveness of cycling and micro-mobility.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to micro-mobility infrastructure and systems. Deliver a national plan to significantly increase the safety and attractiveness of walking.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to micro-mobility infrastructure and systems. Support initiatives to increase the uptake of e-bikes.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through overall VKT reductions. Revise Waka Kotahi's national mode shift plan (Keeping Cities Moving) to ensure national led activities align with the pace and scale of VKT reduction and mode shift required in urban areas.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through overall VKT reductions. Set sub-national VKT reduction targets for Aotearoa New Zealand's major urban areas by the end of 2022.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport with equitable measures. Investigate further opportunities to provide on-demand public transport in provincial towns, in light of positive signs from the MyWay trial in Timaru.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC
	Emissions Reduction Plan	Action 10.2.3: Support the rollout of EV charging infrastructure. Review the Electricity (Safety) Regulations 2010 to cover the safety needs associated with charging EVs.	Refer to Decarbonising Transport Action Plan	2022	MBIE / WS	NZE
	Emissions Reduction Plan	Action 10.2.3: Support the rollout of EV charging infrastructure. Complete a national EV-charging infrastructure strategy to set out the Government's vision and policy objectives (for both the public and private sectors) around EV charging over future emissions budget periods.	Refer to Decarbonising Transport Action Plan	2022	MOT / MBIE	NZE
	Emissions Reduction Plan	Action 10.3.1: Support the decarbonisation of freight. Develop a national freight and supply chain strategy with industry. This strategy will take a long-term, system wide view of the freight and supply chain. Working with industry, it will identify how to best decarbonise the freight-transport system to be net-zero by 2050, while improving the efficiency and competitiveness of the supply chain.	Refer to Decarbonising Transport Action Plan	2022	MOT	FTR

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.3.1: Support the decarbonisation of freight. Evaluate options for road user charges (RUC) to support emissions reductions, including whether to extend the heavy-EV exemption from RUC and whether to set RUC rates differently by fuel type/emissions.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.3.1: Support the decarbonisation of freight. Consider the implementation timing of Euro VI standard for heavy vehicles.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.4: Support cross-cutting and enabling measures that contribute to the delivery of a low-emissions transport system. Develop a strong evidence base to inform transport decarbonisation and an equitable transition and ensure actions taken are effective within the New Zealand context.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.4: Support cross-cutting and enabling measures that contribute to the delivery of a low-emissions transport system. Provide people and businesses with information and education to support behaviour change as we transition to a low-carbon economy.	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
Urban Growth	MAIHI Ka Ora	Review ways the Government can better partner with Māori at a local level to meet the housing needs of Māori.	Establish pilots by 2023	2022	HUD	SPO
	MAIHI Ka Ora	Review funding levers to ensure Māori can access them all to increase housing supply.	Finish review by 2024	2022	HUD	SPO
	MAIHI Ka Ora	Review current housing system levers to put whānau at the centre of policy development and funding supports to ensure the system can be easily accessed by those that need it the most.	Complete assessments by 2024	2022	HUD / TPK	SPO
	MAIHI Ka Ora	Review and reset settings for the establishing of papakāinga to address barriers. This includes increasing the number of papakāinga developments, exploring options for building consents and financing on whenua Māori, and investigating opportunities for establishing Urban Papakāinga.	Consider options for financing by 2025	2022	TPK	SPO

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Expected Completion Year: 2024						
Building and construction	Construction Sector Transformation Plan	1.1 Building Leaders Advisory Service. This one-to-one advisory service will support leaders of SMEs by providing training such as increasing resilience, adopting technology, and reducing emissions and waste. This will help prepare SMEs for the disruption our industry faces now and in the future, and will allow SMEs to transition to more sustainable, innovative and resilient business models.	Launch BLAS	2022	CSA / CI	WCC
	Construction Sector Transformation Plan	2.2 Skills and diversity action plan. The sector needs to find new ways of recruiting and retaining a diverse workforce, including more women, Māori, Pasifika, and people with disabilities. The Accord will continue to partner with Diversity Works New Zealand to implement the Construction Diversity Roadmap to drive this culture shift within the industry.	Deliver the four "Mobilise" actions by 2024	2022	CSA	WCC
	Construction Sector Transformation Plan	3.2 Māori SME capability development. The Accord will provide support for Māori service providers and lead contractors – who are valuable in building the capabilities of Māori SMEs – to improve important business practices, such as tendering for larger and more complex work.	Ongoing	2022	CSA	WCC
	Construction Sector Transformation Plan	5.2 Māori procurement panels. Feedback from the sector indicates that Māori SMEs are struggling to make headway in procurement processes, despite policy changes that set clear targets for government agencies. We will explore options to enable Māori businesses to thrive, such as establishing Māori procurement panels.	Develop options by 2024	2022	CSA	SPO
	Construction Sector Transformation Plan	2.1 Skills and diversity action plan. This plan will use insights from the Strategy to help government and industry to deliver on a range of actions. These actions will ensure that the workforce is developing the skills industry needs now and in the future.	Finalise the plan by 2025	2022	CSA	WCC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 12.1.1: Progress regulatory change to reduce embodied emissions of new buildings. Progress regulatory change to reduce embodied emissions of new buildings.	Introduce regulatory changes by 2025	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.1.2: Spark and foster innovation across the sector. Support implementation of the Forestry and Wood Processing Industry Transformation Plan (ITP).	Establish the platform and identify options by 2024	2022	MPI / MBIE	NZE
	Emissions Reduction Plan	Action 12.2.1: Shift expectations and grow the market for low-emissions buildings. Recognise and showcase low emissions buildings.	Identify options by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.2.1: Shift expectations and grow the market for low-emissions buildings. Test emissions reporting and caps for buildings.	Identify options by 2024	2022	MBIE / KO	NZE
	Emissions Reduction Plan	Action 12.3.2: Encourage and enable emissions reduction from existing buildings. Introduce mandatory energy performance certificates for certain building types.	Introduce legislation to the House in 2023	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.3.2: Encourage and enable emissions reduction from existing buildings. Explore how incentives, support or requirements could reduce existing residential and non-residential buildings' emissions.	Identify options by 2025	2022	MBIE	NZE
	Construction Sector Transformation Plan	5.4 Public procurement planning and phasing. The lack of a clear pipeline of work is halting investment in innovation and broader outcomes, which is exacerbating the sector's boom-bust cycles and making it harder for businesses to plan work and grow their capacity. We will coordinate discussions with public sector clients to improve visibility of their infrastructure pipelines and look at ways to phase government projects and ensure a steady demand for work, which should increase the sector's confidence about the future.	Have discussions by 2024	2023	CSA	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Cross-cutting	Emissions Reduction Plan	Action 3.2.1: Develop an equitable transition strategy. Develop an equitable transition strategy in collaboration with people and communities who will be most affected by the transition.	Finalise the strategy by 2024	2022	MBIE / MSD	NZE
	National Adaptation Plan	Action 5.6: Scope a resilience standard or code for infrastructure. Scope the impact of a resilience standard or code for infrastructure. This action will focus on: <ul style="list-style-type: none"> how a standard or code would encourage risk reduction and resilience planning in existing and new assets how to integrate resilience planning into the asset-management cycle, to maximise uptake and impact, and the role of resilience standards in enabling communities to better match their own planning and strategies to the resilience of the networks they rely on, reviewing the costs and benefits of this being a mandatory or voluntary standard. 	Finish scoping by 2025	2022	TW	RSS
	Other	Explore options to align leadership development across the public sector, including the option of a major projects leadership programme.	Consider options by 2024	2022	TW / PSC	WCC
	Other	Māori in Infrastructure State of Play: Undertake a State of Play on the different ways government, iwi, and Māori engage on infrastructure projects.	Release the State of Play in 2024	2022	TW	SPO
	Other	Improve information on the infrastructure workforce. This includes defining a taxonomy for the workforce (eg, for occupations, industries, project stages), research to measure the size of the workforce and updating Te Waihanga's Infrastructure Pipeline to provide forward estimates of workforce requirements.	Define and measure the workforce by 2024	2022	TW	WCC
	Other	Inquiry into the resilience of the New Zealand economy to supply chain disruptions. Identify the policies and interventions that can enhance the resilience of New Zealand's economy and living standards to persistent medium-term supply chain disruptions.	Draft report due in 2023. Findings due in 2024	2022	NZPC	RSS

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 2.1: Establish a platform for Māori climate action. Establish an interim ministerial advisory committee to: support immediate strategic advice and expertise across climate response policy and work programmes that impact Māori; advise on a more enduring representative platform to help advance an equitable transition for Māori; and transition the platform to a more enduring form, developed with Māori, to provide a governance presence and strategic advice in emissions reduction plans and the national adaptation plan over the longer term.	Establish a platform by 2024	2022	MFE	SPO
	National Adaptation Plan	Action 3.8: Develop guidance for assessing risk and impact on physical assets and the services they provide. Develop guidance for assessing risk and impact on physical assets and the services they provide.	Develop guidance by 2025	2023	TW	RSS
	Other	Undertake investigations into cost escalation and cost performance of New Zealand's infrastructure sector.	Complete investigations by 2025	2023	TW	DM
Energy	Emissions Reduction Plan	Action 11.3.2: Develop low-emissions fuels. Develop a hydrogen roadmap.	Finalise the roadmap by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Explore measures to ensure electric vehicle charging is energy efficient.	Provide ability to mandate for demand response capability for EV chargers - Cabinet consideration mid 2023	2022	MBIE / EECA	NZE
	Emissions Reduction Plan	Action 11.2.1: Accelerate development of new renewable electricity generation across the economy. Develop an offshore energy regulatory framework.	Regulatory settings are expected to be in place by July 2024	2022	MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 11.2.1: Accelerate development of new renewable electricity generation across the economy. Use government electricity purchasing to support investment in new renewable generation.	To be confirmed	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.2.1: Accelerate development of new renewable electricity generation across the economy. Support renewable and affordable energy in communities.	Funding will be allocated to community energy projects through regular funding rounds	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.2.2: Ensure the electricity system and market can support high levels of renewables. Feasibility study followed by detailed design and analysis of preferred options for dry-year electricity storage through the New Zealand Battery Project (NZBP).	Complete detailed business case by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.2.2: Ensure the electricity system and market can support high levels of renewables. Ban new fossil-fuel baseload generation.	To be confirmed	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Set an action plan for decarbonising the industrial sector.	Finalise the action plan by the end of 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.5.1: Set targets for the energy system. Develop secondary indicators for the energy system.	Develop secondary indicators by end of 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.5.2: Develop energy strategies for Aotearoa. Develop an energy strategy.	Finalise the energy strategy by 2025	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.5.2: Develop energy strategies for Aotearoa. Develop a new New Zealand Energy Efficiency and Conservation Strategy.	Finalise the strategy by 2025	2022	MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 11.4.2: Develop an approach for single-firm industries with emissions that are hard to reduce or remove.	Begin development in 2023	2023	MBIE	NZE
Planning	Urban Growth Agenda	Develop guidance and rationale on how to appraise and capture urban development benefits. A working paper of concepts and new theory will be developed in 2023 (stage 1). Formal guidelines on project appraisal for urban infrastructure in 2024 (stage 2).	Complete stage 1 by 2024	2023	TSY	DM
	Other	Investigate options for funding early corridor protection activities.	Identify options by 2025	2023	MFE	AIC
Transport	Emissions Reduction Plan	Action 10.1.1: Integrate land-use planning, urban development and transport planning and investments to reduce transport emissions. Require new investments for major transport projects to demonstrate how they will contribute to emissions-reduction objectives and set a high threshold for approving new investments for any transport projects if they are inconsistent with emissions-reduction objectives.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Support a major uplift in all urban bus networks nationwide, including by improving bus driver terms and conditions.	Refer to Decarbonising Transport Action Plan	2022	MOT / WK / LG	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport by supporting the reshaping of streets. Incentivise local government to quickly deliver bike/scooter networks, dedicated bus lanes and walking improvements by reallocating street space.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport by supporting the reshaping of streets. Scale up Waka Kotahi's existing Innovating Streets for People programme to rapidly trial street changes.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport with equitable measures. Investigate opportunities to improve access for people living in social housing through shared mobility schemes, such as car-share, carpool, and bike/scooter schemes.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Investigate additional pricing tools to reduce transport emissions (including parking pricing, VKT pricing and low emissions zones).	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.4: Require roadway expansion and investment in new highways to be consistent with transport targets. Establish a high threshold for new investments to expand roads, including new highway projects, if the expansion is inconsistent with emissions-related objectives	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.2.1: Accelerate the uptake of low-emissions vehicles. Establish whether the Clean Vehicle Discount can be extended to other vehicle classes.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.3.1: Support the decarbonisation of freight. Evaluate options to: <ul style="list-style-type: none"> improve the efficiency of heavy vehicles regulate heavy vehicle imports to reduce emissions support infrastructure development for green fuels and fast charging for heavy vehicles, and reduce emissions from heavy vehicles operated or procured through government activities. 	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.4: Support cross-cutting and enabling measures that contribute to the delivery of a low-emissions transport system. Ensure the next Government Policy Statement on Land Transport (GPS-LT) guides investment consistent with the emissions reduction plan.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Other	Finalise the Land Transport Revenue Review. This involves a review of the short to medium-term sustainability of the National Land Transport Fund.	Finalise the review by 2024	2022	TSY / MOT / WK	FF
	Other	Prepare the Government Policy Statement on Land Transport (GPS-LT) 2024. The GPS-LT sets out the Government's priorities for expenditure from the National Land Transport Fund. Guided by the GPS-LT strategic priorities, Waka Kotahi supports local government to create quality Regional Land Transport Plans, which it uses to create the National Land Transport Programme.	Publish the GPS-LT in 2024	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.1: Integrate land-use planning, urban development and transport planning and investments to reduce transport emissions. Develop the evidence base and tools to quantify and assess transport emissions from proposed transport and urban developments	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
	Emissions Reduction Plan	Action 10.1.1: Integrate land-use planning, urban development and transport planning and investments to reduce transport emissions. Incorporate transport emissions impact assessments into transport plans	Refer to Decarbonising Transport Action Plan	2023	WK	NZE
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Identify and consider addressing barriers to integrating public transport with active and micro-mobility modes and networks.	Refer to Decarbonising Transport Action Plan	2023	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements around schools. Improve walking and cycling infrastructure to and along school routes, in schools, and in surrounding neighbourhoods.	Refer to Decarbonising Transport Action Plan	2023	MOT / WK	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through overall VKT reductions. Develop VKT reduction programmes for Aotearoa New Zealand's major urban areas (Tier 1) in partnership with local government, Māori and community representatives.	Refer to Decarbonising Transport Action Plan	2023	WK / LG	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.2.1: Accelerate the uptake of low-emissions vehicles. Determine whether legislative barriers preventing the use of some types of light low-emissions vehicles can be reduced without unduly comprising safety objectives.	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
	Emissions Reduction Plan	Action 10.3.3: Work to decarbonise aviation. Develop and set specific targets for decarbonising domestic aviation in line with 2050 targets.	Refer to Decarbonising Transport Action Plan	2023	MOT	FTR
Urban Growth	National Adaptation Plan	Action 4.3: Establish an initiative for resilient public housing. A framework for public housing assets will be developed to determine the actions to adapt new and existing assets. This will help reduce exposure of public housing tenants to climate hazards.	Complete the framework by 2024	2022	KO	RSS
	Other	Better understand the drivers of population growth and decline and ensure that these are better factored into projections and estimates for housing policy. This includes developing a population model to combine territorial authority demographic projections with housing stock information.	Develop the model by 2025	2022	HUD	PC
	MAIHI Ka Ora	Review the progress of Whai Kāinga Whai Oranga, which is a four-year, \$730 million commitment to speed up the delivery of Māori-led housing.	Complete review by 2025	2023	HUD / TPK	SPO
Waste	Emissions Reduction Plan	Action 9.2: Invest in data collection and research. New Zealand can learn a lot from other countries. However, we also need to build our own evidence base to develop circular approaches that will work in our unique context. The Government will: measure the circularity of our economy, identifying a baseline and a measurement framework with indicators, develop maps that show the flow of resources across systems and sectors, and build evidence about impacts through data collection and research.	Commission stage 1 research to build CEBE evidence base in 2023	2022	MBIE	CE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	National Adaptation Plan	<p>Action 5.11: Encourage and support the evaluation of climate risks to landfills and contaminated sites.</p> <p>Coastal inundation and flooding could be a significant risk to existing and closed landfills and contaminated sites across the country. At least 110 closed landfills are vulnerable to sea-level rise.</p> <p>MFE has helped councils develop a tool to evaluate climate risks for landfills and contaminated sites.</p>	Complete preliminary assessment by 2024	2022	MFE	RSS
Expected Completion Year: 2025						
Building and construction	Construction Sector Transformation Plan	<p>11.2 Peer-to-Peer Advisory Platform.</p> <p>Building on the Accord Network, this digital advisory platform will connect leaders with their peers to share key learnings and advice.</p>	To be confirmed	2022	CSA	WCC
	Construction Sector Transformation Plan	<p>3.1 Māori end-to-end supply chains.</p> <p>There is an opportunity for Māori to have greater ownership in the building supply chain from access to raw materials (particularly timber), to processing, manufacturing, and construction. The Accord will work with the Forestry and Wood Processing ITP and other partners to help Māori businesses, organisations and iwi collaborate and gain greater ownership across the supply chain.</p>	Develop options to enable Māori access to finance/capital by 2024	2022	CSA	FTR
	Construction Sector Transformation Plan	<p>4.2 Construction Health, Safety and Wellbeing Strategy.</p> <p>Despite the importance of health, safety and wellbeing in construction, the sector lacks a cohesive vision for how to tackle high rates of serious injuries, deaths, suicides, and poor rates of mental health. In partnership with CHASNZ, ACC, WorkSafe and MATES, the Accord will support the delivery of a health, safety and wellbeing strategy for the industry.</p>	Complete the strategy by 2025	2022	CSA	WCC
	Construction Sector Transformation Plan	<p>5.1 Broader outcomes from public sector initiatives.</p> <p>By building on the information and decision-making tools the Accord has already developed, we will continue to support clients in embedding broader social, cultural, and environmental outcomes into their business case, tender and contract management processes.</p>	Ongoing	2022	CSA	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Construction Sector Transformation Plan	5.3 Improve and drive best practice procurement, contracting and contract management. Poor and inconsistent procurement processes impact on the performance, productivity, and outcomes of projects. We will continue to work across the sector to improve procurement activities and processes, seeking a greater level of standardisation and consistency where appropriate, whilst supporting greater innovation.	Ongoing	2022	CSA	DM
	Construction Sector Transformation Plan	7.2 Digital Capability Building. Academia, research organisations, government and industry are all involved in funding, commissioning, or creating innovative approaches, but we need to work more collaboratively. In line with the mission-led innovation approach set out for the Climate Innovation Platforms, the Accord will work with Callaghan Innovation, fellow ITPs, academia, and the research sector to develop and execute strategies for specific productivity, sustainability and technological challenges that require innovative solutions.	Ongoing	2022	CSA	ATU
	Construction Sector Transformation Plan	7.3 Modern Methods of Construction. The government's regulatory system needs to allow room for innovation for the future of the sector. We will support MBIE's review of the building consent and regulatory system and relevant regulatory system reviews to improve the efficiency and effectiveness of the building regulatory system, including by creating more opportunities for innovation, which will in turn increase the industry's productivity.	Finalise the review by 2025	2022	CSA	PC
	Construction Sector Transformation Plan	8.1 Emerging and Topical Issues and Opportunities Bulletins. Discussions about issues are often disjointed and based around anecdote. The Accord will provide access to timely and meaningful intelligence, data and insights on emerging issues and opportunities to help leaders to be more informed.	Ongoing	2022	CSA	WCC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Construction Sector Transformation Plan	8.2 Accord Forum 2.0. The Accord Forum was established in the wake of the COVID-19 lockdowns, and these sector-wide discussions were critical to forming a holistic response. We will continue to evolve the Accord Forum to effectively seek feedback, learn lessons, and support a coordinated response to emerging issues and opportunities.	Run Accord Forum 2.0	2022	CSA	WCC
	Emissions Reduction Plan	Action 12.1.3: Realise cross-sector opportunities to reduce whole-of-life embodied emissions. Investigate barriers to reusing, repurposing, and recycling building materials.	Identify options by 2024	2022	MBIE / MFE	NZE
	Emissions Reduction Plan	Action 12.3.1: Amend the Building Code to improve new buildings' operational efficiency. Consult on proposed Building Code changes, to introduce new requirements for building operational efficiency.	Introduce building code changes by 2025	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.3.2: Encourage and enable emissions reduction from existing buildings. Explore options to expand the Warmer Kiwi Homes programme, such as eligibility criteria, to better achieve equitable outcomes.	Identify options by 2025	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.3.2: Encourage and enable emissions reduction from existing buildings. Develop education and incentives to encourage less energy and water use.	Identify options by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Focus area 5: Establish foundations for future emissions reduction. Action 12.5.1: Work with Māori to identify new opportunities and support an equitable transition.	Consultation on draft strategy in 2023	2022	MBIE	SPO
	Emissions Reduction Plan	Focus area 5: Establish foundations for future emissions reduction. Action 12.5.3: Change behaviours of households and the sector.	Begin implementing the programme by 2025	2022	MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Focus area 5: Establish foundations for future emissions reduction. Action 12.5.4: Support workforce transition to ensure the sector can build for climate change.	Develop options by 2024	2022	MBIE	WCC
	Emissions Reduction Plan	Focus area 5: Establish foundations for future emission reduction. Action: 12.5.2: Develop a strong data and evidence base. This includes establishing an advisory group on embodied emissions and developing methodologies, data and tools and support research into reducing building-related emissions by key non-government organisations such as BRANZ and universities.	Establish advisory group by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Focus area 4 (Building & Construction): Shift energy use from fossil fuels. Assess the equity impacts of shifting away from fossil gas use.	Complete reviews by 2025	2022	MBIE	NZE
	Emissions Reduction Plan	Focus area 4 (Building & Construction): Shift energy use from fossil fuels. Identify potential regulatory and other barriers to shifting away from fossil-fuel use in buildings and investigate options to address these.	Identify options by 2025	2022	MBIE	NZE
	Construction Sector Transformation Plan	10.1 Construction Futures Think Tank. Learning from other leading countries, the Accord will bring together a group of leaders from inside and outside the sector that will challenge conventional wisdom and consider how global mega-trends will impact the industry in New Zealand. Their work will inform what we do, so we can future-proof the sector.	Establish the think tank by 2024	2023	CSA	WCC
	Construction Sector Transformation Plan	5.4.2 Public Procurement Planning & Phasing - Regional Pilots. The construction sector lacks sufficient visibility of the long-term pipeline of work to have the confidence to plan, invest and innovate. The Accord will continue to work with Te Waihanga and other data providers to ensure the sector is getting the information and certainty it needs to plan for the future.	Ongoing	2023	CSA	WCC
	Construction Sector Transformation Plan	3.3 Kaiako Construction Mentorship Programme. This programme will help provide intergenerational knowledge – by Māori for Māori. Connecting Māori working in construction to experienced Māori leaders will help them build and grow their leadership and business skills from a te ao Māori perspective.	Set up the programme in 2023	2023	CSA	WCC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Construction Sector Transformation Plan	5.6 Building Information Modelling (BIM) and digital engineering uptake. Clients need to understand the potential benefits of digital engineering and applying BIM to their projects. We will support procurers in using digital technologies, including providing access to demonstration pilots they can learn from.	Ongoing	2023	CSA	ATU
	Construction Sector Transformation Plan	7.4 Cross-Sector Innovation Forums. The Construction Sector Accord will convene a range of stakeholders across the eco-system to drive a market creation plan. This will include bringing industry, government, research organisations and academia together, and in individual workstreams, to share practices and identify opportunities for collaboration, leadership and co-ordinated action to drive innovation across the construction ecosystem with a particularly focus on modern methods of construction (including offsite manufacturing).	Establish forums	2023	CSA	WCC
Cross-cutting	Work Programme to enhance Critical Infrastructure Resilience	Consult on changes to improve critical infrastructure resilience and formulate a Bill for introduction in 2024.	Finish consultation by 2024	2022	DPMC	RSS
	Emergency Management Regulatory Framework Review Programme	Introduce legislation to embed a definition of critical infrastructures.	Pass the Bill by 2024	2022	NEMA	RSS
	Other	The Treasury will review the Better Business Case framework and associated investment planning products.	Review complete by end 2025	2022	TSY	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 2.3: Support development of a Māori climate strategy. To elevate te ao Māori within the climate response, the Government is developing proposals to: support Māori to develop a Māori climate strategy and action plan that prioritises mātauranga Māori, adaptation and mitigation aspirations, barriers for the Māori economy and local iwi and hapū objectives.	Finalise the strategy by 2025	2022	MFE	SPO
	Emissions Reduction Plan	Action 2.3: Support development of a Māori climate strategy. The Government will also investigate creating community-facing climate planning and education tools to support: the implementation of a Māori climate strategy and action plan, resource sharing and best practice for climate planning, action and evaluation, Māori-led climate education and awareness.	Finalise the strategy by 2025	2022	MFE	SPO
	Emissions Reduction Plan	Action 6.10: Implement the Carbon Neutral Government Programme. Gather data on emissions, emissions reduction targets, and reduction plans for all Carbon Neutral Government Programme organisations.	Plans in place for all organisations by 2026	2022	MFE	NZE
	Other	Undertake a study to develop a better picture of existing infrastructure pricing in New Zealand and identify best practice approaches to pricing.	Complete the study by 2025	2023	TW	FF
	Other	Māori in Infrastructure State of Play: Develop a programme of actions to build capability for effectively engaging in infrastructure partnerships between the government and Māori, following the completion of the State of Play.	Develop actions by 2025	2024	TW / TA	SPO
Energy	Emissions Reduction Plan	Action 11.3.2: Develop low-emissions fuels. Review hydrogen regulation.	Reform regulations to enable the novel use of hydrogen by 2025	2022	MBIE	NZE
Planning	Emissions Reduction Plan	Action 7.1: Improve the resource management system to promote lower emissions and climate resilience. Embed climate outcomes in new legislation (e.g., the Natural and Built Environments Act and Spatial Planning Act).	Pass legislation in 2023	2022	MFE	PC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport with equitable measures. Investigate the potential for public transport, shared services, walking and cycling in rural and provincial areas, particularly for the transport disadvantaged.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport with equitable measures. Work with local government to make public transport more affordable, with a particular focus on low-income users.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Explore a pilot Mobility as a Service project (MaaS).	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Consider progressing legislative changes to enable congestion charging.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
	Emissions Reduction Plan	Action 10.3.2: Accelerate the decarbonisation of the public transport bus fleet. Require only zero-emissions public transport buses to be purchased by 2025.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.3.4: Progress the decarbonisation of maritime transport. Develop a national action plan to reduce commercial and recreational maritime emissions.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.3.4: Progress the decarbonisation of maritime transport. Set new targets for maritime transport.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.3.4: Progress the decarbonisation of maritime transport. Undertake research to advance the development and uptake of alternative low- and zero-carbon fuels for shipping in New Zealand and develop safety and environmental standards for their use.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.4: Support cross-cutting and enabling measures that contribute to the delivery of a low-emissions transport system. Develop the skills and capability required to transition to a low-emissions transport system and support an equitable transition.	Refer to Decarbonising Transport Action Plan	2022	MOT	WCC
	National Adaptation Plan	Action 8.7: Embed nature-based solutions as part of the response to reducing transport emissions and improving climate adaptation and biodiversity outcomes. Nature-based solutions involve sustainable management and natural features and processes to tackle socio-environmental challenges such as climate change. At a local, regional, and national scale these measures can reduce transport emissions and improve climate adaptation as well as biodiversity. Key initiatives include: <ul style="list-style-type: none"> considering the role of nature-based solutions in reducing transport emissions and contributing to other benefits ensuring transport policy and investment encourage nature-based solutions, including protecting existing carbon sinks and supporting new long-term carbon sequestration opportunities. 	Begin investigation by 2024	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Deliver a national public transport strategy	Refer to Decarbonising Transport Action Plan	2023	MOT	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Consider improvements to, and new opportunities for, interregional public transport services.	Refer to Decarbonising Transport Action Plan	2023	MOT	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements around schools. Set targets for active travel to and from schools and work with councils and schools to implement active transport plans arounds schools.	Refer to Decarbonising Transport Action Plan	2023	MOT	AIC
	Emissions Reduction Plan	Action 10.1.5: Embed nature-based solutions as part of our response to reducing transport emissions and improving climate adaptation and biodiversity outcomes. Consider the role of nature-based solutions in reducing transport emissions and contributing to other benefits.	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
Waste	Aotearoa New Zealand Waste Strategy	Finalise and implement the Waste Strategy. The first phase of the strategy, from now to 2030, focuses on embedding circular thinking into our systems. There are three overarching national targets: <ul style="list-style-type: none"> Waste generation: The amount of material entering the waste management system for recycling, recovery of value or final disposal has reduced by 10% per person. Waste disposal: The amount of material needing final disposal has reduced by 30% per person. Waste emissions: Waste's biogenic methane emissions have reduced by at least 30%. 	Introduce new waste legislation by 2025	2022	MFE	CE
	Emissions Reduction Plan	Action 15.3.1: Support the building and construction sector to minimise waste through research and improved capability. Scope measures to accelerate the reduction and diversion of construction and demolition waste.	Ongoing	2022	MFE / MBIE	CE
	Emissions Reduction Plan	Action 15.5.2: Feasibility studies will determine the need for additional landfill gas capture requirements. Phase the introduction of additional landfill gas capture requirements to avoid unintended impacts across the landfill system.	Complete studies by 2026	2022	MFE	CE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 15.5.2: Feasibility studies will determine the need for additional landfill gas capture requirements. Undertake feasibility studies to determine whether additional landfill gas capture requirements or organic material bans should be implemented at non-municipal (Classes 2 to 5) landfills.	Complete studies by 2026	2022	MFE	CE
	Emissions Reduction Plan	Action 9.1: Commence a circular economy and bioeconomy strategy. Develop a Circular Economy and Bioeconomy Strategy, that aligns with the Waste Strategy's vision and principles, has meaningful engagement with Māori and other key stakeholders, and will include the five actions below. 9.1.1 Move to a more circular public sector. 9.1.2 Innovation, skills, and investment. 9.1.3 Align regulatory systems and the business environment. 9.1.4 Enable Māori to shape and benefit from the transition to a circular economy and thriving bioeconomy. 9.1.5 A bioeconomy framework to guide the use of our bioresources and maximise wellbeing.	First draft developed end 2023	2022	MBIE	CE
	Other	Progress bans for three tranches of hard-to-recycle plastic packaging types and six single-use items. Tranche one of three came into effect on 1 October 2022.	Implement Tranche two by 2024	2022	MFE	CE
	Emissions Reduction Plan	Action 15.1.1: Encourage behaviour to prevent waste at home. Support national programmes to help households prevent and reduce food waste and, where possible, garden waste.	Begin programme in 2023	2023	MFE	CE
	Emissions Reduction Plan	Action 15.1.2: Enable businesses to reduce food waste. Develop programmes to drive business practices that prevent food waste, including by encouraging businesses to engage in voluntary agreements to reduce food waste.	Begin programmes in 2023	2023	MFE	CE
	Emissions Reduction Plan	Action 15.1.2: Enable businesses to reduce food waste. Continue to investigate the production and consumption of food waste as a symptom of the failure of wider food systems. This reflects the Ministry for the Environment's priority on sustainable and resilient land use and food systems.	Begin programmes in 2023	2023	MFE	CE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 15.1.3: Support participation in improved kerbside collections. Provide support and education to households for better use of kerbside organic collections.	Consider options in 2023	2023	MFE	CE
	Emissions Reduction Plan	Action 15.2.2: Invest in organic waste processing and resource recovery infrastructure. Prioritise expanding and improving our resource recovery (sorting and collection) infrastructure network to reduce the volume of organics going to landfill and the generation of the associated biogenic emissions from landfill.	Ongoing	2023	MFE	CE
	Emissions Reduction Plan	Action 15.2.2: Invest in organic waste processing and resource recovery infrastructure. Invest in organic waste processing infrastructure to improve the circularity of organic waste and reduce the biogenic emissions generated in landfills. This will build on previous investment by the Government's Waste Minimisation Fund and involve targeted funding on processing solutions for food, garden, paper and cardboard, and wood waste.	Ongoing	2023	MFE	CE
	Emissions Reduction Plan	Action 15.3.2: Invest in sorting and processing infrastructure for construction and demolition waste: <ul style="list-style-type: none"> the expansion of the waste disposal levy to construction and demolition landfills (Class 2). This will act as a price signal to foster resource recovery from mid-2022, and targeted resource recovery infrastructure funding, providing co-investment in sorting and processing infrastructure for construction and demolition waste, targeting the diversion of wood waste from landfill. 	Ongoing	2023	MFE	CE
	Emissions Reduction Plan	Action 15.3.3: Enable the separation of construction and demolition materials. Explore enabling powers to allow for future changes as part of the development of the new waste legislation. These changes could include regulations that introduce obligations to separate construction and demolition waste, with a particular focus on wood waste.	Consider options by 2025	2023	MFE	CE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 15.2.3: Require the separation of organic waste. Investigate whether to require businesses to separate food waste for collection. Cabinet has agreed in principle for businesses to separate food waste by 2030. Enabling regulation will be developed under the new waste legislation once enacted.	To be confirmed	2024	MFE	CE
	Emissions Reduction Plan	Action 15.2.3: Require the separation of organic waste. Investigate whether to require paper, cardboard (and/or glass) to be collected separately from other recyclables. A decision has been made not to require councils to separate paper/cardboard and/or glass from other recyclables.	To be confirmed	2024	MFE	CE
	Emissions Reduction Plan	Action 15.2.3: Require the separation of organic waste. Once appropriate collections are in place, explore whether regulations should be introduced to require businesses, households, and transfer stations to separate out organic materials for recovery – including cardboard and paper waste.	To be confirmed	2024	MFE	CE
Expected Completion Year: 2026						
Building and construction	Emissions Reduction Plan	Action 12.1.2: Spark and foster innovation across the sector. Explore providing industry grants to increase the number of Environmental Product Declarations for building materials and products.	Identify options by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.1.2: Spark and foster innovation across the sector. Explore providing independent specialist advice to households and grants to support households to reduce their carbon impact.	Identify options by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.2.1: Shift expectations and grow the market for low-emissions buildings. Explore providing business change advice and support.	Identify options by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.2.1: Shift expectations and grow the market for low-emissions buildings. Identify and explore potential options to address financial barriers to low emissions buildings.	Identify options by 2024	2022	TSY / MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Cross-cutting	Other	Improve reporting of infrastructure performance by publishing metrics measuring the performance of infrastructure sectors.	Release metrics by 2024	2022	TW	DM
	Other	Establish an Infrastructure Priority List. The list will support longer-term thinking and planning, provide more certainty for suppliers, and enable capacity to be established in the right places.	Complete the list by 2026	2022	TW	DM
	National Adaptation Plan	Action 3.27: Develop a framework for assessing exposure and vulnerability of taonga/cultural assets to climate change.	Develop the framework by 2026	TBD / currently unfunded	MCH	RSS
Energy	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Provide grant funding for commercial space and water heating and high efficiency electrical equipment.	Funding allocated to decarbonisation projects	2022	MBIE / EECA	NZE
	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Fund further decarbonisation of industry and process heat through expansion of the Government Investment in Decarbonising Industry (GIDI) Fund.	\$650m funding allocated to decarbonisation projects	2022	MBIE / EECA	NZE
Urban Growth	Urban Growth Agenda	Progress the infrastructure funding and financing workstream. This workstream aims to address ongoing system-level funding and financing constraints that limit the delivery of infrastructure. We will consider options for the next steps on this programme in 2023.	Consider options by 2024	2022	HUD / DIA / TSY	FF
Waste	Emissions Reduction Plan	Action 15.5.1: Regulations will require landfill gas capture at municipal landfills. Require all municipal (Class 1) landfills to have landfill gas capture systems by 31 December 2026.	Consider options in 2023	2022	MFE	NZE
	Other	Progress six product stewardship schemes for tyres, electrical and electronic products, refrigerants, farm plastics, agrichemicals and their containers, and plastic packaging.	Ongoing	2022	MFE	CE
	Water Services Reform	Establish ten statutory, publicly owned water services entities to provide safe, reliable, transparent, and affordable water services for all New Zealanders.	Entities will go live by 1 July 2026	2022	DIA	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Expected Completion Year: 2027 – 2035						
Cross-cutting	National Adaptation Plan	Action 4.6: Integrate adaptation into Treasury decisions on infrastructure. Integrate adaptation into Treasury decisions on infrastructure. The Treasury publishes a range of guidance for central government departments and other entities on investment management and state sector performance. It will integrate consideration of climate risks and future adaptation into this guidance.	Develop updated guidance by 2025	2022	TSY	RSS
	National Adaptation Plan	Action 3.26: Produce guidance for disaster risk management for cultural heritage.	Develop guidance by 2027	TBD / currently unfunded	MCH	RSS
Energy	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Phase out of low fixed charge regulations over five years from 2022 to 2027.	Mid-point review of phase-out in 2023	2022	MBIE	NZE
	National Adaptation Plan	Action 5.10: Develop and implement the Transpower Adaptation Plan. The Transpower Adaptation Plan will outline how Transpower will adapt to climate change through the design, delivery, and operation of the national grid. It will address exposed assets and new investment in infrastructure and consider adaptation in maintenance and development programmes. Transpower will consider multiple risks to the national grid from climate hazards, including coastal inundation, increased frequency of high-impact flood and wind events, and accelerated erosion.	Development and publication of the plan by mid-2024	2022	TNZ	RSS
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements around schools. Implement the Tackling Unsafe Speeds programme to ensure safer speed limits around schools.	Refer to Decarbonising Transport Action Plan	2022	WK	AIC
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Review the revenue system in response to longer-term changes in the way New Zealanders travel.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Future of the Revenue System Programme	Progress the Future of the Revenue System project to enable New Zealand to move with confidence and certainty towards a new, or renewed, transport revenue system that will be fit for purpose for the next 30 to 50 years.	Begin public engagement by 2025	2022	MOT	FF
Building and construction	National Adaptation Plan	Action 3.25: Design methodology for risk assessments of public buildings. This will help owners of public buildings assess and understand climate risks and implement adaptation strategies.	Complete property-level research by 2026	2024	MBIE	RSS
	National Adaptation Plan	Action 7.6 Manage potential impacts of adaptation related to regulatory change. Support those communities that are most impacted by this regulatory change.	Potential distributional impacts understood by 2028	2026	HUD / MBIE	RSS
	National Adaptation Plan	Action 5.7: Reduce and manage the impacts of climate hazards on homes and buildings: <ul style="list-style-type: none"> collate existing information to help people adapt their homes and buildings carry out research to understand the impacts of climate hazards on various housing typologies, and the costs and benefits of adaptation at the property level develop property-level guidance based on updated climate data to inform homeowners and renters about climate impacts and their options to respond to risks develop an assessment framework to help building owners, developers and new home builders identify relevant climate hazards and understand their building's adaptation requirements, and investigate incentives that could help building owners to increase their building's resilience. 	Scope research by 2024	2023	HUD / MBIE	RSS

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Cross-cutting	National Adaptation Plan	<p>Action 8.4: Provide for regulated network revenues to reflect the prudent and efficient costs of resilience.</p> <p>Provide for regulated network revenues to reflect the prudent and efficient costs of resilience. In the Commerce Commission's next reviews of regulated price-quality paths – from 2025 for electricity networks and from 2026 for gas networks – it will consider the extent to which revenue limits should provide for different expenditure levels from the current period. This will include if expenditure levels need to change due to any increased costs of resilience to climate change, where these are based on robust forecasts. Regulated suppliers can also apply for changes to their revenue limits.</p>	Finish reviews by 2028	2022	CC	RSS
	National Adaptation Plan	<p>Action 8.8: Support knowledge sharing and the implementation of adaptation actions across the sector.</p> <p>Support knowledge sharing and the implementation of adaptation actions across the sector. Te Waihanga will convene a regular event for local government, central government, and private sector asset owners to share information on the implementation of actions in the national adaptation plan and to support alignment across the sector.</p>	Ongoing	2022	TW	RSS
	National Adaptation Plan	<p>Action 3.17: Support and promote the integration of climate adaptation and mitigation in new and revised standards commissioned by third parties.</p> <p>Support and promote the integration of climate adaptation and mitigation in new and revised standards commissioned by third parties. At the beginning of each relevant project, Standards NZ may bring adaptation and mitigation to the attention of the committee members of a standard it has commissioned. This may help improve resilience in existing and new assets, by guiding industry practice in asset design and operation.</p>	Ongoing	2023	SNZ	RSS

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Energy	National Adaptation Plan	Action 3.18: The Commerce Commission will review electricity and gas networks' management and climate risk and resilience. The Commission is currently consulting on amending the asset management plan requirements for electricity distributors so that sector stakeholders can better understand distributors' risk management, including managing network resilience challenges posed by climate change.	Make AMP requirement amendments by 2024	2022	CC	NZE
Transport	National Adaptation Plan	Action 4.7: Waka Kotahi will incorporate adaptation in the Investment Decision Making Framework, its structured approach to decisions on investment in land transport. This will include business case development and risk assessment. Also embedded will be an intervention hierarchy, which considers integrated planning, demand management, and the best use of existing networks before developing new infrastructure. By 2024, Waka Kotahi will integrate adaptation into planning, investment, and decision-making for the National Land Transport Programme (NLTP).	Integrate adaptation in the NLTP by 2024	2022	WK / MOT	DM
	National Adaptation Plan	Action 8.1: In 2022, Waka Kotahi will publish and begin applying a climate change adaptation plan. This will outline how Waka Kotahi will adapt to climate change through the design, delivery, operation, and use of the land transport system.	Publish the adaptation plan by 2024	2022	WK	RSS
	National Adaptation Plan	Action 8.5: Progress the Rail Network Investment Programme. KiwiRail's Rail Network Investment Programme (RNIP) is a 10-year programme of investment in Aotearoa New Zealand's rail network, to restore it to a resilient and reliable state. Mitigating climate change is a key focus within the RNIP when considering resilience projects for investment. Restoration of the national rail network to a reliable and resilient state will also reduce its vulnerability to climate hazards and provide a platform for future investment to support growth. In addition, mode neutrality (using a range of transport modes) supports resilience within the national supply chain.	Prepare the next RNIP by 2025	2022	KR	RSS

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	National Adaptation Plan	Action 8.6: Invest in public transport and active transport. Investment in multi-modal infrastructure can increase the resilience of the transport system and help manage the vulnerability of existing assets. More use of public transport and active modes will help reduce reliance on private vehicles. It will increase system redundancy, improve equity, and support sustainable growth. Safe and attractive alternatives to driving create a more resilient transport system, support sustainable growth, and reduce emissions.	Report on progress indicators by 2024	2022	MOT / WK	RSS
	Emissions Reduction Plan	Action 10.2.1: Accelerate the uptake of low-emissions vehicles. Set a maximum CO2 limit or penalties for individual light internal combustion engine vehicle imports to tackle the highest emitting vehicles.	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
Waste	National Adaptation Plan	Action 5.12: Explore funding options to support the investigation and remediation of contaminated sites and landfills vulnerable to the effects of climate change.	Consider options by 2026	2025	MFE	RSS
Cross-cutting	Minerals and Petroleum Resource Strategy	Develop a list of critical minerals.	Ongoing	2022	MBIE	RSS
	Minerals and Petroleum Resource Strategy	Improve understanding of future demand and supply for aggregate.	Ongoing	2022	MBIE	RSS

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Transport	Emissions Reduction Plan	Action 10.1.1: Integrate land-use planning, urban development and transport planning and investments to reduce transport emissions. Better integrate transport planning and land use planning through the resource management reforms.	Refer to Decarbonising Transport Action Plan	2022	MOT / TW	AIC
Energy	Emissions Reduction Plan	Action 11.2.2: Ensure the electricity system and market can support high levels of renewables. Support the electricity market to transition to 100 per cent renewable generation.	To be confirmed	2022	MBIE	NZE
Planning	Resource Management Reforms	Develop the National Planning Framework (NPF) to provide direction for regional spatial strategies and the Natural and Built Environments Act (NBA) plans that flow from them.	Finalise the NPF by 2025	2022	MFE	PC
	Resource Management Reforms	Introduce and implement: <ul style="list-style-type: none"> The Natural and Built Environments Act (NBA), to protect and restore the environment while better enabling development. The Spatial Planning Act (SPA), requiring the development of long-term regional spatial strategies to help coordinate and integrate decisions made under relevant legislation. The Climate Adaptation Act, to address complex issues associated with managed retreat, and funding and financing climate adaptation. 	Pass the NBA and SPA and introduce the Climate Adaptation Act in 2023	2022	MFE	PC
Waste	Emissions Reduction Plan	Action 15.2.1: Improve household kerbside collection of food and garden waste. Introduce enabling regulation to standardise and improve kerbside collections to require household kerbside food scraps collections and accelerate complementary organics processing infrastructure investment as part of improving household kerbside collections nationwide. These collections can include combined collections with garden waste or separate opt-in collections for garden waste.	Consider options in 2025	2023	MFE	CE
	Emissions Reduction Plan	Action 15.4: Investigate banning organic waste from landfill by 2030, subject to consultation, further analysis and viable alternatives being in place. The need will be assessed alongside implementation of landfill gas regulations and required infrastructure.	Assess the need from 2026	2026	MFE	CE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Digital	Digital Strategy for Aotearoa	The Digital Technologies Industry Transformation Plan (ITP) is a key initiative in the Mahi Ake –Growth pillar of the DSA. One key focus area under the ITP is enhancing the skills and talent pipeline to equip more New Zealanders with the technical and soft skills needed to work and thrive in the digital technologies sector and to grow businesses in the sector.	Begin targeted implementation of the Digital Skills and Talent Plan by 2022	2022	MBIE	ATU
Social Infrastructure	Other	Develop a Network Configuration Plan for all custodial facilities.	Develop the plan by 2023	2022	APA	DM
Cross-cutting	Emissions Reduction Plan	Action 7.5: Promote innovation in low-emissions, liveable neighbourhoods through Crown-led urban regeneration projects. Identify and aim to pilot innovative approaches that deliver low-emissions alternatives to traditional neighbourhood and infrastructure approaches. Kāinga Ora – Homes and Communities may lead this work within an existing project.	Ongoing	2022	KO	AIC
Transport	Emissions Reduction Plan	Action 10.3.4: Progress the decarbonisation of maritime transport. Work with other like-minded countries to put in place the conditions to allow low- or zero-carbon shipping on key trade routes by 2035.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Emissions Reduction Plan	Action 10.3.2: Accelerate the decarbonisation of the public transport bus fleet. Identify and remove barriers to decarbonisation of the public transport bus fleet through the PTOM review.	Refer to Decarbonising Transport Action Plan	2022	MOT	AIC
Water	Water Services Reform	Establish an economic regulation regime, to ensure efficient service delivery and to drive the achievement of efficiency gains, and consumer protection mechanisms.	Pass legislation to enable regulation by 2024	2027-2035	MBIE	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Expected Completion Year: Ongoing						
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to micro-mobility infrastructure and systems. Substantially improve infrastructure for walking and cycling.	Refer to Decarbonising Transport Action Plan	2022	WK / LG	AIC
	Emissions Reduction Plan	Action 10.3.1: Support the decarbonisation of freight. Provide funding to support the freight sector to purchase zero- and low-emissions trucks.	Refer to Decarbonising Transport Action Plan	2022	MOT / EECA	NZE
	Emissions Reduction Plan	Action 10.1.5: Embed nature-based solutions as part of our response to reducing transport emissions and improving climate adaptation and biodiversity outcomes. Ensure transport policy and investment settings encourage the use of nature-based solutions, including protecting existing carbon sinks and support for new long-term carbon sequestration opportunities where appropriate.	Refer to Decarbonising Transport Action Plan	2024	MOT	NZE
	Emissions Reduction Plan	Action 10.3.1: Support the decarbonisation of freight. Continue to implement the New Zealand Rail Plan and support coastal shipping.	Refer to Decarbonising Transport Action Plan	2021	KR / WK / TSY	FTR
Building and construction	Emissions Reduction Plan	Action 12.1.1: Progress regulatory change to reduce embodied emissions of new buildings. Establish a sector advisory group to help develop proposals for reporting and measurement of whole-of-life embodied carbon emissions and expand the sector's understanding of embodied carbon.	Established in 2022	2022	MBIE	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 12.1.1: Progress regulatory change to reduce embodied emissions of new buildings. Explore barriers in existing regulation to the sector considering whole-of-life embodied carbon.	Ensure revised performance settings in Building Code updates support embodied carbon emissions reduction	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.2.2: Use the Government's purchasing power to drive the market towards low-emissions alternatives. Deliver building-related measures within the Carbon Neutral Government Programme.	Mandated agencies required to report their emissions, gross emissions reduction targets and reduction plans from 2022/23 financial year onwards	2022	MFE / MBIE	NZE
	Construction Sector Transformation Plan	6.3 Commercialising environmental research for construction. To meet climate targets, the Accord will work with the academic and research sectors to ensure that research efforts are targeted at industry and business-led projects that try to implement innovative methods and technologies to achieve environmental performance targets. We will identify opportunities to commercialise research, such as through co-funding, to help reduce carbon and waste in the sector. This work will support Climate Innovation Platforms to accelerate the pace of innovation towards low-emission building materials and approaches.	Identify opportunities by 2024	2022	CSA	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 12.1.3: Realise cross-sector opportunities to reduce whole-of-life embodied emissions. Support Kāinga Ora's waste minimisation programme and share lessons learned.	Identify options by 2024	2022	KO	NZE
	Emissions Reduction Plan	Action 12.2.2: Use the Government's purchasing power to drive the market towards low-emissions alternatives. Support implementation of Government procurement guidelines and rules for buildings.	Requirements for mandated agencies set by the Carbon Neutral Government Programme	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.2.2: Use the Government's purchasing power to drive the market towards low-emissions alternatives. Convene the Climate Change Government Infrastructure and Property Group.	Regular cross-government meetings between agencies with property portfolios	2022	MBIE	NZE
	Emissions Reduction Plan	Action 12.3.2: Encourage and enable emissions reduction from existing buildings. Continue implementation of the Healthy Homes Standards and monitor proactive enforcement.	Consult on energy performance proposals by 2024	2022	HUD / MBIE	NZE
	Construction Sector Transformation Plan	11.1 Construction Leadership Summit. We will work with industry partners to bring leaders together to share lessons and review best practice so they can learn and grow from one another.	Run the summit in 2024	2023	CSA	WCC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Construction Sector Transformation Plan	5.5 Client and contractor relationships. A lack of collaboration and fair risk allocation between clients and contractors can result in contracts prioritising lowest cost rather than best value. We will support tools and initiatives being developed that help establish fair and transparent relationships between clients and contractors.	Ongoing	2023	CSA	DM
	Construction Sector Transformation Plan	6.2 Carbon and waste measurement tools. Businesses need to easily assess their emissions and waste outputs to reduce their environmental impact. As part of the framework for reducing embodied and operational emissions, the Building for Climate Change Programme is developing a national database for building and construction emissions data, underpinned by assessment methodologies, emissions calculation tools, a data repository and appropriate guidance and education. We will support the development of this technical infrastructure to ensure that it is designed in a way that is meaningful and easy for the sector to use, and we will help construction businesses of all sizes to access carbon and waste tools and information, so they can understand and address their impact.	Develop the national database by 2025	2023	CSA	NZE
	Construction Sector Transformation Plan	6.4 Environmental performance measures for the sector. There is no single set of measures to understand and track the sector's environmental performance. Through the Sustainable Construction Cross-Sector Forum, we will identify and agree on key construction sector environmental indicators to assess and monitor change across the sector to allow for more targeted action and interventions to be taken.	Identify a set of indicators by 2025	2023	CSA	NZE
	Construction Sector Transformation Plan	7.6 Financial Innovation. Innovation funding is risky for investors and what is available tends to be spread across multiple funds, which makes it hard for start-ups and other innovators to access. We will develop a strategy to coordinate innovation investment and ensure that it's directed at solving the industry's biggest challenges.	Develop a strategy by 2025	2023	CSA	ATU

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Construction Sector Transformation Plan	7.7 Innovation Accelerator and Piloting. The Accord can bring together industry, academia, and government to work on innovation projects that could be transformational for the sector. We will create a platform for cross-sector collaboration to find solutions to our biggest challenges, including via digitisation and business improvements.	Establish the platform by 2025	2023	CSA	ATU
	Construction Sector Transformation Plan	1.2 Next Generation Leaders Programme. By identifying, developing, and supporting the next generation of construction leaders, this programme will help ensure the industry has a pipeline of talent that is equipped to lead the industry forward.	Start the programme in 2024	2024	CSA	WCC
	Construction Sector Transformation Plan	5.7 SME capability. SMEs can learn a lot from the large contractors they work for and it's important that knowledge and new practices can be passed on throughout the sector. We will influence prime contractors to do more to support the smaller businesses they work with, such as improving SME tendering capability to win larger and more complex public sector projects.	Start influencing by 2024	2024	CSA	WCC
	Construction Sector Transformation Plan	5.8 Social, cultural, and environmental outcomes for private construction projects. The Accord will look at what barriers are preventing private clients from embedding social, cultural, and environmental outcomes in their construction projects, and identify what support, incentives or evidence might help encourage behaviour change.	Identify options by 2025	2024	CSA	DM
	Construction Sector Transformation Plan	7.8 Advanced Construction New Zealand Study Tours. Sometimes the best way to understand innovation is to see it in person. We will organise tours for sector leaders to visit progressive businesses and worksites across New Zealand to inspire others to use innovative products, processes, and methods.	Start tours in 2024	2024	CSA	WCC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Cross-cutting	Emissions Reduction Plan	Action 2.2: Embed partnership and representation. Establish mechanisms for effective engagement with iwi, hapū and other Māori community representatives about their climate priorities, accountabilities to Te Tiriti, and preferred partnership processes for action at the national and local levels.	Ongoing	2022	MFE	SPO
	Emissions Reduction Plan	Action 2.4: Activate kaupapa Māori, tangata Māori solutions. Support Māori initiatives and mātauranga for low-emissions and climate-resilient ways of living, travelling, and working, including for existing environmental and social initiatives and technological innovation.	Ongoing	2022	MFE	SPO
	Emissions Reduction Plan	Action 2.4: Activate kaupapa Māori, tangata Māori solutions. Invest in Māori capacity and capability to shape climate policy, education and action and to prepare for climate change impacts on the ground as whānau.	Ongoing	2022	MFE	SPO
	Emissions Reduction Plan	Action 2.4: Activate kaupapa Māori, tangata Māori solutions. Develop Māori data and improve accessibility to support kaitiakitanga, whānau resilience and build understanding of impacts and opportunities for Māori businesses.	Ongoing	2022	MFE	SPO
	Emissions Reduction Plan	Action 3.3.3: Strengthen employment support services. Strengthen the range of Active Labour Market Programmes (ALMPs) tailored to respond to different needs and priorities, to enable New Zealanders to prepare for, find and retain suitable employment (including proactive supports for people at-risk of displacement).	Ongoing	2022	MSD / MBIE / MOE	NZE
	Emissions Reduction Plan	Action 6.1: Establish the Climate Emergency Response Fund. Establish the Climate Emergency Response Fund (CERF) to ensure the climate is prioritised in the Budget process.	Ongoing	2022	TSY	FF

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 6.2: Issue Sovereign Green Bonds. Money raised from Green Bonds will support projects that help reach our climate objectives. Green Bonds do not mean the Government takes on new unplanned debt but represent a change to the way some bonds are issued. Final details of the Green Bond programme were announced mid-2022 and the first Green Bonds were issued in November 2022. More will be issued throughout 2023, subject to market conditions.	Issue first Green Bonds by 2023 – Achieved November 2022	2022	TSY	FF
	Emissions Reduction Plan	Action 6.3: Build on the success of the NZGIF. NZGIF has played a key role in the first steps of our transition. It has accelerated and facilitated investments in emissions reductions across a variety of sectors. The Government expects the NZGIF to continue to play a transformational role across the economy and will work with NZGIF to support its success.	Ongoing	2022	NZGIF	FF
	Emissions Reduction Plan	Action 6.5: Support high-quality investment decisions. Government guidance for CBAX has been updated to allow consistent decision making (including use of shadow emissions values).	Ongoing	2022	TSY	DM
	Emissions Reduction Plan	Action 7.2: Support emissions reductions and climate resilience via policy, guidelines, direction, and partnerships on housing and urban development.	Ongoing	2022	HUD / MFE / MOT	PC
	Immigration Rebalance	Provide prioritised and streamlined residence pathways for workers essential to the infrastructure system.	Ongoing	2022	MBIE	WCC
	National Adaptation Plan	Action 5.8: Support kaitiaki communities to adapt and conserve taonga/cultural assets.	Ongoing	2022	MCH	RSS
	Other	Maintain models, datasets, and other tools for risk management, including the National Seismic Hazard Model, GeoNet and RiskScape.	Ongoing	2022	Various	RSS
	Other	Ensure that key resilience datasets are fit for purpose and openly available.	Ongoing	2022	LINZ	RSS
	Other	Strengthen the National Infrastructure Pipeline to improve quality and value to stakeholders.	Ongoing	2022	TW	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Other	Continue to review landholdings as applicable.	Ongoing	2022	Various	AIC
	Reform of the Procurement System	Capability, Practice and Environment 1: Lift the capability of procurement professionals and the maturity of practices across the system, including by establishing a professional community of practice.	Professional community of practice in place by 2024	2022	NZGP	DM
	Reform of the Procurement System	Capability, Practice and Environment 2: Improve practices, procurement approaches and professional standards, including by developing supplier relationship and management standards and tools for practitioners.	Share standards and tools by 2024	2022	NZGP	DM
	Reform of the Procurement System	Capability, Practice and Environment 3: Implement a continuous improvement framework to support agencies to improve procurement performance.	Implement the framework by 2023	2022	NZGP	DM
	Reform of the Procurement System	Contracting and Supplier Management 5: Design and implement a sector-based leadership model to support sector-level procurement and strengthen management of strategically important suppliers.	Revised strategically important suppliers regime in place by 2024	2022	NZGP	DM
	Reform of the Procurement System	Contracting and Supplier Management 7: Define a framework to optimise the use of collaborative contracts to deliver greater public value, informed by a review of collaborative contracts.	Complete review by 2024	2022	NZGP	DM
	Reform of the Procurement System	Data and Systems 1: Use existing All-of Government and Government Electronic Tenders Service data to deliver better procurement information to agencies, including through sharing spend analysis dashboards.	Share dashboards by 2023	2022	NZGP	DM
	Reform of the Procurement System	Data and Systems 3: Design, develop and implement a procurement platform to support greater use of digital technologies and automation.	Deliver platform by 2025	2022	NZGP	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Other	Work with councils and other parties to actively facilitate opportunities to debt fund infrastructure as part of the Infrastructure Funding and Financing Act (IFF) levy system. Crown Infrastructure Partners closed the first project the Tauranga Transport Systems Plan in November 2022. The Wellington Sludge Minimisation Facility (SMF) Project levy proposal is expected to be considered by July 2023. CIP are also focused on developing a robust pipeline of future IFF projects and formulating a transaction structure suitable for greenfield developments.	Consider the levy proposal for the SMF Project by July 2023	2022	CIP	FF
	Policy for Government Management of Cultural Heritage Places	Ensure all state sector agencies report on compliance with the Policy for Government Management of Cultural Heritage Places annually from 2024.	Begin annual reporting by 2024	2024	MCH	RSS
Digital	Digital Strategy for Aotearoa	The Digital Identity Services Trust Framework will, subject to funding, set out rules for the delivery of digital identity services, address gaps in current regulation and assist the development of trusted, people-centred digital identity services. It will give New Zealanders the option to use accredited identity services when asserting their identity online. The framework will enable secure, privacy-enhancing digital identity services, which incorporate tikanga Māori. It will also enable businesses to have greater confidence in the validity of the information they rely on and will support cyber security and our fight against privacy breaches.	Pass the legislation by 2023	2022	DIA	RSS
	Digital Strategy for Aotearoa	The Government is supporting agencies to adopt cloud technologies in order to help enhance customer experiences, support continuity of services and security improvement, and enable better collaboration between Māori and the Crown on cloud adoption. The Government Chief Digital Officer is working with stakeholders to: <ul style="list-style-type: none"> • support development of onshore cloud capability • accelerate the use of cloud computing by government agencies, and • enhance trust through supporting stronger Māori/Crown engagement on use of cloud for Crown-held Māori data, and through developing Cloud Security templates. 	Ongoing	2022	DIA	ATU

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Digital Strategy for Aotearoa	New Zealand's Cyber Security Strategy was launched in 2019 to enable New Zealand to thrive online. Implementing the strategy is a flagship initiative under the DSA, to build national resilience and ensure the public and private sectors are working hand in hand to support a more secure online world. Measuring our progress in lowering the economic impacts of cyber incidents and improving cyber security practices is within the scope of this work. As part of this work, the Government is exploring opportunities to partner with industry to tackle workforce and skills shortages. This includes partnering on initiatives for New Zealand intermediate and secondary school students to develop students' cyber security knowledge, lifting their skills in this area, and to raise their interest in and awareness of cyber security careers.	Launch the skills programme by 2023	2022	DPMC	RSS
	Digital Strategy for Aotearoa	The Te Ara Paerangi – Future Pathways programme aims to create a modern, future-focussed public research system for Aotearoa New Zealand, one that can stand alongside the best systems in the world. The next steps for the Te Ara Paerangi – Future Pathways programme will be a White Paper strategy document that will confirm directions for policy.	Release a white paper by 2024	2022	MBIE	ATU
	Digital Strategy for Aotearoa	5G rollout programme. 5G is the next generation of cellular mobile technology. It's expected to deliver faster and more reliable cellular mobile services, with opportunities to support innovation and productivity. The Government is working on allocating new long-term rights to radio spectrum and supporting the expansion of rural 4G and 5G coverage to effectively roll out 5G across New Zealand.	Ongoing	2022	MBIE	ATU
	Digital Strategy for Aotearoa	To fill a gap in the current funding landscape, the Government is introducing the Ārohia Innovation Trailblazer Grant for non-R&D innovation with potential to create spill-overs to the rest of the economy. This initiative broadens the type of innovation support offered to those like digital firms whose innovation activities are not always eligible under the Research and Development Tax Incentive (RDTI).	Introduce the grant by 2024	2022	MBIE / CI	ATU

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Energy	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Develop a mandatory energy and emissions reporting scheme.	Develop the scheme.	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Update electricity distribution network regulation.	Issues paper to determine key priorities published by end of calendar 2023	2022	EA	NZE
	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Finalise and implement the Advanced Manufacturing Industry Transformation Plan.	Plan launched March 2023; three-year action plan underway	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.5.1: Set targets for the energy system. Monitor progress towards the aspirational renewable electricity target.	Develop secondary indicators by 2024	2022	MBIE	NZE
	Emissions Reduction Plan	Action 11.4.1: Decarbonise Aotearoa Industries. Support businesses to decarbonise through the EECA business programmes, including the energy transition accelerator, large energy user partnerships and sector decarbonisation plans, and through the EECA technology demonstration fund.	Industry engaged to advance and accelerate their decarbonisation	2022	EECA	NZE
	Other	Undertake work to ensure the right regulatory settings are in place to promote competition and access to the distribution network and unlock the potential of distributed energy resources.	Issues paper to determine key priorities published by end of calendar 2023	2022	EA	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Planning	Emissions Reduction Plan	Action 7.1: Improve the resource management system to promote lower emissions and climate resilience. Assess existing and emerging national direction against the policy intent of the emissions reduction plan.	Ongoing	2022	MFE	PC
	Emissions Reduction Plan	Action 7.4: Improve the evidence base and tools for understanding and assessing urban development and infrastructure emissions. Review existing tools and methodologies and develop a nationally consistent toolkit to enable quantification of the emissions impact of urban development and infrastructure decisions.	Ongoing integration of tools and evidence	2022	MFE / HUD	PC
	Emissions Reduction Plan	Action 7.4: Improve the evidence base and tools for understanding and assessing urban development and infrastructure emissions. Assess the extent to which existing urban development and infrastructure policy and programmes (eg, NPS-UD) are aligned with emissions-reduction goals.	Ongoing integration of tools and evidence	2022	MFE / HUD	NZE
	Emissions Reduction Plan	Action 7.6: Identify ways to support the private sector to deliver lower emissions development. Engage with the development sector – including non-profit, community and Māori housing providers and developers – to identify ways to deliver urban development that has a low emissions profile.	Ongoing	2023	HUD / MFE	AIC
Social Infrastructure	Other	Progress the Defence Estate Regeneration Programme.	Ongoing	2016	NZDF	DM
	Other	Develop a geospatial database on the condition and capacity of Corrections' facilities and infrastructure assets.	Ongoing	2022	APA	DM
	Other	Develop and implement the NZDF Housing Programme.	Develop the programme by 2023	2022	NZDF	DM
	Other	Investment intensive agencies to move towards being asset led and aligning their processes with ISO 55001 for the effective delivery and management of assets.	Ongoing	2022	Various	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Deliver major public transport service and infrastructure improvements to Auckland, Wellington, and Christchurch.	Refer to Decarbonising Transport Action Plan	2022	ATAP / LGWM / GCP	AIC
	Emissions Reduction Plan	Action 10.2.1: Accelerate the uptake of low-emissions vehicles. Continue to incentivise the uptake of low- and zero-emissions vehicles through the Clean Vehicle Discount scheme and consider the future of the Road User Charge exemption for light vehicles beyond 2024.	Refer to Decarbonising Transport Action Plan	2022	MOT / WK	NZE
	Emissions Reduction Plan	Action 10.4: Support cross-cutting and enabling measures that contribute to the delivery of a low-emissions transport system. Embed long-term transport planning to give greater confidence that New Zealand is on track to eliminate emissions and achieve other goals.	Refer to Decarbonising Transport Action Plan	2022	MOT	NZE
	Other	Improve understanding of current settings enable the implementation of transit-oriented development (TOD) and barriers that inhibit it. Work to identify solutions which can increase the implementation of TOD. Support agencies and councils in addressing barriers and integrating solutions.	Ongoing	2022	MOT / HUD	AIC
	Emissions Reduction Plan	Action 10.2.1: Accelerate the uptake of low-emissions vehicles. Implement the Clean Vehicle Standard to increase the quantity and variety of low and zero-emissions vehicles supplied to New Zealand.	Refer to Decarbonising Transport Action Plan	2023	MOT / WK	NZE
	Other	Progress the Enabling Drone Integration package. This involves enhancing the regulatory framework that applies to drones to progress the long-term objective integrating drones into the New Zealand civil aviation system while addressing safety and security issues.	Ongoing	2023	MOT / CAA	ATU
Urban Growth	MAIHI Ka Ora	Take a place-based approach to tackling NZ's housing and urban development challenge. Several work programmes are implementing this approach, and HUD and TPK are capturing and consolidating learnings from place-based and whānau-led community development methodologies.	Produce a guidance document by 2025	2022	HUD	AIC
	MAIHI Ka Ora	Improve the availability of data to inform future Māori Housing decisions.	Ongoing	2022	HUD / TPK	SPO

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Urban Growth Agenda	Progress Urban Growth Partnerships. These partnerships leverage joint partner initiatives and investments to deliver a range of benefits for places and communities, including to improve co-ordination and alignment between central and local government and mana whenua in high growth urban areas.	Ongoing	2022	HUD	AIC
	Other	Monitor the implementation of the National Policy Statement on Urban Development 2020 (NPS-UD). The NPS-UD sets out the objectives and policies for planning well-functioning urban environments under the Resource Management Act 1991.	Ongoing	2020	HUD / MFE	PC
Waste	Emissions Reduction Plan	Action 9.3: Integrate circular practices across government, communities, and businesses. The Government will implement the 'broader outcomes' procurement policy which supports a circular economy.	Ongoing	2022	MBIE	CE
	Emissions Reduction Plan	Action 15.6.2: Improve information on greenhouse gas emissions from waste disposal. Undertake a national data collection and reporting programme to improve our understanding of emissions from waste.	Ongoing	2022	MFE	NZE
	Emissions Reduction Plan	Action 15.6.2: Improve information on greenhouse gas emissions from waste disposal. Publish national waste statistics each year as part of the broader National Waste Data Reporting programme.	Ongoing	2022	MFE	NZE
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport with equitable measures. Work with local government to deliver public transport, cycling and walking improvements in low socio-economic areas and for transport disadvantaged groups (including disabled people).	Refer to Decarbonising Transport Action Plan	2022	WK	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Expected Completion Year: To be determined (TBD)						
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements around schools. Investigate opportunities to improve school bus services.	Refer to Decarbonising Transport Action Plan	TBD	MOE	AIC
	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to micro-mobility infrastructure and systems. Provide support for local government to develop network plans for walking and cycling.	Refer to Decarbonising Transport Action Plan	TBD	WK	AIC
Building and construction	National Adaptation Plan	Action 7.4: Update regulatory requirements to ensure buildings are designed and constructed to withstand more extreme climate conditions. Updated forward-looking climate data and modelling will be used to: <ul style="list-style-type: none"> • update Building Code performance requirements • identify and add climate hazards not currently in the Building Code, and • produce guidance and tools to help people meet new performance requirements. 	Identify what needs to be updated by 2026	2024	MBIE	RSS
Cross-cutting	Future for Local Government Review	Finalise the Future for Local Government Review. The Review is an opportunity to create a new system of local governance and democracy that will effectively respond to a changing New Zealand and create conditions for communities to thrive.	Finalise the review by end 2023	2022	DIA	AIC
	Other	Explore how value capture could be pursued as a component of the funding package for Auckland Light Rail and future infrastructure projects. Assess whether the existing funding toolkit will ensure that beneficiaries of investment meet a fair share of project costs and explore whether a new mechanism is warranted and desired.	Consider options for a new mechanism by 2023	2022	TSY / HUD / MOT	FF
	Other	Review existing infrastructure information and models and explore how spatial models can be used in the implementation of the Spatial Planning Act and the Natural and Built Environments Act.	Finish reviewing by 2024	2023	TW	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Digital	Digital Strategy for Aotearoa	To support a future national-level conversation on the potential of digital twins, we will map the current landscape of digital twins in Aotearoa New Zealand and develop an inclusive process for engagement. This will inform reflection on the role of government policies in enabling uptake, where a wide range of possible interventions will be explored, including industry networking, research and skills development, through to government procurement processes.	Map the landscape by 2026	TBD	MBIE	ATU
Energy	Emissions Reduction Plan	Action 11.2.2: Ensure the electricity system and market can support high levels of renewables. Implement the future security and resilience (FSR) work programme.	Publish issues paper on common quality issues with Part 8 of the Code in April 2023. Publish a dashboard of indicators to monitor the risks, opportunities and challenges affecting security and resilience by mid-2023.	2022	EA	NZE
	Emissions Reduction Plan	Action 11.2.2: Ensure the electricity system and market can support high levels of renewables. Market Development Advisory Group (MDAG) price discovery project: wholesale market operation and investment in a renewables-based electricity system.	Receive MDAG recommendations and develop work programme in response in FY23/24	2022	EA	NZE

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Promote more efficient distribution network pricing.	Issues paper released and scorecards review complete by August 2023	2022	EA	NZE
	Emissions Reduction Plan	Action 11.2.1: Accelerate development of new renewable electricity generation across the economy. Review national direction tools for new renewable generation and electricity infrastructure.	Consultation in 2023	2022	MBIE / MFE	NZE
	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Explore electricity distribution and transmission issues as they relate to the Commerce Act 1986.	Finish review of electricity input methodologies by 2024	2023	CC	NZE
	Emissions Reduction Plan	Action 11.2.3: Support development and efficient use of transmission and distribution infrastructure to further electrify the economy. Implement new transmission pricing methodology, including making technical amendments to the transmission pricing methodology as required to ensure it remains workable and fit for purpose.	The new transmission pricing methodology commenced 1 April 2023	2023	EA	NZE
Social Infrastructure	Other	Develop a Network Configuration Plan for all non-custodial (community corrections) facilities.	Develop the plan by 2025	2022	APA	DM

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
Transport	Emissions Reduction Plan	Action 10.1.2: Support people to walk, cycle and use public transport through improvements to public transport systems. Deliver nationally integrated ticketing for public transport.	Refer to Decarbonising Transport Action Plan	2022	WK / PTAs	AIC
	Emissions Reduction Plan	Action 10.2.1: Accelerate the uptake of low-emissions vehicles. Consider further measures needed – from 2027 – to increase the fuel efficiency of the imported fleet and avoid high-emitting vehicles being dumped onto our market. This will help avoid Aotearoa becoming a dumping ground for high-emitting vehicles.	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
	Emissions Reduction Plan	Action 10.2.2: Make low-emissions vehicles more accessible for low-income and transport disadvantaged New Zealanders. Investigate whether further targeted support is required to make low-emissions vehicles more accessible and affordable for other disadvantaged groups and communities.	Refer to Decarbonising Transport Action Plan	2023	MOT	NZE
	Emissions Reduction Plan	Action 10.3.3: Work to decarbonise aviation. Implement a sustainable aviation fuel mandate.	Refer to Decarbonising Transport Action Plan	2023	MOT / MBIE	FTR
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Investigate ways to mitigate the adverse impacts of congestion charging on low-income individuals and households (contingent on the Government decision to enable congestion charging).	Refer to Decarbonising Transport Action Plan	TBD	MOT	AIC
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Engage with Wellington City Council and Greater Wellington Regional Council in response to their request for congestion charging (contingent on the Government decision to enable congestion charging).	Refer to Decarbonising Transport Action Plan	TBD	MOT	AIC

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Monitor interest in congestion charging from other councils and engage as necessary (contingent on the Government decision to enable congestion charging).	Refer to Decarbonising Transport Action Plan	TBD	MOT	AIC
	Emissions Reduction Plan	Action 10.1.3: Enable congestion charging and investigate other pricing and demand management tools to reduce transport emissions. Work with Auckland Council on a detailed design of congestion charging for Auckland (contingent on whether the Government decided to enable congestion charging).	Refer to Decarbonising Transport Action Plan	TBD	MOT / AC	AIC
	Other	Review and update civil aviation rules, guidance and training as needed to support the use of electric aircraft.	To be confirmed	TBD	CAA	FTR
Urban Growth	MAIHI Ka Ora	Undertake a review of the barriers that make it difficult for Māori to utilise their own land for housing developments and prohibiting them from establishing a physical connection to their own whenua. Build this into a programme of work to address the barriers.	Develop programme by 2024	2023	TPK	SPO
	National Adaptation Plan	Action 3.22: Work with community housing providers to enable effective climate hazard response. This will provide better data and information on the exposure of community housing providers to climate risks. An action programme will increase the resilience of community housing by supporting strategies for emergency management and long-term adaptation.	Complete engagement with providers by 2024	2023	HUD	RSS
	National Adaptation Plan	Action 5.16: Identify options to increase the integration of nature-based solutions into urban form. Build understanding of barriers and identify ways to accelerate nature-based solutions through changes to urban form and development.	Scope project by 2024	2023	HUD	RSS
	National Adaptation Plan	Action 4.4: Embed adaptation in funding models for housing and urban development, and Māori housing. Existing funding programmes for urban development and housing, including Māori housing, will be updated to consider the costs of existing and future climate hazards. New funding programmes may be created if there are gaps.	Begin reviews by 2024	2024	HUD	RSS

Sector	Programme	Action / Sub-action / Description	Milestone	Timeframe Start	Lead / Key Partners	Key Strategy Section
	National Adaptation Plan	Action 7.3: Partner with Māori to support Māori-led approaches to adaptation planning.	Develop options by 2025	2024	HUD	RSS
Waste	Emissions Reduction Plan	Action 15.6.1: Develop a national waste licensing scheme. Explore proposals to enable the collection of data.	Implement the scheme by 2026	2025	MFE	CE
	Emissions Reduction Plan	Action 15.6.1: Develop a national waste licensing scheme. Engage with local government and waste service providers to ensure that obligations and data reporting requirements of a national scheme are feasible.	Implement the scheme by 2026	2025	MFE	CE

Keys

Rautaki Hanganga o Aotearoa

	Strengthening Partnerships and Opportunities for Māori	SPO
Strategic Objectives	Net-Zero Emissions	NZE
	Flourishing Towns and Regions	FTR
	Attractive and Inclusive Cities	AIC
	Resilience to Shocks and Stresses	RSS
	Circular Economy	CE
Strategic Themes	Decision making	DM
	Funding and Financing	FF
	Planning and Consenting	PC
	Accelerating Technology Use	ATU
	Workforce Capacity and Capability	WCC

General

AC	Auckland Council	Te Kaunihera o Tāmaki Makaurau
APA	Department of Corrections	Ara Poutama Aotearoa
ATAP	Auckland Transport Alignment Project	
BIM	Building Information Modelling	
CAA	Civil Aviation Authority of New Zealand	Te Mana Rererangi Tūmatanui o Aotearoa
CC	Commerce Commission	Te Komihana Tauhokohoko
CEBE	Circular Economy and Bioeconomy	
CERF	Climate Emergency Response Fund	
CI	Callaghan Innovation	
CIP	Crown Infrastructure Partners	
CSA	Construction Sector Accord	
DIA	Department of Internal Affairs	Te Tari Taiwhenua
DPMC	Department of the Prime Minister and Cabinet	Te Tari o Te Pirimia me Te Komiti Matua
DSA	Digital Strategy for Aotearoa	
EA	Electricity Authority	Te Mana Hiko
EECA	Energy Efficiency and Conservation Authority	Te Tari Tiaki Pūngao
EV	Electric Vehicle	
GCP	Greater Christchurch Partnership	
GIC	The Gas Industry Company Limited (Gas Industry Co)	
HUD	Ministry of Housing and Urban Development	Te Tūāpapa Kura Kāinga
IFF	Infrastructure Funding and Financing Act	

General

INZ	Immigration New Zealand	
IRD	Inland Revenue Department	Te Tari Taake
ITP	Industry Transformation Plan	
KO	Homes and Communities	Kāinga Ora
KR	KiwiRail Holdings Limited	
LG	Local Government	
LGWM	Let's Get Wellington Moving	
LINZ	Land Information New Zealand	Toitū Te Whenua
MBIE	Ministry of Business, Innovation and Employment	Hīkina Whakatutuki
MCH	Ministry for Culture and Heritage	Manatū Taonga
MFE	Ministry for the Environment	Manatū Mō Te Taiao
MOE	Ministry of Education	Te Tāhuhu o te Mātauranga
MOT	Ministry of Transport	Te Manatū Waka
MPI	Ministry for Primary Industries	Manatū Ahu Matua
MSD	Ministry of Social Development	Te Manatū Whakahiato Ora
NBA	Natural and Built Environments Act	
NEMA	National Emergency Management Agency	Te Rākau Whakamarumarū
NLTP	National Land Transport Programme	
NPS-UD	National Policy Statement on Urban Development 2020	
NZDF	New Zealand Defence Force	Te Ope Kātua o Aotearoa
NZGIF	New Zealand Green Infrastructure Fund	
NZGP	New Zealand Government Procurement	
NZPC	New Zealand Productivity Commission	Te Kōmihana Whai Hua o Aotearoa
PSC	Public Service Commission	Te Kawa Mataaho
PTAs	Public Transport Authorities	
PTOM	Public Transport Operating Model	
RP	Rau Paenga Limited	
SME	Small to Medium Enterprise	
SNZ	Standards New Zealand	Te Mana Tautikanga o Aotearoa
SPA	Spatial Planning Act	
TA	The Office for Māori Crown Relations	Te Arawhiti
TNZ	Transpower New Zealand	
TPK	Ministry of Māori Development	Te Puni Kōkiri
TSY	The Treasury	Te Tai Ōhanga
TW	New Zealand Infrastructure Commission	Te Waihanga
VKT	Vehicle kilometres travelled	
WK	New Zealand Transport Agency	Waka Kotahi
WS	WorkSafe New Zealand	Mahi Haumarū Aotearoa